



# ***VILLAGE OF BEVERLY HILLS***

## **Strategic Plan**

**2005 - 2008**

## **VISION**

The Village of Beverly Hills will be a safe, aesthetically appealing, fiscally viable, family-oriented community with excellent educational, social, recreational, and cultural opportunities fostering on a strong and diverse residential and business community with concern for ecological stewardship and cooperation with other governmental bodies and agencies.

## **MISSION**

The Village of Beverly Hills – We are committed to being a beautiful, safe, family-oriented community.

## **KEY STRATEGIC ISSUES (KSI'S)**

- I. Maintain Current Level of Services
- II. Improve/Update Infrastructure
- III. Establish a Long-Term Financial Plan
- IV. Develop an Ecologically Sound Environmental Plan
- V. Increase Public Awareness/Participation and Interest in Beverly Hills issues
- VI. Maintain and Increase Value of Property

### **Strategic Issue #I – Maintain Current Level of Services**

The services provided for the purpose of this paper are identified as follows:

Public Safety

Garbage Collection / Curbside Recycling

Snow Removal

Water and Sewer

Roads (Dedicated Millage)

Library Services (Dedicated Millage)

The responsibility of the administrative staff is to provide the highest level of service at the most cost effective (lowest cost) to the village residents. The Village Council should set overall strategies, both investments and metrics, to measure the effectiveness of Village Administration in providing services to the villagers.

Decreasing revenues from the state and local government impact maintenance of the current level of services provided by the Village of Beverly Hills. Even though the revenue from State Revenue Sharing is small in comparison to the entire revenues collected from property taxes, it still impacts the overall service level of the village. Inflation and increased costs of the providers of the services impact the cost to the Village of Beverly Hills. A decrease in the level of services provided to the citizens of the Village of Beverly Hills impacts the ability of the Village to attract new residents.

Investments by the village should consider how they impact long-term productivity of the village employees. e.g. (Investments to improve efficiencies like automatic reading water meters, or hand held devices that automatically upload information into the water billing systems to avoid multiple inputs of the same information). Investment strategies like this would continue to yield savings where the village could continue to provide the same level of services without increasing millage rates.

### **Strategic Issue #II – Improve/Update Infrastructure**

Maintenance and improving infrastructure (i.e., sewer, storm and sanitary), water, roads and bridges on an ongoing basis is both imperative for public health & safety as well as cost efficient. It should be noted that continuous maintenance and updating improvements reduces the costs of “single-time” large capital expenditures due to lack of management/maintenance.

### **Strategic Issue #III – Establish a Long-Term Financial Plan**

The survey of residents have identified that the LTFP and balancing the budget are high priorities. Since the Village is experiencing budget shortfalls, expenditures not matching revenues, the General Fund is being used to prevent budget deficits. It is projected that the General Fund will be exhausted in three or four years resulting in a budget crisis. Spending of the General Fund is a product of the following causes:

400k cut in State revenue sharing

Double digit increases in Health care cost

Increases in the cost of Village services

Minimal cuts in expenditures by the Village Management and Council

Millage limits due to Headlee and Proposal A

Increase salaries for Village employees

Higher than expected cost for projects

These are only some of the major causes for the spending down the General Fund that will be in conflict with the number one priority identified by the residents of the Village-balancing the budget. To avoid budget deficits, LTFP is essential.

#### **Strategic Issue #IV – Develop an Ecologically Sound Environmental Plan**

A healthy, ecologically sound environment is essential for aesthetic, practical and financial reasons. The Village's pleasing atmosphere- parks, neighborhoods, green spaces- helps retain current residents as well as attract new residents, thus maintaining our tax base. Ecologically sound management of the environment improves water quality, air quality and relieves the strain on the Acacia combined sewer overflow basin, storm sewers and other parts of the infrastructure reducing the need to spend tax money on repair and replacement.

#### **Strategic Issue #V – Increase Public Awareness/Participation and Interest in Beverly Hills Issues**

The Village administration serves the needs of the residents. Communication between the Village and residents is imperative. As the Village faces decisions that affect the quality of life throughout the community it is important that Villagers become active, well-informed citizens who provide input into the process. While the Village uses a variety of tools to communicate to residents, the survey results show that on several significant issues villagers did not feel that they knew enough about Village services and issues to rate them. Typically, without a headline ballot issue, Village turnout for elections is low and when there is a vacancy on a volunteer Village board there are not a large number of applicants from which to choose. Based on the likelihood of future funding requests being on a Village ballot, it is important that the Village take every opportunity it can to communicate with voting residents.

#### **Strategic Issue #VI – Maintain and Increase Value of Property**

Definition: Within the existing tax structure, maintain and increase the value of private properties for the health safety and financial benefit of neighbors and the Village at large.

Rationale:

A) Improving and maintaining private property is fundamental to supporting the top five priorities as ranked by the village residents (4-27-04 survey):

1. Balancing the budget
2. Long-term Financial Planning
3. Maintaining Current Level of Services
4. Improving Infrastructure
5. Enforcing Zoning Laws

Increasing property values is the vital first step in a chain:

1. Increasing the value of just one property increases market values of neighboring properties.
2. Increased property value enriches the property owner and neighboring owners with capitol gains when they eventually sell.
3. Well-maintained and upgraded properties create a clean and safe neighborhood.
4. 85% of the Village budget is tied directly to the taxable value of private property.
5. Establishing a strategic, initiative to increase property values would increase budget forecasts as part of a long term Financial Plan.
6. Tax revenue from personal property pays for our current city services and infrastructure. A plan forecasting additional revenue would help offset future costs of maintaining current levels of city services and anticipate the cost of improvements to infrastructure.
7. Enforcing zoning and maintenance codes not only protect, but enhance the investment we have all made in the village. Communities that achieve the highest increases of property values are also those that enforce their codes.

**STRATEGIC ISSUE #I: MAINTAIN CURRENT LEVEL OF SERVICES**

**Strategic Objective A: Maintain Current Level of Service in the Village of Beverly Hills**

Action Plans	Start	End	Responsibility	Measurement	Resources
<p><u>Develop a process that ensures administrative staff will always provide the highest level of service at the most effective cost</u></p> <ol style="list-style-type: none"> <li>1. Establish Metrics by services provided by the Village to residents to benchmark against other municipalities to understand best in Class Cost per service level                             <ol style="list-style-type: none"> <li>a. Define service to benchmark</li> <li>b. Define other communities to benchmark service</li> <li>c. Define Metrics (ie. Cost per household per week for trash collection and disposal, number of patrol officers per person in the village, number of Village employees per 1,000 residents, library millage compared to other municipalities, etc)</li> <li>d. Set defined service levels with annual improvements in contracts with vendors</li> </ol> </li> </ol>					
<ol style="list-style-type: none"> <li>2. Set strategy that a percent of the annual Village operating budget is targeted for investments around productivity savings                             <ol style="list-style-type: none"> <li>a. Quarterly review of agreed upon standards (Metric) for productivity</li> <li>b. Use outside consultant for input on where the village is least productive or areas for greatest productivity gain</li> <li>c. Set internal target where biggest improvement in productivity can be achieved.</li> </ol> </li> </ol>					

**STRATEGIC ISSUE #II: IMPROVE/UPDATE INFRASTRUCTURE**

**Strategic Objective A: Outline current infrastructure operational plan**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Identify key major priorities for the next 3—5 years					
2. Educate citizens on the current planning process (summarizing that process) to build support for future initiatives					
3. Develop a history (in chart form) of infrastructure improvements that have been made in the Village over the past 20 years (include year built)					
4. Define how funds are used from the local tax revenues, County, State and Federal resources					

**STRATEGIC ISSUE #II: IMPROVE/UPDATE INFRASTRUCTURE**

**Strategic Objective B: Outline current /future grant strategy for funding resources**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Outline the timeline for existing grant projects regarding major project activity					
2. List possible known grant resources for future priorities					
3. Look for new funding resources					
4. Timely apply for all funding to appropriate agencies					

**STRATEGIC ISSUE #II: IMPROVE/UPDATE INFRASTRUCTURE**

**Strategic Objective C: Continue to develop infrastructure enhancement and maintenance programs**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Develop (or maintain) detailed financial statements to include statement, cash flow analysis, and balance sheet					
2. Publish specific projects with related budgets, proposed method of payment and timelines for completion					
3. Regular inspection and maintenance of infrastructure as mandated by State and/or Federal agencies for safety and reliability as well as mitigate any potential exposure to liability					
4. Establish a long-term infrastructure maintenance plan similar to the Village Master Plan					
5. Institute regular infrastructure assessment every 5-10 years to ensure adherence to the long-term infrastructure maintenance plan					

**STRATEGIC ISSUE #III: ESTABLISH A LONG-TERM FINANCIAL PLAN**

**Strategic Objective A: Increase and maintain the General Fund while matching expenditures to revenue**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Prioritize spending b. Identify fixed and variable expenditures					
2. Adopt a policy of spending reduction and cost containment					
3. Identify and increase revenue streams a. Reaffirm charter millage b. Reallocation of millage c. Grants d. Combining services e. Review of services f. Community foundation					

**STRATEGIC ISSUE #III: ESTABLISH A LONG-TERM FINANCIAL PLAN**

**Strategic Objective B: Consider and evaluate Village's current practices**

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Identify and review current practices and address financial shortfalls of those practices					
2. Review financial expenditures and projects over the last 10 years a. Categorize as successful or failure b. Analyze why failures and document					
3. Compare Village practices with similar municipalities					
4. Set up timing protocol for financial problem resolutions a. Date when the shortfall problem identified b. What were the solutions and when were they put in place c. What actions were taken d. Who was responsible for the action					

**STRATEGIC ISSUE #III: ESTABLISH A LONG-TERM FINANCIAL PLAN**

**Strategic Objective C: Create a finance committee of citizens to meet as needed**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Solicit citizens for involvement					
2. Identify projects					
3. Report to Council					
4. Review financial successes and failures annually					

**STRATEGIC ISSUE #IV: DEVELOP AN ECOLOGICALLY SOUND ENVIRONMENTAL PLAN**

**Strategic Objective A: Evaluate environmental practices in the Village**

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Neighborhoods – tree planting, recycling, lawns, invasive, impervious spaces a. Identify which practices are ecologically sound b. Determine which need improvement					
2. Parks and other public places – tree planting, invasives, etc. a. Determine which practices follow requirements of SWPPI (Storm Water Pollution Prevention Initiative) b. Identify which practices are ecologically sound c. Determine which need improvement					
3. Riparian property – mowing, fertilizing, buffer, etc. a. Identify practices which follow SWPPI b. Determine which need improvement					
4. Businesses – landscaping, tree planting, etc. a. Identify which practices conform to SWPPI b. Identify which practices are ecologically sound c. Determine which need improvement					

**STRATEGIC ISSUE #IV: DEVELOP AN ECOLOGICALLY SOUND ENVIRONMENTAL PLAN**

**Strategic Objective B: Evaluate the Village’s environmental activities**

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Work with other municipalities <ul style="list-style-type: none"> <li>a. Current status</li> <li>b. Possibilities of expansion</li> </ul>					
2. Work with governmental bodies – SOCWA, OCDC, etc. <ul style="list-style-type: none"> <li>a. Current status</li> <li>b. Possibility of expansion</li> </ul>					
3. Work with non-profit organizations – Friends of the Rouge, etc. <ul style="list-style-type: none"> <li>a. Current status</li> <li>b. Possibility of expansion</li> </ul>					
4. Evaluate 2003 updated SWPPI <ul style="list-style-type: none"> <li>a. Consider which practices are covered</li> <li>b. Consider what practices need addressing</li> </ul>					
5. Review existing ordinances to see which speak to sound ecological practices and which ecological practices still need to be addressed					

**STRATEGIC ISSUE #IV: DEVELOP AN ECOLOGICALLY SOUND ENVIRONMENTAL PLAN**

**Strategic Objective C: Educate and inform Village residents and leaders to increase awareness and participation**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Work with Village organizations to educate residents and promote ecologically sound practices- garden clubs, neighborhood associations, etc.					
2. Continue working with SOCWA and Friends of the Rouge					
3. Publish and publicize progress					
4. Consider parks and other public places <ul style="list-style-type: none"> <li>a. Install signage to inform visitors of examples of sound ecological practices – park bio-retention swale, etc.</li> <li>b. Demonstrate ecologically sound planting – beds trees, etc.</li> </ul>					
5. Provide opportunities for cross- community dialog					
6. Acquaint residents with SWPPI					
7. Inform residents of financial advantages of sound practices					

<b>STRATEGIC ISSUE #IV: DEVELOP AN ECOLOGICALLY SOUND ENVIRONMENTAL PLAN</b>
<b>Strategic Objective D: Identify funding</b>

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Continue sharing costs with other communities where appropriate					
2. Investigate possibilities of further grants					
3. Assess Village contributions					
4. Consider possibilities of voluntary resident contributions					

**STRATEGIC ISSUE #V: INCREASE PUBLIC AWARENESS/PARTICIPATION AND INTEREST IN BEVERLY HILLS ISSUES**

**Strategic Objective A: Identify the current methods of communication in the Village**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Identify mediums used by the Village to communicate with its residents					
2. Identify mediums used by residents to communicate with the Village					
3. Identify the current level of participation by residents in Village issues or processes					

<b>STRATEGIC ISSUE #V: INCREASE PUBLIC AWARENESS/PARTICIPATION AND INTEREST IN BEVERLY HILLS ISSUES</b>
<b>Strategic Objective B: Identify best communication practices used by other communities</b>

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Identify methods of communication, type of information communicated and associated costs, if any					
2. Determine if any best practices should be adopted by the Village					

<b>STRATEGIC ISSUE #V: INCREASE PUBLIC AWARENESS/PARTICIPATION AND INTEREST IN BEVERLY HILLS ISSUES</b>
<b>Strategic Objective C: Identify the type of information to be communicated</b>

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Determine best method(s) for communicating reference information					
2. Determine the best method(s) for communicating time-oriented issues					

**STRATEGIC ISSUE #V: INCREASE PUBLIC AWARENESS/PARTICIPATION AND INTEREST IN BEVERLY HILLS ISSUES**

**Strategic Objective D: Increase the level of participation by Village stakeholders in the issues which impact the community**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Increase Village recycling participation					
2. Increase the number of volunteers for activities, boards and committees throughout the Village					
3. Increase voter turnout at scheduled Village elections					
4. Identify opportunities to educate residents					

**STRATEGIC ISSUE #V: INCREASE PUBLIC AWARENESS/PARTICIPATION AND INTEREST IN BEVERLY HILLS ISSUES**

**Strategic Objective E: Monitor communication efforts to determine if the Village is successful in its efforts**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Compare prior levels/methods of Village communication to determine changes (+/-) since enhanced efforts					
2. Compare prior levels of participation by Village stakeholders to determine changes (+/-) since enhanced effort					
3. Adjust and readdress initial efforts at improvements based upon comparison study					

**STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY**

**Strategic Objective A: Evaluate current regulations to determine if they encourage or inhibit desired redevelopment and reinvestment. Revise as appropriate.**

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Discuss with the Planning Board / Council / Zoning Board of Appeals to build consensus on this core value of the residents and necessary implementation					
2. Discuss with the Enforcement Officer to make sure practical measures are included in the KSI action plan					
3. Make sure that the initiative, “Maintain and Increase Values of Property” is a <i>written</i> and a <i>supported</i> objective in the Village’s current Master Plan					
4. Evaluate current provisions regarding structure heights and side/rear yard setbacks to determine if they encourage redevelopment and reinvestment.					
5. Define “Bigfoot” housing to which residents are opposed, and determine if new regulations are needed to encourage reinvestment while avoiding undesired big foot construction					

**STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY**

**Strategic Objective B: Construct a model of maintenance and upgrade activity illustrating how they can increase values of property.**

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Define current code of standards and enforcement procedures.					
2. Determine what enforcement actions may be needed, particularly prior to sale or rental of a property.					
3. Tabulate permits pulled, remodeling and new construction records, frequent violations, etc. throughout the village and relate to property value trends by neighborhood.					
4. Compare historical trends of property values in our Village versus surrounding communities.					

**STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY**

**Strategic Objective C: Explore ways to create a safer and more pleasing Southfield Road thoroughfare to enhance our community image and to help unify the Village.**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Determine the appropriate group to spearhead the initial effort (Planning Board?)					
2. Investigate the current provisions of Oakland County's "Main Street Program"					
3. Identify data needed, such as right-of-way, traffic counts, crash statistics, general cost for reconstruction, DTE estimates for utility burial, etc.					
4. Involve residents and property owners/business operators through a workshop or other media					
5. Prepare concepts for review by the public and the Road Commission					
6. Evaluate funding opportunities					

**STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY**

**Strategic Objective D: Foster communication and cohesion among existing commercial property owners. Look for opportunities to increase commercial property value**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Encourage quality redevelopment of Southfield Business corridor					
2. Identify the business impact of any proposed improvements along Southfield Rd.					

**STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY**

**Strategic Objective E: Educate and inform current and prospective village property owners of village codes and how increasing value of property relates to funding for village services**

Action Plans	Start	End	Responsibility	Measurement	Resources
1. Inform property owners about the reasons for regulations, the most common violations, and how to avoid them					
2. Promote how property taxes currently pay for village services: <i>examples</i> <ul style="list-style-type: none"> <li>a. Village display/booth at park functions</li> <li>b. Cable television</li> <li>c. <i>The Villager</i> newsletter</li> <li>d. Educate: <i>When do you need a permit?</i></li> <li>e. Web site with interactive board or Answers to Frequently Asked Questions</li> <li>f. Commercial info for Businesses</li> <li>g. Involve the schools</li> <li>h. Actively and continuously promote regulations and reasons for compliance</li> </ul>					

**STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY**

**Strategic Objective F: Actively inform prospective real estate buyers, investors and agents of our history of increasing property values in Beverly Hills and the Village's determination to continue this trend**

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. Recruit resident PR and advertising professionals to volunteer and coordinate the launch of a campaign					
2. Write and distribute press releases					

<b>STRATEGIC ISSUE #VI: MAINTAIN AND INCREASE VALUE OF PROPERTY</b>
<b>Strategic Objective G: Identify new construction (infill) opportunities</b>

<b>Action Plans</b>	<b>Start</b>	<b>End</b>	<b>Responsibility</b>	<b>Measurement</b>	<b>Resources</b>
1. ID potential commercial infill sites					
2. ID potential residential infill sites					

## APPENDIX

### Planning Process Summary

The first meeting of the Strategic Planning Development Committee took place in November 2003. Members of the core committee are listed below. Gene Jacoby from DESC facilitated all meetings and the planning process itself. Other members of the DESC team are Suzanne Dibble and Mike Howard

Initial meetings developed drafts of the VBH's mission, vision and core values. The committee then decided to undertake extensive data collection from key stakeholders. Focus groups were formed to identify survey topics. The four stakeholder groups surveyed are: residents, businesses, education, and service providers. The whole Strategic Planning Development Committee discussed results of the surveys. A SWOT analysis (Strengths, Weaknesses, Opportunities Threats) narrowed and prioritized the information. All of this data became the basis for subsequent discussions to identify Key Strategic Issues (KSI's).

Next, each of the six Key Strategic Issues was assigned to a volunteer ad hoc committee for development of Strategic Objectives and Action Plans. Each committee met several times, independently, to draft the detail plan pages for their particular key strategic issue. Concurrently, meetings with all participants took place to gather reactions and refine the Strategic Objectives and Action Plans. The outcome of these activities produced the Draft Plan, completed on December 14, 2004.

#### **Strategic Planning Committee Members**

Barbara Aylesworth	John Ross
Casimer Badynee	Bob Ruprich
Ann Baker-Zainea	Renzo Spallasso
Anne Bernardini	Patrick Westerlund
Greg Burry	Karl Woodard
Jeri Davis	
Diane Gagnier	
Marcia Gershenson	
Gary Grabowski	
Kim Holland	
Frances Knorr	
Rosanne Koss	
James Merritt	
Dan McCleary	
Michele Mills	
Cindy Obermeyer	
Walter Piper	

#### **Ad Hoc Members**

Anne Bernardini	Bob Wiszowaty
Greg Burry	Karl Woodard
Kim Holland	
Frances Knorr	
Rosanne Koss	
Don MacDonald	
Rose McLennan	
John Mentag	
James Merritt	
Pauline Millichamp	
Cynthia Nagle	
Pamela Rijnovean	
Bob Ruprich	
Burt Schwartz	
Donna Selenich	
Brad Strader	
Patrick Westerlund	

#### **Village of Beverly Hills Staff**

Ellen Marshall
Brian Murphy
Renzo Spallasso
Bob Wiszowaty
Karl Woodard