

**Program Evaluations/Management Audits
Conducted by County Board Office
1997 - 2015**

1. A Program Review of the Dane County Regional Planning Commission and the Dane County Department of Planning and Development 3/97
2. Study of Sheriff's Office Overtime 11/97
3. Dane County Joining Forces for Families: Performance Measurement Project 5/98
4. Dane County Human Services: Study of Contract Provider Agencies 11/98
5. Program Evaluation/Management Audit of Dane County Consolidated Food Service 9/99
6. Consolidation Opportunities in the County Fleet Program for Dane County, Wisconsin 3/00
7. Dane County Division of Information Management: Findings and Recommendations Report 7/01
8. Study of a Merger: Dane County and City of Madison Public Health Services 11/01
9. Audit of Jail Medical Services 9/02
10. Badger Prairie Health Care Center Replacement Analysis 3/03
11. Audit of the Area Agency on Aging Case Management and Service Provision 6/04
12. Evaluation of the Dane County Department of Planning and Development 9/05
13. Development of Outcome Measures for the Department of Human Services Self-Directed Service Programs for the Developmentally Disabled 7/06
14. Criminal Justice System Assessment 9/07
15. Phase I Report of the Comprehensive Review of the Public Safety Communications Center 11/08
16. Phase II Report of the Comprehensive Review of the Public Safety Communications Center 2/09
17. Follow-up Study on the Criminal Justice System Assessment 12/11
18. Sheriff's Office Overtime Audit 2012
19. Peer Review of Dane County Lake Level Management Guide for the Yahara Chain of Lakes 2012

20. Audit of Organizational Structure of Land and Water Programs in Dane County Government 2013 (with example of scope of project)

Dane County addresses aspects of the management, conservation, and protection of land and water resources via programs located in several departments of county government.

The Department of Land & Water Resources' mission is to protect and restore Dane County's natural resources and to promote the sustainable and environmentally responsible enjoyment of those public natural areas. Programmatic areas in the department include lakes and watershed, park operations, land acquisition, conservation, and lake management.

The Public Works, Highway and Transportation Department houses the solid waste and recycling functions of county government, including management of the landfill and methane gas operations. The mission of solid waste programs is to provide an efficient and cost effective solid waste management program which protects the environment and conserves natural resources. The recycling program strives to provide an efficient and cost effective waste reduction and recovery program which protects the environment, conserves natural resources and conserves space in the county's landfill, with focus on products with mercury electronics, construction and demolition debris and yard trimmings. Public Works, Highway and Transportation Department also contracts for various facilities, performs road maintenance, and currently shares resources with the Land and Water Resources Dept., such as winter plowing and other maintenance.

The Department of Planning and Development's planning division assists Dane County residents, communities and decision-makers in addressing short-range and long-range comprehensive planning issues related to community and regional development, transportation, environmental resources, community services, housing, and economic development. The zoning and plat review division's mission is to protect and promote the public health, safety and general welfare of Dane County by administering county zoning, environmental and land division regulations in the unincorporated portion of Dane County. A review of the Department of Planning and Development was completed in 2005 and can be found on the Dane County website:

http://danedocs.countyofdane.com/webdocs/pdf/coboard/planning_development_evaluation_2005.pdf

The Department of Administration's director of policy and program improvement leads a phosphorus reduction initiative, as well as the development and implementation of manure digester projects and coordination of stakeholders to prioritize and implement the Yahara CLEAN phosphorous control recommendations.

The purpose of this review is to identify, by program area, the land and water management functions within Dane County that can be more efficient and/or effective through re-alignment, sharing of staff, and/or reallocating resources.

Task 1: Identify each program area that addresses land or water management and briefly describe the current organization, purpose of the program, the FTE associated with the program (number and budget), the FTE workload associated with the program (and seasonal FTE needs), key program stakeholders and customer service demands, the County Board standing committee responsible for oversight of the program, and other programs with which it is interdependent. Include detailed organization charts indicating current staff to supervisor ratios, position classifications and current vacancies.

Task 2: Propose three alternative structures, in which similar functions can be realigned so as to avoid duplication of efforts, improve the efficient delivery of customer services, maximize FTE, maximize sharing of resources and staff, maximize optimal staff to supervisor ratios and fill in gaps where inadequate FTE are identified. Compare these alternative structures to the existing structure and identify the effects on departments, staff, and services of any recommended changes to the existing structure.

Task 3: Identify the key questions and planning steps that must be addressed to implement each of the three alternatives.

21. Facilitated Study Group to Review Dane County's Current Approach to and Future Planning for Human Service POS Contracts 2013 (with example of scope of project)

Convene a professionally facilitated study group to address concerns identified and recommendations made by the Dane County Children, Youth and Families Consortium member agencies in the July 10, 2012 *Position Paper on Dane County Human Services*.

Specifically, focus on the relationship between Dane County and the Purchase of Service (POS) providers, with which the county contracts to provide human services, to address the following issues:

- 1) Options for a new business model that includes a long-term plan (8-10 years) for funding human services that would emphasize accountability, cost-efficiency, and delivery of high quality services, and how such a plan would be utilized as the basis for developing annual budgets for the Department of Human Services;
- 2) Options for addressing annual surpluses and budget development for both the County and POS providers;
- 3) Whether services that research has demonstrated provide a return on taxpayer investment are prioritized for additional investment (these include child welfare, delinquency, mental health, prevention, and substance abuse related services);
- 4) Do a comparison of unit cost vs. 1/12 payment methods;
- 5) Options for adjusting level of support for lower priority services that are identified per item (3) above (e.g., those services that are determined not to offer a significant return on investment);
- 6) Explore options for structuring future partnership between the DCDHS and POS agencies that includes:
 - a. Options for changes in the contract between the DCDHS and private providers that creates an equitable shared risk;
 - b. Options for ensuring that private providers receive annual cost-to-continue increases while also preserving service capacity and maintaining the integrity of existing services; and
 - c. Options for changes in contractual provisions and expectations should it be determined that annual cost-to-continue increases cannot be provided to POS providers.

* 2013 proposals were made later in the year and extended into 2014. No new reviews were conducted in 2014.

22. Racial Equity Analysis of Dane County Government 2015

Updated January 2016