



**DANE COUNTY BOARD OF SUPERVISORS
&
COUNTY BOARD OFFICE**

EQUITY & INCLUSION PLAN UPDATE

November 2023

I. Introduction

In 2015, the Dane County Board contracted with the Center for Social Inclusion and the Government Alliance on Race and Equity (GARE) to conduct the [Dane County Racial Equity Analysis & Recommendations](#). Their report contained five recommendations, each with phased actions to achieve each recommendation. One recommendation was to develop “department-specific racial equity plans with timelines for implementation and designation of accountability for advancing racial equity within each department’s lines of business.”

This 2023 update of the original Dane County Board of Supervisors and County Board Office Equity Plan complies with that recommendation by clearly articulating goals and actions within the framework of areas of opportunity to advance equity and inclusion that has been adopted by numerous departments for their equity plans.

This updated plan identifies new and ongoing policy and program initiatives and actions the County Board and Office are pursuing to advance all forms of equity and inclusion. It also provides a snapshot of the many policy and program initiatives and actions the Dane County Board of Supervisors and County Board Office have completed since development of the first equity plan in 2018. See Appendix A for a list of completed efforts that were in the original plan to advance equity and inclusion.

This updated plan broadens the original plan’s conception of racial equity and social justice to encompass not just racial and ethnic equity and inclusion, but also to affirmatively encompass equity and inclusion related to gender identity, religious affiliation, disability, etc. The plan highlights a number of priorities; it does not present an exhaustive list of what the County Board and Office are currently doing or intend to do to support and add to those priorities, as the work of the County Board evolves dynamically throughout the year with the creation of new policies and programs. See, for example, Appendix B for a list of 2022 and 2023 resolutions introduced and passed by the Dane County Board of Supervisors to advance the County Board’s and Dane County’s mission of equity and inclusion, and Appendix C for a list of County Board Office Program Evaluations that directly address equity and inclusion.

The Dane County Board of Supervisors and County Board Office intend this Equity Plan to describe strategies they will actively develop, continue, and maintain to advance equity and inclusion as a part of their mission and day-to-day work. This Equity Plan is a valuable tool to add transparency and accountability to the work that is happening at all levels of the organization.

II. Plan Structure

The Equity Plan is organized using the five Areas of Opportunity with related Goals and Key Action Steps for achieving a more equitable and inclusive County Board of Supervisors, County Board Office, and, by extension, Dane County government as a whole.

A. Areas of Opportunity

- 1) Organizational Commitment
- 2) Leadership Development
- 3) Program Innovation
- 4) Collaboration
- 5) Resource Mobilization

B. Goals

The goals listed below were also priority areas in the original equity plan for the County Board and County Board Office.¹ Given the nature of legislative, policy, and program work, these goal categories and many of the related key action steps continue to be relevant for this updated equity plan. Note that each of the prioritized goals has a connection to more than one Area of Opportunity (AO) because of the broad scope of the goal and variety of key action steps targeted to achieve the goal. The related Areas of Opportunity (AO) are noted in parentheses next to each goal.

Goal 1: Increase Equity and Inclusion Learning Platform for Supervisors and Community [AO1, AO2, AO3, AO4, AO5]

Goal 2: Increase County Board and Staff Diversity [AO1, AO2]

Goal 3: Incorporate an Equity Framework into Committee Agendas and Budget [AO1, AO3, AO5]

Goal 4: Implement Strategies to Ensure Dane County is an Equitable and Inclusive Government that Effectively Engages Community and is Responsive to its Needs [AO1, AO2, AO3, AO4, AO5]

Goal 5: Develop National and Local Partnerships to Advance Equity and Inclusion [AO1, AO3, AO4, AO5]

¹ There were two additional goals in the original plan. Goals 1 and 3—“Increase Racial Equity” and “Increase Learning Platform...” —were combined and updated in this plan, and original Goal 6—Ensure that All Neighborhoods and People are Safe and Racial Disproportionalities in the Criminal Justice System are Eliminated—was removed. The Office of Justice Reform will place a version of the previous Goal 6 and other criminal justice goals in its future plan.

C. Key Action Steps

The key action steps attached to each goal are included in the detailed Equity Work Plan table below. The table contains each of the five goals and the key action steps related to each goal. Each action step includes a timeline, expected outcome, data source and evaluation methodology, staff person/area responsible, and comments.

III. Equity Work Plan

The table on the following pages outlines in detail the elements of the Equity Plan for the Dane County Board and County Board Office.

WORK PLAN
Dane County Board is developing and implementing strategies to advance equity and inclusion

Goal 1: Increase Equity and Inclusion Learning Platform for Supervisors and Community					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Staff Person/Area Responsible	Comments
A. Provide each member of the County Board with demographic information regarding districts	2023 and ongoing	Improve awareness of district demographics including racial, gender, age, and economic indicators.	UW Population Lab and the American Survey Ongoing communication and quarterly education opportunities sent via email	Kuhl	Constituent data improves supervisors' knowledge of their districts.
B. Equity resources developed and/or delivered to supervisors, staff, and community	Ongoing	- Build greater understanding of historic inequitable treatment and unintended outcomes of	Ongoing communication and quarterly education opportunities sent via email; routine in-	All staff	- Intention to routinize and highlight equity learning opportunities.

		<p>government policy and procedure</p> <ul style="list-style-type: none"> - More equitable policy development 	<p>person training opportunities</p>		<ul style="list-style-type: none"> - Resource repository development - New employees/interns are on-boarded with equity understanding <p>Recent Examples:</p> <ul style="list-style-type: none"> - 2023 three-part training by UW-Madison Professor Christy Clark-Pujara: "Why History Matters: The Creation and Problem of the White-Black Binary in the United States." - Racial Justice Summit sponsorships; National legislative equity understanding, etc.
<p>C. Service and leadership on RESJ Teams and Workgroups</p>	<p>Ongoing</p>	<p>Creation and implementation of equity tool for use across Dane County government; engagement on countywide racial equity and social justice awareness and policy change</p>	<p>County data, policy, and program analysis; education and outreach to county staff</p>	<p>Clark-Bernhardt; Kuhl; MacKinnon; Menard; Thurlow</p>	

Goal 2: Increase County Board and Staff Diversity					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
A. Continuing efforts to increase the diversity of the Dane County Board and the Dane County Board Office personnel	Ongoing	A County Board and County Board Office representative of the Dane County community	Evaluation of changes in membership	All staff	The diversity of the County Board and office staff have increased steadily over the last several sessions.
B. Recruitment of interns	Ongoing	Affirmative hires of / contracts with diverse pool of interns	Local partnerships: OEI; B/G Club; UW-Madison; The Network; Urban League; Centro; LPA; Latino Workforce Academy etc.	All staff	Munoz intern Fall 2016; Intern Carrizales started Sept 2017; Innovation Interns 2016-2018 representing diverse racial groups; Ongoing UniverCITY interns and UW-Madison La Follette Capstone student projects rely on students of diverse backgrounds
C. Legislative Process Certificate Program	2023 and ongoing	Ensure staff have the tools they need to do their work as it relates to committees, the development of legislative items, and the legislative process. Provide an opportunity for staff to obtain additional	Evaluation of increase in equity in internal job opportunities related to the program	Menard	At the completion of the program, staff will receive a certificate of completion that they can choose to use when applying for internal job opportunities.

		skills and continuing education credit to help advance their careers within Dane County.			
Goal 3: Incorporate an Equity Framework into Committee Agendas and Budget					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
A. Focus on policy and budget implications for equity and inclusion	Ongoing	Committees and departments to focus policy and budget discussion on equity and inclusion efforts.	Greater focus in budget and policy on equity and inclusion	All staff, supervisors, and consultants	<ul style="list-style-type: none"> - Key questions addressed in annual budget presentations to the Board include equity initiatives, sustainability initiatives, COVID challenges, and language access approaches. - Four committee agenda questions template

Goal 4: Implement Strategies to Ensure Dane County is an Equitable and Inclusive Government that Effectively Engages Community and is Responsive to its Needs

Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
A. Updated Engage Dane initiative	2023 and ongoing	Intentional, inclusive engagement on issues of county policy and budget	Engage Dane was developed using surveys, meetings with stakeholder groups, and national best practices. Following the pandemic, a reboot of Engage Dane is taking place to determine the most effective communication methods for residents.	A team of board members and staff, including Supervisors Rose, McGinnity, and Kuhl.	Inclusive engagement is foundational to the County Board's work. This multifaceted work plan allows the County Board Office to implement a key goal from the Equity Assessment of 2015.
B. Development of and transition to hybrid (virtual and in-person) committee meetings	2020 and ongoing	All standing committee and County Board meetings are now accessible via Zoom (online), as well as in person, and are recorded to provide additional public access and transparency.	This initiative developed out of necessity during the pandemic. Both objective and anecdotal evidence of increased public access, as well as equity in terms of effect on participants with disabilities, etc.	Kuhl, Menard, Schroeder, Thurlow, committee staff	This initiative continues to improve as staff incorporates feedback to streamline and develop new processes.

C. Working more closely with interest groups and interpreters to respond to interpretation needs	2023 and ongoing	Improve accessibility for those who do not speak English or have limited English proficiency	Track usage of interpretation requests and attendance of interpreters (hybrid or in person)	Kuhl	Interpreters attended two organizing meetings and a committee meeting in August. Lauren Kuhl created instructions on how to use the interpretation feature in Zoom.
D. Language Line directions for staff	October 2022-ongoing	Improve accessibility for those who do not speak English or have limited English proficiency	Track usage of the Language Line service	Kuhl	To assist non-English speakers with communicating with the County Board Office. Will monitor usage and improvements in process throughout the year.
E. Interpretation directions for Zoom hybrid meetings	July 2023-ongoing	Improve accessibility for those who do not speak English or have limited English proficiency	Requests for interpretation of public meetings have increased and will be tracked annually.	Kuhl, Menard	Will monitor usage and improvements in process throughout the year
F. Translated legislative process, hybrid meeting process, contacting the County Board documents	June 2023-ongoing	Improve accessibility for those who do not speak English or have limited English proficiency	Will monitor for improvements	Kuhl, Menard	
G. Develop a style guide with attention to language	August 2023-ongoing	Improve accessibility of Board Office reports and presentations	Will be updated as more information is provided	Kuhl	The Board Office is developing a style and language guide to make County Board reports and presentations more

					accessible to all County residents.
H. Increased budget for equitable and inclusive public outreach	January 2019-ongoing	Ascertain community interest in policy topic areas, such as youth justice, with community meetings across county; 2024 budget request for in-community public policy listening sessions	Engagements will be evaluated via survey and other methods.	Thurlow, Clark-Bernhardt, Kuhl, MacKinnon	<p>Community meetings require adequate budget for publicity, preparation, refreshments, and post-meeting communication.</p> <p>Recent Examples:</p> <ul style="list-style-type: none"> - New 2024 Community Engagement Initiative - Program evaluation line/ engagement line earmarked to contract with and pay community groups who formally engage with the Co Board Office on projects for focus groups, input, etc. - Upgraded Survey Monkey to include access to the translated surveys feature

Goal 5: Develop National and Local Partnerships to Advance Racial Equity and Inclusion

Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
A. Develop national and local partnerships to advance equity	Ongoing	GARE; Urban Sustainability Directors Network	Greater involvement in national and local partnerships	All staff	MacKinnon works with USDN on equity and sustainability policy innovation; several staff work with GARE; all staff seeking other partnership opportunities to advance goals
B. International Association for Public Participation	2023 and ongoing	Increase awareness and use of various outreach and communication tools and techniques to further the inclusive engagement initiative	Expanding	Kuhl	Membership in and participation at 2023 training by the International Public Participation Association, which has a focus on inclusive engagement.

APPENDICES

APPENDIX A

Completed Efforts to Advance Equity and Inclusion from Original Plan

Goal 1: Increase Racial Equity Education					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Staff Person/Area Responsible	Comments
Racial Equity Analysis Program Evaluation of all county departments and Addendum	Completed 2015	Findings and Recommendations	Multiple: Surveys, focus groups, data and program analysis, national best practice research and analysis	MacKinnon	Accepted by County Board; ongoing implementation of recommendations
Contracting Equity Program Evaluation and Presentation	Completed 2017	Findings and Recommendations	Multiple: Surveys, focus groups, data and program analysis, national best practice research and analysis	MacKinnon	Accepted by County Board; initiating implementation of recommendations
Three Community Criminal Justice Workgroups with focus on equity https://board.countyofdane.com/initiatives	Completed 2015	Findings and Recommendations; community member engagement	Multiple criminal justice and community data sources	Multiple county staff	Ongoing implementation of 31 recommendations.
Complete a Culture Walk of office and CCB	2016-ongoing	Greater Access	Review of Surveys	All staff	Submitted to the CCLC as recommendations in 2016-2017. Conducted prior to the new County Board Office remodel—to help ensure an inclusive

					space. Ongoing culture walks for new board members to gain new perspectives.
County Board Resolution 284- Dane County Equity Initiative	Passed 2014	Action and policy advancing racial equity in Dane County government	Multiple	Clark-Bernhardt	Passed by County Board in 2014; ongoing implementation
Goal 2: Increase Staff Diversity					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
Proactive recruitment of Research Analyst position; added equity statement to position for recruitment	Jan 2016	Potential Affirmative Hire	- Outreach (local and national) - Social Media (Twitter, LaSup, Facebook) -Coding spaces /hackathons	Clark-Bernhardt; Thurlow	Lee hired as LTE 2015; Reyes hired May 2016; Anadon hired as LTE in August 2017 and became an FTE in 2021.
Goal 3: Increase Learning Platform for Supervisor/Community Racial Equity					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
Identify partners Identify educational source (film, book, speakers) : Community Justice: http://dane.granicus.com/MediaPlayer.php?view_id=1&clip_id=65 and Racial Equity in Practice: http://dane.granicus.com/MediaPlayer.php?view_id=1&clip_id=18	Jan 2016-ongoing	Speaker series Big Read series	Qualitative Surveys	Clark-Bernhardt; All	Judge Alex Calabrese/Brett Taylor seminars: June 2016; and Duncan/Balagee presentation

Goal 4: Engage a Racial Equity Template into Committee Agendas/Budgets					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
Embedded use of racial equity questions into committee agendas, listening sessions	Summer-2016	Ensure County Board and committee discussion and action considers impacts on equity.	Presence of questions on agendas.	Staff, Supervisors	
Goal 5: Implement strategies to ensure Dane County is an effective and inclusive government that engages community and is responsive to its needs.					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
Hiring of a policy analyst with a focus on outreach and engagement	April 2019	Implement inclusive engagement initiatives by supporting supervisors in their efforts to engage		Lauren Kuhl. Hired in 2019.	Having a staff person to support the work of supervisors is critical to improve inclusive engagement.
Pilot the broadcast of committee meetings	March 2019	Health and Human Needs Committee meetings will be broadcast to provide additional transparency. Additionally, committee meetings of interest will be recorded and broadcast.	This is a pilot and the office will review viewing statistics compiled by Citi-Cable.	Kuhl, Thurlow	The pandemic prompted a change in meeting format, with the use of technology to hold remote meetings from 2020-2022, followed by hybrid meetings from the fall 2022 onward. All meetings are available to attend remotely and are recorded.

Registration forms for appearance before the County Board and County committees are provided in Spanish and Hmong	January 2019	Improve accessibility to those who do not speak English or have limited English proficiency	Track the usage of the forms	Kuhl	The Board Office will be mindful of needs for translators at meetings, such as meetings in the Fall of 2018 with many Hmong constituents testifying.
Online Surveys	2017	Allow residents to express opinions without coming to meetings	Analysis of metrics	Kuhl, Thurlow	Additional staff capacity will allow more robust use of POLCO.

GOAL 6: Ensure that all neighborhoods and people are safe and racial disproportionalities in the criminal justice system are eliminated

Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
Implicit Bias and Criminal Justice Community conversation	Fall 2017-Dec 2017	The Perception Institute delivers community seminar	Evaluation	Clark-Bernhardt; Jones	Partners: CJC, Fountain of Life Church, MPD
Sequential Intercept Model Training	Nov 2017-Spring 2018	Report; Videos on CJC website		Sequential Intercept Model Training	Nov 2017-Spring 2018
Pre Arrest Diversion Seminar	Fall 2018	Treatment Alternatives for a Safer Community	Qualitative Surveys	Clark-Bernhardt; Moody; Reyes	Over 40 stakeholders in CJ system and behavioral health

Re-Entry Summit	Fall 2018	TASC—Report and Recommendations		Clark, Reyes, Moody	Gathering of law enforcement, re-entry non-profits, stakeholders
Disproportionate minority contact youth justice solutions task force	April 2019-Nov 2019	Report and recommendations for youth justice in Dane County	DCHS; national experts	Andre Johnson, DCHS-Clark-Bernhardt (consultant)	DMC grant won by Dane County authors: Jerrett Jones, Clark-Bernhardt, Johnson, Bauman
Goal 7: Develop National and Local partnerships to advance racial equity					
Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
Participation in UW-Madison's UniverCITY Year Initiative	2017 -2019	UniverCITY Year Engagement with UW Madison	Worked with 20+ UW courses on housing, water, economic development, and frequent users of services, integrating racial and social equity priority into best practices research and recommendations	MacKinnon, Kuhl, Walsh Kakde, Thurlow	Work continued with various partners on Dream Up proposal focused on racial and social equity solutions around affordable housing; staff follow-up presentations on findings to other community partners.

APPENDIX B

Resolutions of the Dane County Board Advancing Equity and Inclusion

The following is a sampling from 2022 and 2023 of the numerous resolutions that are introduced, many on a repeating annual basis, by the Dane County Board of Supervisors to advance the Board's and Dane County's mission of equity and inclusion. The dates indicate the resolution's date of adoption.

- 5/5/2022: RECOGNIZING MAY 2022 AS ASIAN/PACIFIC AMERICAN HERITAGE MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=10868015&GUID=C46E8572-7307-4B95-BFA5-15C750DDEC2B>
- 5/19/2022: RECOGNIZING MAY 2022 AS MENTAL HEALTH AWARENESS MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=10905205&GUID=AA057F27-6233-4842-B87B-518F7B530605>
- 6/2/2022: RECOGNIZING JUNE 15, 2022 AS WORLD ELDER ABUSE AWARENESS DAY IN DANE COUNTY:
<https://dane.legistar.com/View.ashx?M=F&ID=10927378&GUID=E37C6C0D-2048-47DA-A20C-41201DB64A9C>
- 6/2/2022: RECOGNIZING JUNE 2022 AS LGBTQ+ AND ALLIES PRIDE AND RECOGNITION MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=10928437&GUID=4EA801E1-12E0-4FBE-A36D-68F87D11B6DE>
- 6/16/2022: RECOGNIZING JUNETEENTH ON JUNE 19, 2022 IN DANE COUNTY:
<https://dane.legistar.com/View.ashx?M=F&ID=10985708&GUID=A325D7B2-50B9-44DF-BCEE-C5F7DA554746>
- 6/22/2022: ESTABLISHING A POLICY REQUIRING GENDER-INCLUSIVE RESTROOMS IN COUNTY FACILITIES:
<https://dane.legistar.com/View.ashx?M=F&ID=10874133&GUID=D5BF41C6-4305-44E3-BE7D-079E1F2312E0>
- 7/21/2022: RECOGNIZING JULY 2022 AS DISABILITY PRIDE MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=11075582&GUID=8F28A569-792B-4FC4-913B-B64DFEC55B3E>
- 8/18/2022: RECOGNIZING AUGUST 31, 2022 AS INTERNATIONAL OVERDOSE AWARENESS DAY:
<https://dane.legistar.com/View.ashx?M=F&ID=11137459&GUID=F5283D99-3BDD-41E7-B49D-6407D5F0AF0F>
- 9/12/2022: UNIVERSAL CHANGING STATIONS IN COUNTY FACILITIES:
<https://dane.legistar.com/View.ashx?M=F&ID=11144421&GUID=CA536A16-1600-407C-8D4F-05D987BA497A>
- 12/15/2022: RECOGNIZING THE HISTORIC PASSAGE AND SIGNING OF THE RESPECT FOR MARRIAGE ACT:
<https://dane.legistar.com/View.ashx?M=F&ID=11522329&GUID=8BEA9BCF-88F8-4DC3-A98E-69E84979ED6C>
- 2/2/2023: RECOGNIZING FEBRUARY 2023 AS BLACK HISTORY MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=11614054&GUID=9FEA0B00-C1A2-47C2-BEA5-94D1A6D12F65>
- 3/16/2023: DEVELOPMENTAL DISABILITIES AWARENESS MONTH AND NATIONAL DOWN SYNDROME DAY:
<https://dane.legistar.com/View.ashx?M=F&ID=11740334&GUID=085A1CEA-AD43-41C7-9281-36C9E73E68D2>

- 3/16/2023: RECOGNIZING MARCH 31, 2023 AS INTERNATIONAL TRANSGENDER DAY OF VISIBILITY:
<https://dane.legistar.com/View.ashx?M=F&ID=11740382&GUID=D1B0C767-09FF-448C-9785-11A46883A5AD>
- 3/16/2023: RECOGNIZING MARCH 2023 AS WOMEN'S HISTORY MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=11740383&GUID=D183A1FD-91EE-4082-9225-C077A92C7EEB>
- 5/4/2023: IN SUPPORT OF YOUTH MENTAL HEALTH ACCESS AND RECOGNIZING MAY AS MENTAL HEALTH AWARENESS MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=11944762&GUID=9205B30B-4610-4378-8F23-7F1B9DEFA6C2>
- 5/4/2023: RECOGNIZING MAY 2023 AS ASIAN/PACIFIC ISLANDER DESI AMERICAN HERITAGE MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=11944825&GUID=25A06725-986F-4926-9577-C62823E248E5>
- 5/18/2023: RECOGNIZING MAY 30, 2023 AS WORLD MULTIPLE SCLEROSIS DAY:
<https://dane.legistar.com/View.ashx?M=F&ID=11981569&GUID=5A35883A-7D7F-4039-B345-94BB15B33E82>
- 6/1/2023: RECOGNIZING JUNE 2023 AS LGBTQI+ PRIDE MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=12029785&GUID=11299961-B06F-4E2D-90A0-FFBCF6F037CA>
- 6/15/2023: RECOGNIZING JUNE 15, 2023 AS WORLD ELDER ABUSE AWARENESS DAY IN DANE COUNTY:
<https://dane.legistar.com/View.ashx?M=F&ID=12086118&GUID=9769F337-9931-40E9-9F64-8332E5E876B8>
- 6/15/2023: RECOGNIZING JUNETEENTH ON JUNE 19, 2023 IN DANE COUNTY:
<https://dane.legistar.com/View.ashx?M=F&ID=12087903&GUID=E2447EBE-CBB3-4266-81A9-F7E79844C150>
- 6/26/2023: DECLARING DANE COUNTY A SANCTUARY FOR TRANS AND NONBINARY INDIVIDUALS:
<https://dane.legistar.com/View.ashx?M=F&ID=12058417&GUID=77074A1C-9C8B-4432-B226-27166BEA6D9E>
- 9/21/2023: RECOGNIZING NATIONAL HISPANIC HERITAGE MONTH:
<https://dane.legistar.com/View.ashx?M=F&ID=12307722&GUID=AF34181D-FED2-4D36-8755-F018CC7EDB90>
- 10/5/2023: ACKNOWLEDGING INDIGENOUS PEOPLE'S DAY ON OCTOBER 9, 2023:
<https://dane.legistar.com/View.ashx?M=F&ID=12342723&GUID=13DE30E0-AB5D-42C9-B05C-0E4E0867BD36>

APPENDIX C

Program Evaluations Conducted by Dane County Board Office

2012- 2023

The County Board rules (§7.13(7)) give the Executive Committee the duty and responsibility “in conjunction with the office of the county board, (to) oversee program reviews and audits conducted by county board staff or contractors, and review the results thereof.” The Executive Committee initiates this process by soliciting ideas for program evaluation topics from the full County Board. Sometimes it occurs at the end of a year to prepare for the following year and, at other times, the process happens at the beginning of a new year with an understanding that the evaluations conducted that year will not affect that year’s budget process.

The County Board Office conducts these evaluations not just to respond to a perceived problem with a program or process; they are good practice for providing current, comprehensive information and emerging best practices on which to base policy and budget decisions. The County Board Office’s program evaluation process has increasingly been employed to evaluate topics within the county’s jurisdiction to gather information that informs future policymaking.

The following is a list of program evaluations carried out by the County Board Office since 2012. The role of the Sustainability and Program Evaluation Coordinator, Lisa MacKinnon, is to take the program evaluation topics selected and prioritized by the Executive Committee and position those evaluations for successful implementation that yields information that may be used by the County Board to make informed decisions and policies regarding the subject programs.

The Program Evaluation Coordinator serves as the primary County Board Office contact and liaison between consultants and stakeholders to facilitate and manage every aspect of the program evaluation from contract start to the final presentation of findings to the County Board.

This process includes: Working with the Chair and County Board Supervisor(s) who proposed the selected topic to define the objective, scope, timeline, and deliverables for the evaluation; working with relevant Dane County department staff to gather useful input from them regarding the program topic and to facilitate their cooperation in the evaluation process; drafting the Request for Proposals; working with the Chair of the Executive Committee to appoint, convene, and staff subcommittees of supervisors to oversee the vendor selection process (when necessary); coordinating scoring and interviewing teams (both county department staff and supervisors) to review and scoring of submitted proposals; scheduling and conducting vendor interviews, when required; checking references of selected vendors; negotiating and drafting the contract for purchase of services from the selected vendor; scheduling vendor logistics; facilitating vendor interactions (interviews, site visits, data requests, surveys) with relevant project stakeholders (both inside and outside county government); reviewing and editing draft and final reports by vendors and ensuring any concerns are addressed and changes made; distributing draft reports for review by stakeholders.

The following evaluations are in chronological order. Dates indicate the month and year that the evaluation was completed and information in parentheses indicates the key County Board priority area involved in addition to the overarching focus of general policy

and process improvement. Note that most recent program evaluations are conducted through a lens of equity and inclusion regardless of the topic.

1. Peer Review of the Dane County Lake Level Management Guide for the Yahara Chain of Lakes, 6/2012, (Sustainability/Land and Water)
2. Targeted Review and Assessment of the Overtime Policies and Practices of the Dane County Sheriff's Office, 8/2012, (Criminal Justice)
3. Dane County Department of Human Services POS Contract Process Assessment, 4/2014, (Human Services)
4. Audit of the Organizational Structure of Land and Water Programs in Dane County, 6/2014, (Sustainability/ Land and Water)
5. Racial Equity Analysis of Dane County Government and Recommendations, 9/2015, (Equity and Inclusion)
6. Program Evaluation of Contracting and Procurement Equity in Dane County Government, 8/2017, (Equity and Inclusion)
7. Dane County Jail Deflection and Diversion Data Analysis and Best Practices Recommendations, 10/2019, (Criminal Justice and Equity and Inclusion)
8. Equity and Access Evaluation of Dane County Parks and Henry Vilas Zoo, 9/2022, (Equity and Inclusion)
9. Workplace Climate Assessment of Dane County Government, slated for completion 1/2024, (Equity and Inclusion)

NOTE: The Executive Committee selected two additional program evaluations for 2020/2021, which it initiated, but it tabled both evaluations early in the process due to uncertainty and/or changes in board priorities and logistical challenges related to the COVID-19 pandemic.

All program evaluation reports are available on the [Dane County Board of Supervisors](#) website under [reports](#).

Updated October 2023