

COMMUNITIES OF INTEREST

One of the chief components of this planning process was to take a very comprehensive and systematic look at our common customers and the services that we provide throughout the County. An overview of the development of the Communities of Interest can be found on page B-6 of the Budget Preparation, Policy and Issues section. This section contains summary data for each of the County's identified Communities of Interest. The following eight Communities of Interest have been established:

- Public Safety & Justice
- Emergency Preparedness & Response
- Planning & Environment
- Health
- Children's Well-being
- Housing & Homelessness
- Civic Infrastructure
- Support Services

The Communities of Interest should not be thought of as discrete enterprises, as they overlap in many cases. Nor should they be thought of as collectively exhaustive. Many departments have a significant customer base that is mandated in many cases but does not fit neatly in one of the above categories. These customers are just as important to the Board of Commissioners. However, Communities of Interest serve a useful framework to strategically re-think how County government operates.

Each of the Communities of Interest has established a Community Impact Plan that outlines the following information:

- Mandated Responsibilities
- Discretionary Services to Bring Community Impact
- Major Players/Partners/Collaborators
- Community Needs Assessment
- Long-Term Goals
- Action Steps for 2006/07

The following pages in this section include these Community Impact Plans as well as a financial breakdown of the cost of services in 2006. As the county's budget is still arranged by departments, these numbers are estimates for the Communities of Interest. In addition, many departments and therefore services are represented in multiple Communities of Interest. As a result, the sum of all of the Community of Interest financials do not equal the total county budget. Rather, the financial information provided by Communities of Interest is meant to serve as a guide to the county resources being allocated towards the goals and vision for that community priority.

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**PUBLIC SAFETY AND JUSTICE
COMMUNITY OF INTEREST OVERVIEW**

Vision: Washtenaw County is a safe and just community.

County Mandated Responsibilities and Services

Public Safety and Justice account for the majority of costs for the County – most of which fund mandated services. These include the majority of the criminal and civil case processing of the District and Circuit Courts, criminal prosecution and public defense, and the operation and maintenance of the jail. Many of these mandates can be found in the U.S. Constitution as well as the Michigan Constitution. A large variety of statutes and case law also determine what functions are mandated and the level at which they are mandated.

The Board of Commissioners has established policies to fund several public safety functions. Several criminal justice leaders also demonstrate through their operations a dedication to the County Guiding Principle #6: “focus on the root causes of problems that affect the quality of life of County citizens by aggressively pursuing prevention strategies.” Examples of these non-mandated but essential services include:

- Sheriff Police Services – townships and villages who do not have their own police force may contract with the Sheriff for provision of police services.
- Alternative Sanctions – Heavy utilization of alternative sanctions by the judiciary, including Community Corrections (supervision and programming elements designed to correct an individual’s substance abuse or anger management issues) is a recognized characteristic of Washtenaw County.
- Many other services are not mandated but have been proven to reduce the demands on the system include jail programming, community outreach, Sheriff’s community work program, and public education.

The Transition to a Focus on Community Impact

The criminal justice system is designed as an adversarial system in order to protect an individual’s rights to due process. An effect of this system is that many of the players are discouraged from cooperating with one another on a case-by-case basis which can make system-wide policy discussions difficult.

In recent years, leaders in public safety and justice have met to develop and implement system-wide policies that address system-wide needs. Washtenaw County has been recognized both state-wide and nationally as leaders for initiating the discussions and managing the outcomes of those discussions. Specific efforts to move toward collaboration and system-wide management include:

1. Centralized Preliminary Examination – Washtenaw County courts have changed felony criminal proceedings which have significantly reduced the average trial time.
2. Domestic Violence Grant – Through the leadership of the Prosecutor and the Trial Court, Washtenaw County was one of three demonstration projects nationally to receive funding to help reduce the incidence of domestic violence.
3. 15th District Court Sobriety Court – Although associated with the City of Ann Arbor and not Washtenaw County, the Sobriety Court seeks to address root causes of substance abuse requiring the collaboration of all facets of the criminal justice system.
4. 800 MHz Consortium – All local police chiefs, fire chiefs, and EMS leaders have identified a common communication platform that will enable all public safety officers to communicate with one another in times of emergency.

5. Jail Overcrowding Task Force – Under the leadership of the chief Circuit Court Judge, this group identified strategies to reduce the jail inmate population and better manage jail overcrowding.

Recently, many of the discussions have been through the Criminal Justice Collaborative Council (CJCC) which was established in April 2004. The members of the CJCC include 15 elected and appointed leaders in criminal justice as well as 2 appointed members from the community. The main focus of the CJCC has been to develop multi-disciplinary strategies to alleviate jail overcrowding and making recommendations to the Board of Commissioners about how to implement and fund those strategies. Future efforts of the CJCC include a focus on reintegrating inmates into the community in order to reduce recidivism and developing common technology solutions that will enable criminal justice agencies to operate more efficiently and effectively.

Major Players Needed to Implement the Business Plan

The members of the CJCC include the elected offices of Sheriff, Prosecutor, and County Clerk; the elected Chair of the Board of Commissioners and Chair of the Community Corrections Advisory Board; the Chief Circuit Court Judge and Presiding District Court Judge; appointed positions of County Administrator, Trial Court Administrator, Public Defender and Washtenaw Community Health Organization Director; as well as representatives from local units of government, police chiefs, and the Bar Association.

Community Needs Assessments

Several assessments have been completed to identify the community’s needs. At the request of the Sheriff, the National Institute of Corrections visited Washtenaw County and completed an intensive assessment of the justice system. At the same time, County Administration partnered with the Sheriff and an architect to examine jail and court facilities and the need for services to expand as the County population and needs expand. Two other groups met to discuss targeted opportunities in the justice system: the jail mental health diversion task force identified strategies to divert mentally ill offenders from jail and the University Of Michigan Ford School Of Public Policy studied the feasibility of developing a probation residential center in Washtenaw County.

The overlap between the criminal justice system and human services has become more apparent in recent years and many of the community assessments that have been developed for the Human Services Collaborative Council and the Blueprint to End Homelessness impact the criminal justice system. As such, many elected and appointed officials within the criminal justice system have worked on developing and implementing strategies identified in the other communities of interest.

Major Long Term Goals

In response to these community needs assessment processes the CJCC has identified seven long term goals that will assist us in reaching the vision: These goals are:

- Develop a local probation residential center, which could be used as an alternative sanction for judges to sentence non-violent offenders. PRCs have proven to be a lower cost, more effective sanction for many offenders.
- Provide training for law enforcement officers to recognize and safely respond to offenders with mental illnesses and developmental disabilities.
- Provide additional crisis bed alternatives to stabilize offenders with serious mental illness and addiction disorders who are at risk to themselves or others.
- Secure in-home, intensive supervision and treatment for people with serous mental illnesses and addiction disorders.

- Incorporate a secure 14A District Court into the jail, reducing security risks for victims, defendants, Court staff and the public at large.
- Bring the existing jail up to current codes and standards.
- Increase the capacity of the jail to 532 jail beds and develop an assessment center that would create the capacity for more diversions from jail.

Plans Developed to Address the Needs

As noted earlier, there are a number of planning efforts that have been adopted by the CJCC and other criminal justice officials. These are summarized in two plans: the Administrator's Recommendations on Public Safety and Justice and the Jail Overcrowding Task Force Final Report and Recommendations.

WASHTENAW COUNTY MICHIGAN

**PUBLIC SAFETY & JUSTICE
MANDATED RESPONSIBILITIES**

Mandated Services	Source of Mandate	Additional Services
SHERIFF		
<ul style="list-style-type: none"> • Operate County jail • Make available various inmate services (religious, health, legal access, etc.) • Marine safety • Court security • Maintain records of investigative and correctional activities • Concealed weapons permitting 	<ul style="list-style-type: none"> • State constitution • Various statutes and case law • State statute • State statute • State constitution • State law 	<ul style="list-style-type: none"> • Work release program • Operate Central Dispatch • Police service contracts with nine townships, including arrests and tickets for civil infractions • Enhanced inmate services • Inmate work release • Jail diversion programs
PROSECUTOR		
<ul style="list-style-type: none"> • Appear for the State in criminal prosecutions • Appear for the County in civil infraction prosecutions • Provide services for victims of adult offenders • Authorize warrants for arrest 	<ul style="list-style-type: none"> • State constitution and statutes • State constitution and statutes • State constitution and statutes • State constitution and statutes 	<ul style="list-style-type: none"> • Assistance to victims of domestic violence
WASHTENAW COUNTY TRIAL COURT		
<ul style="list-style-type: none"> • Adjudicate felony criminal cases • Adjudicate civil cases involving more than \$25,000 • Hear appeals from lower courts • Sentence according to State sentencing guidelines • Maintain a law library 	<ul style="list-style-type: none"> • State constitution and statutes • State constitution and statutes • State constitution and statutes • State statute • State statute 	<ul style="list-style-type: none"> • Implement community-based alternatives to jail and prison (Community Corrections) • Jail population management

**PUBLIC SAFETY & JUSTICE
MANDATED RESPONSIBILITIES**

14-A DISTRICT COURT		
<ul style="list-style-type: none"> • Adjudicate misdemeanor criminal cases • Process small claims cases • Conduct felony preliminary examinations • Adjudicate civil cases involving less than \$25,000 • Adjudicate civil infractions • Process payments for tickets and fines associated with traffic and ordinance violations 	<ul style="list-style-type: none"> • State constitution and statutes • State constitution and statutes • State constitution and statutes • State constitution and statutes • State constitution and statutes • State constitution and statutes 	<ul style="list-style-type: none"> • District Court probation • Utilize other alternative sanctions through Community Corrections
COUNTY CLERK		
<ul style="list-style-type: none"> • Act as Clerk of Circuit Court • Collect all court-ordered assessments • Receipt, record, and disburse bail bond funds 	<ul style="list-style-type: none"> • State constitution • State constitution and statute • State constitution and statute 	
PUBLIC DEFENDER		
<ul style="list-style-type: none"> • Administer indigent defense system 	<ul style="list-style-type: none"> • State constitution 	<ul style="list-style-type: none"> • While providing public defense is a mandate, having a public defender's office is discretionary
PROBATION		
<ul style="list-style-type: none"> • Provide office space and equipment for Probation • Develop pre-sentence investigations 	<ul style="list-style-type: none"> • State statute • State statute 	<ul style="list-style-type: none"> • Supervise felons on probation
WCHO		
<ul style="list-style-type: none"> • Divert mentally ill offenders from jail 	<ul style="list-style-type: none"> • State statute 	<ul style="list-style-type: none"> • Other mandated and non-mandated services can be found in Health Community Of Interest

**Public Safety & Justice
Community Goals and Initiatives**

Goal	Objectives	Expected Outcome	Measure
Expand continuum of sanctions by adding jail beds	Expand jail capacity to alleviate jail overcrowding	<ul style="list-style-type: none"> • Bring the existing jail up to current codes and standards • Increase the capacity of the jail and develop an assessment center that would create the capacity for more diversions from jail 	<ul style="list-style-type: none"> • Reduce overcrowding emergencies
Expand continuum of sanctions by implementing a Probation Residential Center	Expand lower cost and more effective alternative sanctions for judges to sentence non-violent offenders	<ul style="list-style-type: none"> • Diversion of non-violent offenders from jail to PRC and reduction in jail bed use 	<ul style="list-style-type: none"> • Reduce overcrowding emergencies
Expand continuum of sanction by implementing mental health diversion options for judges	Apply preventive measures to divert offenders with mental health needs from the jail to appropriate programs	<ul style="list-style-type: none"> • Provide training for law enforcement officers to recognize and safely respond to offenders with mental illnesses and developmental disabilities • Provide additional crisis bed alternatives to stabilize offenders with serious mental illness and addiction disorders who are at risk to themselves or others • Provide secure in-home, intensive supervision and treatment for people with serious mental illnesses and addiction disorders 	<ul style="list-style-type: none"> • Reduce overcrowding emergencies

WASHTENAW COUNTY MICHIGAN

Public Safety & Justice
Community Goals and Initiatives

Goal	Objectives	Expected Outcome	Measure
Integrate data systems	Integrate data systems in order to offer the community access to better data more readily	<ul style="list-style-type: none"> • Provide regularly updated information about the entire criminal and civil justice system that will inform discussions and decisions • Recommend opportunities and action plans for integrating data systems within the public safety and justice community of interest • Review business processes and current information systems used throughout the criminal and civil justice system in order to facilitate integration efforts 	Number of data systems Process improvements implemented
Establish a pre-trial services program	Study the feasibility of establishing a pre-trial services program and the implementation of this program	<ul style="list-style-type: none"> • Evaluate whether the establishment of a pre-trial services program is prudent and consistent with the mission of the CJCC • If so, review how these services might best be operated 	<ul style="list-style-type: none"> • Pre-Trial population in jail
Reduce recidivism through inmate reintegration	Perform cross-system analysis on gaps/opportunities to reduce inmate recidivism	<ul style="list-style-type: none"> • Recommend how best to reduce recidivism by identifying and/or removing barriers that prevent offenders from successfully transitioning from judicial supervision to being productive members of society • When appropriate, coordinate with the State Department of Corrections' Prisoner Reentry Initiative 	<ul style="list-style-type: none"> • Recidivism

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Public Safety & Justice Community of Interest**

Service	Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Community Corrections	Reduce the likelihood of recidivism; Improve utilization of the county jail	Public Act 511			\$ 1,265,373
Community Work Program	Provides alternative sentencing option to the Courts and allows lesser offenders to remain employed and with their families				357,299
Correctional services	Provides a safe and humane environment for incarcerated individuals				12,505,475
Court Security	Keeps Court buildings safe and secure environment for the community and county employees				918,176
Domestic violence programming ¹	Prosecution of DV cases; process of service for personal protection orders, hold batterers accountable for their actions, assist DV victims with safety planning; Domestic violence education				400,000
Indigent defense ²	Efficient, effective and economical disposition of felony, abuse/neglect, delinquency, misdemeanor and select civil case/charges	MCLA 775.16	Sept. 1971 Resolution		3,028,467
Inmate services	Provides counseling and human services to inmates housed in the correctional facility, which helps them successfully transition back into the community; Assures appropriate clinical interventions for high risk mentally ill individuals within the jail				595,499
Judicial services	Adjudication and Disposition				8,426,542
Mediation Services	Cost effective alternative to adjudication; Improved service; Improved reconciliation & collection				25,000
Mental health diversion from jail	To divert non-violent mentally ill offenders to appropriate community treatment resources in lieu of incarceration				131,578
Police Services	Utilizes law enforcement to provide a safe environment for residence and commerce, provides for the safety and security of public lakes and waterways, and provides an answering point for all emergency calls.				19,561,137
Probation	Provides an alternative to jail, restitution for victims; Monitors offender compliance				764,391
Substance Abuse Treatment/Tether ¹					
Victim/witness services	Restitution to victims; Assist victims through the trial process; Referrals for victims that require additional assistance; Protect victim rights under the Victim Rights Act				905,362
					\$ 48,884,299

¹ Funded with a grant from the United States Department of Justice- Office of Justice Programs

² Includes costs for the Office of the Public Defender plus attorney fees the Courts pay to the

EMERGENCY PREPAREDNESS AND RESPONSE COMMUNITY OF INTEREST OVERVIEW

Vision: Washtenaw County is a safe and just community.

County Mandated Responsibilities and Services

The County's mandated services are accurately detailed in the chart below, and work in conjunction with the Additional Services identified to enhance the community's health, safety, and welfare.

Specifically, Emergency Management is responsible for collaborating with other federal, state and local agencies to provide for overall disaster mitigation, preparation, response, and recovery services; and includes the administration of Homeland Security programs and grant projects. The Division publishes and/or maintains several critical response plans and documents, such as Washtenaw County's Emergency Action Guidelines, Hazardous Materials facility response plans, and the Hazard Mitigation Plan. Emergency Management also coordinates the Emergency Operations Center, where numerous agency heads meet during a crisis to insure an effective response to large crisis events.

The Public Health Department's mandated services include public health services, environmental health services, emergency medical services, and medical examiner. More recent mandates require aggressive bio-terrorism and public health emergency prevention programs, and preparation and response to domestic or international acts of terrorism involving the use of Weapons of Mass Destruction.

Under the direction of the Public Health Department, the Environmental Health Division is responsible for environmental planning, response and follow-up to natural and man made disasters as detailed in Washtenaw County's Environmental Response Plan. As part of the overall Public Health Emergency Response Plan, the Environmental Health Division is also a resource to any public health emergency response. The Division ensures that all air, food, drinking and surface water, shelter, vector control, hazardous material and solid waste issues that arise during a crisis are quickly and adequately addressed, and provides for a system that helps communities reconstitute basic shelter, safe food and water, and adequate sewage disposal.

Naturally, all three departments closely coordinate all aspects of preparedness and response, as detailed below.

The Transition to a Focus on Community Impact

There is a long-standing relationship between Environmental Health, Public Health and Emergency Management relative to emergency and disaster mitigation, preparedness, response and recovery. This collaboration has resulted in numerous success stories, including active "team approaches" on the Local Emergency Planning Committee, Bio-terrorism Committee, and the Homeland Security Task Force. With the addition of firefighters, police officers, HazMat Team members, and representation from external organizations, these collaborations have proven to be very successful.

Since events such as the Bhopal, India and Love Canal, New York chemical emergencies, Chernobyl and Three Mile Island nuclear plant accidents, hundreds of natural and technological emergencies that occur across the nation and locally every year, and more recently the terrorist attacks and Anthrax letter scares, the rationale for a holistic approach is very clear. Our communities deserve an effective and closely coordinated response to emergency events. This Community of Interest has long acknowledged that anything less would be a failure, and would seriously harm the public's trust.

Major Players Needed to Implement the Business Plan

There are many local systems and forums that are very active in this Community of Interest, including the Public Health/Environmental Health Outbreak team, Bioterrorism Committee and sub-committees, Local Emergency Planning Committee, local and regional Smallpox response teams, Environmental Response Team, West Nile Virus Task Force; Emergency Medical Services Commission, Homeland Security Task Force, Hazardous Materials Response Team Authority Board, Medical Control Authority Board, and others as specific needs are identified. Membership and representation on these forums varies based on level of responsibility and technical expertise, but generally ranges from County Commissioners to

public health and safety officials to members of the community.

The benefits are clear for Washtenaw County. Community preparedness and response to newly identified potential threats has been *greatly* enhanced, with all of the previously identified players already at the table, and new federal resources have been effectively applied to identified threats using an “all hazards” approach. It is important to note that the forums listed are but a glimpse of the total number of collaborations underway to support and coordinate these services. They have resulted in effective community plans for responding to any event, increased grant funding, clarification of roles during an emergency both locally and regionally, and improved training and communications for all partners.

Additional coordination efforts are ongoing with numerous state and federal agencies, for all the reasons mentioned above. Just to name a few, they are the Center for Disease Control and Prevention, Michigan Department of Community Health, Region 2 South Medical Bio-Defense Network, The Michigan State Police Emergency Management Division, Federal Bureau of Investigation, Department of Homeland Security, Department of Justice, and the National Weather Service. These organizations are sometimes represented in the various forums, but are always available to us for technical expertise.

Community Needs Assessments

The primary assessment of community needs has recently been detailed in Washtenaw County’s new Hazard Mitigation Plan prepared by Emergency Management and Planning & Environment. This plan clearly defines and ranks potential hazards in the community, details numerous projects and systems that the community of interest should consider when developing plans and response strategies, and reflects a high degree of input from the community and local units of government.

Further community needs are detailed in hazard specific guidelines established by various state and federal agencies that are responsible for coordinating the nation’s overall preparedness and response. These agencies include the Michigan Departments of Community Health and State Police, and the U.S. Departments of Homeland Security and Health and Human Services. These federal and state guidelines provide best practices for preventing, preparing for, and responding to all emergencies, regardless of geopolitical location. Additional needs are also derived from the Homeland Security Risk and Needs Assessment, conducted locally every three years; and on State and Federal grant deliverable requirements.

**Emergency Preparedness and Response Community of Interest:
Mandated Services, Additional Services, and Partners & Forums Chart**

Department	Emergency Management	Environmental Health	Public Health
SOURCE OF MANDATE	<ul style="list-style-type: none"> - Michigan Emergency Management Act - Stafford Disaster Act - Emergency Planning and Community Right-to-Know Act 	<ul style="list-style-type: none"> - Public Health Code - HSPD-8 - Emergency Planning and Community Right-to-Know Act - County Regulations 	<ul style="list-style-type: none"> - Public Health Code - HSPD-8 - Bioterrorism Act of 2002
MANDATED SERVICES	<ul style="list-style-type: none"> - Emergency Planning - EOC Readiness, Activation and Survivability - Public Warning - 24-hour Response - Emergency Inter-agency Communications - Coordination with all Federal, State and Local agencies - Public Information - Conduct disaster training and exercises 	<ul style="list-style-type: none"> - Environmental Health Plan and Response - Local Emergency Planning Committee - Food & water safety - Sanitation safety - Nuisance abatement 	<ul style="list-style-type: none"> - Declaring an imminent danger, isolation & quarantine, mass immunization, inspect/seize property - Organize and direct activities under Public Health Emergency Plan, including Environmental Health Plan - Public Health emergency preparedness and 24-hour response
ADDITIONAL SERVICES	<ul style="list-style-type: none"> - HazMat Team Authority - Homeland Security Grants & Task Force - Hazard Mitigation - Severe Weather program - Special projects: E 9-1-1 and Medical Control Board 	<ul style="list-style-type: none"> - Pollution Prevention program 	<ul style="list-style-type: none"> - Mobilization of volunteers - Community outreach/awareness - Community mental health response to crisis events
PARTNERS & FORUMS	<ul style="list-style-type: none"> - NWS, FBI, MSP, and DHS/FEMA - County departments - Local governments - Other Counties - Non-profit organizations - Hospitals, schools, business & industry - Homeland Security Task Force, HazMat Team Authority, EMS, LEPC, Bioterrorism, ETDB & PSAP Committees 	<ul style="list-style-type: none"> - DEQ, MDCH, CDC, MDA & MALPH - County Departments - Local governments - Fire & Law Enforcement agencies - HAZMAT Team - Plant Owner /Operators - Red Cross - Health Care providers & organizations - Universities 	<ul style="list-style-type: none"> - CDC - MDCH OPHP - County departments - Local governments - Other Counties - Region 2 South Medical Bio-Defense Network - Hospitals, MCA, and other Health Care Providers - BT Subcommittee, Homeland Security Task Force, LEPC

**Emergency Preparedness and Response Community of Interest
Major Goals and Objectives**

Goal #1: To maintain and continuously improve the public health system which includes environmental health capacity for emergency response to local, regional and state chemical, biological, radiological, nuclear, explosion and natural emergencies.

Objectives:

1. Improve all-hazard plans and response in accordance with National Incident Management System (NIMS) and National Response Plan.
 - Expected Outcome: Decrease response time
 - Measure: 92% confirmed response rate
2. Complete required training and exercises for all members of the Public Health Response Team.
 - Expected Outcomes: IS 700, IS 800 Trainings and Exercises
 - Measure: 100% of Team Trained
3. Enter into mutual aid agreements to support NIMS compliant public health response.
 - Expected Outcome: Ability to supplement response staff and assist other jurisdictions
 - Measures: Completed agreements
4. Increase use of efficient surveillance and information systems to facilitate early detection and mitigation of disease.
 - Expected Outcomes: Increased use of Michigan Disease Surveillance System (MDSS) by local community
 - Measure: MDSS Users

**Emergency Preparedness and Response Community of Interest
Major Goals and Objectives**

Goal #2: To maintain and continuously improve the large-scale emergency and disaster response capabilities of all public safety organizations including the Emergency Management Division, Emergency Medical Services, Hazardous Materials Response Team, Technical Rescue Team, and local police and fire agencies.

Objectives:

1. Prepare for an act of international or domestic terrorism that involves the use of Weapons of Mass Destruction.
 - Expected Outcomes: All public safety personnel will receive the appropriate level of homeland security training and equipment
 - Measures: Homeland Security Grant programs and projects completed

2. Command, control, and coordinate the response to any large-scale emergency or disaster.
 - Expected Outcomes: Designated on-call personnel will receive appropriate training, participate in annual disaster exercises, and act immediately to assess and effectively respond to emergencies as needed 24-hours a day.
 - Measures: Quarterly activation summaries and exercise evaluations

3. Prepare all staff, volunteers, and facilities to effectively respond to natural hazard disasters.
 - Expected Outcomes: Highly trained volunteers, staff with adequate decision-making tools and skills, and appropriate technologies.
 - Measures: National Weather Service accreditation recertification

4. Prepare local public safety agencies and Emergency Operations Center personnel to effectively respond to technological hazard disasters
 - Expected Outcomes: HazMat Team trained and well equipped; updated emergency response plans for facilities with Extremely Hazardous Substances (“EHS’s”).
 - Measures: HazMat Team Authority Board projects completed and updated EHS facility plans

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Emergency Preparedness Community of Interest**

Service	Desired Outcome	State Mandate	BOC Mandate	Customer Need	Cost
24-hour Response ¹	24-hour a day response capability to community disaster events	PA390 & PA302	92-0072	Hazard Mitigation Plan	\$ 64,976
Community mental health response to emergencies & crisis events ²	Community plan prepared and exercised	PA368		Emergency Action Guide	-
Conduct disaster training and exercises ¹	Assurance that existing response plans and systems are effective	PA390	92-0072	Hazard Mitigation Plan	32,488
E-911 ³	Well managed and maintained 9-1-1 telephone system	None	04-0185	Expected service	1,500,000
Emergency Inter-agency Communications & Coordination ¹	Ability to communicate and coordinate during a community crisis	PA390	92-0072	Hazard Mitigation Plan	81,221
Emergency Planning ¹	Effective disaster response plans	PA390 & PA302	92-0072	Hazard Mitigation Plan	64,976
EOC Readiness, Activation and Survivability ¹	Capable Emergency Operations Center ready 24-hours a day	PA390	92-0072	Hazard Mitigation Plan	32,488
HazMat Team & Authority Board	Well trained and equipped county-wide Hazardous Materials Team	None	94-0151	Hazard Mitigation Plan	117,372
Homeland Security Grants & Task Force	Increased response capabilities for possible acts of terrorism	None	03-0138	State HS Risk Assessment	1,426,400
Local Emergency Planning Committee (HazMat Facility Planning)	Complete Extremely Hazardous Substance site response plans	PA302	87-0260	Hazard Mitigation Plan	16,244
Medical Control Board (EMS)	Well trained and equipped county-wide EMS response system	None	None	Requested by Hospitals	87,240
Pollution Prevention program ²	Community plan prepared and exercised				-
Public Health and Environmental Health Emergency Plan and 24-hour response capability ²	Community plan prepared and exercised	PA368		State HS Risk Assessment	262,500
Public Information and Warning ¹	Effective public information and warning systems	PA390	92-0072	Hazard Mitigation Plan	32,488
Safe Shelter and Housing ²	Community plan prepared and exercised				-
					\$ 3,718,394

¹ All part of a coordinated Emergency Management system

² Costs reflected in Public Health and Environmental Health Emergency Preparedness programs (see Health Community of Interest)

³ 95% of funds are distributed to dispatch centers

**PLANNING AND ENVIRONMENT
COMMUNITY OF INTEREST OVERVIEW**

Vision: A Sense of Place and a Sustainable Future.

As the county grows, we will retain our sense of place by maintaining our unique character including vibrant and diverse cities, livable suburban areas, historic villages, rural landscapes and natural and historic resources. We will have a future that does not overburden future generations by achieving sustainable development patterns, a clean and healthy environment and economic opportunities.

County Mandated Responsibilities and Services

The Planning and Environment Community of Interest include a broad spectrum of services and programs. Protection of the natural environment activities include storm water system design, construction and maintenance, development review, lake management, phosphorus reduction, watershed planning, pollution prevention, and illicit discharge corrections performed under the Michigan Drain Code, Land Division Act and Federal Clean Water Act. Environmental health mandates under the Public Health Code include regulation of on-site water and sewer systems, pollution prevention, food service and public swimming regulation, communicable disease and environmental emergency preparedness. Solid Waste mandated services including landfill management and waste reduction are required under PA 451. Assisting local governments in redeveloping brown fields occurs under PA 381. Community parks and recreation services include the acquisition, development and operation of county parks under PA 261 and natural areas preservation and management through the Natural Lands Preservation Program local ordinance No. 128. Transportation planning under USC 23 and system operation, maintenance and improvements are carried out under PA 51, PA 200, Vehicle Code Act 297 and the Land Division Act. Public Works services include water and sewer infrastructure and aquatic weed control for local governments under PA 185. Planning services include local master plan reviews under PA 282, PA 116 agricultural credits reviews, and federal A-95 clearinghouse reviews. Historic district establishment is also provided under local Ordinance No.115. Other local priorities include Purchase of Development Rights under Ordinance No. 04-0089 and development and implementation of a county-wide comprehensive plan. Workforce development services include job training and employment assistance for all residents, including specialized services for dislocated workers and welfare recipients under the Workforce Investment Act and Trade Adjustment Reform Act, the Personal Responsibility and Work Opportunity Reconciliation Act and the Wagner-Peyser Act. MSU Extension and county partnerships were established through Public Act 3 of 1912. Building inspection ensures life safety standards are met as required under PA 230 and water quality protection administering Part 91 of PA 451 Soil Erosion and Sediment Control Act.

The Transition to a Focus on Community Impact

Over the past two years, the various departments involved in this Community of Interest (COI) have been developing an integrated systems approach to providing mandated services and local priorities:

- Integration of the departments of Planning, Environmental Health and Building Services.
- Western Service Center integration involving MSU Extension, the Drain Commissioner’s Office, Customer Services Support Division and Planning and Environment to develop stronger working relationships and take a lead role in identifying future needs and strategies to meet these needs.
- Integration of projects and work programs within county departments and with partners (federal storm water permit, agricultural economy, food safety, soil testing, transportation capital improvements plan, technology transfer, non-motorized plan.
- Involvement in COI outcomes by the Washtenaw County Road Commission and Washtenaw Area Transportation Study, particularly as it relates to non-motorized travel and integrating land use and transportation through the capital improvements program process.

Major Players Needed to Implement the Business Plan

In addition to county departments, the broad nature of this Community of Interest dictates that numerous community partnerships be used to meet resident needs. These partners include local government officials and departments, county, state and federal agencies, universities and school districts, watershed councils, recreation and environmental groups and business associations. Altogether, over fifty partners are involved in and contribute toward meeting the goals of this community of interest.

Community Needs Assessment and Plans Developed to Address Needs

The long-term needs and goals of the community have been identified through extensive public involvement during the development of *A Comprehensive Plan for Washtenaw County*, the *2004-2008 Washtenaw County Parks and Recreation Plan*, *2030 Transportation Plan for Washtenaw County* and watershed plan for numerous creek sheds and major waterways. Community needs have also been assessed through community forums such as the Recreation Summit, Storm Water Coordinating Committee and County-wide Citizen’s Advisory Committee, Extension Advisory Council and Local Advisory Committee, Workforce Development Board, Solid Waste Consortium and Building Officials Group. In addition to these forums, several surveys have been conducted in the areas of land use, recreation, transportation and MSUE services.

Major Long Term Goals

1. Maintain our sense of place and our unique landscapes including vibrant and diverse cities, livable suburban areas, historic villages and rural areas and natural and historic resources.
2. Ensure that the physical development in the county promotes a sense of place and long-term community viability.
3. Ensure that residents and visitors can take for granted that our food, air, water and surroundings are safe and sanitary.
4. Ensure that the county's lakes, rivers, streams and unique natural areas are preserved and provide high quality habitat for wildlife and recreation opportunities.
5. Ensure that the county's diverse economy provides employment opportunities for our residents.

**Planning and Environment Community of Interest
Major Goals**

GOALS	OBJECTIVES 2006-2007	OUTCOMES/EXPECTED TRENDS
<p>Maintain our sense of place and our unique landscapes including vibrant and diverse cities, livable suburban areas, historic villages and rural landscapes and natural and historic resources.</p>	<p>Develop and present Activity Centers, Urban Service Districts and Infill Development resource packages (including model implementation techniques) to local governments.</p> <p>County-wide assessment of historic bridges, funding, options, context sensitive design and alternative transportation improvements for use by local governments and WCRG.</p> <p>Local government workshops, planning process and technical assistance for local communities to maintain community character and provide of growth- related public services by “Thinking and Acting Regionally”.</p>	<p>Local governments consider using Activity Center, Urban Service Districts and Infill in their master plan updates.</p> <p>Rehabilitation or context sensitive replacement of historic bridges.</p> <p>Regional groups initiate regional planning, including development of capital improvements element and more formal mechanism for plan implementation (e.g., joint planning commissions).</p>
<p>The physical development in the county promotes a sense of place and long-term community viability</p>	<p>Integrate the development review and compliance processes of local governments, the Drain Commissioners Office, Road Commission and Planning and Environment.</p> <p>Develop a local response (programs, ordinances etc.) for community wastewater systems.</p> <p>Develop a multi-year transportation Capital Improvement Plan (CIE) that adequately serves regional growth areas and reinforces sense of place.</p> <p>Develop a non-motorized transportation systems plan including specific improvements/connections and implementation actions.</p> <p>Review all local public works assistance requests for consistency with the county comprehensive plan.</p>	<p>All new development in regulated communities is reviewed in a streamlined, cost-effective manner that ensures compliance with all best management practices.</p> <p>Community systems used only where compliant with local master plans and local environmental standards.</p> <p>The disconnect between local government land use and development decisions and transportation improvements and funding is reduced. Transportation improvement projects and funds are programmed for community collector systems that promote a sense of place.</p> <p>Increase funding for non-motorized transportation and increase local connections to area-wide trails through local projects and development requirements.</p> <p>All public works project assistance to local governments promotes the land use concepts in the Comprehensive Plan.</p> <p>Watershed plan development and implementation, storm water utility implementation process for urban communities,</p>

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	<p>Develop and advance environmentally sensitive approaches to development and storm water management.</p> <p>Parks plan</p>	<p>planning and decision-making tools for local governments through GIS, model ordinances and incentives for “green” construction practices.</p>
<p>Residents and visitors can take for granted that our food, air, water and surroundings are safe and sanitary.</p>	<p>Implement storm water permit elements and measure outcomes</p> <p>Develop a data base of water and air quality conditions in the county, assess and report trends and identify local response needed.</p> <p>County-wide assessment of abandoned gas station environmental conditions.</p> <p>Residential Solid Waste Collection report presented to regions, solicitation of pilot region and technical assistance in collection franchise rfp and contract.</p>	<p>Federal compliance and water quality protection.</p> <p>Annual water and air quality report used to identify government, agency and resident actions needed to improve quality.</p> <p>Comprehensive assessment and ability to pursue grants for clean-up and redevelopment.</p> <p>Regional solid waste franchise system reduces collection costs to residents, provides increased recycling programs and community clean up days.</p>
<p>The county’s lakes, rivers, streams and unique natural areas are preserved and provide high quality habitat for wildlife and recreation opportunities.</p>	<p>Regional Open Space Systems (WMA as pilot project for the county) and preparation of natural features and public lands base maps for use in other regional efforts.</p> <p>Assist the Partners for Clean Streams and Homeowners Clean Water Partnership programs and develop horticulture and agricultural science-based education/model ordinances to reduce soil erosion and phosphorous</p> <p>Assessment of Whitmore Lake Improvement Project and identify other lake clean-up candidates</p> <p><u>Implement the recreation and open space acquisition recommendations detailed in the 2004-2008 Washtenaw County Recreation Plan: and develop additional recreation facilities in underserved portions of the County.</u></p> <p><u>Develop a network of non-motorized trails.</u></p>	<p>WMA Open Space System adopted by all participating governments, Open Space planning initiated in other regions of the county and NAPP, land trust and local government funding leveraged to obtain and develop the systems.</p> <p>Educated citizenry that recognizes and acts upon its role in water resource stewardship, reduction in phosphorus loadings to rivers, lakes and streams.</p> <p>Complete Whitmore Lake clean up and initiate clean ups in other lakes throughout the county.</p> <p><u>Continued acquisition of important natural areas and development of recreation facilities in underserved portions of the county.</u></p> <p><u>Promote active life styles: link communities and activity</u></p>

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<p>centers: provide opportunities for environmental education; and provide a safe and efficient alternative mode of transportation.</p>		
<p>Agricultural operations in the county realize remain economically viable and contribute to our sense of place. Technology sector job training tailored to meet the needs of the business plan, double the number of innovation focused companies, triple the number of sector jobs, national leader recognition.</p> <p>Families will be able to manage finances to remain in their homes or community and resident eligible for Earned Income Tax Credit will increase their income.</p>	<p>Agriculture sector development through sector analysis, identification of feasible targets and sector strategic plan.</p> <p>Support the innovation based technology sector initiative through funding, sector growth tracking, networking and job training.</p> <p>Increase the number of families who receive financial management education.</p>	<p>The county's diverse economy provides job opportunities for our residents.</p>

Planning and Environment Community of Interest
Mandated Services & Local Priorities

OFFICE OF THE DRAIN COMMISSIONER	
Mandate	Source
Drain Construction and Improvements Projects	Michigan Drain Code
Storm Water Design, Standards & Development Review	Land Division Act, Michigan Drain Code, Local Government Ordinances
Drain / Lake Operations and Maintenance	Michigan Drain Code, Lake Level Section NREPA
24 Hour Emergency Response	Michigan Drain Code
Development and Implementation of Federal Storm Water Permit on behalf of County Drains and County Departments	Federal Clean Water Act (implemented by MDEQ for EPA)
Development Review Services	Michigan Drain Code, Land Division Act, Local Government Ordinances
Implementation of "Total Maximum Daily Loads" a Federal Water Quality Improvement Mandate	Federal Clean Water Act (implemented by MDEQ for EPA)

PARKS AND RECREATION COMMISSION	
Mandate	Source
Acquisition, Development and Operation of County Parks System	PA 261
Natural Areas Preservation Program	BOC Ordinance No. 128

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EMPLOYMENT TRAINING AND COMMUNITY SERVICES	
Mandate	Source
Workforce Development (adult and youth)	Workforce Investment Act of 1998
Dislocated Workers (due to foreign trade)	Trade Adjustment Reform Act of 2002 (TTA Reform Act) Reed Act
Welfare to Work	Responsibility and Work Opportunity Reconciliation Act

MSU EXTENSION	
Mandate	Source
Agriculture Educational Programs	BOC / MOA
Horticulture and Natural Resources Education Programs	BOC /MOA
Community Development Programs	BOC / MOA

ROAD COMMISSION	
Mandate	Source
Acquisition, Development and Operation of County Road System	PA 51 Road Agency Funding and Powers
Public Safety and Access	PA 200 and Michigan Vehicle Code Act 297
Development Review Services	Land Division Act, Local Government Ordinances

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PLANNING AND ENVIRONMENT MANDATED RESPONSIBILITIES							
DEVELOPMENT SERVICES		ENVIRONMENTAL SERVICES			PLANNING SERVICES		
Mandate	Source	Mandate	Source	Mandate	Source	Mandate	Source
Time of Sale Regulation	Public Health Code	Food Service Sanitation Program	Public Health Code	Brownfield Redevelopment	BOC/Public Act 381		
Onsite Water Supply Regulation	Public Health Code	Public Swimming Pool Program	Public Health Code	Planning Services / Local Government Assistance	BOC		
Onsite Sewage Disposal Regulation	Public Health Code	Bathing Beach Safety and Water Quality	Public Health Code	Local Plan and Plan Amendment Reviews	Public Act 282		
Pollution Prevention Regulation	Public Health Code	Unsanitary Housing Complaints	Public Health Code	Historic Districts	BOC Ordinance 115		
Septage Disposal Regulation	Public Health Code	Imminent Health Hazard Investigation	Public Health Code	Comprehensive Plan	BOC		
Campground Inspection	Public Health Code	Communicable Disease Investigation	Public Health Code				
Infrastructure Financing	Act 185 and BOC	Emergency Preparedness	Public Health Code				
Building Inspection Activities	Building Code	Inspections of Child Day Care, Foster Home, Group Home	Public Health Code				
Soil Erosion and Sedimentation Control	PA 451, Part 91	Mobile Home Park Inspections	Public Health Code				
		Community Environmental Health Assessment	Public Health Code				
		Solid Waste Program	PA 451 & BOC				
		Lake Improvement Projects	PA 185 & BOC				

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**Washtenaw County
Planning & Environment Community of Interest**

Service	Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Recreation and Open Space	Preservation and protection of significant natural areas and habitat		Natural Areas Ordinance 128	Natural Areas millage, approved 2000	\$ 3,300,126
Natural Areas Preservation					
Acquisition, Development and Operation of County Park System	Countywide system of parks providing a wide range of active and passive recreational opportunities	PA 261 of 1965	First established by Board Resolution, 1973	Repeated approval of Operations and Development millages	\$ 9,927,322
Transportation					
Long range multi-modal transportation planning	Functional and safe transportation system using maximum amount of federal and state funds	PA 200 of 1957 23 CFR 450 (Fed)		20-year Long Range Transportation Plan/Transportation Improvement Plan (TIP)	\$ 20,000
Water Management					
Storm Water Management					
County Stormwater & Lake Level Infrastructure Construction, Operation and Maintenance	Flood prevention, stream & property protection, stable lake levels, statutory compliance, structurally & environmentally sound lake level control & stormwater infrastructure	Drain Code of 1956			\$ 1,270,753
Environmental Surface Water Resource Protection	Environmentally sound stormwater facilities in new developments	Federal Clean Water Act (Stormwater Permit)			\$ 239,417
Federally managed Stormwater Programs	Compliance with State, Federal & Local Stormwater Permit Mandates	Federal Clean Water Act (Stormwater Permit)			\$ 73,667
Financing & Managing Drainage District Dynamics	Accurate & equitable special assessments of stormwater management costs	Drain Code of 1956			\$ 165,750
Geographic Information Systems	Equity of special assessments based on stormwater contributions and benefits received.			Critical information for property owners & land use change initiatives	\$ 92,084
Surface and Groundwater Management					
Lake Management	Lake aquatic weed control to improve water quality and recreation		Ord/Res #03-0191	Local Government and resident requests	\$ -
Pollution Prevention	Eliminate sources of pollutants to rivers, lakes and streams	PA 368 of 1978 (Public Health Code)	Ord/Res #94-0158 WC Rules and Regulations for Pollution Prevention		\$ -
Soil Erosion	Reduce erosion and siltation of waterways	PA 451, Part 91	Res #03-0249		\$ -
Economic Development					
Workforce Development	Workforce development services to assist individuals in finding employment	Workforce Investment Act of 1998 (PL 105-220), the Trade Adjustment Assistance Reform Act of 2002, the Wagner-Peyser Act and the Personal Responsibility and Work Opportunity Reconciliation Act			\$ 4,197,503
Sector growth and business assistance	Job growth and employment opportunities for residents				
Ag Economic Development	Formation of new agri-food businesses that strengthen farm profitability and improve consumer access to local farm goods.			Washtenaw County Comprehensive Master Plan and Extension Councils Plan	\$ 59,552

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**Washtenaw County
Planning & Environment Community of Interest**

Service	Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Environmental Services					
Onsite Water Supply Systems	Properly functioning and safe water supply systems	PA 368 of 1978 (Public Health Code)	Ord/Res #04-0029		\$ 96,680
Onsite Septic Systems	Properly functioning and safe septic systems	PA 368 of 1978 (Public Health Code)	Ord/Res #79-0149 WC Rules and Regulations for safe disposal of sewage and human excreta		\$ 386,722
Time of Sale Program	Properly functioning water supply and septic systems at time of property transfer	PA 368 of 1978 (Public Health Code)	Ord/Res #99-0136		\$ -
Public places /regulation and inspections and environment response	Safe and sanitary public places (restaurants, campgrounds, group homes, bathing beaches, pools) and response to environmental hazards	PA 368 of 1978 (Public Health Code)			\$ 429,128
Food Safety Education	Improved safe food handling			Extension Councils plan	\$ 4,607
Solid Waste	Safe disposal, flow reduction and re-use of waste materials	PA 451	Ord/Res #92-0114		\$ -
Brownfield Redevelopment	Environmental remediation and re-use of properties	PA 381 of 1996 & PA 228 of 1975	Ord/Res #99-0110		\$ 241,311
Agriculture Education	Improved agriculture through application of science based recommendations			Extension Councils plan	\$ 12,530
Horticulture Education	Utilization of research based information by consumers and commercial growers to help them make environmentally sound decisions in managing landscapes, natural areas and horticultural crops			Extension Councils plan	\$ 121,544
Infrastructure and Development Services					
Water and Sewer Planning/Finance/Construction	Water and Sewer facilities for local governments	PA 185	Ord/Res#69-0143		\$ 10,000
Building Inspections	Safe structures in the built environment	PA 230 Single State Construction Code		Local Government requests	\$ -
Land Use and Growth Management					
Land Use Planning	Long term community design and sustainability	PA 282 of 1945	Ord/Res#02-175		\$ 1,128,943
Historic Preservation	Preservation of the county's historic resources	PA 169 of 1970	Ord/Res#00-0124		\$ 128,699
					\$ 21,906,338

¹ Dollars only reflect General Fund contribution in some cases. Does not reflect annual expense of support staff at Western Service Center

² Dollar amounts based on historical annual percentages for each service area

³ Used toward required local match for State cost sharing (i.e., maintenance of effort)

**HOUSING & HOMELESSNESS
COMMUNITY OF INTEREST OVERVIEW**

Vision: Washtenaw County is a community where there are housing opportunities for people at all economic levels.

County Mandated Responsibilities and Services

The Homelessness & Housing Departments provide a large array of mandated services to the Community. The services provided by these departments are dictated by state, federal, and local regulatory requirements. The mandated services are defined in the State Mental Health Code (Public Act 238), and numerous federal acts that govern housing programs and related community development and workforce development programs. The full array of these services is defined in Attachment A of this report. Mandated services are consistent with the Board of Commissioners’ priorities, priorities of local governing entities, and community needs.

The Transition to a Focus on Community Impact

Over the past three years, Washtenaw County has focused on creating a community where there are housing opportunities for people at all economic levels. The Housing and Homelessness Community of Interest plans to achieve this vision by emphasizing the following four strategic areas: (1) long and short-term housing affordability; (2) accessibility; (3) housing/neighborhood conditions; and (4) supportive services to maintain housing. This community-driven focus has led to Washtenaw County and the City of Ann Arbor developing an innovative, collaborative approach to housing and homelessness in our community. In this approach, individuals, contractors, and non-profits have access to resources for housing and human services through the joint Office of Community Development.

Major Players Needed to Implement the Business Plan

The major players in the County are the Housing & Homelessness Departments (The new Office of Community Development or “OCD”, ETCS, CSTS, MSU Extension, Veteran Services); the jurisdictions of the Urban County (Ann Arbor Township, Bridgewater Township, Northfield Township, Pittsfield Township, Salem Township, Superior Township, and Ypsilanti Township); the HOME Consortium (City of Ypsilanti); the Workforce Development and Community Action Board; the Continuum of Care Board, the Workforce Housing Advisory Group, and local housing/human services agencies. This group of organizations is currently focused on increasing housing opportunities, improving the quality of existing housing and neighborhoods, and eliminating homelessness in the community.

In addition to there are two key collaborative organizations working on housing and homelessness initiatives. These include the Washtenaw Housing Alliance (WHA), and the Human Service Collaborative Council (HSCC). The HSCC and WHA have each created strategic plans to address the needs of the community, in order to guide the work of the Housing & Homelessness Departments.

Community Needs Assessments

The County has developed the following strategic plans to summarize the housing and community development needs of current and future residents:

- The Planning & Environment Department **County Comprehensive Plan** was completed last year and includes general housing and related growth needs through the next decade for the entire County. In addition, this Department develops an annual **Continuum of Care Application/Plan** that summarizes the homeless programs and needs in the County to qualify for federal funding.

- The Office of Community Development produces **HUD Consolidated Plans** every five years that assess the housing and community development needs of lower-income residents for the City of Ann Arbor and the jurisdictions that have agreed to participate in the Urban County and HOME Consortium. Public participation—in the form of regular public hearings and presentations for residents and service providers—is an integral component of the development of these Plans and the Annual Plans that are developed to implement them.
- Community Support & Treatment Services finished the **CSTS Housing Plan** in 2002 that specifically explores the housing and support needs of mental health customers.
- In 2005, the Washtenaw Housing Alliance produced the **Blueprint to End Homelessness**, which is a 10-year plan to assess the particular housing needs of homeless individuals and families, with an emphasis on households with incomes below 30% of Area Median. With the goal of improving the quality of the information available for needs assessments, the County Homeless Management Information System (HMIS) Coordinator currently oversees the collection of data on the homeless population by facilitating an annual Point-In-Time count of the homeless and by implementing the County HMIS system.

Major Long-Term Goals

There are many goals that have been identified for the Housing and Homelessness Community of Interest. These are listed in the workplan at the end of this document.

Plans Developed to Address the Needs

In many cases, housing and related community development needs assessments are developed in combination with strategic plans that are included in the same document. Therefore, each of the needs assessments and plans listed above includes specific and time-limited goals, objectives and action steps to address the housing and related needs identified. In addition to those plans, the Human Service Collaborative Council (HSCC) recently completed a **Plan for Community Well Being**, which addresses housing and related human services outcomes for the entire County.

**HOUSING & HOMELESSNESS COMMUNITY OF INTEREST
MANDATED RESPONSIBILITIES**

Department	Mandated Services	Additional Services (Non-Mandated)
Community Development	<p>Housing:</p> <ul style="list-style-type: none"> • Single Family Rehabilitation • Multi-Family Rehabilitation/Acquisition/Resale/New Construction • Homeownership and Down Payment Assistance • Relocation • Lead Remediation • CHDO Assistance <p>Homeless Services:</p> <ul style="list-style-type: none"> • Continuum Of Care Coordination <ul style="list-style-type: none"> ○ Emergency Shelter Grant ○ Shelter Plus Care ○ Supportive Housing Programs • Homeless Management Information System • Point-In-Time Count <p>Human Services:</p> <ul style="list-style-type: none"> • Contracted services targeted to lower-income customers <ul style="list-style-type: none"> ○ Economic Stability ○ Housing & Homelessness ○ Youth ○ Health <p>Public Facilities & Improvements:</p> <ul style="list-style-type: none"> • Area Benefit Projects • Infrastructure Improvements <p>Neighborhood Plans</p>	<p>Homeless Services:</p> <ul style="list-style-type: none"> • Collaboration with the Blueprint to End Homelessness <p>Housing:</p> <ul style="list-style-type: none"> • Non-profit/contractor technical assistance • Community education (Lead Based Paint Awareness, First-Time Homebuyer) • City/County Collaboration For Property Tax/Mortgage Foreclosure Prevention <p>Public/Private Partnerships</p>

**HOUSING & HOMELESSNESS COMMUNITY OF INTEREST
MANDATED RESPONSIBILITIES**

Department	Mandated Services	Additional Services (Non-Mandated)
Planning & Environment	Environmental Services: <ul style="list-style-type: none"> • Mobile Home Park Inspections • Child Care and Foster Care Facility Inspections • Rodent and Pest Inspections 	Comprehensive Plan Implementation: <ul style="list-style-type: none"> • Housing Needs Assessment • Density Incentives • Regional Share of Manufactured Housing
ETCS	Employment Services: <ul style="list-style-type: none"> • Adult • Youth • Dislocated Worker • Welfare-to-Work • Trade Adjustment • Food Stamp recipients Emergency Services: <ul style="list-style-type: none"> • Heating Assistance (Electric & Gas) • Deliverable Fuels (Propane, etc.) • The Heat and Warmth Fund Nutrition Programs: <ul style="list-style-type: none"> • Senior – Congregate Meals • Senior – Home Delivered • Commodity Food Distribution • Summer Food Program 	

**HOUSING & HOMELESSNESS COMMUNITY OF INTEREST
MANDATED RESPONSIBILITIES**

Department	Mandated Services	Additional Services (Non-Mandated)
MSU Extension	<p>Housing:</p> <ul style="list-style-type: none"> • Homebuyer Education • Foreclosure Prevention Education <p>Nutrition Programs:</p> <ul style="list-style-type: none"> • MSU Extension Food Stamp Nutrition Education Program • Breastfeeding Initiative <p>Life Skills:</p> <ul style="list-style-type: none"> • Parenting Education • Financial Education 	<p>Housing:</p> <ul style="list-style-type: none"> • Foreclosure prevention outreach • Predatory lending education • Workforce Housing community education and partnerships <p>Life Skills:</p> <ul style="list-style-type: none"> • Parenting education • Financial education • Consumer education <p>Nutrition Programs</p> <ul style="list-style-type: none"> • Food and Nutrition education • Food Safety education
WCHO/CSTS	<p>Mental Health and Co-occurring Services:</p> <ul style="list-style-type: none"> • Housing Outreach • Specialized Residential • Case Management • Psychiatrist & Clinical Services • Emergency Services • Inpatient Services • Community Living Supports <p>Substance Abuse:</p> <ul style="list-style-type: none"> • Detox • Residential • Intensive Outpatient • Outpatient <p>Prevention</p>	<p>Project Outreach Team (PORT):</p> <ul style="list-style-type: none"> • Housing Resource Specialist <ul style="list-style-type: none"> ○ Housing Relocation ○ Eviction Prevention ○ Benefit Assistance <p>Substance Abuse:</p> <ul style="list-style-type: none"> • Outreach at Shelter • Case Management • Supportive Housing Services <p>Public Housing Collaborative and Case Management</p>

**HOUSING & HOMELESSNESS COMMUNITY OF INTEREST
WORK PLAN**

Goal	Objectives	Measure
Wealth of individual low-income households increased through homeownership	<ul style="list-style-type: none"> To increase homeownership opportunities To increase homeowner rehabilitation opportunities 	<ul style="list-style-type: none"> # of homes rehabilitated # of DPA grants # of households in buy down program # of units rehabilitated to Section 8 HQS # of individuals receiving homebuyer education # of affordable housing units created # of regional opportunities for manufactured housing units
End homelessness in Washtenaw County	<ul style="list-style-type: none"> Reduce the incidence of homelessness Reduce the negative impact and duration of homelessness 	<ul style="list-style-type: none"> # of individuals who are homeless # of individuals and families in shelters
Increase economic stability and access to employment, community resources and services	<ul style="list-style-type: none"> Promote community inclusion, support access to mainstream resources, support family structures, increase housing stability and promote employment for persons with disabilities and the homeless. Promote in-fill redevelopment 	<ul style="list-style-type: none"> # of individuals receiving comprehensive homebuyer education counseling # of community assistance requests
Increased safety and quality of affordable rental and homeowner-occupied homes	<ul style="list-style-type: none"> To improve quality, management & supply of existing affordable rental property 	<ul style="list-style-type: none"> # of years of rental affordability created and/or preserved # of renter-occupied units rehabilitated to Sect 8 HQS # of inspections resulting from rodent and pest complaints
Increase and/or improve safe and attractive community facilities and green spaces	<ul style="list-style-type: none"> Promote community stability through rehabilitation and/or construction of community recreational centers 	<ul style="list-style-type: none"> # of community centers constructed or rehabilitated # of linear feet of sidewalk constructed
Improved functionality and appearance of public infrastructure in lower-income neighborhoods	<ul style="list-style-type: none"> Promote safety and health by attending to infrastructure needs 	<ul style="list-style-type: none"> Public dollars invested in public improvements in lower-income areas

**HOUSING & HOMELESSNESS COMMUNITY OF INTEREST
WORK PLAN**

Goal	Objectives	Measure
<p>Promote housing stability by addressing identified gaps in public/human services</p> <p>Create community and data-driven plans that address community and housing development needs in identified communities</p>	<ul style="list-style-type: none"> • To Increase access to mental health and substance abuse services • To improve the efficiency and coordination of services • Housing Needs Assessment 	<p># of residents receiving gap filling services</p> <p># of Barrier Buster requests that are filled</p>
<p>Address blight to improve targeted neighborhood conditions for current residents (decrease number of vacant lots)</p>	<ul style="list-style-type: none"> • Promote in-fill redevelopment incentives in the core communities of the City of Ann Arbor and the City of Ypsilanti 	<p># of community assistance requests</p>

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**Washtenaw County
Housing & Homelessness Community of Interest**

Service	Outcome	Federal/State Mandate	BOC Mandate	Customer Need	Cost
Community living supports ¹	Consumers will receive needed supports to live as independently as possible	State Mental Health Code			\$ 13,765,891
Emergency services	Provide assistance to low-income households in paying household utility bills	Public Act 141; MCL480.104(f)			94,004
Emergency shelter grants	End homelessness in Washtenaw County	Emergency Shelter Grant Program: Title IV(B) of the McKinney-Vento Homeless Assistance Act of 1987		10 Year Plan to End Homelessness and the Continuum of Care Planning Document	401,900
Employment services	Workforce development services to assist individuals in finding employment	Workforce Investment Act of 1998 (PL 105-220), the Trade Adjustment Assistance Reform Act of 2002, the Wagner-Peyser Act and the Personal Responsibility and Work Opportunity Reconciliation Act			4,197,503
Homeownership assistance	Wealth of individual low-income households increased through homeownership; Maintain community wealth by balancing long-term affordability with individual ownership equity	Home Investment Partnerships Program: Title II of the Cranston-Gonzalez National Affordable Housing Act		2003-08 Combined Washtenaw Urban County and HOME Consortium Consolidated Plan	330,000
Homeownership assistance and education	Prepare first-time homebuyers for homeownership by preventing predatory lending foreclosure and increasing decision making and financial skills			Extension Council Plan	50,504
Housing Construction	Address blight to improve targeted neighborhood conditions for current residents (decrease number of vacant lots)	Home Investment Partnerships Program: Title II of the Cranston-Gonzalez National Affordable Housing Act		2003-08 Combined Washtenaw Urban County and HOME Consortium Consolidated Plan	78,928
Housing Rehabilitation	Increased safety and quality of affordable rental and homeowner-occupied homes; Foreclosure prevention.	Community Development Block Grant Program: Title I, Housing and Community Development Act of 1974 and Department of Housing and Urban Development Act; Home Investment Partnerships Program: Title II of the Cranston-Gonzalez National Affordable Housing Act		2003-08 Combined Washtenaw Urban County and HOME Consortium Consolidated Plan	414,988
Housing subsidies	(1) End homelessness in Washtenaw County.	Shelter Plus Care Program: Title IV(F) of the McKinney-Vento Homeless Assistance Act of 1987		10 Year Plan to End Homelessness and the Continuum of Care Planning Document	702,168
Infrastructure related to housing					
Neighborhood revitalization	(1) Improved functionality and appearance of public infrastructure in lower-income neighborhoods. (2) Increase and/or improve safe and attractive community facilities and green spaces.	Community Development Block Grant Program: Title I, Housing and Community Development Act of 1974 and Department of Housing and Urban Development Act		2003-08 Combined Washtenaw Urban County and HOME Consortium Consolidated Plan	312,775
Nutrition programs	Sustain the nutritional health and independence of older adults.	Title III of the Older Americans Act of 1965		BOC Resolution	1,127,168
Project Outreach Team (PORT) ² Projects for Assistance In Transition from Homelessness (PATH)	Reduction of homelessness among the mentally ill and provision of mental health and substance abuse services to the homeless.				365,126
Supportive housing programs	Reduction of homelessness among the mentally ill and provision of mental health and substance abuse services to the homeless.	McKinney Homeless Assistance Act		10 Year Plan to End Homelessness and the Continuum of Care Planning Document	143,050
Weatherization Services	(1) End homelessness in Washtenaw County. (2) Increase the supply of permanent supportive housing.	Supportive Housing Program: Title I (C) of the McKinney-Vento Homeless Assistance Act of 1987			3,073,776
	Reduce energy costs for low-income families, particularly for the elderly, people with disabilities, and children, by improving the energy efficiency of their homes while ensuring their health and safety.	WEATHERIZATION: Energy Conservation in Existing Buildings Act of 1976 as amended in Title II, Part 2, of the National Energy Conservation Policy Act. LIHEAP: FY 2006 Defense App. Act (P.L. 109-148) HR 3010, the FY 2006 Labor, HHS, Education App. Act. Under P.L. 109-148,			584,000
					\$ 25,641,781

¹ Funded by Washtenaw Community Health Organization (WCHO)

² The County provides \$168,478 in General Fund appropriation; the remainder of the funding is provided by WCHO and City of Ann Arbor

**HEALTH
COMMUNITY OF INTEREST OVERVIEW**

Vision: Washtenaw County is a healthy community in which every resident enjoys the best possible state of health and well-being.

County Mandated Responsibilities and Services

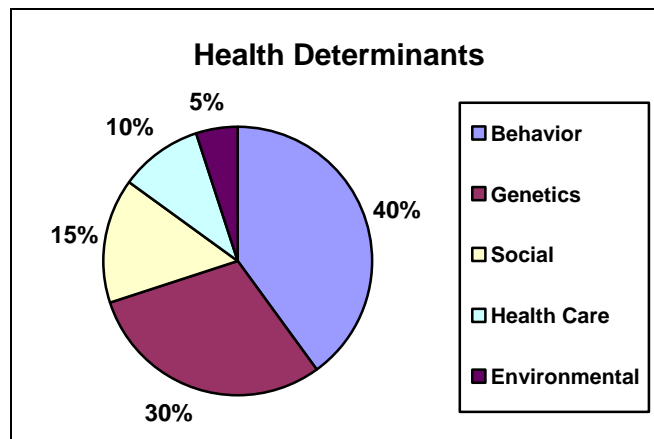
The Health Services Departments provide a large array of mandated services to the Community. The full array of these services is identified in Attachment A of this report. The mandated services are defined in the State Mental Health Code (Public Act 258), the State Public Health Code (Public Act 368) and several federal waivers that govern Medicaid (Mental Health, Substance Abuse and Primary Care) and Indigent Health Care (Adult Benefit Wavier).

In addition to these mandated services each department has the ability to provide “additional services”. Additional services are services that can be provided based on the needs of the community or an individual consumer. Additional services are permitted by the Department’s state, federal or local funding and are consistent with Board of Commissioners’ priorities, community needs and consumer preferences.

The Transition to a Focus on Community Impact

Over the past two years, the Health Services Departments have been developing an innovative, integrated approach to health in our community. One aspect of this approach is based on emerging research that shows that providing physical health care and behavioral healthcare (mental health and substance abuse) simultaneously at the same health care visit is more cost effective and improves health outcomes. In this approach an individual can receive primary care health services and behavioral healthcare services at one place; at either their primary healthcare physicians office or at the mental health center.

In addition to integrating healthcare the Health Service Departments are developing a comprehensive approach to health promotion and disease prevention to all of its services. The rationale for this is demonstrated with the following graph. The graph illustrates the factors that have been defined as the health determinants, or those things that contribute to the health of an individual (Malcolm, 2004).



The largest determinants of health are an individuals' own behavior and genetics. The actual provision and receipt of health care has a small influence on the health of the individual. However, in this country we spend 90% of the health care dollar on actual care and only 10% of the health care dollars on the 90% of things that influence health (Malcolm, 2004). The Health Policy Group's business plan addresses all five of the health determinants and provides a comprehensive approach to health.

Major Players Needed to Implement the Business Plan

The major health care players in the County are the four Health Service Departments (Public Health, WHP, WCHO, CSTS), the three large health systems (St. Joseph Mercy Hospital, The University of Michigan Health System, Chelsea Hospital), the safety net health care providers and private practitioners. This group of individuals and organizations are currently focused on increasing access to health care. Significant work has already been done to create forums for these key players to address the 100% access with parity community goal.

In addition to the traditional health care providers the Health Service Departments have several key collaboratives working on health related initiatives. These include the Community Health Committee of the Health Improvement Plan (HIP) and the Human Service Collaborative Council (HSCC). Each of these groups has created community plans that help to direct the work of the Health Services Departments.

Community Needs Assessments

The community needs assessments that support the business plan are comprehensive and have been compiled over the past several years. Of particular note is the Health Improvement Plan (HIP) coordinated and facilitated by Public Health, the 10 Year Plan to End Homelessness and the Human Service Collaborative Council's (HSCC) Plan for our community well being. The HIP has provided a picture of the community's health status for the last decade and provides benchmarks for measuring the progress of our plan. The 10 Year Plan to End Homelessness and the HSCC's plan provide some additional direction for Health Services work that is incorporated into the Health Services Work Plan.

The WCHO and CSTS have consistently held public hearings and focus groups for consumers, family members and the community to elicit their opinions on the services provided and gaps in those services. This consumer feedback rounds out the statistical (HIP) and provider feedback (HSCC) and provides a comprehensive view of the community needs.

MAJOR LONG TERM GOALS

In response to these community needs assessment processes the Health Policy Group has identified five long term goals that will assist us in reaching the vision: These goals are:

- To provide a comprehensive health promotion system that addresses the needs of the citizens of Washtenaw County
- To assure 100% access to high quality, culturally competent, evidence based health services
- To collect and use data that creates and supports evidence based practices and drives health policy and service delivery
- To shape the public and private health systems to maximize the health of the community and provide parity for health care coverage
- To identify ways to strengthen the infrastructure to maximize efficiency and effectiveness of the County departments

Plans Developed to Address the Needs

As noted earlier, there are a number of community based planning efforts that influence the work of the Health Service Departments; the 10 Year Plan to End Homelessness, the Health Improvement Plan, the Human Services Collaborative Councils “Improving Outcomes for Our Community’s Well Being and Sustainable Washtenaw. It is important to note that while these plans provide important community outcomes, they often do not address the mandated services of the Health Services Departments. For example the Human Services Plan includes a few health goals but also includes economic well being goals, intellectual and social development and safety goals. The Health Community of Interest plan that follows incorporates key health goals from all of these plans while insuring that mandated responsibilities of each department are also met.

**HEALTH COMMUNITY OF INTEREST
SERVICE MANDATED RESPONSIBILITIES**

DEPARTMENT	WCHO/CSTS	PUBLIC HEALTH	WASHTENAW HEALTH PLAN
Source of Mandate	Mental Health Code Medicaid Waiver Public Health Code (Sub Abuse)	Public Health Code	Consent Judgment Adult Benefit Waiver
Mandated Services	Mental Health: <ul style="list-style-type: none"> • Residential • Case Management • Psychiatrist Services • Hab Support Waiver • Children's Waiver • Emergency Services • Inpatient Services • Partial Hospitalization Substance Abuse: <ul style="list-style-type: none"> • Outpatient • Intensive Outpatient • Screening and Assessment • Prevention 	<ul style="list-style-type: none"> • Immunizations • Sexually Transmitted Disease Services • Women, Infant and Children (WIC) • Health Promotion • Communicable Disease Control • Hearing & Vision • Emergency Preparedness • Medical Examiner 	Consent Judgment: <ul style="list-style-type: none"> • Indigent Health Care
Additional Services (Non-mandated)	Mental Health: <ul style="list-style-type: none"> • Individualized Specialty Services • Supported Living • Supported Employment Substance Abuse: <ul style="list-style-type: none"> • Detoxification • Residential 	<ul style="list-style-type: none"> • Maternal and Infant Support • Substance Abuse Prevention • Mental Health Prevention and Community Response 	Adult Benefit Waiver / WHP Plan A Health Coverage for individuals at or below 180% of poverty/WHP Plan B

**HEALTH POLICY GROUP WORK PLAN
2006-2007**

GOAL	OBJECTIVE	EXPECTED OUTCOME	MEASURE
Goal Area 1: Client Service Delivery Assure high quality, culturally competent, evidence based health services.			
	1.1 Create a common service delivery culture and knowledge base for all health service department staff.	Improve cultural competency and practice expertise of all staff	Professional Development Sessions
	1.2 Support the implementation of health policy vision through external partnerships and collaborations.	Improve our participation in community work for the broader health policy agenda	Joint Health Policy Management Meetings
Goal Area 2: Research, Assessment and Professional Education Collect and use data that creates and supports evidence based best practices and drives health policy and service delivery.			
	2.1 Assure the availability of consistent, up to date and accessible assessment data on the health status of our community.	Increase web access to health assessment data and reports	Web Page Content
	2.2 Create opportunities to collaborate on research.	Increase applied research to improve our service delivery	Number Research Projects
	2.3 Engage the Academic Community in research, professional education and translating research into practice.	Facilitate connections to and from academic partners to improve our service delivery.	Web Page Content, Partnership Agreements with Universities

**HEALTH POLICY GROUP WORK PLAN
2006-2007**

<p>Goal Area 3: Assure 100% Access to Health Care with Parity through Community Based Health System Collaboration. Shape the public and private health care system to maximize the health of the community.</p>		
3.1 Provide leadership for the development and implementation of a 100% access with parity initiative.	Decrease numbers of uninsured	WHP Enrollment
3.2 Provide leadership at the local, state and national level for health policy development and advocacy.	Influence local, state and national policy to increase access	Policy Advocacy Actions
3.3 Provide training and development to all health policy boards on the broader picture of health policy in the community.	Increase board member awareness of health policy issues	Training Evaluation
<p>Goal Area 4: Health Education, Prevention and Health Promotion Create a comprehensive health promotion system that addresses the needs of Washtenaw County residents.</p>		
4.1 Develop an interdepartmental system of health promotion that addresses accreditation needs of all and improves the health of the community.	Improved health for all populations served and the community	Integrated Health Promotion System
<p>Goal Area 5: Infrastructure Identify ways to strengthen and integrate infrastructure to maximize efficiency and effectiveness of the departments.</p>		
5.1 Develop a shared Health Services information management system.	Integrate public health into WCHO/CSTS/WHP Encompass System	Complete Public Health Technology Plan
5.2 Improve existing shared infrastructure.	Improved customer service and integrated support functions	Towner Space Redesign and Remodel

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Health Community of Interest**

Service	Desired Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Case Management & Clinical	Coordination and provision of medically necessary services to assure stabilization, community inclusion and recovery.	State Mental Health Code			\$ 14,067,837
Children's Special Health Care Services	Case management for children with serious health conditions identify, investigate and respond to health hazards and communicable diseases	State Public Health Code		Local Priority	110,988
Communicable Disease Control	Monitor health status, identify health problems and use data for strategic action				387,644
Community Health Assessment	Expanded access to healthcare services for low-income, uninsured county residents		BOC Resolution	Local Priority	336,719
Consent Judgment for Indigent Health Care	Assessment, stabilization and referral to appropriate level of care.	State Mental Health Code			550,000
Emergency Services	Individuals with mental illness or developmental disability will engage in work and participate in the community in meaningful ways.				1,086,705
Habilitation Services	Provide targeted health promotion and education to improve health status of community	State Medicaid Waiver			3,832,871
Health Promotion/Education	Identify and correct hearing and vision problems in children and promote school success	State Public Health Code			639,209
Hearing & Vision	Reduction of homelessness among the mentally ill and provision of mental health and substance abuse services to the homeless.	State Public Health Code		Local Priority	153,444
Homeless Services	Assure full immunization of children and access for vulnerable adults	State Public Health Code			598,128
Immunizations	Decrease African American infant mortality				408,830
Infant Mortality Coalition	Stabilization and treatment of acute psychiatric needs.	State Mental Health Code		Local Priority	138,324
Inpatient Services	Reduction of incarceration of those with mental illness and/or developmental disabilities. Expanded access to treatment for those involved in the criminal justice system.				5,382,525
Jail Diversion	Improve health outcomes for high risk women and infants	State Mental Health Code		Local Priority	75,000
Maternal and Infant Support	Increase enrollment of children and adults in public insurance programs				942,954
Medicaid Outreach	Determine cause of death on cases meeting ME criteria	State Law		Local Priority	106,634
Medical Examiner	Provide targeted crisis and preventive mental health services to vulnerable groups and individuals				559,597
Mental Health Prevention and Community Response	Provide nursing services for immunization, communicable disease, emergency response			Local Priority	340,908
Nursing		State Public Health Code		Local Priority	739,350

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Health Community of Interest**

Service	Desired Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Nursing Home Services	Individuals with medical needs will be served in the least restrictive environment.	Federal OBRA Legislation			792,896
Partial Hospitalization	Stabilization and treatment of acute psychiatric needs in the least restrictive setting possible.	State Mental Health Code			58,410
Prescription Plan (WCPP)	Expanded access to healthcare services for low-income, uninsured county residents			Local Priority	13,000
Psychiatrist Services	Stabilization of psychiatric symptoms and achievement of recovery.	State Mental Health Code			1,557,191
Regional Affiliation	Effective and efficient use of state and local resources to assure positive consumer outcomes.	State Mental Health Code			42,885,273
Residential	Consumers will receive needed supports to live as independently as possible.	State Mental Health Code			13,765,891
Respite Services	Reduction of stress and provision of relief to family caregivers.	State Medicaid Waiver			375,987
Sexual Assault Crisis Center	Support infrastructure for sexual assault services		BOC Resolution		75,000
Sexually Transmitted Disease Services	Prevent the spread of HIV and other STD and provide access for treatment	State Public Health Code			426,172
Steps Up!	Increase physical activity and improve nutrition		BOC Resolution	Grant	77,421
Strategic Initiative Grant (Youth Substance Abuse Prevention)	Decrease youth substance abuse				155,000
Substance Abuse Prevention	Assure the delivery of evidence based prevention services	State Public Health Code	BOC Resolution	Grant	215,330
Substance Abuse Services	Individuals will achieve recovery oriented treatment.	State Public Health Code			53,000
Washtenaw Small Business Health Plan (WSBHP)	Expanded access to healthcare services for low-income, uninsured county residents			Local Priority	150,000
WIC	Improve nutritional status of women, infants and children			Local Priority	844,313
					\$ 91,902,551

**CHILDREN'S WELL-BEING
COMMUNITY OF INTEREST OVERVIEW**

Vision: Washtenaw County is the best place to be a child.

County Mandated Responsibilities and Services

Overview

All services for children are categorized as voluntary or involuntary. Voluntary services are only provided with parental permission. Most voluntary services provided by members of this Community of Interest are offered with the view of reducing the need for involuntary services, and are considered to be “prevention” services. Public services to children are highly regulated, whether or not they are voluntary or involuntary.

Mandated services for children are typically “involuntary”, that is, parents and youth are legally required to comply. Non-compliance can ultimately result in parental rights being terminated and the youth either committed to the State (delinquency cases) or made available for adoption (abuse and neglect cases).

These involuntary cases involve the Court, law enforcement, prosecutor and public defender, Family Independence Agency and contracted not-for-profits, community mental health, juvenile detention and day program, and others, with all involvement authorized by the court system.

Involuntary services

The Juvenile Section of the Family Division of the Circuit Court is responsible for handling legal complaints regarding delinquent children under the age of 17 and dependent (neglected/abused) children under age 18. Referrals can be made by the prosecutor, police agencies, individuals, schools, and social service agencies. The portion of the Michigan Law giving authority to the Family Division is known as the “Juvenile Code.” Michigan Court Rules of 1985, subchapter 3.900, subchapter 1.100 and MCR 5.113 govern practice and procedure in all cases filed under the Juvenile Code.

The Family Independence Agency is the agency authorized to investigate child abuse and neglect under P.A. 235 and is responsible for providing out of home placement as ordered by the Court for both abused and neglect youth and delinquents upon commitment to the State. The Court supervises delinquent children both in home and out of the home until the case is closed or the youth is committed to the State.

Any organization caring for children who have been placed by the Court outside of the parental home into foster or institutional care for any reason must be licensed under P.A. 116. The Juvenile Detention program must be licensed.

Out of home placements are the most costly public services for children, (outside of public education), and are the most disruptive for the family and youth. Federal, state and local funding supports both out of home and in home services.

Voluntary services

Prevention services (accepted voluntarily by families) receive a small portion of public funding and are also supported by private funding through grants and the general public. The new trend in prevention services is youth development, which seeks to help youth reach their potential rather than just focusing on deficits. The County supports numerous prevention programs and collaborative efforts, but most public funding is devoted to involuntary, mandated services.

The Transition to a Focus on Community Impact

The provision of services to families receiving both voluntary and involuntary services impacts all members of the community. Therefore, the number of organizations involved is all encompassing. The services system is

complex, due in large part to the complexity of the causes of delinquency, abuse/neglect, and physical and mental health issues. For this reason, the State of Michigan encouraged local communities to form multi-purpose collaborative bodies. In this County, that body is the Washtenaw Human Services Community Council.

For the past two years, new collaborative initiatives have been developed and existing efforts have been renewed. A chart listing the public agency participants and some other key partners in the major collaborative efforts is attached. There are numerous not-for-profit agencies not listed on the charts that provide services to support high risk families, either directly under contract with the public entities or indirectly and funded by private funds.

Due the number of parties involved, an important new service is the 211 Information Line. This service provides information and referral to the general public as well as line workers who are seeking the most appropriate referrals for both voluntary and involuntary customers.

Major Players Needed to Implement the Business Plan

The Opportunities for Children Community of Interest involves the Court, Prosecutor, Public Defender, Sheriff, WCHO, CSTS, ETCS, Public Health, Children’s Services, MSU Extension, Head Start and the Family Independence Agency/Department of Human Services. Each of these entities provides defined services to children and families as part of their mission, described by each department’s individual business improvement plan listing mandated as well as non-mandated services. All of these entities have joined together in various ways in collaborative efforts, as described in the attachments.

Active non-County partners include Washtenaw Intermediate School District, Washtenaw United Way, Ann Arbor Area Community Foundation, Pfizer Foundation, James A. and Faith Knight Foundation, local hospitals, non-profits, foundations and local schools, consumers and community representatives.

Community Needs Assessments

Community Needs Assessments to further the various collaborations have been developed over the past several budget cycles. The oldest assessment is from Strong Families/Safe Children (1996), which focused on family preservation, in order for the Family Services Collaborative Council to receive and grant federal prevention funds. The Human Services Community Council (formerly the Family Services Collaborative Council) published its first prevention plan in 1997. The new HSCC plan was published in 2004, and includes needs of adults as well as children, and is coordinated with the Health Improvement Plan (HIP). The most comprehensive assessment for the purpose of preventing juvenile delinquency was conducted by the Building Restorative Communities initiative, published in 2004, and is coordinated with the HSCC as well. The Funder’s Forum compiled and analyzed public funding for children’s services, and studied existing strategic plans during 2004. The YHIP Survey, to be conducted in 2005-06 in Washtenaw and Livingston Counties, will provide a detailed picture of youth substance abuse and health needs.

All of the collaborations in this community of interest have taken great care in seeking consumer participation in planning, monitoring and governance.

MAJOR LONG TERM GOALS

The mission of every collaboration in this community of interest is to improve services to children and families while reducing the need for more intensive and most costly services.

Prevention in the area of children’s services can be demonstrated to show dollar gains not to mention quality of life gains. Due to the many initiatives, and in order to effect changes (system reform), the Human Services

Community Council is the primary body responsible for promoting and coordinating long term public goals for children and families. The HSCC Plan is divided into four major areas that impact the community's well-being. These four areas include:

- Intellectual and Social Development
- Economic Well-being
- Health (mental health and physical health)
- Safety

Each of these areas has associated outcomes and indicators to measure the community's progress. The Plan also lists current data and best practices in order to influence service provision in our County.

Plans Developed to Address the Needs

Each of the four areas listed above has associated outcomes and indicators to measure the community's progress. The Plan also lists current data and best practices in order to influence service provision in our County. Each of the Action groups of the HSCC has developed a work plan to support the HSCC Plan. Each of the affiliated projects also has a work plan and in most cases, a strategic plan. More information about the plans is provided in the attachment.

Children's Well-Being Community of Interest:
COLLABORATIVE BODIES

Name of Body	Purpose/Description	Participants	Strategic Plan and/or Assessment
Human Services Community Council	To serve as the state endorsed multi purpose collaborative body. Established in 1995. Oversees all major human service collaborations.	24 member Steering Committee. Three Action Groups involving over 75 persons. Dues and FIA/DHS funding supports a full time coordinator employed by public health.	HSCC Plan. Published in 2004. Also available on the county's HSCC website.
Funder's Forum	To explore methods of leveraging funding, more efficient granting and administration of funding. Established April 2004.	Fundors: Washtenaw County, Ann Arbor Area Community Foundation, WCHO, Pfizer Foundation, James A. & Faith Knight Foundation, City of Ann Arbor. United Way, DHS/FIA. Staff support from the County Children's Services dept.	Compilation of all existing community plans. Survey of current human services funding. Established a common application and implementing an internet based fund application system, at communitygrants.org
Great Start	To achieve common objectives and measurable results for all children from birth to age five for Michigan's early childhood system of programs, services, and supports for all children from birth to age five.	15 person Steering Committee. Supported by WISD and United Way.	Washtenaw Intermediate School District, United Way, Public Health, Washtenaw County
Strong Families/Safe Children	To support and oversee family preservation efforts.	The HSCC Steering Committee serves as the coordinating body for this federal funding which supports several non-profits.	Five year plan focusing on family preservation. (Primarily aimed at reducing abuse and neglect.)
Building Restorative Communities	To enhance the quality of life for all in Washtenaw County through community partnerships that provide youth opportunities, skills, hope and confidence to REACH a brighter future.	12 person Steering Committee. Four new Action Groups being formed in 2005 to implement the strategic plan. FIA Title II funds support a full time BRC Coordinator employed by Family Court to facilitate the implementation of the Strategic plan.	A comprehensive assessment and a strategic plan developed in 2004 via six action groups. The plan was published and is available on cd-rom or the HSCC website. (Primarily aimed at reducing juvenile delinquency.)

Children's Well-Being Community of Interest:
COLLABORATIVE BODIES

Name of Body	Purpose/Description	Participants	Strategic Plan and/or Assessment
Youth Development Initiative	To ensure that the youth of Washtenaw County become citizens of tomorrow leading lives of meaning and contribution.	20 member Youth Advisory Committee. Steering Committee being formed. Staff support from the County Children's Services Dept. and County Administration.	After a Youth Summit and a Community Forum, a strategic plan will be developed by the end of 2005 and posted on the county website.
Health Improvement Plan	County wide health initiative. An ongoing partnership of numerous health systems, community agencies, coalitions and individuals from around Washtenaw County who are working together to improve the health of Washtenaw County residents.	The structure includes a Coordinating Committee, Implementation Team, and a Community Health Team. Encompasses over 350 participants. Extensive information is available on the county website.	The YHIP survey is one of numerous assessments sponsored by HIP and Public Health.
YHIP Survey	Assessment of youth risk and protective factors conducted in a random sample of Washtenaw County middle schools (6 th & 8 th graders).	A function of the larger HIP. Survey will include both Washtenaw and Livingston counties.	The information from this survey will also be used by the Building Restorative Communities (BRC) and the Youth Development Initiative.

WASHTENAW COUNTY MICHIGAN

Children's Well-Being Community of Interest:
COLLABORATIVE SERVICES

Name of Collaboration	Mission/Description of Collaboration	Source of funding, if any	Annual Budget	Participants
Wraparound	Targeted to children with substantial behavioral challenges, who are served by two or more public sectors such as FIA, Family Court, Community Mental Health, Education, or Public Health. Incorporates a Community Team process and a Family Team process. Family plans are strength based and incorporate flexible funding and unconditional care.	Child Care Fund	\$125,000	Family Court, CSTS, MSU Extension, Public Health, FIA/DHS, WISD, Judson Center
		FIA/DHS - HSCC	\$10,000	
		FIA/DHS –contract with Judson Center	\$224,000	
		WCHO/CSTS	\$100,000	
211 Information Line	To provide information about and referral to essential human services for both every day needs and in times of crisis. To serve as a clearinghouse for volunteers. To maintain a public website listing agencies, services, resources and opportunities. Currently serving Washtenaw, with agreements being negotiated with Monroe and Livingston Counties.	AAACF	\$40,000	Housed at and staffed by Huron Valley Ambulance. Community wide participation via advisory committee and agency listings.
		County	\$40,000	
		RNR Foundation	\$10,000	
		United Way	\$66,527	
Juvenile Drug Court	To reach enhanced public safety by reducing future drug-related offenses by children and young adults in Washtenaw County through community partnerships, led by a court supervised drug treatment program for court-involved juvenile offenders and their families that builds upon their strengths and provides offenders with the resources and skills to become drug-free, responsible citizens.	Child Care Fund:	\$96,000	Family Court, Children's Services, EMU, Public Defender, WCHO, WISD, Prosecutor, Dawn Farm, SCAO
		MI Supreme Court:	\$90,000	
		WCTC – GF:	\$30,000	

Children’s Well-Being Community of Interest:
COLLABORATIVE SERVICES

Name of Collaboration	Mission/Description of Collaboration	Source of funding, if any	Annual Budget	Participants
Child Advocacy Center	A comprehensive, child-focused program based in a child-friendly facility that allows law enforcement, child protection, prosecutors and the mental health and medical communities to work together to handle cases of child abuse. Coordination provides for a single interview for the child, a medical exam where warranted, crisis counseling, community based referrals and follow up. The goal is to ensure that children are not re-victimized by the very systems designed to protect them.	Grants, foundations, donations and fund-raising.	\$250,000 projected	Prosecutor, CSTS, Sheriff and other police departments, FIA/DHS, University Hospital, St. Joseph Mercy Hospital
Casey Youth Initiative	To improve the outcomes for youth’s transitioning from foster care to independence. Outcome areas are education, employment, housing, physical and mental health, transportation, social & community engagement. For youth ages 14-23 who were formerly in placement.	Jim Casey Foundation	\$32,000	FIA/DHS, Family Court, Public Health, CSTS, WCHO, ETCS, Children’s Services
Family to Family	To redesign the foster care system to achieve: develop a network of family foster care that is more neighborhood based, culturally sensitive and located primarily in the child’s community; to provide foster care only to those children needing it; to reduce reliance on congregate care and expanding in home, foster and relative care; to reunify and reduce length of stay; to become a neighborhood resource for children and families; to increase the number & rate of siblings placed together; to involve foster families as team members in reunification efforts; to reduce any disparities due to race, ethnicity, age or gender.	Jim Casey Foundation	\$6,000	FIA/DHS, Family Court, Public Health, CSTS, WCHO, MSU Extension, Children’s Services

WASHTENAW COUNTY MICHIGAN

CHILDREN'S WELL-BEING

DRAFT WORKPLAN – June 1, 2005

HSCC Goal	Objective	HSCC Committee	Affiliated Project	Comments
1 Increase the number of children who live in homes supportive optimal cognitive development	1.1 Increase development screening of young children 1.2 Increase parenting skill through home visits and infant/parent wellness hospital contacts	<ul style="list-style-type: none"> 0-5 Action Group 	<ul style="list-style-type: none"> Strong Families-Safe Children 	
2 Increase the number of youth completing high school	2.1 Increase credits earned toward graduation 2.2 Increase student attendance rates 2.3 Reduce out of school suspension rates	<ul style="list-style-type: none"> Youth & Family Action Group 	None active at this time	Under consideration for revision
3 Increase the number of youth who have access to high quality early care and education	3.1 Increase number of accredited child care programs 3.2 Increase the supply of full day subsidized preschool	<ul style="list-style-type: none"> 0-5 Action Group 	<ul style="list-style-type: none"> Great Start 	
4 Increase the number of healthy births and babies	4.1 Lower infant mortality rates 4.2 Increase the proportion of children (ages 19 – 35 months) who are fully immunized	<ul style="list-style-type: none"> 0- 5 Action Group 	<ul style="list-style-type: none"> Great Start 	
5 Increase the number of youth engaging in healthy life styles	5.1 Increase the proportion of adolescents who engage in moderate physical activity for at least 30 minutes on 5+ of the previous days	<ul style="list-style-type: none"> Youth & Family Action Group 	<ul style="list-style-type: none"> Health Improvement Plan 	
	5.2 Increase the number of youth who refrain from drug, alcohol and tobacco use	<ul style="list-style-type: none"> Youth & Family Action Group 	<ul style="list-style-type: none"> Juvenile Drug Court Health Improvement Plan 	
6 Decrease alienation and rebelliousness in youth	6.1 Decrease the number of petitions filed for youth for all status offenses and non-violent offenses	<ul style="list-style-type: none"> Youth & Family Action Group 	<ul style="list-style-type: none"> Building Restorative Communities Washtenaw Area Teens for Tomorrow 	
	6.2 Decrease the number of runaway incidents			
7 Increase number of youth that are safe from intentional injuries	7.1 Decrease the number of substantiated child abuse cases	<ul style="list-style-type: none"> Youth and Family Action Group 	<ul style="list-style-type: none"> Wraparound Family to Family 	
	7.2 Reduce the rate of domestic violence			

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Children's Well-Being Community of Interest**

Service	Outcome	Federal/State Mandate	BOC Mandate	Customer Need	Cost
Child Support Enforcement ¹	Efficient, fair, and safe resolution of domestic relations disputes	Friend of the Court Act, Family Support Act, etc, MCL 552.1 et. seq.; MCL 552.451 et seq, MCL 722.3 et seq, UIFSA, felony non-support MCL 750.165, Paternity Act MCL 722.711,	2006 Budget Resolution		5,680,754
Children's Well Being and Outside Agency Funds	To address unmet service needs of Washtenaw County youth Establishes paternity and obtains orders for support	Title IV-D of the Social Security Act			605,477
Cooperative Reimbursement					634,212
Child Care Fund - Court CASA	Objective advocacy for children for whom a petition alleging abuse and/neglect has been filed	MCLA 400.117c(1)			124,932
COPE	Promote academic success and positive life choices				98,045
Intensive Probation	Provide containment, accountability, and rehabilitative goals for youth who have a high or very high risk to reoffend through a combination of highly structured supervision, incentives and sanctions, community service/restitution, and treatment services				509,819
Juvenile Drug Court	Eliminating drug and alcohol use and the delinquent behaviors associated with its use				173,135
Night Surveillance Prevention	Enhance community safety Increased awareness of anger management skills among court involved youth				432,532 103,435
Sex Offender Treatment	Safely supervise youth charged with criminal sexual conduct in the least restrictive placement, while protecting the community and decreasing the risk of re-offending through supervision, counseling and treatment				231,673
Student Advocate	Eliminate social and educational barriers to at-risk students' success in school				50,000
Wraparound Flexible Funds	Prevent out of home placement of delinquent court wards				20,000

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Children's Well-Being Community of Interest**

Service	Outcome	Federal/State Mandate	BOC Mandate	Customer Need	Cost
Child Care Fund - DHS Homebased Parent Education	Prevent out of home placements through strengthened parenting skill sets within the home				60,000
Nonscheduled Payments	Prevent out of home placement of youth or expedite early return home of a youth from placement				64,500
Multisystemic Therapy	Reduced long-term rates of criminal offending in and out of home placements for serious juvenile offenders; Achieve extensive improvements in family functioning; Decreased mental health problems for serious juvenile offenders; Cost-effective alternative to traditional mental health and juvenile justice services				130,000
Supportive Parent Visitation	Maximize parents' abilities to have successful visitation sessions with children who have been placed in out of home care				60,000
WATT/BSC Coordinator	Implementation of year one recommendations for Washtenaw Area Teens for Tomorrow initiative; Lower rate of African American children in out of home care and assure these children have the same outcomes as the general population				26,100
Wraparound Flexible Funds	Prevent out of home placement of youth; Assist in reunification of children with their families				63,900
Youth Mentor Pilot	Enhance transition to work and independent living for at-risk youth				50,000
Child Care Fund - Children's Services Juvenile Day Program	To provide a community based alternative to secure detention			Childcare Fund Plan	1,670,169
Juvenile Detention Program	To provide 24 hour care and supervision to court ordered youth			Childcare Fund Plan	4,764,628
Day Break Program	To provide substance abuse treatment to court ordered youth			Childcare Fund Plan	275,000
Education for Court Involved Youth through Washtenaw Intermediate School District	To provide mandated public education to youth in custody	State Mandate	BOC Resolution 05-0255		

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Children's Well-Being Community of Interest**

Service	Outcome	Federal/State Mandate	BOC Mandate	Customer Need	Cost
ETCS Youth Employment	Employment and training for low-income youth (approximately 333 youth)	Workforce Investment Act of 1998 (PL 105-220)			896,728
Juvenile Center	Protect children; Promote family well-being; Enhance community safety; Resolve and prevent family-related disputes				2,980,586
Head Start	Break the cycle of poverty	Head Start Act			4,676,193
Homelessness programs	End homelessness in Washtenaw County	Shelter Plus Care Program: Title IV(F) of the McKinney-Vento Homeless Assistance Act of 1987; Emergency Shelter Grant Program: Title IV(B) of the McKinney-Vento Homeless Assistance Act of 1987; Supportive Housing Program: Title IV(C) of the McKinney-Vento Homeless Assistance Act of 1987		10 Year Plan to End Homelessness and the Continuum of Care Planning Document	4,177,844
Juvenile diversion program	Divert low risk first time juvenile offenders from having juvenile convictions while requiring restitution, community service and treatment; Match juveniles with mentors through Prosecutor's mentoring program; Allows courts and court dockets to focus on high risk juvenile offenders; Safe communities			Board Priority	226,341
Legal proceedings of dependent (neglected/abused) children under age 18 and termination of parental rights ²	Safe children; Represent the state/children in termination of parental rights through the probate court; Represent children in neglect and abuse cases; Obtain orders to remove children from home where neglect and abuse of child is occurring				113,170
MSU Extension Educational Services	Increased skills in financial management and parenting;			Extension Council Plan	141,871
	Increased knowledge of nutrition and food choices	Federal grant			91,101
	Positive youth development that helps youth succeed throughout life			Extension Council Plan	207,087
Out of home placements as ordered by the Court	Efficient, effective and economical disposition of Juvenile felony, abuse/ neglect and delinquency cases/charges	MCL 7722.621 et seq; MCL 7722.902; MCL 33.2640; MCL333.16281; MCL333.16648; MCL333.18117; MCL333.6113; MCL600.2165; MCR 3.218(D); MCL 712A.1 et seq; MCR 3.901-3.928; MCR 3.961-5.978; MCR 3.980; MCR3.991-3.993; MCL722.711 et seq; MCL 722.1001 et seq; MCL 400.1 et seq; MCL 400.201 et seq; MCL 200.5201 et seq; MCL 722.131		Protection of constitutional rights to justice and fair treatment from the criminal justice system and the need for restoration to productive citizenship	1,896,866 707,512
Youth Development Initiative	To create the citizen of tomorrow			Washtenaw Area Teens for Tomorrow	10,000
					\$25,033,167

1 The County provided \$1,336,082 in general fund appropriation for 2006

2 Reflects Prosecuting Attorney costs only

**CIVIC INFRASTRUCTURE
COMMUNITY OF INTEREST OVERVIEW**

County Mandated Responsibilities and Services

The Civic Infrastructure Community of Interest sustains the essential civic infrastructure at the foundation of the County’s public goods. This crucial function involves safeguarding public records, promoting fiscal stability, and ensuring the accuracy of property records. Mandated services include the following:

- Collecting, protecting, and making accessible the records upon which the County’s private and public economies rest. Examples include land, court, election, and vital records.
- Promoting fiscal stability through accurate, timely recording of revenue for all County programs and safeguarding of cash and investments. Examples include safely investing County money, paying County obligations, receiving, recording, and accounting for revenue, and preventing tax foreclosure of homes and property.
- Ensuring accuracy of property descriptions and uniformity and equity of property valuation for property tax assessments for local and state taxing authorities. Examples include monitoring valuation uniformity and equity, determining the equalized County tax base, calculating millages and apportionment for all local taxing authorities, and maintaining accurate property descriptions in the County GIS base map.

These services are detailed in the chart that follows.

The Transition to a Focus on Community Impact

The members of this Community of Interest work closely together to ensure accurate information is shared and processed efficiently for our customers. As an example, the sale of a home impacts information collected and used by the whole Community of Interest, and each department contributes valued services to the customers selling and buying the home. Their joint activities contribute significantly to revenue generated for the County.

Major Players Needed to Implement the Business Plan

The major players in the Civic Infrastructure Community of Interest include the County Clerk/Register of Deeds, the County Treasurer, and the County Equalization Director. These leaders interact closely with other local government leaders to ensure accurate information is shared with all partners.

Community Needs Assessments

Because services provided by this Community of Interest are mandated by law, the focus on community needs is a focus on providing services in the best possible way. Our customers want us to fulfill our statutory duties with the highest levels of customer service, effectiveness, efficiency, and leadership. We conduct regular surveys and focus groups, as well as listening to the customers we see daily, to ensure we are aware of and responsive to customer needs. These methods yield the following issues of importance to our customers: Protection of public funds, access to public information while protecting the privacy of personal information, accurate information, and fair and timely service.

WASHTENAW COUNTY MICHIGAN

**Washtenaw County
Community of Interest: Civic Infrastructure**

Lawrence Kestenbaum, County Clerk/Register of Deeds
Catherine McClary, County Treasurer
Raman Patel, County Equalization Director

Service	Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Safeguard public funds - Manage cash and investments	Fiscal stability	P.A. 20	Yes	Safety of public funds for schools, cities, villages, townships, parks and County government	\$220,000
Ensure accuracy of property descriptions	Accurate tax roll	General Property Tax Act	Yes	Equitable funding for schools, cities, villages, townships, parks and County government	\$460,000
Ensure uniformity and equity of property valuation for property tax assessment	Uniform tax roll	General Property Tax Act	Yes	Equitable funding for schools, cities, villages, townships, parks and County government	\$780,000
Receipt and record revenue	Fiscal stability	Michigan Constitution	Yes	Accurate tracking of money for schools, cities, villages, townships, parks and County government	\$350,000
Account for revenue	Fiscal stability	Michigan Constitution	Yes	Accurate tracking of money for schools, cities, villages, townships, parks and County government	\$300,000
Provide secure, efficient, and timely creation, storage, and access for Washtenaw County's records. Preserve privacy for personal records required by governmental mandate. - Court Records - Elections - Land Records - Vital Records - Tax Records	Accurate records Honest elections Effective application of the law for families and businesses	Michigan Constitution	Yes	Recordkeeping for County residents and election management for citizens	\$3,700,000
Prevent tax foreclosure	Avert homelessness	General Property Tax Act	Yes	Preserving ownership rights	\$200,000
					\$6,010,000

**SUPPORT SERVICES
COMMUNITY OF INTEREST OVERVIEW**

Vision: Enhance the ability of others to create community impact.

County Mandated Responsibilities and Services

Support Services divisions provide a large array of mandated services to Washtenaw County departments. The full array of these services is identified in the table below. Mandated services are defined in the Uniform Budgeting and Accounting Act (Public Act 141), the Controllers Statute (Public Act 46), various statutes from the Department of Labor and the National Labor Relations Board.

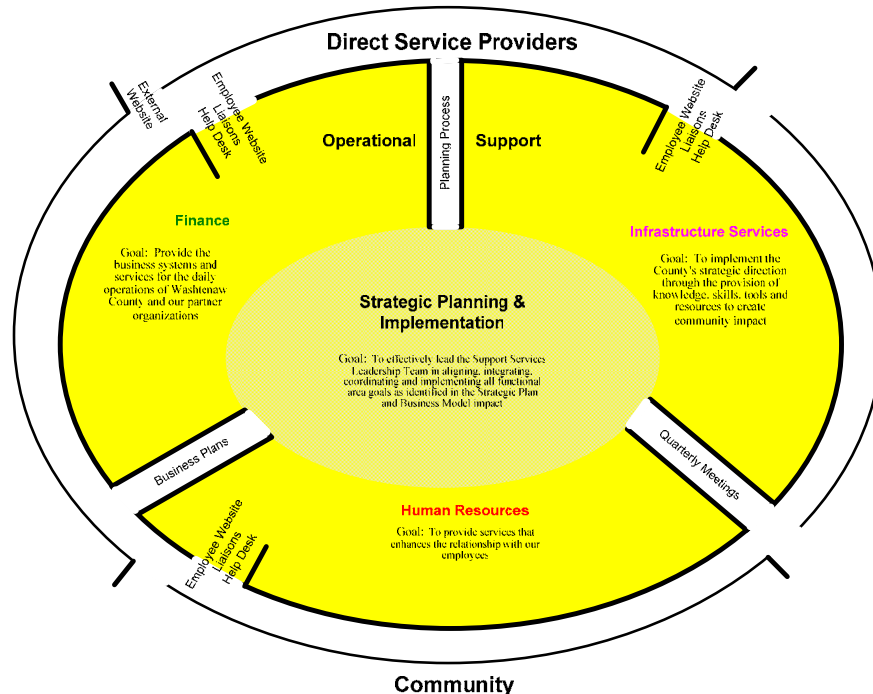
The Transition to a Focus on Community Impact

Over the past two years Support Services divisions have been working to integrate operations in an effort to provide effective and efficient services in a comprehensive and strategic way. Internally, Supports Services is striving to provide one point of service to our customers and eliminate bureaucratic red tape to make serving their customers as easy as possible.

Economic conditions have had a constraining effect on all local service providers, public and private. Support Services has increasingly expanded our scope of service beyond County Departments to include many services offered to local governmental units and nonprofit agencies in an effort to expand the capacity of the system as a whole. Some of these include web-based services, professional development, purchasing consortiums, donation of surplus PCs and office space.

Major Players Needed to Implement the Business Plan

Support Services is striving to refine and implement a business model that would transition from a traditional department model (Finance, Human Resources, Organizational Development, Facilities Management, Information Technology, Library Learning Resource Center and Budget) to a customer centered deliver model. As illustrated below this model focuses on the services provided not the provider. Our customers do not care who provides the service, simple that it is provided.



Community Needs Assessments

Support Services has used a variety of means to gather customer input. Evaluation of service levels and customer satisfaction is done on an ongoing basis through the helpdesk while a more comprehensive survey is conducted biennially. On a broader scale, focus groups have been held of County departments as well as external agencies to anticipate emerging issues. However, the primary means of assessing needs is through quarterly meetings held with each department to discuss current and future business needs and the support needed to address them.

Major Long Term Goals

In response to these customer needs Support Services has identified four long term goals that will assisting in fulfilling our vision. These goals are:

- Aligning, integrating, coordinating and implementing all functional area goals as identified in the Support Services Strategic Plan and Business Model
- Implement the county’s strategic direction through the provision of knowledge, skills, tools and resources to create community impact
- Provide the business systems and services for the daily operations of Washtenaw County and our partner organizations
- Provide services that enhance the relationship with our employees

Plans Developed to Address Needs

The primary plan for transforming Support Services is the business model developed in 2003 by Support Services leadership. In addition, the County’s biennial Planning Process ensures the development and funding of a number of plans that address community needs including:

- Technology Plan
- Capital Improvement Plan
- Space Plan
- Organizational Development Plan
- Business Improvement Action Plan

**SUPPORT SERVICES COMMUNITY OF INTEREST
MANDATED RESPONSIBILITIES**

Source of Mandate	Uniform Budgeting & Accounting Act	Controller Statute	Department of Labor Statutes	National Labor Relations Board Statutes
Mandated Services	<ul style="list-style-type: none"> • Preparation of annual financial report • Preparation and recommendation of budget • Ensure expenditures are within authorization 	<ul style="list-style-type: none"> • Report and record fiscal transactions • Make all purchases • Monitor assets and liabilities • Operate and maintain county facilities 	<ul style="list-style-type: none"> • Administer classification and compensation • Administer benefits and leaves of absence • Oversight of pension plans • Monitor compliance with EEO recruitment & hiring, ADA • Conduct investigations • Administer COBRA 	<ul style="list-style-type: none"> • Conduct collective bargaining and negotiations • Oversee process for grievances and arbitration

WASHTENAW COUNTY MICHIGAN

**SUPPORT SERVICES COMMUNITY OF INTEREST
MAJOR GOALS AND OBJECTIVES**

Goal	Objectives	Expected Trends	Measure
We provide rapid response to customer needs in a changing environment	<ul style="list-style-type: none"> Design organizational structure to follow function Create policies to ensure rapid response and enhance the customer's experience Make sure that the right people are in place to provide rapid response Provide partnership agreements to clarify expectations where appropriate Make it easy for customers to meet their own needs (self service) Look at processes that cut across departments Organize services from the customer's perspective Improve processes by streamlining the beginning through the end point of service Use technology to streamline processes and access Use Employee Central as the point of entry for Support Services information and services where possible 	Effective, efficient organization with appropriate skill sets	Monthly scorecard: response times
One point of contact, one place, one click away	<ul style="list-style-type: none"> Co-location Centralize administrative functions Apply concept of who does what best and eliminate duplication of functions Audit equipment and supplies to reduce duplication and leverage to economize 	Customers know what services exist and how/where to find them (better educated customers)	Support Services survey: coordination, use of eCentral
Reduce the cost of doing business	<ul style="list-style-type: none"> Co-location Centralize administrative functions Apply concept of who does what best and eliminate duplication of functions Audit equipment and supplies to reduce duplication and leverage to economize 	Services are provided on time and within budget Continuous improvement environment Customers are more efficient and effective in providing services to the community	Budget, # of positions

WASHTENAW COUNTY MICHIGAN

**SUPPORT SERVICES COMMUNITY OF INTEREST
MAJOR GOALS AND OBJECTIVES**

Goal	Objectives	Expected Trends	Measure
We are all responsible for all the work of support services	<ul style="list-style-type: none"> Greater clarity of expectations and roles to reach the vision (workplans, business plans, community plans) Develop a mindset of educators (if we can't say yes, then why) Develop a strategy so employees know each other and have a general idea about what they do Create electronic medium for info exchange and communication Provide Professional Development to all support services staff on departmental programs Equip all support services staff with common vision & mission using marketing materials Provide all staff members of support services a copy of the Support Services community plan Create documentation of processes to facilitate cross-training and back-up Review similar or like processes and establish best practices Identify core competencies for functions (look at like PSBs) Planned holistic approach to providing support to all customers (ie. Reorganizations) Development of standardized procedures, project plan, checklists and tools 	Employers are owners	OCS, Support Services survey: coordination
We organize ourselves by who does what best	<ul style="list-style-type: none"> Review similar or like processes and establish best practices Identify core competencies for functions (look at like PSBs) 	Employee expertise is expected and valued	OCS
Support systems integration through the provision of tools, resources, knowledge and processes	<ul style="list-style-type: none"> Planned holistic approach to providing support to all customers (ie. Reorganizations) Development of standardized procedures, project plan, checklists and tools 	<p>Customers are more efficient in providing services to the community</p> <p>Customers are clear on what steps they need to follow</p>	Customer satisfaction
Expand focus of service delivery beyond traditional boundaries	<ul style="list-style-type: none"> Develop one portal for service within Washtenaw County Develop policies and criteria for external customers Cultivate relationships with external players 	Continuously enhance our community	# of external partners

WASHTENAW COUNTY MICHIGAN

Washtenaw County
Support Services Community of Interest

Service	Outcome	State Mandate	BOC Mandate	Customer Need	Cost
Accounting	Provide accurate and timely financial information	PA 141, PA 46			\$632,429
Classification & Compensation	Appropriate organizational alignment	DOL statutes			\$171,132
Internal Audit	Ensure compliance with legal and accounting requirements	PA 141, PA 46			\$209,983
Labor Relations	Support management and employees' rights	NLRB & DOL statutes			\$215,222
Payables	Ensure County financial obligations are met timely and cost-efficiently	PA 46			\$414,608
Purchasing	Procure goods & services for the County timely and cost-efficiently	PA 46			\$555,993
Recruitment & Hiring	Meet departmental workforce needs	DOL statutes			\$144,239
Employee Relations	Protect and value employees' rights	NLRB & DOL statutes			\$144,239
Risk Management	Prevent losses through insurance, safety, and prevention	PA 46			\$2,003,029
Employee Benefits	Provide a safety net to employees and their families	DOL statutes			\$177,351
Payroll	Ensure County financial obligations are met timely and cost-efficiently	DOL statutes			\$497,117
Retirement Administration	Secure retirees' long-term financial stability	DOL statutes			\$177,351
Facilities Management	Provide safe and productive workspace and meet vehicle needs	PA 46			\$6,968,109
Budget	Advance Board priorities	PA 141			\$532,188
Information Technology	Develop, provide, and maintain technical infrastructure		Board policies	Necessary tools to meet county objectives and mandates	\$6,711,561
LLRC	Support professional and organizational development		Board policies	Necessary tools to meet county objectives and mandates	\$845,115
Organizational Development/Professional Development	Build individual and organizational ability to meet challenges		Board policies	Necessary tools to meet county objectives and mandates	\$747,574
					\$21,147,240