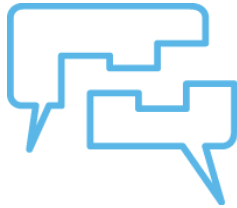




Dane County, Wisconsin

Land and Water Resources Assessment



Let's talk about an opportunity.



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Agenda



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- > Project Scope
- > Project Methodology
- > Project Results
- > Key Findings and Recommendations
- > Questions

Your Engagement Team



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**Christine
Smith**

Project Principal

25 years public sector experience and leads the Public Sector Consulting Team. Christine has managed numerous, successful budget reductions, reorganization, fleet operations assessments, shared service and consolidation resource projects.

Areas of Expertise:

- > Government transformation
- > Strategic planning
- > County cost reduction
- > Organizational and staffing analysis
- > Public sector maintenance operations
- > Fleet operations analytics



**Chris
Urchell**

Senior Consultant

10 years public sector and engineering experience. Chris specializes in public works project management from planning to implementation. He combines his engineering background and project management skills to deliver innovative solutions for his clients.

Areas of Expertise:

- > Developing & coordinating public sector improvement projects
- > Managing projects in public infrastructure planning, design, and coordination
- > Quality assurance and regulatory compliance



**Caitlin
Humrickhouse**

Consultant

3 years of public sector and financial analysis experience. Caitlin provides benchmarking and cost benefit analyses to help public sector entities make informed organizational decisions and ensure efficient operations.

Areas of Expertise:

- > Financial analysis
- > Best practices and benchmarking review
- > Workforce planning
- > Business process mapping and review

Project Scope



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Research and analyze relevant information regarding land and water management functions within the county. Specific activities include:

- > Identify activities related to land and water resources, the departments with primary responsibility for these activities, and the key stakeholders associated with these activities;
- > Ascertain areas for increased efficiency, collaboration or implementation of best practices and propose recommendations based on these findings;
- > Outline key steps, issues that must be addressed, and resources required to implement the recommendations; provide an implementation time frame;
- > Determine activities with involvement from more than one department.
 - > Duplication of activities was not found to be issues although the lack of coordination between various departments does impact efficiency and effectiveness

Project Scope



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Land & Water Activities	LWRD	DPD	DPW	DofA
Permitting	X	X		
Contract Management & Oversight	X	X	X	X
Public Outreach	X	X		X
Grant Administration	X	X	X	X
CIP Bid/Award/Construction Mgmt	X		X	
Geographic Information Systems (GIS)	X	X		X
Parks & Natural Resource Planning	X	X	X	X
Real Estate	X	X	X	X
Manure Digester Program	X		X	X
Phosphorous Reduction	X	X	X	X
Working Lands Program	X	X		
Snow Plowing	X*		X	
Wood Utilization Program	X		X	
Compressed Natural Gas (CNG) Vehicle Training	X	X		
Table Key				
Lead Role	X			
Support	X			
Limited Involvement /Dependency	X			

Project Methodology



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The following methods were deployed to collect and analyze the information presented in this report:

- > **Information Review:** Reviewed information provided by Land & Water Resources Department (LWRD), Department of Administration (DofA), Department of Planning & Development (DPD), and Department of Public Works, Highways, and Transportation (DPW).
- > **Staff Interviews:** Interviews with approximately 25 staff within various county departments.
- > **Dane County Board Supervisor Interviews:** Interviews with County Board Supervisors Patrick Miles, Robin Schmidt, and Sharon Corrigan.

Project Methodology Continued



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- > **Comparable County Research and Interviews:** Review of comparable county practices and interviews with Waukesha County and the Wisconsin Counties Association helped inform recommendations.
- > **Research and Analysis:** Literature review of research conducted by industry associations such as: the American Public Works Association, Gartner, the Project Management Institute, the California Civic Innovation Project, the National Recreation and Parks Association, the National Association of Counties, and others. Additionally, industry best practice research combined with subject matter expert knowledge was used to inform recommendations within the report.

Industry Best Practices



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Industry Best Practice	Dane County Performance
<p>Strategic and collaborative relationships with federal and state regulatory agencies</p> <ul style="list-style-type: none">> Coordination with the USDA for farmland preservation programs> Joint initiatives with DNR related to aquatic plant management and educational outreach	<p>✓</p>
<p>Interdepartmental cooperation on land and water issues</p> <ul style="list-style-type: none">> The Water Resource Engineering Division will provide plan review and consultation to the DPD> DofA, LWRD, and DPW coordinated efforts on the Manure Digester program	<p>✓</p>
<p>Use of volunteers, temporary staff, and shared staff between departments to economically meet staffing needs</p> <ul style="list-style-type: none">> The Parks Division uses volunteers to assist in parks management work.> There are several “friends” groups of land and water resources, which contribute funds and volunteers to help promote county priorities related to land and water resources> LTEs are used heavily in the Parks Division in order to augment staff during high seasons	<p>✓</p>

Industry Best Practices - Continued



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Industry Best Practice	Dane County Performance
Cross utilization of staff across divisions and departments > Lakes management staff (LWRD) share with DPW based on seasonal needs	
Comprehensive Parks and Open Space Plan with advisory committee > Plan is updated every five years to qualify for eligibility to apply for grants through the Wisconsin Department of Natural Resources (WisDNR)	
Consistent permitting process and incorporation of online “one-stop-shop” for all customer permitting and application needs	
Clear, concise website where stakeholders can easily find information	
Activity-based time tracking system with associated results monitoring and benchmarking	
Resource and knowledge sharing with other entities such as nearby municipalities and educational institutions	
GIS advisory committee and reporting stakeholder group	

Industry Best Practices - Continued



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Industry Best Practice	Dane County Performance
Communications policies and procedures	✓
Centralized system for grants administration and grants management	✓
Strategic communications plan	✓
Trained grants management staff	✓
Process flow chart for permitting procedures	✓
Customer satisfaction surveys to determine service level feedback	✓

Project Results



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Baker Tilly identified 14 total recommendations in eight different areas:

Process Area	Number of Recommendations
Grants Management/Administration	4
Stakeholder coordination/communication	1
Governance Structure	2
Permitting Process	1
Public Outreach & Education	3
CIP Process	1
GIS Technical Advisory Group	1
Employee Time Tracking	1

Project Results – Issue 1



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Issue 1: Grants management and administration lack a centralized structure to guide the strategic management of internal and external grants.

Finding	Rec #	Recommendation
Grants management is operated via a decentralized structure with research, application and grants management occurring in individual departments/divisions.	1a	Identify or create a position that is responsible for oversight of grants management for land and water programs.
There is no central tool or resource to track grant information and funds.	1b	The county should consider investing in grants management software to increase access to grants opportunities and streamline management processes.

Project Results – Issue 1



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Issue 1: Grants management and administration lack a centralized structure to guide the strategic management of internal and external grants.

Finding	Rec #	Recommendation
The grants administration process is highly manual and does not use a centralized database to store grantee data and applications.	1c	Invest in grants administration software to improve workflow related to grants administration and increase efficiencies in the application and monitoring processes.
Grants are awarded without consideration of the time and effort it takes to administer them relative to the dollar value.	1d	Grant programs related to land and water resources should be reviewed to determine if the impact of the grant being awarded is large enough to warrant the staff time spent administering the grant.

Project Results – Issue 2



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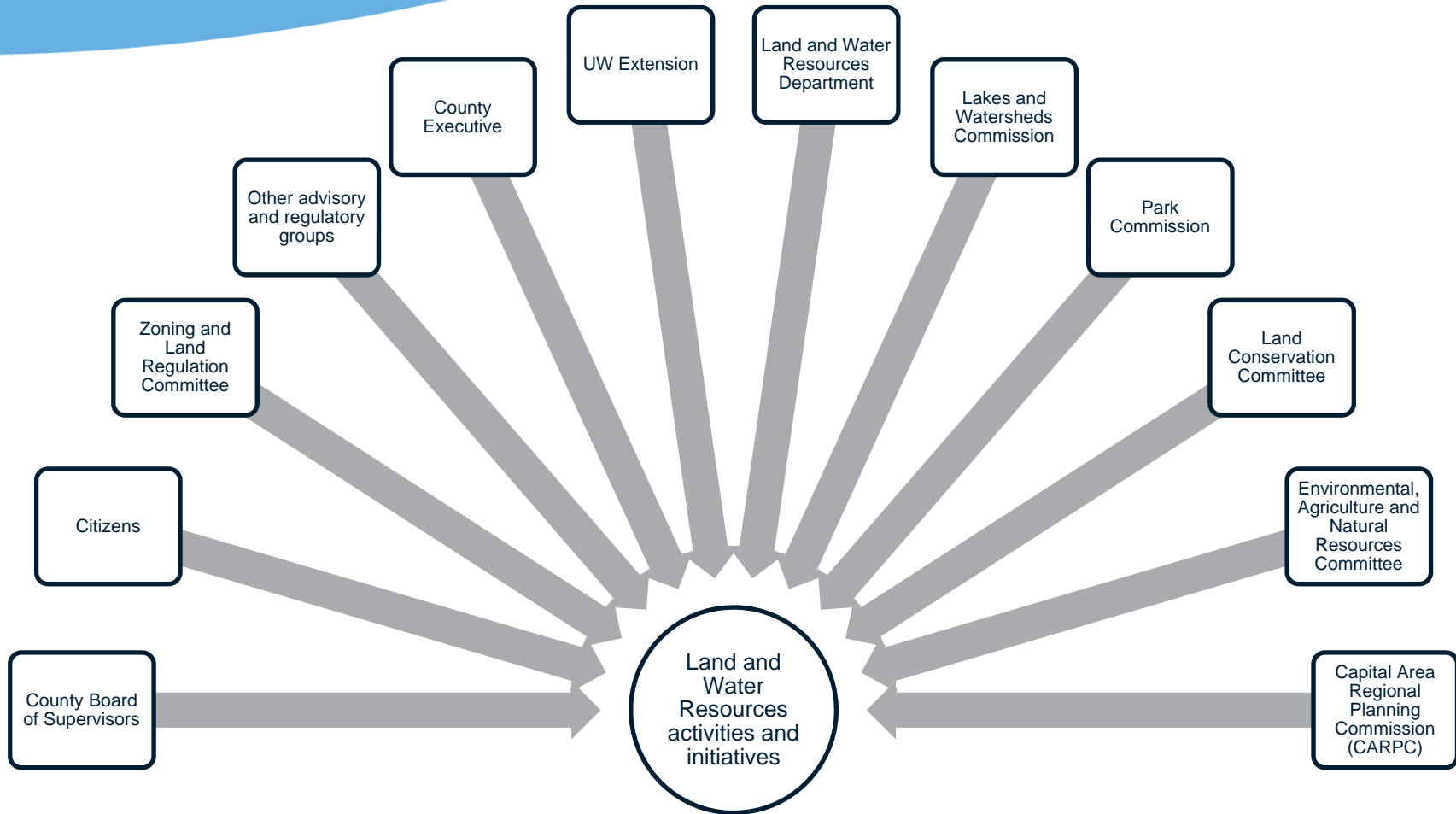
Issue 2: Coordination between department heads, oversight committees, and other land and water resources stakeholders is limited and does not provide the level of cooperation and resource sharing needed to address the broad scope of land and water resources operations.

Finding	Rec #	Recommendation
There are no regularly scheduled meetings or other defined opportunities for land and water resources stakeholders to discuss initiatives and share information related to current projects, best practices, and resource availability.	2a	Foster a land and water resources community of practice to promote a collaborative approach to drive the big picture strategy, implement best practices, solve problems with a broad scope, and ensure resource sharing.

Project Results – Issue 2



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Project Results – Issue 3



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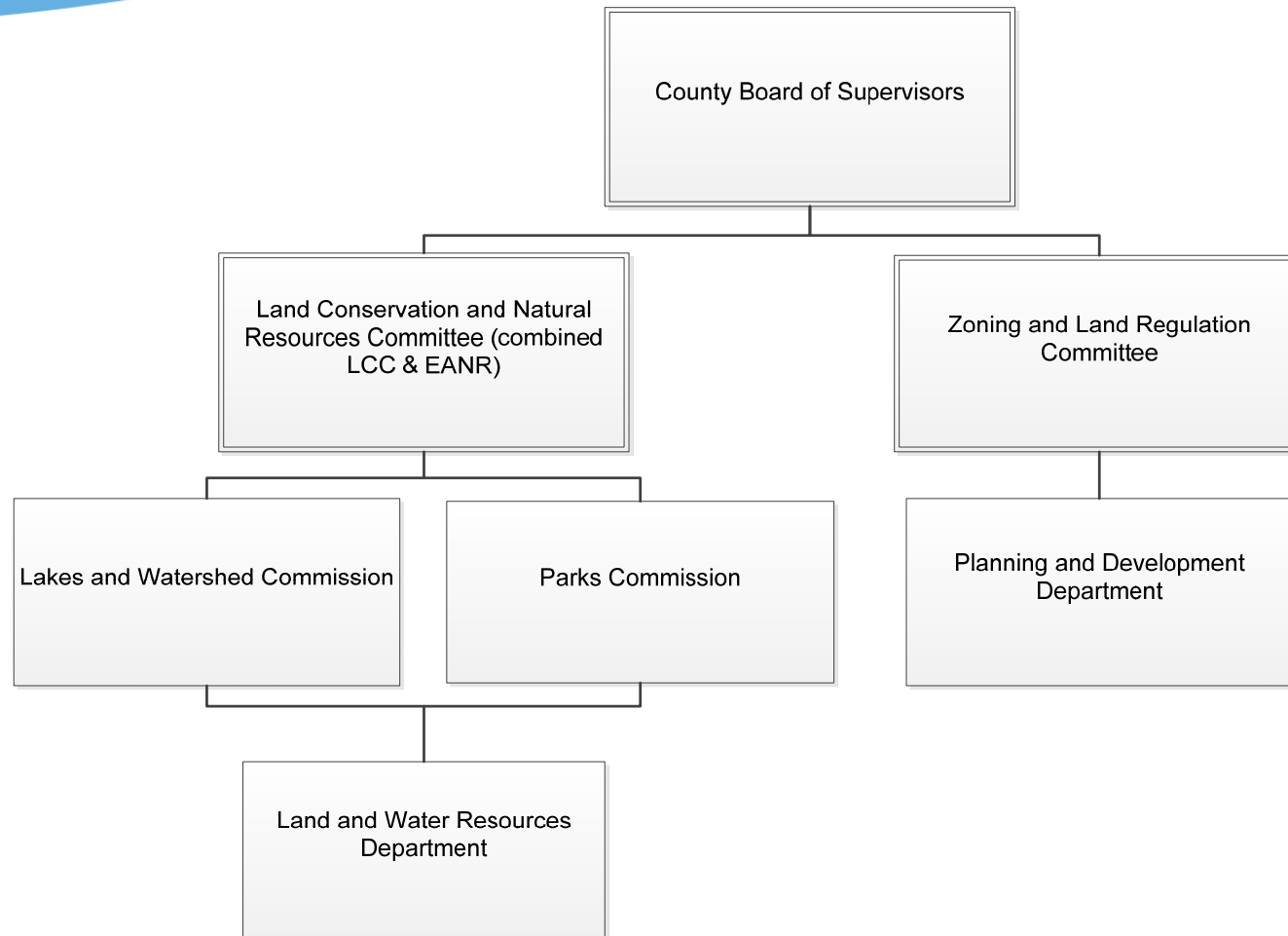
Issue 3: The governance structure of land and water resources activities is too complex and fragmented to provide clear strategic direction and effective coordination of all land and water resources activities.

Finding	Rec #	Recommendation
The county governance structure for land and water resources is complex and lacks clear definition of each of the governing body's roles and responsibilities.	3a	Streamline the governance structure by defining interrelationships between governing and advisory bodies and establish joint meetings when possible.
The delineation of duties between EANR and other governing bodies is unclear and there may be unnecessary layers of governance.	3b	Redefine the role of EANR with the goal of creating a governance structure that provides necessary oversight and policy direction without unnecessary layers.

Project Results – Issue 3



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Project Results – Issue 4



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Issue 4: The administrative county permitting process is not consistent across land and water programs.

Finding	Rec #	Recommendation
The Land and Water Resources Department and the Department of Planning and Development are utilizing different processes and technology to administer land and water program related permits.	4a	Implement a standardized process and consider adopting a formal permitting software solution for all land and water related permits in order to create internal efficiencies, improve county-wide reporting, and enhance one-stop shopping for county permit applicants.

Project Results – Issue 5



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Issue 5: Public outreach and education for land and water resources is not coordinated among the divisions within the LWRD, related departments and stakeholders.

Finding	Rec #	Recommendation
There is a lack of coordinated public outreach, education, and awareness, which can result in inconsistent messaging and decreased outreach effectiveness.	5a	Charge one individual with the responsibility and ownership of the land and water public outreach and education efforts across the county.
There are several county websites that provide information on land and water resources without consistent messaging.	5b	Redesign the messaging and key information regarding land and water resource information as presented to the public on county websites.

Project Results – Issue 5



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Issue 5: Public outreach and education for land and water resources is not coordinated among the divisions within the LWRD, related departments and stakeholders.

Finding	Rec #	Recommendation
There is not a formal communications strategy that provides land and water resource management guidance and prioritization for the county; nor is there a communication plan for sharing annual or long-term initiatives with the public.	5c	The county should develop a communications strategy that includes a communications plan and policy for land and water resources.

Project Results – Issue 6



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Issue 6: LWRD is not equipped with project management tools, methodologies, or capacity to effectively manage the Dane County Parks and Open Space Capital Improvement Projects (CIPs) in the pre-construction phases.

Finding	Rec #	Recommendation
The Parks Division and several other county divisions currently lack the project management, estimation, and bid process understanding and capabilities to independently handle CIP development and management.	6a	Expand pre-construction project management capabilities within the LWRD Parks Division by providing existing staff with formalized training and internal mentorship opportunities involving the DPW.

Project Results – Issue 7



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Issue 7: There is fading emphasis on the importance of the GIS Technical Advisory Group (GTAG), which is due to the lack of a coordination of regular meetings, driving conversation and strategic initiatives, and acting as a liaison to the Land Information Council (LIC).

Finding	Rec #	Recommendation
The GTAG group meeting schedule is fairly informal and the group rotates the meeting facilitator responsibility. The lack of an appointed facilitator for the group has resulted in fading interest and a decrease in regular participation.	7a	Assign a GIS staff member as the strategic facilitator of the GTAG group.

Project Results – Issue 8



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Issue 8: The land and water programs do not have a formal approach to resource planning and staff level project prioritization, as land and water program departments/divisions do not consistently track the time or level of effort required to complete project tasks.

Finding	Rec #	Recommendation
The county does not use a standardized program that informs division managers and department directors of time spent by staff on various activities.	8a	Implement a formal effort reporting practice including an activity-based time tracking system supported by detailed workplans.

Questions?