



Monroe Health Department Strategic Plan

FY 2018-FY 2021

May 2017



Approved by Board of Health 3/14/18 Approved by First Selectman 4/10/18

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INTRODUCTION

Background:

The Monroe Health Department (MHD) serves 19-20,000 people. It has been in operation for 18 months, since the Trumbull/Monroe Health District was disbanded. The department has a staff of four, including the director, a full-time administrative assistant, a full-time sanitarian, and a part-time nurse. It has a 5-person Board, consisting of the Health Department Director and four volunteer members endorsed by the Town Council, plus a Town Council liaison, who is not a voting member.

The MHD is pursuing national accreditation through the Public Health Accreditation Bureau (PHAB). As part of this process, a strategic plan is required. The National Executive Services Corps (NESC) was engaged to assist the Health Department develop a 3-year strategic plan that leads to accreditation by PHAB.

This plan defines MHD's strategic direction that is consistent with its Mission, and establishes goals, objectives and action plans that are consistent with the organization's resources and capacity for implementation. NESC's role in this project has been to facilitate the planning process and guide and counsel the MHD planning team in their development of the plan components.

Summary of Process:

The key events in the timeline of the project were:

- On February 24, 2017¹, NESC led a kick-off meeting with Board members and other stakeholders. NESC carried out an assessment of the MHD's "current situation" to evaluate the department's Strengths, Weaknesses, Threats, and Opportunities (SWOT). The purpose of this assessment was:
 - To obtain an external perception, eight individual interviews were held with MHD customers
 - To provide the internal perception, a focus group of Monroe town department managers was held.
- On April 4, 2017, NESC facilitated a workshop with the MHD Strategic Plan Steering Committee to review their assessment findings and create a list of key issues. Members of the Steering Committee were assigned as owners for each of the issues.²
- Over the subsequent 2 weeks, committee members developed draft high level action plans to address each of the issues.

¹ See appendix A for participants of all committees and groups

² Appendix B – Key issues

- On April 26, 2017, a second workshop of the Steering Committee reviewed the action items identified to address each of the issues.
- On May 11, 2017, the Committee met to refine and consolidate the goals and action items.
- On May 15, 2017, NESC facilitated a workshop to finalize the MHD Strategic Plan.

Strengths, Opportunities, Weaknesses and Threats (SWOT):³

Strengths:

- Collaborative, knowledgeable
- Teamwork
- Accessibility
- Productive

Weaknesses:

- Limited knowledge in ancillary responsibilities
- Lack of public awareness of MHD
- Sometimes inconsistent message to business owners
- Technology shortfalls
- Limited staff / office space
- Location of office

Opportunities:

- Increase use of social media to inform town residents (Facebook, Twitter, etc.)
- More aggressive marketing presence at farmer's market
- Offer "good practice" training
- Initiating notification of product recalls

³ Appendix C – Detailed SWOT

Threats:

- Lack of public buy-in to value provided
- Funding uncertainty
- Reimbursement rate
- State regulation changes

MONROE HEALTH DEPARTMENT

VISION, MISSION, AND VALUES

Vision:

Monroe Health Department will be a recognized leader in public health services and be an essential resource to our community by providing best practice solutions to current and emergent health threats thereby improving the quality of life of our citizens.

Mission:

The Monroe Health Department is committed to providing exceptional professional service to our community to improve the quality of life through the promotion of health, prevention of disease and injury, and fostering a healthy environment.

Values:

- Teamwork
- Respect for people
- Customer service focused
- Embracing contemporary public health solutions

MONROE HEALTH DEPARTMENT GOALS FY 2018- FY 2021

Strategic Goal #1

Clarify and Confirm Roles and Responsibilities

Rationale:

To ensure citizens, department employees, and town departments have a clear understanding of MHD's responsibilities and how service performance is measured.

Strategic Goal #2

Develop and Implement a Comprehensive Public Relations Plan

Rationale:

The external assessment found that MHD stakeholders are unaware of the breadth of services that are provided and their value to the community.

Strategic Goal #3

Improve Organizational Effectiveness and Efficiencies

Rationale:

MHD supports business processes in collaboration with other town departments, (Building, Planning and Zoning, etc.). Eliminating duplication will improve efficiency and the delivery of services to the Town's constituency.

IMPLEMENTATION PLAN FY 2018 - FY 2021

	Goal 1	Goal 2	Goal 3
Strategic Goals	Clarify and Confirm Roles and Responsibilities	Develop and Implement a Comprehensive Public Relations Plan	Improve Organizational Effectiveness and Efficiencies
Objectives	<ul style="list-style-type: none"> a) Document MHD's roles, responsibilities in town governmental services b) Develop objective measures of services provided 	<ul style="list-style-type: none"> a) Develop and roll out a communication process b) Develop Strategic Partnerships with other agencies/community resources c) Communicate and educate Monroe citizens and clients of the value of MHD d) Develop Best Practice Seminars for Monroe citizens and clients of value of MHD 	<ul style="list-style-type: none"> a) Standardize internal MHD business processes b) Develop web based portal to facilitate public access to permitting process c) Improve visibility of department in Town Hall

Goal 1: Clarify and Confirm Scope of Services

Strategy 1.a: Document MHD's roles and Responsibilities in Town Governmental Services

Strategy 1.a.1					
Outcome Objective: By February 2018 Document MHD's roles and responsibilities in town governmental services.					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
1.a.1 Clarify Official MHD staff roles and responsibilities	N. Brault R. Jackson H. Henning B. Krajewski	February 2018	1. Review State Public Health Code/Statutes and Town Ordinances/ job descriptions concerning HD staff roles and responsibilities. 2. Meet with MHD staff to discuss roles and responsibilities. 3. Prepare a summary report defining roles and responsibilities.	1. Summary report defining MHD roles and responsibilities	1. Completed 4/2018 2. Completed 4/2018 3. In process 4/2018

Strategy 1.a.2					
Outcome Objective: By April 2018 create a summary report of MHD services based on staff roles and responsibilities.					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
1.a.2. Clarify MHD services based on staff roles and responsibilities.	N. Brault R. Jackson H. Henning B. Krajewski	April 2018	1. Review current MHD services as aligned with "10 essential PH services" 2. Meet staff, discuss MHD services 3. Prepare draft MHD Svc. Doc. aligned with MHD staff respons. 4. Revise MHD services document with BOH review/input items	1. Monroe Health Dept. "Outline of Services" Document	1. In process 4/2018 2. In process 4/2018 3. Document completed 4/2018

Strategy 1.a.3					
Outcome Objective: By April 2018 obtain census of department leadership on responsibility, accountability, consulting and information roles for each of the town departments.					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
Assess current MHD service linkages with other town departments to establish responsibilities and accountabilities.	N. Brault Department Heads First Selectman	April 2018	1. Review linkages where MHD interfaces with other town depts. 2. Meet with other depts. and staff members to better understand linkages using a RACI (responsibility accountably, consult, and inform assessment)	1. Agreed responsibility, accountability, consulting and information roles for each of the town departments 2. Meeting notes	Per First Selectman. Initiative is part of Land Use Dev. Process/GIS 3/2018 Per First Selectman Health Dept. work is completed 4/2018.

Strategy 1.a.4					
Outcome Objective: By July 2018 obtain documented agreement of business process of town services					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
Establish agreement on Roles and Responsibilities with other town departments	N. Brault Department Heads First Selectman	July 2018	1. Develop swim lane process flows of business processes that are shared with other town departments 2. Provide swim lane report to BOH for review/ comment 3. Ensure business processes are consistent with policy	1. Documented agreed upon business process supporting town services	Per First Selectman. Initiative is part of Land Use Dev. Process/GIS 3/2018 Per First Selectman Health Dept. work is Completed 4/2018.

Goal 1: Clarify and Confirm Scope of Services
Strategy 1.b: Develop Objective Measures of Services Provided

Strategy 1.b					
Outcome Objective: By March 2018 establish dashboard metric reporting system for Board meetings.					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
1.b.1 Identify services/initiatives of the Regional 2016 Community Health Improvement Plan (CHIP). Prioritize a subset of these services to develop program measures for "Dashboard" reporting	N. Brault	March 2018	1.Initially select 3 program areas/initiatives for using "Best Practice" guidelines that support CHIP 2.Identify objective measures for each program area 3.Gain approval of BOH of the metrics 4.Generate dashboard	Dashboard metric reporting system for BOH meetings	3/2018 Obtained template for process. 4/2018 Completed

Goal 2: Develop and Implement a Comprehensive Public Relations Plan
Strategy 2.a: Develop and Roll Out a Communication Process

Strategy 2.a					
Outcome Objective: By March 2018 Develop and roll out communication process					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
2.a.1 Develop messaging to advertise health department services using (media, website, print, Facebook, etc.)	N. Brault H. Henning	October 2017	1 Customize by client segment (Facebook, hard copy, email, portal, etc.)	Messaging using existing types of communication	Completed 10/2017 HD Services Care 6/18 FM Coloring Book 8/2018
2.a.2 Develop communication schedule and target messaging (e.g tick-born disease, child lead poisoning)	N. Brault H. Henning	November 2017	1. Create Monroe public health program calendar 2. Determine how description fits with other town departments communication 3. Develop communication schedule for each message and target a specific message at regular intervals (e.g., monthly, every other month)	An annual health department program calendar of events with communication schedule	Completed 2017, 2018, 2019, 2020 Also annual lead paint awareness letters –mailing 400 residents per year, prepared MHD services cards included in mailing Completed
2.a.3 Conduct research to explore other avenues of messaging	N. Brault H. Henning	March 2018	1. Investigate possible use of additional communication tool (Twitter and You Tube)	Report and rec.s on value/cost of additional technologies –revisions to existing methods	4/2018 Facebook and website posting of air quality widget Completed 8/2018

Goal 2: Develop and Implement a Comprehensive Public Relations Plan
Strategy 2.b: Develop Strategic Partnerships with Other Agencies/Community Resources

Strategy 2.b					
Outcome Objective: By July 1, 2018 develop strategic partnerships with other agencies/community resources					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
2.b.1 Collaborate with town organizations/events on public health programs that support Regional CHIP	N. Brault H. Henning R. Jackson B. Krajewski	June 30, 2018	1 Co-sponsor seminars with town library 2 Participate in Farmers' Market per year w/ educational displays 3. Collaborate with Social Services Dept on 1 public health event per year 4. Reach out to community organizations to promote public health (ex. food pantry, interfaith organizations, civic organizations)	Each Year 1 Library seminar 3 Events at Farmers' Market 5 Community organizations contacts 1 Collaboration with Social Services	Completed 2/2018 Completed 1/2019

Goal 2: Develop and Implement a Comprehensive Public Relations Plan
Strategy 2.c: Communicate and Educate Monroe Citizens and Clients of the Value of MHD

Strategy 2.c					
Outcome Objective: By June 2018 communicate and educate Monroe citizens and clients of the value of MHD					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
2.c.1 Make MHD information materials available	N. Brault H. Henning R. Jackson	October 2017	1. Have materials available in local physician offices, pharmacies, naturopathic offices 2. Utilize emergency medical services (EMS/Fire) to have materials available regarding services provided by the MHD. 3. Have a MHD presence at health fairs, school events, sports programs (Park & Rec, and BOE events)	Written process established to ensure materials are current, and refreshed in agreed public locations	In Process and On going Docs program specific. Lead Poisoning Prev. letter-property owners, child lead screening requirements etc Completed
2.c.2 Provide overview of regulations and permit process to appropriate stakeholders	N. Brault H. Henning R. Jackson	March 2018	1. Define the regulation and the local interpretation 2. Describe what a permit is – who needs a permit and why 3. Outline how long a permit is valid and the renewal requirements	Provide clearly understandable documents	4/2018 Farmers Market document Annual review of permitting documents. Completed 4/2018
2.c.3 Provide overview of permit application process and approval process	N. Brault H. Henning R. Jackson	June 2018	1. Create a workflow diagram 2. Clarify approval steps and timeframe for each stage in the process 3. Forms and applications 4. Costs 5. Choosing approved contractors and licensing requirements	Process flow diagram understandable by public – available on web site	To be incorporated in Land Use GIS data-base process. Staff trainings Summer 2019

Goal 2: Develop and Implement a Comprehensive Public Relations Plan
Strategy 2.d: Develop Best Practice Seminars for Monroe Citizens and Clients of the Value of MHD

Strategy 2.d					
Outcome Objective: By July 2018 Develop Best Practice Seminars for Monroe citizens and Clients of value of MHD					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
2.d.1. Identify programs that have shown evidence of effectiveness in improving population health from existing literature	N. Brault H. Henning	May 2018	Create list of programs from: 1. Public Health program areas, i.e : high blood pressure self care, putting on airs program, child lead poisoning prevention 2. Review and Support CHIP 3. Review and support CT Dept PH (SHIP) 4. Review and support Healthy CT 2020 5. Select public health program areas for best practices as outlined by CDC/NACCHO that supports Federal, State and Regional health improvement goals	List created with brief descriptions of existing seminars	4/2018 Ongoing meeting and events w/ regional partners regarding blood pressure, nutrition and exercise (seminar list in process)
2.d.2 Select from above research, 8-10 seminars, in addition to those listed above that would have the largest impact on increasing public awareness of MHD that are consistent with community needs	N. Brault H. Henning	June 2018	1. Qualified Food Operator training course 2. Itinerant Vendor operations in Monroe 3. Annual Board of Education Nurses Training Seminar 3. Septic System and Well Maintenance 4. Tick Borne Disease 5. Discuss selected seminars with sample of stakeholders to balance	Prioritize list of seminars, and potential attendees	QFO Trainings on Facebook, Farmers' MKT, annual child health and vaccines, septic smart week etc. Opioid event Library. 2017, 2018, 2019

2.d.3 Generate seminar material and calendar of events	N. Brault H. Henning	November 2017	<ol style="list-style-type: none"> 1. Use existing seminar material 2. Investigate partners that could deliver seminar under MHD sponsorship/management 3. Hire professional to develop seminars 4. Create calendar of seminars (1-2 per year) 	Seminar material available and annual calendar of program established.	11/2017 Seminars Completed Calendar Completed 11/2017
2.d.4 Roll out seminar program and evaluate its value	N. Brault H. Henning	FY 2018 FY 2019 FY 2020	<ol style="list-style-type: none"> 1. Take attendance at each seminar 2. Survey participants to verify value of seminar 3. Develop methodology to a. validate increased awareness of MHD, b. validate public's perception of MHD value. 	Program delivered, attendance recorded, quality feedback process established.	1. Completed 2017 2. Completed 2018 3. 2019 Completed

GOAL 3: Improve Organizational Effectiveness and Efficiencies
Strategy 3.a: Standardize Internal MHD Business Processes

Strategy 3.a					
Outcome Objective: By March 2018 Standardize internal MHD business processes					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
3.a.1. Update document created in objective 1.a to reflect any changes	N. Brault	March 2018	1. Update document	Current list of processes	In process with Land Use integration
3.a.2 Identify challenges and opportunities with existing process. Improve and standardize	N. Brault H. Henning R. Jackson B. Krajewski	March 2018	1. Evaluate current processes 2. Streamline work activities/programs via technology and increase interdepartmental linkages	Prioritize list of improvement opportunities	Revision of Subsurface Forms Dev. Subsurface Tracking Doc.7/2018 Instituted Perf. Management System 2017-2018
3.a.3 Review Department Resources to align with revised process	N. Brault H. Henning R. Jackson B. Krajewski	March 2018	1. Analyze impact of new process on resource requirements	Updated resource requirement	In process

GOAL 3: Improve Organizational Effectiveness and Efficiencies

Strategy 3.b: Develop Web-Based Portal to Facilitate Public Access to Permitting Process

Strategy 3.b					
Outcome Objective: By July 2018 develop web-based portal to facilitate public access to permitting process					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
3.b.1. Gather user requirements	N. Brault/First selectman/ other town Depts.	April 2018	1. Conduct focus groups of MHD stakeholders 2. Potential areas: fee payments, permit status, public health documents	List of value added opportunities	5/2018 Completed on line posting of records process.
3.b.2. Define requirements for public outline access to documents and services	N. Brault/First selectman/ other town Depts. H. Henning R. Jackson B. Krajewski	June 2018	1. Agree with other town departments on features to be included 2. Ensure legal considerations maintained 3. Include portal functionality for public access to permitting process	Cost/benefit analysis and schedule for implementation	5/2018 Completed on line posting of records process.
3.b.3 test and roll-out	IT	July 2018	1. Pilot test 2. Announcement strategy 3. Launch	Sample constituents' satisfaction and usefulness of portal thru informal interviews or surveys	Discussed w/First Selectman – in process

GOAL 3: Improve Organizational Effectiveness and Efficiencies Strategy
3.c: Improve Visibility of MDH Office and/Public Space in Town Hall

Strategy 3.c					
Outcome Objective: By July 2018 Improve visibility of MHD office/public space in town hall					
Program Activities	Responsible Party	Projected Completion Date	Process Indicator	Outcome Indicator	Status/Notes
3.c.1. Improve MHD office /public space	N. Brault First selectman	July 2018	1. Review work areas where staff interface with public 2. Establish Office / equipment needs Rearrange office configuration to meet space needs	Office arranged to provide adequate workspace and public access	2/2018 Spoke to First Selectman. town hall work space for depts. Is being evaluated 2019 Completed
3.c.2. Improve access to department offices in town hall	N. Brault First selectman	July 2018	1. Ensure location is consistant with public needs to foster service 2. Determine if co-location with a complementary departments will facilitate improved public service 3. Install clear signage to MHD offices	Clear signage and directions from entrances to department public services area	2/2018 Per First Selectman – in process. Summer 2019 office space increased and additional equipment provided. 2019 Completed

Appendix A – Group Participants

Stakeholders

Nancy Brault	Monroe, Director of Health
Rhonda Capuano	Trumbull, Director of Health
Dennis Condon	Chair, Monroe Board of Health
Eileen Fuchs	Monroe, Board of Health
Heather Henning	Monroe, Public Health Nurse
Rich Jackson	Monroe, Sanitarian
Ken Kellogg	Monroe, Town Council Liaison
Barbara Krajewski	Monroe, Administrative Assistant
Cathy Lombardi	Monroe, HR Director
Samantha Murray	Monroe, Intern from Southern CT State University
Frank Piazza	Monroe, Intern from Southern CT State University
Steve Vavrek	Monroe, First Selectman
Barbara Yeager	Monroe, Director of Community & Social Services

Individual Interviews

Al DeSimone	Jennie's Pizza
Barbara Fahr	Monroe Economic Development Commission
Ronald Lee	Soup Thyme
David Bjorklund	Spath – Bjorklund Associates Inc.
Jeff Hallquist	Hallquist Builder LLC
Ray Giovanni	Monroe Chamber of Commerce
Sue Muro	Market Master
Keith Ciociola	Market Master

Focus Group

Barbara Krajewski	Health Department Staff
Heather Henning	Health Department Staff
Jim Sandor	Building Official
Scott Schatzlein	Town Engineer/Land Use
Joseph Chapman	Zoning Enforcement
David York	Emergency Management Services Director

Barbara Yeager	Director of Community & Social Services
Jack Zamar	Director of IT and Operations

Steering Committee

Nancy Brault	Monroe, Director of Health
Dennis Condon	Chair, Monroe Board of Health
Eileen Fuchs	Monroe Board of Health
Ken Kellogg	Monroe, Town Council Liaison
Nadine Rooney	Monroe Board of Health
Cathy Lombardi	Monroe, HR Director

Appendix B – Key Issues

Output from April 4, 2017 (Steering Committee Workshop)

Key Issue	Why Is This an Issue?	Owner
Public information on MHD roles and responsibilities	Lack of understanding of what MHD get involved in – Taxpayers not aware of MHD’s services and value	Ken
How to present MHD to the Public in town hall	Public cannot find where MDH is, minimal office and working space for employees and public	Cathy
Inter departmental collaboration with town hall	Poor service to the public, improve effectiveness with working with other town departments	Cathy
Road map for land use, MHD, and Emergency services of who is responsible	Knowledge, professionalism of staff	Ken
Communication / Education of MHD offerings	Ensure MHD value is understood	Nadine
Standardize work - consistency of functions	Lose credibility with clients	Nancy
How to get permits, have a portal for MHD services	Improve service to public	Dennis
Implement all digital records	Ease of use, ability to appropriately allow public access – improve departments effectiveness – allows public to know where they are in approval process	Dennis

Public Success measures	Moves to more objective measures – informs public of MHD value	Eileen
Develop best practice seminar – educational programs	Attract businesses to Monroe – educate public	Nancy
Develop best practice for operation of MHD	Consistency, improve effectiveness of Departmental operations	Nancy
Develop strategic partnerships with other agencies / community resources	Enhances reputation of Monroe, foster collaboration, facilitates public educational seminars	Nadine

Appendix C – SWOT Details from Interviews and Focus Group

External View	Strengths	Internal View
Collaborative		
Collaborative working relationship		Team
Easy to work with		Collaborative
Non-adversarial		
Communication		
Good web site, current		
Flexibility		
Not rigid in their thinking / solutions		
Knowledge		
Knowledge of what to do		Knowledgeable/competent
Skills of the staff		Knowledge of septic systems
Know their stuff		
Responsiveness		
Responsive to requests		Available and accessible
They are on top of things		
Thoroughness		
MHD provides the safety net		
They tell you what you need to do, they go the extra step		

Thoroughness of inspections	
Effectiveness	
	Maximum output from minimum staff

Weaknesses

External View

Internal View

Awareness	
Lack of awareness of responsibilities in emergency preparedness	Lack of knowledge of associated regulations
Not aware of responsibilities (as a taxpayer) of what MDH does	
Did not know they were involved in Emergency Preparedness	
Communication	
Difficult to find “how to” on web site – (example – how do get food truck license)	Lack of public awareness
Consistency	
Not consistent message to owners from different people from MHD on how to address an issue	
Be consistent in requests to address issues	
Accessibility	
Physical location – people come in to town hall, “where is MHD”	
Process	
Address issues better in writing, what might do follow up next time in observations	Poor use of technology
Documentation of inspection results (written), not just verbal	Stores/restaurant complaints go to other departments

	No digital records of previous year's activities
	Organizational scatter focus needs clarity
	No leniency
	Limited ability to work outside the bounds of the health code
Effectiveness	
	Not enough staff/funding
	Group is not multi-skilled
	Not enough working space/office setting

Threats

External View	Internal View
Over Reaching	
Some felt the town should not be involved in providing shots	Lack of public buy into regulatory mission and purpose
	Food fair – Major health crises
Financial	
	Lack of funding
	Unfunded or underfunded mandates
	Flu shots are not reimbursed
External Forces	
	Perception that health related issues should be handled privately

	If city water/sewers were installed no need for the health department to play a role
	Decide to regionalize the health departments in Connecticut
	State changes regulations

Opportunities

External View

Internal View

Awareness	
Publicize what MHD provides (Facebook, quarterly newsletter, etc.) - not necessarily what they accomplished	Find grants to expand outreach/public information
People don't know what the MHD provides – flu shots, etc. More PR on value of MHD	
Have a table at the FM to promote the services of MHD	
Offer some sort of social media updates - services and upcoming events (not code red)	
Education	
More on-going training, explaining, etc., on best practice	Staff training
Improve education to town residents of what they do	Provide home food safety information
	Food bank education
Communications	
Create a letter system for inspection ratings like NYC – recognizes investment made by business (some agree, some don't)	
Where do you get inspection ratings?	

Notify restaurants of product recalls	
Potential Services	
	Inspect community septic systems
	Provide nurse at senior centers
	Extend community outreach
Processes	
	Increase networking and collaboration with other departments

Appendix D MHD Strategic Objective Summary Schedule

Objective	Description	Start Date
Clarify and Confirm MHD Roles and Responsibilities		
1.a	Document MHD's roles and responsibilities in town governmental services	July 2017
1.b	Develop objective measures of services provided	Dec 2017
Develop and Implement a MHD Comprehensive Public Relations Plan		
2.a	Develop and roll out communication process	July 2017
2.b	Develop strategic partnerships with other agencies/community resources	July 2017
2.c	Communicate and educate Monroe citizens and clients of the value of MHD	Sept 2017
2.d	Develop Best Practice Seminars for Monroe citizens and clients of value of MHD	Jan 2018
Improve Organizational Effectiveness and Efficiencies		
3.a	Standardize internal MHD business processes	May 2018
3.b	Develop web based interface with public	Sept 2018
3.c	Improve visibility of department in Town Hall	Oct 2018