

PST 315 Bare Essentials

The information in these slides is cited from:

William D. Coplin & Carol Dwyer, Does Your Government Measure Up? Basic Tools for Local Officials and Citizens.

Chapters 2 and 3

Chapter 2: Ambulance Services

- Develop a preplanned written process for mutual aid
- Maintain a continuous education program
- Develop clearly stated response time standards
- Ensure medical oversight by a licensed physician
- Develop a contingency plan for backup of equipment and power

Chapter 3: Building Code Enforcement

- Clearly indicate the source of the standards used
- Obtain membership in a model core organization
- Seek certification of inspectors and plan reviewers
- Support training programs for technical employees with adequate annual funding
- Develop affordable and easily understood appeals process
- Ensure sufficient staffing to meet the demand for inspectors

Bare Essentials Chapter 4

Chapter 4: Government Finance

- Conduct an annual independent audit.
- Make finance reports public within six months.
- Maintain an inventory of fixed assets.
- Store computer disaster recovery policies off-site.
- Use competitive bidding for banking services.
- Make budget summary available.
- Adopt a policy covering charges and fees.

Bare Essentials Chapter 5

1. **Develop a personnel policy handbook**

- Handbook must be reviewed regularly and updated
- Describe policies for recruitment, hiring, termination, retirement, vacation time, sick and personal days, salary schedule, incentive system, staff development
- Maintain compliance with government regulations
 - Fair Labor Standards Act
 - Equal Employment Opportunity Act
 - Americans with Disabilities Act
 - Occupational Health and Safety Act
 - Family Leave Act and Affirmative Action Plan
- Copies of handbook must be available to all staff and members of the board

2. **Develop job descriptions for all positions**

- Include qualifications, duties, reporting relationships and key indicators in all job descriptions

3. **Conduct employee performance appraisals**
 - Written appraisals should occur at least once per year
 - Employee should sign the appraisal
 - Employees should be given a copy of the evaluation
4. **Provide employee compensation plan**
 - Conduct annual review of salary ranges and benefits at least every 3 years
5. **Establish an employee suggestion process**
 - Employees need to be aware of the method established to submit suggestions
 - Suggestions should be reviewed by elected officials and department heads
6. **Make professional development available to all staff**
 - All employees should be eligible for professional development
7. **Verify compliance with all state and federal poster requirements**
 - Various state and federal agencies require that posters be prominently display advising employees of their rights
 - Municipality can be cited If you fail to comply, fines can exceed \$1,000
8. **Formal procedures exist to inform applicant and employees of the notification policy for complaints of discrimination or harassment**
 - Public procedure is essential to protect applicants, workers, and the municipality

Bare Essentials Chapter 6

1. **Maintain a policy manual**

- Manual should list department policies and kept up to date
- Administrative review should be conducted at least every 5 years
- Should be available to pertinent administrative and supervisory personnel

2. **Develop an organizational structure chart**

- An organizational structure chart should show interrelationships to all staff positions

3. **Develop management information systems**

- Department should have management information systems with statistical and data summaries of department activities

4. **Keep job descriptions on file**

- Written job descriptions for all position shall be maintained on file

5. **Develop on-the-job training**

- Such a training program should be developed and then evaluated, updated and revised annually

6. Establish cash procedures

- There should be procedures for collecting, safeguarding and disbursing cash
- This should include: maintenance of an allotment system, records of appropriations, preparation of financial statements, conduction of internal audits, authorization of persons or positons to accept or disperse funds

7. Establish proper budget procedures

- Department should establish annual operational and capital improvement budgets, including revenues and expenditures

8. Develop a management plan

- Written maintenance and operations plan for management of park and recreation facilities

9. Develop a general security plan

- General security plan should be developed for use of outdoor areas, facilities, and buildings

10. Establish a systematic evaluation program

- A systemic evaluation plan to assess outcomes and the operational efficiency and effectiveness of the department should be developed

Bare Essentials Chapter 7

1. **Complete state or national accreditation process**
 - State government or not-for-profit agencies will certify that the department has met establishes standards for that organization
2. **Conduct customer surveys at least once a year**
 - Customer satisfaction surveys should be conducted on an annual or biannual basis to determine the quality of service and the department's responsiveness to the community
3. **Maintain a high case clearance rate**
 - Clearance rate refers to the number of investigated criminal cases that are resolved. A case can be cleared by arrest, identification of a suspect with no arrest, a change of status from crime to accident, and any other process an agency uses to close out a case

4. Obtain feedback from employees and the public

- The department should have a suggestion system for use by employees and the public

5. Maintain a clearly defined and adequately funded community involvement program

- A professional law enforcement agency will initiate programs that provide a forum for constructive dialog with citizens

6. Establish clear procedures for handling complaints

- A law enforcement agency should notify the community of the procedure for registering complaints and compliments
- The agency should also have a policy and procedure for investigating complaints against agency members

7. Promote nondiscriminatory personnel policies

- A law enforcement agency that reports few legal actions against them in this area has most certainly developed equitable policies and procedures on recruiting, hiring, training and promotional opportunities for all agency personnel

Chapter 8 Bare Essentials

1. **Maintain appropriate appraisal levels and require uniformity in all assessing**
 - Use the two following performance measures: appraisal levels and appraisal uniformity
 - **Appraisal level:** refers to the ration of appraised value to an independent estimate of market value, such as sale price
 - **Appraisal uniformity:** related to the fair and equitable treatment of individual properties
 - Uniformity requires equitable treatment both within and between groups of properties
2. **Encourage certification of assessing officers**
 - At least one employee of the assessment office should be certified by the state or hold a professional designation
 - Ideally, every officer would be certified
3. **Conduct customer surveys to ensure satisfaction**
 - Citizen satisfaction with the assessor's office should be high
 - Level of satisfaction is systemically measured by the frequent customer surveys available to citizens at the point of service of by follow-up mail

Chapter 9 Bare Essentials

1. **Maintain up-to-date mission and vision statements**

- Agency's mission statement is a concise description of the fundamental purpose for which the agency exists
- This statement answers the questions of why the agency exists and whom the agency is serving
- Mission statements for fundamental areas may also be developed

2. **Set and meet training goals for each job classification**

- Training goals should be consistent with the agency's mission, vision and value statements

3. **Make capital planning and improvement program available to public**

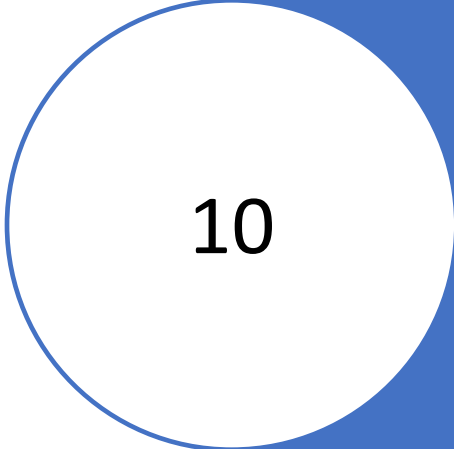
- Capital planning program should identify how the capital plan fits into the establishes policies, goals and objectives; and how the capital improvement process incorporates engineering and finance recommendations

4. **Make available and follow a public written plan for multi-hazard emergency response**
 - Effective emergency response and recovery can only be achieved through a comprehensive multi-hazard plan
5. **Identify personnel responsible for inspecting equipment and vehicles**
 - Job descriptions should outline the inspection functions and levels of expertise of personnel so that the scope of responsibilities for inspections is clear
6. **Use a schedule to designate the time and frequency of trash collections**
 - Customers are notified of collection schedules for all classes of materials collected, as well as routine schedule changes because of holidays or other events
7. **Clearly and publicly state operations and maintenance procedures and standards**
 - Establish procedures for conducting operations and maintenance activities

Website Bare Essentials

The goal is to develop and maintain a Web site that is user friendly, The standards listed represent the basic components of a quality Web site.

1. The municipality has a Web site
2. The Web site is updated monthly
3. Notices, agendas and minutes of all meetings are posted
4. A list of all departments and, where appropriate, a description of services is provided
5. Names, phone numbers and email addresses are provided for all department heads and elected officials
6. The Web site provides users with an opportunity to submit comments, questions, or suggestions, as well as direct email capability to department heads and elected officials
7. Every link functions properly



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