



# Bloomfield Township Strategic Plan 2009 - 2014

## Progress Review 2009 through 2010



# Bloomfield Township Strategic Plan 2009 - 2014

## Review of Process



# Strategic Plan Review of Process

September 2008

Two-Day Dedicated Work Session for Department  
Heads

- Financial outlook indicated our revenue would stay flat for next several years.
- We analyzed strengths, weaknesses, opportunities and threats (SWOT).



# Strategic Plan Review of Process

October 2008

Revised financial outlook indicated revenue would decline, not stay flat.

Board members and department heads formed teams to study four topics identified as needing focused study:

- Finance
- Infrastructure – Physical, Capital, Technical & Energy
- Personnel Deployment and Development
- Expectations of Residents & Employees



# Strategic Plan Review of Process

## January - March 2009

- The four plans were reviewed and incorporated into one strategic plan.
- A balanced budget was adopted for the 2009 – 2010 fiscal year that showed reduction in expenses.
- The five-year strategic plan was adopted.



# Bloomfield Township Strategic Plan 2009 - 2014

## Financial Committee Summary



# Financial Goals and Accomplishments

## Background

80% of total expenses are related to employee costs.

Most of remaining expenses are not discretionary and provide little opportunity for cost cuts.

78% of revenue comes from property taxes.

Even if housing market recovers, taxable value will be limited to the rate of inflation because of Proposal A.



# Financial Goals and Accomplishments

## Original Forecast

Projections showed that revenues from property taxes and State revenue sharing would continue to decline through 2014.

- 2010 – 2011 tax revenue would decline more than 10%.
- 2011 – 2012 tax revenue would decline another 6%.

Altogether, tax revenue would decrease by 20% (or \$6 million) from 2007 to 2011.



# Financial Goals and Accomplishments

## Recent History of Cost Cutting Steps

Before the development and adoption of the Strategic Plan, Bloomfield Township had already:

- Placed all new eligible employees on a defined contribution retirement plan, not a defined benefit plan;
- Moved all eligible employees out of a traditional health care plan and onto a PPO.



## Financial Goals and Accomplishments

We have further reduced expenses by:

- Lowering number of employees by 24;
- Indefinitely freezing the pay of all employees;
- Changing from the PPO to a high-deductible health reimbursement plan that puts a greater financial obligation on employees.



## Financial Goals and Accomplishments

We have initiated discussions with several neighboring communities with the goal of consolidating services.

- Serious discussions with the City of Birmingham to consolidate Dispatch services are in progress.
- Building inspections for the City of Pontiac brought in more than \$100,000 for 2010 – 2011.
- Discussions with Sylvan Lake are underway about contracting police and fire services.



## Financial Goals and Accomplishments

However,

- Bloomfield Hills declined to discuss consolidating building, police and fire services;
- Orchard Lake considered our proposal to contract with us for assessing but decided to contract with Oakland County instead.



## Financial Goals and Accomplishments

In addition to reducing expenses, we have restored a portion of the lost revenue by:

- Asking voters to approve a new millage in February 2010 which will restore approximately \$4 million into the 2010-2011 budget;
- Implementing EMS transport fees that will generate approximately \$600,000 per year.



# Bloomfield Township Strategic Plan 2009 - 2014

## Infrastructure Committee Summary



# Infrastructure Goals and Accomplishments

## Physical and Capital Assets to Maintain

- Nine buildings, estimated value of \$50 million;
- 257 vehicles, estimated value of \$14 million;
- 50 miles of safety paths & 237 miles of roads;
- 300 miles of water mains & 220 miles of sanitary sewer;
- 2,700 fire hydrants, 6,000 manholes & 16,000 water meters and 2,300 water system valves; and
- Nine sewage pump stations.



## Infrastructure Goals and Accomplishments

We have maintained roads and water & sewer systems at current standards while reducing expenses by:

- Contracting such services as dust control, state highway median maintenance and safety path maintenance;
- Collaborating with other agencies for road maintenance, highway median mowing, water billing, water line and safety path improvements, equipment disposal, bid posting and rehabilitation of sewers and manholes.



## Infrastructure Goals and Accomplishments

We completed an independent energy audit, funded by a federal grant, that identified 165 projects which could cut utility costs by as much as 50% over 2 ½ years if fully implemented .

The cost of implementing all the projects would be approximately \$279,000. The Public Works and Engineering and Environmental Services Departments will prioritize the projects and implement them as funds allow.



## Infrastructure Goals and Accomplishments

We changed our supplier of natural gas to a local third-party broker. This will reduce our cost for natural gas by about 16% or \$26,000.



## Infrastructure Goals and Accomplishments

A recent agreement with the Southeastern Oakland County Water Authority (SOCWA) will enable us to purchase water at a lower rate than we were able to negotiate with the Detroit Water and Sewerage Department (DWSD).

This will allow approximately \$1.8 million to be used for repairs to our water system without selling bonds to finance construction.



# Infrastructure Goals and Accomplishments

## Technical Assets to Maintain

- Data and voice network connection nine buildings;
- 300 PCs, laptops, printers, scanners and servers;
- Public safety radio systems;
- Public safety in-vehicle computers, radar units, e-ticket printers and video systems;
- 911 computer aided dispatch center;
- Building security systems.



## Infrastructure Goals and Accomplishments

A comprehensive financial software package intended to increase efficiency and make information more accessible to employees was purchased and installed. Employees were trained over a one-year period.

It is being used in the preparation of the 2010 - 2011 budget and gives more detailed information to all accountable parties.



## Infrastructure Goals and Accomplishments

Many features have been added to the website to make services and information more accessible:

- *Clearzoning*, a state-of-the-art software system, presents the entire zoning ordinance in a user-friendly format;
- Taxes and utility & waste hauling bills can be paid online;
- All legal notices are now posted;
- Traffic accident reports are now available online;
- A business/filming section has been added;
- Two electronic newsletters (Township and Senior Center) are emailed to more than 1,500 subscribers.



# Bloomfield Township Strategic Plan 2009 - 2014

## Personnel Development and Deployment



# Personnel Deployment and Development Goals and Accomplishments

Bloomfield Township is a desirable place to live and work, partially because of its highly qualified public employees.

Over the years, we have steadily worked to keep the number of employees as low as possible.

Even though revenues are falling, the demand for services is rising.

We must develop and deploy our employees creatively in order to maximize their value and keep costs down.



# Personnel Deployment and Development Goals and Accomplishments

We have lowered our employee-related costs by:

- Reducing the number of full-time employees by 24;
- Moving employees into a high-deductible health reimbursement plan that shifts more health care expenses to them; and
- Putting eligible employees hired since 2005 into a defined contribution plan, not a defined benefit plan.



# Personnel Deployment and Development Goals and Accomplishments

Furthermore, we:

- Invest in advanced training for some employees so they can provide more value to Bloomfield Township's residents and businesses;
- Cross-train employees and assign them to work in multiple departments or divisions when necessary to avoid hiring a new person to fill a vacant position; and
- Analyze the benefits of in-sourcing versus out-sourcing for specific areas of service and proceed accordingly.



# Bloomfield Township Strategic Plan 2009 - 2014

## Expectations of Residents and Employees



# Expectations of Residents and Employees

## Assumptions Regarding Bloomfield Township Residents

- They have above average educations and incomes.
- They value living in a safe and attractive community and have historically been willing to support this.
- They have high expectations and appreciate responsiveness and good communication from local elected officials and employees.



## Expectations of Residents and Employees

To keep Township residents informed, we:

- Expanded website;
- Printed regular columns from the Supervisor in quarterly Township newsletters mailed to each household;
- Created an electronic newsletter and email it frequently;
- Printed FAQs about millage proposal and mailed them to each household;
- Produced multiple cable programs; and
- Made presentations at homeowners' association meetings.



# Expectations of Residents and Employees

## Assumptions Regarding Employees

- Bloomfield Township holds exceptionally high standards in hiring and training employees. This results in a highly skilled, dedicated workforce, valued by the Board, administration and the community's citizens.
- Employees are the first to be affected by declining revenues. They are expected to carry out the same responsibilities with fewer available resources.
- Employees are compensated fairly. Salaries and benefits are comparable to similar communities.



## Expectations of Residents and Employees

To keep employees informed, we held mandatory meetings to discuss:

- Adoption of Five-Year Strategic Plan;
- New health care plan and wellness incentives; and
- On-going budget concerns.



## Expectations of Residents and Employees

Other communications with employees include:

- Regular columns from the Supervisor in quarterly employee newsletters; and
- Departmental discussions and meetings.



# Conclusion



# Conclusion

Bloomfield Township officials foresaw the inevitable drop in revenue and knew it would have severe consequences.

This Five-Year Strategic Plan was carefully developed to comprehensively address the effects of declining revenue.

It is being followed diligently and revised when necessary.



# Questions?

This plan is updated quarterly. If you would like to study it in more detail, please see the full document on the Bloomfield Township website. If you have questions and would like to discuss any part of it, please call the Township Supervisor at 248.433.7708.