

BLOOMFIELD TOWNSHIP STRATEGIC PLAN CONCLUSION
Financial Objectives

Objectives	Major Strategies or Programs	Action or Implementation Plans	Time Frame	Comments
<p>Reduce expenses by April 1, 2011</p>	<p>1. Retirements, attrition, and layoffs must be used to reduce the number of our employees by December 2009 and a total of 45 employees by April 1, 2011, assuming no other action is taken.</p> <p><i>1/1/2012 Note: The 2010 millage approval relieved the Township of this "worst case" scenario. The number of positions that have been reduced by 1/1/2012, mostly by attrition, was sufficient and kept services at levels that met residents' expectations.</i></p>	<p>1-a) The Accounting Department will provide department heads with a report that lists the people in their department eligible for retirement.</p> <p>1-b) Department Heads must identify positions that will not have to be filled if the current employee leaves for any reason.</p>	<p>Done</p> <p>1/1/10</p>	<p>1/1/10 Police Department met attrition goal but no more retirements expected for 3 or 4 years.</p> <p>4/1/10 We have eliminated all but two of the originally identified positions via attrition. With the millage approval it will no longer be necessary to seek a reduction of 45 employees.</p> <p>1/1/11 We have met original attrition goal for Township.</p> <p>4/1/11 Attrition numbers will be better than expected.</p> <p>7/1/11 Attrition projection was 20 positions, but actual is 25.</p> <p>1/1/12 Position count may vary between 23 – 25 because of changing needs, especially in building division.</p> <p>1/1/10 Building/Grounds and Road Divisions will eliminate all part-time positions if millage fails.</p>

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		<p>1-c) Following the recommendations from Personnel Development subcommittee, we may be able to satisfy work requirements with fewer employees by re-deploying existing staff when positions are left vacant by retirements and resignations.</p> <p>1-d) As a last resort, layoffs may be necessary to meet the reduction goal. A layoff plan would have to be prepared one year before layoffs may become necessary.</p>	<p>Current thru 4/1/11 and beyond</p> <p>ASAP</p>	<p>1/1/11 Building/Grounds and Road Divisions eliminated some part-time and seasonal positions</p> <p>1/1/11 Details in Personnel section, page 2.</p> <p>1/1/12 Sharing employees between departments now near saturation point and may not be possible in filling future vacancies.</p> <p>10/1/2013 Cross-departmental and cross-divisional assignments continue as appropriate.</p> <p>10/1/09 Absent revenue increase, layoffs will be necessary.</p> <p>Three positions eliminated in Bldg. Division</p> <p>1/1/11 Due to passage of millage in 2/10, current staffing levels can be maintained.</p> <p>1/1/12 Due to increasing building activity it may be necessary to add at least a part time position.</p>

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				10/1/2013 Bldg. Division added 1.5 clerical positions in order to keep up with rising number of permits.
	2. In upcoming contract negotiations the following factors need to be on the table: pay freezes, pay decreases, changes in fringe benefits and retirement qualifications. <i>Note: The 2011 contract agreements addressed pay freezes and retiree health care.</i>	2. Accounting, Police and Fire Departments will prepare to increase the likelihood that major concessions can be achieved in 2010 union labor contracts	4/1/10 and 4/1/12	10/1/09 2-year pay freeze and new health care plan begins 2010. 3-year pay freezes implemented for all general employees. 4/1/11 Pay freezes are continuing for the '11-'12 fiscal year. 7/1/11 New labor contracts call for pay freezes to continue at least through March 31, 2013.
	3. Identify areas where our internal costs may be too high and privatization could be cost savings.	3. Department Heads will analyze their departmental functions and submit reports that address possible areas of in-house inefficiency and areas where compensation (particularly in fringes) is greater than private levels of compensation.	10/1/09	7/1/09 May be implemented in 2010-2011 budget or become a long-range solution. DPW comps from other communities done. 10/1/09 Completed.
	4. Reduce cost of health benefits	4-a) Johnston Lewis Associates will compile information about health benefit options.	4/1/10 and 4/1/12	Presentations to staff 6/09. Completed for 2010 contracts. 4/1/10 Must continue preparation for 2012 contracts.

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		4-b) Committee of several department heads will analyze the benefits of moving to a Health Reimbursement Account (HRA).	4/1/09	<p>1/1/12 Contract negotiations opened early and were signed in 2011 with benefits to the Township as previously noted.</p> <p>1/1/10 HRA implemented for all employees.</p> <p>4/1/10 Analysis completed.</p> <p>10/1/10 All employees with benefits encouraged to participate in health screening and survey which will give information necessary to develop programs to reduce health care costs.</p> <p>All employees with benefits encouraged to participate in programs designed to improve personal fitness and wellness.</p> <p>1/1/11 Completion of first year of HRA resulted in reduced health care costs.</p> <p>4/1/11 Premiums for the 2011-2012 fiscal year are at their 2005 level.</p> <p>7/1/11 Premiums for retiree and active employee health care, combined, are down \$1.5 million.</p> <p>Contract negotiations resulted in elimination of retiree health care for new employees. This,</p>

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				along with 2005 change to defined contribution pension plan, effectively eliminates future legacy costs for new employees.
	5. Continue discussions about consolidation of services with the City of Birmingham in a more aggressive and urgent manner with the goal of reducing total staffing in both communities.	5. We will finalize the report that has been started and determine whether it meets any of our attrition goals. If so, we will move forward as the report recommends.	Long range	<p>7/1/09 PD – Animal Welfare consolidation talks with B’ham. Dispatch talks with B’ham and Blm. Hls.</p> <p>1/1/10 Submitted proposal to Birmingham to contract Dispatch services.</p> <p>Active discussions with Bloomfield Hills to contract Dispatch, Fire, EMS and Building services.</p> <p>Current financial situation of both communities has created a much more complex environment for consolidation. The Township has already cut more positions in the Fire Dept. than the consolidation agreement projected would be saved.</p> <p>4/1/10 Some aspects of discussions will not move forward if Birmingham no longer offers those particular services.</p> <p>1/1/11 Talks continue regarding Dispatch.</p> <p>1/1/12 Talks continuing.</p>

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				<p>4/1/12 All talks with Birmingham have been discontinued. Discussions with Sylvan Lake continue.</p> <p>10/1/2013 Consolidation of Assessing and Building services with Sylvan Lake has been implemented and is addressed in the Revenue Restoration portion of the Financial objectives, below.</p>

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<p>Restore revenue by April 1, 2011</p> <p><i>In 2011 we broadened the intent of this goal. We will continually seek out ways to restore revenue by developing contractual relationships with other communities and inter-governmental entities.</i></p>	<p>1. Working with the Expectations subcommittee, determine the willingness of the residents to restore lost revenue to the Township or pay additional fees.</p>	<p>1. See Expectations section, pages 3 & 4</p>		<p>10/1/09 Survey results should be available in October, 2009</p> <p>1/1/2010 Board accepted survey results. Special election date set for February 23 for operational millage.</p> <p>4/1/10 Millage request for 1.3 mills approved by voters by 53% to 47%. This revenue restoration relieved the Township of eliminating 20%- 25% of the workforce, as was projected as necessary if the millage request had failed. This, along with other cost-cutting and revenue-restoring steps, kept the Township from having to cut services.</p>
	<p>2. Consider an administrative fee to generate over \$1 million of additional revenue.</p>	<p>2-a) The Finance and Assessing Directors will submit a report that projects how much money would be collected by implementing the various strategies and make their recommendations to the Board.</p> <p>2-b) See Expectations section, Objective 2 / Strategy 3, re: consideration of Headlee override.</p>	<p>4/1/09</p>	<p>7/1/09 Report completed and reviewed at Finance Committee meeting.</p> <p>1/1/2010 No action at this time.</p> <p>4/1/10 No longer being considered due to millage approval.</p>
	<p>3. Consider Headlee override.</p>	<p>3. See Expectations section, Objective 2 / Strategy 3, re: consideration of Headlee override.</p>	<p>4/1/09</p> <p>Done</p>	<p>7/1/09 Under consideration.</p> <p>10/1/09 Determined not to be feasible; no further consideration.</p>

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	4. Consider other sources of potential revenue.	4. Each department head must submit a report identifying opportunities, if any, to collect additional revenue.	Current and ongoing	10/1/09 EMS transport fee approved in Sept. 2009. 1/1/2010 EMS transport fee implemented.
	5. Consider EMS advanced life support service fees.	5. Currently under active consideration. FD has already submitted report.	2/15/09	10/1/09 Part of EMS transport fees. 4/1/10 Implemented transport 1/1/10. Now collect full amount allowed by insurance companies. 4/1/11 Fees expected to total more than \$900,000 for FY 2011-2012. 4/1/12 Fees actually totaled \$938,000 for FY 2011-2012. 10/1/2013 EMS transport a continuing FD service.
	6. Consider contracting services with other communities as a means of raising revenue.	6. Each department submit a report stating whether any of its services could be contracted to neighboring communities.	Current and ongoing	1/1/2010 See Goal #5, "Reduce Expenses" on blue sheet, above. 7/1/10 Building Division completed report showing advantages of offering building and inspecting services to City of Bloomfield Hills under a contractual arrangement. Fire and Police

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				<p>Departments are beginning similar studies.</p> <p>10/1/10 Birmingham contract for Animal Welfare will not happen. Contract for Dispatch still a good possibility.</p> <p>Blm. Hills not interested in contracting with Blm. Township for planning and building services or for police and fire dispatch at this time.</p> <p>Township Assessing submitted a proposal to City of Orchard Lake Village. City Council is currently considering it.</p> <p>Township Planning, Building and Ordinance won a contract for inspection services for a facility in City of Pontiac.</p> <p>Township Cable expanded its contract with Birmingham Area Cable Board and will likely expand it further next quarter.</p> <p>1/1/11 Orchard Lake Village chose Oakland County instead of Township proposal.</p> <p>Cable will add to scope of services outlined in existing contract with BACB and will receive more revenue as a result.</p>

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				<p>4/1/11 Discussions to consolidate public safety services are underway with Sylvan Lake and continue with Birmingham.</p> <p>1/1/12 Agreements signed with Sylvan Lake to provide assessing services, building inspections and permitting.</p> <p>4/1/12 Discussions about public safety services continue with Sylvan Lake but have been discontinued with Birmingham.</p> <p>4/1/12 We will do inspections for the new Bloomfield Hills school as we've done with some other school properties.</p>

Note:

In April, 2011, Standard & Poor's upgraded the Township's bond rating to AAA, the highest rating any municipality can achieve. This rating was reaffirmed in April, 2013, and again in September, 2013. In September, 2013 Moody's also gave the Township a AAA bond rating, its highest rating.