

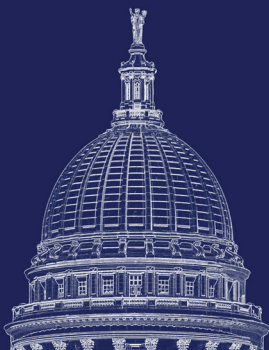
NLPES

Professional Development Seminar

— *A Capital Idea* —

September 18 through September 20, 2017

image: Wisconsin Capitol Building



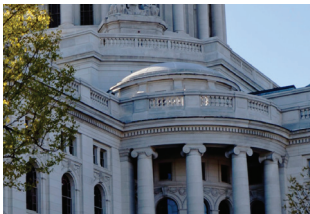
Learn

Build

Launch

MADISON, WISCONSIN

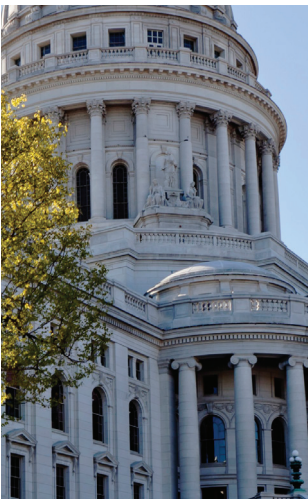
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STATE OF WISCONSIN | Legislative Audit Bureau

22 East Mifflin St., Suite 500 ■ Madison, WI 53703 ■ (608) 266-2818 ■ Hotline: 1-877-FRAUD-17 ■ www.legis.wisconsin.gov/lab

Joe Chrisman
State Auditor

September 17, 2017

Dear Seminar Participant:

On behalf of the nonpartisan Wisconsin Legislative Audit Bureau, welcome to Madison and to the 2017 Professional Development Seminar for the National Legislative Program Evaluation Society (NLPES) of the National Conference of State Legislatures. Nearly 150 participants representing 29 states, the District of Columbia, and Puerto Rico are in attendance. We are glad you are here, and we look forward to learning from and with you.

NLPES hosts this national training event, which is designed exclusively for state legislative staff of all skill levels who work in program evaluation and performance auditing. Over the next three days, you will participate in informative presentations, engage in discussions with colleagues working on similar issues, learn new approaches, share ideas, and network with peers.

In observance of the 100th anniversary of the Wisconsin State Capitol, the theme of this seminar is *A Capital Idea*. The beauty of our capitol building will serve as an excellent backdrop for you to learn, build, and launch a “capital idea” for personal professional development and ongoing improvements to your audit organization. The seminar relies on the contributions of Wisconsin legislators, 50 moderators and panelists from NLPES member offices, 3 faculty from the Robert La Follette School of Public Affairs at the University of Wisconsin-Madison, 2 individuals representing the National Conference of State Legislatures, and 1 professional leadership trainer. I hope you will seize this learning opportunity, discover those capital ideas that are most valuable to you, and bring them home to apply them in your work.

I extend my thanks to Greg Fugate and the Executive Committee of NLPES for guidance in developing overall seminar strategy. I thank my colleagues Anne Sappenfield and Dean Swenson for their leadership in helping to bring the seminar to fruition. I also thank my colleague Susan Skowronski for her capable expertise developing seminar-related publications.

Finally, I thank the staff of the Wisconsin Legislative Audit Bureau for their service as your hosts. If there is anything we can do to make your time in Madison more meaningful or pleasant, please reach out to us. Now, let the learning begin!

Sincerely,

A handwritten signature in dark ink, appearing to read "Joe Chrisman", written in a fluid, cursive style.

Joe Chrisman
State Auditor

POLL EVERYWHERE

INSTRUCTIONS

Throughout this seminar, we will be using Poll Everywhere, an online tool that will allow you to participate in presentations in real time.

You can access Poll Everywhere either by text message or online. There will be additional instructions at the top of each question (poll) during the presentations.

There is **no charge** to use the polls, nor is there a charge for Wi-Fi access in the hotel. If your cellular plan charges for text messages, you may wish to consider using the website method.

For our conference the rooms are set up with the following names:

In the Wisconsin Ballroom, the name is LAB001.

In the Madison Ballroom and in Senate A and B, the name is LAB002.

In the Capital Ballroom B and in the Assembly Room, the name is LAB003.

In the Capital Ballroom A, the name is LAB004.

If you are using text:

- Start a new message and enter the phone number (22333) in the 'TO' line.
- Type the name for the room (e.g., LAB001) in the body and press 'SEND.'
You will receive a reply letting you know you have joined the poll.
- During the poll, enter the keyword or answer that corresponds to your selection and press 'SEND.' Your results will appear in real time on the screen in that room.
- At the end of each session, send the text "LEAVE" to exit the poll.

If you are using the URL:

- Using a browser of your choice, go to the URL for a particular room.
(Example: PollEv.com/LAB001 for the Wisconsin Ballroom.)
- Once you have navigated to the page, the poll question being presented will display on your device.
- Simply answer the question. Your results will appear in real time on the screen in that room.

AGENDA

Sunday, September 17, 2017

NLPES Executive Committee Meeting

Conference III Room 8:30 a.m. to 4:00 p.m.	Presiding: Linda Triplett, Mississippi PEER Committee and Incoming NLPES Chair
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On-site Registration and Information Desk

4:00 to 6:30 p.m.
Second Floor, Foyer

Optional: Pre-Event Dinner Cruise

6:00 p.m.	<i>Those participants who registered in advance for the optional evening dinner cruise on Lake Monona will meet in the lobby of the Concourse Hotel at 6:00 p.m. to walk to the boat dock.</i>
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Dinner on Your Own

6:00 p.m.	<i>If you did not register in advance for the optional dinner cruise, please refer to this guide (page 19) for a list of nearby dinner venues within walking distance of the hotel.</i>
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Monday, September 18, 2017

On-site Registration and Information Desk

7:30 a.m. to 4:30 p.m.
Second Floor, Foyer

Walk to the Wisconsin State Capitol

8:15 to 8:30 a.m.	<i>All Monday morning sessions will be held in the Wisconsin State Capitol, which is a short walk from the Concourse Hotel. Please meet in the lobby of the Concourse Hotel at 8:15 a.m. and follow the staff from the Wisconsin Legislative Audit Bureau to the Capitol Building and into the Assembly Chamber.</i>
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Monday, September 18, 2017 (continued)

Welcome and Opening Remarks

8:30 to 9:00 a.m.
Assembly Chamber,
State Capitol

Presenters: Joe Chrisman, Wisconsin Legislative Audit Bureau
Charles Truesdell, Kentucky Legislative Research
Commission and NCSL Staff Chair

Plenary: The Value of Evaluation: A Legislative Perspective

9:00 to 10:00 a.m.
Assembly Chamber,
State Capitol

Moderator: Joe Chrisman, Wisconsin Legislative Audit Bureau

Presenters: Wisconsin Legislators

Legislative evaluators strive to ensure their work is accurate, objective, timely, and relevant in order for it to be useful to legislators and to the public. In this session, we learn from legislators themselves about what they value in evaluative work and how we can best meet legislative needs for quality and reliable information.

Tour of the Wisconsin State Capitol

10:00 to 11:30 a.m.
State Capitol

Starting from the Assembly Chamber, we will divide into smaller groups to tour the Capitol, including stops at the Rotunda, Governor's Conference Room, Supreme Court Chamber, North Hearing Room, Senate Chamber, and ending at the outdoor observation deck. Staff from the Wisconsin Legislative Audit Bureau will be distributed into each group in order to guide the walk back to the hotel.

In February 1904, a fire destroyed a large part of the interior of the second Wisconsin Capitol building in Madison. A new and larger third Madison Capitol became a necessity. In 1906, the Legislature directed the Building Commission to select an architect, secure plans, and proceed with construction of a new Capitol. Financial limitations and the need to house government extended the project timeline. Construction was completed in 1917 at a cost of \$7.2 million. Today, the Capitol is home to all three branches of government. The Governor, the Supreme Court, and each of Wisconsin's 132 legislators have offices in the Capitol.

Monday, September 18, 2017 (*continued*)

NLPES Awards Luncheon

11:30 a.m. to 1:00 p.m.
Second Floor,
Wisconsin Ballroom

Presiding: Linda Triplett, Mississippi PEER Committee and Incoming NLPES Chair

Menu: *baby mixed green salad, fresh bakery breads, oven-roasted chicken breast, Yukon Gold potatoes, and vanilla bean panna cotta with strawberry coulis*

BREAK: 1:00 to 1:15 p.m.

Evaluating Economic Development Programs: Lessons Learned for Getting Results

1:15 to 2:15 p.m.
Second Floor,
Madison Ballroom

Moderator: Kate Shiroff, Colorado Office of the State Auditor

Panelists: Jake Dinsdale, Utah Office of the Legislative Auditor General

Derek Hippler, Wisconsin Legislative Audit Bureau

Barton Norfleet, Mississippi PEER Committee

From tax credits to promote job creation and from loans to spur capital investment, states are using a variety of tools to encourage development in the private sector. In this session, we examine the methodologies used to assess the outcomes of state investments in economic development and review strategies for assessing the effectiveness of economic development programs, particularly when definitive outcome-related information is unavailable or unreliable.

Housekeeping: Cleaning Data

1:15 to 2:15 p.m.
Second Floor,
Capitol Ballroom B

Moderator: Wayne Kidd, Utah Office of the Legislative Auditor General

Panelists: Kirby Arinder, Mississippi PEER Committee

Dan Kleinmaier, Wisconsin Legislative Audit Bureau

Ryan Moltz, Minnesota Office of the Legislative Auditor

Data-analysis techniques learned in public policy schools may not fully anticipate the legislative evaluator's burden to clean data. Using experiences derived from actual evaluation work, this session will explore strategies for cleaning data effectively.

Concurrent Session

Monday, September 18, 2017 (*continued*)

■ **Figure it Out! Data Visualization and Report Design**

2:20 to 3:20 p.m.
Second Floor,
Madison Ballroom

Moderator: Kevin Ryan, South Carolina Legislative Audit Council

Panelists: Emily Schroeder, Washington Joint Legislative Audit and Review Committee

Katherine Theisen, Minnesota Office of the Legislative Auditor

Maria Toniolo, Wisconsin Legislative Audit Bureau

Evaluators LOVE numbers...and hence love to show data in tabular form. In this session, we throw open the doors of innovation to study ways in which a figure or graphical presentation of data may better serve the particular writing purpose. If a picture is worth a thousand words, then there are more than one million words to explain how the use of figures can improve the readability of a report. The best evaluation finding is lost on a legislative audience if packaged ineffectively. This session also explores innovations and best practices in audit report design that have maximized the accessibility of information to a non-technical audience.

■ **Evaluating Human Services Programs: The Data-Driven Evaluator**

2:20 to 3:20 p.m.
Second Floor,
Capitol Ballroom B

Moderator: Melinda Hamilton, Michigan Office of the Auditor General

Panelists: Laura Brauer, Wisconsin Legislative Audit Bureau

Sarah Dinces, New Mexico Legislative Finance Committee

Karen Leblanc, Office of the Louisiana Legislative Auditor

Medical Assistance, behavioral health, child welfare, early childhood, workers compensation, and vocational rehabilitation are examples of the human services and workforce development programs legislative evaluators are called to evaluate. In this session, we look at how data-rich programs such as these provide evaluation opportunities and pose particular challenges for the evaluator, and we gather strategies for evaluating these types of programs well.

BREAK: 3:20 to 3:30 p.m.

Monday, September 18, 2017 *(continued)*

Plenary: Impact Award Information Fair

3:30 to 5:00 p.m.
Second Floor,
Wisconsin Ballroom

Winners of the 2017 Certificate of Impact Award from NLPES will be available to discuss their winning reports. Please stop by each of the more than 20 tables to view and learn about the work of our colleagues in other states. A complete listing of award winners begins on page 17.

Kickoff Reception

5:00 to 6:00 p.m.
Second Floor,
Capitol Ballroom A and
Wisconsin Ballroom

Please join us for light appetizers and refreshments.

Dinner *(on your own)*

6:00 to 7:30 p.m.

Wisconsin Legislative Audit Bureau staff will be available at the end of the reception to walk with interested individuals to specific dinner venues. Please choose one of the venues below that best appeals to your appetite.

The Cooper's Tavern
thecooperstavern.com

Graze
grazemadison.com

The Great Dane Pub and Brewing Company
greatdanepub.com

Lucille
lucillemadison.com

Kabul Restaurant
facebook.com/kabulmadison

Maharani Indian Restaurant
maharaniindianrestaurant.com

The Old Fashioned
theoldfashioned.com

Tavernakaya
tavernakaya.com

Lakeside at the Memorial Union Terrace *(on your own)*

7:30 to 9:00 p.m.
UW-Madison,
Memorial Union

Please join us after dinner to enjoy drinks, ice cream, scenery, and networking on the shore of Lake Mendota.

On-site Registration and Information Desk

8:00 to 4:30 p.m.
Second Floor, Foyer

■ Constructing Effective Findings

8:30 to 9:30 a.m.
First Floor,
Assembly Room

Moderator: Melissa Simpson, Arkansas Division of Legislative Audit

Panelists: Beth Ashcroft, Maine Office of Program Evaluation and
Government Accountability

Paul Stuibler, Wisconsin Legislative Audit Bureau

Matt Taylor, Georgia Department of Audits and Accounts

This session unpacks the key elements necessary to create and communicate a compelling analytical conclusion in evaluative work. In addition, we consider how evaluators know when each of these elements has been adequately addressed and how best to communicate findings to a legislative audience.

■ Training and Retaining Evaluators

8:30 to 9:30 a.m.
First Floor,
Senate A and B

Moderator: Dean Swenson, Wisconsin Legislative Audit Bureau

Panelists: Matthias Boone, Utah Office of the Legislative
Auditor General

Greg Fugate, Colorado Office of the State Auditor

Dean Swenson, Wisconsin Legislative Audit Bureau

Many offices have created in-house training programs to develop the competencies of evaluation staff. In this session, we explore in-house training programs, what works, what does not, and why.

BREAK: 9:30 to 9:45 a.m.

Plenary: Communicate By Design

9:45 to 11:45 a.m.
Second Floor,
Capitol Ballroom A

Presenter: Aleta Norris, Living As a Leader®

Commonly, people struggle with communication in the workplace, especially addressing unmet expectations. Communicate by Design was developed to address this struggle. This session will help us understand our natural human tendencies to default to disrespectful communication under pressure and introduce tools to help us communicate more effectively.

Tuesday, September 19, 2017 (continued)

Lunch

11:45 a.m. to 1:15 p.m. Second Floor, Wisconsin Ballroom	Menu:	<i>grilled margherita chicken with cilantro pesto, beef barbacoa with poblano and charred red onion, cheesecake bars, and spicy chocolate churro bites</i>
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Plenary: Considering Cost-Benefit Analyses

12:15 to 1:15 p.m. Second Floor, Wisconsin Ballroom	Presenter:	Professor David Weimer, La Follette School of Public Affairs University of Wisconsin-Madison
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Legislative evaluators have many methodological tools available to approach a public policy issue and evaluate government performance. In this session, Professor Weimer will offer his insights about the importance of keeping a broad view in mind when selecting which tool is appropriate for which analytical challenge.

BREAK: 1:15 to 1:30 p.m.

Grooming Emerging Leaders

1:30 to 3:00 p.m. First Floor, Senate A and B	Presenter:	Aleta Norris, Living As a Leader®
		The changing world of work will continue to press organizations to have systems in place to intentionally develop emerging talent. In this session, we review best practices to enhance your ability to grow your future leaders—a key strategy for attracting and retaining great employees. We will learn: Who are “emerging leaders” and why is it important to develop them intentionally? What obstacles and common pitfalls prevent effective development of emerging leaders? What are five learning strategies for grooming emerging leaders? What is a framework for drafting a development plan for a particular emerging leader in your organization?

Blueprint for Success: Developing Core Competencies

1:30 to 3:00 p.m. First Floor, Assembly Room	Presenter:	Scott Frank, Kansas Legislative Division of Post Auditor
		By focusing intensively on core competencies such as critical-thinking skills, this session will consider ways for those with five or fewer years of experience to advance their careers in evaluation.

Note: This session will be video recorded for future use by NLPES.

BREAK: 3:00 to 3:15 p.m.

Tuesday, September 19, 2017 *(continued)*

■ Performance Measurement Information: A Behavioral Perspective

3:15 to 4:30 p.m.
First Floor,
Senate A and B

Presenter: Professor Donald Moynihan, Director,
La Follette School of Public Affairs,
University of Wisconsin-Madison

Auditors, evaluators, public managers, elected officials, and the public are awash with more performance data than ever before. Judicious use of performance information is hoped to provide a basis for improving government services. But how much do we really know about how individuals process performance data? This session explores the cognitive biases that limit our ability to use data rationally and offers suggestions to overcome those biases.

■ Getting It Right: The Quality Assurance Imperative

3:15 to 4:30 p.m.
First Floor,
Assembly Room

Moderator: Patricia (Pat) Berger, Pennsylvania Legislative Budget and Finance Committee

Panelists: Carleen Armstrong, Colorado Office of the State Auditor

Meghan Flanders, Kansas Legislative Division of Post Audit

Valerie Whitener, Washington Joint Legislative Audit and Review Committee

Good evaluation reports exemplify accuracy. In this session, we study strategies for ensuring the accuracy of reports, including double-checking work, team-leader reviews, and other quality assurance steps.

Reception

4:30 to 5:30 p.m.
Second Floor,
Wisconsin Ballroom

Please join us for light appetizers and refreshments.

Dinner and Evening on Your Own

5:30 p.m.

Enjoy your free evening in Madison!

On-site Registration and Information Desk

8:00 a.m. to 12:00 p.m.
Second Floor, Foyer

Plenary: Evaluating Our Ethics

8:30 to 10:00 a.m.
Second Floor,
Wisconsin Ballroom

Presenters: Mark Quiner, Director, Center for Ethics in Government,
National Council of State Legislatures

Anne Sappenfield, Wisconsin Legislative Audit Bureau

There are ethical requirements most are expected to meet, and then there are the ethical demands of being an auditor/evaluator. The space between the floor of ethical behavior and the expectations of the public for evaluators is important for us to recognize if we are to succeed. In this session, our presenters explore both big “E” and little “e” ethics in the context of legislative evaluation and, particularly, with respect to our data responsibilities.

Note: This session will be video recorded for future use by NLPES.

BREAK: 10:00 to 10:15 a.m.

Recruiting and Onboarding Evaluators

10:15 to 11:45 a.m.
First Floor,
Assembly Room

Moderator: Emily Johnson, Texas Sunset Advisory Commission

Panelists: Professor Hilary Shager, Associate Director,
La Follette School of Public Affairs,
University of Wisconsin-Madison

Suzanna Pratt, Washington Joint Legislative Audit and
Review Committee

Kristen Rottinghaus, Kansas Legislative Division of
Post Audit

Kyle Swalls, Wisconsin Legislative Audit Bureau

Recent data suggest a decline in the number of public policy graduates nationwide, and evaluation offices indicate it takes more than one year to onboard new staff to a level that offers the organization a return on investment. In this session, we examine strategies for recruiting new staff and building effective relationships with the public policy institutions that train future evaluators, and consider ways to onboard staff quickly in order to equip them to contribute more substantially to the organization.

Wednesday, September 20, 2017 (continued)

■ Using Tools for Data Analytics

10:15 to 11:45 a.m.

First Floor,
Senate A and B

Moderator: Jon Courtney, New Mexico Legislative Finance Committee

Panelists: Andy Brienzo, Kansas Legislative Division of Post Audit
Jon Courtney, New Mexico Legislative Finance Committee
Zane Kelly, Washington Joint Legislative Audit and Review Committee
Chris Magee, Office of the Louisiana Legislative Auditor

Contemporary program evaluation relies increasingly on the evaluator's skill in understanding and using data. In this session, we explore tips and tricks for using Excel, ACL, SQL, R, and ArcGIS/ArcMap successfully in our work.

Lunch

11:45 a.m. to 1:00 p.m.

Second Floor,
Wisconsin Ballroom

Menu: *marinated grilled chicken cobb salad and fresh bakery breads*

Plenary: The Conversation Catalysts

12:00 to 1:00 p.m.

Second Floor,
Wisconsin Ballroom

Moderator: Joe Chrisman, Wisconsin Legislative Audit Bureau

Panelists: Everyone!

The Urban Dictionary defines a conversation catalyst as “the introduction of a new thread in a conversation.” In this roundtable discussion, the moderator will introduce several “new threads” to glean the perspectives of others in the room. If you have not found your capital idea represented elsewhere in the 2017 seminar agenda, this is an excellent opportunity to solicit input from fellow attendees.

BREAK: 1:00 to 1:15 p.m.

■ NLPES Award-Winning Session

1:15 to 2:15 p.m.
First Floor,
Senate A and B

Moderator: Melinda Hamilton, Michigan Office of the Auditor General

Panelists: Jon Courtney, New Mexico Legislative Finance Committee
Emily Johnson, Texas Sunset Advisory Commission
Marcia Lindsay, South Carolina Legislative Audit Council
Darin Underwood, Utah Office of the Legislative Auditor General

Each year, NLPES recognizes the hard work done by legislative performance audit and program evaluation offices by offering awards in four categories for which an office may submit a nomination or application: Outstanding Achievement Award, Excellence in Evaluation Award, Excellence in Research Methods Award, and Certificates of Impact. In this session, the winner of the 2017 Excellence in Research Methods Award (Utah Office of the Legislative Auditor General) describes its winning work. In addition, members of the NLPES Executive Committee, Awards Subcommittee, discuss the overall awards program and the opportunities it presents for the involvement and recognition of member organizations.

■ Writing ABCs

1:15 to 2:15 p.m.
First Floor,
Assembly Room

Moderator: Joel Alter, Minnesota Office of the Legislative Auditor

Panelists: Yvonne Benn, Michigan Office of the Auditor General
Kiernan McGorty, North Carolina Program Evaluation Division
Robert Romig, Texas Sunset Advisory Commission

Good evaluation reports demonstrate three principles of writing: accuracy, brevity, and clarity (ABCs). This session considers each principle in order to understand how best to translate technical information to a non-technical audience.

Wednesday, September 20, 2017 (*continued*)

■ Evaluating Transportation Programs: Avoiding the Highway to the Danger Zone

2:20 to 3:20 p.m.
First Floor,
Senate A and B

Moderator: Shunti Taylor, Georgia Department of Audits and Accounts

Panelists: Joe Murray, Montana Legislative Audit Division

Noah Natzke, Wisconsin Legislative Audit Bureau

Jennifer Sebren, Mississippi PEER Committee

Many states are confronted by aging transportation infrastructures, including bridges, highways, and mass transit alternatives. In this session, we consider approaches used to evaluate transportation programs for efficiency and effectiveness while avoiding the highway to danger.

■ Accepting Feedback

2:20 to 3:20 p.m.
First Floor,
Assembly Room

Presenter: Joe Chrisman, Wisconsin Legislative Audit Bureau

We train our team leaders and managers on ways to provide meaningful and constructive feedback to staff, but how much time is spent teaching all staff the skills necessary to accept feedback well? In this session, we consider a framework for accepting feedback that works for any individual at any level in any organization.

BREAK: 3:20 to 3:30 p.m.

Plenary: Reflecting Capital Ideas for Legislative Evaluation

3:30 to 4:30 p.m.
Second Floor,
Wisconsin Ballroom

Presenters: Joe Chrisman, Wisconsin Legislative Audit Bureau

Scott Frank, Kansas Legislative Division of Post Audit

The field of legislative program evaluation is a challenging and rewarding profession. In this session, two leaders describe their own emerging “capital ideas” about the profession, its challenges, and its future.

2017 NLPES Professional Development Seminar Concludes

4:30 p.m.

See you in New Orleans for the 2018 PDS: “Jazz Up Your Evaluation Skills in the Big Easy” • September 9-12, 2018 • Hotel Monteleone (\$165/single or double room) • Hosted by the Louisiana Office of the Legislative Auditor

BIOGRAPHIES (*external presenters*)

Prof. Donald Moynihan
(Performance Measurement
Information: A Behavioral
Perspective)

Donald Moynihan is Director of the La Follette School of Public Affairs and Professor of Public Affairs. His research examines the application of organization theory to public management issues such as performance, budgeting, homeland security, election administration, and employee behavior. In particular, he studies the selection and implementation of public management reforms. Professor Moynihan, who served as Associate Director from 2009-2012, has presented his research on public sector performance to policymakers at the U.S. Office of Management and Budget, the World Bank and the Organisation for Economic Co-operation and Development. His book, *The Dynamics of Performance Management: Constructing Information and Reform*, was named best book by the Academy of Management's Public and Nonprofit Division and received the Herbert Simon award from the American Political Science Association, which honors the book with the most significant influence in public administration scholarship in the last three to five years. He also created the Performance Information Project, which tracks research on performance management.

Aleta Norris
(Communicate By Design,
Grooming Emerging Leaders)

Aleta Norris is an expert leadership coach and trainer with more than 25 years of experience developing leaders. In 1996, Aleta co-founded Impact Consulting Group LLC, a broad-services organizational development consulting firm. In 2002, Aleta co-founded the Living As A Leader® division, focusing on the effectiveness of leaders at all levels of an organization. Living As A Leader serves mid-size to Fortune 500 organizations. Aleta, who holds a Masters of Science degree in Organizational Science and Adult Education from the University of Wisconsin–Milwaukee, has been studying generational dynamics for several years, with a particular focus on the expectations of the emerging workforce. She writes a column for BizTimes Milwaukee, Leading Generation Y.

Mark Quiner
(Evaluating Our Ethics)

Mark Quiner is the director of NCSL's Center for Ethics in Government. Mark previously served as the acting director and assistant director of the nonpartisan Wyoming Legislative Service Office for the Wyoming Legislature where he worked for 26 years. Quiner graduated from the University of Wyoming School of Law and has been an attorney for more than 30 years. Following law school, he worked in the Wyoming Supreme Court for Chief Justice C. Stuart Brown, and then served as assistant attorney general for the state of Wyoming before working for the Wyoming Legislature.

Prof. Hilary Shager
(Recruiting and Onboarding
Evaluators)

Hilary Shager became Associate Director of the La Follette School of Public Affairs in March 2014. She is the Director of the Wisconsin Family Impact Seminars and Committee Connect, initiatives that work to create better public policy by connecting the Wisconsin State Legislature and the University, and by elevating the role of research in policymaking. She formerly was a research analyst at the Wisconsin Department of Children and Families, where she designed and conducted evaluations of the state's early care and education, child welfare, Temporary Assistance for Needy Families, and child support programs. More broadly, her research interests include early childhood education, poverty, and the intersection of education and social welfare policy. She is a graduate of the University of Wisconsin–Madison, where she received her Ph.D. in public policy in 2012. She is also a La Follette School of Public Affairs alumna who received her Master of Public Affairs in 2005.

Prof. David Weimer
(Considering Cost-Benefit
Analyses)

David Weimer is the Edwin E. Witte Professor of Political Economy at the La Follette School of Public Affairs. His research focuses broadly on policy craft and institutional design. Although most of his recent research has addressed issues in health policy, he has done policy-relevant research in the areas of energy security, natural resource policy, education, criminal justice, and research methods. Professor Weimer is the co-author of *Organizational Report Cards*, *Policy Analysis: Concepts and Practice* (sixth edition), and *Cost-Benefit Analysis: Concepts and Practice* (fourth edition). His edited volumes include *Institutional Design*, *The Political Economy of Property Rights*, and *Investing in the Disadvantaged: Assessing the Benefits and Costs of Social Policies*. His recent articles have appeared in the *Journal of Public Administration Research and Theory*, *Health Economics*, the *Journal of Health, Politics, Policy and Law*, *Health Services Research*, *Medical Care*, and the *Journal of Benefit-Cost Analysis*. In 2006, Professor Weimer served as president of the Association for Public Policy Analysis and Management. In 2008, he was elected a Fellow of the National Academy of Public Administration. In 2013, he served as president of the Society for Benefit-Cost Analysis. He received his doctorate in public policy from the University of California, Berkeley.

NLPES AWARD RECIPIENTS | 2017

Excellence in Evaluation Award: California State Auditor's Office

Excellence in Research Methods Award: Utah Office of the Legislative Auditor General

Impact Awards

Certificates of Impact are presented to audit or evaluation offices that released reports documenting public policy impact within their respective states. A total of 26 offices were presented 2017 NLPES Certificates of Impact.

Office	Report Name
Arizona Office of the Auditor General, Performance Audit Division	<i>Arizona Radiation Regulatory Agency, Arizona Radiation Regulatory Hearing Board, and Medical Radiologic Technology Board of Examiners</i>
California State Auditor's Office	<i>The University of California: Its Admissions and Financial Decisions Have Disadvantaged California Resident Students</i>
Colorado Office of the State Auditor	<i>Collection and Usage of the FASTER Motor Vehicle Fees</i>
Florida Office of Program Policy Analysis and Government Accountability	<i>Placement Challenges Persist for Child Victims of Commercial Sexual Exploitation; Questions Regarding Effective Interventions and Outcomes Remain</i>
Georgia Department of Audits and Accounts, Performance Audit Division	<i>Wildlife Resources Division—Game Management Unit</i>
Idaho Office of Performance Evaluations	<i>Idaho's Instructional Management System (Schoolnet) Offers Lessons for Future IT Projects</i>
Illinois Office of the Auditor General	<i>Performance Audit of the College of DuPage</i>
Kansas Legislative Division of Post Audit	<i>Larned State Hospital: Reviewing the Operations of the Sexual Predator Treatment Program, Part 2</i>
Louisiana Legislative Auditor	<i>Financial Risks to the State Associated with the Inventory Tax Credit—Louisiana Department of Revenue, Louisiana Tax Commission</i>
Michigan Office of the Auditor General	<i>Grand Rapids Home for Veterans—Michigan Veterans Affairs Agency, Department of Military and Veterans Affairs</i>
Minnesota Office of the Legislative Auditor, Program Evaluation Division	<i>Minnesota Teacher Licensure</i>
Mississippi Joint Committee on Performance Evaluation and Expenditure Review	<i>An Evaluation of the Effectiveness of the Mississippi Film Office</i>
Montana Legislative Audit Division	<i>Railroad Safety—Public Service Commission, Department of Military Affairs, Department of Transportation</i>
New Mexico Legislative Finance Committee, Evaluation Unit	<i>Higher Education Department—On-time Graduation and Degree Production</i>

Office	Report Name
North Carolina Program Evaluation Division	<i>North Carolina Should Dispose of Unneeded Real Property and Improve Portfolio Management to Reduce Costs</i>
Oregon Office of the Secretary of State, Audits Division	<i>State Agencies Respond Well to Routine Public Records Requests, but Struggle with Complex Requests and Emerging Technologies</i>
Pennsylvania Legislative Budget and Finance Committee	<i>Department of Human Services' Implementation of the Olmstead Decision as It Pertains to State Centers</i>
Puerto Rico Office of the Comptroller	<i>Do Children and Adolescents of Puerto Rico Have Access to Immunization Services?</i>
Texas State Auditor's Office	<i>Medicaid Managed Care Contract Processes at the Health and Human Services Commission</i>
Utah Office of the Legislative Auditor General	<i>A Review of the Administration of 911 Surcharges</i>
Virginia Joint Legislative Audit and Review Commission	<i>Management and Accountability of the Virginia Economic Development Partnership</i>
Washington Joint Legislative Audit and Review Committee	<i>Sunset Review of University of Washington's Alternative Process for Selecting Medical Facility Construction Contractors</i>
West Virginia Post Audit Division	<i>The West Virginia Division of Juvenile Services Gene Spadaro Juvenile Center</i>
West Virginia Performance Evaluation and Research Division	<i>Regional Education Service Agencies</i>
Wisconsin Legislative Audit Bureau	<i>Wisconsin Economic Development Corporation</i>
Wyoming Legislative Service Office, Program Evaluation Section	<i>Wyoming Water Development Commission</i>

DINING GUIDE *(staff favorites)*

A full list of dining, recreation, and other activity options can be found at <https://legis.wisconsin.gov/lab/2017-nlpes-pds>

Coffee and Breakfast/Brunch

Barriques Coffeehouse (barriquesmarket.com)

Off the Square

127 W. Washington Ave.

One block off the SW corner of the Capitol Square with a large selection of roasted coffees, espresso, and blended coffee drinks, as well as bakery and made-to-order breakfast options. Open weekdays 6 a.m. to 10 p.m., Saturday 6:30 a.m. to 10 p.m., and Sunday 7 a.m. to 9 p.m. (\$) (608) 204-0474

Bradbury's Coffee and Crêperie (bradburyscoffee.com)

Off the Square

127 North Hamilton St.

One block off the Capitol Square with made-to-order drip and pour-over coffees, along with delicious scones and crepes. Open 6:30 a.m. to 6:30 p.m. (\$) (608) 255-0474

Colectivo Coffee (colectivocoffee.com/cafes/madison-on-the-square)

On the Square

25 South Pinckney St.

On the East corner of the Capitol Square with an excellent outdoor patio view of the Capitol. Offers a wide range of coffee roasts, enticing bakery items, breakfast and lunch menus, and beer. Open Sunday 6:30 a.m. to 9 p.m. and Monday through Saturday 6 a.m. to at least 9 p.m. (\$) (608) 709-1911

Field Table (thefieldtable.com)

On the Square

10 West Mifflin St.

Near the hotel, on the Capitol Square. Serves a delicious house dark roast. Also available are a full espresso bar and donuts! Open Monday through Saturday 7 a.m. to 4 p.m. (\$\$) (608) 630-9222

Gotham Bagels (gothambagels.com)

Off the Square

112 East Mifflin St.

Serves hand-rolled, New York City-style bagels and hot and cold bagel sandwiches. Open Sunday 8 a.m. to 2 p.m. and Monday through Saturday 7 a.m. to 3 p.m. (\$) (608) 467-7642

Marigold Kitchen (marigoldkitchen.com)

Off the Square

118 South Pinckney St.

A bright, farm-to-table brunch and lunch spot where you order at the counter. Limited outdoor seating is available. Open Saturday through Sunday from at least 8 a.m. to 2 p.m. and weekdays 7 a.m. to 2 p.m. (\$\$) (608) 661-5559

Michelangelo's Coffee House (michelangeloscoffeehouse.com)

Off the Square

114 State St.

One block off the Capitol Square. Offers a wide range of local, fair-trade coffee roasts and espresso drinks, plentiful bakery items and made-to-order breakfast options in an eclectic coffee shop space. Open 7 a.m. to 11 p.m. (\$) (608) 251-5299

Starbucks (starbucks.com)

Inside the
Concourse Hotel

Open 6 a.m. to 8 p.m. (\$) (608) 294-3033

Lunch and Dinner

Asian

Tavernakaya (*tavernakaya.com*)

On the Square

27 East Main St.

American tavern with a Japanese twist, including sushi and noodle bowls. Reservations can be made through the website. Open Sunday 9:30 a.m. to 2:30 p.m., weekdays 11 a.m. to 2 p.m. and 4 p.m. to at least 10 p.m., Saturday 9:30 a.m. to 2:30 p.m. and 4 p.m. to 2 a.m. (\$\$) (608) 286-1548

Contemporary American

Coopers Tavern (*thecoopertavern.com*)

On the Square

20 West Mifflin St.

A European-style tavern with a wide beer selection. Open weekdays 11 a.m. to close and weekends 9 a.m. to close. (\$\$) (608) 256-1600

Field Table (*thefieldtable.com*)

On the Square

10 West Mifflin St.

A locally sourced, farm-to-table restaurant with new American food. Dinner reservations recommended through Open Table. Open Sunday 10 a.m. to 2 p.m. and Monday through Saturday 7 a.m. to 1 a.m. Food availability varies throughout the day. (\$\$) (608) 630-9222

Graze (*grazemadison.com*)

On the Square

1 South Pinckney St.

A farm-to-table restaurant with a modern flair and a stunning view of the State Capitol. Limited reservations are available for groups of 7-20 people. Open Sunday 9:30 a.m. to 3 p.m., weekdays 11 a.m. to at least 9:30 p.m., and Saturday 9:30 a.m. to 10:30 p.m. (\$\$) (608) 251-2700.

Italian/Pizza

Centom (*centomadison.com*)

Off the Square

122 West Mifflin St.

Farm-to-fork Italian restaurant with house-made pastas and wood-fired pizzas, plus a sizable wine list. Reservations recommended through Open Table. Open 4 p.m. to at least 9 p.m., weekend brunch 10 a.m. to 2 p.m. (\$\$\$) (608) 284-9378

Ian's Pizza (*ianspizza.com/Madison*)

Off the Square

100 State St.

Wisconsin-born chain known for its creative pizzas, including mac 'n' cheese, chipotle sweet potato, and spinach feta pesto, served in a casual atmosphere. Open 11 a.m. to 2:30 a.m. (\$) (608) 257-9248

Lucille (*lucillemadison.com*)

Off the Square

101 King St.

Wood-fired gourmet pizza in one of Madison's most-interesting restaurant spaces. Make reservations through the website or Open Table. Open Monday through Saturday 11 a.m. to 2 a.m. and Sunday 5 p.m. to 2 a.m. (\$\$) (608) 283-0000

Paisan's Restaurant (*paisansrest.com*)

Off the Square

131 West Wilson St.

Longtime Madison restaurant, serving pizza and Italian food, with a patio that has great views of Lake Monona, 11 a.m. to at least 10 p.m. (\$\$) (608) 257-3832

Lunch and Dinner (*continued*)

Latin American

Canteen (canteentaco.com)

Off the Square
111 South Hamilton St.

One of Madison's newest taquerias in a charming, vibrant setting, serving tacos and cocktails with inventive ingredients. Reservations accepted. Open Sunday 9 a.m. to 9 p.m., Monday through Thursday 11 a.m. to 10 p.m., and Friday through Saturday 9 a.m. to 2 a.m. (\$\$) (608) 285-5703

Pub/Burgers

DLUX (dluxmadison.com)

Off the Square
117 Martin Luther King Jr.
Blvd.

Trendy diner specializing in brunch and gourmet burgers. Reservations available for parties of 6+ Sunday night through Friday lunch. Open weekdays 11 a.m. to at least 12 a.m. and weekends 9 a.m. to at least 12 a.m. (\$\$) (608) 467-3130

Great Dane (greatdanepub.com)

Off the Square
123 East Doty St.

Madison's most-popular brewpub boasts an expansive menu and beer selection. Reservations accepted. Open 11 a.m. to 2 a.m. (\$\$) (608) 284-0000

Tipsy Cow (tipsycowmadison.com)

Off the Square
102 King St.

Cozy little place just off the Capitol Square that serves burgers and other bar fare, including fried goat cheese curds, and a large beer menu. Open Monday through Saturday 11 a.m. to at least 11 p.m. and closed Sundays. (\$\$) (608) 287-1455

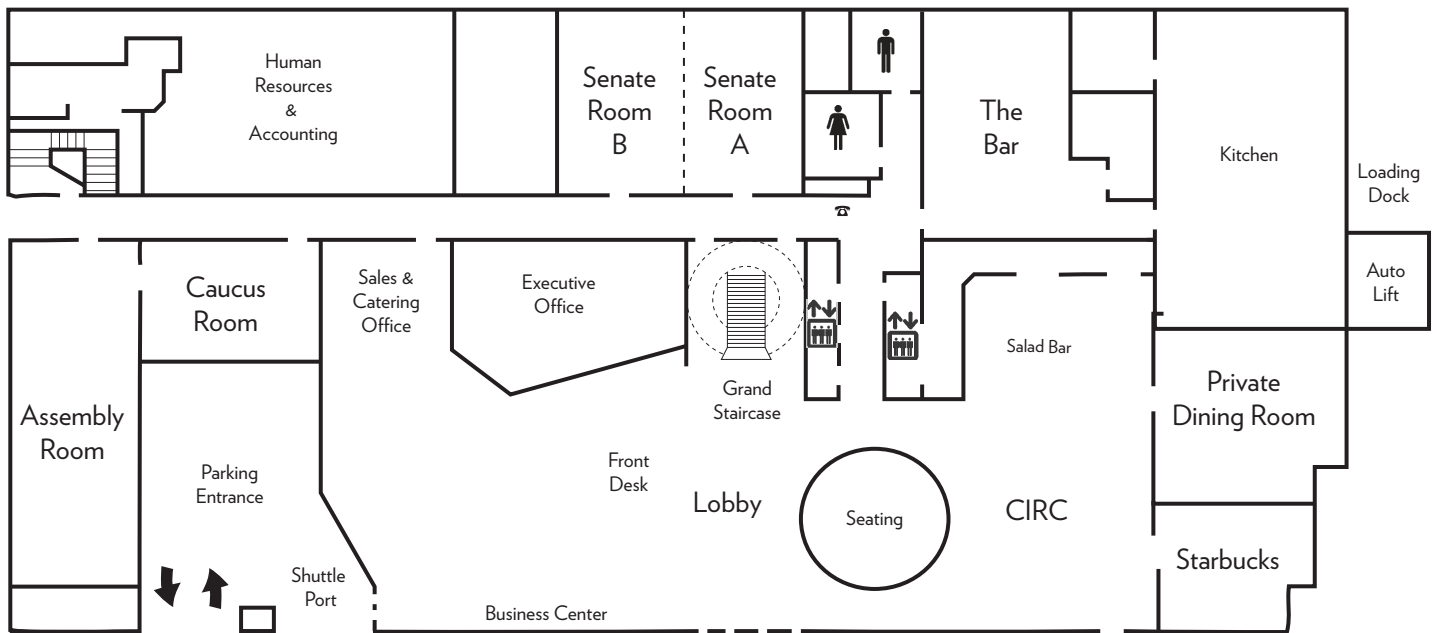
Wisconsin-style

Old Fashioned (theoldfashioned.com)

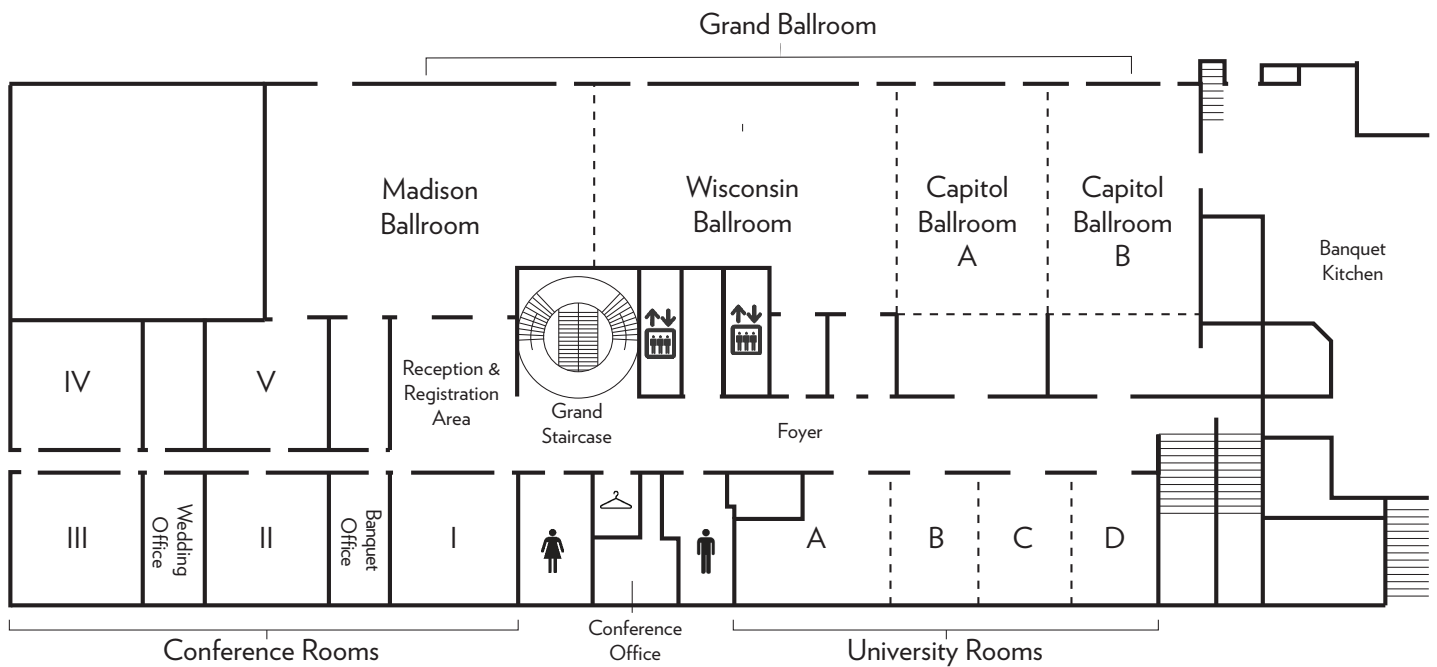
On the Square
23 North Pinckney St.

Serves American fare inspired by Wisconsin's Supper Club tradition, including fried cheese curds and the unofficial state mixed drink, the Old Fashioned. Open weekdays 7:30 a.m. to at least 10:30 p.m. and weekends 9 a.m. to at least 10:30 p.m. (\$\$) (608) 310-4545

1st Floor



2nd Floor



THE
MADISON CONCURSE
HOTEL

AND GOVERNOR'S CLUB

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| 2017-18

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The purpose of the National Legislative Program Evaluation Society (NLPES) is to advance the professions of legislative program evaluation and performance auditing and to provide members with relevant training, opportunities for exchanging ideas and information, and recognition for superior performance.

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