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☞ Details: Joint Audit Committee co-chair meeting agendas and information

(FORM UPDATED: 08/11/2010)

WISCONSIN STATE LEGISLATURE ... PUBLIC HEARING - COMMITTEE RECORDS

2007-08

(session year)

Joint

(Assembly, Senate or Joint)

Committee on Audit...

COMMITTEE NOTICES ...

- Committee Reports ... **CR**
- Executive Sessions ... **ES**
- Public Hearings ... **PH**

INFORMATION COLLECTED BY COMMITTEE FOR AND AGAINST PROPOSAL

- Appointments ... **Appt** (w/Record of Comm. Proceedings)
- Clearinghouse Rules ... **CRule** (w/Record of Comm. Proceedings)
- Hearing Records ... bills and resolutions (w/Record of Comm. Proceedings)
(**ab** = Assembly Bill) (**ar** = Assembly Resolution) (**ajr** = Assembly Joint Resolution)
(**sb** = Senate Bill) (**sr** = Senate Resolution) (**sjr** = Senate Joint Resolution)
- Miscellaneous ... **Misc**

* Contents organized for archiving by: Stefanie Rose (LRB) (October 2012)



WISCONSIN STATE LEGISLATURE

Joint Legislative Audit Committee

Committee Co-Chairs:
State Senator Jim Sullivan
State Representative Suzanne Jeskewitz

DATE: February 1, 2007
TO: 2007 Joint Legislative Audit Committee Members
FROM: Senator Jim Sullivan and Representative Suzanne Jeskewitz, Co-Chairs
SUBJECT: Information about the Joint Legislative Audit Committee

As the new session begins, we want to welcome you to the Joint Legislative Audit Committee. Both returning and new members can look forward to accomplishing a great deal over the next two years. As your co-chairs, we thought it would be helpful to set forth some general guidelines for committee operations so that all members are prepared at the outset.

We all serve on a number of committees. We will do our best to accommodate your individual schedules when planning hearing dates. With that in mind, we intend to do the following:

1. Provide as much advance notice of committee meetings and executive sessions as possible.
2. Set agendas that can realistically be completed in a reasonable amount of time.
3. Begin our meetings on time.
4. Ask that speakers addressing the committee summarize rather than read testimony verbatim and not repeat previous testimony.
5. Set time limits on testimony, if needed.
6. Have members vote in person at executive sessions. Ordinarily, we will take executive action on proposed audits immediately following the public hearing on the proposed audit.

In addition to holding public hearings, we strongly believe that tracking agency progress in addressing the Legislative Audit Bureau's recommendations is an integral part of the committee's responsibility. To that end, attached is a timeline for receiving follow-up documents as required in a past audit or at the request of this committee or its co-chairs. We have also provided a listing of current audits in progress.

We are honored to serve as your co-chairs on the Joint Legislative Audit Committee and we look forward to working with you this session. Our committee clerks are Lewis Rosser (Sullivan) and Pam Matthews (Jeskewitz). We work closely with State Auditor Jan Mueller, her special assistant Joe Chrisman, and Legislative Council senior staff attorney Pam Shannon.

Please feel free to contact any of us with questions or suggestions you may have throughout the session.

**Legislative Audit Bureau
Audits in Progress
(As of January 30, 2007)**

Program Evaluations

Title / Description	Release
Medical Assistance Dental HMO Program An evaluation of the reimbursements made to dentists and administrative fees retained by HMOs in the MA Dental program.	Winter 2007
Wisconsin Technical College System An evaluation of the personnel policies and practices employed by the Wisconsin Technical College System, and a review of applied technology centers created by Gateway Technical College.	Winter 2007
Information Technology Systems Projects A review of information technology systems projects in state agencies.	Winter 2007
Wetland Permitting and Mitigation Programs A review of wetland permitting and mitigation programs.	Winter 2007
Allocation of District Attorney Positions A review of the process for allocating district attorney positions.	Spring 2007
Compliance with Election Laws An audit of state and local government compliance with election laws.	Spring 2007
Wisconsin Lottery A statutorily required program evaluation of the Lottery.	Spring 2007
Truancy Reduction Update An update of a Best Practices review of Truancy Reduction Efforts.	Spring 2007
Gaming A statutorily required program evaluation of the Division of Gaming.	Summer 2007

Financial Audits

Title / Description	Release
Unemployment Reserve Fund Financial statements for fiscal years 2004-05 and 2005-06.	Winter 2007
Investment Board A management audit of the State of Wisconsin Investment Board.	Winter 2007
Patients Compensation Fund Financial statements for fiscal years 2003-04, 2004-05, and 2005-06.	Winter 2007
State of Wisconsin Single Audit – Federal Compliance Compliance audit of federal grants for fiscal year 2005-06.	Winter 2007
University of Wisconsin System Single Audit – Federal Compliance Compliance audit of student financial aid and federal research grants.	Winter 2007
University of Wisconsin System Financial Statements An audit of the University of Wisconsin System financial statements for fiscal year 2005-06.	Winter 2007
Wisconsin Lottery – Financial Audit An audit of the Wisconsin Lottery financial statements for fiscal year 2005-06.	Spring 2007
Employee Trust Funds	Summer 2007

Joint Legislative Audit Committee Follow-up Planner

February 2007:

1. Milwaukee Child Welfare (report 06-1 and report 06-2, and co-chair letter dated 12/7/06)
 - Report from Department of Health and Family Services (due February 1, 2007)
2. Report from Department of Transportation on Major Highway Program
 - Required by 2003 Wisconsin Act 217 (due February 1, 2007)
3. Economic Development (report 06-9)
 - Report from Department of Commerce (due February 15, 2007)
 - Report from the Department of Revenue (due February 15, 2007)
 - Report from University of Wisconsin System (due February 15, 2007)
 - Report from Wisconsin Technical College System Board (due February 15, 2007)

April 2007:

1. Chronic Wasting Disease (report 06-13)
 - Report from Wisconsin Veterinary Diagnostic Laboratory (due April 15, 2007)
 - Report from Department of Natural Resources (due April 15, 2007)

June 2007:

1. University of Wisconsin Personnel Policies and Practices (report 06-12)
 - Report from Board of Regents (due June 1, 2007)
 - Report from University of Wisconsin System Administration (due June 1, 2007)
2. Employment of Felons by the Wisconsin Technical College System (letter report, June 2006)
 - Report from Wisconsin Technical College System (due June 1, 2007)
(required by co-chair correspondence dated 12/7/06)

August 2007:

1. Report from Department of Transportation on Major Highway Program
 - Required by 2003 Wisconsin Act 217 (due August 1, 2007)

October 2007:

1. Report from Department of Administration on costs and benefits of state contracts
 - Required by 2005 Wisconsin Act 89 (due October 15, 2007)

January 2008:

1. Applied Technology Centers, Gateway Technical College (letter report, June 2006)
 - Report from Wisconsin Technical College System Board (due January 1, 2008)



Joint Co-Chair Meeting January 10, 2007

Discuss:

- Audit request letter to colleagues
- Immediate response letter to requests
- Electronic signature for notices
- Orientation meeting – prior to first hearing
- Substitutions – history of committee/new Senate rule
- Voter Registration follow-up hearing

Potential Audits:

- Audit backlog of DNA evidence
- 17 year olds in adult correctional system

Audit Follow-up

- State Fair Park
- Sales Tax Revenue



WISCONSIN STATE LEGISLATURE

Joint Audit Committee

Committee Co-Chairs:
State Senator Carol Roessler
State Representative Suzanne Jeskewitz

January 12, 2005

Dear Legislative Colleague:

The Joint Legislative Audit Committee is responsible for directing the Legislative Audit Bureau to conduct financial and program evaluation audits of specific topics, programs, and agencies. These reports can assure the Legislature that financial transactions and management decisions are made effectively, efficiently, and in compliance with state law and that state agencies carry out the policies of the Legislature and the Governor. Legislative Audit Bureau reports typically contain reviews of financial transactions, analyses of agency performance or public policy issues, conclusions regarding the causes of problems found, and recommendations for improvement.

We invite you to submit your audit requests to the Committee. In submitting an audit request, please consider the following:

1. Requests should be made in writing and addressed to both co-chairpersons of the Committee.
2. Requests should clearly and specifically identify the topic, program, and agency in question as well as the concerns you perceive as justification for an audit. It is helpful if the request includes any background information you may have on the issue.
3. It is often useful if you discuss your request with State Auditor Janice Mueller before submitting it formally to the Committee. The State Auditor can help you determine if an audit has already been completed on the issue or assess the feasibility of your audit request. The State Auditor may be reached at (608) 266-2818.

Audit requests that were not approved during the past legislative session may also be updated and resubmitted for consideration. If you have any questions on the procedures to follow in requesting an audit, or on any other matter relevant to the Joint Legislative Audit Committee, please feel free to contact us.

Sincerely,

Senator Carol A. Roessler, Co-chair
Joint Legislative Audit Committee

Representative Suzanne Jeskewitz, Co-chair
Joint Legislative Audit Committee

cc: Janice Mueller, State Auditor



WISCONSIN STATE LEGISLATURE

Joint Audit Committee

Committee Co-Chairs:
State Senator Carol Roessler
State Representative Suzanne Jeskewitz

January 31, 2005

Representative Dan Meyer
306 East, P.O. Box 8953
Madison, WI 53708

Dear Representative Meyer:

We received the request that you recently submitted to the Joint Audit Committee. This letter serves as confirmation of that request.

Each request submitted receives serious consideration. As conscientious legislators, we all welcome new ways to do things less expensively or more efficiently. We, as co-chairs of the committee, aim to meet once a month to discuss all requests. Shortly after the meeting, one of us will follow-up with you directly to let you know the status of your request.

Thank you again for your request and we will be in touch soon.

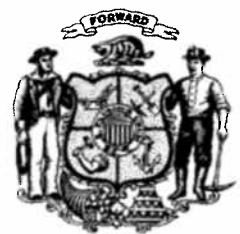
Sincerely,

Senator Carol Roessler
Co-chairperson
Joint Legislative Audit Committee

Representative Suzanne Jeskewitz
Co-chairperson
Joint Legislative Audit Committee



WISCONSIN STATE LEGISLATURE



See
Chair

First Audit Hearing

1) Overview by LAB about the LAB

- a. Types of audits
- b. Capacity
- c. When it is appropriate to ask for an audit

2) How the Committee operates

- a. Role of the Co-chairs / ~~Comments~~ ?
 - Receive audit requests and acknowledge their receipt to
 - Meet regularly with each other and LAB staff to determine which requests to bring forward to full committee for consideration --*Do we want to explain what the co-chairs do with an audit request – denied, vs pending etc?*
 - Respond to author of audit request as early as possible about its disposition
 - Make time available meet with committee members if they wish to do so
 - Correspond with state agencies to assure compliance with audit recommendations, etc.
 -
 -
 -
- b. Role of Committee members
 - Please be prompt for hearings. If you cannot arrive on time or will be absent, notify the committee clerk as soon as possible
 - Come prepared to participate during hearings
 - Contact one or both co-chairs or LAB staff if you have questions or concerns regarding an audit request
 -
 -
 -
- c. Rules for Committee meetings (Comments)
 - Provide as much advance notice of committee meetings and executive sessions as possible.
 - Set agendas that can realistically be completed in a reasonable amount of time.
 - Begin our meetings on time.
 - Ask that speakers addressing the committee summarize rather than read testimony verbatim and not repeat previous testimony.
 - Set time limits on testimony as needed.
 - Have members vote in person at executive sessions. ~~The Joint Audit Committee does not utilize paper ballots at any time.~~ Ordinarily, we will take executive action on proposed audits immediately following the public hearing on the proposed audit.
 - Expect WE Eye to film hearings
 -
 -
- d.

3) Voter Registration Follow-up

-Admin. rules

4) Other potential Agenda items....

- ? • Econ Develop. - might be pre-mature b/c of budget
 - Dept of Comm - w/19 timby 2/19
- ? • 17 year olds - request
 - ↳ med to large
 - cost juv. vs Adult

Assen - Vets + Military Affairs
" - Homeland Security

Even Tues
Even Wed.

Call @ 1:00 - Lewis

- Org. Mtg.
- Long hearings - lunch - WE Eye
- frequent
- Side bars
- procedure for absences
- meet w. committee members

- Next Tues? C.C. mtg

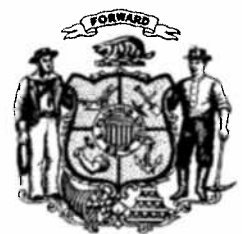
- 1,400 + 700 = 400

Attributes of Good chairs

- Educated members on what agency does
- Starts meetings on time & don't repeat questions that have already been asked
- Listens up first
- Give minority members their say
- let off. talk to privately later about behavior
 - ↳ use an announcement or something to not publicly embarrass members
- Good preparation
- great poker face
- clear rules
- eye contact w/ who's speaking
- don't take crap, but treats everyone fairly
- has control of meeting
- ~~all~~ all members to be a part of the process
- keep word



WISCONSIN STATE LEGISLATURE



Co-Chair Meeting Agenda
February 13, 2007
9:00 a.m.

I. Update on Audits in Progress

- Fr:*
- (A) Unemployment Insurance Fund 07-1 routine fin. Audit
 - (B) Wisconsin Technical College System Personnel Policies and Practices *early - mid March*
 - C. Information Technology Systems Projects
 - D. Wetland Permitting and Mitigation Programs
 - E. Injured Patients and Families Compensation Fund
 - (F) Sales and Use Tax Distributions - *Ltr. Rpt - March*

II. Planning for March 8th Hearing

- A. Brief overview/orientation to the Committee
- B. Follow-up to Voter Registration? *3/22*
- (1) C. Follow-up to Bureau of Milwaukee Child Welfare (discuss Senator Darling's letter)?
- (2) D. Follow-up to Economic Development? *3/22?*
- E. Follow-up to State Fair Park? *- June*
- F. Approve New Audit(s)
 - (1) 1. ✓ 17-year-olds in adult or juvenile system (Representative Jeskewitz)
 - 2. Fire dues (Senator Robson and Representative Benedict)
 - 3. Data security issues (Senator Kanavas)
 - 4. Other ideas (from LAB)
 - a. State Crime Lab
 - b. ? Workforce Investment Act? *- Fed money*
 - c. Use of contracted versus state employees at DOT
 - d. SAGE
 - e. Efforts to detect Medicaid provider fraud
 - f. Child care regulation
 - g. Department of Corrections issues

III. Follow-up

- A. Response to State Fair Park
- B. Response to Department of Natural Resources on Fish and Wildlife Spending
- C. Response to Department of Health and Family Services on Milwaukee Child Welfare
- D. Reminder: Economic Development Follow-up due on February 15th

IV. Future Planning (co-chair meetings and hearing dates)

- A. Set March co-chair meeting date
- B. Set hearing date in April

V. Other Items

- A. Brown County Professional Football Stadium District and Green Bay Packers issue

I. A. - 2 felons receiving Unemployment Benefits

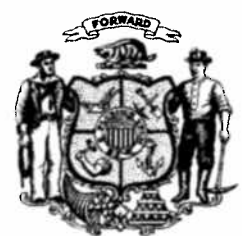
II. • 17 year olds - audit request

Follow-up BMCW - invited testimony only - will
accept written testimony

Flags, Departed, United 93



WISCONSIN STATE LEGISLATURE



Co-Chair Meeting Agenda
March 14, 2007
10:00 a.m.
Room 314 North

- I. Update on Audits in Progress
- A. Injured Patients and Families Compensation Fund - *last stages - end of March*
 - B. Single Audit - *90% in fed funds - early April*
 - C. Information Technology Systems Projects
 - D. Sales and Use Tax Distributions
 - E. Wetland Permitting and Mitigation Programs
 - F. Fire Dues Program
- > out on same day - early to mid April*
- end of April

wait until IT audit

- II. New Audit Requests
- A. Appointment Payroll and Benefits System (Rep. Molepske)
 - B. Student Achievement Guarantee in Education (Rep. Rhoades, Rep. Kestell)

III. Planning for April Hearing

A. Potential Agenda

1. Tech College Personnel Policies and Practices?
2. Follow-up to Economic Development?
3. Other newly released reports?
4. Approve new audit? (see section II above or other ideas below)
 - a. Workforce Investment Act
 - b. ~~State Crime Lab~~
 - c. Use of contracted versus state employees at DOT
 - d. Efforts to detect Medicaid provider fraud
 - e. Child care regulation
 - f. Department of Corrections issues

Economic Develop. legis

Matthews, Pam

From: Chrisman, James
Sent: Wednesday, March 14, 2007 11:53 AM
To: Rosser, Lewis; Matthews, Pam
Cc: Shannon, Pam
Subject: Hearing Planning

Follow Up Flag: Follow up
Flag Status: Flagged

Lewis and Pam:

For my benefit, I thought I would summarize the outcome of our discussion today about future hearing planning. The co-chairs elected to propose a series of three hearings, as follows:

Hearing #1: ✓ 4/18 - 10:00 reschedule 4/26th

- Lewis and Pam will contact the offices of the co-chairs of Finance to get their input about a short hearing to follow-up on Economic Development (report 06-9) on Monday, April 16, at 1:00 p.m. Part of this inquiry would be to assess the likelihood of a conflict with a Joint Finance hearing on that date/time.
- Assuming no conflict, Lewis and Pam will poll Audit Committee members for availability for a hearing on that date.
- It is my understanding that Economic Development follow-up would be the only item on the agenda for hearing #1 and testimony would be restricted to invited speakers only.
- Should the 16th not be an option, then we would look to Monday, April 23, at 1:00 p.m. for hearing #1.

Hearing #2: - 5/2 - 10:00 5/9th - co-chair mtg.

- Lewis and Pam will poll Audit Committee members for a public hearing on Monday, April 23, at 1:00 p.m.
- It is my understanding that consideration of the scope memo for a proposed audit of SAGE and a public hearing on technical college personnel policies and practices (report 07-2) would be the only two items on the agenda for hearing #2. Note that both these items would be open for public testimony.
- Should the 23rd not work, or should we need to use the 23rd for hearing #1, then we would explore Tuesday, May 1, at 10:00 a.m. for hearing #2.

Hearing #3: 5/23 - 10:00 reschedule

- Lewis and Pam will poll Audit Committee members for a public hearing on Wednesday, May 23, at 10:00 a.m.
- At this point, the agenda for this hearing is open, but it would likely include a public hearing on the IT audit.

Other issues:

- Although we didn't discuss it, could we also assume that we will use Wednesday, April 18th, at 10:00 a.m. as the time for our next co-chair meeting in Senator Sullivan's office?
- Please note that the co-chairs did not discuss whether the tradition of rotating the chair would continue. If so, Senator Sullivan would chair hearing #1 and hearing #3. Representative Jeskewitz would chair hearing #2. Lewis and Pam should confirm the acceptability of this with Jim and Sue.

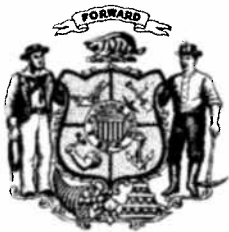
Did I capture this information correctly?

Thanks for your help!

Joe



WISCONSIN STATE LEGISLATURE



**Joint Legislative Audit Committee
Co-Chair Meeting Agenda
April 26, 2007, 10:00 a.m.
Room 15 South**

I. Update on Audits in Progress

A. Program Evaluations

1. Medical Assistance Dental HMO Program
2. Wetland Permitting and Mitigation Programs → soon - b/4 Mem. Day
3. Fire Dues Program - out 4/27
4. Allocation of District Attorney Positions
5. Compliance with Election Laws
6. Wisconsin Lottery
7. Truancy Reduction Update
8. Gaming

Next week - Ltr. Rpts
 1) Canteen op. at prisons
 ↳ poorly done - next Th. 5/3
 2) Credit Unions at prisons
 GB, Waupun - 1930
 ↳ state emp - work there
 - no rent for space

B. Financial Audits

1. Wisconsin Lottery
2. Universal Service Fund
3. Employee Trust Funds
4. State Fair Park
5. Health Insurance Risk-Sharing Plan

II. Planning for May Hearings

A. Potential Agenda Items

1. IT audit, May 2.
2. Tech College audit, May 23.
3. Follow-up to Economic Development hearing?
4. Other newly released reports?

Ltr from Co-chairs
 to leadership re: re-activating
 Committee
 - min - clean-up lang.
 max - more

B. New Audit Requests

- * - 1. Office of State Treasurer, list maintenance and physical security of property. (Sen. Olsen)
2. Data security issues, follow-up letter. (Sen. Kanavas)
3. Other ideas (from LAB)

Struchiner
 Fields
 Vinchout
 Cowles
 Lassa

Student
 Loan Program

↓ ask Kevin Reilly
 to update us

- a. Workforce Investment Act
- b. State Crime Lab
- c. Use of contracted versus state employees at DOT
- d. Efforts to detect Medicaid provider fraud
- e. Child care regulation
- f. Department of Corrections issues

re-deployed
 Medicaid Provider
 Fraud - new
 auditing
 standards
 ↓
 Food Inspectors

III. Follow-up

- A. Bureau of Milwaukee Child Welfare
- B. CWD from DNR
- C. UW WI Veterinary Diagnostic Lab

> Joe do thank you

IV. Future Planning (co-chair meetings and hearing dates)

A. Next two co-chairs meetings scheduled for:

1. Wednesday, May 9, at 10:00 am & Wednesday, June 27, at 10:00 am

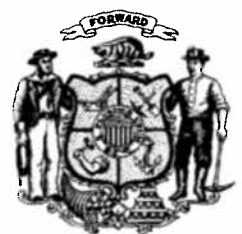
B. Next two hearing dates:

1. Wednesday, May 2, at 9:00 am & Wednesday, May 23, at 10:00 am

C. Request from Joint Finance Committee to defer LJAC meetings until July.



WISCONSIN STATE LEGISLATURE



6/5 11:00 - Bricklay on SFP
15 South

**Co-Chair Meeting Agenda
May 31, 2007
9:30 a.m.
Room 314 North**

- I. Economic Development Working Group Meeting (June 5)
 - A. Confirm participants
 - B. Discuss meeting agenda and management issues
 - C. Explain concepts for initial draft legislation
 - D. Discuss plans for next steps

II. Update on Audits in Progress

- A. State Fair Park - next Wed
- B. Wisconsin Lottery

still deficit 05-06
financial condition improving 06-07
longer 1.7M OK Bonding
300K - PR Bonding

III. New Audit Requests

- A. ACE Initiative (Sen. Cowles)
- B. Fish Management (Sen. Schultz)

IV. Anticipated Audit Follow-up

- A. UW Personnel Policies and Practices (report 06-12)
 - 1. Report from Board of Regents (due June 1, 2007)
 - 2. Report from UW System Administration (due June 1, 2007)
- B. Employment of Felons in the Wisconsin Technical College System
 - 1. Report from Technical College System (due June 1)
(required by co-chair correspondence dated 12/7/06)

7/10/07 v.

Potential Topics for Future Committee Hearings

- A. Follow-up: Legislation on Economic Development (report 06-9)
- B. Follow-up: Milwaukee County Child Welfare (report 06-1 and 06-2)
- C. Public Hearing: Wetland Regulatory Programs (report 07-6)

2nd ?
1st

- V. Future Co-chair Meeting Dates
 - A. Jun 26 at 10:00 a.m. (15 South)
 - B. July 26 at 10:00 a.m. (314 North) - Hearing
 - C. August 28 at 10:00 a.m. (15 South)



*Jim - Vacation
Aug 9-10*

*85-5T +
MARC/Moraine
Call Tom Keplinski*

JJC
6/27/07

**Co-Chair Meeting Agenda
June 28, 2007
8:30 a.m.
314 North, State Capitol**

- ✓ I. Planning: Public Hearing on July 10
 - ✓ A. Implications of schedule for budget deliberation?
 - ✓ B. Potential agenda items
 - ✗ Follow-up: Milwaukee County Child Welfare (report 06-1 and 06-2)
 - + 2. Public Hearing: Wetland Regulatory Programs (report 07-6)

- ✓ II. Planning: Public Hearing on July 26
 - ✓ A. Potential agenda items
 - 1. Legislation on Economic Development (outcome of working group)

- ✓ III. Update: Economic Development Working Group
 - ✓ A. Next Meeting: July 10
 - ✓ B. Discuss plans for next steps

- IV. Update: Audits in Progress
 - July? A. Allocation of District Attorney Positions *good audit - does not address how to fund - only how allocate*
 - B. State of Wisconsin Investment Board - Management Audit *80B*
 - C. Compliance with Elections Laws
 - D. Gaming
 - E. Medical College of Wisconsin/Marquette School of Dentistry Grants

*Don Syke
Lead on
leg. council
committee*

- V. ✓ Update: Status of Responses to Audit Requests
 - A. State Treasurer (Sen. Olsen)
 - B. Data Security Issues (Sen. Kanavas)

*- Lewis will
call Jeff Furber*

- VI. Discussion: Responses to Audit Follow-up
 - ✓ A. Fire Dues - letter received from WI State Fire Chiefs Association
 - ✓ B. Employment of Felons by WTCS - letter received from President Clancy
 - ✓ C. Personnel Policies and Practices at UW System - letter received from President Reilly

*- January hearing
letter*

- VII. Confirmation: Future Co-chair Meeting Dates
 - A. August 28 at 10:00 a.m. (15 South)
 - B. September 12 at 10:00 a.m. (314 North)

- VIII. Confirmation: Future Hearing Dates
 - A. September 25 at 10:00 a.m.



9/25 - Pope-Roberts

2:13

877-499-4673

Barbara

Lichen

-mf

- Econ. Devel.

- send e-mail ✓

- call Petrowski about Bridge Hearing ✓

- Pool members for 9/17 @ 2:00p.m.
date for Bridge hearing ✓

- Call leadership re: 10/31 II hearing ✓
OKay

- Communi

Chandra - 266-2129

LM 9/31

Co-Chair Meeting Agenda
August 28, 2007
10:00 a.m.
15 South, State Capitol

- I. Planning: Public Hearing in September [redacted]
- A. Select/confirm date (September 25, 26, 27)
 - B. Potential agenda items
 - milw* 1. Follow-up: Milwaukee County Child Welfare (report 06-1 and 06-2)
 - mad* 2. State of Wisconsin Investment Board – Management Audit (report 07-10)
 - mad* 3. Allocation of Prosecutor Positions (report 07-9)
 - C. Confirm: Senator Sullivan to serve as chair
- II. Planning: Public Hearing on October 18
- A. Potential agenda items
 - 1. Legislation on Economic Development (outcome of working group)
 - milw* 2. State Fair Park (report 07-7)
 - B. Confirm: Representative Jeskewitz to serve as chair
- III. Update: Economic Development Working Group
- A. Confirm date: September 13, 10:30 a.m. - *draft on 9/4?*
 - B. Review next steps
 - 1. LRB provides revised preliminary draft by September 4 - ?
 - 2. Clarify: Co-chairs wish to review before working group?
 - 3. Clarify: Timeline for providing draft to Department?
 - 4. Clarify: Invitation to Commerce, notify which other agencies?
 - C. Confirm: Representative Jeskewitz to serve as chair
- send an e-mail to all offices ✓*
- IV. Update: Audits in Progress
- A. Universal Service Fund
 - B. Medical College of Wisconsin (letter report)
 - C. Mental Health Institutes
 - D. Division of Gaming - *next big one (Indian Gaming) mid Sept?*
 - E. Health Insurance Risk Sharing Plan
 - F. Compliance with Elections Laws - *(HAVA) - late Sept.*
 - G. Milwaukee Parental Choice program - *no data yet,*
- V. Discussion: Audit Requests
- A. American Transmission Company (Rep. Pope-Roberts)
 - B. Bridge Inspection Program (Sen. Cowles)
 - Wetlands?*
- VI. Discussion: Responses to Audit Follow-up
- A. Fire Dues – letters received from Commerce and WTCS – await word from Fire Chiefs?
 - B. Employment of Felons by WTCS – letter received from President Clancy
 - C. Personnel Policies and Practices at UW System – letter received from President Reilly
- VII. Confirm: Next Co-chair Meeting Date
- A. September 12 at 10:00 a.m. (314 North)

5/10/11

See / Jim
Jim

Sept²⁶ - SFP, BMCW
Sept¹⁷
Oct. 18 - DA, SWiB, Econ. Devel? ←

- Sloanes @ DHFS

? do this together
- SAGE + School Choice

? Ask Transportation Committee

↳ joint ✓
↳ go alone - Sept.

- 8/28 - she's not inclined
- ~~forced everything over~~
Fond du Lac - Morine Par
- called jail - ~~said~~ last day
of employment
- ~~John? Mathew~~

- ~~Quon~~ - Petroski

Tuesday 9/25 MILW
Rhoades ? Conf Comm
Kerkman (Y) Peter Madison
Cullen (Y)
Parisi (Y)
Cowles probably yes
Lasee NO (unlikely)
Lassa (Y)
Decker Kent Conf Comm

Lep - sex - repressed
Dem - a - broke



Co-Chair Meeting Agenda
October 2, 2007
10:00 a.m.
15 South, State Capitol

- I. Discussion: Audit Requests
 - A. Foster Grandparent Program (Sen. Breske)
 - B. Intoxicated Driver Program (Sen. Roessler)
 - C. Treatment of Adult Inmates with Mental Illness (Rep. Parisi)
 - D. Limited-scope Review of Bridge Inspection Program (Sen. Cowles) ✓ - Hr re Jan for LSR

- II. Review: Statutory Audit Requests
 - A. 2005 Wisconsin Act 25 (Elections Board)
 - B. 2005 Wisconsin Act 465 (Vegetation Obstructing Advertising Signs)

- III. Planning: Public Hearing on October 18
 - A. Who will chair? *JUC*
 - B. Potential agenda items
 - 1. Follow-up to Information Technology Projects (report 07-5)
 - 2. Allocation of Prosecutor Positions (report 07-9)
 - 3. Division of Gaming (report 07-12)

- IV. Planning: Public Hearing on October 31
 - A. Who will chair? *Jim*
 - B. Potential agenda items
 - 1. ✓ Legislation on Economic Development (outcome of working group)
 - 2. State of Wisconsin Investment Board (report 07-10) *88B in assets*
 - 3. Consideration of Scope for New Audit?

- ✓ V. Update: Economic Development Working Group
 - A. Confirm next meeting date: Wednesday, October 10 at 11:00 a.m.
 - B. Draft to workgroup and Department of Commerce late this week?
 - C. Confirm: Representative Jeskewitz to chair?

- VI. Discussion: *Bosnia* Foreign Delegation to Visit Audit Bureau and Legislature (October 29-31)

- VII. Confirm: Next Co-chair Meeting Date
 - A. November 15 at 9:00 a.m. (314 North)

1. Intensive case management, treatment, and support services.

2. Access to safe, secure residences.

3. Medication and medication monitoring.

4. Mental health counseling and other mental health treatment interventions, as appropriate.

5. Alcohol and other drug abuse treatment.

6. Vocational rehabilitation services.

7. Social skills training.

8. Educational and skill-based training, as appropriate.

(b) A program participant under this subsection shall be assigned a case manager 6 months before release, who will do all the following:

1. Apply for Medical Assistance on behalf of the participant 6 months before release.

2. Together with the participant's probation and parole agent, develop a comprehensive treatment and supervision plan for reentry into the community, under which all services will be available upon the participant's release and which shall be updated at least every 6 months and more frequently if necessary.

3. Complete progress notes every 3 months.

(c) Under the program under this subsection, the department of health and family services and the department of corrections shall seek to do all of the following:

1. Create programmatic continuity among institutional, community correctional, and community-based providers to enhance communication, coordination, and planning for offenders with severe and persistent mental illness who are scheduled for release from the Wisconsin Resource Center.

2. Ensure that mental health services that are necessary for successful reintegration are not interrupted.

3. Enhance the availability and coordination of community-based services.

4. Increase opportunities for employment and residential stability of released inmates.

5. Reduce reconvictions and rates of prison return.

(d) The department of corrections and the department of health and family services shall coordinate supervision services for participants in the program under this subsection.

(e) The department shall conduct a comprehensive evaluation of the program under this subsection, including data collection, analysis, and an annual report.

SECTION 9122. Nonstatutory provisions; higher educational aids board.

SECTION 9123. Nonstatutory provisions; historical society.

SECTION 9124. Nonstatutory provisions; Housing and Economic Development Authority.

SECTION 9125. Nonstatutory provisions; insurance.

SECTION 9126. Nonstatutory provisions; investment board.

SECTION 9127. Nonstatutory provisions; joint committee on finance.

SECTION 9128. Nonstatutory provisions; judicial commission.

SECTION 9129. Nonstatutory provisions; justice.

SECTION 9130. Nonstatutory provisions; legislature.

(1) APPROPRIATION LAPSES AND REESTIMATES.

(a) In this subsection, "state operations" means all purposes except aids to individuals and organizations and local assistance.

(b) The cochairpersons of the joint committee on legislative organization shall take actions during the 2005-07 fiscal biennium to ensure that from general purpose revenue appropriations for state operations to the legislature under section 20.765 of the statutes, as affected by this act, an amount equal to a total of \$4,675,000 in fiscal year 2005-06 and a total of \$4,675,000 in fiscal year 2006-07 are lapsed from sum certain appropriation accounts or are subtracted from the expenditure estimates for any other types of appropriations, or both.

(c) The cochairpersons of the joint committee on legislative organization shall take actions during the 2005-07 fiscal biennium to ensure that the authorized FTE positions for the legislature are decreased by a total of 38.0 FTE positions from the FTE position level that is authorized for the legislature on the effective date of this subsection.

(2q) AUDIT OF ELECTIONS BOARD INFORMATION TECHNOLOGY DEVELOPMENT PROJECTS. The joint legislative audit committee is requested to direct the legislative audit bureau to conduct a performance evaluation audit of the most recent information technology development projects undertaken by the elections board, including the project to create a statewide voter registration system and the project to create a State of Wisconsin Elections Board Information System. If the audit is performed, the bureau is requested to file a report of its findings as provided in section 13.94 (1) (b) of the statutes.

SECTION 9131. Nonstatutory provisions; lieutenant governor.

SECTION 9132. Nonstatutory provisions; lower Wisconsin state riverway board.

SECTION 9133. Nonstatutory provisions; Medical College of Wisconsin.

SECTION 9134. Nonstatutory provisions; military affairs.

SECTION 9135. Nonstatutory provisions; natural resources.

~~(2e) STUDY OF CLADOPHORA IN LAKE MICHIGAN. The department of natural resources shall make a grant of \$25,000 during the 2005-07 fiscal biennium from the appropriation account under section 20.370 (4) (mq) of the statutes, as affected by this act, to Manitowoc County for a study of Cladophora algae in Lake Michigan at Hika~~

Vetoed
In Part

2

trimming, removal, or relocation of vegetation in a manner that results in the distance of 243 feet specified in sub. (2) (a) 1., 350 feet specified in sub. (2) (a) 2., 500 feet specified in sub. (2) (a) 3., or 600 feet specified in sub. (2) (a) 4., being noncontinuous if the permit allows the permittee to minimize sight obstruction of the sign along the applicable portion of the viewing zone.

(g) A permit issued under this section may not authorize the permittee to clear-cut any highway right-of-way. The permit authorizes the permittee to trim, remove, or relocate only the vegetation specified in the permit, or only vegetation within the area of the right-of-way specified in the permit, in accordance with the terms of the permit.

(4) Each permit issued under this section shall authorize the permittee to employ 3rd-party contractors, including any arborist or landscape contractor, to perform work authorized under the permit. A permittee shall be responsible for any such work performed by a contractor on behalf of the permittee that is not authorized by the permit as if the work were performed directly by the permittee.

(5) (a) Each permit issued under this section shall require a permittee that removes planted vegetation to either relocate the planted vegetation or reimburse the department for the value of the planted vegetation. The department shall present to the permittee the department's calculation of the value of the planted vegetation, and the permittee may elect to relocate the planted vegetation or to reimburse the department for the value of the planted vegetation as determined by the department.

(b) The department shall determine the value of the planted vegetation, for purposes of par. (a), based upon either the reasonable replacement cost of the vegetation or another suitable method established by the department, which method may include use of a vegetation value chart that is publicly available and generally accepted in the landscaping industry.

(c) If the department issues a permit under this section authorizing removal of vegetation, the department shall provide to the permittee prior to commencement of the work an estimate of the value of the vegetation to be removed and a detailed explanation of the department's objectives in planting this vegetation or allowing this vegetation to become established.

(6) The department shall have authority to supervise and determine how the work authorized under a permit

issued under this section is carried out. The department may require as a condition or restriction under any permit issued under this section that the work authorized under the permit meet standards established by the department.

(7) Nothing in this section prohibits a sign owner and the department from voluntarily negotiating for, and the department from authorizing without the issuance of a permit under this section, the trimming, removal, or relocation of any vegetation in a highway right-of-way in order to provide an unobstructed view of a sign, except in situations where sub. (3) (d) would apply if a permit were issued under this section. Nothing in this section restricts the department's authority with respect to departmental maintenance operations in the rights-of-way of highways under the department's jurisdiction.

(8) Any person aggrieved by a decision of the department under this section, or by the department's failure to act on an application within the time limits specified in this section, is entitled, upon request, to a contested case hearing before the division of hearings and appeals in the department of administration, and to judicial review thereof, in accordance with ch. 227.

SECTION 2. 227.43 (1) (bg) of the statutes is amended to read:

227.43 (1) (bg) Assign a hearing examiner to preside over any hearing or review under ss. 84.30 (18), ~~84.305~~, 84.31 (6) (a), 85.013 (1), 86.073 (3), 86.16 (5), 86.195 (9) (b), 86.32 (1), 101.935 (2) (b), 101.951 (7) (a) and (b), 114.134 (4) (b), 114.135 (9), 114.20 (19), 175.05 (4) (b), 194.145 (1), 194.46, 218.0114 (7) (d) and (12) (b), 218.0116 (2), (4), (7) (a), (8) (a) and (10), 218.0131 (3), 218.11 (7) (a) and (b), 218.22 (4) (a) and (b), 218.32 (4) (a) and (b), 218.41 (4), 218.51 (5) (a) and (b), 341.09 (2m) (d), 342.26, 343.69 and 348.25 (9).

SECTION 3. Nonstatutory provisions.

(1) The joint legislative audit committee is requested to, and may, direct the legislative audit bureau to perform a performance evaluation audit of the program under section 84.305 of the statutes, as created by this act, during the 2007-08 fiscal year, which audit shall include evaluating the overall effectiveness of the program. If the committee directs the legislative audit bureau to perform an audit under this subsection, the bureau shall file its report as described in section 13.94 (1) (b) of the statutes by June 30, 2008.

Honadel / Kanavay
AB967



Co-Chair Meeting Agenda
November 15, 2007
11:00 a.m.
314 North, State Capitol

5386

~~I.~~ Discussion: New Audit Requests
A. UW-Madison Division of Intercollegiate Athletics - on hold

~~II.~~ Update: Audits in Progress
A. Private Employer Health Care (release on Friday, November 16)
B. Election Laws (tentative release on Wednesday, November 28)
C. Comprehensive Annual Financial Report
D. State of Wisconsin Investment Board Financial Statements
E. Educational Communications Board Financial Statements - feb
F. Best Practices: Library Services - Jan
G. Medical Assistance Dental HMO -
H. Criminal Court Jurisdiction over 17-year-olds

~~III.~~ Review: Upcoming Audit Follow-up

~~IV.~~ Discussion: Confirm Plans to Cancel Hearing on November 27 - yes

V. Update: Economic Development Working Group

A. Update on Subcommittee Efforts

B. Choose Date for Next Full Workgroup Meeting - 12/4

C. Confirm Senator Sullivan will chair next meeting ✓

5 zones combined

VI. Planning: Public Hearing in December

A. Discuss Potential Dates No 12/4

B. Confirm Representative Jeskewitz will chair

C. Potential agenda items

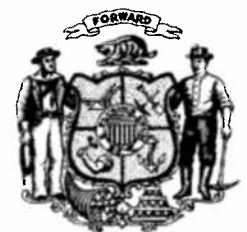
1. Elections Laws

2. Consider Scope for New Audit

VII. Planning: Set Date for Next Co-chair Meeting(s)



WISCONSIN STATE LEGISLATURE



Joint Legislative Audit Committee Co-Chair Meeting Agenda
February 20, 2008
1:30 p.m.
15 South, State Capitol

- I. Update: Recent Releases
- ✓ A. Criminal Court Jurisdiction over 17-year-olds (consider for hearing agenda)
 - ✓ B. Food and Dairy Inspections (letter on fees released, larger review continues)
- II. Update: Selected Audits in Progress
- ✓ A. Bridge Inspections (letter report) *work of 2/25 - better than last time*
 - ✓ B. Best Practices: Library Services
 - ✓ C. Office of the State Treasurer (letter report) *March*
 - ✓ D. Medical Assistance Dental HMO - *March*
 - ✓ E. Single Audit (federal funds for fiscal year 2006-07) - discuss data security component - *March*
- III. Update: Selected Audit Issues
- ✓ A. Milwaukee Parental Choice Program (statutorily required review of data) - *next week, private data release*
 - ✓ B. Douglas County Veterans Health Care Needs (required by 2007 WI Act 20)
 - ✓ C. State Fair Park
 - ✓ D. Economic Development Legislation (2007 SB 434/AB 741 and 2007 SB 480/AB 794)
 - ✓ E. Fraud, Waste, and Mismanagement Hotline at Legislative Audit Bureau (2007 SB 86)
Other states have found it to be useful - could prevent large scale audits
- IV. Discussion: New Audit Requests *letter to Huebner*
- A. Probation and Parole Program (Dane County Board resolution) - non-legislative request
 - B. Data Security Practices (Sen. Wirsch) - *its notifying procedure Hr - Joe*
 - C. Milwaukee Parental Choice Program (Sen. Olsen, Rep. Krusick, and Rep. Sinicki)
- V. Discussion: Status of Proposed Audits - ACE Initiative (Sen. Cowles) and Treatment of Inmates with Mental Illness (Rep. Parisi)
- VI. Planning: Public Hearing in March
- A. Confirm Date: March 19
 - B. Confirm Senator Sullivan will chair
 - C. Potential agenda items
 - ✓ 1. 17-year-old Offenders
 - 2. Consider Proposed Audits
- VII. Discussion: Next Steps on Audit Follow-up Received
- A. Wetlands: Department of Natural Resources (received 12/28/07)
 - B. Gateway Technical College: Tech College Board (received 1/7/08)
 - C. Personnel Policies and Practices: UW System (received 1/15/08)
 - D. SWIB Management Audit: Investment Board (received 1/23/08)
 - E. Gaming: Department of Administration (received 1/31/08)
- VIII. Review: Audit Follow-up due in March
- IX. Planning: Set Date for Next Co-chair Meeting(s)



Joint Legislative Audit Committee Co-Chair Meeting Agenda
May 8, 2008
1:30 p.m.
314 North, State Capitol

- I. Discussion: Next Steps on Audit Follow-up Received
- A. Wetlands: Department of Natural Resources (received 12/28/07)
 - B. Gateway Technical College: Tech College Board (received 1/7/08)
 - C. Personnel Policies and Practices: UW System (received 1/15/08)
 - D. SWIB Management Audit: Investment Board (received 1/23/08)
 - E. Gaming: Department of Administration (received 1/31/08)
 - F. Compliance with Elections Laws: Government Accountability Board (received 4/1/08)
 - G. Allocation of Prosecutor Positions: Department of Administration (received 4/7/08)
 - H. Information Technology Projects: IT management policies (received 5/1/08)

- II. Discussion: Releases Since Last Co-chair Meeting
- A. Bridge Inspections (letter report, February 2008)
 - B. Division of Gaming (report 08-4, March 2008)
 - C. Single Audit (report 08-5, March 2008)
 - D. Best Practices: Public Library Services (April 2008)
 - E. Dental Services for Medical Assistance Recipients (letter report, April 2008)
 - F. Douglas County Veterans Health Care Needs (nonstatutory requirement fulfilled)

- III. Update: Selected Audits in Progress
- A. Arts Board *-small letter report*
 - B. Food and Dairy Inspection *-somewhat critical - late Mary*
 - C. CAFR Follow-up: Use of Overtime
 - D. Office of the State Treasurer
 - E. Environmental Cooperation Pilot Program
 - F. Lottery
 - G. State Fair Park

- IV. Planning: Next Public Hearing
- A. Discuss Options for Potential Dates
 - B. Confirm Representative Jeskewitz Will Chair
 - C. Discuss Potential Agenda Items

- V. Planning: Set Date for Next Co-chair Meeting(s)

- VI. Update: Selected Audit Issues
- A. Fraud, Waste, and Mismanagement Hotline *66 calls*
 - B. Milwaukee Parental Choice Program (statutorily required)
 - C. Virtual Schools (statutorily required) *due 12/09*
 - D. Data Security (post-Metavante report)

- VII. Discussion: New Audit Requests Since Last Co-chair Meeting
- A. Emergency Communications (Senator Robson)

- send to requestors & ask if satisfied



Joint Legislative Audit Committee Co-Chair Meeting Agenda
July 30, 2008
1:30 p.m.
15 South, State Capitol

- I. Discussion: Recent Releases
 - A. Arts Board (letter report, May 2008)
 - B. Unclaimed Property Program (letter report, June 2008)
 - C. Wisconsin Lottery (report 08-7)
 - D. State Fair Park (report 08-8)
 - E. Environmental Cooperation Pilot Program (letter report, July 2008)

- II. Update: Selected Audits in Progress
 - A. Truancy Reduction Efforts (Best Practices) - mid-late August
 - B. Medical Assistance Program Integrity - provider fraud
 - C. Milwaukee Parental Choice Program (statutory)
 - D. Health Insurance Risk-Sharing Plan (statutory)
 - E. Universal Service Fund (statutory)
 - F. Mental Health Institutes (statutory)
 - G. Wisconsin Lottery (statutory)
 - H. Virtual Charter Schools (statutory)
 - I. Inmate Mental Health
 - J. ACE Initiative
 - K. State of Wisconsin 2007-08 Financial Audit (statutory)

- III. Discussion: Follow-up on Dental Services for Medical Assistance Recipients

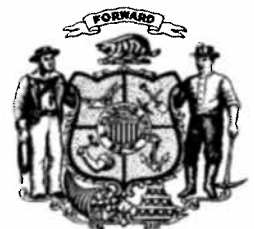
- IV. Discussion: New Audit Requests Since Last Co-chair Meeting
 - X A. County verification of citizenship status for state benefits programs (Rep. Lasee)
 - L ? B. Workers Compensation Program (Sen. Jauch and Rep. Friske)
 - X C. Juvenile Correctional Institution Rates (Sen. Taylor)
 - ? D. Vehicle Emissions (Sen. Plale and Rep. Stone) - wait a sec - Hr to tell them
 - ? E. No Child Left Behind (Sen. Lehman and Rep. Davis) - LAB will see what other states are Hr to requestors asking for ...?
 - X F. Use of state employees versus contract staff and turndown rate (Sen. Risser) - Hr to deny
 - ? G. University of Wisconsin Search and Screen Process (Rep. Kerkman) wait until after UW consultant report

- V. Discussion: Other Audit Requests in Pending Status
 - A. Emergency Communications (Sen. Robson) NO
 - B. Milwaukee Parental Choice Program (Sen. Olsen, Rep. Krusick, Rep. Sinicki)
 - C. Data Security Practices (Sen. Wirch)
 - D. UW Division of Collegiate Athletics - Big Ten Network (Reps. Travis, Hubler, Boyle)
 - E. Intoxicated Driver Program (former Sen. Roessler)
 - F. Fish Management Program (Sen. Schultz)
 - G. Appointment, Payroll, and Benefits System at UW (Rep. Molepske)

- VI. Planning: Set Date for Next Co-chair Meeting and/or hearing



WISCONSIN STATE LEGISLATURE



Appendix 1

Statutory Responsibilities for Recurring Audits

Under s. 13.94, Wis. Stats., and other statutory provisions, the Legislative Audit Bureau is responsible for conducting annual financial audits of:

- the Department of Employee Trust Funds;
- the Capital Improvement Fund;
- the Bond Security and Redemption Fund;
- the State of Wisconsin Investment Board;
- the Division of Gaming within the Department of Administration;
- the Wisconsin Lottery;
- State Fair Park;
- student loans and notes in the possession of the Higher Educational Aids Board;
- grants for dental services at the Marquette University School of Dentistry; and
- the Green Bay/Brown County Professional Football Stadium District's efforts to meet contracting and hiring goals for minorities and women in the Lambeau Field reconstruction project.

We also conduct biennial or more frequent financial audits of:

- the accounts of the State Treasurer;
- the central accounting records of the Department of Administration;
- expenditures from the state appropriation to the Medical College of Wisconsin;
- expenditures under the Higher Educational Aids Board contract for dental education services; and
- the financial status of the local professional baseball park and football stadium districts.

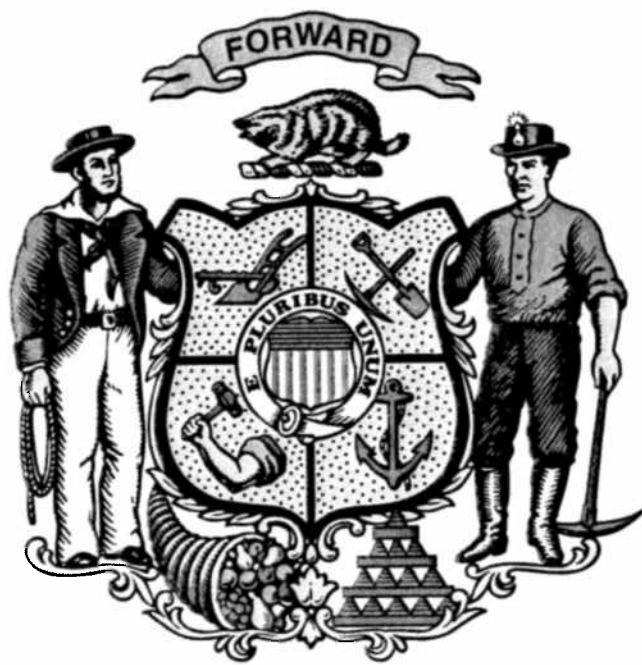
Annual program audit responsibility for area cooperation compacts under which municipalities collaborate to provide governmental services such as law enforcement, fire protection, and emergency services, begins in 2004.

We have biennial program audit responsibility for the State Lottery, the State of Wisconsin Investment Board, and the Division of Gaming within the Department of Administration. In addition, we are required to periodically audit divisions in the Department of Commerce that are responsible for inspections of multifamily housing, to conduct county and municipal best practices reviews, and to monitor the Department of Natural Resources' environmental cooperation pilot program.

Statutes require that we audit the State Life Insurance Fund, the Local Government Property Insurance Fund, and the Patients Compensation Fund at least once every three years. In recent years we have performed these audits every three years and have performed interim work each year for purposes of our annual audit of the State of Wisconsin's financial statements.

At least once every five years, we are required to examine the extent to which state agencies purchase materials, supplies, or equipment manufactured outside the United States. We are also responsible for conducting special examinations of the accounts and financial transactions of any department or office as the Governor, the Legislature, the Joint Legislative Audit Committee, or the Joint Committee on Legislative Organization directs. Finally, as directed by the Joint Legislative Audit Committee, we may audit any county, city, village, town, or school district.

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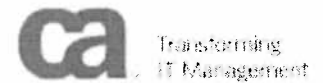
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Introduction

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Project Staff

Publisher's Desk

This isn't a fun time to be a state employee in Wisconsin. Hiring freezes, ongoing budget disputes and a lagging pay scale help explain why Wisconsin has the second-highest turnover rate in the country for veteran employees. The personnel situation even sounds a little Kafkaesque when you hear the story of Georgia Thompson.

A well-respected state procurement supervisor protected by civil-service rules, she was briefly jailed in 2006 in a politically motivated prosecution. An appellate court threw the case out in an afternoon, but the episode didn't do much to help overall employee morale. "Every single person in the state's civil service is saying, 'There but for the grace of God go I,'" says Mordecai Lee, a professor of governmental affairs at the University of Wisconsin-Milwaukee. "Somebody somewhere is going to distort the decisions that I make and I'm going to be in the same position as her."

While Governor Jim Doyle's Accountability, Consolidation and Efficiency Initiative has led to some improvements in the state's contracting processes, this, too, has been a source of considerable tension for state employees. "The state is contracting out for all sorts of things without monitoring them sufficiently," complains one recent high-level Department of Revenue

● Strength ● Mid-level ● Weakness

Money C+

- Long-Term Outlook ●
- Budget Process ●
- Structural Balance ●
- Contracting/Purchasing ●
- Financial Controls/Reporting ●

People B-

- Strategic Workforce Planning ●
- Hiring ●
- Retaining Employees ●
- Training and Development ●
- Managing Employee Performance ●

Infrastructure B-

- Capital Planning ●
- Project Monitoring ●
- Maintenance ●
- Internal Coordination ●
- Intergovernmental Coordination ●

Information C+

- Strategic Direction ●
- Budgeting for Performance ●
- Managing for Performance ●
- Performance Auditing & Evaluation ●
- Online Services & Information ●

retiree. "The state was willing to spend money on outside 'experts' but wouldn't spend the money necessary to retain the qualified personnel needed to run its agencies and programs."

Intricate cost-benefit analyses are now required before contracting out for state activities, but agency managers complain that their inability to hire additional personnel makes the difficult-to-produce findings irrelevant. Last year's hiring freeze meant that for a period of time one of the state's largest agencies, the Department of Health and Family Services, was lacking a procurement chief. Turnover in the Department of Corrections, another of the state's largest customers for goods and services, has led to the loss of its delegated purchasing authority — and the flexibility that came with it. Now, just about everything the Corrections Department buys must be cleared by the state's central purchasing office.

The irony is that Wisconsin is widely acknowledged to have a high-quality workforce. Its challenge will be to iron out some of the current problems before too much lasting damage takes place.

Wisconsin has been struggling with a structural budget deficit for years — the state ended fiscal 2007 with a \$2.44 billion general-fund deficit. On the other hand, the state's handling of infrastructure is getting better. Although Wisconsin's backlog for general infrastructure maintenance is \$1.2 billion, a pretty big number, the state has been spending a growing amount on it each year — enough to keep the figure from getting any larger. The backlog for roads and bridges is now down to \$69 million. Both the Department of Transportation and the Department of Administration seem to have a solid grasp of their needs, aided by sophisticated asset-management computer systems.

Unfortunately, this kind of planning for the future hasn't been commonplace in most other facets of management. Some agencies engage in efforts at strategic planning but the central government hasn't joined the party. "Policy making by crossing their fingers is the best way to explain what long-term planning means in Wisconsin," says Professor Lee, a former state legislator himself. Agencies monitor and report on performance internally to varying degrees, and performance measures play a small role in the state's budget process.

Wisconsin's Legislative Audit Bureau remains among the most important and credible audit shops in the country. Not only has the office proved itself willing to go after the hot-button news items of the day, it has managed to direct the legislature's attention to crucial management deficiencies. Spurring legislative action in these areas is no small feat, especially in long-neglected sectors such as information technology. And all of the bureau's findings are more accessible these days thanks to new, tech-savvy means of communicating findings to citizens, including podcasts, webcasts and RSS feeds.

For additional data and analysis, go to pewcenteronthestates.org/gpp.

- **Population (rank):** 5,556,506 (20)
- **Average per capita income (rank):** \$24,875 (20)
- **Total state spending (rank):** \$30,125,092,000 (16)
- **Spending per capita (rank):** \$5,422 (22)
- **Governor:** Jim Doyle (D)
- **First elected:** 11/2002
- **Senate:** 33 members: 18 D, 15 R
- **Term limits:** None
- **House:** 99 members: 47 D, 52 R
- **Term limits:** None