

Planning Process

Board and administration recognized the seriousness of the financial climate and studied a wide range of methods, all aimed at *restoring lost revenue and decreasing expenses*.

September: Department Heads participated in a 2-day work session led by professional facilitator Lew Bender to focus on situation. At that time, we thought we were dealing with a situation in which our revenue would stay flat over the next several years. We studied the Township's strengths, weaknesses, opportunities and threats. We brainstormed ways of capitalizing on strengths and opportunities and addressing weaknesses and threats

October: New financial information indicated situation more serious than first anticipated. Revenue would not stay flat; it was projected to *decline significantly* in the years ahead. Every elected official and every department head assigned to one or more small groups, identified in the September retreat as critical areas:

- Financial
- Physical, Capital, Technological and Energy Infrastructures
- Personnel Deployment and Development
- Employee and Residents' Expectations

October, November & December, 2008: Groups met individually and as a whole group to develop goals, strategies and action plans for each area of concentration.

January 2009: Board held a study session, which included all department heads, reviewed the collection of subcommittee plans and incorporated them into one strategic plan.

January & February 2009: Finance Department worked with department heads to prepare a balanced budget for the 2009 – 2010 fiscal year. Department Heads were charged with reducing expenses from the year before.

February 2009: Board held a study session which included all department heads to examine budget. Board approved budget at Feb. 23 Board meeting. Board worked with Department Heads to finalize longer term Issues-Based Strategic Plan for 2009 – 2014.

March 2009: Board adopted Issues-Based Strategic Plan, 2009 – 2014, at March 9 Board meeting.

March – July 2009: Board and Administration followed planned strategies, including promoting community awareness of Strategic Plan through newsletters, cable programs, talks with homeowners associations, and media. First quarterly review and update of Plan took place in July and posted on website.

September & October 2009: Second quarterly review and update. New financial information indicated property tax revenue falling more rapidly than originally projected. This, plus announced cut in state revenue sharing, called for the acceleration of several important strategies. Most significantly, it was determined that revenue restoration had to take place sooner and on a larger scale than earlier information indicated, or else as many as 25 positions would be eliminated by April 2010 to balance the 2010 – 2011 budget. Without revenue restoration, another 20 positions will be eliminated for the 2011 – 2012 budget. These positions represent 20% of the workforce and their elimination will have a negative impact on public services. The decision was made to consider a new millage rather than a Headlee override to restore lost revenue in order to avert the termination of 25 staff positions by April 2010.

February 2010: Voters approved the 1.3 millage request that made possible the preservation of existing service levels.

Ongoing: The administration continues a quarterly review and update of all four areas of the strategic plan. Updated information is posted on the website at the start of each quarter.