



**COUNTY ADMINISTRATOR**  
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TO: Jeff Irwin, Chair  
Ways & Means Committee

THROUGH: Robert E. Guenzel  
County Administrator

FROM: Frank Cambria  
Deputy County Administrator

DATE: June 7, 2006

SUBJECT: Policies – Support Services – Facilities Management operations

**BOARD ACTION REQUESTED:**

It is requested that the Board of Commissioners authorize the creation and elimination of operational policies for Facilities Management operations.

**BACKGROUND:**

Washtenaw County implemented County-wide operational policies beginning in 1986 to guide departments in their daily conduct of County business and to inform the public of the policy positions of the Board of Commissioners. These policies are now what are referred to as Volume I (General Operations), Volume II (Personnel), and Volume III (Technology).

Many of these policies have not had a thorough review since 1986, and while published, the policies are difficult to find leaving them open to interpretation. “Workarounds” have been developed, as many of the policies function more as barriers to conducting business and most employees are not aware of the current policies. Additionally, accountability is usually defined by accomplishment, not by compliance.

**DISCUSSION:**

In July, 2004, an organization wide steering committee was established with the goal of reviewing and making recommendations to Volumes I, II and III, providing representation from Public Safety & Justice, Support Services, Planning & Environment, Children Services, Parks & Recreation and Health Services.

The methodology used was to research policy development and modification with the Innovations Group, Michigan Local Government Management Association and other

comparable counties. Data were provided through employee surveys, with qualitative data received from employees of Washtenaw County.

The goal of the committee was to streamline, update and appropriately align the policies. Through the assessment process, the committee defined good policies as:

- easy to understand,
- an enabler – not a barrier,
- up-to-date, enforceable and consistent,
- balancing organizational needs with individual or department needs,
- promoting universal compliance,
- web-enabled / easy to find,
- supporting the current County and department business models, and
- preserving the Board of Commissioner’s authority.

Policies can, and do, take on many different definitions. Many consider, or refer to, the following as “policies”:

- BOC governing policies,
- organizational policies,
- organizational procedures,
- business rules,
- Support Services standards,
- partnership agreements,
- department-specific policies,
- department-specific procedures, and
- union contracts.

Therefore, it was important to define what specific policies the steering committee was reviewing. For purposes of this process, we have focused on the following:

**Organizational Policies:** stated management philosophies, corporate goals, and guidelines to guide decision making under given circumstances.

**Organizational Procedures /** a series of prescribed steps that if followed, ensure that the

**Business Rules:** guidelines set forth in policies will be adhered to.

**Standard:** published list of what equipment, space, and resources an employee can expect.

**Partnership Agreement:** defines authority between Support Services and a department for business services.

**Organizational policies** define organizational values and seek to balance competing needs with resources. They confirm what is expected of all County employees and

should be driven by equity or a neutral authority. Such policies include specific guidelines and levels of authority (e.g., purchasing, budget, etc.). The success of organizational policies is measured by exceptions (instances in which guidelines do not adequately support business needs). The authority level for approving organizational policies is the Board of Commissioners through resolution.

**Organizational procedures / business rules** define “how to” follow a policy while maximizing organizational efficiency. Most are defined by Support Services, however implemented by department head and liaisons. The success of organizational procedures / business rules is measured by the efficiency of the procedure (quickest way to get it done), number of exceptions (instances in which prescribed level of authority does not support business need), satisfaction of liaisons and department heads, as well as the Asset Management System (Tririga) and web hits. The authority level for approving organizational procedures / business rules is the County Administrator.

**Standards** outline equipment and other resources developed and published by Support Services, dependent on position description and departmental business needs. The success of standards is measured and evaluated by a total cost of ownership and exceptions tracked through audit and the Asset Management System (Tririga). The authority level for approving standards is the Support Services infrastructure team.

**Partnership agreements** clarify the authority between Support Services and departments. They are specialized and not backed on equity or neutral authority. Such agreements are negotiated according to who does what best. The success of partnership agreements is measured by bargaining failure rate and frequency of review (mutual satisfaction). The authority level for approving partnership agreements is joint between departments and Support Services.

The steering committee has therefore spent several months reviewing the current policies to determine what, if any, recommendations for change are necessary, and have rewritten those applicable policies. The products that the committee has accomplished include:

- all policies have been reviewed and updated, with a future review date identified and accountability assigned,
- policies published on eCentral, with links to appropriate procedures, standards, etc.,
- an infrastructure that adapts to change, and
- a project plan to update procedures.

For accountability purposes, those individuals identified as accountable for policies will review such policies and advise the County Administrator on the need for updates. All policy updates will then be coordinated as part of the quarterly budget adjustments with the Board of Commissioners.

**IMPACT ON HUMAN RESOURCES:**

None.

**IMPACT ON BUDGET:**

None.

**IMPACT ON INDIRECT COSTS:**

None.

**IMPACT ON OTHER COUNTY DEPARTMENTS OR OUTSIDE AGENCIES:**

Conformance to modified policies and procedures.

**CONFORMITY TO COUNTY POLICIES:**

This request conforms to County policy.

**ATTACHMENTS:**

- Resolution
- Executive Summary
- Policies

A RESOLUTION AUTHORIZING THE CREATION AND ELIMINATION OF  
OPERATIONAL POLICIES FOR SUPPORT SERVICES – FACILITIES MANAGEMENT

WASHTENAW COUNTY BOARD OF COMMISSIONERS

June 7, 2006

WHEREAS, Washtenaw County implemented County-wide operational policies beginning in 1986 to guide departments in their daily conduct of County business and to inform the public of the policy positions of the Board of Commissioners. These policies are now what are referred to as Volume I (General Operations), Volume II (Personnel), and Volume III (Technology); and

WHEREAS, many of these policies have not had a thorough review since 1986, and while published, the policies are difficult to find leaving them open to interpretation. “Workarounds” have been developed, as many of the policies function more as barriers to conducting business and most employees are not aware of the current policies; and

WHEREAS, in July, 2004, an organization wide steering committee was established with the goal of reviewing and making recommendations to Volumes I, II and III, providing representation from Public Safety & Justice, Support Services, Planning & Environment, Children Services, Parks & Recreation and Health Services; and

WHEREAS, the methodology used was to research policy development and modification with the Innovations Group, Michigan Local Government Management Association and other comparable counties. Data was provided through employee surveys, with qualitative data received from employees of Washtenaw County; and

WHEREAS, the goal of the committee was to streamline, update and appropriately align the policies. Through the assessment process, the committee defined good policies as:

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- up-to-date, enforceable and consistent,
- balancing organizational needs with individual or department needs,
- promoting universal compliance,
- web-enabled / easy to find,
- supporting the current County and department business models, and
- preserving the Board of Commissioner’s authority; and

WHEREAS, for purposes of this process, the Steering Committee focused on the following:

**Organizational Policies:** stated management philosophies, corporate goals, and guidelines to guide decision making under given circumstances.

**Organizational Procedures / Business Rules:** a series of prescribed steps that if followed, ensure that the guidelines set forth in policies will be adhered to.

**Standard:** published list of what equipment, space, and resources an employee can expect.

**Partnership Agreement:** defines authority between Support Services and a department for business services; and

WHEREAS, the steering committee has therefore spent several months reviewing the current policies to determine what, if any, recommendations for change are necessary, and have rewritten those applicable policies; and

WHEREAS, the products that the committee has accomplished include:

- all policies have been reviewed and updated, with a future review date identified and accountability assigned,
- policies published on eCentral, with links to appropriate procedures, standards, etc.,
- an infrastructure that adapts to change, and
- a project plan to update procedures; and

WHEREAS, for accountability purposes, those individuals identified as accountable for policies will review such policies and advise the County Administrator on the need for updates. All policy updates will then be coordinated as part of the quarterly budget adjustments with the Board of Commissioners; and

WHEREAS, the Steering Committee presented the Support Services – Facilities Management policies to the Board of Commissioners Working Session in 2005 to discuss and answer questions from the Board of Commissioners prior to said policies being presented to the Ways & Means Committee and Board of Commissioners for approval; and

WHEREAS, this matter has been reviewed by Human Resources, Corporation Counsel, the Finance Office, the County Administrator's Office and the Ways and Means Committee.

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby adopts the modified policies for Facilities Management operations as listed and attached hereto and made a part hereof.

**Elimination Recommendations**

- Building – Energy Conservation
- Recycling and Waste Management
- Facilities Management – Transportation Division
- Buildings – Use Outside Normal Working Hours

**Creation Recommendations**

- County Vehicles
- Environmentally Sound Operations
- Security

**Modifications**

- Building Accessibility for Handicapped Persons
- Building – Maintenance/Modification
- Building – Preventive Maintenance
- Building – Signage
- Capital Equipment Lease
- Emergency Procedures
- Equipment – Repairs & Maintenance
- Equipment – Standardization
- Equipment – Use
- Furniture – Acquisition and Replacement
- Property – Acquisition & Ownership
- Property – Lease Agreements for Real Property
- Property – Loss, Theft, or Damage of County Property
- Property – Purchase of Real Property for Leaseback
- Property – Sale of Personal Property
- Property – Sale of Real Property Belonging to the County
- U.S. Mail, Internal Mail & Courier Services

BE IT FURTHER RESOLVED that the Washtenaw County Board of Commissioners hereby rescinds any policies that may be in conflict with the policies as attached.

BE IT FURTHER RESOLVED that the Washtenaw County Board of Commissioners hereby directs Administration staff to undertake a 90-day study of Automatic Vehicle Locator systems for potential implementation in the area of fleet management, and provide a report with recommendations to the Board upon its completion.