

ATTACHMENT C

Best Management Practices and Diagnostic Assessment of County Operating Departments

MONROE COUNTY, MICHIGAN

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BEST MANAGEMENT PRACTICES AND DIAGNOSTIC ASSESSMENT OF COUNTY OPERATING DEPARTMENTS

Monroe County, Michigan

While the organizational and operational assessment study of Monroe County is designed to provide an analysis of various operational, organizational structure, fiscal, management and staffing issues, this interim report involving the diagnostic assessment of County administrative, public safety, and health operations (operating departments) in comparison to best practices represents an important step for the project team to report its preliminary findings and help identify potential issues for further study. In order to make the assessments of operational strengths and improvement opportunities, the project team has developed a set of measures or “best management practices” against which to diagnose the organization.

The best management practice measures utilized have been derived from the project team's collective experience and research to include:

- Statements of "effective practices" based on the study team's experience in evaluating numerous operations in other jurisdictions. This includes identifying best-in-class operations for a variety of public sector operations.
- “Standards of the profession” from a variety of specialized professional organizations such as the American Association of Museums (AAM), Association of Public Communication Officials (APCO), American Public Works Association (APWA), Commission on Accreditation for Law Enforcement Agencies (CALEA), etc.
- Desirable planning, administrative, budgeting, etc., business practices as perpetuated by higher learning or widely recognized professional groups such as the International City / County Management Association (ICMA), Harvard School of Business, etc.

The matrix, which follows, identifies County operations’ strengths and opportunities for improvement in the context of these best practices. It should be noted, however, that agencies may not be able (or are unwilling) to completely implement a best practice for a variety of reasons that include:

- Insufficient resources, whether personnel or fiscal, to adopt a best practice.

- Inadequate available time to emphasize and proactively implement new practices as a consequence of focus on managing critical day-to-day issues (core business).
- Insufficient support from political, executive, or managerial personnel to adopt a best practice.
- Inadequate buy-in from line staff to implement a best practice.
- Disagreement that the best practice, although successfully implemented in other agencies, would not be successful (for various cultural, organizational, or local/regional issues) in the agency under BMP review, and therefore is not a “best practice” from said agency’s perspective.

Although there are relevant reasons, as noted above, to not implement an identified best practice, the ultimate intent should be to strive for implementing as many practices as feasible within the capabilities of the organization. The following matrices identify best practices first for “administrative departments” and then followed by “public safety” and health departments.

1. COUNTY CLERK / REGISTER OF DEEDS

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The ROD has formalized department goals that are written in the "Brief Overview of the ROD Office."</p>	<p>Goals and objectives are not formally reviewed with the governing body or Executive Management to ensure consistent understanding of the County's service direction.</p>
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>		<p>The project team has found no evidence of staff-level goals and objectives, particularly since the vast majority of County departments are not required to have personnel annual performance evaluations.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Various key performance indicators (KPIs) are used (e.g. number of records processed) in managing the department.</p>	<p>There is no formal written reporting linking the Key Performance Indicators' data to annual goals and objectives.</p>
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The budget generally describes department functions and the County's department-level website provides overall services provided. The Register of Deeds has a Mission statement.</p>	<p>The project team could not locate a formal mission statement for the County Clerk's Office.</p>

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The ROD has a folder in the shared drive that contains written policies. It is updated when necessary. The MARD association frequently provides information and suggestions as to written policy.</p>	<p>There are no well-documented and formal written policies and procedures manual for the entire County Clerk's Office's protocols and mandated principles that are updated regularly.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The ROD vision is to make records accessible through increased technology.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>
<p>Computerized indexing exists for legal records.</p>	<p>The Vital Records System is integrated with the Imaging System, providing both indexing and imaging of vital records within the County.</p>	<p>There is no computerized records systems in place for various court-related functions such as pleadings, filings, etc.</p>
<p>An effective records management program has been developed and formally adopted.</p>	<p>Much of records management has been computerized (e.g. CLS, Laredo System, etc.) to assist in managing the County's records.</p>	<p>A comprehensive records management program is not yet founded on a records management policies and procedures manual, containing records retention and destruction protocols, disaster recovery procedures, etc. Such standards, consistent with ARMA International (www.arma.org) should be formally adopted by the County.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>Technology (document imaging, use of modern election equipment, etc.) is widely used to support County Clerk and Register of Deeds operations.</p>	<p>A variety of software technologies are in place to include Diebold elections software, Fidler Technologies Laredo, and Cherry LAN Systems, to support Clerk / Register operations. Various records can be ordered online through the County's website. https://www.co.monroe.mi.us/egov/Default.aspx The Michigan Association of Register of Deeds (MARD) is very concerned with industry standards and is continually providing ROD with up to date information.</p>	<p>A comprehensive Records Management System (RMS) including document storing, imaging, etc. and consistent with Association of Records Managers and Administrators (ARMA) protocols is not in use.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
The records management program adheres to state laws, local policies / procedures.	The County Clerk ensures that all records management adheres to state and local requirements.	
Essential County documents are stored in duplicate off site?	From 1966-2000 vital records are microfilmed and stored off-site in an underground facility. Records from 2001 to present have been scanned. The ROD is currently working on a project in which acetate microfilm is converted to polyester film. If there is a break in records from 1916 to 1930 those records will be reproduced and stored in the underground facility. Other than 1916 to 1930 all records are duplicated from 1807 to present in Underground Security.	From 1965 and prior vital records are stored in a secure vault but that is potentially subject to fire/flood damage. Records from 2001 to present are scanned but not yet stored off-site. Deed records from 1916-1950 may not yet have been microfilmed.
A records retention schedule has been developed. Records are disposed of in accordance with the records retention schedule.	A records retention schedule has been developed and memorialized in MCL 399.5 and 750.491. Records destruction / disposal occurs every January as part of the Facilities Department responsibilities.	A formalized record retention / destruction procedure is not overseen by the County Clerk for County departments thus compliance with such retention beyond the Clerk / Registers Offices is unknown.
A secure environment is provided for protection of essential County records on site.	A secure vault environment is available for essential County Clerk records with Deed-related records stored in a secured storage office.	Records are likely at risk resulting from various natural disasters (e.g. fire / flood).

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Best Management Practice	Strengths	Opportunities for Improvement
The Clerk performs an election orientation seminar for candidates.	Information relevant to candidacies is provided such as petitions and campaign finance documents.	There is no formal orientation provided or formal informational brochures available to candidates.
Clerk provides informational support on County governance structure, operations, services, etc. to candidates.	Informational support is available to candidates via the County's website and other information.	There is no formality associated with providing a candidate background information on County government.
Fees for service are reasonable for services rendered and reviewed and updated regularly.	Court fees have been established by Michigan law. Various vital record fees appear reasonable. All ROD fees are regulated by the State of Michigan.	There is no documentation relative to how counter fees were established and have not been revisited for some period of time. Similar fees do not appear consistent across various departments. (e.g. \$1 page photocopy in Clerk, \$0.25 in museum).

2. COMMISSION ON AGING

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>Goals and Objectives have been established in the Blueprint for Aging Services document. Goals and objectives with respect to the department and Blueprint for Aging Services are reviewed monthly at the COA's strategic planning committee meetings. Goals and Objectives are updated on a regular basis pending the work of the committee and workgroup progress.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>Staff accountability is partially facilitated by an independent Commission on Aging board.</p>	<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>There is direct evidence of linkage to data of the above stated goals and objectives through the implementation of the web-based software system PeerPlace software.</p>	
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The mission statement of the agency is found on the website at: www.co.monroe.mi.us/comm on aging</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>Various operating policies and procedures have been developed. The COA's "Green Bible", contains all of the agencies operating policies and procedures, by-laws, service definitions, contracts and application forms.</p>	
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>CAO has indicated to county management that a more viable web page would be beneficial as well as the need for Electronic Funds Transfer in doing business with our agencies.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>
<p>Senior community characteristics are researched and used in service planning.</p>	<p>Senior community characteristics are researched and well utilized in service planning. Such characteristics are partially reflected in the <i>2008 Blueprint for Aging Services</i> report.</p>	
<p>The County coordinates programs and services with other private not-for-profit agencies in the region.</p>	<p>The COA coordinates programs with wide ranging list of service providers, including individuals and groups, for a variety of services to include the funding for 22 different agencies.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The County coordinates programs and services with other County departments and neighboring communities.</p>	<p>Inter-department coordination, such as with Veteran’s Affairs and Michigan Works!, is commonplace. Further coordination is provided with the Area Agency on Aging 1-B servicing a six county area, including Monroe. http://www.aaa1b.org/</p>	
<p>The County coordinates programs and services with transit and para-transit service providers.</p>	<p>Essential Transportation Services (ETS), provided by Lake Erie Transit, is a door-to-door service for Senior Citizens and for those with disabilities in the Monroe County area who meet one of several criteria. Transportation is one of the five goals outlined in the blueprint.</p>	<p>Gaps in transportation services have been identified in the Blueprint.</p>
<p>The County has established independent funding sources to support programs and services (e.g., private sector sponsorships, grants and establishment of a non-for-profit support organization, etc).</p>	<p>The COA budget runs solely on funds generated by a 0.5 millage applied to property tax assessments in Monroe County. This millage assessment has been in place since 1981.</p>	<p>State law allows for a 1.0 millage rate to be applied upon local approval.</p>
<p>Volunteers are utilized to assist in the delivery of services.</p>	<p>Volunteer efforts are promoted by the County for various service providers. By example a Volunteer Coalition has been spearheaded by the United Way, and invites volunteer coordinators from nonprofits to share ideas for the recruitment, recognition, and retention of volunteers.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
Senior services are overseen by an independent governing / advisory board committed to senior issues.	There is a 9 member commission. Each county commissioner appoints one person to the Monroe County Commission on Aging. The Commission's purpose is to review and evaluate senior programs and service provider budget requests which result in one comprehensive budget recommendation to the County Board.	

3. DRAIN COMMISSION

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>Goals have been framed in the Drain Commissioner's Office 2008 Executive Summary.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>		<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Various key performance indicators (KPIs) are used (e.g. drain projects completed) in managing the department.</p>	<p>There is no formal written reporting linking Key Performance Indicators' data to annual goals and objectives.</p>
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The Mission been framed in the Drain Commissioner's Office 2008 Executive Summary.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The Department has adopted the Board of Commissioners Policies and procedures Manual. Further we follow the drain code and have numerous public hearing each year, where we get much input from stakeholders.</p>	<p>There is no well-documented and formal written policies and procedures manual of all Drain protocols and mandated principles that are updated regularly.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>Technology vision is framed in the noted Executive Summary.</p>	<p>There is no formalized vision or plan for use of future information technology at the department or County level (e.g. Information Technology Strategic Plan).</p>
<p>Relevant Master Plan(s) have been developed for the organization that is used as a decision-making guide for operations, revenue / rate projections, and capital improvement expenditures, etc.</p>	<p>A storm water Management Program document for the Monroe Metropolitan Area has been developed with elements contained therein consistent with portions of a Master Plan. The Department must act in accordance with the Drain Code,</p>	<p>There is no formal Master Plan for Drainage providing a framework for future preventive, corrective, and rehabilitative maintenance; regulatory compliance; Capital Improvement Program planning; etc. in order to maximize the capability of the system at the lowest cost, within the context of broad resource-management policies.</p>
<p>An effective asset management system has been installed that includes an inventory of the assets to be maintained including locations, condition assessments, maintenance and rehabilitation histories and future strategies, etc.</p>	<p>Assets information is tracked to the individual "Drain level"</p>	<p>Such asset information is not computerized in a GIS or a Computerized Maintenance Management System (CMMS) thereby limiting the ability to manage asset information efficiently / effectively.</p>
<p>The drainage / storm water infrastructure is independently funded from the jurisdiction's general fund.</p>	<p>Drains are independently funded.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>A five-year capital improvement plan has been developed for the repair, replacement, or addition of infrastructure.</p>	<p>A County five year capital improvement program is prepared by the Planning Department annually.</p>	<p>There is no section for Drains within the five year capital improvement program or an independent five year plan for the Drain Commission.</p>
<p>A Computerized Maintenance Management System (CMMS) is installed and utilized including a work order system, annual work program, a reporting system to report actual versus planned performance, asset management system, and defined service levels and performance standards for each work activity.</p>		<p>Drains does not have a CMMS installed. Work orders are not computerized, linked to PDAs or bar code systems, etc.</p>
<p>Work orders are used to record all maintenance and repair activities.</p>	<p>Work order information for services request are captured, by 24/7 telephone hot line, by month, then rendered in an Excel spreadsheet to include labor and equipment hours. All work orders are processed as soon as possible with the given staff resources.</p>	
<p>There is a formalized method to track service requests and document response time.</p>		<p>There is presently no formalized method to track the number of service requests and the associated response time.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>Reactive, unscheduled maintenance (repair of failures) require less than 20% of available labor hours. Predictive and preventive maintenance exceeds 50% of available labor hours. The focus of the organization is clearly on Preventive Maintenance service.</p>		<p>Data and interview suggest that emphasis, given staffing and revenues, is placed on corrective and rehabilitative maintenance activities. A work sampling review corroborates this.</p>
<p>Catch basins are cleaned on a 2-year cycle.</p>	<p>Catch basin preventive maintenance is performed based upon request and periodic inspection. Sub-division catch basins are cleaned on a 2 to 3 year cycle.</p>	
<p>There is an appropriate balance of in-house versus contracted staff in the department.</p>	<p>Drains uses various temporary contract staff to perform maintenance services.</p>	<p>There may be further opportunities to contract professional services.</p>

4. EMPLOYMENT AND TRAINING (MICHIGAN WORKS!)

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>Given oversight by the Southeast Michigan Community Alliance (SEMCA), goals and objectives are in place.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>There are staff-level goals and objectives for all staff employed in this department. Those are identified and outlined in their annual performance evaluations.</p>	
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>As required by SEMCA, various data is used and reports are generated relative to goals and objectives.</p>	
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The department's mission is consistent with the SEMCA Mission: to provide leadership to create a life long workforce development system that is responsive to market demand.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>There are formal written State Policy Issuances, County policies, as well as departmental policies. In addition, the Department has written operational policies. The departmental policies and procedures are reviewed annually for updates.</p>	
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>		<p>There is no formalized vision or plan for use of future information technology at the department or County level (e.g. Information Technology Strategic Plan).</p>
<p>The organization has identifiable performance objectives consistent with SMART (specific, measurable, achievable, relevant, time-bound) philosophies.</p>	<p>Michigan Works! has a number of key performance indicators as identified by the Southeast Michigan Community Alliance (SEMCA).</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The organization partners with a variety of local and regional collaborators in the provision of service.</p>	<p>Michigan Works! partners with various local and state agencies, including Michigan Rehabilitation Services (MRS), Monroe Community Mental Health Authority, Catholic Charities of Monroe County, Inc., Department of Human Services (DHS), Legal Services of South Central Michigan, Family Counseling & Shelter Services, NCBA/Senior Employment Program, Michigan Commission for the Blind, Monroe County Commission on Aging, Monroe County Community College, Monroe County Health Department, Monroe County Intermediate School District (MCISD) Youth Opportunity Program, Monroe County Opportunity Program (MCOP), Child Care Network, Monroe County Friend of the Court, Unemployment Agency, Job Corps, Michigan Department of Labor and Economic Growth-Veteran’s Representative, Salvation Army, United Way, and various private sector employers.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>A variety of flexible approaches are used to meet the needs of the clientele, including the use of “Work First” strategies, vocational and educational initiatives, transitional job programs, etc. consistent with research performed by the U.S. Department of Labor, Progressive Policy Institute, Manpower Demonstration Research Corporation, and the Australian Council on Social Services.</p>	<p>Michigan Works! administers a variety of programs, including, but not limited to the Workforce Investment Act (WIA), No Worker Left Behind (NWLB), Trade Act Program, Community Corrections Program, Food Stamp Program and the Jobs, Education, and Training Program (JET). Such programs embrace philosophies consistent with flexible approaches to clientele services.</p>	
<p>Celebrating and publicizing program accomplishments are necessary to maintain cooperation with collaborative partners.</p>	<p>Consistent with the U.S. Council of Mayors best practices, Michigan Works! publicizes accomplishments in such products as their Annual Report.</p>	

5. EQUALIZATION

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The Department carries out our statutory duties and follows the policies and procedures set by the State Assessors Board (SAB) and State Tax Commission (STC). Our Policies and Procedures are audited every year by the Dept of Treasury to make sure statutory duties are in compliance with the SAB and STC.</p>	<p>Goals and objectives are not formally reviewed with the governing body or Executive Management to ensure consistent understanding of the County's service direction.</p>
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The Department meets about six times a year when goals and objectives are laid out and then evaluated through out the year.</p>	<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Various key performance indicators (KPIs) are used (e.g. number of appraisals performed) in managing the department.</p>	<p>There is limited linkage to data and formal performance objectives and annual goals.</p>
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The budget generally describes department functions and the County's department-level website provides overall services provided.</p>	<p>The project team could not locate a formal mission statement for Equalization.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The Department has numerous written policies and procedures.</p>	<p>The P&P's have not been reviewed periodically; they are added to as necessary.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>		<p>There is no formalized vision or plan for use of future information technology at the department or County level (e.g. Information Technology Strategic Plan).</p>
<p>Equalization utilizes a geographic information system to document parcel size, information, location, as well as to make changes to parcels.</p>	<p>The department is using CAD as their primary computerized support system.</p>	<p>There are opportunities to enhance the GIS usage of the Equalization Department. GIS work is currently centralized in Planning.</p>
<p>The Equalization Department is able to perform sales ratio and appraisal ratio studies consistent with either common sampling practices approved by State bodies (e.g. Michigan Assessors Association) and that are valid based on statistical sampling techniques.</p>	<p>With minor exception, the Department is able to perform such real property studies within generally accepted guidelines.</p>	<p>The Department has opportunities to augment personal property studies dependent upon the availability of resources.</p>
<p>The Equalization Department employs several methods to discover taxable personal property, such as business certificates, sales tax permits, telephone directories, chamber of commerce directories, etc.</p>		<p>Equalization has limited staff resources to address personal property studies.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Equalization Department maintains data security and integrity of records, including an audit trail of relevant changes in records.</p>	<p>Data security is maintained in various records that includes computerized assessment rolls for current years, equalization reports, apportionment reports, tax maps and property descriptions of the entire county.</p>	
<p>The Equalization Department web site is content driven and provides useful information regarding property dimensions, location, values, etc.</p>	<p>The Equalization Department's website provides general roles and responsibilities, hot links to other sites and contact information for local assessors.</p>	<p>In comparison to other colleague departments in the State, information is minimal in some instances. Furthermore, records research related to the above record types cannot be accessed via the web.</p>
<p>The Equalization Department receives copies of all building permits pulled in the County to identify properties whose characteristics are likely to change and are potential candidates for studies.</p>	<p>The Department gets a copy of the assessor's database and audits their Building Permit File Usage to ensure the valuing of all New Construction correctly. Only 2 Units out of 19 utilized the Building Permit File aspects of their software.</p>	<p>Equalization does not receive all building permits from County-wide jurisdictions. The Department has no legal authority to receive all of the Building Permits.</p>
<p>Consistent with the Michigan State Assessors Board, in addition to the mandatory 6-hour renewal programs, assessing officers will be required to complete 6 hours of elective renewal programming in each of the next three annual renewal periods.</p>	<p>Training is received by Equalization staff consistent with mandate; indeed, the Director provides such renewal program training for County assessors.</p>	

6. FINANCE

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>Finance provides annual goal and objective information as part of the annual budgeting process.</p>	<p>Goals and objectives are not formally reviewed with the governing body or Executive Management to ensure consistent understanding of the County's service direction.</p>
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>Staff is held accountable. Management uses positive feedback, team approach to problem solving, and constructive criticism as necessary.</p>	<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>The departmental budget is monitored and managed by the Finance Director. With a staff of 4.6 FTE's, all deadlines are met. Payroll (600+ employees bi-weekly), account payable (1,500+monthly), benefits (employees and retirees), and financial and budgetary reporting.</p>	<p>There is no formal written reporting linking Key Performance Indicators' data to annual goals and objectives.</p>
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The budget generally describes department functions and the County's department-level website provides overall services provided.</p>	<p>The project team could not locate a formal mission statement for Finance.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>There are county-wide policies relative to various financial functions. Finance has extensive written procedures for internal operations. Finance follows GAAP and GASB requirements, Federal and State statutes, Non-Union policies and Union contract, County Policies and Procedures, etc.</p>	
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>		<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department. The most recent technology initiative (payroll) has not been successfully implemented. The payroll initiative is a work in progress due to staff changes and availability.</p>
<p>Computerized submittal of timecard / payroll data from operating departments is performed.</p>	<p>Data is entered remotely by various department designees. Original signatures are required to meet authorization requirements.</p>	<p>Hardcopy timesheets are still used during payroll processing reflecting potential opportunities to re-engineer the entire payroll process. Electronic approval, along with many other improvements, will be realized with completion of the payroll initiative.</p>
<p>Are the Personnel and Payroll information systems integrated?</p>	<p>The current payroll system, KI, has limited integration between the Payroll and Personnel modules.</p>	<p>Personnel and Payroll systems are not currently integrated. Integration of Payroll, Personnel, Benefits and Retirement software systems is expected to gain efficiencies</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>Annual operating budgets provide readable, comprehensive information on costs, staffing, revenue and program objectives, as well as measurements of performance and success.</p>	<p>Annual operating budgets have an extensive amount of information relative to line-item budgetary cost information as reflected by a 500+ page budgetary document. The Budget also includes department information, staffing levels, etc.</p>	<p>The budget document does not have all staffing, performance, overview, etc. information consistent with “best practices” jurisdictions. Goals information is apparently collected per budget instructions, but not included in the annual budget document. Unlike the County’s CAFR, the budget document has not been submitted for the GFOA award due to lack of staff and time. The present budget format would not meet GFOA standards.</p>
<p>The County is compliant with GASB-34.</p>	<p>The County is compliant with GASB-34 and reported upon in the Comprehensive Annual Financial Report (CAFR). The County receives the GFOA award for excellence in financial reporting, including the award for the year of early adoption and implementation of GASB 34.</p>	
<p>The County is compliant with GASB-45.</p>	<p>The County is compliant with the elements of GASB-45.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Standardized budget forms are provided, with guidance, to operating departments. There are detailed procedures for preparing, adopting, monitoring, and amending the budget.</p>	<p>The departments receive budget workbook memorandum instructions, Board of Commissioner guidelines, several pre-developed excel spreadsheet “workbooks” to facilitate data entry, and have access to an annual budget calendar with proposed due dates by major task. The departmental level budget preparation process, and therefore the instructions, was designed for ease of use by budget managers. Information regarding adoption, monitoring and amending budget is widely available.</p>	<p>Instructions and processes relative to budgetary preparation are not robust and consist of relatively minimal instructional documentation emphasizing the criticality of the budget process. By example, the County has not implemented a “decision package” process to facilitate decision-making on new expenditure requests. Decision package process is not currently doable due to lack of resources (staff, time, monetary).</p>
<p>Policies and procedures are in place identifying work practices, appropriate separation of staff duties and responsibilities consistent with auditing standards, etc. Written policies and procedures have been developed and formally approved for critical financial processes.</p>	<p>There are various policies (e.g. budgeting procedures policy 304) and a variety of “how to” documentation related to various Finance Department protocols. Procedures are well-documented and readily available electronically. The procedures are organized by function for ease of use.</p>	<p>There is no formalized Finance Department-specific Policies & Procedures Manual in one readily accessible volume set.</p>
<p>The Department has cross-trained personnel on major financial procedures including accounts payable, receivables, and payroll.</p>	<p>The Department has cross-trained staff with the goal of maintaining appropriate segregation of duties.</p>	

COUNTY OF MONROE, MICHIGAN
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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Finance Department updates the County-wide cost allocation plan at least every two years.</p>	<p>The Department provides information to update the cost allocation plan annually. The information is provided to a contracted expert firm.</p>	
<p>The County retains independent auditors to prepare a CAFR annually. . Per GFOA, to fulfill its financial reporting responsibilities, the County should issue timely financial statements as part of a CAFR and have those financial statements independently audited.</p>	<p>The Department retains an independent auditor (Rehmann Robson) to prepare an independent auditors report. This report is followed by a Management’s Discussion & Analysis (MDA) Section in the CAFR.</p>	
<p>The Department receives Government Finance Officers Association (GFOA) awards for various documents (e.g. CAFR, Budget).</p>	<p>The County has received the GFOA award for Excellence in Financial Reporting for its CAFR.</p>	<p>Due to limited staffing the County has not received a similar GFOA award for its budget document.</p>

7. HUMAN RESOURCES

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>		<p>The project team has found no evidence of formalized department goals and objectives.</p>
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>		<p>The project team has found no evidence of staff-level goals and objectives, particularly since the vast majority of County departments are not required to have personnel annual performance evaluations.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>		<p>There is limited linkage to data and formal performance objectives and annual goals.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>Mission: The Mission of Human Resources is to enhance the work life at the County of Monroe by meeting and understanding the business needs of both the people and the County. In partnership with other departments, we will create a working environment in which cooperation, teamwork and creativity are encouraged and valued. This is one of the few mission statements located on the County's website.</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>There are county-wide policies relative to various human resources functions.</p>	<p>There are no formal written policies and procedures specific to the Human Resources Department.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>		<p>There is no formalized vision or plan for use of future information technology at the department or County level (e.g. Information Technology Strategic Plan).</p>
<p>The payroll information system and the human resources information system are integrated.</p>		<p>Personnel and Payroll systems are not currently integrated particular given HR has no software system.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The current staffing level of the HR Department falls within various benchmark / best practice averages of approximately one HR professional and paraprofessional per 150 FTEs.</p>	<p>The HR Department is operating well above this HR employee : staff ratio.</p>	
<p>Are average recruitment turnaround times within:</p> <ul style="list-style-type: none"> - Clerical - 45 - 60 days? - Operational - 45 - 60 days? - Paraprofessional - 60 - 90 days? - Professional - 60- 90 days? - Management - 120-150 days? 		<p>Data is not easily available to determine these turnaround times.</p>
<p>Is there an employee handbook and/or an employee procedures manual which clearly outlines policies and procedures?</p>	<p>Employee Orientations are conducted. There is no Employee Handbook per se, but staff are directed to an online County Policies Manual which has an entire section (section 400) dedicated to various HR-related policies.</p>	
<p>Is the compensation and classification plan updated every five years?</p>	<p>An “update” to the compensation and classification study was performed in 2008 by the “Rye Company.”</p>	<p>The last comprehensive compensation and classification study was done in 2000 and needs to be updated.</p>
<p>HR tracks turnover and the reasons for turnover and reports on this to the County. Are exit interviews conducted?</p>	<p>HR tracks turnover information. Exit interviews or an exit survey instrument are performed.</p>	<p>Output information from turnover and exit interviews is not formally reported upon and then used to change practices.</p>

Best Management Practice	Strengths	Opportunities for Improvement
Does the County offer employee wellness or assistance programs (i.e. stress management, career counseling)?	The County offers an Employee Assistance Program (policy 407).	
Is there an active training program whereby employees receive both required training (e.g., supervisory, diversity, etc.) and professional development and is such training closely tracked?	Training requirements relative to Commercial Drivers Licenses, DOT medical re-certifications, random drug testing and most blood borne pathogen training is tracked by the HR Department. Additionally, HR verifies any requirements during hire / transfer.	Training and the attendant record-keeping beyond those noted is decentralized at the individual department level. There is no centralized database noting employee training requirements, training received, etc., nor a formal centralized effort to facilitate professional training development.
HR utilizes a workforce planning system to project retirements and prepare for lost competencies.	HR provides support, as requested / necessary to the various departments relative to workforce planning.	Workforce planning, if done, is generally accomplished at the department level. Planning relative to preparation of long-term staffing plans (e.g. five years), succession planning, etc. is not accomplished County-wide.
HR tracks that employee performance assessments have been performed at least annually.	HR maintains employee performance evaluation records for those that have been completed.	There is no County mandate to perform annual evaluations; this is accomplished at the Department level. Only a few departments mandated by other state / federal organizations (e.g. Health) regularly participate in an annual evaluation program.

Best Management Practice	Strengths	Opportunities for Improvement
Human Resources uses a variety of technologically based systems to enhance service provision.	The Department uses a .pdf based online form for e-mail attachment as stipulated: "To apply for a job, fill out the application on line, save it to your desktop and email to (HR Assistant).	The Department has limited technology-based systems. Such practices as web-based promotions on "Why to Work in Monroe," etc. are not used.

8. INFORMATION SERVICES

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The Staff's primary goals and objectives are to provide the best, fastest service possible.</p>	<p>Goals and objectives are not formally reviewed with the governing body or Executive Management to ensure consistent understanding of the County's service direction.</p>
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>		<p>The project team has found no evidence of staff-level goals and objectives, particularly since the vast majority of County departments are not required to have personnel annual performance evaluations.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>		<p>There is limited linkage to data and formal performance objectives and annual goals.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>Mission: The Information Technology Department is responsible for providing support and counsel to County Technology users regarding the application of technology to the successful fulfillment of their job responsibility. It is our mission to ensure the continuous availability of technical resources and the continued enhancement of technical solutions designed to address the business objective of our customer departments and their customers, the general public. This is one of the few mission statements located on the County’s website.</p>	
<p>A five-year strategic plan has been developed for information technology to assure the cost effective use of investments in technology. The strategic plan is updated consistently and largely revised in the 3-4 year.</p>	<p>Information Services publishes an anticipated project plan on an annual basis.</p>	<p>Information Services does not have a published 5-year information services (technology) strategic plan; the last one published was in 2000.</p>
<p>Effective disaster recovery and contingency planning policies and procedures are in place.</p>	<p>Information Services had a disaster recovery evaluation accomplished within the last few years with various directives implemented.</p>	<p>The assessment was not documented and there are no formal policies and procedures that have been written / approved.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
Have technology policies and procedures been developed (e.g. internet usage) and have these policies been placed on the inter-intranet?	There exists a Monroe County-wide Computer/Electronic Communication / Voice Mail Policy (#439).	There is no independent Information Services policies and procedures manual.
Is a computer system replacement program in place and funded?	There is a replacement fund to replace or implement new technologies in the County.	The replacement fund is used for larger technology initiatives. Currently each department is responsible for its own equipment replacement (e.g. desktop computers).
Does the department support online transactions through its website such as the payment of utility bills, parks and recreation class scheduling and registration, etc.	Various online transactions can occur via the following web portal: http://www.co.monroe.mi.us/eGov/Default.aspx	
An information technology steering committee has been established to provide customers the opportunity to provide input regarding IT policies, standards, application development priorities, etc.	A Steering Committee was established in the past but is no longer seated. Information Technology meetings are held at the Departments' request and IS information exchanged at department-head meetings.	The information technology committee is currently inactive.
Information technology has been administratively centralized to assure the efficient use of resources.	Information Services is centralized.	Despite centralized Information Services, some major IT projects are conducted (e.g. Munis) without the direct centralized involvement / project management support of IS staff.

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Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
Technology standards have been developed for the desktop, server applications, database applications, utility and management applications, LAN/WAN devices, etc.	Technology standards have been developed.	
There is an enterprise-wide use of a Geographic Information System (GIS) overseen by the Department.		GIS is not used throughout the County in an enterprise fashion. It is centralized in planning but not used in such places as Equalization, Drains, etc.
IT has developed and adopted service level agreements with their customers.	There are contract agreements with the City of Monroe and other external entities.	There are no formal service level agreements (SLAs) in place with the IS Department and other County Departments.
The response time to help desk calls and calls that require an on-site response is one workday.		Present use and features of help desk software does not allow for accurate turn-around tracking.
An up-to-date inventory of computer equipment has been established and is continuously updated.	Methods are available to track the probable location of computer hardware through I.P. addresses.	There is no up-to-date inventory list of equipment largely exacerbated by client department re-locating hardware to different locations on their own initiative.
E-mail and internet is filtered and inappropriate file types / websites are blocked.	E-mail and the internet are appropriately filtered.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>County web-pages are standardized and updated with regularity.</p>	<p>County web pages are standardized with a base template so that the site maintains a similar look and feel across all departments. The content and how the content is laid out on each Department's site is coordinated through the web master.</p>	<p>Some departments have access to the content management system to update content on a more frequent basis. The IT Department requests updates to the website content on a semi-annual basis. As a result web-pages are updated at different intervals dependent upon the department.</p>
<p>IS provides a webmaster to manage the content of the County's website.</p>	<p>Information Services maintains a webmaster position responsible for the County and City of Monroe website maintenance and acts as primary point of contact for new webpage development projects.</p>	<p>Various County departmental staff has access / responsibility for independent webpage development. Level of webpage detail is inconsistent among departments. Some information provided is outdated (e.g. Planning Department's reference to 2006).</p>

9. MSU COOPERATIVE EXTENSION

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>State-wide goals and objectives have been delineated and are memorialized in such documents as the "Strengthening Michigan's Economy." Department goals are identified and tied to the local issues identification process. County goals are listed in the Extension Information System (EIS)* which is an on-line program development and reporting system.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>Staff develop an annual plan of work with educational initiatives that include: local situation statement, stakeholder input, target audience, performance objectives, expected outcomes and evaluation methods. A plan of work outline is submitted to the County Extension Director for review and then when approved is expanded to include all of the details described above. A written evaluation is completed on each staff person annually and a merit rating is assigned. The above procedures described in 1 and 2 apply to the ten program staff but do not apply to the three clerical staff.</p>	<p>The noted procedures described do not to the three clerical staff (Monroe County employees).</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>There is extension linkage to data and performance objectives as reported in EIS.</p>	
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>Mission: Helping people improve their lives through an educational process that applies knowledge to critical needs, issues, and opportunities. This is one of the few mission statements located on the County's website.</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>There are written operating policies and procedures that are regularly reviewed with stakeholder input through the Extension Council (comprised of clientele representing all program areas), 4-H Council, Homemaker Council and Agriculture Council. There are also written policies and procedures that are developed and implemented through bi-weekly staff meeting which are held on the first and third Mondays of the month and include all staff – programming and clerical.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>There is no overall strategic plan for information technology; however technology components are included in individual staff plans of work. Information technology is regularly discussed with stakeholders through the advisory council structure and also with staff at staff meetings. The 4-H component of the program has its own Technology Committee that advises and assists in the implementation of technology specific to the 4-H program.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department. However, given MSUE is largely a Michigan State operation, this point is largely moot with the exception of technologies that can be taken advantage of by secretarial staff.</p>
<p>Planning, coordination and feedback on services provided by the Department. "Customer satisfaction" is regularly assessed.</p>	<p>Customer satisfaction is regularly assessed at the program level and reported upon, including performing studies six months to a year after program completion. Program outcomes are reported upon regularly (e.g. pesticide application program, On-farm stored grain management workshop, etc). Ultimately, service information is consolidated in an annual state-wide report entitled: "Report to Our Partners."</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
A five year strategic plan is developed.	The Cooperative Extension participates in strategic visioning at the local, regional and state level resulting in a State-wide report from the Michigan State University Extension entitled: "Strengthening Michigan's Economy."	
The Cooperative Extension uses aggressive promotional techniques for programs and services.	Various tools are used to promote Cooperative Extension programs including 9 newsletters annually, web-based calendars of events (www.msue.msu.edu/monroe) etc.	
The Cooperative Extension targets specific populations (e.g., youth, economically disadvantaged, etc).	A variety of programs are offered to special needs populations or specific audiences (e.g. SMILE).	
Registration should be made as easy as possible so as to encourage participation.	Registration is facilitated by on-site Cooperative Extension staff. The Department is linked to several MSU Extension online registration systems that are utilized for some of our programs.	The MSU Cooperative Extension website for Monroe does not yet have online registration capabilities.

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The organization has an inventory of facility resources internally and from the community which would facilitate program offerings.</p>	<p>The Cooperative Extension uses a variety of locales to provide services including the on-site facility, Cabelas conference rooms, libraries, community colleges, schools, etc.</p>	<p>Whereas the Cooperative Extension has a variety of sites where events can be held, there is no inventory list memorializing this information that can be distributed to, and referenced by, interested parties (e.g. Commission, community, etc.).</p>
<p>A Department-specific Safety Plan is in place and addresses issues such as accidents / injuries, missing children, abandoned children, etc.</p>	<p>The Cooperative Extension follows both County and MSU policies relative to accident and injury reporting. Protocols are in place for missing / abandoned children.</p>	<p>A formal policy should be developed and adopted related to specific procedures for identifying and addressing missing / abandoned children events.</p>
<p>Background investigations are performed on all staff with client contact. This includes those who are hired under contracts.</p>	<p>Background investigations are conducted consistent with MSU policies.</p>	

10. MUSEUM

Best Management Practice	Strengths	Opportunities for Improvement
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>One of the museums main goals is effective interaction with the public. Data the Museum collects (e.g. # of visitors) is juxtaposed against this goal.</p>	<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>The Museum uses a variety of Key Performance indicators to track performance.</p>	<p>There is no formal written reporting linking the Key Performance Indicators' data to annual goals and objectives.</p>
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>Formal procedures for the technological registration (accession) and protection (conservation) of most of our collections is available.</p>	<p>There is no well-documented and formal written policies and procedures manual of all Museum protocols and mandated principles that are updated regularly.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Museum has implemented significant technologies such as "Cable in the Classroom."</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>
<p>The Museum is accredited by the American Associate of Museums (AAM).</p>	<p>The Museum was reviewed by members of the AAM who informally provided positive feedback. The size (staff) and budget of Monroe County museum operations precluded, however, further accreditation processing.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
The Museum has a formalized mission statement with appropriate goals.	The Museum has a formal mission statement and five year goal plan.	
There is a formalized museum inventory of all assets stored consistent with records management best practices.	There is an on-site listing of varied museum assets.	The inventory list is not computerized and it is unknown if it is comprehensive.
Based on appropriate risk assessments, assets are insured consistent with appraised valuations.	Important assets are insured. For various special assets (e.g. Gen. Custer) a special rider has been acquired on the present policies.	

11. PURCHASING, FACILITIES, PARKS & RECREATION

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>There is a comprehensive report identifying 2009 Budget Year Goals & Objectives as well as an Annual Workplan by month.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>Staff are provided duty assignments consistent with goals and objectives and an annual workplan.</p>	
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Various key performance indicators (KPIs) are used in managing the department.</p>	<p>Linkage of performance-related data and service outputs and outcomes to formal performance objectives and annual goals could be improved.</p>
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The Mission statement is in the 5-year recreation plan for the park commission. The purchasing & facilities function has a separate Mission statement.</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>There are formal county-wide policies relative to purchasing.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>Informal plan is presented within annual work plan and CIP projects.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>
<p>Staffing at the level of one FTE per 8 – 10 acres of developed acres at a B level of maintenance and approximately one FTE per 15 acres for a C level of maintenance service.</p>	<p>Current full-time equivalent staffing levels fall well below this benchmark based upon 221 acres of developed parkland reflecting an efficient operation. Full-time staffing of one position does not include seasonal or contractual labor.</p>	<p>Dedicated staff resources appear to be well below the benchmark of staff per acre. In the absence of a comprehensive computerized maintenance management system (CMMS) dedicated to park maintenance or a park customer satisfaction survey, it is unclear if this lack of staffing results in reduced levels of quality preventive, corrective and rehabilitative parks maintenance.</p>
<p>Staffing at a level of one FTE per 19,000 to 23,300 square feet per custodian is provided to achieve “level 2” custodial maintenance.</p>	<p>Addressed in the Report.</p>	<p>Addressed in the Report.</p>
<p>Staffing at a level of one FTE per 45,000 to 55,000 factored gross square feet per building maintenance position is provided to achieve adequate preventive and corrective maintenance.</p>	<p>Addressed in the Report.</p>	<p>Addressed in the Report.</p>

Best Management Practice	Strengths	Opportunities for Improvement
A cost-effective balance full-time versus- part-time staff is utilized.	The Department consistently strives toward balancing full-time, seasonal and contractual staff. By example, seasonal staff are used in the provision of parks services.	Application of this practice to all areas of the functional responsibilities of the department may provide additional benefits.
A cost-effective balance between in-house staff and contractors is utilized. Contractors are utilized to maintain medians, backup lots, mini-parks, mowing, spraying, tree trimming, HVAC, elevators, major electrical, major construction, and / or pest control services.	The Department consistently strives toward balancing full-time, seasonal and contractual staff. By example, given recent retirements the parks is contracting the majority of mowing operations.	
Are maintenance activities documented in sufficient detail to allow managers the ability to analyze workloads and productivity of crew members?	The Department has developed a rather detailed listing of major activities, by function, area and month for such services as Park Maintenance and Facilities (memorialized in Word and Excel documents).	No maintenance-related operation in the County would significantly benefit from the advantages of a computerized maintenance management system. This includes both parks and facilities operations. There are advantages in time management, monitoring performance, etc. that would assist management.
Mandated safety inspections (e.g. playground equipment) are performed periodically and within guidelines.	Mandated inspections, such as playground equipment, are scheduled and performed.	

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Best Management Practice	Strengths	Opportunities for Improvement
An 8-12 year schedule, or species-based cycle, is utilized in the trimming of the County’s urban forest.	Tree trimming is accomplished on a periodic “as-needed” basis as represented by the 2008-09 Parks Maintenance Project Listing.	Trimming is not accomplished for the County’s urban forest on a species-based or regular cyclical schedule.
Facilities are maintained on a pre-established preventive maintenance cycle.	An annual work plan is published by month (facilities annual work plan by function.xls) identifying largely preventive maintenance activities.	In the absence of a CMMS, it is unclear as to the actual outcomes associated with such tasks or if such tasks represent the entirety of necessary preventive maintenance functions consistent with recommended vendor PM schedules.
A comprehensive procurement policy has been developed and distributed to all staff outlining required practices in procuring goods, services, and construction services.	Purchasing policy #305 is available on the County’s website.	
There exists a delegation of procurement authority, by position title, with increasing levels of authority (\$ approval) based upon position level.	Section 2.4 of Policy #305 <u>Delegation</u> - The purchasing agent may delegate authority to purchase certain supplies, services, or construction items to other County officials, if such delegation is deemed necessary for the effective procurement of such items.	With appropriate budgetary and purchasing controls in place, delegating purchasing authority to department heads and, as practical, division heads, is considered a best practice. Annual departmental review of the \$ limits should be reviewed against staffing resources.
Do current practices promote “best value” purchasing (e.g. State cooperative for vehicle purchases).	Purchases are conducted, in cooperation with other government agencies, as practical.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Purchasing is the centralized authority with responsibility to oversee all County purchases to ensure they are consistent with established policies and procedures.</p>	<p>Purchasing is the centralized authority.</p>	
<p>Are procurement cards and online purchases utilized?</p>	<p>Procurement cards and online services are used.</p>	<p>There are only three credit cards currently authorized in use. As a consequence, the County does not have a widely used P-card program that has proven successful in many jurisdictions.</p>

12. PLANNING DEPARTMENT

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The Annual Work Program breaks the department's tasks into 9 major program areas, each containing specific goals (17), and each goal is broken down into specific objectives (52), work elements (215), and products (116). The Work Program is reviewed and updated every three years, and is adopted by the Planning Commission at a public meeting open to input from the public and from interested public officials.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The Annual Work Program is divided up between staff according to individual skills and areas of expertise. Planning Director receives a formal performance review from Planning Commission on an annual basis.</p>	<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>The Department's Annual Report lists specific measures of performance and is organized along the same format as the Annual Work Program. This report gives a clear indication of accomplishments made relative to specific goals and objectives.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The Monroe County Planning Ordinance as prefaced in the Annual Report, as well as the Michigan Planning Enabling Act, defines the Department’s mission and was adopted by the Board of Commissioners after being subject to public hearing.</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>		<p>There is no well-documented and formal written policies and procedures manual of all Planning protocols and mandated principles that are updated regularly.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Department, in the past, had specific plans for adopting technology to improve capabilities and efficiency. These plans have been fully implemented and technology needs are currently being met, with the exception of minor upgrades to existing hardware and software.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>Is the zoning ordinance and the Comprehensive Plan up-to-date?</p>	<p>Zoning is accomplished at the local government (e.g. township) level. The County Planning Commission reviews recommendation from the township, and makes an advisory recommendation at a public meeting. Much of the Comprehensive Plan involves the adoption of individual plan elements which are included by reference into the Comprehensive Plan. Adopted plan elements currently include: Coastal Zone Management Plan (2008), Solid Waste Management Plan (2001), Capital Improvements Plan (2008), 5-Year Recreation Plan (2008), and the Comprehensive Economic Development Strategy (2008).</p>	<p>The complete Comprehensive Plan is being revised and should be approved in the first half of 2009.</p>
<p>Is there an active economic development program in place?</p>	<p>The Monroe County Comprehensive Economic Development Strategy report is prepared by staff in conjunction with the Monroe County Economic Development Committee. It helps qualify local communities for EDA grants and loans, and documents the County's economic development landscape.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
An annual planning report is presented to the Planning Commission and County.	An annual planning report is prepared and provided.	
The Comprehensive Plan and zoning ordinance are available on-line.	Some publications are available for either purchase or for free online to include, by example, the Recreation and Open Space Plan. Given local zoning, the ordinance is not applicable. The Comprehensive Plan will be make widely available, including on-line, when the Board of Commissioners approves the draft plan for public release and public comment, as required by state act.	The Comprehensive Plan is not available online. Some materials available on the website are dated such as the last annual report (2004).
The Department uses some type of project management software or case management system to ensure cycle time objectives for various assignments are achieved.	Case management protocols are used in prioritizing workload. The staff working with other communities and agencies involved in cooperative programs, use individual systems for tracking project deadlines, milestones, and achievements.	“Project management” software is not used to develop cycle time objectives, milestones, etc. Lack of using best practice project management techniques can exacerbate project delays as reflected by the original 2006 due date shown on the Planning website for the Comprehensive Plan.
A report is generated on a regularly scheduled basis showing actual performance to these cycle-time objectives.		Such a report is not generated.

13. TREASURER

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The Treasurer has written goals. The duties of the County Treasurer's office are dictated by State law. The timeline in which most of those duties must be completed, are also dictated by State law.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The duties of the County Treasurer's office are dictated by State law. The timeline in which most of those duties must be completed, are also dictated by State law.</p>	<p>Staff level goals and objectives linked to Department goals and objectives are not formalized in documentation such as an annual performance evaluation.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Various key performance indicators (KPIs) are used (e.g. performance of investment instruments) in managing the department.</p>	<p>There is no formal written reporting linking the Key Performance Indicators' data to annual goals and objectives.</p>
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The budget generally describes department functions and the County's department-level website provides overall services provided.</p>	<p>The project team could not locate a formal mission statement for the Treasurer.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>		<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
Investment performance is monitored.	Investment performance is regularly monitored by the Treasurer and Deputy Treasurer.	
An investment policy has been adopted by the Treasurer and Commission.	An investment policy, #306, has been adopted.	The investment policy has not been revised since 1998. Given recent economic circumstances this policy should be revisited to ensure it reflects the County's investment intents.
The County's investment pool rating is good.	The County presently does not have an investment pool and thus is not rated on the AAf to CCCf scale. The County presently invests in various money market accounts at various financial institutions.	
Average rate of return exceeds the rate on 90-day certificates of deposit.	Average rate of returns is consistent with 90-day certificates of deposits. Given present economic circumstances, expectation to exceed shorter-term CODs is not practical.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>A Treasury Department Policies and Procedures Manual has been developed.</p>	<p>There is a Departmental Procedures Manual in place. The procedures are broken down by position, including one entitled “General Office Procedures” for duties that are not job specific. The Procedure Manual is printed, and available to everyone in the office.</p>	
<p>Excess cash is invested in a timely manner.</p>	<p>Cash on hand is reviewed by Treasurer for determination of when and how much may be invested without impacted the County’s needs for purported cash flow.</p>	<p>Internal County procedures and guidelines related to the amount of cash on hand versus invested should be developed and reviewed annually based upon the County’s financial condition. Investments should be timed by maturity, where possible, to balance needed flexibility in managing cash availability and maximizing investment return. Apparent issues exist relative to cash flow planning and timely expenditure information from Finance thereby impacting Treasurer’s ability to invest accordingly.</p>

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
<p>Fiscal duties such as those related to bank reconciliations, deposits, cash receipts, fund deposits, check administration, etc. have been properly segregated.</p>	<p>Duties in the Treasurer’s Office are segregated to involve multiple individuals.</p>	<p>The Treasurer, through her check signature (electronic or otherwise), is ostensibly validating availability of funds and authorization to pay. This is not accomplished as this function is currently housed in Finance. Best practices suggest accountability and responsibility should be linked.</p>
<p>Banking relationships are competitively bid every 5 years, well structured and rigorously monitored.</p>	<p>The Treasurer uses two local banks for County depositories. Clerks monitor banking fees and staff meet quarterly with bank representatives.</p>	<p>Given logistics and costs, it has been deemed impractical to competitively bid out banking services.</p>
<p>Treasury, financial, and companion information technology systems are effectively integrated to enhance efficiency and effectiveness.</p>		<p>Treasury and Finance use independent software systems, BS&A and FASBE, respectively. Lack of integration as been identified as problematic, impacting efficiencies.</p>

14. VETERAN’S BUREAU

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Bureau has clear annual goals and objectives. G&O’s are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>		<p>The project team has found no evidence of formalized department goals and objectives.</p>
<p>Staff are held accountable for the achievement of Bureau goals and objectives (e.g. through links to annual performance evaluations).</p>		<p>The project team has found no evidence of staff-level goals and objectives, particularly since the vast majority of County departments are not required to have personnel annual performance evaluations.</p>
<p>Managers in the Bureau use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Various key performance indicators (KPIs) are used (e.g. number of clients served) in managing the department.</p>	<p>There is limited linkage to data and formal performance objectives and annual goals.</p>
<p>The Bureau has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The mission of the Monroe County Veterans Bureau is to assist veterans and/or their families in establishing eligibility for and receiving various benefits available through federal, state and local legislation. This is one of the few mission statements located on the County’s website.</p>	

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Bureau has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>There are two training manuals; one, provided by National Association of County Veterans Service Officers and another, provided by the Michigan Association of County Veterans Service Officers. Both manuals clearly outline the tasks completed by the Bureau.</p>	
<p>The Bureau has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Bureau is aware of an opportunity to request VPN (Virtual Private Network) from the VA. This would give the Bureau access to veterans' records at the V.A. regional office. Further, VetraSpec which is a complete veteran claims management application, would provide claims management, data tracking, recovery tracking, form generation, and extensive report generator.</p>	<p>There is no formal information technology strategic plan prepared by IT with participation of the impacted Department.</p>
<p>The Bureau performs case management with veterans to identify a broad range of services than those directly provided.</p>	<p>The Veteran's Bureau provides a wide variety of case management and advocacy-related services to County vets to help ensure receipt of proper services.</p>	
<p>The Bureau coordinates programs and services with appropriate private and non-profits organizations.</p>	<p>The Bureau coordinates with the Veterans of Foreign Wars, American Legion, etc.</p>	

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Bureau coordinates programs and services with other veteran’s offices in the region.</p>	<p>Close relationships have been developed with the State Department of Veteran’s Affairs as well a veteran’s representative from the Michigan Department of Labor and Economic Growth, Employment Service Agency at Michigan Works!</p>	
<p>The Bureau has established independent funding sources to support programs and services (e.g., private sector sponsorships, grants, establishment of a non-for-profit support organization).</p>	<p>Various federal, state (e.g. Michigan Veterans Trust Fund) and local (Monroe County Burial Benefit) are used in support of local veterans. County costs, given present staffing and direct services, are minimal.</p>	

15. MONROE COUNTY SHERIFF’S OFFICE (MCSO)

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O’s are periodically reviewed and involve extensive input, from the Commission, executive management and other stakeholders.</p>	<p>The Sheriff’s Office has clear goals and objectives which are reviewed on an annual basis. As a constitutional office, the MCSO works with a range of stakeholders in seeking input on the development of these measures.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The MCSO holds staff accountable for the specific goals and objectives internally.</p>	<p>There is no direct linkage between performance or goal achievement and annual performance evaluations.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>The MCSO tracks and monitors a wide range of statistical and other data. Currently, staff and managers are responsible for their own analysis.</p> <p>The Sheriff’s Office relies heavily on various grants for funding which requires extensive data collection and analysis.</p>	<p>The use of data as the prime management tool does not exist within the MCSO. Increased linkage of data, results and objectives will improve the ability of managers to oversee operations and administration. The lack of a dedicated crime analyst position impacts the Office’s ability to achieve this objective.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The MCSO has a mission statement that is periodically reviewed and updated if necessary. This mission statement is supported by a more detailed Value Statement. Both are considered during budget setting and both are published as part of the MCSO's website and annual documents.</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The MCSO has detailed written operating policies and procedures for all of its operating areas (patrol, investigations, support, and jail). The policies and procedures are widely distributed to staff and are available for the public to review.</p>	<p>Adoption of an annual plan for reviewing all policies and procedures. Each policy should carry a "reviewed on" date as well as a date for its last update. This should be made part of the electronic version of the policies and procedures only to avoid wasteful reprinting of policies which have remained unchanged.</p>
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The MCSO utilizes a wide range of technologies to enhance the level of service or to leverage existing resources. Examples include the use of laptops in the cars to enable deputies to receive information about calls, to document their incident reports and for staff to check licenses, vehicle tags, etc.</p>	<p>The MCSO has been advocating for the use of video hearings to reduce on the number of inmates that need to be moved to and from court (particularly for very short hearings). To date, the MCSO has been unable to secure the cooperation and approval necessary from other participants in the criminal justice system.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>Is information communicated between Patrol and Investigations on a regular basis?</p>	<p>The conduct of follow-up investigations is handled jointly between the Deputies assigned to Patrol and those assigned formally as Investigators. Many cases are originally taken and then investigated by the initiating Deputy. Cases may be transferred to the Investigators due to complexity, need to talk to people off a regular shift, etc.</p>	
<p>Is the Sheriff's Office pursuing work with other jurisdictions to provide:</p> <ul style="list-style-type: none"> - Narcotics and vice task-force? - DUI enforcement? 	<p>The Sheriff's Office works with two narcotics task forces: DEA (one Detective) – a federal task force - and OMNI (two Detectives) – a state task force. The County does not have any local equivalent (vice / narcotics unit) but relies on the shared resources of these two task forces. Both units focus on high-level narcotics issues.</p>	
<p>Are all personnel assigned to patrol participating in traffic enforcement? Is this at least 2 contacts per day?</p>	<p>All Deputies assigned to Patrol functions are expected to provide traffic enforcement. It is not possible to determine the number of citizen contacts per day / Deputy.</p>	

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
<p>Are line staff to supervisor ratios between 1:6 – 1:9?</p>		<p>Field supervision is provided across the entire County by a single Sergeant on-duty 24/7. This provides for a ratio of between 1:9 and 1:12 depending on the day of week / time of day. Extended response times by supervisors make on-scene supervision and observation extremely challenging.</p>
<p>For generalist detectives, is the number of open cases approximately 12-15 on a weighted basis of person and property crimes?</p>	<p>Detectives' caseloads are at this range – with an average of 12 active cases per month per Detective. These caseloads would be higher, except the MCSO assigns many other cases to the originating Patrol Deputy.</p>	
<p>Are cases being assigned to detectives after being screened by command and supervisory staff for quality and solvability; are cases formally reviewed periodically?</p>	<p>Cases are screened through multiple layers – the originating Deputy, Patrol supervisors, the Detective Sergeant and through self-assignments. The three Detectives work closely with the Deputies assigned to their respective districts.</p>	<p>Enhanced coordination of the case assignments process could result in improved and earlier pattern recognition.</p>
<p>Are detectives meeting daily to share information about on-going cases with one another?</p>	<p>The Detective Sergeant interacts daily with all Detectives, serving as a point of coordination. The Detectives who are assigned to two of the three Districts work from remote locations.</p>	<p>Detectives communicate on an irregular basis as cases demand (where patterns cross district lines, where cases are on the border between two districts, etc.).</p>

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
The case management system is automated?		There is no automated case management system. Limited logs are maintained, making case management very difficult.
Do patrol personnel follow-up on minor crimes? Is this a standardized approach?	Patrol Deputies follow up on the majority of investigative needs for cases. Detectives handle only the most serious cases.	
Are Patrol personnel utilizing in-vehicle computers for dispatch information and developing report narratives, etc.?	Patrol Deputies have computers in their cars for handling most administrative tasks. This includes receiving detailed information about dispatched calls, report generation, license / tag histories, etc.	
RMS (records management systems) are integrated?	The MCSO operates with an integrated CAD / RMS system.	
Is the evidence room audited (annually and regular spot audits) to provide for verified chain of evidence, etc. Is the management system in place to track inventory in the evidence facility?		There are major limitations to evidence storage and control at this time. Lack of proper security (alarm) systems, limitations on the use of two-person control for access to sensitive items, lack of climate control, lack of detailed inventories and no true property disposition process.

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
Records staff are available to handle customer requests.	Records staff are available to handle public requests from 0700 to 2100 each day.	
Records are maintained in an area secure from the public and staff.	Records are maintained in a secure area.	
Does the Sheriff's Office maintain a formal internal affairs tracking program?	There are formal records maintained on all internal affairs investigations. The Major (Administration) oversee the IA process for the Sheriff's Office. Investigations are handled by supervisory level staff. Complaints from the public are handled, typically, by someone with at least Lieutenant rank. If there is the potential for criminal liability associated with the complaint, the Sheriff may involve the Michigan State Police.	
Are both formal and informal complaints followed-up by the Sheriff's Office?	The Sheriff's Office will follow up on both formal and informal complaints.	
Are Deputies receiving at least 40 hours of training per year?	At least 32 hours of formal training – provided in twice annual 2-day sessions, plus shooting, are provided for every Deputy (40 hours). Staff may obtain additional training through outside venues.	

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
The training program is based on a thorough assessment of community, department, rank and individual needs?	The training is provided under the direction of the Training unit. The two-person team focuses on identifying training needs and developing training for both sworn deputies and correctional deputies.	
The MCSO uses a 'train the trainer system'.	Staff throughout the MCSO have obtained the necessary training certifications to provide local training to Deputies. This includes not only the personnel assigned to the Training unit on a full-time basis, but also include Deputies from throughout the Office.	
Is the MCSO accredited in law enforcement (CALEA), Jail (ACA) and jail healthcare (ACHCA)?		The Sheriff's Office has not obtained these accreditations. Given that there is an associated expense, and that they are non-mandated, the MCSO has not pursued them at this time.
Are key security procedures in place (key control, tool control, thrice-daily area checks) for both facilities?	The MCSO has these key security steps in place in both the Main Jail and the Dorm facility.	
Is at least one lock-down count conducted per day, with a total of three counts per day for both facilities?	The MCSO conducts at least one lock down count per day and several other headcounts – these are conducted in both facilities.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Are all facilities operated with a pre-defined fixed post staffing plan? Are all position in the fixed post plan critical? Do posts provide for the security and safety of staff and inmates?</p>	<p>There is a pre-defined fixed post staffing plan in both facilities. A preliminary review of these fixed post staffing plans indicates that posts are critical to the secure and safe functioning of both facilities.</p>	<p>A detailed assessment of the fixed post staffing plans will be conducted for both facilities.</p>
<p>Comprehensive screening of all incoming inmates?</p>	<p>All inmates are screened coming through booking for security and health issues.</p>	
<p>Classification of inmates keeps violent and non-violent separated? Are all classification decisions coordinated through a central classification authority for the entire detention system?</p>	<p>The MCSO utilizes the Northpointe Inmate Classification System to establish appropriate housing for all inmates. Non-violent inmates and trusties are housed in the Dorm.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Alternatives to incarceration for both pre-sentenced and post-conviction inmates are effectively utilized? Such programs result in effective inmate population management?</p>	<p>The County has a number of programs designed to provide pre-adjudication and post-conviction opportunities other than incarceration. Examples include the Employability Skills Program (with Michigan Works!), Probation and others. The screening process for program referrals includes criminal history, medical and substance abuse history, jail status, education and employment history and ties to the community. Public Act 511 provides funds for community and jail based programs. These programs provide a wide range of sanctions and services. The target population(s) are non-violent felony and misdemeanor offenders.</p>	

16. MONROE COUNTY EMERGENCY MANAGEMENT (MCEM)

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input, from the Commission, executive management and other stakeholders.</p>	<p>Monroe County Emergency Management utilizes a set of goals and objectives developed in concert with its client agencies, the Commission and other stakeholders.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The Department is comprised of two staff people. Accountability is largely managed through the Director's continual assessment.</p>	
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Where there are opportunities to do this, the Emergency Management Department utilizes data to measure performance and budget goals. The Department relies heavily on various grants for funding which requires extensive data collection and analysis.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>Emergency Management has written mission and vision statements. These are written in support of both the internal mission (supporting emergency responders in Monroe County) as well as external (planning for and responding to a wide range of emergencies).</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The Department has extensive written emergency plans for a wide range of radiological, weather, flooding, terrorism and other issues.</p>	
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Emergency Management Department makes broad use of technology for functions including: GIS, warning systems (sires and phone bank), planning, incident management (including internet driven virtual EOC software) and others.</p>	
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input, from the Commission, executive management and other stakeholders.</p>	<p>Monroe County Emergency Management utilizes a set of goals and objectives developed in concert with its client agencies, the Commission and other stakeholders.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The MCEM is comprised of three staff people. Accountability is largely managed through the Director's continual assessment and periodic performance reviews.</p>	
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Where there are opportunities to do this, the Emergency Management Department utilizes data to measure performance and budget goals. The Department relies heavily on various grants for funding which requires extensive data collection and analysis and reporting.</p>	
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>Emergency Management has written mission and vision statements. These are written in support of both the internal mission (supporting emergency responders in Monroe County) as well as external (planning for and responding to a wide range of emergencies).</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The MCEM has extensive written emergency plans for a wide range of radiological, weather, flooding, terrorism and other issues.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Emergency Management Department makes broad use of technology for functions including: GIS, warning systems (sires and phone bank), planning, incident management (including internet driven virtual EOC software) and others.</p>	<p>The County should finance a technology replacement fund that will allow Emergency Management staff to plan for future technology replacement.</p>
<p>MCEM is involved with reviewing emergency plans of public and private entities.</p>	<p>The MCEM will review, on request, the emergency management plans of both public and private entities. The MCEM has a focus of improving the coordination between the County and its major employers, governments, schools, etc.</p>	
<p>Grants are sought and utilized to expand the scope of services and to help reduce the local cost of MCEM.</p>	<p>The MCEM has a number of grants that support personnel and programs delivered to the County. These grants have typically been utilized to augment or enhance services offered by the County – not to provide for basic services. These include funds from the nuclear power plant and the State (which pays for one-third of the Director’s salary).</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The system of organizing emergency management involves the cooperation of all emergency service providers in the County.</p>	<p>The role of the MCEM is clear – to serve as a resource and to coordinate the activities of emergency response entities. This includes providing assistance in acquiring necessary resources – either from public or private providers – and providing information to key decision makers during emergency incidents.</p>	
<p>The MCEM has developed a hazards analysis that considers natural, technological and security risks to the County.</p>	<p>The MCEM has a published hazards analysis that includes radiological, weather, pipeline, flooding (from dams, rivers and shoreline), technological and homeland security threats.</p>	
<p>Staff participate in federal, state and other training opportunities in areas such as WMD, radiological, weather, etc.</p>	<p>Staff participate in a wide variety of training – related to primary threat concerns such as radiological issues (nuclear power plants) and other emergency management concerns.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The MCEM has formed partnerships with public and private entities to maximize the availability of resources during an emergency.</p>	<p>The MCEM maintains a number of cooperative relationships throughout the County. This includes maintaining an extensive database detailing relationships, available materials / resources / supplies, etc. This information is available to any emergency incident commander through the EOC.</p>	
<p>Use of volunteers to assist staff in an emergency situation.</p>	<p>The MCEM has access to a number of volunteer emergency groups. These include: Citizen Corps, Community Emergency Response Teams, Volunteers in Policing, Fire Corps, Medical Response Corps and others. The County has taken the unusual step of creating a coordination effort to support these groups and to provide for consistent credentialing and background checks.</p>	
<p>The MCEM maintains an emergency warning system for both radiological and other emergencies.</p>	<p>The County operates a 105 station emergency alerting system. These alarms can be used to alert the citizenry of radiological, weather and other emergencies.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The MCEM has access to an automated calling system capable of alerting residents of emergencies.</p>	<p>The MCEM operates a system that can be used to provide broadcast information to emergency responders.</p> <p>Due to the nuclear plant, they have a quick-call alerting system that can be used to alert schools and other at-risk populations.</p>	<p>The County does not have a similar system that can be used to provide phone-based alerts to residential or business customers.</p> <p>These systems tend to be expensive to attain and to utilize. A real concern is their ability to reach VOIP and “transient” phone customers.</p>
<p>The MCEM provides for public education related to radiological and other potential hazards.</p>	<p>The MCEM works with schools and other populations in the County</p>	
<p>The MCEM maintains an emergency operations center (EOC) capable of supporting emergency incident command for the County and its subordinate jurisdictions.</p>	<p>The County has a state of the art EOC that has been recently opened to support large scale emergencies.</p> <p>The size of the EOC also makes is particularly well suited to serve as a command center for large regional events (emergencies or non-emergencies).</p>	
<p>The MCEM maintains a web based EOC – incident management system that enables the County’s emergency providers to operate in a “virtual EOC” for large scale emergencies.</p>	<p>The MCEM implements and maintains the web-based EOC / incident management program. The MCEM also utilizes the State’s incident management system as a backup in case of failure of their primary system.</p>	

COUNTY OF MONROE, MICHIGAN
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Best Management Practice	Strengths	Opportunities for Improvement
<p>The MCEM has obtained and maintains Storm Ready Community designation for Monroe County. This program ensures that the County has a series of spotters, data sources and alerting capabilities for severe weather emergencies.</p>	<p>The County was accredited as a Storm Ready community since the inception of this National Weather Service program – and has been continuously reaccredited since.</p>	
<p>The County has obtained accreditation under the Emergency Management Accreditation Program (EMAP) or some other national program.</p>		<p>Monroe County has not obtained this accreditation. While the objectives of the program are laudable, the costs can be prohibitive for smaller communities.</p>

17. MONROE COUNTY CENTRAL DISPATCH (MCCD)

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input, from the Commission, executive management and other stakeholders.</p>	<p>The Monroe County 911 utilizes a set of goals and objectives developed in concert with its client agencies, the Commission and other stakeholders.</p>	
<p>Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The MCSO holds staff accountable for the specific goals and objectives internally.</p>	<p>There is no direct linkage between performance or goal achievement and annual performance evaluations.</p>
<p>Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Managers in the 911 Center monitor incoming workload and the use of overtime as key indicators of performance and budget management.</p>	
<p>The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The 911 Center has a mission statement and supporting goals and objectives.</p>	
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The 911 Center has detailed written operating policies and procedures. These support both internal approaches as well as identifying the Center's responsibilities to its clients.</p>	

COUNTY OF MONROE, MICHIGAN
Best Management Practices and Diagnostic Assessment

Best Management Practice	Strengths	Opportunities for Improvement
The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.	The 911 Center uses a wide range of technologies in order to provide effective services to its client agencies. This includes CAD / RSM, quality assurance and other key elements.	
The Department has clear annual goals and objectives. G&O's are periodically reviewed and involve extensive input; from the Commission, executive management and other stakeholders.	The Monroe County Central Dispatch utilizes a set of goals and objectives developed in concert with its client agencies, the Commission and other stakeholders.	
Staff are held accountable for the achievement of Department goals and objectives (e.g. through links to annual performance evaluations).	The MCCD holds staff accountable for the specific goals and objectives internally. This is covered specifically by the MCCD's Code of Conduct.	
Managers in the Department use data to measure services against goals and objectives as well as budgetary commitments.	Managers in the MCCD monitor incoming workload and the use of overtime as key indicators of performance and budget management.	
The Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.	The MCCD has a mission statement and supporting goals and objectives.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The MCDD has detailed written operating policies and procedures. These support both internal approaches as well as identifying the Center’s responsibilities to its clients.</p>	
<p>The Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The MCCD uses a wide range of technologies in order to provide effective services to its client agencies. This includes CAD / RSM, quality assurance and other key elements.</p>	
<p>Formal policies and procedures are in place for each of the customer agencies.</p>	<p>The MCCD has formal procedures in place for all foreseeable activities. This includes internal policies and procedures as well as external response protocols.</p>	
<p>Annual review process in place to assess need to change documented policies and procedures for each client agency.</p>	<p>Policies are annually reviewed and updated by the Director as needed. Procedures are reviewed by the Assistant Director and updated as needed.</p>	
<p>Policies and procedures are dictated by the client agency, within the guidelines specified by the MCCD.</p>	<p>Client agencies are allowed to modify specific response protocols based on their response capabilities and resources (i.e., volunteer vs. full-time).</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>QA / QC review is given a top priority by managers and supervisors. Issues are addressed with individuals and with the MCCD when needed.</p>	<p>Quality control is a key focus of the MCCD senior staff. This includes review of tapes, compliance with Emergency Medical Dispatch (EMD) protocols, etc.</p>	
<p>Dispatch center staffing is appropriate given workloads and call for service peaks.</p>	<p>Center staffing allows for a supervisor and either three or two Communicators on duty. These staffing levels are moderated to match workload.</p>	
<p>Dispatch center schedules are legal under the FLSA provisions for civilian personnel and provide for efficient coverage of workloads.</p>	<p>Schedules are appropriate and legal under the restrictions of the FLSA.</p>	
<p>Emergency responses to fires and EMS calls are processed by the dispatch center in less than one minute for 90% of events.</p>	<p>Data show that at least 90% of all calls are handled in one minute or less.</p>	
<p>Emergency calls for law enforcement services are processed by the center in less than one minute for 90% of calls.</p>	<p>Data show that at least 90% of all calls are handled in one minute or less.</p>	
<p>Pre-arrival instructions are available to callers in medical emergencies.</p>	<p>MCCD provides state of the art emergency medical call taking and pre-arrival instructions.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
Emergency medical dispatching protocols are in place which enable responders differentiate between call types and priorities.	MCCD provides state of the art emergency medical call taking and pre-arrival instructions.	
Formal protocols are in place that uniformly assign units by call type.	The MCCD has formal protocols in place for each agency. While responses may vary between agencies, they are uniform for each agency.	
Communicators are trained and certified in 9-1-1, dispatching, EMD and other services offered.	Communicators are trained according to internal and vendor driven (EMD) requirements. There are no formal requirements in the State of Michigan for Communicator training or certification.	
Quality assurance, including tape review, performed on a monthly basis for all personnel.	The MCCD has instituted a formal quality assurance protocol. The primary focus is on EMD but other issues are examined as well.	
Teleserve (or equivalent) reports for low priority calls for service are effectively utilized.	While the MCCD does not handle reports over the phone, some law enforcement agencies will handle over-the-phone reports. The MCSO, for example, has an “expeditor” who works M-F and who handles incoming calls which are of a low priority.	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Training plan in place that details all key elements of knowledge.</p>	<p>The MCCD has a training program focused on ensuring the Communicators are proficient in call taking, EMD and dispatching all disciplines. Final decision making is between the CTO, the Assistant Director and if necessary the Director.</p>	
<p>Training is conducted with a combination of classroom, hands on and observational elements.</p>	<p>The MCCD utilizes a wide variety of training tools to expedite the training of personnel and to ensure that they are exposed to a wide range of information.</p>	
<p>In-service training for personnel is scheduled and tracked by supervisors.</p>	<p>Communicators receive in-service training in all disciplines in an effort to maintain their skill sets. However, there are no mandated training requirements from the State (though there are some from private vendors – EMD).</p>	

18. PROSECUTING ATTORNEY

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Prosecuting Attorney’s Office has clear annual goals and objectives. Goals and objectives are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The Prosecuting Attorney’s Office has goals and objectives that meet the statutory requirements of the Office. Additionally, the Office works in conjunction with other criminal justice agencies within the County.</p>	<p>There are opportunities to formalize the Office’s goals and objectives that seek to address larger countywide issues.</p>
<p>Staff are held accountable for the achievement of Office goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>Staff are held accountable through performance reviews conducted by supervisory personnel.</p>	
<p>Managers in the Prosecuting Attorney’s Office use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Managers in the Office use data to measure services against goals, including tracking caseloads, backlogs, etc.</p>	<p>There are opportunities to utilize data to assist in planning and managing work (e.g., turnaround and processing times, diversionary programs, etc.)</p>
<p>The Prosecuting Attorney’s Office has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The Prosecuting Attorney’s Office has a mission that clearly follows its statutory requirements.</p>	<p>Formal, periodic review of the Office’s mission statement is not conducted.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Prosecuting Attorney's Office has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Prosecuting Attorney's Office has developed a plan to further utilize technology. This plan includes other agencies in the County's criminal justice functions to streamline reporting from the law enforcement agencies to filings in the Court.</p>	
<p>The Prosecuting Attorney's Office serves on regional committees and boards to address regional criminal justice needs in the County.</p>	<p>The Prosecuting Attorney serves on various community and regional committees that address criminal justice issues locally, regionally and State-wide. The Chief Assistant Prosecutor is responsible for the day-to-day supervision and management of the Office in support of the Prosecuting Attorney.</p>	
<p>The Prosecuting Attorney's Office has developed diversionary programs.</p>	<p>The Office has developed several diversionary programs, including bad check, problem-solving workshop, etc. Additionally, the Office will negotiate plea and sentence agreements, as appropriate.</p>	
<p>The Prosecuting Attorney's Office utilizes an automated case management system.</p>	<p>The Office is in the process of exploring and implementing a case management system that would also interface with other Courts in the County and allow for electronic filing.</p>	<p>The Prosecuting Attorney's Office does not have an automated case management system.</p>

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Best Management Practice	Strengths	Opportunities for Improvement
The Office utilizes administrative staff to process paperwork and support professional staff.	The Office has eight administrative positions that provide a variety of support, including processing of warrants, creation and maintenance of case files, etc.	Further automation of case management will impact staffing requirements for administrative staff.
Administrative staff are cross-trained and cross-utilized to address peaks in workload, as well as succession planning and leave coverage.	The Prosecuting Attorney's Office has cross-trained staff with respect to peak areas of work (e.g., warrants). The Office continues to cross-train staff in other assignments, as well.	
Attorneys utilize arresting agencies to conduct follow up investigations.	The Prosecuting Attorney's Office does not have staff assigned to investigations. The Office will work with the arresting agency to conduct follow-up activities, as needed.	
The Office conducts pre-hearing and pre-trial meetings in an effort to negotiate plea deals, as well as diversionary programs.	The Office conducts pre-hearing and pre-trial meetings in an effort to negotiate deals.	
Responsibility for advocacy work for victims and witnesses has been designated.	The Prosecuting Attorney's Office has a Victim and Witness Unit that serves as the Office's liaison between Office personnel and victims/witnesses.	

19. PUBLIC HEALTH

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Monroe County Health Department has clear annual goals and objectives. Goals and objectives are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>The Health Department has clear annual goals and objectives for each of its programmatic areas. The Department also is accredited through the State’s mandatory Local Health Accreditation process.</p>	
<p>Staff are held accountable for the achievement of the Monroe County Health Department goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>Staff are held accountable for the achievement of Department goals and objectives. Additionally, the department programs complete continuous improvement assessments of its operations, programs and staffing.</p>	
<p>Managers in the Monroe County Health Department use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>The Monroe County Health Department uses data to manage work and measure services against goals. The Department has stringent State reporting requirements it must follow in core programmatic areas. This includes the requirement to provide data to State agencies on a quarterly basis to ensure programs and service meet state goals and objectives regarding outcomes.</p>	<p>There are opportunities to expand the use of data collected to present indicators of performance for various programs (e.g., cost of service for mandated and un-mandated programs, etc.)</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Monroe County Health Department has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>The Health Department has a mission statement. The Department reviews its mission statement and services periodically. In March 2007, for example, the Public Health Department hosted a workshop with the Board of Commissioners to review the Department's organization, operations and programs.</p>	
<p>The Monroe County Health Department has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>The Health Department has written policies and procedures for each Division. These have recently been reviewed and updated as part of the Local Health Accreditation process. Additionally, all policies are submitted yearly to the Public Health Management Team, for review, changes and approval.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Monroe County Health Department has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>The Department utilizes the State's system for reporting purposes. The Department has relied on the County's information technology function to develop Countywide systems and technology project priorities.</p> <p>The Health Department has an internal Information Technology Team whose goals & accomplishments include:</p> <ul style="list-style-type: none"> • Conduct an inventory all equipment & continues to track it; • Implement yearly replacement plans, based on set lifetime for computers; • Offer staff training; and • Works with staff from the University of Michigan to learn more about applying Web 2.0 tools. 	<p>The Department has not developed a comprehensive information technology plan.</p>
<p>The Monroe County Health Department is in alignment with local, State and Federal regulations for the delivery of mandated public health related services to the community.</p>	<p>The Health Department is accredited by the State and is in compliance with regulations established by the State.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Public Health Department responds to and investigates critical public health and housing related complaints within 24 hours; responds to emergency issues within 4 hours.</p>	<p>The Division's target of 5 days or less for response often results in investigations that occur within two days or less. Emergency responses receive an immediate response.</p>	<p>Environmental Health will conduct inspections within one business days from complaints resulting in an illness or are an emergency. For non-emergencies, the Division will respond within 5 business days.</p>
<p>The Monroe County Health Department maintains an aggressive public education and preparedness programs in the County.</p>	<p>The Department has staff assigned to health education and promotion. Additionally, there is an Emergency Preparedness Division that is responsible for developing emergency response plans for the County. This Division creates plans, coordinates with external entities and stages health department exercise, in addition to coordinating public health response activates as needed, whether a Swine flu situation or a camp food poisoning one.</p>	
<p>The Monroe County Health Department maintains and keeps updated a website with relevant public health related information.</p>	<p>The Department's website provides descriptive information on common public health topics, as well as links to other public health agencies, such as the CDC. The Department's website also provides information regarding the services provided by the Department.</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
<p>The Monroe County Health Department assesses fees for permit and inspection activities, where appropriate.</p>	<p>The Environmental Health Division charges fees for its inspections and permits.</p>	
<p>The Monroe County Health Department meets internal targets for inspection frequency and quality for food, other public health related inspections.</p>	<p>The Health Department meets internal targets with respect to inspections.</p>	

20. FAIRVIEW

Best Management Practice	Strengths	Opportunities for Improvement
<p>Fairview has clear annual goals and objectives. Goals and objectives are periodically reviewed and involve extensive input from the Commission, executive management and other stakeholders.</p>	<p>Fairview broad goals and objectives relating to its mission, which are presented Monroe County Social Services Board and other key stakeholders.</p>	<p>There are opportunities to expand the goals and objectives to provide a greater focus on annual programs and management of Fairview (e.g., goals relating to case management, average length of stay, placement in more permanent housing, etc.)</p>
<p>Staff are held accountable for the achievement of Fairview’s goals and objectives (e.g. through links to annual performance evaluations).</p>	<p>The Superintendent is responsible for conducting annual performance review of staff, as well as providing ongoing supervision.</p>	<p>Periodic reviews of program goals and objectives should be conducted both as it relates to staff performance, as well as overall program goals (e.g., improvements to service levels, placement turnaround, etc.)</p>
<p>Managers in Fairview use data to measure services against goals and objectives as well as budgetary commitments.</p>	<p>Managers in Fairview utilize some data to measure services, such as general expenditures, personnel costs and revenue. Additionally, Fairview monitors average length of stay, types of services provided to residents, etc.</p>	<p>Opportunities exist to incorporate review of data as it relates to case management and performance (e.g., ability of residents to meet treatment plan goals within timeframes to shorten length of residents’ stay in the facility and be placed in more permanent housing, etc.).</p>
<p>Fairview has a mission statement. The mission statement is periodically reviewed and involves extensive input from stakeholders.</p>	<p>Fairview has a mission statement and works with the County Social Services Board to ensure that its operations meet its mission.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>Fairview has written operating policies and procedures. These are periodically reviewed and involve extensive input from stakeholders.</p>	<p>Fairview is licensed by the State of Michigan. As such, it is required to maintain significant documentation, including policies and procedures, log books, etc.</p>	
<p>Fairview has a vision and a plan to utilize technology to improve efficiency and the effectiveness of services.</p>	<p>During the course of this study, Fairview started to implement technology into the day-to-day operation, including implementation of a new database to track all log notes, and cross-reference them by resident, staff, category etc. to make charting notes and resident data more efficient and accessible. Fairview is also in the process of reviewing a case management software system.</p>	<p>Fairview has not developed a comprehensive technology plan to improve efficiency and effectiveness of services.</p>
<p>Fairview works with agencies in the County (both government and non-profit) to provide programs and services to residents.</p>	<p>Fairview works with local agencies to link residents with services they need. Fairview, when possible, provides transportation services.</p>	
<p>Staffing levels vary depending on the time of day and activity level of residents.</p>	<p>Fairview assigns staff by time of day (i.e., reduced staffing in evenings and nights when residents are less active and require a lesser degree of supervision).</p>	

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Best Management Practice	Strengths	Opportunities for Improvement
Proper controls are in place over medication and medical supplies.	Fairview is in compliance with State requirements for medication disbursement and medical supplies management. Access to medication is restricted and all actions are logged.	
Fairview complies with State requirements for a residential facility.	Fairview is periodically audited by the State to ensure compliance with various laws and regulations.	