

Objectives	Major Strategies or Programs	Action or Implementation Plans	Time Frame	Comments
I. Develop and implement alternative ways to carry out all current services with fewer employees.	1. Use attrition practices to reduce the size of the workforce according to the recommendations of the Financial Subcommittee.	1-a) Follow recommendations of Finance Subcommittee to identify potential retiring staff and positions that may be left unfilled.	7/1/09	Done See Finance section for updated information.
		1-b) Consider retirement options when possible.	7/1/09	Done
	2. Determine whether insourcing or outsourcing is more effective for specific services.	2-a) Prepare cost benefit analysis for specific services	7/1/09	7/1/09 See "Infrastructure" for examples.  1/1/2010 Analysis completed for building inspection levels and permit fees. Discussions underway to add neighboring communities' inspections.
		2-b) Consider replacement opportunities from within current staffing pool.	7/1/09	Senior Services saved 40% of personnel cost for Adult Day Service by bringing services in-house.

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	3. Consider alternative staffing methods for vacated positions rather than replacement with a full-time new hire.	<p>3-a) Evaluate the job requirements of vacant positions.</p> <p>3-b) Prepare cost benefit analysis for specific services.</p> <p>3-c) Consider replacement opportunities from within current staffing pool.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Senior Center reduced full-time employees when new facility opened.</p> <p>7/1/09 Many examples of shifting staff members among departments and divisions. Bldg to Ord. and DPW Cable to PD (specialized video analysis) Env/Eng to Ord. and Road Division Fire to Ord. IT to Comm. Rel. Planning to BTSS Planning to Cable Treas. To DPW Treas. To Supervisor's office</p> <p>1/1/11 A recent resignation led to additional shared assignments among departments to avoid replacing position with a new hire.</p> <p>4/1/11 Two unpaid college interns are working under supervision in Adult Day Services.</p> <p>1/1/12 We have reached the maximum potential of filling positions by assigning current employees to multiple divisions and departments.</p>

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II. Optimize personnel versatility	1. Share rudimentary tasks across departmental lines.	1. Identify common tasks across Depts.	7/1/09	<p>7/1/09 All Administrative Assistants prepared a booklet with their job descriptions; other commonalities have been identified involving 11 departments or divisions for the purpose of streamlining tasks.</p> <p>1/1/2010 Booklet done and distributed to all department heads. Interdepartmental cross coverage enacted as necessary.</p>
	2. Cross train employees.	<p>2-a) Within each Department.</p> <p>2-b) Among Departments.</p>	<p>10/1/09</p> <p>10/1/09</p>	<p>7/1/09 2-a &amp; 2-b</p> <p>See above</p> <p>4/1/10 See 3-c above.</p>



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	4. Implement Job Shadowing Program	4-a) Department Head/Department Head  4-b) Match employees between departments whose job functions relate to each other.  4-c) Within each Department	1/1/10  1/1/10  1/1/10	10/1/09 Training for Outlook scheduled for representatives from all Township departments.  10/1/10 Use of Oakland Country training courses satisfies this need more efficiently than using in-house staffing.  7/1/09 Done  7/1/09 See 1, 2-a & 2-b

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<p>III. Maintain professional staff</p>	<p>1. Participate in seminars and training programs offered by association groups, County and State agencies, private companies, and colleges/universities.</p>	<p>1. Continue to encourage staff to register or enroll in professional programs by providing flexible scheduling and by paying related costs.</p>	<p>7/1/09</p>	<p>7/1/09 – 1/1/2010  Three assessors received Level III accreditations and one received Level II accreditation; three DPW employees received storm water certification; Building Inspector received LEED certification; Deputy Clerk received Certified Municipal Clerk designation; several Police and Fire personnel graduated from the School of Staff and Command.</p> <p>4/1/10  Police Capt. Completed FBI National Academy course; 4<sup>th</sup> in Department to be selected for this nationally prestigious course.  Six employees from DPW and Eng./Env. attending Michigan Public Services Institute.</p> <p>10/1/10  DPW supervisor certified in Building Maintenance; 2/3 of training costs covered by grant.  Police command staff from lieutenants and up all completed MSU program for staff and command officers; sergeants now taking that coursework.</p> <p>4/1/11  Fire Marshal earned Professional Emergency Management certification.  Clerk earned Master Municipal Clerk designation and is appointed to National Standards Board.</p>

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				<p>1/1/12  Clerk's Administrative Assistant working on MCC. Two others in department working on Master's Degree.  EESD staff engineer completed supervisory program at Michigan Public Services Institute.  EESD program manager completed training at Michigan Mosquito Control Association.</p> <p>4/1/12  Two BTSS staff members became certified as Aquatics Facilities Operators.  Two BTSS staff members earned International Aquatic Core certifications.  FD captain completed Eastern Michigan University's School of Fire Staff and Command.  FD lieutenant became certified as a Professional Emergency Manager.  FD lieutenant became certified as a State Fire Instructor.  FD firefighter became certified as Fire Officer II.  PD officers continuously complete Staff and Command.  EESD staff completed safety training and emergency response program for operations and excavations around gas and oil pipelines.  EESD and DPW staff completed training on installation of HDPE pipe.</p>

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		2. Revisit benefits of Township's Tuition Reimbursement Program	7/1/09	7/1/09 Deadline changed to 10/1/10  10/1/09 Committee formed to review current program.  1/1/10 Will be updated next quarter.  4/1/10 Tuition reimbursement study underway.  10/1/10 Preliminary report written.
		3. Encourage staff members to take advantage of Tuition Reimbursement Program	10/1/09	7/1/09 Deputy Clerk done; staff from IT; DPW currently in degree programs.
IV. Develop an empowered staff	1. Determine and clarify the level of decision-making expected by staff.	1. Daily operations and Special Scenarios.	7/1/09	7/1/09 Public Services' recent reorganization achieves this functionally.  10/1/09 Reorganization of Planning, Building & Ordinance achieves this goal
	2. Encourage ongoing mentoring practices	2. Identify employee/mentor partnerships within and between Departments.	10/1/09	7/1/09 Taking place with implementation of Goals II & III.

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V. Attract and Retain Good Employees	1. Identify individuals with ability and desire to grow within each Department.	1. Report outstanding skills at Department Head meetings.	Ongoing	7/1/09 Change deadline to "Ongoing"
	2. Highlight employment opportunities and advantages.	2-a) Promote the 4 day 10 hr. workweek schedule and other advantages of working for Bloomfield Township.	7/1/09	7/1/09 4/1/10 recognized by Oakland Co. and other municipalities. Clerk and DPW Dir have made several presentations to groups.
		2-b) Review Township Hiring Procedure	1/1/10	7/1/09 Change deadline to 1/2010  4/1/11 Change deadline to 10/1/11  7/1/11 Review of Employee Handbook underway.  1/1/12 Completion of Employee Handbook targeted for 6/12.  1/1/12 Checklist of employment paperwork and exit procedures completed.
3. Mentoring Program	3. Identify employee/mentor partnerships within and between Departments.	7/1/09	7/1/09 Ongoing	2-c) (added 1/4/12) Review and evaluate impact of total compensation packages that have been changed since implementation of Strategic Plan  4/1/12 Some departments cannot recruit the best candidates for open high-skilled positions since compensation is no longer the most competitive.

