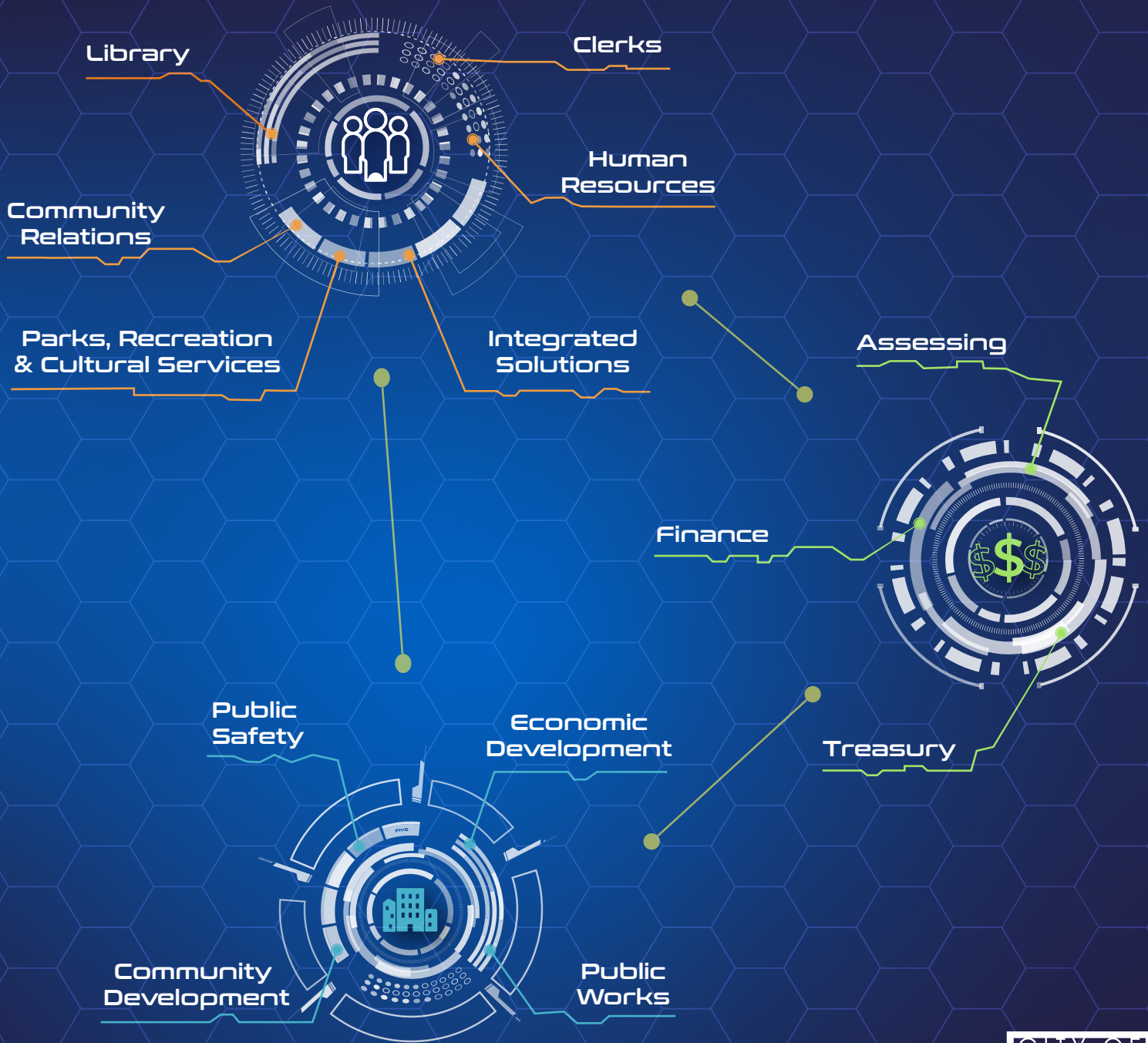


# INNOVATIVE



ANNUAL BUDGET  
AND FINANCIAL PLAN

2021-2022

CITY OF NOVI, MICHIGAN



# CITY COUNCIL



**BOB GATT**  
Mayor



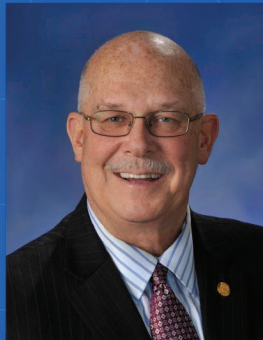
**DAVE STAUDT**  
Mayor Pro Tem



**ANDREW MUTCH**  
Council Member



**LAURA MARIE CASEY**  
Council Member



**HUGH CRAWFORD**  
Council Member



**JUSTIN FISCHER**  
Council Member



**JULIE MADAY**  
Council Member



**PETE AUGER**  
City Manager

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Novi**

**Michigan**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morill*

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Novi, Michigan**, for its Annual Budget for the fiscal year beginning **July 1, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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## ICMA CODE OF ETHICS

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. We believe professional management is essential to efficient and democratic local government by elected officials.
2. Affirm the dignity and worth of local government services and maintain a deep sense of social responsibility as a trusted public servant.
3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.
4. Serve the best interests of the people.
5. Submit policy proposals to elected officials; provide them with facts, and technical and professional advice about policy options; and collaborate with them in setting goals for the community and organization.
6. Recognize that elected representatives are accountable to their community for the decisions they make; members are responsible for implementing those decisions.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions pertaining to appointments, pay adjustments, promotions, and discipline.
12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

*Adopted by the ICMA Executive Board in 1924, and most recently revised by the membership in June 2020.*

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## Declaration of Ideals

Members of the International City/County Management Association dedicate themselves to the faithful stewardship of the public trust and embrace a shared ideal of management excellence.

The International City/County Management Association (ICMA) was founded with a commitment to the preservation of the values and integrity of representative local government and local democracy and a dedication to the promotion of efficient and effective management of public services. To fulfill the spirit of this commitment, ICMA works to maintain and enhance public trust and confidence in local government, to achieve equity and social justice, to affirm human dignity, and to improve the quality of life for the individual and the community. Members of ICMA dedicate themselves to the faithful stewardship of the public trust and embrace the following ideals of management excellence, seeking to:

1. Provide an environment that ensures the continued existence and effectiveness of representative local government and promotes the understanding that democracy confers privileges and responsibilities on each citizen.
2. Recognize the right of citizens to influence decisions that affect their well-being; advocate a forum for meaningful citizen participation and expression of the political process; and facilitate the clarification of community values and goals.
3. Respect the special character and individuality of each community while recognizing the interdependence of communities and promoting coordination and cooperation.
4. Seek balance in the policy formation process through the integration of the social, cultural, and physical characteristics of the community.
5. Promote a balance between the needs to use and to preserve human, economic, and natural resources.
6. Advocate equitable regulation and service delivery, recognizing that needs and expectations for public services may vary throughout the community.
7. Develop a responsive, dynamic local government organization that continuously assesses its purpose and seeks the most effective techniques and technologies for serving the community.
8. Affirm the intrinsic value of public service and create an environment that inspires excellence in management and fosters the professional and personal development of all employees.
9. Seek a balanced life through ongoing professional, intellectual, and emotional growth.
10. Demonstrate commitment to professional ethics and ideals and support colleagues in the maintenance of these standards.
11. Take actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people.



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# INTRODUCTION



## City of Novi Leadership Philosophy: Our Guide to Manage, Recruit/Select, and Follow

We, the City of Novi management team, believe **employees are committed** to providing quality services and take pride in contributing to the community. Our team members are motivated by fair and positive recognition and possess a sense of value to deliver quality customer service.

We believe in and **strive to provide professional growth and development opportunities** for all people, so they may remain technically proficient and learn the most current, effective means of performing their work. We believe continuing education is critical and helps our staff to anticipate the future and be prepared.

We encourage a **trusting and supportive environment** that fosters innovative problem solving initiatives from every aspect of the organization.

We believe the **opportunity to lead**, both formally and informally, is available to all who desire it throughout the organization.

We believe **staff closest to situations has the greatest potential for quickly and effectively resolving issues** and decisions can and should be made by all people throughout the organization.

We proudly **provide essential community services through planning, goal setting, engagement and prioritization** that are supported by City Council and delivered transparently.

We **encourage and expect employees to dedicate and commit time to long-range thinking and planning** apart from daily required tasks. Our whole staff team explores and thinks through options to do things differently, to do things better.

We pride ourselves on **communicating openly and honestly through a variety of methods** and encourage internal and external feedback which is accurate and timely to most effectively inform all organization members.

We **believe and take pride in Novi's tradition of partnering with the wider community**. We desire to be the first to step up and partner, to be leaders who follow through on mutually-beneficial co-operations. With the assistance of schools, service agencies, and other units of government, we can find areas of each of our strengths to provide the best and most efficient service to citizens and businesses.

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# INTRODUCTION

## NOVI DIAGRAM





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## Citizen's Guide to the Budget

The purpose of this section is to explain to the reader the format and information presented in the budget document.

The budget provides a financial plan to execute the Budget Program Strategies which are funded through the General Fund, Special Revenue Funds and other sources; and includes payment of debt.

The budget document consists of the following sections:

- **Strategic Goals, Priorities, and Issues** includes the City Manager's Budget Message that articulates priorities and issues for the upcoming year. It describes significant changes in priorities from the current year and explains the factors that led to those changes. This section also highlights the City's coherent statement of organization-wide, strategic goals and strategies that addresses long-term concerns and issues.
- **Budget Overview** provides an overview of the significant budgetary items and trends. It also includes a summary of changes presented between the proposed to adopted budget and an organizational chart.
- **Fund Structure, Descriptions, & Relationship** includes a matrix of the fund structure, descriptions of all funds, and the relationship between the entity's functional units, major funds, and nonmajor funds in the aggregate.
- **Financial Policies and Budget Process** provides the basis of accounting and budgeting, a summary of the financial and budget policies including the definition for a balanced budget, and process of preparing, reviewing, and adopting the budget; as well as the procedures for amending the budget.
- **Financial Schedules** provides the City's three-year operating budgets for all funds including prior year actual, current year estimated ending balances, and proposed budget year; as well as the consolidated financial schedule.
- **Fund Balance, Revenues, and Expenditures** presents projected changes in fund balances/net positions for all appropriated funds; describes major revenue sources, expenditures, and other financing sources and uses, as well as explains the underlying assumptions for any estimates and discusses any trends. It also discusses entity-wide long-term operating financial plans and its effect on the budget and budget process.
- **Capital Program and Debt** defines capital expenditures, provides a detailed listing of capital improvement projects for the upcoming fiscal year, as well as for the next five years (including funding sources), and describes its effects on the current and future operating budget. Financial data on the current debt obligations are included in this section as well; which includes, legal debt limits, principal and interest payments presented through maturity, bond ratings, and each debt obligation's purpose.
- **Departmental Information** section includes department descriptions/overviews, performance measures, goals, and objectives. A citywide personnel schedule of all full-time positions is also included in this section.
- **Statistical Information and Glossary** section provides additional information pertaining to the City of Novi that may be of interest to the reader of the budget document. Also included in this section is a Glossary of the various budget and financial terms used throughout the document.
- **Resolutions** contain the two final resolutions approved by the Mayor and City Council as part of the budget process which include adoption of the annual property tax millage rates, budget, and acknowledgement of the multi-year budget.

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# STRATEGIC GOALS, PRIORITIES, & ISSUES



## in·no·va·tive

*adjective*

1. (of a product, idea, etc.) featuring new methods; advanced and original.  
"innovative designs"
  - (of a person) introducing new ideas; original and creative in thinking.

## FY 2021-22 BUDGET MESSAGE

July 1, 2021

Dear Honorable Mayor, City Council, and Residents of the City of Novi:

I want to start by thanking our Finance team, led by Director Carl Johnson, along with Deputy Finance Director Sabrina Lilla and Budget Analyst Jessica Dorey. They, alongside Assistant City Manager Victor Cardenas and each Department Director, continue to plan, research, document, and execute Novi's high standard for budget preparation and implementation.

The priorities and strategic goals in the Annual Budget and Financial Plan are similar to but also very different from prior years. The priority last year was to ensure economic stability, invest in the City and provide the highest level of service to our customers during a pandemic. The priorities within the current budget are similar but come with much more certainty and less unknown. The City Council continues to operate an open and transparent government, listening to the residents and taxpayers in open forums and incorporates their recommendations into the short-term goals presented within this document.

As in most budgets, items can be arranged into several categories to accomplish the City Council's goals. I think you will find economic factors taken into consideration, strategic goals being met, and policy issues are being addressed in this budget.

### **By no accident are we innovative.**

You may not expect to find in a budget document's introduction the word 'innovative.' If you look in a dictionary, you will find innovative is an adjective describing new methods, introducing new things, and creative thinking.

Our team has continually shown innovative responses to unpredictable events and the way in which we find and implement solutions. Under the leadership of its City Council, the City of Novi has also shown innovation as we transform those solutions into practical reality. A demonstration of this success is Novi being named the second most innovative community in the heartland and essential to the future of American innovation by Entrepreneur Magazine.



# STRATEGIC GOALS, PRIORITIES, & ISSUES

## Economic Factors

In this budget, you will find five main economic factors. First, the conservative budgeting of property tax revenue, state shared revenue, and Building Department revenue as the Michigan and U.S. economy slowly rebounds, assisting us in maintaining the sixth-lowest tax rate for cities in the State of Michigan. Our tax rate has remained unchanged for the fourth year in a row; the last change occurred when citizens approved the Capital Improvement Millage (CIP) to undertake larger dollar items such as facilities and equipment.

The second economic factor is the City's debt obligation; it continues to be at an all-time low \$13,820,000. This debt is estimated to be paid off in Fiscal Year 2027. This financial footing places the City of Novi in a great position to withstand future unforeseen events and plan for continued growth.

A third factor is the prior year's budget demonstrating the survival of an unforeseen and unprecedented economic shutdown. This current year budget proposal has increased certainty at lower revenue levels, but the City of Novi continues to have a balanced budget in our current year as well as the next three years (excluding one-time grant revenue).

The fourth economic factor is the City's Parks Recreation and Cultural Services (PRCS) operation has survived the mandated shutdown/pandemic with offering limited programming and is currently ramping up for residents who are anxious to get back to "normalcy."

Finally, the anticipated census increase of over ten thousand new residents during the past decade contributes to the last economic factor. The realized number of new residents will provide an increase in State Shared Revenue (SSR) and road funds (Public Act 51) and help offset short-term losses due to the forced shutdown of the economy, assisting with the overall long-term financial health for the City.

## Strategic goals

There are two strategic goals that deserve highlighting. First is the investment in the City of Novi's vast road and non-motorized networks. We have placed \$8.3 million into FY 2021-2022 to continue City Council's desire to improve mobility for Novi residents and businesses. This budget also paves the way for \$26.9 million to be invested in our roads and sidewalks over the next three years. Other significant infrastructure projects but lack the visibility due to them being below ground are the water, sewer, and drain systems that the City of Novi improves and maintains. In FY 2021-2022, this budget allocates \$5.6 million on these critical infrastructures. What residents and stakeholders alike do see are our parks and the continued upgrades to facilities and outdoor amenities. We will be investing at least half a million dollars in our parks going forward and possibly more with the grant opportunities and City Council's continued efforts to offer the best facilities for our residents.

The second strategic goal is ensuring we are good stewards of what we already have. This budget lays out investments on average of \$1.2 million annually over the next three years in facilities, equipment, and technology. This includes a redesign of the City of Novi Clerk's Department in response to recent changes in the State of Michigan's election law and to improve workflow, taking advantage of technology to deliver a higher value to our citizen's experience.

# STRATEGIC GOALS, PRIORITIES, & ISSUES

## Policy Issues

I would like to point out three main policy issues included in this budget. City Council set a goal of focusing on staff retention and succession planning. This budget continues to fund advanced training across disciplines and focus on building leadership at all levels of our operation. With the mandatory shutdown of our economy, our team responded well, with each unit pushing off employees' replacement through attrition. As the need for face to face interactions diminished due to lockdown orders, remote work became prevalent allowing us to stretch our existing workforce and realize budgetary savings. With the State of Michigan allowing more and more freedoms and people's comfort level to getting back to "normal" we will be monitoring service levels and have budgeted for gradual filling of positions to meet the demands for service on an individual position basis. During this entire process, we have evolved and are reworking how service is delivered and how each department is staffed for optimal performance.

The second policy issue is we continue funding long-term pension liability. We increase the funding by more than \$800,000 from the prior year's budget. Despite the negative pressure of the changing actuarial assumptions, our funded level increased from 61% to 63%. Our efforts have paid off in the Other Post-Employment Benefits (OPEB) as we remain fully funded at 109%. This puts the City of Novi in the top 10% in the State of Michigan.

The last policy issue worth highlighting is City Council's focus on being a safe community. We are forecasting over the next three years to purchase a new fire response vehicle annually at the cost of approximately \$950,000 each. These investments provide the best equipment to respond to our businesses, visitors, and residents and help us manage our long-term maintenance and out-of-service time for each of these assets. In the near future, we also look forward to the addition of another code enforcement compliance officer. This position will help build off the successful pilot program that resolved 80% of code compliance issues without tickets or court involvement. We based this on our similar success of community policing model and techniques to solve the problem, not just the symptom. Finally, we look to increase our police vehicle inventory. This would give us the opportunity to extend the longevity (years not miles driven) of our fleet as well as increase the razor-thin margin we have between vehicles needed on the road versus total inventory.

Steven Jeffes, Marketing & business expert, once said, "Innovation is the unrelenting drive to break the status quo and develop anew where few have dared to go." The City of Novi has been and continues to be on the tip of the sword as a model organization for others to imitate as a fiscally sound and sustainable community.

Respectfully submitted,



Pete Auger  
City Manager

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# STRATEGIC GOALS, PRIORITIES, & ISSUES

## City Council Strategic Goals & Strategies

On February 10, 2020, at an Early Input Budget Session, the Novi City Council met to discuss Strategic Themes & Broad Goal categories. City Council voted during this year's budget session to not make any goals that exceed the two years in between local elections. The current Council believes no Council can or should tie the hands of the next Council and no Council should commit the Administration past the current Council term. The only exception to this declaration is the work being performed by the roads and recreation center committees. The two committees are going to recommend a long-term solution for road construction along with a recommendation for possible construction of a new community center. The items listed below and on the following page represent areas of focus to assist in reaching the goals.

### **N**urture public services that residents want and value.

Make long-term strategic and sustainable investments in Roads & Pathways and Water & Sewer and provide for development, acquisition and rehabilitation of parks and public lands. Provide cultural resources and recreational opportunities for a growing and diverse population.

#### Goals

- Add benches on Meadowbrook Road from Meadowbrook Commons to 8 Mile Road. Sell naming right to the benches. Make the benches maintenance free.
- Establish "Aging Commission" to address specific housing and "aging in place" services needed for growing older population to include potential revision of duties or incorporation of Older Adults Advisory Board.
- Propose and fund a sidewalk maintenance incentive program with the purpose of encouraging residents to replace uneven panels in neighborhoods which pose a safety risk.

### **O**perate a world-class and sustainable local government.

Maintain an efficient and effective, fiscally-responsible local government which leverages communication, strategic partnerships, and skilled staff.

#### Goals

- Employee Retention and Planning: 1) develop succession plan for all City Department heads and other key leadership roles 2) Review/update our strategy to attract and retain the best employees at all levels of the organization and all departments; including competitive levels of pay, benefits, training, developmental and promotional opportunities.
- Create a financially sustainable plan for the Tree Fund—current funding mechanism is not sustainable long term.
- Change the way we assess the City Manager; do so one on one, in private, not at a City Council Meeting. Then, at a later date, in closed session, discussion as to salary only.

# STRATEGIC GOALS, PRIORITIES, & ISSUES

## **V**alue and build a desirable and vibrant community for residents and businesses alike now and into the future.

Encourage quality economic development to maximize city revenue and job growth while protecting and enhancing natural areas, natural features and community character.

### **Goals**

- Woodland and Wetlands review and amend: 1) Comprehensive review of woodland and wetland ordinance; included benchmark against other communities 2) Amend woodlands and wetlands ordinances to balance protection of natural resources with development.
- Develop a plan to identify and purchase high quality woodlands using Tree Fund dollars so they are preserved permanently. Goal for at least 50 acres a year.

## **I**nvest properly in being a Safe Community at all times for all people.

Ensure Police, Fire, Public Services meet the needs of all residents, businesses, and visitors at all times.

### **Goals**

- Develop/increase efforts to strengthen the Aux/POC program and ensure continued quality new hires into the system.

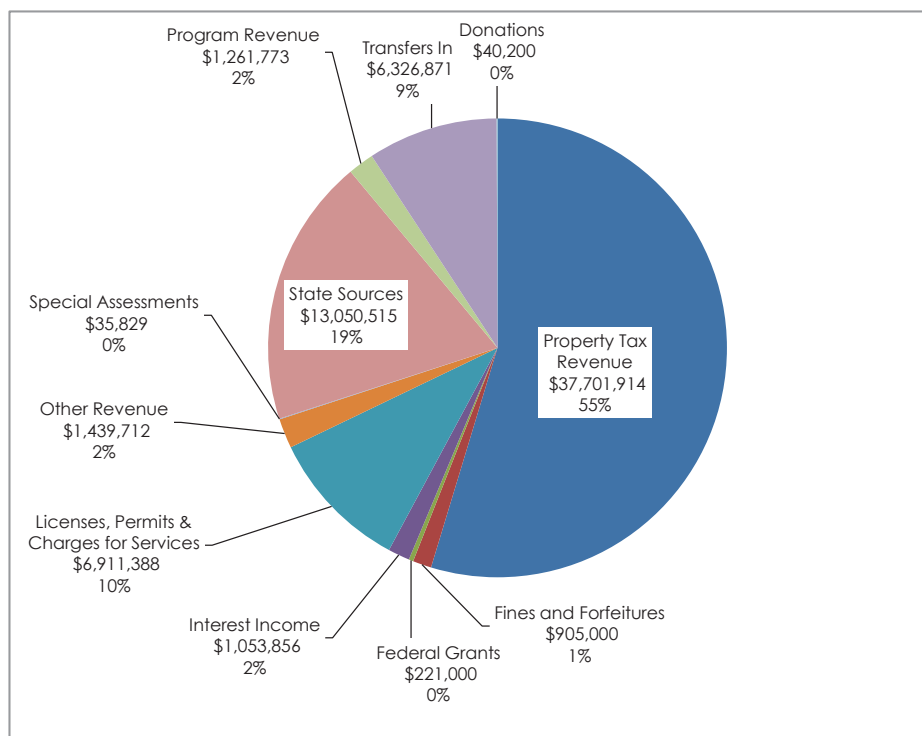
# BUDGET OVERVIEW

## Significant Budgetary Items and Trends

### Fiscal Year 2021-2022 Budgeted Revenues (by category)

The following represents Fiscal Year 2021-22 budgeted revenue (General Fund and Special Revenue Funds), as well as a four-year comparison of revenue by fund.

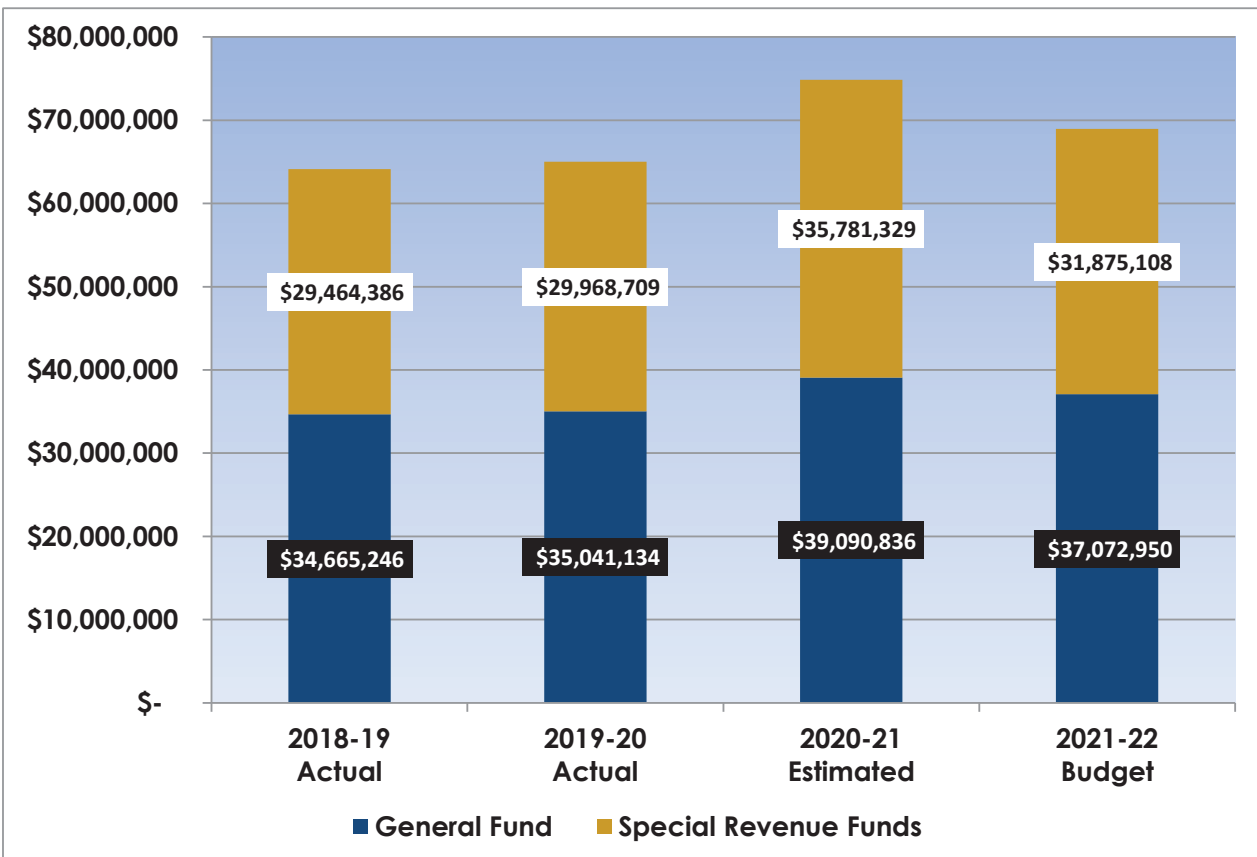
ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL BUDGETED
Property Tax Revenue	\$ 25,059,911	\$ 12,642,003	\$ 37,701,914
Fines and Forfeitures	395,000	510,000	\$ 905,000
Federal Grants	85,000	136,000	\$ 221,000
Interest Income	730,424	323,432	\$ 1,053,856
Licenses, Permits & Charges for Services	4,276,388	2,635,000	\$ 6,911,388
Other Revenue	753,712	686,000	\$ 1,439,712
Special Assessments	-	35,829	\$ 35,829
State Sources	5,771,515	7,279,000	\$ 13,050,515
Program Revenue	-	1,261,773	\$ 1,261,773
Transfers In	-	6,326,871	\$ 6,326,871
Donations	1,000	39,200	\$ 40,200
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 37,072,950</b>	<b>\$ 31,875,108</b>	<b>\$ 68,948,058</b>



# BUDGET OVERVIEW

## Comparison of Revenue (Four-Year)

Fund	2018-19 Actual	2019-20 Actual	2020-21 Estimated	2021-22 Budget	% Change Estimated 2020-21 & Budget 2021-22
<b>GENERAL FUND</b>	<b>\$ 34,665,246</b>	<b>\$ 35,041,134</b>	<b>\$ 39,090,836</b>	<b>\$ 37,072,950</b>	<b>-5.16%</b>
<b>SPECIAL REVENUE FUNDS</b>					
Major Street	4,905,668	4,549,337	5,408,815	5,392,400	-0.30%
Local Street	5,642,610	7,535,715	10,672,634	7,617,860	-28.62%
Municipal Street	6,023,741	6,053,867	6,536,037	6,168,055	-5.63%
Parks, Recreation & Cultural Services	3,011,651	2,568,014	2,806,664	3,004,741	7.06%
Tree	1,669,036	705,255	521,138	401,470	-22.96%
Drain	1,905,681	2,427,728	3,540,174	2,821,905	-20.29%
Rubbish Collection	2,416,876	2,527,121	2,551,000	2,626,000	2.94%
PEG Cable	385,791	18,846	87,866	6,308	-92.82%
Community Development Block Grant	42,656	75,132	178,821	131,000	-26.74%
Forfeiture	210,610	221,147	271,965	377,868	38.94%
Library	3,130,756	3,188,125	3,123,886	3,244,172	3.85%
Library Contribution	83,460	62,592	46,500	47,500	2.15%
West Oaks St. Street Lighting	7,543	7,529	7,529	7,529	0.00%
West Lake Dr Street Lighting	3,301	3,300	3,300	3,300	0.00%
Town Center St. Street Lighting	25,006	25,001	25,000	25,000	0.00%
	<b>\$ 29,464,386</b>	<b>\$ 29,968,709</b>	<b>\$ 35,781,329</b>	<b>\$ 31,875,108</b>	<b>-10.92%</b>
<b>TOTAL REVENUE</b>	<b>\$ 64,129,632</b>	<b>\$ 65,009,843</b>	<b>\$ 74,872,165</b>	<b>\$ 68,948,058</b>	<b>-7.91%</b>



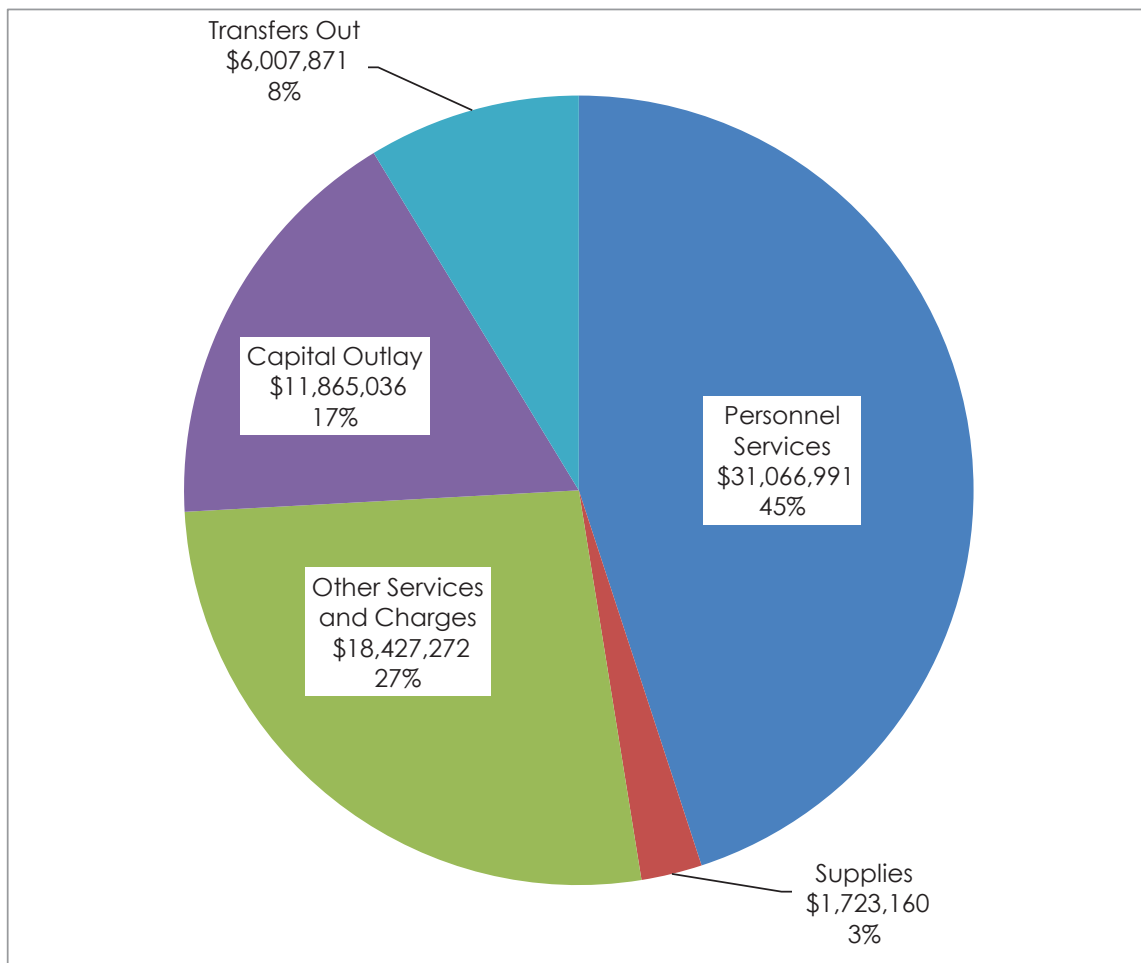


# BUDGET OVERVIEW

## Fiscal Year 2021-22 Budgeted Expenditures (by category)

The following represents Fiscal Year 2021-22 budgeted expenditures (General Fund and Special Revenue Funds), as well as a four-year comparison of expenditures by fund.

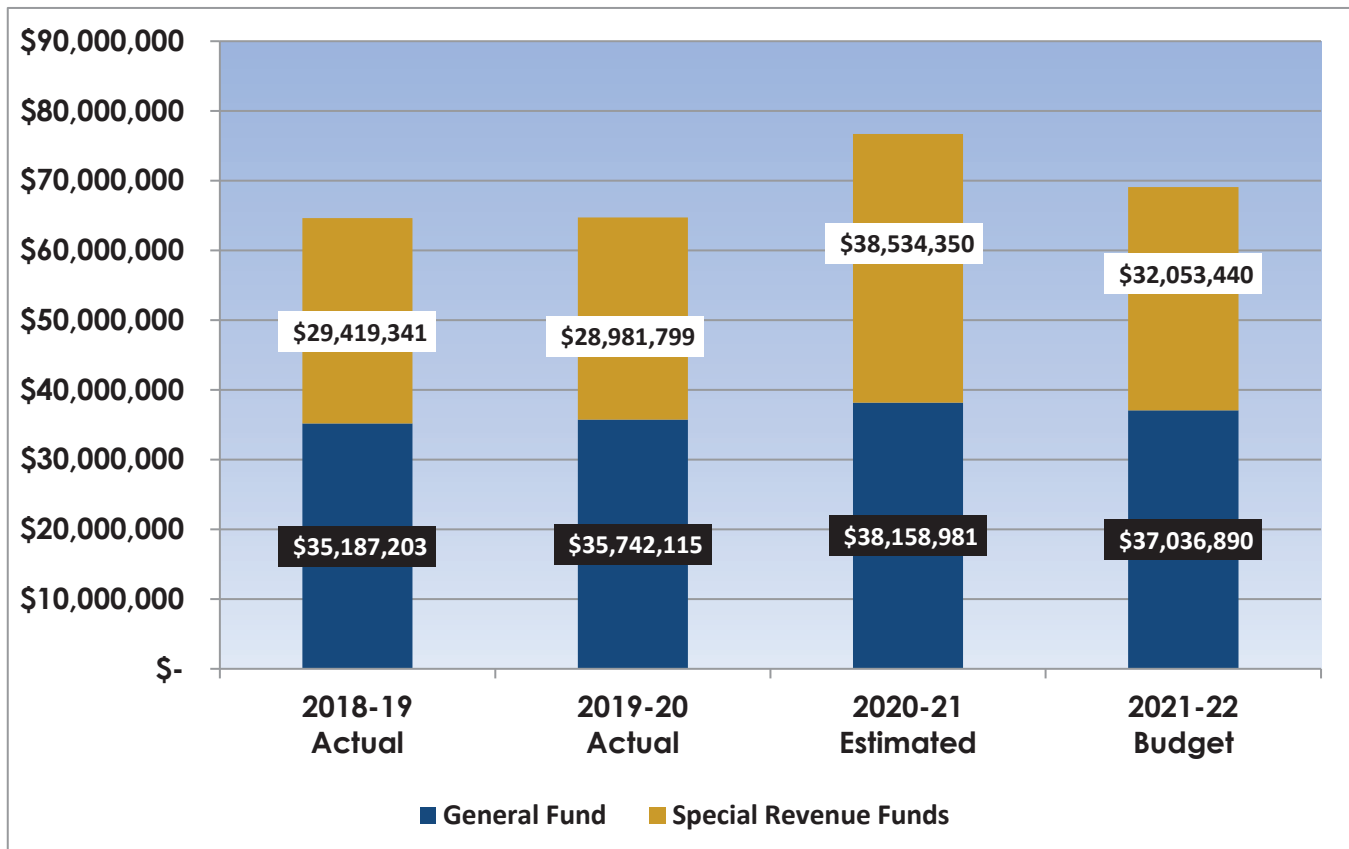
EXPENDITURES	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL BUDGETED
Personnel Services	\$ 27,241,309	\$ 3,825,682	\$ 31,066,991
Supplies	921,630	801,530	\$ 1,723,160
Other Services and Charges	7,173,471	11,253,801	\$ 18,427,272
Capital Outlay	1,420,609	10,444,427	\$ 11,865,036
Transfers Out	279,871	5,728,000	\$ 6,007,871
<b>TOTAL EXPENDITURES</b>	<b>\$ 37,036,890</b>	<b>\$ 32,053,440</b>	<b>\$ 69,090,330</b>



# BUDGET OVERVIEW

## Comparison of Expenditures (Four-Year)

Fund	2018-19 Actual	2019-20 Actual	2020-21 Estimated	2021-22 Budget	% Change Estimated 2020-21 & Budget 2021-22
<b>GENERAL FUND</b>	<b>\$ 35,187,203</b>	<b>\$ 35,742,115</b>	<b>\$ 38,158,981</b>	<b>\$ 37,036,890</b>	<b>-2.94%</b>
<b>SPECIAL REVENUE FUNDS</b>					
Major Street	5,742,896	4,310,028	4,945,145	4,627,400	-6.43%
Local Street	5,585,224	6,424,465	11,296,471	7,912,860	-29.95%
Municipal Street	5,785,036	5,607,986	8,431,118	6,105,055	-27.59%
Parks, Recreation & Cultural Services	2,979,108	3,195,357	2,885,474	3,004,741	4.13%
Tree	1,048,573	700,043	860,992	663,470	-22.94%
Drain	2,031,534	2,428,751	3,540,278	2,821,905	-20.29%
Rubbish Collection	2,416,876	2,527,121	2,551,000	2,626,000	2.94%
PEG Cable	324,052	296,557	218,562	233,308	6.75%
Community Development Block Grant	64,139	72,349	130,530	131,000	0.36%
Forfeiture	363,401	349,580	420,375	427,111	1.60%
Library	2,934,052	3,007,881	3,167,505	3,409,700	7.65%
Library Contribution	114,802	31,699	51,050	58,400	14.40%
West Oaks St. Street Lighting	6,790	6,190	7,550	7,540	-0.13%
West Lake Dr Street Lighting	2,696	2,982	3,300	3,250	-1.52%
Town Center St. Street Lighting	20,162	20,810	25,000	21,700	-13.20%
	<b>\$ 29,419,341</b>	<b>\$ 28,981,799</b>	<b>\$ 38,534,350</b>	<b>\$ 32,053,440</b>	<b>-16.82%</b>
<b>TOTAL APPROPRIATED FUNDS</b>	<b>\$ 64,606,544</b>	<b>\$ 64,723,914</b>	<b>\$ 76,693,331</b>	<b>\$ 69,090,330</b>	<b>-9.91%</b>



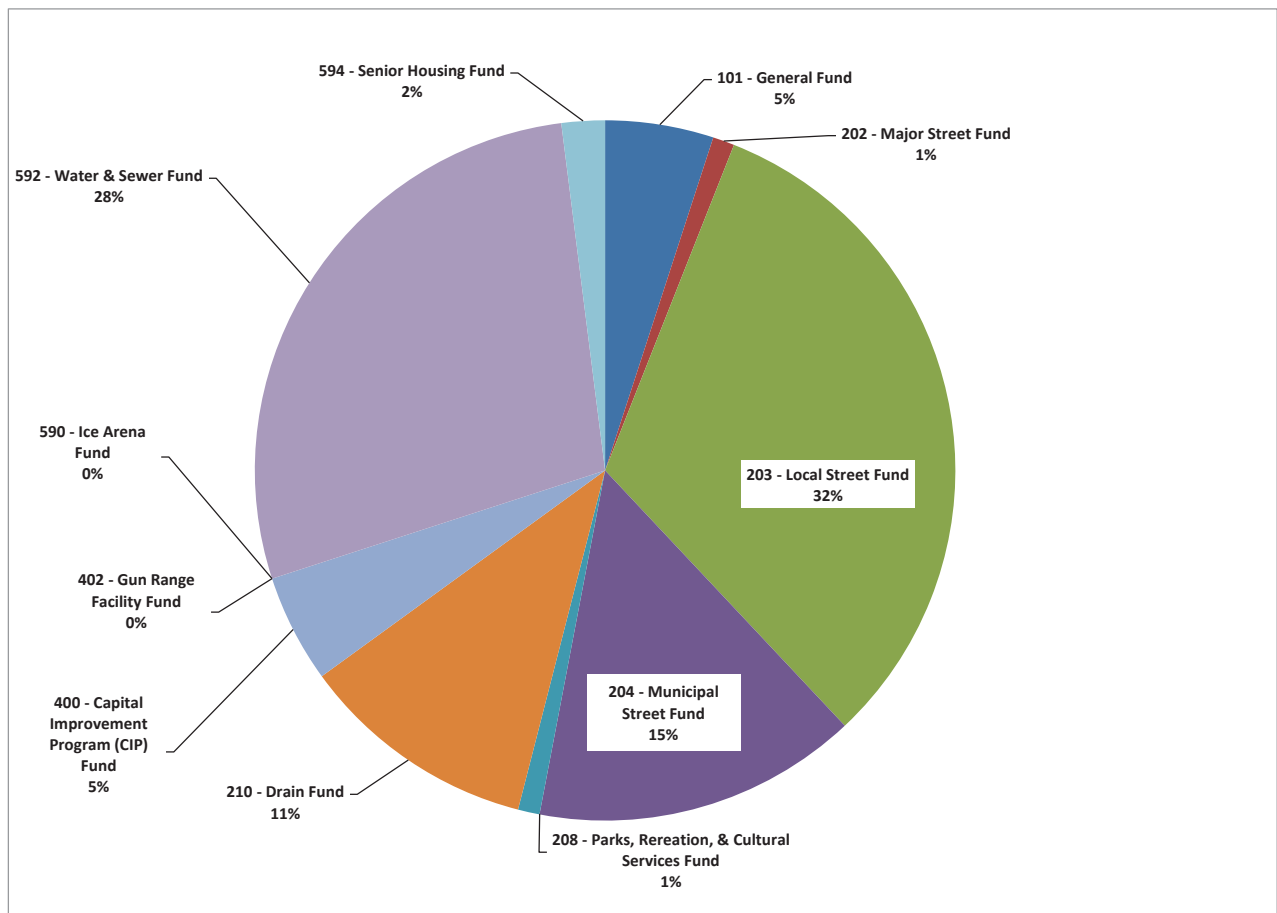
# BUDGET OVERVIEW

## Capital Improvement Program (CIP) Expenditures by Fund

The following is a table that summarizes the City's expenditures/expenses for all CIP projects by funding source.

FUND	Budget	Projected			Forecast			TOTAL
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27		
101 - General Fund	\$ 821,439	\$ 1,308,878	\$ 1,920,343	\$ 6,298,700	\$ 1,280,630	\$ 1,165,050	\$ 12,795,040	
202 - Major Street Fund	\$ 158,050	\$ 7,317,114	\$ 4,668,309	\$ 3,833,940	\$ 4,600,930	\$ 36,239,830	\$ 56,818,173	
203 - Local Street Fund	\$ 5,291,460	\$ 3,000,000	\$ 3,200,000	\$ 2,500,000	\$ 2,500,000	\$ 3,390,970	\$ 19,882,430	
204 - Municipal Street Fund	\$ 2,417,430	\$ 200,000	\$ 378,480	\$ 200,000	\$ 1,053,180	\$ 200,000	\$ 4,449,090	
208 - Parks, Rereation, & Cultural Services Fund	\$ 147,970	\$ 254,550	\$ 141,610	\$ 116,120	\$ 231,440	\$ 3,252,480	\$ 4,144,170	
210 - Drain Fund	\$ 1,897,430	\$ 582,092	\$ 385,700	\$ 1,578,110	\$ 2,094,520	\$ 750,000	\$ 7,287,852	
400 - Capital Improvement Program (CIP) Fund	\$ 890,004	\$ 934,507	\$ 981,236	\$ -	\$ -	\$ -	\$ 2,805,747	
402 - Gun Range Facility Fund	\$ -	\$ -	\$ -	\$ 362,590	\$ -	\$ -	\$ 362,590	
590 - Ice Arena Fund	\$ -	\$ -	\$ 200,000	\$ 144,500	\$ 860,060	\$ -	\$ 1,204,560	
592 - Water & Sewer Fund	\$ 4,635,579	\$ 2,018,316	\$ 3,484,710	\$ 2,990,910	\$ 3,058,530	\$ 3,507,520	\$ 19,695,565	
594 - Senior Housing Fund	\$ 278,430	\$ 381,960	\$ 236,350	\$ -	\$ -	\$ -	\$ 896,740	
<b>TOTAL</b>	<b>\$ 16,537,792</b>	<b>\$ 15,997,417</b>	<b>\$ 15,596,738</b>	<b>\$ 18,024,870</b>	<b>\$ 15,679,290</b>	<b>\$ 48,505,850</b>	<b>\$ 130,341,957</b>	

## FY 2021-22 Capital Improvements by Fund



# BUDGET OVERVIEW

## Summary of Street Funds

The following summarizes combined revenues and expenditures for the three Street Funds: Major Street Fund 202, Local Street Fund 203, and Municipal Street Fund 204.

### SUMMARY OF STREET FUNDS: MAJOR STREET FUND 202, LOCAL STREET FUND 203, AND MUNICIPAL STREET FUND 204

	Actual	Estimated	Budget	Projected	
	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Revenue</b>					
Property Taxes	\$ 5,473,078	\$ 5,711,286	\$ 5,767,128	\$ 5,858,670	\$ 6,064,792
State Right-of-Way	207,486	207,500	190,000	195,000	200,000
State Gas & Weight Tax	5,867,446	7,245,665	7,246,000	7,374,000	7,450,000
Other (Interest Income, Licenses Permits, & Charges for Services, Donations, and Other Revenue)	619,183	799,435	247,187	248,019	212,572
<b>Total Revenue</b>	<b>\$ 12,167,193</b>	<b>\$ 13,963,886</b>	<b>\$ 13,450,315</b>	<b>\$ 13,675,689</b>	<b>\$ 13,927,364</b>
<b>Expenditures</b>					
Major Street Fund	\$ 1,577,284	\$ 640,901	\$ 178,050	\$ 7,337,114	\$ 4,688,309
Local Street Fund - Annual Neighborhood Repair Program	3,056,869	6,963,165	3,100,000	3,000,000	3,200,000
Local Street Fund - Other	2,184,461	2,762,209	2,191,460	-	-
Municipal Street Fund	382,700	1,423,328	2,417,430	200,000	378,480
<b>Subtotal Capital Expenditures</b>	<b>\$ 7,201,314</b>	<b>\$ 11,789,603</b>	<b>\$ 7,886,940</b>	<b>\$ 10,537,114</b>	<b>\$ 8,266,789</b>
Routine/Preventative Maintenance	1,755,048	2,561,661	3,398,500	3,430,500	3,030,500
Winter Maintenance	786,896	807,899	878,000	878,000	878,000
Traffic services	187,067	336,918	367,000	335,000	335,000
Other Services and Charges	440,428	523,053	386,875	365,075	365,075
<b>Subtotal Maintenance and Other Expenditures</b>	<b>\$ 3,169,439</b>	<b>\$ 4,229,531</b>	<b>\$ 5,030,375</b>	<b>\$ 5,008,575</b>	<b>\$ 4,608,575</b>
<b>Total Expenditures</b>	<b>\$ 10,370,753</b>	<b>\$ 16,019,134</b>	<b>\$ 12,917,315</b>	<b>\$ 15,545,689</b>	<b>\$ 12,875,364</b>
<b>Revenues over/(under) expenditures</b>	<b>\$ 1,796,440</b>	<b>\$ (2,055,248)</b>	<b>\$ 533,000</b>	<b>\$ (1,870,000)</b>	<b>\$ 1,052,000</b>

# BUDGET OVERVIEW

## Headlee Amendment

The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by City Charter. This amendment limits the growth in property tax revenue from existing property to the rate of inflation. It accomplishes this by reducing millages proportionally by the amount that market changes exceed the State's inflation rate multiplier. The table on this page shows the millages, revenues, remaining capacities and the proportion of each funds' property tax revenue.

### CITY CHARTER RATES, HEADLEE MAXIMUM RATES AND 2021 TAX LEVY

	CITY CHARTER	ADJUSTED CHARTER MAXIMUM HEADLEE		2021 LEVY	REMAINING CAPACITY
		2020	2021		
<b>OPERATING FUNDS</b>					
GENERAL FUND-Operating	6.5000	4.7563	4.7505	4.7505	-
GENERAL FUND-PA 359 Advertising*	0.0000	3.9262	3.9214	0.0119	-
MUNICIPAL STREET FUND	1.5000	1.4215	1.4197	1.4197	-
PUBLIC SAFETY	1.8000	1.3535	1.3518	1.3518	-
PARKS AND RECREATION	0.5000	0.3653	0.3648	0.3648	-
DRAIN REVENUE FUND	1.0000	0.7312	0.7303	0.6101	0.1202
CIP FUND	1.0000	0.9526	0.9514	0.9514	-
LIBRARY FUND	1.0000	0.7312	0.7303	0.7303	-
<b>DEBT SERVICE FUNDS</b>					
2008 LIBRARY DEBT FUND	(as needed)	N/A	N/A	0.3471	Last Year of Levy 2027-28
				<u>10.5376</u>	
<b>OPERATING FUNDS</b>		MILLAGE		REVENUE	REMAINING CAPACITY
		2020-21	2021-22	CHANGE	
GENERAL FUND	4.7563	4.7505	(0.0058)	\$ 19,550,427	\$ -
GENERAL FUND-PA 359 Advertising*	0.0123	0.0119	(0.0004)	50,000	-
MUNICIPAL STREET FUND	1.4215	1.4197	(0.0018)	5,842,900	-
PUBLIC SAFETY	1.3535	1.3518	(0.0017)	5,563,390	-
PARKS AND RECREATION	0.3653	0.3648	(0.0005)	1,501,444	-
DRAIN REVENUE FUND	0.5978	0.6101	0.0123	2,457,123	504,683
CIP FUND	0.9526	0.9514	(0.0012)	3,915,510	-
LIBRARY FUND	0.7312	0.7303	(0.0009)	3,005,458	-
	<u>10.1905</u>	<u>10.1905</u>	<u>(0.0000)</u>	<u>\$ 41,886,252</u>	
<b>DEBT SERVICE FUNDS</b>					
2008 LIBRARY DEBT FUND	0.3471	0.3471	0.0000	1,425,675	
	<u>10.5376</u>	<u>10.5376</u>	<u>(0.0000)</u>	<u>\$ 43,311,927</u>	

\*Per Public Act 359 of 1925, levy up to 4 mils not to exceed \$50,000

NOTE: Headlee rollback of 0.9988

# BUDGET OVERVIEW

## Changes Presented between the Proposed to Adopted Budget

### City of Novi General Fund

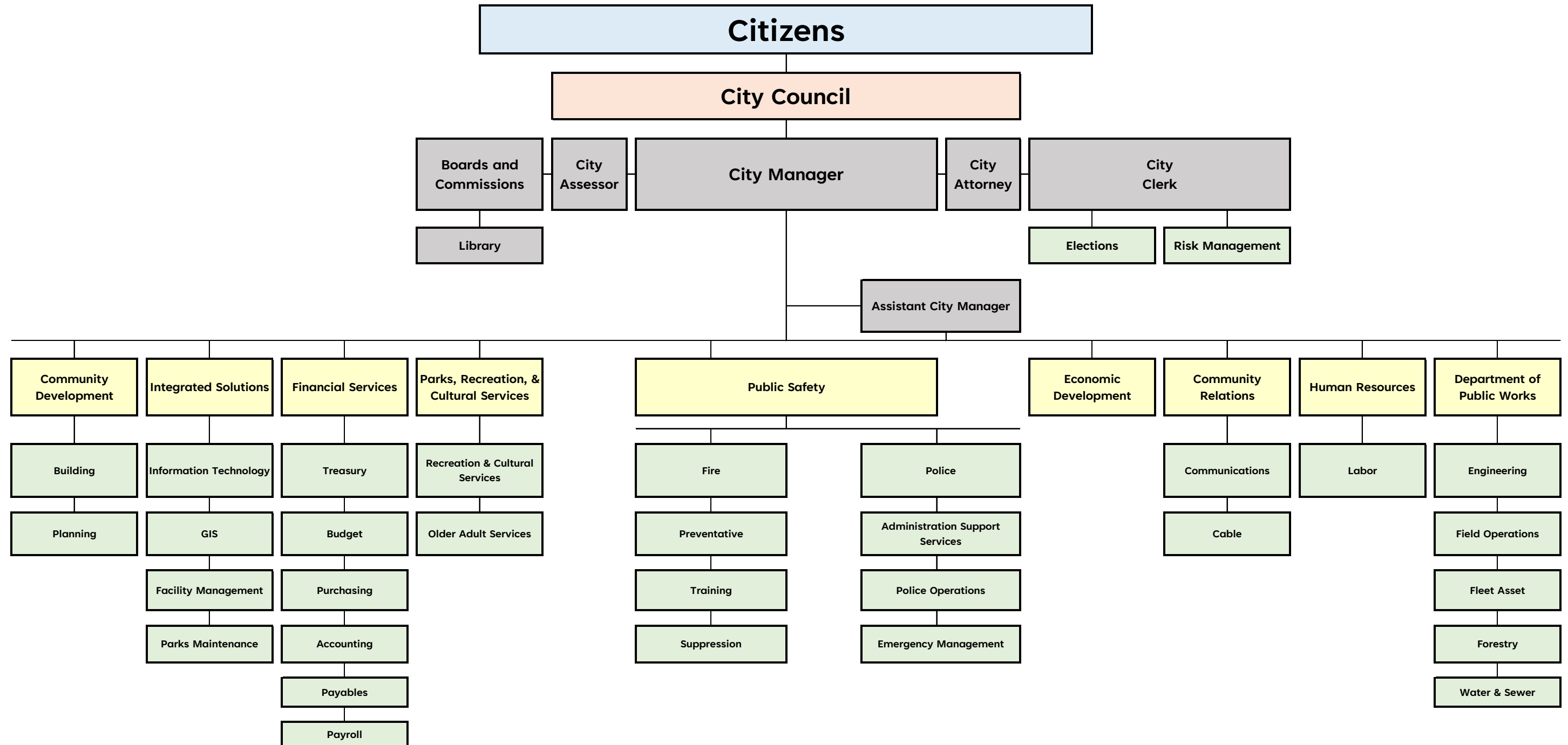
Proposed Budget (provided to City Council 4/1/21)				
	Estimated 2020-21	Budget 2021-22	Projected 2022-23	Projected 2023-24
Total Revenues	\$ 39,090,836	\$ 37,072,950	\$ 37,935,018	\$ 39,135,245
Total Appropriations	38,158,981	36,913,540	37,889,148	39,135,245
	Net Revenues (Appropriations)	931,855	159,410	45,870
Beginning Fund Balance	10,596,128	11,527,983	11,687,393	11,733,263
Ending Fund Balance	\$ 11,527,983	\$ 11,687,393	\$ 11,733,263	\$ 11,733,263
<b>Fund balance as a % of expenditures</b>				
	30%	32%	31%	30%

City Council Budget Adjustments (4/21/21 Budget Session)				
	Estimated 2020-21	Budget 2021-22	Projected 2022-23	Projected 2023-24
Appropriations				
<b>A</b> SIP042 Fire Protection Officer	-	84,710	86,410	88,140
PRC019 (1)ITC CSP Update (Soccer Fields) \$1,940,220	-	-	-	-
PRC024 (2)ITC CSP Field Improvements - dugout covers, shade structures, and tables (Baseball Diamonds) \$547,500	-	-	-	-
<b>B</b> LOT014 (3)Parking Lot Improvements - ITC Community Sports Park \$2,157,900	-	-	-	-
PRC046 (4)ITC CSP Baseball Access Road \$44,440	-	-	-	-
<b>C</b> ENG068 Neighborhood Sidewalk Repair Program	-	-	200,000	200,000
<b>D</b> SIP025 Update Nonmotorized Master Plan 2011	-	38,640	-	(38,640)
Total appropriations increase (decrease)	-	123,350	286,410	249,500
Net increase (decrease) to fund balance	-	(123,350)	(286,410)	(249,500)

Adopted Budget (5/10/21 City Council Meeting)				
	Estimated 2020-21	Budget 2021-22	Projected 2022-23	Projected 2023-24
Total Revenues	\$ 39,090,836	\$ 37,072,950	\$ 37,935,018	\$ 39,135,245
Total Appropriations	38,158,981	37,036,890	38,175,558	39,384,745
	Net Revenues (Appropriations)	931,855	36,060	(249,500)
Beginning Fund Balance	10,596,128	11,527,983	11,564,043	11,323,503
Ending Fund Balance	\$ 11,527,983	\$ 11,564,043	\$ 11,323,503	\$ 11,074,003
<b>Fund balance as a % of expenditures</b>				
	30%	31%	30%	28%

### Notes

- A** MOTION 1 - Increase FPO full-time personnel positions from 17 to 18 for FY 2021-22
- B** MOTION 2 - Change funding source from CIP Fund to General Fund for FY 2024-25 ITC Park projects; No impact on three-year budget (updated six year CIP summary)
- C** MOTION 3 - Neighborhood Sidewalk Repair Program increased by \$200,000 annually in General Fund in FY 2022-23 and 2023-24; \$400,000 total annually split 50/50 between Municipal Street Fund & General Fund (updated six year CIP summary to reflect \$200,000 annually in General Fund for fiscal years 2022-23 to 2026-27)
- D** MOTION 4 - Move budgeted Nonmotorized Master Plan Update from FY 2023-24 to FY 2021-22





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# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

## Fund Structure

### Governmental Funds

\* **General Fund**

# 101 - General Fund

**Debt Service Fund**

317 - 2016 Library Construction Debt

**Capital Project Funds**

235 - Special Assessment Revolving  
# 400 - Capital Improvement Program (CIP)  
402 - Gun Range Facility  
403 - Street Improvement *(fund closed as of 6/30/20)*  
463 - PEG Cable Capital

**Permanent Fund**

211 - Drain Perpetual Maintenance

\* **Special Revenue Funds**

202 - Major Street  
203 - Local Street  
204 - Municipal Street  
208 - Parks, Recreation, and Cultural Services  
209 - Tree  
210 - Drain  
226 - Rubbish Collection  
263 - PEG Cable  
264 - Community Development Block Grant  
266 - Forfeiture  
268 - Library  
269 - Library Contribution  
854 - West Oak St. Street Lighting  
855 - West Lake Drive Street Lighting  
856 - Town Center St. Street Lighting

### Proprietary Funds

**Enterprise Funds**

# 590 - Ice Arena  
# 592 - Water and Sewer  
# 594 - Senior Housing

**Internal Service Fund**

677 - Self Insurance Health Care

### Component Units

^ 246 - Corridor Improvement Authority (CIA)  
^ 566 - Economic Development Corporation

### Fiduciary Funds

^ **Custodial Funds**  
701 - Agency  
703 - Tax

**Pension & Other Post Employment Benefit Trust Fund**

710 - Retiree Health Care Benefits

\* Requires Budget

# Major Fund

^ Funds NOT Appropriated, but included in the audited financial statements

## Appropriated Funds

Annual budgets are legally adopted for the General Fund and Special Revenue Funds as required by the State's Uniform Budgeting and Accounting Act. In addition, although not required by law, budgets are prepared for the City's Debt Service, Capital Projects, Permanent, Enterprise, Internal Service, and Pension & Other Post Employment Benefit Trust Funds. These budgets are prepared for financial management and project control purposes.

## Major Funds

The City of Novi reports on two major governmental funds which are the General Fund and the Capital Improvement Program (CIP) Fund.

# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

## Fund Types

The accounts of the City are organized by funds and account groups, each of which is considered a separate accounting entity. Funds are established to segregate specific activities or objectives of a government in accordance with special regulations, restrictions or limitations. The various funds are grouped into generic fund types in four broad fund categories as follows:

### Governmental Funds

**General Fund:** The General Fund contains the records of the ordinary activities of the City that are not accounted for in another fund. General Fund activities are financed by revenue from general property taxes, state-shared revenue and other sources.

**Special Revenue Funds:** Special Revenue Funds are used to account for the proceeds of earmarked revenue from financing activities requiring separate accounting because of legal or regulatory provisions.

**Debt Service Funds:** Debt Service Funds are used to account for the annual payment of principal and interest concerning certain long-term debt other than debt payable from the operations of an enterprise fund.

**Capital Project Funds:** Capital Project Funds are used to account for the development of capital facilities other than those financed by the operations of the enterprise funds.

**Permanent Funds:** Permanent Funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs.

### Proprietary Funds

**Enterprise Funds:** Enterprise Funds are used to account for the results of operations that provide a service to citizens financed by a user charge for the provision of that service. Besides normal operations, the Water and Sewer Fund provides for capital investment, which is funded by a one-time connection charge.

**Internal Service Funds:** Internal Service Funds are used to track goods or services shifted between departments on a cost reimbursement basis.

### Fiduciary Funds

Fiduciary Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments or other funds.

### Component Units

A governmental component unit is a legally separate organization for which the elected officials of the primary government are financially accountable.

# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

## Fund Descriptions

**General Fund:** The General Fund is used to account for all financial resources traditionally associated with City government, except those required to be accounted for in another fund. The General Fund includes police, fire, planning, engineering, building inspection, neighborhood services, public works, assessing, and internal services such as information technology and finance. The two primary sources of revenue for this fund are general property taxes and State Shared Revenue. In addition, the General Fund also receives revenue from licenses and permits, grants, fines and forfeitures and interest on investments.

### SPECIAL REVENUE FUNDS

**Major Street Fund:** The Major Street Fund's purpose is to account for expenditures associated with the construction and maintenance needs of the Major Street portion (as defined by State Act 51) of the City's street network. Financing is primarily provided by the City's share of State gas and weight taxes.

**Local Street Fund:** The Local Street Fund's purpose is to account for expenditures associated with the construction and maintenance needs of the City's Local Streets. Financing is provided by the City's share of State gas and weight taxes and transfers from other funds.

**Municipal Street Fund:** The Municipal Street Fund is used to enhance the Major and Local Street Funds, and to provide matching funds for County roads. This fund accounts for a City Charter authorized property tax millage to supplement the Major and Local Street Funds that have limited resources due to the reliance on the State gas and weight tax.

**Parks, Recreation, and Cultural Services Fund:** The departments within this fund administer all parks, recreation and cultural services operations, including strategic direction, policy development, resource identification, and serves as the liaison to the Parks, Recreation and Cultural Services Commission and the Novi Parks Foundation.

**Tree Fund:** This fund was established to cover most of the cost of City tree replacement and future maintenance costs. Proceeds vary from year to year and come from fines, fees paid by developers and street tree maintenance charges pursuant to the City Charter and Code of Ordinances.

**Drain Fund:** This fund includes a special property tax millage that was approved for the purpose of improving and maintaining the City's regional and arterial detention system.

**PEG Cable Fund:** This fund was established to track the revenues and expenditures related to providing cable services to the City, including cable franchise revenue and cable production fees. However, as of September 2019 this fund only tracks interest income and operating expenditures due to changes in regulations. (The PEG Cable Capital Fund was created and its purpose is to account for capital projects and record PEG Cable revenue as of September 2019.)

# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

**Rubbish Collection Fund:** The Rubbish Collection Fund records the activity related to the City of Novi trash/recycle program which began in July 2016. The City bills for half of the annual service on the July tax bill and the balance of the service is placed on the December tax bill.

**Community Development Block Grant (CDBG) Fund:** This fund records federal grant monies passed through to the City from Oakland County. These funds are used to support the youth assistance program and minor home repair program.

**Forfeiture Fund:** This fund records all receipts and expenditures relating to Federal, State, Local and OWI, forfeited and legally restricted, funds relating to narcotic trafficking, money laundering, State laws and ordinances.

**Library Fund:** Novi Public Library provides the resources and programs to support the educational, cultural, informational and recreational needs of its diverse community. The Library supports intellectual freedom and access to information resources for all, while maintaining the privacy of its patrons and providing a safe and secure environment. The Library is funded primarily from property taxes in accordance with a special City Charter millage.

**Library Contribution Fund:** In May 2004, the City of Novi's Library received a generous gift of \$1,000,000 from Charles and Myrtle Walker for use in the replacement or expansion of the then existing Library building. The Library Board also entered into a Library Building Fund Gift Agreement with the Walker family to encourage additional donations. The library has continued to receive donations. As of January 1, 2014, the restrictions on the use of these funds expired.

**Street Lighting (West Oaks Street) Fund:** This fund was established by a vote of the City Council to account for a special assessment levy to provide street lighting to West Oaks Street.

**Street Lighting (West Lake Drive) Fund:** This fund was established by a vote of the City Council to account for a special assessment levy to provide street lighting to West Lake Drive.

**Street Lighting (Town Center Street) Fund:** This fund was established by a vote of the City Council to account for a special assessment levy to provide street lighting to Town Center Street.

## DEBT FUNDS

**2016 Library Construction Debt Fund:** This fund was established to account for annual debt service payments for a bond that was issued to construct a new library building. The annual debt service is paid from property tax collections authorized by a voter approved millage. The last debt service payment will be paid in fiscal year 2027.

# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

## CAPITAL PROJECT FUNDS

**Special Assessment Revolving Fund:** This fund is used to account for the construction of capital assets funded in whole or part by long-term special assessment debt. The city has self-funded previous projects and has elected to maintain the cumulative interest as well as the initial General Fund contribution in this fund. All future uses of this fund will be determined as part of the city's annual capital improvement plan (CIP plan).

**Capital Improvement Program (CIP) Fund:** The Capital Improvement Program (CIP) Fund's purpose is to track activity related to the voter approved CIP millage which was passed on August 2, 2016. This millage is not to exceed the annual rate of 1.0 mills for a period of 10 years. The uses of the CIP millage funds include but are not limited to parks and facilities, land acquisition, pathways, and apparatus (such as fire truck or heavy equipment). These funds shall not be used for operations or payroll. These funds shall include revenues from the sale of equipment, vehicles, and land originally purchased within this fund. The first levy for this millage was July 1, 2017.

**Gun Range Facility Fund:** As of July 1, 2014, the City Council has elected to place the gross revenue from users of the gun range facility (previously in the General Fund) into a separate capital project fund to be used toward planned future capital improvements.

**Street Improvement Fund (fund closed as of 6/30/2020) :** As of fiscal year 2013-2014, the City Council has elected to transfer the remaining unspent balances for ongoing construction projects in the Major, Local, and Municipal Street funds into this separate capital project fund until completion. The City expects all projects in this fund to be completed before the end of the following fiscal year.

**PEG Cable Capital Fund:** As of September 2019, the revenues related to PEG Cable have been placed into this separate capital project fund to be used toward planned future capital improvements.

## PERMANENT FUNDS

**Drain Perpetual Maintenance Fund:** A citizen's committee has been established to oversee the building and maintenance of the drain system. This fund was initially created with allocations from the Drain Fund. Additional revenue has come from tap fees for properties connecting to regional systems. The intent is to build an investment base in which earnings will eventually cover the cost of maintaining the system and reduce or eliminate the need for the Drain Fund millage.

## ENTERPRISE FUNDS

**Ice Arena Fund:** The Novi Ice Arena opened in 1998 to provide ice skating services to Novi residents and other local communities. The facility is self-supporting and strives to generate positive cash flow under contract with Suburban Arena Management – Novi LLC, a third party vendor.



# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

**Water and Sewer Fund:** The City of Novi takes pride in providing safe and efficient water distribution and sanitary sewage collection systems. The City has taken steps to further improve infrastructure, as recommended by the Water Distribution Study and Master Plan Update, and the sanitary sewer Capacity, Management, Operations and Maintenance Program (CMOM). These programs have allowed the City to fully examine the current operation of the City's utility-based infrastructure and provide recommendations for improvements to the water distribution and sanitary sewage collection systems.

**Senior Housing Fund:** Meadowbrook Commons is an older adult housing community owned by the City of Novi and managed by a contractual management company. Financing for this project was provided through bonds issued by the Building Authority. The total construction cost was \$12.5 million and all operational expenses and the bond debt retirement are covered by rental revenue.

## INTERNAL SERVICE FUNDS

**Self Insurance Healthcare Fund:** This fund's purpose is to track any health insurance claims through a HAP administered plan as of January 1, 2020. Individual funds are charged premium based insurance rates called "illustrative rates" and the surplus at the end of the year remains in this fund and is used to offset future insurance costs (after claims reserve balances are met). The illustrative rates are adjusted annually by our insurance consultant based on current market rates and our specific claims history.

## FIDUCIARY FUNDS

**Retiree Health Care Benefits Fund:** The Retiree Health Care Benefits Fund accounts for medical benefits provided to retirees and is funded through contributions from the various funds of the City as a percentage of payroll.

## COMPONENT UNITS

**Corridor Improvement Authority (CIA) Fund:** The Corridor Improvement Authority of the City of Novi (the "CIA") was created by the City in January 2018 as a funding mechanism for corridor improvements on either side of Grand River Avenue from Wixom Road to Haggerty Road. A CIA is authorized under the Corridor Improvement Authority Act (PA 280 of 2005) and is governed by a Board of Directors whose primary purpose is to correct and prevent deterioration and promote economic growth within the corridor.

**Economic Development Corporation Fund:** The Economic Development Corporation of the City of Novi (the "Corporation") was created to provide means and methods for the encouragement and assistance of industrial and commercial enterprises in relocating, purchasing, constructing, improving, or expanding within the City so as to provide needed services and facilities of such enterprises to the residents of the City. The Corporation's governing body is selected by the City Council. The City also has the ability to impose its will on the Corporation. The Corporation is reported within the component unit column in the government-wide financial statements. It is reported in a separate column to emphasize that it is legally separate from the City. The Corporation does not issue a separate financial report.



# FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

## Department/Fund Relationship

Department / Fund Relationship Matrix										
Department	Major Funds		Non-Major Funds					Fiduciary	Component Units	
	General	Capital Improvement Program (CIP)	Special Revenue	Debt Service	Capital Projects	Permanent	Enterprise			Internal Service
101.00 City Council	X									
172.00 City Manager's Office	X									
201.00 Financial Services: Finance	X									
253.00 Financial Services: Treasury	X									
209.00 Assessing	X									
210.00 City Attorney, Insurance, & Claims	X									
215.00 City Clerk	X									
205.00 Integrated Solutions: Info Technology	X									
265.00 Integrated Solutions: Facility Management	X									
265.10 Integrated Solutions: Parks Maintenance	X									
270.00 Human Resources	X									
295.00 Community Relations	X				X					
296.00 Economic Development	X								X	
301.00 Public Safety: Police	X				X					
337.00 Public Safety: Fire	X									
371.00 Community Development: Building	X									
807.00 Community Development: Planning	X									
665.00 Novi Youth Assistance	X									
803.00 Historical Commission	X									
442.00 DPW: Administration	X									
442.10 DPW: Engineering	X		X		X		X			
442.20 DPW: Field Operations	X		X							
442.30 DPW: Fleet Asset	X				X					
209.00 DPW: Forestry			X							
592.00 DPW: Water & Sewer							X			
268.00 Library			X	X						
263.00 PEG Cable			X		X					
590.00 Ice Arena							X			
594.00 Senior Housing							X			
691.00 PRCS: Administration			X		X					
693.00 PRCS: Recreation			X							
695.00 PRCS: Older Adult Services			X							

- X denotes the department participates in the fund
- DPW is acronym for Department of Public Works
- PRCS is acronym for Parks, Recreation, & Cultural Services

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# FINANCIAL POLICIES & BUDGET PROCESS

## **Basis of Accounting and Budgeting**

The basis of accounting and budgeting for the City of Novi conform to (GAAP) as applicable to governmental units, with the exception that interfund transfers are considered as any other appropriation in evaluating priorities rather than as a separate item.

### **Basis of Accounting**

The accrual basis of accounting is used by the Enterprise Funds. All Governmental Funds and Agency Funds use the modified-accrual basis of accounting. Modifications in such methods from the accrual basis are as follows:

Property tax revenue that is both measurable and available for use to finance operations is recorded as revenue when earned. Other revenue is recorded when received. Properties are assessed as of December 31 and become a lien then. The related property taxes are billed on July 1 of the following year. These taxes are due without a penalty during the period July 1 through August 31 with a 4% penalty added after that date. After February 28, they are added to the County tax rolls. The County Tax Revolving Fund reimburses the City for the real property portion of these taxes and assumes collection responsibilities for both real and personal property taxes.

- Non-current receivables, such as special assessments, are recorded at full value and deferred revenue is recorded for the portion not available for use to finance operations as of year-end.
- Interest income on special assessments receivable is not accrued until its due date.
- Interest on bonded indebtedness and other long-term debt are not recorded as expenditures until the due date.
- Payments for inventory type of supplies are recorded as expenditures at the time of purchase.
- Normally, expenditures are not divided between years by the recording of prepaid expenses.
- The non-current portion of accumulated employee benefits is reflected in the government-wide financial statements.

### **Fixed Assets and Long-Term Liabilities**

Fixed assets used in governmental fund type operations are accounted for in the government-wide financial statements, rather than in the governmental funds. Depreciation is reported on a straight-line basis for such fixed assets. All fixed assets are recorded at cost or, if donated, at their estimated fair value on the date donated. Long-term liabilities expected to be financed from governmental funds are accounted for in the government-wide financial statements, not in the governmental funds.

Fixed assets and long-term liabilities relating to the Water and Sewer, Ice Arena, and Senior Housing Funds are accounted for in those funds. Depreciation on such fixed assets is charged as an expense against the operations of the fund on a straight-line basis.

# FINANCIAL POLICIES & BUDGET PROCESS

## **Cash Equivalents**

For purposes of the statement of cash flow, the Enterprise funds consider all highly liquid investments with an original maturity of three months or less to be cash equivalents. In addition, the statements of cash flow include both restricted and unrestricted cash and cash equivalents.

## **Inventories**

Inventories in the Enterprise funds are valued at cost, on a first in, first out basis, which approximates market value.

## **Deposits and Investments**

The City believes that due to the dollar amounts of cash deposits and the limits of Federal Deposit Insurance Corporation, insuring all bank deposits is impractical. The City evaluates every financial institution it deposits City funds into, assessing the level of risk.

## **Investments**

The City is authorized by Michigan Public Act 20 of 1943 (as amended) to invest surplus monies in U.S. bonds and notes, certain commercial paper, U.S. government repurchase agreements, government agencies, Bankers' acceptances and mutual funds and investment pools that are composed of authorized vehicles.

To the extent that cash from various funds has been pooled, related investment income is allocated to each fund based on relative participation in the pool, except that investment earnings by the Agency Funds are allocated to the General Fund.

## **Basis of Budgeting**

All Governmental Funds, including the legally adopted General Fund and Special Revenue Funds, are budgeted for on a modified accrual basis. As an example, employee wages are budgeted to account for the number of days scheduled for each fiscal year. The basis of budgeting is the same as the basis of accounting, except that transfers have been included in the "revenue" and "expenditure" categories for budgetary purposes, rather than as "other financing sources (uses)" for accounting purposes.

## **Operating Budget**

The City will attempt to maintain its present service level for all priority and essential services within the existing property tax millage limits.

- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare periodic reports comparing actual revenues and expenditures with budgeted amounts.
- The City will emphasize efforts to reduce expenditures in major cost centers (i.e. energy, medical insurance premiums, street lighting, pension cost, and Worker's Compensation payments).
- The Ice Arena, Senior Housing, and Water and Sewer funds will be self-supporting.
- The City will protect against catastrophic losses through a combination of insurance and maintaining appropriate fund balance levels.

# FINANCIAL POLICIES & BUDGET PROCESS

## Financial Policies

The City of Novi's financial policies, as compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing economic circumstances and conditions, these policies help the decision making process of the City Council and administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles (i.e. traditions and practices) that have guided the City in the past and have helped maintain financial stability.

The City's financial policies serve the administration in the preparation of a balanced operating budget and management of the City's financial affairs. The budget complies with the relevant financial policies.

### Fund Balance Policies

On September 26, 2011, the City Council adopted by resolution the following fund balance/reserve policies:

- The City will establish a reserve to pay for expenditures as a result of unforeseen emergencies or for shortfalls caused by revenue declines.
- The City will seek to maintain a diversified and stable revenue system to shelter itself from short-run fluctuations in any one revenue source.
- The City will attempt to obtain additional revenue sources to insure a balanced budget.
- The City will follow an aggressive policy of collecting revenue.
- The City will establish all user charges and fees at a level considering the cost (operating, direct, indirect and capital) of providing the service.
- The City will establish reserves to comply with the terms and conditions of the debt instruments used to finance capital improvement projects.
- The City will review fund balance/reserves annually during the budget process.
- In the event the level of expenditures exceeds the estimated appropriations, the City will create a plan to replenish fund balance/reserves within three years by controlling operating expenditures, adjusting operations and/or dedicating excess or specific revenue sources.

# FINANCIAL POLICIES & BUDGET PROCESS

## **General Fund**

For the General Fund, the reserve will be maintained at a minimum of approximately 22-25 percent of the budgeted expenditures as adopted by City Council Resolution, April 5, 2017. In the event that circumstances arise causing the fund balance to fall below 22%, a plan will be put in place to replenish the balance during the subsequent budget year. Additional reserves can be designated for a specific purpose as identified by City Council during the budget process. Fund balance will be established to:

- Provide a fund or reserve to meet emergency expenditures
- Provide cash to finance expenditures from the beginning of the budget year until general property taxes or other revenues are collected
- Demonstrate financial stability and therefore preserve or enhance its bond rating, thereby lowering debt issuance costs;
- Accumulate sufficient assets to make designated purchases;
- Avoid short-term borrowing and associated interest costs.

As part of the budget process excess fund balance may be used to reduce liabilities or fund expenditures of the next fiscal period.

## **Street Funds (Major, Local and Municipal Street)**

The City's fund balance for the street funds will be established within a minimum range of 10-20%, individually and collectively amongst the three funds, to cover extraordinary maintenance events (i.e. unusual winter maintenance events, emergency reconstruction, etc.), and contingencies for budgeted construction projects. In addition, the City may establish a designation for capital projects in excess of \$1.5 million, to be completed in future years based on the capital improvement program.

## **Parks, Recreation and Cultural Services Fund**

The fund balance for the Parks, Recreation and Cultural Services Fund will be established within a minimum range of 12-22% of fund annual budgeted expenditures, since this fund is similar to the General Fund in terms of covering operations. This fund reports two major sources of revenue: special voted property tax millage and program revenue. The City may establish a designation for capital projects in excess of \$300,000; to be completed in future years based on the capital improvement program.

## **Tree Fund**

The fund balance for the Tree Fund will be maintained at a minimum of \$500,000 for purposes of establishing a contingency or allowance in the event of some natural disaster impacting the City's tree inventory (e.g. severe storms, straight-winds; diseases; or infestations).

# FINANCIAL POLICIES & BUDGET PROCESS

## Capital Replacement Reserve Policy

### Enterprise Funds

The City has established Capital Replacement Reserve accounts in each of its three Enterprise Funds.

The key Capital Replacement Funding principle is that the money is collected and segregated, over a period of time, to cover the repair or replacement cost of existing common elements; that is, capital assets already in existence (for example, the replacement of an existing HVAC system, roof, parking area, etc.). Capital Replacement Funds are part of a long-term financial plan, which helps:

- Strengthen the community's fiscal health
- Increase the market value of units
- Provides stability to avoid large future assessments or rate increases

User charges and fees will be computed based on current year operating expenses, debt service requirements and annual contribution/replenishment of the capital replacement reserve.

The City will conduct a Capital Needs Assessment and Replacement Reserve Analysis for the Ice Arena and Meadowbrook Commons facilities every 5-7 years. The user charges and fees will include annual contribution/replenishment of the capital replacement reserve. Cash and investments for operations will be computed based on a minimum of two months expenditures.

The Capital Replacement Reserve for the Water & Sewer Fund is targeted at 10-25% of the current fair market value of water and sewer infrastructure assets. The City uses the overall national CPI to compute the fair market value of these assets. Cash and investment balances for operations will be computed based on a minimum of two months expenditures plus planned capital improvement projects of \$10 million or less for the year.



# FINANCIAL POLICIES & BUDGET PROCESS

## Revenue Policies

The City will estimate its annual revenue by a conservative, objective and analytical process.

The City will review fees and charges annually. It will attempt to design and/or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

Non-recurring revenue will be used only to fund non-recurring expenditures.

## Capital Improvements Policies

The City will develop a multi-year plan for capital improvements, update it annually and make all capital improvements according to the plan. The City Charter was adopted with a low operating millage, with the understanding that major capital expenditures would be financed by bond issues and related special millage.

The City's plan includes large capital purchases and construction projects costing more than \$25,000. A Capital Improvement, as defined in this document, includes real property expenditures greater than \$25,000 that have a life expectancy of at least five years and personal property items costing more than \$25,000 with a life expectancy of at least one year.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and to reduce future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

The City will use the following criteria to evaluate the relative merit of each capital project:

- Projects specifically included in an approved replacement schedule will receive priority consideration.
- Projects will be evaluated as to the impact on the operating budget; those that reduce the cost of operations or energy consumption will receive priority consideration.

## Investment Policies

The City's investment objectives in priority order are: Safety, Liquidity, and Yield.

Disbursement, collection, and deposit of all funds will be managed to insure that all cash is invested promptly until needed.

The City will strive to maximize the return on the portfolio, with the primary objective of preserving capital by prudent investment practices.

For the City's complete investment policies please contact the Finance Department.

# FINANCIAL POLICIES & BUDGET PROCESS

## Debt Policies

City of Novi, as a home rule unit, presently has a statutory limit on the amount of general obligation debt outstanding. The limit on the outstanding indebtedness cannot exceed 10% of the equalized assessed valuation. Maintaining significantly lower debt levels provides for greater flexibility in issuing additional bonds should the need arise.

The Debt Policy approved by the City Council in March 2013 puts forth these additional debt limits:

- The City's net bonded indebtedness incurred for all public purposes should not exceed \$2,500 per capita.
- Debt service payments are limited to 20% of the combined operating and debt-service fund expenditures.
- Municipal securities issued for capital improvement purposes shall not exceed 5% of the state equalized valuation of the property assessed in the City of Novi.

The maturity date for any debt may not exceed the reasonably expected useful life of the project so financed. Debt service for property tax supported obligations is structured to fit within the City's annual property tax levy budget for the repayment of principal and interest. When it is deemed to be in the best interest of the City, the City will consider refunding outstanding bonds:

- The City's bond rating on general obligation bonds by Standard & Poor's Investors Service is AAA
- The City will maintain a sound relationship with all bond-rating agencies and will keep them informed about our current capital projects.
- General obligation debt will not be used for enterprise activities.

## Accounting, Auditing and Financial Reporting Policies

An independent audit will be performed annually.

The City will produce annual financial reports following Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

The City will maintain strong internal audit controls.

## Grant Policies

The City Manager's Office reviews and approves department requests to pursue grants.

Completed applications requiring a local match are presented for approval to City Council. The approval includes financing mechanism and required matching funds.

Upon notice of grant award City Council approves budget and formal acceptance.

The Finance Department works with the initiating department for proper reporting and program monitoring.

# FINANCIAL POLICIES & BUDGET PROCESS

## **Purchasing Policies**

The Purchasing Division is responsible for the administration of the procurement process for the supplies, materials and equipment required for the operation and maintenance of the City's departments and facilities.

Purchases will be made in accordance with federal, state and municipal requirements.

Purchases will be made in an impartial, economical, competitive, and efficient manner.

Purchases under \$5,000: Department's responsibility to obtain best price possible and to foster competition.

Purchases between \$5,000 and \$14,999: Require at least three (3) written quotations submitted with the purchase order.

Purchases over \$15,000: Formal sealed bids must be obtained. All invitations for bids are advertised on the Michigan Intergovernmental Trade Network (MITN) a collaboration of public entities throughout the State that collectively advertises bid opportunities through a web site at [www.mitn.info](http://www.mitn.info). All bid openings will be public. No late or faxed bids will be accepted. All bids and/or written quotations and request for proposals are awarded by the City Council.

# FINANCIAL POLICIES & BUDGET PROCESS

## **Role of the Budget**

The budget provides the annual financial plan for the management of the City's affairs. The document compiles the financial data needed to support Novi's comprehensive decision making/policy development process. This Budget is based on the City Council Strategic Goals, the Capital Improvements Program, the City's financial policies, past City Council direction, and City Manager and departmental review of operations.

### **Budget Strategy**

The current financial plan is based upon Council direction and current revenue constraints. These factors govern the stewardship of public funds and reflect the following principles:

- Basic services will be maintained at least at current levels and will be funded adequately.
- Program costs will reflect a true picture of the cost of operations. Depreciation will not be included in program costs (except in the enterprise funds) and some City-wide expenses will be separated from program expenditures for ease of administration.
- Program services will be provided in the most efficient method while meeting the needs of the public.
- Necessary infrastructure improvements will be undertaken to meet needs.
- Revenue will be estimated at realistic levels.
- Reserves will be programmed at appropriate levels to protect the City from future uncertainties.
- The budget will comply with provisions of the State Constitution, City Charter, Municipal Code and sound fiscal policy.

### **Definition of Balanced Budget**

A balanced budget is a basic budgetary constraint intended to ensure that the City does not spend beyond its means. The City must function within the limits of the financial resources available and under normal circumstances, requires commitment to a balanced budget. The appropriated budget cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years. Any deviation from a balanced operating budget requires disclosure when it occurs.

*The budget complies with relevant financial policies.*

# FINANCIAL POLICIES & BUDGET PROCESS

## **Impact of Capital Budget on the Operating Budget**

As new policies and programs are approved, both the operating and capital budgets are impacted. For example, an increase in service levels approved as part of the operating budget would have long-term effects on the Capital Improvements Program. Conversely, a restrictive change to the use of long-term debt would slow capital programs.

Regardless of the difference between the operating and capital budgets, the two are interdependent. Budgetary policy states that all foreseeable operating costs related to capital projects be estimated and provided for as part of the review process associated with the Capital Improvements Program. In addition, departments are required to include costs associated with operating and maintaining capital projects that are requested for the upcoming year.

For additional information pertaining to the capital budget, please see the "Capital Improvements Program and Debt" section of this document.

## **Legal Level of Budget Control**

The annual adopted budget provides a basis of control over financial operations. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the approved budget. Activities of the General Fund and Special Revenue Funds are included in the annual approved budget. The level of budgetary control (that is the level at which expenditures cannot exceed the appropriated amount) is established by function within each individual fund.

## **Independent Audit**

State statutes and the City Charter require an annual audit of all accounts of the City by certified public accountants selected by the City Council. Rehmann Robson, LLC has fulfilled this requirement. The auditor's report is included in the City's Comprehensive Annual Financial Report (CAFR) and is available to the public.

# FINANCIAL POLICIES & BUDGET PROCESS

## Budget Process

The City's annual budget covers a twelve-month period beginning July 1 and ending June 30. The budget is an ongoing process that includes phases of development, adoption, implementation and oversight throughout the year. City Council provides invaluable guidance to the City Manager and Departments during the bi-annual goal setting sessions.

The budget is a policy document and should help foster comprehensive community problem-solving and policy making. The budget is also a financial plan and management tool. The document should help staff in monitoring revenue and expenditures and in evaluating the effectiveness of City programs and services. Lastly, the budget serves as an important reference document. It should provide the City Council, the public and staff with extensive information on the nature and scope of municipal operations and services.

### National Community Survey®

The City Manager and staff respond to City Council's list of emerging priorities by integrating these issues into a community survey intended to gauge perception of Novi and the quality of services the City offers its citizens. Conducted by Colorado-based National Research Center/POLCO between October and November 2020, the survey was mailed to a sample of 2,700 Novi households (1,200 paper copy and 1,500 requested to complete it online). The survey instrument pairs a series of standard questions, which provide a point of comparison to other communities through the country. With a response of 483 completed surveys, results share a 95 percent confidence level in the statistical validity and a "margin of error" of five percent. Survey results were returned to the City in January 2021.

The survey continues to provide a tool for the budget process, and is conducted biannually with the next survey scheduled for September 2022.

### Building the Recommended Budget

Under the direction of the City Manager, and with the assistance of the City Assessor and other Department Heads and staff, the Finance Director prepares an initial projection of revenue for the next fiscal year. This projection is based on reasonable assumptions of revenue generated by estimated property values and current user fees, and the best available information from the State of Michigan.

Spending priorities are based on the City's financial policies and mandated requirements, and focus on maintaining services, covering insurance and bond requirements, and the balancing of labor, supplies, and equipment.

### Departmental Budget Requests

Particular attention is given to accurately completing all required forms and providing sufficient justification for budget requests. Operating budget impacts must be included if the request is for a capital improvement item or project.



# FINANCIAL POLICIES & BUDGET PROCESS

## Budget Review and Analysis

All departments meet with the City Manager for review and evaluation of budget requests. The objectives of this phase are to:

- Ensure that the intent of all budget requests is understood and that budget requests are complete.
- Gain greater understanding of departmental objectives and standards of performance and operations for the upcoming fiscal year.
- Determine how proposed budgetary programs and associated changes are related to City-wide goals and objectives.
- Develop comprehensive information and/or request further justification on budgeted items.
- Balance the needs of each department to total City needs.

Various analytical techniques are used in evaluating department budget requests. Some of these include: analysis of workloads and levels of services, evaluation of historical expenditure patterns, projection of inflationary price increases, analysis of work methods, review of work force scheduling, and review of department operations.

## City Manager Review

Departmental review sessions are scheduled with the City Manager. After these discussions, the City Manager makes the final adjustments and works with the Finance Director and staff to prepare the draft of the Proposed Budget.

## City Council Adoption

After receiving the Proposed Budget, public meetings are conducted with the City Council to familiarize members of the Council with its contents. A public hearing is also conducted to assure that all persons and organizations are provided an opportunity to be heard. The City Council then makes its revisions and adopts the budget for the next fiscal year no later than the third Monday in May.

## Budget Amendment Process

After the budget is adopted, the primary responsibility for managing it falls to the individual departments. The Finance Department reviews the monthly budget reports concurrently with the departments. Management flexibility is given to each department of exceeding a line item within a function if it can be compensated for within that same function.

If a function must be adjusted, a Budget Amendment Request (BAR) form is filed with the Finance Department. This form first directs the department to provide the coverage from within its department. The Finance Department reviews the BAR and if deemed appropriate a formal budget amendment is presented to the City Council along with a report on the status of the contingency balance. It takes a five-vote majority of City Council to amend the budget.



# FINANCIAL POLICIES & BUDGET PROCESS

BUDGET CALENDAR	
July - September	Departments compile Capital Improvement Program requests, Capital Outlay requests, Vehicle requests, and Service Improvement requests for Finance Department review
October	Departments data enter Operating Budgets in BSA General Ledger (including memberships & dues, conferences & workshops, and temporary salaries) for Finance Department review
November	Department Budget Meetings with City Manager's Office and Finance Department
December	Capital Improvement Program (CIP) online database completed by Finance Department and GIS Department
January	<ul style="list-style-type: none"> <li>- Library Provides 268 Fund, 269 Fund, and Historical Commission budgets to Finance</li> <li>- City Council Budget Goal Setting Session (<i>election years only</i>)</li> <li>- CIP Committee Meeting</li> </ul>
February	<ul style="list-style-type: none"> <li>- Finance compiles City Manager Recommended Budget Document for City Manager review</li> <li>- Planning Commission Meeting - CIP Public Hearing and Adoption</li> </ul>
March	- Finance provides City Manager Recommended Budget Document to Community Relations Department for editing and printing
April	<ul style="list-style-type: none"> <li>- City Manager Recommended Budget Document provided to City Council for review</li> <li>- City Council Budget Session(s)</li> <li>- City Manager Recommended Budget Document updated by Finance Department to reflect City Council input from Budget Sessions</li> </ul>
May	<ul style="list-style-type: none"> <li>- City Council Budget Session(s)</li> <li>- City Council Meeting - Budget Public Hearing</li> <li>- City Council Meeting - Adoption of budget, adoption of millage rates, and acknowledgement of multi-year budget</li> </ul>
June	<ul style="list-style-type: none"> <li>- Finance provides Adopted Budget Document to Community Relations Department for editing, printing, and inclusion on City website</li> <li>- Adopted Capital Improvement Program (CIP) online database finalized by Finance Department and GIS Department</li> </ul>
FY 2021-22 begins July 1, 2021 and ends June 30, 2022	

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# FINANCIAL SCHEDULES

## Consolidated Financial Schedule

	Governmental Funds								TOTAL BUDGET BUDGET 2021-22
	GENERAL FUND BUDGET 2021-22	SPECIAL REVENUE FUNDS BUDGET 2021-22	DEBT SERVICE FUNDS BUDGET 2021-22	CAPITAL PROJECT FUNDS BUDGET 2021-22	PERMANENT FUNDS BUDGET 2021-22	ENTERPRISE FUNDS BUDGET 2021-22	INTERNAL SERVICE FUNDS BUDGET 2021-22	FIDUCIARY FUNDS BUDGET 2021-22	
	<b>ESTIMATED REVENUES</b>								
Property tax revenue	\$ 25,059,911	\$ 12,642,003	\$ 1,413,927	\$ 3,865,095	\$ -	\$ -	\$ -	\$ -	\$ 42,980,936
Capital Contributions	-	-	-	-	-	1,350,000	-	-	\$ 1,350,000
Contributions-Employer	-	-	-	-	-	-	-	34,487	\$ 34,487
Donations	1,000	39,200	-	-	-	-	-	-	\$ 40,200
Federal grants	85,000	-	-	-	-	-	-	-	\$ 85,000
Fines and forfeitures	395,000	510,000	-	-	-	-	-	-	\$ 905,000
Interest income	730,424	323,432	273	114,500	105,000	327,440	-	2,200,279	\$ 3,801,348
Licenses, permits, and charges for services	4,276,388	2,635,000	-	410,500	-	-	3,120,000	-	\$ 10,441,888
Older adult program revenue	-	159,983	-	-	-	-	-	-	\$ 159,983
Operating Revenue	-	-	-	-	-	27,289,800	-	-	\$ 27,289,800
Other revenue	753,712	686,000	-	-	-	884,738	-	-	\$ 2,324,450
Program Revenue	-	1,101,790	-	-	-	1,487,707	-	-	\$ 2,589,497
Special Assessments Levied	-	35,829	-	-	-	-	-	-	\$ 35,829
State sources	5,771,515	7,279,000	-	-	-	-	-	-	\$ 13,050,515
Tap In Fees	-	-	-	-	5,000	-	-	-	\$ 5,000
Transfers in	-	6,326,871	-	-	-	-	-	-	\$ 6,326,871
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 37,072,950</b>	<b>\$ 31,739,108</b>	<b>\$ 1,414,200</b>	<b>\$ 4,390,095</b>	<b>\$ 110,000</b>	<b>\$ 31,339,685</b>	<b>\$ 3,120,000</b>	<b>\$ 2,234,766</b>	<b>\$ 111,420,804</b>
<b>APPROPRIATIONS</b>									
Personnel services	\$ 27,241,309	\$ 3,825,682	\$ -	\$ -	\$ -	\$ 1,471,615	\$ 2,340,000	\$ 996,766	\$ 35,875,372
Supplies	921,630	801,530	-	-	-	103,784	-	-	\$ 1,826,944
Other services and charges	7,173,471	11,253,801	500	1,500	-	26,102,077	-	338,000	\$ 44,869,349
Capital outlay	1,420,609	10,444,427	-	890,004	-	4,974,234	-	-	\$ 17,729,274
Debt Service	-	-	1,402,700	456,091	-	1,485,975	-	-	\$ 3,344,766
Transfer Out	279,871	5,728,000	-	-	370,000	-	-	-	\$ 6,377,871
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 37,036,890</b>	<b>\$ 32,053,440</b>	<b>\$ 1,403,200</b>	<b>\$ 1,347,595</b>	<b>\$ 370,000</b>	<b>\$ 34,137,685</b>	<b>\$ 2,340,000</b>	<b>\$ 1,334,766</b>	<b>\$ 110,023,576</b>
<b>Estimated Beginning Unassigned Fund Balance - July 1, 2021</b>									<b>\$ 242,729,379</b>
<b>Estimated Ending Unassigned Fund Balance - June 30, 2022</b>									<b>\$ 244,126,607</b>

Fund balance as a percentage of total annual expenditures 222%

Estimated Change in Fund Balance 1%

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# FINANCIAL SCHEDULES

## General Fund

### GENERAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
PROPERTY TAX REVENUE					
Property Tax Revenue - Current Levy	\$ 18,452,247	\$ 19,261,504	\$ 19,550,427	\$ 19,941,436	\$ 20,739,093
Property Tax Revenue - County Chargebacks	(55,824)	16,155	25,000	25,000	25,000
Property Tax Revenue - Tax Tribunal Accr	-	-	5,000	5,000	5,000
Property Tax Revenue - Brownfield Capture	(1,685)	(1,801)	(1,927)	-	-
Property Tax Revenue - Police & Fire Levy	5,227,356	5,439,000	5,494,554	5,581,884	5,778,856
Property Tax Revenue - Brownfield Cap 2015	(19,460)	(39,596)	(69,293)	(103,940)	(155,910)
Property Tax Revenue - PA 359 Advertising	49,743	49,709	50,000	50,000	50,000
Property Tax Revenue - CIA Cap 2018	(44,704)	(87,554)	(162,850)	(211,705)	(264,631)
Property Tax Revenue - C/Y Delequent PPT	(30,774)	(31,000)	(33,000)	(34,000)	(35,000)
Trailer Tax fees	10,845	11,750	12,000	12,250	12,500
Penalty and interest	214,564	165,000	190,000	200,000	210,000
PROPERTY TAX REVENUE	<u>\$ 23,802,308</u>	<u>\$ 24,783,167</u>	<u>\$ 25,059,911</u>	<u>\$ 25,465,925</u>	<u>\$ 26,364,908</u>
DONATIONS					
Police Dept Donations	\$ 532	\$ 500	\$ 500	\$ 500	\$ 500
Restricted Fire donations	-	100	500	500	500
Donation - Beautification	-	400	-	-	-
Contributions	5,200	26,194	-	-	-
DONATIONS	<u>\$ 5,732</u>	<u>\$ 27,194</u>	<u>\$ 1,000</u>	<u>\$ 1,000</u>	<u>\$ 1,000</u>
LICENSES, PERMITS & CHARGES FOR SVCS					
Clerks Dept Fees (prior business regist)	\$ 8,255	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000
Liquor license fees	57,409	66,000	67,000	68,000	69,000
Engineering review fees	113,133	150,000	250,000	250,000	250,000
Plan and landscape review fees	57,234	65,000	130,000	130,000	130,000
Wet, Wood, Landscape insp/review fees	17,858	320,882	235,000	200,000	175,000
Building permits	904,854	439,200	884,300	920,000	950,000
Plan review fees	385,723	317,550	326,250	400,000	425,000
Refrigeration permits	84,080	58,500	58,500	68,000	75,000
Electrical permits	238,994	199,750	195,750	220,000	230,000
Heating permits	217,083	170,000	168,000	200,000	205,000
Plumbing permits	134,865	120,000	126,000	155,000	160,000
Other charges	295,974	370,000	340,000	325,000	325,000
Court abatement revenue	40,796	27,600	-	-	-
Soil erosion fees	20,883	27,000	27,000	27,000	27,000
Cable television fee	894,798	875,000	875,000	870,000	865,000
Weed cutting revenue	3,527	6,000	6,000	6,000	6,000
Board of appeals	15,400	21,000	21,000	21,000	21,000
Police department-miscellaneous revenue	128,555	139,000	139,000	139,000	139,000
Police dispatch service revenue	134,604	141,333	145,588	151,411	157,467
Police contracted services	85,219	100,000	100,000	100,000	100,000
Police OWI revenue	397	1,000	1,000	1,000	1,000
Police Department - Hosted Training	-	-	-	20,000	20,000
Administrative reimburse	77,291	140,000	140,000	140,000	140,000
Fire Station CEMS revenue	12,000	12,000	12,000	12,000	12,000
LICENSES, PERMITS & CHARGES FOR SVCS	<u>\$ 3,928,932</u>	<u>\$ 3,795,815</u>	<u>\$ 4,276,388</u>	<u>\$ 4,452,411</u>	<u>\$ 4,511,467</u>

# FINANCIAL SCHEDULES

## GENERAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>FEDERAL GRANTS</b>					
Federal Grants - FEMA	\$ -	\$ 177,003	\$ -	\$ -	\$ -
Federal Grants	5,325	4,000	5,000	5,000	5,000
Federal Grants COVID19	144,905	1,079,197	-	-	-
TIA Grant	7,798	27,000	15,000	15,000	15,000
DRE Grant Revenue	923	1,000	-	-	-
Federal Grants - Other (State CARES)	-	1,371,985	-	-	-
Federal forfeitures-reimbursement only	16,624	27,907	30,000	30,000	30,000
SS Task Force Reimbursement	22,136	20,000	20,000	20,000	20,000
FBI - OT Reimbursement	13,793	20,000	15,000	15,000	15,000
<b>FEDERAL GRANTS</b>	<b>\$ 211,504</b>	<b>\$ 2,728,092</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>	<b>\$ 85,000</b>
<b>FINES AND FORFEITURES</b>					
Court fees and fines	\$ 303,797	\$ 315,000	\$ 370,000	\$ 385,000	\$ 415,000
Motor carrier fines and fees	22,500	15,000	25,000	25,000	25,000
<b>FINES AND FORFEITURES</b>	<b>\$ 326,297</b>	<b>\$ 330,000</b>	<b>\$ 395,000</b>	<b>\$ 410,000</b>	<b>\$ 440,000</b>
<b>INTEREST INCOME</b>					
Interest on Investments	\$ 328,973	\$ 257,211	\$ 345,424	\$ 320,836	\$ 348,921
Unrealized gain (loss) on investments	123,614	85,000	85,000	85,000	110,000
Interest on Trust & Agency Funds	568,259	355,000	300,000	330,000	368,000
<b>INTEREST INCOME</b>	<b>\$ 1,020,846</b>	<b>\$ 697,211</b>	<b>\$ 730,424</b>	<b>\$ 735,836</b>	<b>\$ 826,921</b>
<b>OTHER REVENUE</b>					
Insurance Reimbursement	\$ 1,681	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Fire Department	4,683	8,600	10,000	10,000	10,000
Fire Department Hosted Training	2,400	1,700	9,500	9,500	9,500
Miscellaneous income	106,283	121,070	175,000	175,000	175,000
Library Network Charges	22,924	22,000	22,000	22,000	22,000
State of the City revenue	270	-	-	-	-
50th Anniversary Revenue	3,800	-	-	-	-
Novi Township assessment	17,955	18,730	19,000	20,000	21,000
RRRASOC Hosting Fees	16,000	16,000	16,000	16,000	16,000
Cell tower revenue	47,941	40,000	47,942	47,942	47,942
Sale of fixed assets	205,799	121,000	50,000	50,000	50,000
Municipal service charges	365,270	365,270	365,270	365,270	365,270
<b>OTHER REVENUE</b>	<b>\$ 795,006</b>	<b>\$ 749,370</b>	<b>\$ 753,712</b>	<b>\$ 754,712</b>	<b>\$ 755,712</b>
<b>STATE SOURCES</b>					
Police training grant	\$ 17,115	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
State Grants - Fire	-	9,310	-	-	-
State revenue sharing	4,933,394	5,945,677	5,746,515	6,005,134	6,125,237
<b>STATE SOURCES</b>	<b>\$ 4,950,509</b>	<b>\$ 5,979,987</b>	<b>\$ 5,771,515</b>	<b>\$ 6,030,134</b>	<b>\$ 6,150,237</b>
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 35,041,134</b>	<b>\$ 39,090,836</b>	<b>\$ 37,072,950</b>	<b>\$ 37,935,018</b>	<b>\$ 39,135,245</b>

# FINANCIAL SCHEDULES

## GENERAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>APPROPRIATIONS</b>					
Dept 101.00-CITY COUNCIL					
PERSONNEL SERVICES	\$ 36,934	\$ 36,108	\$ 36,110	\$ 36,112	\$ 36,165
SUPPLIES	231	200	200	200	200
OTHER SERVICES AND CHARGES	46,708	117,392	20,100	20,100	20,100
TOTAL Dept 101.00-CITY COUNCIL	\$ 83,873	\$ 153,700	\$ 56,410	\$ 56,412	\$ 56,465
Dept 172.00-CITY MANAGER					
PERSONNEL SERVICES	\$ 552,130	\$ 536,979	\$ 532,283	\$ 545,869	\$ 552,297
SUPPLIES	927	1,500	1,500	1,500	1,500
OTHER SERVICES AND CHARGES	131,075	125,745	128,250	113,800	113,800
TOTAL Dept 172.00-CITY MANAGER	\$ 684,132	\$ 664,224	\$ 662,033	\$ 661,169	\$ 667,597
<i>Financial Services</i>					
Dept 201.00-FINANCE DEPARTMENT					
PERSONNEL SERVICES	\$ 805,836	\$ 866,476	\$ 888,755	\$ 943,985	\$ 966,455
SUPPLIES	6,274	9,200	9,400	9,400	9,400
OTHER SERVICES AND CHARGES	55,446	87,510	88,570	70,240	70,240
TOTAL Dept 201.00-FINANCE DEPARTMENT	\$ 867,556	\$ 963,186	\$ 986,725	\$ 1,023,625	\$ 1,046,095
Dept 253.00-TREASURY					
PERSONNEL SERVICES	\$ 263,556	\$ 320,416	\$ 329,482	\$ 337,543	\$ 345,835
SUPPLIES	27,596	28,500	29,500	29,500	29,500
OTHER SERVICES AND CHARGES	34,531	44,093	40,880	40,880	40,880
TOTAL Dept 253.00-TREASURY	\$ 325,683	\$ 393,009	\$ 399,862	\$ 407,923	\$ 416,215
<i>Financial Services Total</i>	\$ 1,193,239	\$ 1,356,195	\$ 1,386,587	\$ 1,431,548	\$ 1,462,310
Dept 209.00-ASSESSING DEPARTMENT					
PERSONNEL SERVICES	\$ 655,677	\$ 640,774	\$ 650,167	\$ 667,258	\$ 682,770
SUPPLIES	15,664	17,100	18,500	18,500	18,500
OTHER SERVICES AND CHARGES	114,531	190,625	216,930	196,930	196,930
CAPITAL OUTLAY	-	-	-	26,344	27,134
TOTAL Dept 209.00-ASSESSING DEPARTMENT	\$ 785,872	\$ 848,499	\$ 885,597	\$ 909,032	\$ 925,334
Dept 210.00-CITY ATTORNEY, INSURANCE, & CLAIMS					
OTHER SERVICES AND CHARGES	\$ 685,714	\$ 813,303	\$ 834,801	\$ 844,801	\$ 844,801
CAPITAL OUTLAY	10,744	50,000	38,000	37,000	40,000
TOTAL Dept 210.00-CITY ATTORNEY, INSURANCE, & CLAIMS	\$ 696,458	\$ 863,303	\$ 872,801	\$ 881,801	\$ 884,801
Dept 215.00-CITY CLERK					
PERSONNEL SERVICES	\$ 651,996	\$ 656,510	\$ 566,237	\$ 601,076	\$ 598,579
SUPPLIES	74,924	92,509	49,000	49,000	49,000
OTHER SERVICES AND CHARGES	183,322	198,373	183,260	254,260	184,260
CAPITAL OUTLAY	111,146	-	200,000	-	-
TOTAL Dept 215.00-CITY CLERK	\$ 1,021,388	\$ 947,392	\$ 998,497	\$ 904,336	\$ 831,839



# FINANCIAL SCHEDULES

## GENERAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<i>Integrated Solutions</i>					
Dept 205.00-INFORMATION TECHNOLOGY					
PERSONNEL SERVICES	\$ 818,938	\$ 856,818	\$ 854,256	\$ 875,358	\$ 894,807
SUPPLIES	65,313	83,380	90,780	90,780	90,780
OTHER SERVICES AND CHARGES	420,625	483,849	433,220	446,610	440,120
CAPITAL OUTLAY	27,975	124,060	41,620	206,550	89,660
TOTAL Dept 205.00-INFORMATION TECHNOLOGY	\$ 1,332,851	\$ 1,548,107	\$ 1,419,876	\$ 1,619,298	\$ 1,515,367
Dept 265.00-FACILITY MANAGEMENT					
PERSONNEL SERVICES	\$ 355,871	\$ 332,761	\$ 293,505	\$ 302,722	\$ 309,843
SUPPLIES	43,355	30,500	18,850	18,850	18,850
OTHER SERVICES AND CHARGES	641,909	677,457	677,110	680,800	653,970
CAPITAL OUTLAY	98,567	568,132	211,160	417,370	556,720
TOTAL Dept 265.00-FACILITY MANAGEMENT	\$ 1,139,702	\$ 1,608,850	\$ 1,200,625	\$ 1,419,742	\$ 1,539,383
Dept 265.10-FACILITY MANAGEMENT - PARKS MAINT					
PERSONNEL SERVICES	\$ 492,329	\$ 554,338	\$ 532,614	\$ 633,262	\$ 648,993
SUPPLIES	22,207	23,500	25,500	25,500	33,070
OTHER SERVICES AND CHARGES	332,921	336,356	338,260	338,260	338,460
CAPITAL OUTLAY	274,471	159,540	98,765	94,522	18,200
TOTAL Dept 265.10-FAC MGMNT - PARKS MAINT	\$ 1,121,928	\$ 1,073,734	\$ 995,139	\$ 1,091,544	\$ 1,038,723
<i>Integrated Solutions Total</i>	\$ 3,594,481	\$ 4,230,691	\$ 3,615,640	\$ 4,130,584	\$ 4,093,473
Dept 270.00-HUMAN RESOURCES					
PERSONNEL SERVICES	\$ 407,183	\$ 450,066	\$ 440,240	\$ 451,719	\$ 457,247
SUPPLIES	1,594	1,000	1,000	1,000	1,000
OTHER SERVICES AND CHARGES	98,905	154,149	175,910	150,910	163,430
TOTAL Dept 270.00-HUMAN RESOURCES	\$ 507,682	\$ 605,215	\$ 617,150	\$ 603,629	\$ 621,677
Dept 295.00-COMMUNITY RELATIONS					
PERSONNEL SERVICES	\$ 337,619	\$ 277,841	\$ 367,047	\$ 326,576	\$ 340,642
SUPPLIES	18,251	10,900	10,900	10,900	10,900
OTHER SERVICES AND CHARGES	285,146	334,767	360,150	372,150	350,150
CAPITAL OUTLAY	-	60,000	60,000	60,000	60,000
TOTAL Dept 295.00-COMMUNITY RELATIONS	\$ 641,016	\$ 683,508	\$ 798,097	\$ 769,626	\$ 761,692
Dept 296.00 ECONOMIC DEVELOPMENT					
PERSONNEL SERVICES	\$ 19,206	\$ 90,844	\$ 140,389	\$ 142,479	\$ 144,657
SUPPLIES	212	2,500	-	-	-
OTHER SERVICES AND CHARGES	37,069	39,288	62,810	42,810	62,810
TOTAL Dept 296.00 ECONOMIC DEVELOPMENT	\$ 56,487	\$ 132,632	\$ 203,199	\$ 185,289	\$ 207,467

# FINANCIAL SCHEDULES

## GENERAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<i>Public Safety</i>					
Dept 301.00-POLICE DEPARTMENT					
PERSONNEL SERVICES	\$ 12,332,651	\$ 12,464,938	\$ 12,603,143	\$ 12,991,589	\$ 13,416,126
SUPPLIES	269,761	380,209	291,500	291,500	291,500
OTHER SERVICES AND CHARGES	1,068,183	1,226,478	1,187,475	1,200,735	1,188,475
CAPITAL OUTLAY	40,690	251,240	-	-	643,570
TOTAL Dept 301.00-POLICE DEPARTMENT	\$ 13,711,285	\$ 14,322,865	\$ 14,082,118	\$ 14,483,824	\$ 15,539,671
Dept 337.00-FIRE DEPARTMENT					
PERSONNEL SERVICES	\$ 5,212,543	\$ 5,372,499	\$ 5,409,027	\$ 5,528,525	\$ 5,620,622
SUPPLIES	146,993	215,555	187,500	179,000	179,000
OTHER SERVICES AND CHARGES	663,709	731,054	646,240	647,240	647,240
CAPITAL OUTLAY	670,395	194,950	-	-	-
TOTAL Dept 337.00-FIRE DEPARTMENT	\$ 6,693,640	\$ 6,514,058	\$ 6,242,767	\$ 6,354,765	\$ 6,446,862
<i>Public Safety Total</i>	\$ 20,404,925	\$ 20,836,923	\$ 20,324,885	\$ 20,838,589	\$ 21,986,533
<i>Community Development</i>					
Dept 371.00-COMMUNITY DEVELOPMENT-BUILDING					
PERSONNEL SERVICES	\$ 1,840,392	\$ 1,821,422	\$ 1,838,251	\$ 1,862,796	\$ 1,888,702
SUPPLIES	20,953	29,500	26,500	26,500	38,500
OTHER SERVICES AND CHARGES	200,197	225,445	207,915	278,760	229,540
CAPITAL OUTLAY	80,820	17,360	40,660	29,510	62,516
TOTAL Dept 371.00-COMM DEVELOP-BUILDING	\$ 2,142,362	\$ 2,093,727	\$ 2,113,326	\$ 2,197,566	\$ 2,219,258
Dept 807.00-COMMUNITY DEVELOPMENT-PLANNING					
PERSONNEL SERVICES	\$ 465,065	\$ 489,290	\$ 413,593	\$ 422,630	\$ 430,420
SUPPLIES	1,241	5,600	5,600	5,600	5,600
OTHER SERVICES AND CHARGES	47,042	110,720	244,190	55,550	52,050
TOTAL Dept 807.00-COMM DEVELOP-PLANNING	\$ 513,348	\$ 605,610	\$ 663,383	\$ 483,780	\$ 488,070
<i>Community Development Total</i>	\$ 2,655,710	\$ 2,699,337	\$ 2,776,709	\$ 2,681,346	\$ 2,707,328
Dept 665.00-NOVI YOUTH ASSISTANCE					
PERSONNEL SERVICES	\$ 40,027	\$ 40,399	\$ 42,169	\$ 42,249	\$ 42,316
SUPPLIES	4,354	5,000	5,500	5,500	5,500
OTHER SERVICES AND CHARGES	572	549	500	500	1,000
TOTAL Dept 665.00-NOVI YOUTH ASSISTANCE	\$ 44,953	\$ 45,948	\$ 48,169	\$ 48,249	\$ 48,816
Dept 803.00-HISTORICAL COMMISSION					
OTHER SERVICES AND CHARGES	\$ 3,894	\$ 13,860	\$ 14,000	\$ 14,000	\$ 14,000
TOTAL Dept 803.00-HISTORICAL COMMISSION	\$ 3,894	\$ 13,860	\$ 14,000	\$ 14,000	\$ 14,000
Dept 940.00-TRANSFER TO OTHER FUNDS					
TRANSFERS OUT	\$ 25,000	\$ 283,000	\$ 279,871	\$ 329,550	\$ 498,718
TOTAL Dept 940.00-TRANSFER TO OTHER FUNDS	\$ 25,000	\$ 283,000	\$ 279,871	\$ 329,550	\$ 498,718

# FINANCIAL SCHEDULES

## GENERAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<i>Department of Public Works</i>					
Dept 442.00-DPW ADMINISTRATION DIVISION					
PERSONNEL SERVICES	\$ 318,795	\$ 366,201	\$ 359,427	\$ 371,222	\$ 381,223
SUPPLIES	137,674	42,621	10,400	10,400	10,400
OTHER SERVICES AND CHARGES	125,225	127,331	157,390	175,890	158,390
CAPITAL OUTLAY	28,876	9,700	-	7,080	-
TOTAL Dept 442.00-DPW ADMINISTRATION	\$ 610,570	\$ 545,853	\$ 527,217	\$ 564,592	\$ 550,013
Dept 442.10-DPW ENGINEERING DIVISION					
PERSONNEL SERVICES	\$ 70,223	\$ 140,030	\$ 150,709	\$ 162,753	\$ 172,314
SUPPLIES	1,277	2,000	2,000	2,000	2,000
OTHER SERVICES AND CHARGES	60,777	161,927	143,070	158,070	158,070
CAPITAL OUTLAY	55,240	149,270	-	-	-
TOTAL Dept 442.10-DPW ENGINEERING DIVISION	\$ 187,517	\$ 453,227	\$ 295,779	\$ 322,823	\$ 332,384
Dept 442.20-DPW FIELD OPERATIONS DIVISION					
PERSONNEL SERVICES	\$ 633,156	\$ 648,532	\$ 385,565	\$ 437,139	\$ 275,331
SUPPLIES	99,584	107,575	109,500	109,500	109,500
OTHER SERVICES AND CHARGES	584,166	630,965	683,200	675,700	675,700
CAPITAL OUTLAY	406,812	364,289	200,000	426,288	200,000
TOTAL Dept 442.20-DPW FIELD OPERATIONS	\$ 1,723,718	\$ 1,751,361	\$ 1,378,265	\$ 1,648,627	\$ 1,260,531
Dept 442.30-DPW FLEET ASSET DIVISION					
PERSONNEL SERVICES	\$ 407,478	\$ 405,447	\$ 408,340	\$ 415,976	\$ 423,904
SUPPLIES	47,570	29,500	28,000	28,000	28,000
OTHER SERVICES AND CHARGES	273,563	338,558	329,240	323,240	333,240
CAPITAL OUTLAY	92,589	270,608	530,404	427,140	688,623
TOTAL Dept 442.30-DPW FLEET ASSET DIVISION	\$ 821,200	\$ 1,044,113	\$ 1,295,984	\$ 1,194,356	\$ 1,473,767
<i>Department of Public Works Total</i>					
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 35,742,115</b>	<b>\$ 38,158,981</b>	<b>\$ 37,036,890</b>	<b>\$ 38,175,558</b>	<b>\$ 39,384,745</b>
NET OF REVENUES/APPROPRIATIONS	\$ (700,981)	\$ 931,855	\$ 36,060	\$ (240,540)	\$ (249,500)
BEGINNING FUND BALANCE	11,297,109	10,596,128	11,527,983	11,564,043	11,323,503
<b>ENDING FUND BALANCE</b>	<b>\$ 10,596,128</b>	<b>\$ 11,527,983</b>	<b>\$ 11,564,043</b>	<b>\$ 11,323,503</b>	<b>\$ 11,074,003</b>

<b>Fund balance as a percentage of total annual expenditures</b>	<b>30%</b>	<b>30%</b>	<b>31%</b>	<b>30%</b>	<b>28%</b>
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Ending Fund Balance (22% min)	\$ 7,863,265	\$ 8,394,976	\$ 8,148,116	\$ 8,398,623	\$ 8,664,644
Funds above / (below) 22% min	\$ 2,732,863	\$ 3,133,007	\$ 3,415,927	\$ 2,924,880	\$ 2,409,359

Ending Fund Balance (25% max)	\$ 8,935,529	\$ 9,539,745	\$ 9,259,223	\$ 9,543,890	\$ 9,846,186
Funds above / (below) 25% max	\$ 1,660,599	\$ 1,988,238	\$ 2,304,821	\$ 1,779,614	\$ 1,227,817

<b>Estimated Change in Fund Balance</b>	<b>-6%</b>	<b>9%</b>	<b>0%</b>	<b>-2%</b>	<b>-2%</b>
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\* **Total Appropriations** include service improvements, capital outlay, vehicles, and capital improvements. The level of such expenditures is dictated by available funds from accumulated fund balance and anticipated revenue above annual expenditures in conjunction with the targeted fund balance.

# FINANCIAL SCHEDULES

## Special Revenue Funds

### MAJOR STREET FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>ESTIMATED REVENUES</b>					
Interest income	\$ 43,680	\$ 37,950	\$ 21,400	\$ 21,464	\$ 21,659
Other revenue	157,437	-	-	-	-
State sources	4,348,220	5,370,865	5,371,000	5,474,000	5,525,000
Transfers in	-	-	-	2,085,000	665,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 4,549,337</b>	<b>\$ 5,408,815</b>	<b>\$ 5,392,400</b>	<b>\$ 7,580,464</b>	<b>\$ 6,211,659</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 1,321,018	\$ 1,692,621	\$ 1,764,350	\$ 1,764,350	\$ 1,764,350
Capital outlay	1,577,284	567,924	178,050	7,337,114	4,688,309
Transfers out	1,411,726	2,684,600	2,685,000	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 4,310,028</b>	<b>\$ 4,945,145</b>	<b>\$ 4,627,400</b>	<b>\$ 9,101,464</b>	<b>\$ 6,452,659</b>
NET OF REVENUES/APPROPRIATIONS - FUND 202	\$ 239,309	\$ 463,670	\$ 765,000	\$ (1,521,000)	\$ (241,000)
BEGINNING FUND BALANCE	963,381	1,202,690	1,666,360	2,431,360	910,360
<b>ENDING FUND BALANCE</b>	<b>\$ 1,202,690</b>	<b>\$ 1,666,360</b>	<b>\$ 2,431,360</b>	<b>\$ 910,360</b>	<b>\$ 669,360</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>28%</b>	<b>34%</b>	<b>53%</b>	<b>10%</b>	<b>10%</b>
Ending Fund Balance (10% minimum)	\$ 431,003	\$ 494,515	\$ 462,740	\$ 910,146	\$ 645,266
Funds above / (below) 10% minimum	\$ 771,687	\$ 1,171,846	\$ 1,968,620	\$ 214	\$ 24,094
Ending Fund Balance (20% maximum)	\$ 862,006	\$ 989,029	\$ 925,480	\$ 1,820,293	\$ 1,290,532
Funds above / (below) 20% maximum	\$ 340,684	\$ 677,331	\$ 1,505,880	\$ (909,933)	\$ (621,172)
<b>Estimated Change in Fund Balance</b>	<b>25%</b>	<b>39%</b>	<b>46%</b>	<b>-63%</b>	<b>-26%</b>

# FINANCIAL SCHEDULES

## LOCAL STREET FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
Interest income	\$ 44,763	\$ 18,250	\$ 14,860	\$ 15,400	\$ 15,400
Other revenue	-	125,984	-	-	-
State sources	1,519,226	1,874,800	1,875,000	1,900,000	1,925,000
Transfers in	5,971,726	8,653,600	5,728,000	3,477,000	3,461,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 7,535,715</b>	<b>\$ 10,672,634</b>	<b>\$ 7,617,860</b>	<b>\$ 5,392,400</b>	<b>\$ 5,401,400</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 1,183,135	\$ 2,479,400	\$ 2,621,400	\$ 2,621,400	\$ 2,221,400
Capital outlay	5,241,330	8,817,071	5,291,460	3,000,000	3,200,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 6,424,465</b>	<b>\$ 11,296,471</b>	<b>\$ 7,912,860</b>	<b>\$ 5,621,400</b>	<b>\$ 5,421,400</b>
NET OF REVENUES/APPROPRIATIONS - FUND 203	\$ 1,111,250	\$ (623,837)	\$ (295,000)	\$ (229,000)	\$ (20,000)
BEGINNING FUND BALANCE	599,570	1,710,820	1,086,983	791,983	562,983
<b>ENDING FUND BALANCE</b>	<b>\$ 1,710,820</b>	<b>\$ 1,086,983</b>	<b>\$ 791,983</b>	<b>\$ 562,983</b>	<b>\$ 542,983</b>

<b>Fund balance as a percentage of total annual expenditures</b>	<b>27%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>
Ending Fund Balance (10% minimum)	\$ 642,447	\$ 1,129,647	\$ 791,286	\$ 562,140	\$ 542,140
Funds above / (below) 10% minimum	\$ 1,068,374	\$ (42,664)	\$ 697	\$ 843	\$ 843
Ending Fund Balance (20% maximum)	\$ 1,284,893	\$ 2,259,294	\$ 1,582,572	\$ 1,124,280	\$ 1,084,280
Funds above / (below) 20% maximum	\$ 425,927	\$ (1,172,311)	\$ (790,589)	\$ (561,297)	\$ (541,297)
<b>Estimated Change in Fund Balance</b>	<b>185%</b>	<b>-36%</b>	<b>-27%</b>	<b>-29%</b>	<b>-4%</b>

# FINANCIAL SCHEDULES

## MUNICIPAL STREET FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 5,473,078	\$ 5,711,286	\$ 5,767,128	\$ 5,858,670	\$ 6,064,792
Interest income	162,820	120,492	85,927	85,155	49,513
Licenses, permits & charges for services	10,000	10,000	10,000	10,000	10,000
Other revenue	399,386	694,259	305,000	311,000	316,000
Donations	8,583	-	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 6,053,867</b>	<b>\$ 6,536,037</b>	<b>\$ 6,168,055</b>	<b>\$ 6,264,825</b>	<b>\$ 6,440,305</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 665,286	\$ 1,038,790	\$ 644,625	\$ 622,825	\$ 622,825
Capital outlay	382,700	1,423,328	2,417,430	200,000	378,480
Transfers out	4,560,000	5,969,000	3,043,000	5,562,000	4,126,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 5,607,986</b>	<b>\$ 8,431,118</b>	<b>\$ 6,105,055</b>	<b>\$ 6,384,825</b>	<b>\$ 5,127,305</b>
NET OF REVENUES/APPROPRIATIONS - FUND 204	\$ 445,881	\$ (1,895,081)	\$ 63,000	\$ (120,000)	\$ 1,313,000
BEGINNING FUND BALANCE	3,870,301	4,316,182	2,421,101	2,484,101	2,364,101
<b>ENDING FUND BALANCE</b>	<b>\$ 4,316,182</b>	<b>\$ 2,421,101</b>	<b>\$ 2,484,101</b>	<b>\$ 2,364,101</b>	<b>\$ 3,677,101</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>77%</b>	<b>29%</b>	<b>41%</b>	<b>37%</b>	<b>72%</b>
Ending Fund Balance (10% minimum)	\$ 560,799	\$ 843,112	\$ 610,506	\$ 638,483	\$ 512,731
Funds above / (below) 10% minimum	\$ 3,755,383	\$ 1,577,989	\$ 1,873,596	\$ 1,725,619	\$ 3,164,371
Ending Fund Balance (20% maximum)	\$ 1,121,597	\$ 1,686,224	\$ 1,221,011	\$ 1,276,965	\$ 1,025,461
Funds above / (below) 20% maximum	\$ 3,194,585	\$ 734,877	\$ 1,263,090	\$ 1,087,136	\$ 2,651,640
<b>Estimated Change in Fund Balance</b>	<b>12%</b>	<b>-44%</b>	<b>3%</b>	<b>-5%</b>	<b>56%</b>

# FINANCIAL SCHEDULES

## PARKS, RECREATION & CULTURAL SERVICES FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 1,406,590	\$ 1,468,995	\$ 1,482,619	\$ 1,506,301	\$ 1,559,426
Donations	178,804	105,575	10,700	500	500
Federal grants	-	74,134	-	-	-
Interest income	31,883	16,772	15,778	14,671	14,745
Older adult program revenue	154,981	105,863	159,983	173,750	176,250
Other revenue	6,916	5,000	5,000	5,000	5,000
Program revenue	763,840	747,325	1,101,790	1,295,400	1,309,500
Transfers in	25,000	283,000	228,871	279,550	225,218
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 2,568,014</b>	<b>\$ 2,806,664</b>	<b>\$ 3,004,741</b>	<b>\$ 3,275,172</b>	<b>\$ 3,290,639</b>
<b>APPROPRIATIONS</b>					
Personnel services	\$ 1,341,651	\$ 1,252,116	\$ 1,429,277	\$ 1,455,201	\$ 1,484,410
Supplies	27,866	142,190	81,530	82,630	83,730
Other services and charges	1,198,447	1,013,406	1,289,063	1,382,971	1,443,281
Capital outlay	627,393	477,762	204,871	297,370	200,218
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 3,195,357</b>	<b>\$ 2,885,474</b>	<b>\$ 3,004,741</b>	<b>\$ 3,218,172</b>	<b>\$ 3,211,639</b>
NET OF REVENUES/APPROPRIATIONS - FUND 208	\$ (627,343)	\$ (78,810)	\$ -	\$ 57,000	\$ 79,000
BEGINNING FUND BALANCE	1,088,908	461,565	382,755	382,755	439,755
<b>ENDING FUND BALANCE</b>	<b>\$ 461,565</b>	<b>\$ 382,755</b>	<b>\$ 382,755</b>	<b>\$ 439,755</b>	<b>\$ 518,755</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>14%</b>	<b>13%</b>	<b>13%</b>	<b>14%</b>	<b>16%</b>
Ending Fund Balance (12% minimum)	\$ 383,443	\$ 346,257	\$ 360,569	\$ 386,181	\$ 385,397
Funds above / (below) 12% minimum	\$ 78,122	\$ 36,498	\$ 22,186	\$ 53,574	\$ 133,358
Ending Fund Balance (22% maximum)	\$ 702,979	\$ 634,804	\$ 661,043	\$ 707,998	\$ 706,561
Funds above / (below) 22% maximum	\$ (241,414)	\$ (252,049)	\$ (278,288)	\$ (268,243)	\$ (187,806)
<b>Estimated Change in Fund Balance</b>	<b>-58%</b>	<b>-17%</b>	<b>0%</b>	<b>15%</b>	<b>18%</b>



# FINANCIAL SCHEDULES

## TREE FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Federal grants	\$ -	\$ 5,722	\$ -	\$ -	\$ -
Interest income	125,780	100,416	86,470	89,064	91,647
Other revenue	579,475	415,000	315,000	365,000	415,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 705,255</b>	<b>\$ 521,138</b>	<b>\$ 401,470</b>	<b>\$ 454,064</b>	<b>\$ 506,647</b>
<b>APPROPRIATIONS</b>					
Personnel services	\$ 69,202	\$ 80,460	\$ 78,040	\$ 79,634	\$ 81,217
Supplies	972	1,000	1,000	1,000	1,000
Other services and charges	463,329	713,640	584,430	505,430	505,430
Capital outlay	166,540	65,892	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 700,043</b>	<b>\$ 860,992</b>	<b>\$ 663,470</b>	<b>\$ 586,064</b>	<b>\$ 587,647</b>
NET OF REVENUES/APPROPRIATIONS - FUND 209	\$ 5,212	\$ (339,854)	\$ (262,000)	\$ (132,000)	\$ (81,000)
BEGINNING FUND BALANCE	4,309,283	4,314,495	3,974,641	3,712,641	3,580,641
<b>ENDING FUND BALANCE</b>	<b>\$ 4,314,495</b>	<b>\$ 3,974,641</b>	<b>\$ 3,712,641</b>	<b>\$ 3,580,641</b>	<b>\$ 3,499,641</b>

Fund balance as a percentage of total annual expenditures

616%      462%      560%      611%      596%

Ending Fund Balance (\$500,000 minimum)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Funds above / (below) \$500,000 minimum	\$ 3,814,495	\$ 3,474,641	\$ 3,212,641	\$ 3,080,641	\$ 2,999,641

Estimated Change in Fund Balance

0%      -8%      -7%      -4%      -2%

# FINANCIAL SCHEDULES

## DRAIN FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 2,143,534	\$ 2,229,182	\$ 2,425,584	\$ 2,464,401	\$ 2,551,903
Interest income	14,723	14,423	16,321	11,019	12,125
Other revenue	9,270	10,000	10,000	9,000	9,000
Transfers in	260,201	1,286,569	370,000	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 2,427,728</b>	<b>\$ 3,540,174</b>	<b>\$ 2,821,905</b>	<b>\$ 2,484,420</b>	<b>\$ 2,573,028</b>
<b>APPROPRIATIONS</b>					
Personnel services	\$ 24,758	\$ 23,308	\$ 12,147	\$ -	\$ -
Other services and charges	851,245	1,193,367	912,328	912,328	912,328
Capital outlay	1,467,346	2,309,235	1,897,430	582,092	385,700
Transfers out	85,402	14,368	-	990,000	1,275,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,428,751</b>	<b>\$ 3,540,278</b>	<b>\$ 2,821,905</b>	<b>\$ 2,484,420</b>	<b>\$ 2,573,028</b>
NET OF REVENUES/APPROPRIATIONS - FUND 210	\$ (1,023)	\$ (104)	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	1,127	104	-	-	-
<b>ENDING FUND BALANCE</b>	<b>\$ 104</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Fund balance as a percentage of total annual expenditures

0%      0%      0%      0%      0%

Estimated Change in Fund Balance

-91%      -100%      0%      0%      0%

## RUBBISH COLLECTION FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
Interest income	\$ 2,028	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Licenses, permits & charges for services	2,525,093	2,550,000	2,625,000	2,700,000	2,785,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 2,527,121</b>	<b>\$ 2,551,000</b>	<b>\$ 2,626,000</b>	<b>\$ 2,701,000</b>	<b>\$ 2,786,000</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 2,527,121	\$ 2,551,000	\$ 2,626,000	\$ 2,701,000	\$ 2,786,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,527,121</b>	<b>\$ 2,551,000</b>	<b>\$ 2,626,000</b>	<b>\$ 2,701,000</b>	<b>\$ 2,786,000</b>
NET OF REVENUES/APPROPRIATIONS - FUND 210	\$ -	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	-	-	-	-	-
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Fund balance as a percentage of total annual expenditures

0%      0%      0%      0%      0%

Estimated Change in Fund Balance

0%      0%      0%      0%      0%

# FINANCIAL SCHEDULES

## PEG CABLE FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Interest income	\$ 18,846	\$ 10,349	\$ 6,308	\$ 3,638	\$ 2,261
Federal Grants	-	7,517	-	-	-
Licenses, permits & charges for services	-	70,000	-	-	-
Transfers In	-	-	-	-	223,500
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 18,846</b>	<b>\$ 87,866</b>	<b>\$ 6,308</b>	<b>\$ 3,638</b>	<b>\$ 225,761</b>
<b>APPROPRIATIONS</b>					
Personnel services	\$ 225,731	\$ 167,030	\$ 185,218	\$ 176,548	\$ 179,661
Supplies	10,912	5,000	5,000	5,000	5,000
Other services and charges	40,743	46,532	43,090	36,590	41,100
Capital outlay	19,171	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 296,557</b>	<b>\$ 218,562</b>	<b>\$ 233,308</b>	<b>\$ 218,138</b>	<b>\$ 225,761</b>
NET OF REVENUES/APPROPRIATIONS - FUND 263	\$ (277,711)	\$ (130,696)	\$ (227,000)	\$ (214,500)	\$ -
BEGINNING FUND BALANCE	849,907	572,196	441,500	214,500	-
<b>ENDING FUND BALANCE</b>	<b>\$ 572,196</b>	<b>\$ 441,500</b>	<b>\$ 214,500</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Fund balance as a percentage of total annual expenditures</b>	<b>193%</b>	<b>202%</b>	<b>92%</b>	<b>0%</b>	<b>0%</b>
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<b>Estimated Change in Fund Balance</b>	<b>-33%</b>	<b>-23%</b>	<b>-51%</b>	<b>-100%</b>	<b>0%</b>
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## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Federal grants	\$ 75,132	\$ 178,821	\$ 131,000	\$ 131,000	\$ 131,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 75,132</b>	<b>\$ 178,821</b>	<b>\$ 131,000</b>	<b>\$ 131,000</b>	<b>\$ 131,000</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 72,349	\$ 130,530	\$ 131,000	\$ 131,000	\$ 131,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 72,349</b>	<b>\$ 130,530</b>	<b>\$ 131,000</b>	<b>\$ 131,000</b>	<b>\$ 131,000</b>
NET OF REVENUES/APPROPRIATIONS - FUND 264	\$ 2,783	\$ 48,291	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	(51,074)	(48,291)	-	-	-
<b>ENDING FUND BALANCE</b>	<b>\$ (48,291)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Fund balance as a percentage of total annual expenditures</b>	<b>-67%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
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<b>Estimated Change in Fund Balance</b>	<b>-5%</b>	<b>-100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
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# FINANCIAL SCHEDULES

## FORFEITURE FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>ESTIMATED REVENUES</b>					
Federal grants	\$ 119,106	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Fines and forfeitures	73,689	259,000	367,000	432,000	435,000
Interest income	7,535	4,965	2,868	2,006	3,339
Other revenue	20,817	3,000	3,000	3,000	3,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 221,147</b>	<b>\$ 271,965</b>	<b>\$ 377,868</b>	<b>\$ 442,006</b>	<b>\$ 446,339</b>
<b>APPROPRIATIONS</b>					
Supplies	\$ 34,809	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Other services and charges	426	525	525	525	525
Capital outlay	314,345	399,850	406,586	421,481	425,814
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 349,580</b>	<b>\$ 420,375</b>	<b>\$ 427,111</b>	<b>\$ 442,006</b>	<b>\$ 446,339</b>
NET OF REVENUES/APPROPRIATIONS - FUND 266	\$ (128,433)	\$ (148,410)	\$ (49,243)	\$ -	\$ -
BEGINNING FUND BALANCE	326,086	197,653	49,243	-	-
<b>ENDING FUND BALANCE</b>	<b>\$ 197,653</b>	<b>\$ 49,243</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Fund balance as a percentage of total annual expenditures

57% 12% 0% 0% 0%

Estimated Change in Fund Balance

-39% -75% -100% 0% 0%

## LIBRARY FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 2,815,536	\$ 2,936,771	\$ 2,966,672	\$ 2,999,694	\$ 3,039,399
Donations	10,318	500	3,500	3,500	3,500
Fines and forfeitures	167,306	106,367	143,000	143,000	143,000
Interest income	87,345	34,201	50,000	52,000	55,000
Other revenue	63,236	13,047	48,000	48,000	48,000
State sources	44,384	33,000	33,000	33,000	33,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 3,188,125</b>	<b>\$ 3,123,886</b>	<b>\$ 3,244,172</b>	<b>\$ 3,279,194</b>	<b>\$ 3,321,899</b>
<b>APPROPRIATIONS</b>					
Personnel services	\$ 1,959,394	\$ 1,996,324	\$ 2,121,000	\$ 2,186,110	\$ 2,242,200
Supplies	482,945	574,200	647,000	658,700	658,700
Other services and charges	504,882	579,981	604,500	595,000	597,000
Capital outlay	60,660	17,000	37,200	349,800	194,500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 3,007,881</b>	<b>\$ 3,167,505</b>	<b>\$ 3,409,700</b>	<b>\$ 3,789,610</b>	<b>\$ 3,692,400</b>
NET OF REVENUES/APPROPRIATIONS - FUND 268	\$ 180,244	\$ (43,619)	\$ (165,528)	\$ (510,416)	\$ (370,501)
BEGINNING FUND BALANCE	2,101,254	2,281,498	2,237,879	2,072,351	1,561,935
<b>ENDING FUND BALANCE</b>	<b>\$ 2,281,498</b>	<b>\$ 2,237,879</b>	<b>\$ 2,072,351</b>	<b>\$ 1,561,935</b>	<b>\$ 1,191,434</b>

Fund balance as a percentage of total annual expenditures

76% 71% 61% 41% 32%

Estimated Change in Fund Balance

9% -2% -7% -25% -24%

# FINANCIAL SCHEDULES

## LIBRARY CONTRIBUTION FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Donations	\$ 16,803	\$ 24,000	\$ 25,000	\$ 25,000	\$ 25,000
Interest income	45,789	22,500	22,500	22,500	22,500
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 62,592</b>	<b>\$ 46,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>	<b>\$ 47,500</b>
<b>APPROPRIATIONS</b>					
Supplies	\$ 24,963	\$ 4,500	\$ 47,000	\$ 47,000	\$ 47,000
Capital outlay	6,736	46,550	11,400	11,400	11,400
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 31,699</b>	<b>\$ 51,050</b>	<b>\$ 58,400</b>	<b>\$ 58,400</b>	<b>\$ 58,400</b>
NET OF REVENUES/APPROPRIATIONS - FUND 269	\$ 30,893	\$ (4,550)	\$ (10,900)	\$ (10,900)	\$ (10,900)
BEGINNING FUND BALANCE	1,676,086	1,706,979	1,702,429	1,691,529	1,680,629
<b>ENDING FUND BALANCE</b>	<b>\$ 1,706,979</b>	<b>\$ 1,702,429</b>	<b>\$ 1,691,529</b>	<b>\$ 1,680,629</b>	<b>\$ 1,669,729</b>

<b>Fund balance as a percentage of total annual expenditures</b>	<b>5385%</b>	<b>3335%</b>	<b>2896%</b>	<b>2878%</b>	<b>2859%</b>
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<b>Estimated Change in Fund Balance</b>	<b>2%</b>	<b>0%</b>	<b>-1%</b>	<b>-1%</b>	<b>-1%</b>
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## STREET LIGHTING (WEST OAKS STREET) FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Special assessments levied	\$ 7,529	\$ 7,529	\$ 7,529	\$ 7,529	\$ 7,529
Interest income	1	-	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 7,530</b>	<b>\$ 7,529</b>	<b>\$ 7,529</b>	<b>\$ 7,529</b>	<b>\$ 7,529</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 6,190	\$ 7,550	\$ 7,540	\$ 7,690	\$ 7,890
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 6,190</b>	<b>\$ 7,550</b>	<b>\$ 7,540</b>	<b>\$ 7,690</b>	<b>\$ 7,890</b>
NET OF REVENUES/APPROPRIATIONS - FUND 854	\$ 1,340	\$ (21)	\$ (11)	\$ (161)	\$ (361)
BEGINNING FUND BALANCE	43,055	44,395	44,374	44,363	44,202
<b>ENDING FUND BALANCE</b>	<b>\$ 44,395</b>	<b>\$ 44,374</b>	<b>\$ 44,363</b>	<b>\$ 44,202</b>	<b>\$ 43,841</b>

<b>Fund balance as a percentage of total annual expenditures</b>	<b>717%</b>	<b>588%</b>	<b>588%</b>	<b>575%</b>	<b>556%</b>
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<b>Estimated Change in Fund Balance</b>	<b>3%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>-1%</b>
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# FINANCIAL SCHEDULES

## STREET LIGHTING (WEST LAKE DRIVE) FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
Special assessments levied	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>	<b>\$ 3,300</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 2,982	\$ 3,300	\$ 3,250	\$ 3,275	\$ 3,300
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,982</b>	<b>\$ 3,300</b>	<b>\$ 3,250</b>	<b>\$ 3,275</b>	<b>\$ 3,300</b>
NET OF REVENUES/APPROPRIATIONS - FUND 855	\$ 318	\$ -	\$ 50	\$ 25	\$ -
BEGINNING FUND BALANCE	3,310	3,628	3,628	3,678	3,703
<b>ENDING FUND BALANCE</b>	<b>\$ 3,628</b>	<b>\$ 3,628</b>	<b>\$ 3,678</b>	<b>\$ 3,703</b>	<b>\$ 3,703</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>122%</b>	<b>110%</b>	<b>113%</b>	<b>113%</b>	<b>112%</b>
<b>Estimated Change in Fund Balance</b>	<b>10%</b>	<b>0%</b>	<b>1%</b>	<b>1%</b>	<b>0%</b>

## STREET LIGHTING (TOWN CENTER STREET) FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23      2023-24	
<b>ESTIMATED REVENUES</b>					
Special assessments levied	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Interest income	1	-	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 25,001</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 20,810	\$ 25,000	\$ 21,700	\$ 22,300	\$ 23,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 20,810</b>	<b>\$ 25,000</b>	<b>\$ 21,700</b>	<b>\$ 22,300</b>	<b>\$ 23,000</b>
NET OF REVENUES/APPROPRIATIONS - FUND 856	\$ 4,191	\$ -	\$ 3,300	\$ 2,700	\$ 2,000
BEGINNING FUND BALANCE	11,797	15,988	15,988	19,288	21,988
<b>ENDING FUND BALANCE</b>	<b>\$ 15,988</b>	<b>\$ 15,988</b>	<b>\$ 19,288</b>	<b>\$ 21,988</b>	<b>\$ 23,988</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>77%</b>	<b>64%</b>	<b>89%</b>	<b>99%</b>	<b>104%</b>
<b>Estimated Change in Fund Balance</b>	<b>36%</b>	<b>0%</b>	<b>21%</b>	<b>14%</b>	<b>9%</b>

# FINANCIAL SCHEDULES

## Debt Service Funds

### LIBRARY CONSTRUCTION DEBT FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 1,333,195	\$ 1,384,334	\$ 1,413,927	\$ 1,439,287	\$ 1,493,603
Interest income	101	266	273	313	297
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 1,333,296</b>	<b>\$ 1,384,600</b>	<b>\$ 1,414,200</b>	<b>\$ 1,439,600</b>	<b>\$ 1,493,900</b>
<b>APPROPRIATIONS</b>					
Debt service	\$ 1,371,700	\$ 1,384,100	\$ 1,402,700	\$ 1,416,100	\$ 1,412,400
Other services and charges	405	500	500	500	500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,372,105</b>	<b>\$ 1,384,600</b>	<b>\$ 1,403,200</b>	<b>\$ 1,416,600</b>	<b>\$ 1,412,900</b>
NET OF REVENUES/APPROPRIATIONS - FUND 317	\$ (38,809)	\$ -	\$ 11,000	\$ 23,000	\$ 81,000
BEGINNING FUND BALANCE	164,307	125,498	125,498	136,498	159,498
<b>ENDING FUND BALANCE</b>	<b>\$ 125,498</b>	<b>\$ 125,498</b>	<b>\$ 136,498</b>	<b>\$ 159,498</b>	<b>\$ 240,498</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>9%</b>	<b>9%</b>	<b>10%</b>	<b>11%</b>	<b>17%</b>
<b>Estimated Change in Fund Balance</b>	<b>-24%</b>	<b>0%</b>	<b>9%</b>	<b>17%</b>	<b>51%</b>

## Capital Project Funds

### SPECIAL ASSESSMENT REVOLVING FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Interest income	\$ 120,587	\$ 121,500	\$ 113,000	\$ 103,500	\$ 87,500
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 120,587</b>	<b>\$ 121,500</b>	<b>\$ 113,000</b>	<b>\$ 103,500</b>	<b>\$ 87,500</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 405	\$ 500	\$ 500	\$ 500	\$ 500
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 405</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>
NET OF REVENUES/APPROPRIATIONS - FUND 235	\$ 120,182	\$ 121,000	\$ 112,500	\$ 103,000	\$ 87,000
BEGINNING FUND BALANCE	4,103,390	4,223,572	4,344,572	4,457,072	4,560,072
<b>ENDING FUND BALANCE</b>	<b>\$ 4,223,572</b>	<b>\$ 4,344,572</b>	<b>\$ 4,457,072</b>	<b>\$ 4,560,072</b>	<b>\$ 4,647,072</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>1042857%</b>	<b>868914%</b>	<b>891414%</b>	<b>912014%</b>	<b>929414%</b>
<b>Estimated Change in Fund Balance</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>2%</b>	<b>2%</b>



# FINANCIAL SCHEDULES

## CAPITAL IMPROVEMENT PROGRAM (CIP) FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 3,676,064	\$ 3,824,900	\$ 3,865,095	\$ 3,927,071	\$ 4,065,218
Interest income	2	-	-	-	-
Transfers in	85,402	317,998	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 3,761,468</b>	<b>\$ 4,142,898</b>	<b>\$ 3,865,095</b>	<b>\$ 3,927,071</b>	<b>\$ 4,065,218</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ 810	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Debt service	232,031	524,535	456,091	385,594	312,982
Capital outlay	5,291,777	3,814,769	890,004	934,507	981,236
Transfers out	2,661,260	-	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 8,185,878</b>	<b>\$ 4,340,304</b>	<b>\$ 1,347,095</b>	<b>\$ 1,321,101</b>	<b>\$ 1,295,218</b>
NET OF REVENUES/APPROPRIATIONS - FUND 400	\$ (4,424,410)	\$ (197,406)	\$ 2,518,000	\$ 2,605,970	\$ 2,770,000
BEGINNING FUND BALANCE	(6,701,765)	(11,126,175)	(11,323,581)	(8,805,581)	(6,199,611)
<b>ENDING FUND BALANCE *</b>	<b>\$ (11,126,175)</b>	<b>\$ (11,323,581)</b>	<b>\$ (8,805,581)</b>	<b>\$ (6,199,611)</b>	<b>\$ (3,429,611)</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>-136%</b>	<b>-261%</b>	<b>-654%</b>	<b>-469%</b>	<b>-265%</b>
<b>Estimated Change in Fund Balance</b>	<b>-66%</b>	<b>-2%</b>	<b>22%</b>	<b>30%</b>	<b>45%</b>

\* The City has opted to borrow internally utilizing long-term capital reserve funds in lieu of formally issuing bonds in order to complete several significant projects in FY 2018-19 since it was determined to be the most beneficial way to handle the financing. Governmental accounting rules require this type of borrowing to be recorded on the balance sheet and not as revenue like it would if bonds were issued. This fund will continue to have a negative fund balance due to this accounting rule, therefore; a formal Deficit Elimination Plan will be filed with the State annually (as planned) until the loans are paid off over the life of the ten year levy (see the Debt Service section for internal borrowing schedules).

# FINANCIAL SCHEDULES

## GUN RANGE FACILITY FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Licenses, permits & charges for services	\$ 44,295	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Interest income	1,631	750	1,000	1,300	1,530
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 45,926</b>	<b>\$ 70,750</b>	<b>\$ 71,000</b>	<b>\$ 71,300</b>	<b>\$ 71,530</b>
<b>APPROPRIATIONS</b>					
Capital outlay	\$ -	\$ -	\$ -	\$ -	\$ 24,330
<b>TOTAL APPROPRIATIONS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,330</b>
NET OF REVENUES/APPROPRIATIONS - FUND 402	\$ 45,926	\$ 70,750	\$ 71,000	\$ 71,300	\$ 47,200
BEGINNING FUND BALANCE	80,857	126,783	197,533	268,533	339,833
<b>ENDING FUND BALANCE</b>	<b>\$ 126,783</b>	<b>\$ 197,533</b>	<b>\$ 268,533</b>	<b>\$ 339,833</b>	<b>\$ 387,033</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>1591%</b>
<b>Estimated Change in Fund Balance</b>	<b>57%</b>	<b>56%</b>	<b>36%</b>	<b>27%</b>	<b>14%</b>

## STREET IMPROVEMENT FUND

FUND CLOSED AS OF JUNE 30, 2020

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Transfers in	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>APPROPRIATIONS</b>					
Capital outlay	\$ 2,985,000	\$ -	\$ -	\$ -	\$ -
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 2,985,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
NET OF REVENUES/APPROPRIATIONS - FUND 403	\$ (2,985,000)	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	2,985,000	-	-	-	-
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Estimated Change in Fund Balance</b>	<b>-100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

# FINANCIAL SCHEDULES

## PEG CABLE - CAPITAL FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>ESTIMATED REVENUES</b>					
Licenses, permits & charges for services	\$ 302,931	\$ 351,500	\$ 340,500	\$ 335,500	\$ 330,500
Interest on Investments	1,389	500	500	500	500
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 304,320</b>	<b>\$ 352,000</b>	<b>\$ 341,000</b>	<b>\$ 336,000</b>	<b>\$ 331,000</b>
<b>APPROPRIATIONS</b>					
Capital outlay	\$ 15,997	\$ -	\$ -	\$ -	\$ -
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 15,997</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
NET OF REVENUES/APPROPRIATIONS - FUND 463	\$ 288,323	\$ 352,000	\$ 341,000	\$ 336,000	\$ 331,000
BEGINNING FUND BALANCE	-	288,323	640,323	981,323	1,317,323
<b>ENDING FUND BALANCE</b>	<b>\$ 288,323</b>	<b>\$ 640,323</b>	<b>\$ 981,323</b>	<b>\$ 1,317,323</b>	<b>\$ 1,648,323</b>

Fund balance as a percentage of total annual expenditures

1802%      0%      0%      0%      0%

Estimated Change in Fund Balance

0%      122%      53%      34%      25%

## Permanent Fund

### DRAIN PERPETUAL MAINTENANCE FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED 2022-23	PROJECTED 2023-24
<b>ESTIMATED REVENUES</b>					
Interest income	\$ 187,491	\$ 130,000	\$ 105,000	\$ 110,000	\$ 115,000
Tap-in fees	-	5,000	5,000	5,000	5,000
Transfers in	-	-	-	990,000	1,275,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 187,491</b>	<b>\$ 135,000</b>	<b>\$ 110,000</b>	<b>\$ 1,105,000</b>	<b>\$ 1,395,000</b>
<b>APPROPRIATIONS</b>					
Transfers out	\$ 260,201	\$ 1,286,569	\$ 370,000	\$ -	\$ -
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 260,201</b>	<b>\$ 1,286,569</b>	<b>\$ 370,000</b>	<b>\$ -</b>	<b>\$ -</b>
NET OF REVENUES/APPROPRIATIONS - FUND 211	\$ (72,710)	\$ (1,151,569)	\$ (260,000)	\$ 1,105,000	\$ 1,395,000
BEGINNING FUND BALANCE	6,783,536	6,710,826	5,559,257	5,299,257	6,404,257
<b>ENDING FUND BALANCE</b>	<b>\$ 6,710,826</b>	<b>\$ 5,559,257</b>	<b>\$ 5,299,257</b>	<b>\$ 6,404,257</b>	<b>\$ 7,799,257</b>

Fund balance as a percentage of total annual expenditures

2579%      432%      1432%      0%      0%

Estimated Change in Fund Balance

-1%      -17%      -5%      21%      22%

# FINANCIAL SCHEDULES

## Enterprise Funds

### ICE ARENA FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Program revenue	\$ 1,477,180	\$ 1,886,571	\$ 1,487,707	\$ 1,646,394	\$ 1,797,850
Interest income	69,378	25,683	25,338	24,281	24,035
Federal Grants	-	7,341	-	-	-
Other revenue	86,291	104,400	104,400	104,400	104,400
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 1,632,849</b>	<b>\$ 2,023,995</b>	<b>\$ 1,617,445</b>	<b>\$ 1,775,075</b>	<b>\$ 1,926,285</b>
<b>APPROPRIATIONS</b>					
Supplies	\$ 16,870	\$ 11,600	\$ 11,600	\$ 11,600	\$ 11,600
Other services and charges	1,496,844	1,298,424	1,231,305	1,278,605	1,322,455
Capital outlay	404	123,200	12,670	-	200,000
Debt service	58,880	538,630	536,870	509,870	533,230
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,572,998</b>	<b>\$ 1,971,854</b>	<b>\$ 1,792,445</b>	<b>\$ 1,800,075</b>	<b>\$ 2,067,285</b>
NET OF REVENUES/APPROPRIATIONS - FUND 590	\$ 59,851	\$ 52,141	\$ (175,000)	\$ (25,000)	\$ (141,000)
BEGINNING FUND BALANCE	5,292,065	5,351,916	5,404,057	5,229,057	5,204,057
<b>ENDING FUND BALANCE</b>	<b>\$ 5,351,916</b>	<b>\$ 5,404,057</b>	<b>\$ 5,229,057</b>	<b>\$ 5,204,057</b>	<b>\$ 5,063,057</b>

Fund balance as a percentage of total annual expenditures

340%

274%

292%

289%

245%

Estimated Change in Fund Balance

1%

1%

-3%

0%

-3%

### WATER AND SEWER FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Operating revenue	\$ 25,764,181	\$ 25,210,500	\$ 25,210,500	\$ 25,410,500	\$ 25,610,500
Capital contributions	1,749,645	1,550,000	1,350,000	1,350,000	1,350,000
Federal Grants	57,044	84,485	-	-	-
Donations	-	6,735	-	-	-
Interest income	1,779,947	921,251	837,479	691,378	625,026
Other revenue	293,837	218,700	202,500	207,500	212,500
Transfers in	2,661,260	-	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 32,305,914</b>	<b>\$ 27,991,671</b>	<b>\$ 27,600,479</b>	<b>\$ 27,659,378</b>	<b>\$ 27,798,026</b>
<b>APPROPRIATIONS</b>					
Personnel services	\$ 1,447,586	\$ 1,443,035	\$ 1,471,615	\$ 1,493,374	\$ 1,517,822
Supplies	73,395	71,011	81,109	70,100	70,100
Other services and charges	25,809,493	24,191,905	23,976,621	23,974,606	24,109,431
Capital outlay	260,904	23,831,833	4,683,134	2,067,298	3,536,673
Transfers out	-	303,630	-	-	-
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 27,591,378</b>	<b>\$ 49,841,414</b>	<b>\$ 30,212,479</b>	<b>\$ 27,605,378</b>	<b>\$ 29,234,026</b>
NET OF REVENUES/APPROPRIATIONS - FUND 592	\$ 4,714,536	\$ (21,849,743)	\$ (2,612,000)	\$ 54,000	\$ (1,436,000)
BEGINNING FUND BALANCE	191,142,162	195,856,698	174,006,955	171,394,955	171,448,955
<b>ENDING FUND BALANCE</b>	<b>\$ 195,856,698</b>	<b>\$ 174,006,955</b>	<b>\$ 171,394,955</b>	<b>\$ 171,448,955</b>	<b>\$ 170,012,955</b>

Fund balance as a percentage of total annual expenditures

710%

349%

567%

621%

582%

Estimated Change in Fund Balance

2%

-11%

-2%

0%

-1%

# FINANCIAL SCHEDULES

## SENIOR HOUSING FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Operating revenue	\$ 2,078,914	\$ 2,078,000	\$ 2,079,300	\$ 2,095,620	\$ 2,124,540
Interest income	36,765	16,588	21,921	18,110	17,170
Other revenue	24,758	20,400	20,540	20,540	20,540
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 2,140,437</b>	<b>\$ 2,114,988</b>	<b>\$ 2,121,761</b>	<b>\$ 2,134,270</b>	<b>\$ 2,162,250</b>
<b>APPROPRIATIONS</b>					
Supplies	\$ 10,048	\$ 11,075	\$ 11,075	\$ 11,375	\$ 11,375
Other services and charges	1,265,486	851,630	894,151	963,764	986,296
Capital outlay	-	328,430	278,430	412,720	236,350
Debt service	132,705	973,628	949,105	949,411	1,038,229
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,408,239</b>	<b>\$ 2,164,763</b>	<b>\$ 2,132,761</b>	<b>\$ 2,337,270</b>	<b>\$ 2,272,250</b>
NET OF REVENUES/APPROPRIATIONS - FUND 594	\$ 732,198	\$ (49,775)	\$ (11,000)	\$ (203,000)	\$ (110,000)
BEGINNING FUND BALANCE	5,157,730	5,889,928	5,840,153	5,829,153	5,626,153
<b>ENDING FUND BALANCE</b>	<b>\$ 5,889,928</b>	<b>\$ 5,840,153</b>	<b>\$ 5,829,153</b>	<b>\$ 5,626,153</b>	<b>\$ 5,516,153</b>

Fund balance as a percentage of total annual expenditures

418%      270%      273%      241%      243%

Estimated Change in Fund Balance

14%      -1%      0%      -3%      -2%

## Internal Service Fund

### SELF INSURANCE HEALTHCARE FUND

	ACTUAL 2019-20	ESTIMATED 2020-21	BUDGET 2021-22	PROJECTED	
				2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Licenses, Permits, and Charges for Services	\$ 1,454,989	\$ 2,950,000	\$ 3,120,000	\$ 3,185,000	\$ 3,280,000
Interest income	49	-	5,000	5,000	5,000
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 1,455,038</b>	<b>\$ 2,950,000</b>	<b>\$ 3,125,000</b>	<b>\$ 3,190,000</b>	<b>\$ 3,285,000</b>
<b>APPROPRIATIONS</b>					
Other services and charges	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Personnel Services	1,158,670	2,950,000	2,340,000	2,465,000	2,615,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,158,670</b>	<b>\$ 2,950,000</b>	<b>\$ 2,345,000</b>	<b>\$ 2,470,000</b>	<b>\$ 2,620,000</b>
NET OF REVENUES/APPROPRIATIONS - FUND 677	\$ 296,368	\$ -	\$ 780,000	\$ 720,000	\$ 665,000
BEGINNING FUND BALANCE	-	296,368	296,368	1,076,368	1,796,368
<b>ENDING FUND BALANCE</b>	<b>\$ 296,368</b>	<b>\$ 296,368</b>	<b>\$ 1,076,368</b>	<b>\$ 1,796,368</b>	<b>\$ 2,461,368</b>

Fund balance as a percentage of total annual expenditures

26%      10%      46%      73%      94%

Estimated Change in Fund Balance

0%      0%      263%      67%      37%

# FINANCIAL SCHEDULES

## Fiduciary Fund

### RETIREE HEALTHCARE BENEFITS FUND

	ACTUAL	ESTIMATED	BUDGET	PROJECTED	
	2019-20	2020-21	2021-22	2022-23	2023-24
<b>ESTIMATED REVENUES</b>					
Contributions-Employer	\$ 277,238	\$ 36,952	\$ 34,487	\$ 35,000	\$ 35,000
Interest income	1,515,738	2,098,499	2,200,279	2,260,701	2,325,202
Other revenue	-	-	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 1,792,976</b>	<b>\$ 2,135,451</b>	<b>\$ 2,234,766</b>	<b>\$ 2,295,701</b>	<b>\$ 2,360,202</b>
<b>APPROPRIATIONS</b>					
Personnel Services	\$ 988,158	\$ 1,037,951	\$ 996,766	\$ 1,016,701	\$ 1,047,202
Other services and charges	314,409	336,500	338,000	340,000	362,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$ 1,302,567</b>	<b>\$ 1,374,451</b>	<b>\$ 1,334,766</b>	<b>\$ 1,356,701</b>	<b>\$ 1,409,202</b>
NET OF REVENUES/APPROPRIATIONS - FUND 710	\$ 490,409	\$ 761,000	\$ 900,000	\$ 939,000	\$ 951,000
BEGINNING FUND BALANCE	30,831,971	31,322,380	32,083,380	32,983,380	33,922,380
<b>ENDING FUND BALANCE</b>	<b>\$ 31,322,380</b>	<b>\$ 32,083,380</b>	<b>\$ 32,983,380</b>	<b>\$ 33,922,380</b>	<b>\$ 34,873,380</b>
<b>Fund balance as a percentage of total annual expenditures</b>	<b>2405%</b>	<b>2334%</b>	<b>2471%</b>	<b>2500%</b>	<b>2475%</b>
<b>Estimated Change in Fund Balance</b>	<b>2%</b>	<b>2%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>

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# FUND BALANCE, REVENUES, & EXPENDITURES

## Fund Balance

### Definition

Fund Balance is the difference between assets and liabilities in a governmental fund. The governmental funds account for the City's bread-and-butter, are typically tax-supported activities of a government (as opposed to enterprise funds, which are self-supporting, business-like activities), and include the following:

- General Fund – where a government accounts for everything not reported in another fund
- Special Revenue Funds – for reporting specific sources that are limited to being used for a particular purpose
- Debt Service Funds – which account for the repayment of debt
- Capital Project Funds – which track the accumulation and use of resources for construction, acquiring, and rehabilitating capital assets (such as buildings and roads)
- Permanent Funds – where a government reports principal amounts that are restricted to being invested to produce income but cannot be spent

### **GASB 54**

GASB Statement No. 54 creates five components of fund balance, though not every government or governmental fund will report all components. This approach is intended to provide users consistent and understandable information about a fund's net resources. The five components are:

#### **Nonspendable Fund Balance**

*\*cannot be spent (legally restricted or in unspendable form)*

- Amounts that cannot be spent due to form; for example, inventories and prepaid amounts. Also, long-term loan and notes receivables, and property held for resale would be reported here unless the proceeds are restricted, committed or assigned.
- Amounts that must be maintained intact legally or contractually (corpus or principal of a permanent fund)

#### **Restricted Fund Balance**

*\*externally imposed (law, creditor, bond covenant)*

- Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation. This is the same definition used by GASB Statement No. 34, *Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*, for restricted net assets.

#### **Committed Fund Balance**

*\*constraints approved by Council*

- Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.
- Action to constrain resources must occur prior to year-end; however, the amount can be determined in the subsequent period.

# FUND BALANCE, REVENUES, & EXPENDITURES

## Assigned Fund Balance

\*constrained by intent by City Council, or by the City Manager, or by a body/person to which City Council designates the authority

- For all governmental funds other than the general fund, any remaining positive amounts not classified as non-spendable, restricted or committed.
- For the general fund, amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts. Amount reported as assigned should not result in a deficit in unassigned fund balance.

## Unassigned Fund Balance

\*available to spend, unrestricted

- For the general fund, amounts not classified as nonspendable, restricted, committed or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance.
- For all governmental funds other than the general fund, amount expended in excess of resources that are nonspendable, restricted, committed or assigned (a residual deficit). In determining a residual deficit, no amount should be reported as assigned.

## Fund Balance Schedule

	Governmental Funds								
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	PERMANENT FUNDS	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS	TOTAL BUDGET
	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22
TOTAL ESTIMATED REVENUES	\$ 37,072,950	\$ 31,739,108	\$ 1,414,200	\$ 4,390,095	\$ 110,000	\$ 31,339,685	\$ 3,120,000	\$ 2,234,766	\$ 111,420,804
TOTAL APPROPRIATIONS	37,036,890	32,053,440	1,403,200	1,347,595	370,000	34,137,685	2,340,000	1,334,766	110,023,576
NET OF REVENUES/APPROPRIATIONS - ALL FUNDS	\$ 36,060	\$ (314,332)	\$ 11,000	\$ 3,042,500	\$ (260,000)	\$ (2,798,000)	\$ 780,000	\$ 900,000	\$ 1,397,228
BEGINNING FUND BALANCE	11,527,983	14,026,881	125,498	(6,141,153)	5,559,257	185,251,165	296,368	32,083,380	242,729,379
ENDING FUND BALANCE	\$ 11,564,043	\$ 13,712,549	\$ 136,498	\$ (3,098,653)	\$ 5,299,257	\$ 182,453,165	\$ 1,076,368	\$ 32,983,380	\$ 244,126,607
Fund balance as a percentage of total annual expenditures	31%	43%	10%	-230%	0%	534%	46%	2471%	222%

# FUND BALANCE, REVENUES, & EXPENDITURES

## **Significant Changes in Fund Balance**

The following governmental funds are anticipated to have significant changes in fund balance for FY 2021-22 (increase or decrease more than 10%):

### **Special Revenue Funds**

The Major Street Fund is projected to increase fund balance by 46%, in the amount of \$765,000. These funds will be utilized for future major street projects throughout the City which are listed in the capital improvement program.

The Local Street Fund is projected to decrease fund balance by 27%, in the amount of \$295,000, in order to fund capital projects throughout the City which are listed in the capital improvement program.

The PEG Cable Fund is projected to decrease fund balance by 51%, in the amount of \$227,000, in order to fund operating expenditures since revenues are being recorded in a separate PEG Cable Capital Fund as of September 2019.

The Forfeiture Fund is projected to decrease fund balance by 100%, in the amount of \$49,000, in order to fund \$406,580 in capital expenditures.

The Street Lighting (Town Center Street) Fund is projected to increase fund balance by 21%, in the amount of \$3,300. These funds will be used to offset potential increases in future operating expenditures.

### **Capital Project Funds**

The Capital Improvement Program (CIP) Fund is projected to increase fund balance by 22%, in the amount of \$2,518,000. These funds will be used to fund future capital improvements throughout the City which are listed in the capital improvement program.

The Gun Range Facility Fund is projected to increase fund balance by 36%, in the amount of \$71,000. These funds will be used for future capital expenditures.

The PEG Cable Capital Fund is projected to increase fund balance by 53%, in the amount of \$341,000. This is a newly created fund as of FY 2019-20. These funds will be used to fund future capital expenditures.

# FUND BALANCE, REVENUES, & EXPENDITURES

## Revenue Sources, Assumptions, and Trend Analysis

Revenue forecasting is a standard practice for the City of Novi. Individual revenue line-items are reviewed for their historical trends in order to project revenues over the next three years. The forecast is also based on economic factors, as well as information provided by the State and County. In order to be prepared for unexpected events and lower than anticipated revenues or higher than anticipated expenditures, the City budgets conservatively. The following is a summary of revenue sources including underlying assumptions and significant trends.

### Property Tax Revenue

The maximum allowable millage rates are used for all funds except the Drain Fund. Taxable value projections are as of March 2021. The 2021 taxable value increased approximately 159,953,889 including net new construction. The future property values include approximately \$15,000,000 and 20,000,000, respectively for tax years 2022 and 2023, in cumulative net new construction. Penalties and interest are based on historical collections. Inflation for the 2021 tax year was 1.4% due to new construction; the City anticipates an overall net increase (see loss of personal property taxes discussed below) in revenue of 1.5%. The City closed the Public Safety Fund as of June 30, 2017 and the dedicated public safety millage is recorded directly in the General Fund rather than a transfer in.

Due to the COVID-19 pandemic, the City took a conservative approach to fiscal year 2023 and 2024 tax revenues and assumed a 1.9% increase in FY 23 and a 3.9% increase in FY 24 which is significantly lower than historical increase of 3-5%. These estimates are based on recent trends of commercial and industrial properties having significant vacancies and appealing their assessments.

The proposed millage rate is 10.5376 mills (which remains unchanged from tax year 2020). A significant factor that has been taken into account for the future year's taxable value is the expected decrease in the personal property tax, per the new State of Michigan law (SB 10) that erases the personal property tax on the industrial property and other businesses with equipment less than \$40,000. The State continues to review personal property and may implement further reductions in the future.

### Licenses, Permits & Charges for Services

This revenue includes fees for various services and licenses. Revenues also include estimated fees paid by developers and contractors for the plan review, inspection of commercial, industrial and residential construction which partially covers the cost of the Community Development Department. This revenue is difficult to project since it is directly related to construction activity. The City's building activity has not fully recovered due to the COVID-19 pandemic and the negative impact to the local economy. Recent trends show an uptick in development but not yet to pre-COVID levels. The City is assuming revenue will return to pre-COVID levels by fiscal year 2023/2024. The remaining revenue relates to liquor licenses, cable television fees, and other fees collected by the Clerks Department.

# FUND BALANCE, REVENUES, & EXPENDITURES

## Transfers In

The transfers into the special revenue funds represent transfers between the three street funds to cover construction costs as detailed in the six-year CIP plan. The primary source of the transfers is a dedicated road millage in the Municipal Street Fund. The Parks, Recreation and Cultural Services Fund receives a transfer in from the General Fund to help fund capital outlay projects. The Drain Perpetual Maintenance Fund receives a transfer in from the Drain Fund to replenish some of the endowment used in FY 2018/19.

## State Sources

**State Revenue Sharing** The State Shared Revenue program distributes sales tax collected by the State of Michigan to local governments as unrestricted revenues on a per capita basis (2010 Census population for Novi was 55,224). The distribution of funds is authorized by the State Revenue Sharing Act, Public Act 140 of 1971, as amended (MCL 141.901). For fiscal year (FY) 2016, the legislature established the City, Village, and Township Revenue Sharing (CVTRS) program (a simplified version of the Economic Vitality Incentive Program (EVIP)). Each eligible local unit must meet all of the requirements of Accountability and Transparency in order to receive the full CVTRS payments. The City will receive a one time increase due to the census adjustment in FY 21. Based on recent estimates from the State, the City shows no revenue for the CVTRS Program for FY 2021-22 until the State has balanced their 2022/2023 budget. The City estimates fiscal years 22/23 and 23/24 will provide for distributions levels similar to increases seen pre-pandemic.

**MDOT Act 51** The City receives monthly payments from the State of Michigan, Department of Transportation for their share of the motor fuels taxes collected that are earmarked specifically for use on the roads. The distribution is based on the number of miles of road within the city and population. As the roads across the State continue to deteriorate, the Governor has promised to focus on increasing spending for roads. Due to the COVID-19 pandemic, the City has been conservative in its FY 21 budget estimates due to less vehicles on the road equating to less revenue from gas tax. The City will receive an increase in funding due to the significant increase in projected census count (+10,000) which will help offset the projected losses from less travel.

## Interest on Investments

This revenue is from investing available cash balances based on cash flow forecasts, capital reserves, and fund balance reserves. Interest rates are budgeted to decrease over the next few years resulting in reduced overall earnings due to a significant reduction in the Fed's interest rate due to COVID-19. The revenue also is reduced due to lower cash balances due to significant planned investments in capital projects. The net result is little growth in overall earnings over year 2 and 3 of the budget.

## Program Revenue/Older Adult Program Revenue

This revenue source is from the many programs offered by the Parks, Recreation, and Cultural Services department and Ice Arena. The Parks, Recreation, and Cultural Services Fund have approximately half its revenue funded from a dedicated property tax levy and the balance funded by program revenue. Based on trends over the past few months, program revenue is budgeted as if all programs will be back in operation July 1, 2021. The City will monitor the revenue closely as daily activity changes due to the global pandemic. FY 22 and 23 are assumed to be fully operational and consistent with pre-COVID levels.



# FUND BALANCE, REVENUES, & EXPENDITURES

## Operating Revenue

This revenue represents charges to customers for water and sewer usage as well as fees collected at the ice arena and rents collected at the senior housing facility. Operating revenue in the Water and Sewer Fund is anticipated to increase by 0-1% annually based on projections and anticipated new customers. Ice arena and senior housing revenues are anticipating 0-1% annual inflationary increases. The Ice Arena revenue in FY 21 will depend on the effects of COVID-19.

## Revenue Schedule

	Governmental Funds				
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	PERMANENT FUNDS
	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22
<b>ESTIMATED REVENUES</b>					
Property tax revenue	\$ 25,059,911	\$ 12,642,003	\$ 1,413,927	\$ 3,865,095	\$ -
Capital Contributions	-	-	-	-	-
Contributions-Employer	-	-	-	-	-
Donations	1,000	39,200	-	-	-
Federal grants	85,000	-	-	-	-
Fines and forfeitures	395,000	510,000	-	-	-
Interest income	730,424	323,432	273	114,500	105,000
Licenses, permits, and charges for services	4,276,388	2,635,000	-	410,500	-
Older adult program revenue	-	159,983	-	-	-
Operating Revenue	-	-	-	-	-
Other revenue	753,712	686,000	-	-	-
Program Revenue	-	1,101,790	-	-	-
Special Assessments Levied	-	35,829	-	-	-
State sources	5,771,515	7,279,000	-	-	-
Tap In Fees	-	-	-	-	5,000
Transfers in	-	6,326,871	-	-	-
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 37,072,950</b>	<b>\$ 31,739,108</b>	<b>\$ 1,414,200</b>	<b>\$ 4,390,095</b>	<b>\$ 110,000</b>

# FUND BALANCE, REVENUES, & EXPENDITURES

## Revenue Schedule (continued)

	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	FIDUCIARY FUNDS	TOTAL BUDGET	% of Total Revenues	% of Total Revenues (discussed)
	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22	BUDGET 2021-22
<b>ESTIMATED REVENUES</b>						
Property tax revenue	\$ -	\$ -	\$ -	\$ 42,980,936	39%	39%
Capital Contributions	1,350,000	-	-	\$ 1,350,000	1%	
Contributions-Employer	-	-	34,487	\$ 34,487	0%	
Donations	-	-	-	\$ 40,200	0%	
Federal grants	-	-	-	\$ 85,000	0%	
Fines and forfeitures	-	-	-	\$ 905,000	1%	
Interest income	327,440	-	2,200,279	\$ 3,801,348	3%	3%
Licenses, permits, and charges for services	-	3,120,000	-	\$ 10,441,888	9%	9%
Older adult program revenue	-	-	-	\$ 159,983	0%	0%
Operating Revenue	27,289,800	-	-	\$ 27,289,800	24%	24%
Other revenue	884,738	-	-	\$ 2,324,450	2%	
Program Revenue	1,487,707	-	-	\$ 2,589,497	2%	2%
Special Assessments Levied	-	-	-	\$ 35,829	0%	
State sources	-	-	-	\$ 13,050,515	12%	12%
Tap In Fees	-	-	-	\$ 5,000	0%	
Transfers in	-	-	-	\$ 6,326,871	6%	6%
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$ 31,339,685</b>	<b>\$ 3,120,000</b>	<b>\$ 2,234,766</b>	<b>\$ 111,420,804</b>	<b>100%</b>	<b>96%</b>



# FUND BALANCE, REVENUES, & EXPENDITURES

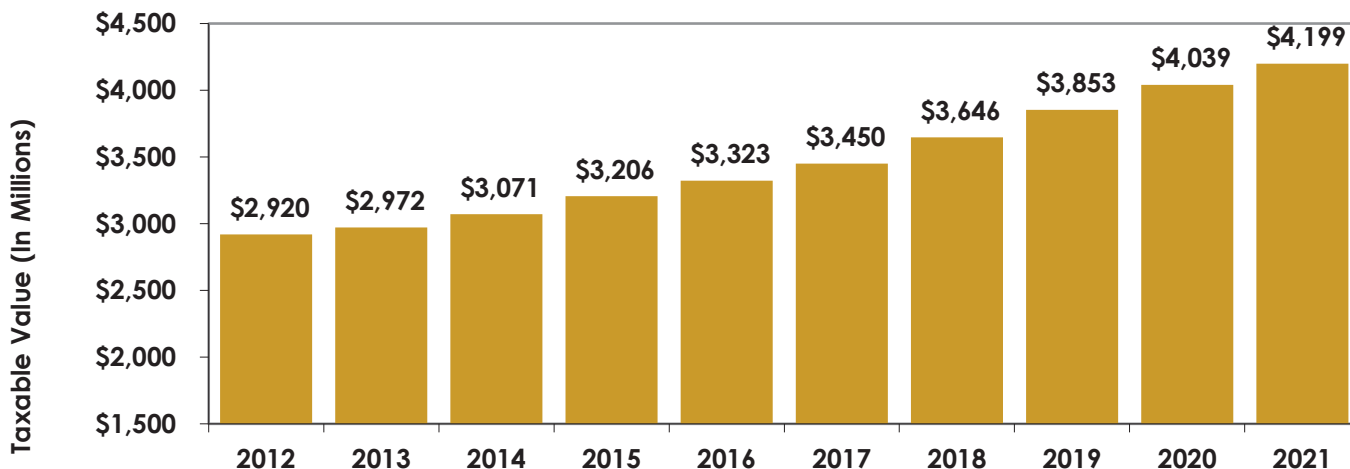
## Property Taxes

Property taxes are expressed in terms of millage with one mill being equal to \$1.00 per thousand dollars of taxable value.

Assessing records maintain two values for each property in the City. Prior to Proposal A all property was taxed based on the State Equalized Value (S.E.V.), which represents 50% of true cash value. Proposal A limits the increase in value attributed to market change to the lower of 5% or the Inflation Rate Multiplier (previously referred to as Consumer Price Index). The one exception is the properties changing ownership, which brings the taxable value back up to the S.E.V.

The following shows recent history of taxable values and percentage change from prior year:

Tax Year	Taxable Value (in millions)	% Change
2012	\$ 2,920	-2.0%
2013	\$ 2,972	1.8%
2014	\$ 3,071	3.3%
2015	\$ 3,206	4.4%
2016	\$ 3,323	3.6%
2017	\$ 3,450	3.8%
2018	\$ 3,646	5.7%
2019	\$ 3,853	5.7%
2020	\$ 4,039	4.8%
2021	\$ 4,199	4.0%

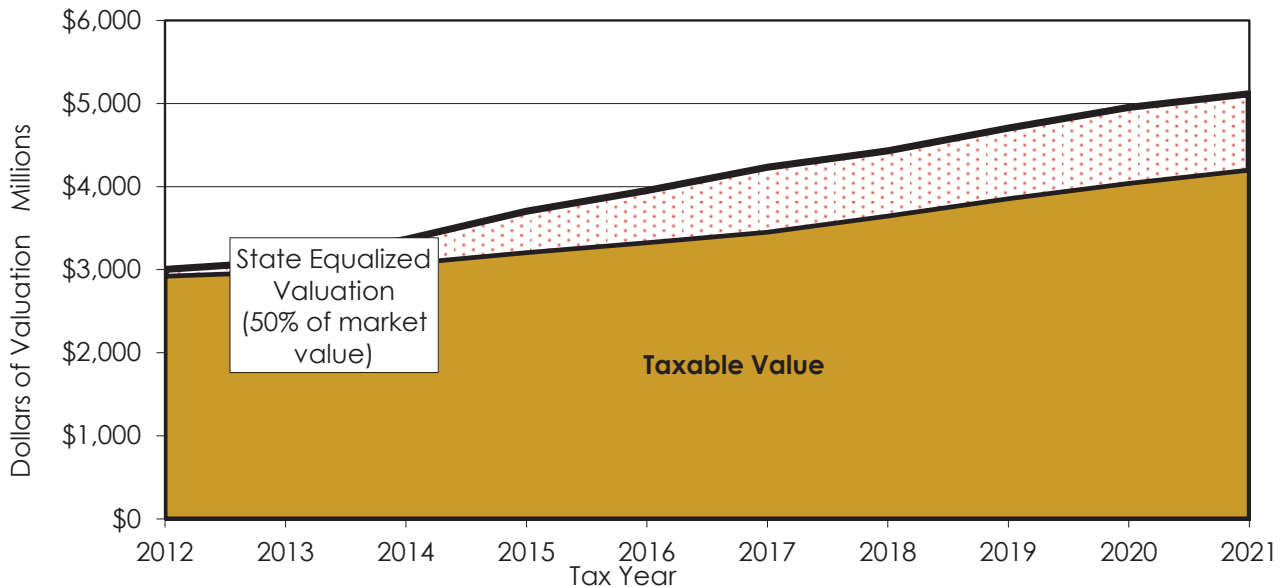


# FUND BALANCE, REVENUES, & EXPENDITURES

Ten Year Taxable Value Actual Compared to State Equalized Valuation (SEV)

Tax Liability Year	State Equalized Valuation (50% of market value)		Taxable Value		% Taxable Value of SEV
	Amount	% Change	Amount	% Change	
2012	\$3,004,330,340	-1.9%	\$2,920,333,650	-2.0%	97.2%
2013	\$3,099,733,610	3.2%	\$2,972,081,580	1.8%	95.9%
2014	\$3,365,191,110	8.6%	\$3,070,872,210	3.3%	91.3%
2015	\$3,704,488,760	10.1%	\$3,205,569,930	4.4%	86.5%
2016	\$3,952,090,850	6.7%	\$3,323,044,630	3.7%	84.1%
2017	\$4,234,030,940	7.1%	\$3,450,116,990	3.8%	81.5%
2018	\$4,429,863,848	4.6%	\$3,645,653,370	5.7%	82.3%
2019	\$4,704,211,310	6.2%	\$3,852,942,000	5.7%	81.9%
2020	\$4,953,366,010	6.4%	\$4,038,736,310	4.8%	81.5%
2021	\$5,117,122,329	8.8%	\$4,198,690,199	4.0%	82.1%

Ten Year Taxable Value Compared to State Equalized Valuation  
City of Novi, Michigan



The 1994 SEV established the base for taxable value calculations beginning in 1995. In addition to SEV, a taxable value was determined for each property. Taxable value is the lower of either capped value or SEV. Capped value increases are limited to the lesser of 5% or the rate of inflation. Although SEV continues to be based on market conditions, taxable value is thus in place to control property tax increases. Additions or losses to a property will increase or reduce the taxable value of that property. In the year following a property transfer, the taxable value of that property will uncapped to the SEV. Novi's total taxable value rate of change moves larger than the SEV largely due to the uncapping of properties from sales and the addition of new construction. In the coming decades, as Novi reaches build-out and ages, under current rules, yearly increases in taxable value will be closer to capped consumer price index (termed Inflation Rate Multiplier by the State of Michigan).

# FUND BALANCE, REVENUES, & EXPENDITURES

## Actual and Projected Taxable Values

The following is a historical look at projected and actual taxable values as well as the property tax revenue and mileage rates (assuming no rollback) required based on the estimated taxable values.

CITY OF NOVI TAXABLE VALUE, MILLAGE RATE AND PROPERTY TAX REVENUE HISTORY, BUDGET AND PROJECTIONS

	2014	2015	2016	2017	2018	2019	ESTIMATED	BUDGET	PROJECTED	
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	2020 FY 2020-21	2021 FY 2021-22	2022 FY 2022-23	2023 FY 2023-24
<b>Taxable Value</b>										
Taxable Value - Real (Residential)	\$ 1,984,120,840	\$ 2,087,604,500	\$ 2,169,188,620	\$ 2,267,135,430	\$ 2,369,711,290	\$ 2,533,927,750	\$ 2,718,605,010	\$ 2,775,266,092	\$ 2,827,996,148	\$ 2,938,287,998
Taxable Value - Real (Commercial / Industrial)	861,684,810	878,128,490	916,363,180	936,712,960	999,114,730	1,051,495,340	1,041,383,540	1,145,328,330	1,167,089,568	1,211,438,972
Taxable Value - Personal Property	225,046,540	239,836,740	237,292,830	246,268,600	256,827,330	267,518,910	278,747,760	278,095,777	283,379,597	294,148,021
<b>Subtotal Taxable Value</b>	<b>\$ 3,070,872,210</b>	<b>\$ 3,205,569,930</b>	<b>\$ 3,323,044,630</b>	<b>\$ 3,450,116,990</b>	<b>\$ 3,645,653,370</b>	<b>\$ 3,852,942,000</b>	<b>\$ 4,038,736,310</b>	<b>\$ 4,198,690,199</b>	<b>\$ 4,278,465,313</b>	<b>\$ 4,463,874,991</b>
Taxable Value - New Construction	-	-	-	-	-	-	-	-	15,000,000	20,000,000
<b>Total Taxable Value</b>	<b>\$ 3,070,872,210</b>	<b>\$ 3,205,569,930</b>	<b>\$ 3,323,044,630</b>	<b>\$ 3,450,116,990</b>	<b>\$ 3,645,653,370</b>	<b>\$ 3,852,942,000</b>	<b>\$ 4,038,736,310</b>	<b>\$ 4,198,690,199</b>	<b>\$ 4,293,465,313</b>	<b>\$ 4,463,874,991</b>
Less various allowances	-	-	-	-	-	-	-	-	(5,000,000)	(2,000,000)
<b>Adjusted Taxable Value*</b>	<b>\$ 3,070,872,210</b>	<b>\$ 3,205,569,930</b>	<b>\$ 3,323,044,630</b>	<b>\$ 3,450,116,990</b>	<b>\$ 3,645,653,370</b>	<b>\$ 3,852,942,000</b>	<b>\$ 4,038,736,310</b>	<b>\$ 4,198,690,199</b>	<b>\$ 4,288,465,313</b>	<b>\$ 4,461,874,991</b>
% Change in taxable value from prior year without new construction estimate or various allowances	3.3%	4.4%	3.7%	3.8%	5.7%	5.7%	4.8%	4.0%	1.9%	3.9%
% Change in total taxable value	5.2%	4.4%	3.7%	3.8%	5.7%	5.7%	4.8%	4.0%	2.3%	4.0%
% change in adjusted taxable value	5.2%	4.4%	3.7%	3.8%	5.7%	5.7%	4.8%	4.0%	2.1%	4.0%
<b>Millage Rate**</b>										
General Fund	5.0182	5.0056	4.9925	4.9206	4.8458	4.7755	4.7563	4.7505	4.7505	4.7505
General Fund - PA 359 Advertising	-	-	-	-	0	0.0129	0.0123	0.0119	0.0119	0.0119
Municipal Street Fund	1.5000	1.4962	1.4923	1.4708	1.4484	1.4273	1.4215	1.4197	1.4197	1.4197
Police and Fire	1.4282	1.4246	1.4208	1.4003	1.3790	1.3590	1.3535	1.3518	1.3518	1.3518
Parks, Recreation, and Cultural Services Fund	0.3857	0.3847	0.3836	0.3780	0.3722	0.3668	0.3653	0.3648	0.3648	0.3648
Drain Fund	0.0000	-	0	0.2648	0.4157	0.5583	0.5978	0.6101	0.6101	0.6101
Capital Improvement Program (CIP) Fund	-	-	-	1	0.9706	0.9545	0.9526	0.9514	0.9514	0.9514
Library Fund	0.7719	0.7699	0.7678	0.7567	0.7451	0.7342	0.7312	0.7303	0.7303	0.7303
<b>Total Operating</b>	<b>9.1040</b>	<b>9.0810</b>	<b>9.2690</b>	<b>10.1768</b>	<b>10.1905</b>	<b>10.1905</b>	<b>10.1905</b>	<b>10.1905</b>	<b>10.1905</b>	<b>10.1905</b>
Library Construction Debt Fund	0.3716	0.4566	0.4540	0.3608	0.3471	0.3471	0.3471	0.3471	0.3471	0.3471
2010 Refunding Debt Fund	0.3462	0.3374	0.0000	-	-	-	-	-	-	-
2002 Street & Refunding Debt Fund	0.3782	0.3250	0.2270	0.0000	-	-	-	-	-	-
<b>Total Debt</b>	<b>1.0960</b>	<b>1.1190</b>	<b>0.6810</b>	<b>0.3608</b>	<b>0.3471</b>	<b>0.3471</b>	<b>0.3471</b>	<b>0.3471</b>	<b>0.3471</b>	<b>0.3471</b>
<b>Total Millage Rate</b>	<b>10.2000</b>	<b>10.2000</b>	<b>9.9500</b>	<b>10.5376</b>	<b>10.5376</b>	<b>10.5376</b>	<b>10.5376</b>	<b>10.5376</b>	<b>10.5376</b>	<b>10.5376</b>
<b>Property Tax Revenue</b>										Expiration Year
General Fund	\$ 15,618,990	\$ 16,252,340	\$ 16,707,967	\$ 17,200,885	\$ 18,215,984	\$ 18,299,800	\$ 19,117,708	\$ 19,313,357	\$ 19,621,791	\$ 20,313,552
General Fund - PA 359 Advertising	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Municipal Street Fund	4,754,081	4,803,774	4,931,808	5,069,973	5,371,752	5,473,078	5,711,286	5,767,128	5,858,670	6,064,792
Police and Fire	4,390,579	4,574,743	4,687,841	4,843,646	5,130,968	5,227,356	5,439,000	5,494,554	5,581,884	5,778,856
Parks, Recreation, and Cultural Services Fund	1,185,648	1,235,317	1,267,594	1,295,457	1,371,654	1,406,590	1,468,995	1,482,619	1,506,301	1,559,426
Drain Fund	9,920	1,096	698,072	908,899	961,410	2,143,534	2,229,182	2,425,584	2,464,401	2,551,903
Capital Improvement Program (CIP) Fund	-	-	-	3,400,871	3,611,648	3,676,064	3,824,900	3,865,095	3,927,071	4,065,218
Library Fund	2,372,929	2,472,349	2,537,262	2,604,070	2,752,785	2,815,536	2,936,771	2,966,672	2,999,694	3,039,399
<b>Total Operating</b>	<b>\$ 28,332,147</b>	<b>\$ 29,339,419</b>	<b>\$ 30,830,544</b>	<b>\$ 35,323,801</b>	<b>\$ 37,464,201</b>	<b>\$ 39,091,958</b>	<b>\$ 40,777,842</b>	<b>\$ 41,365,009</b>	<b>\$ 42,009,812</b>	<b>\$ 43,423,146</b>
Library Construction Debt Fund	1,141,259	1,472,133	1,507,421	1,245,100	1,265,832	1,333,195	1,384,334	1,413,927	1,439,287	1,493,603
2010 Refunding Debt Fund	1,045,166	1,061,000	-	-	-	-	-	-	-	-
2002 Street & Refunding Debt Fund	1,134,897	1,040,000	747,000	-	-	-	-	-	-	-
<b>Total Debt</b>	<b>\$ 3,341,322</b>	<b>\$ 3,573,133</b>	<b>\$ 2,254,421</b>	<b>\$ 1,245,100</b>	<b>\$ 1,265,832</b>	<b>\$ 1,333,195</b>	<b>\$ 1,384,334</b>	<b>\$ 1,413,927</b>	<b>\$ 1,439,287</b>	<b>\$ 1,493,603</b>
<b>Total Property Tax Revenue</b>	<b>\$ 31,673,469</b>	<b>\$ 32,912,752</b>	<b>\$ 33,084,965</b>	<b>\$ 36,568,901</b>	<b>\$ 38,732,033</b>	<b>\$ 40,425,153</b>	<b>\$ 42,162,176</b>	<b>\$ 42,778,936</b>	<b>\$ 43,449,099</b>	<b>\$ 44,916,499</b>

\* Includes reduction for Personal Property Tax write-off, Tax Tribunals Adjustments and chargebacks

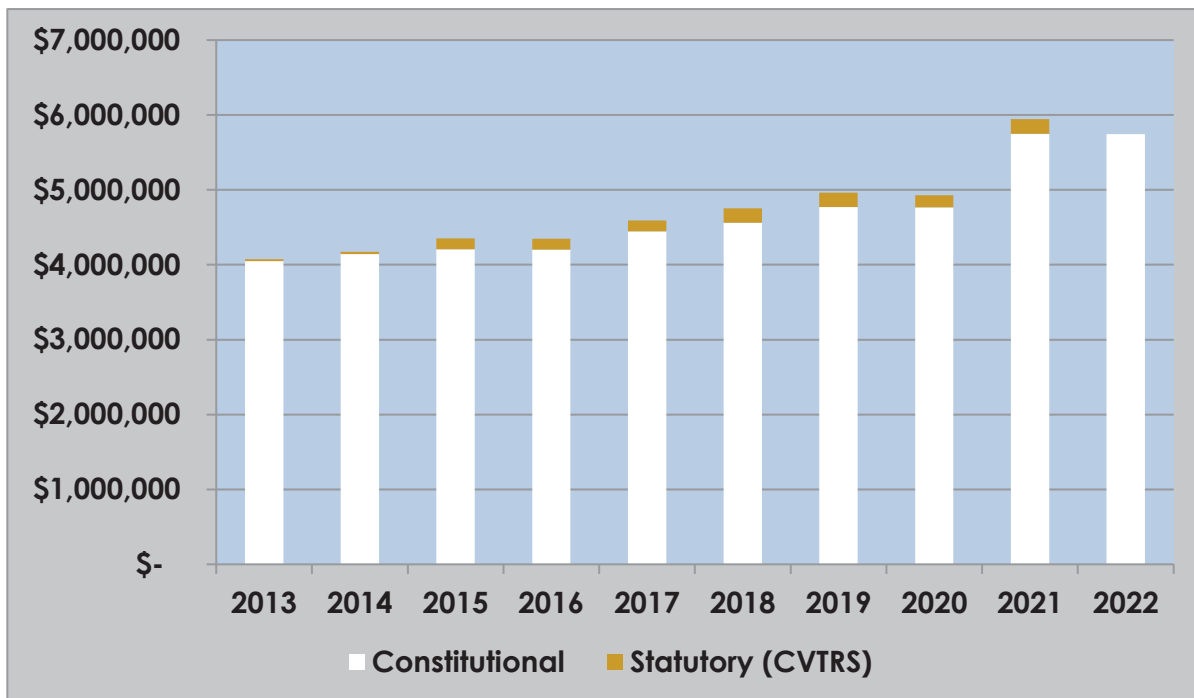
\*\* No Headlee rollback has been assumed for fiscal years ending 2023 & 2024.

Note: Fiscal 2021 taxable values have incorporated board of review adjustments through December 2020

# FUND BALANCE, REVENUES, & EXPENDITURES

## State Shared Revenue

The State Revenue Sharing program distributes sales tax collected by the State of Michigan to local governments. The State Revenue Sharing is unrestricted General Fund revenue and is the second largest source of revenue in that fund. The distribution of funds is authorized by the State Revenue Sharing Act, Public Act 140 of 1971. The State Shared Revenue Program consists of two components; constitutional and statutory (CVTRS). The constitutional portion is guaranteed and distributed on a per capita basis. For Fiscal Year ending 2022 the Constitutional Payment is equal to the 2020 census population (estimated) multiplied by the Distribution Rate or the Distribution Rate is calculated according to three formulas: taxable value per capita, population unit type and yield equalization. Since 2013, State Revenue Sharing had been steadily increasing and recently passed the 2001 funding level of \$4,448,257. Unfortunately, the COVID-19 pandemic continues to have a negative impact on State Revenue Sharing. Despite the decrease in revenue due to the pandemic, the 2020 census is expected to have a positive impact on Novi's State Shared Revenue as Novi's population is anticipated to have increased by approximately 10,000 people (final results pending).



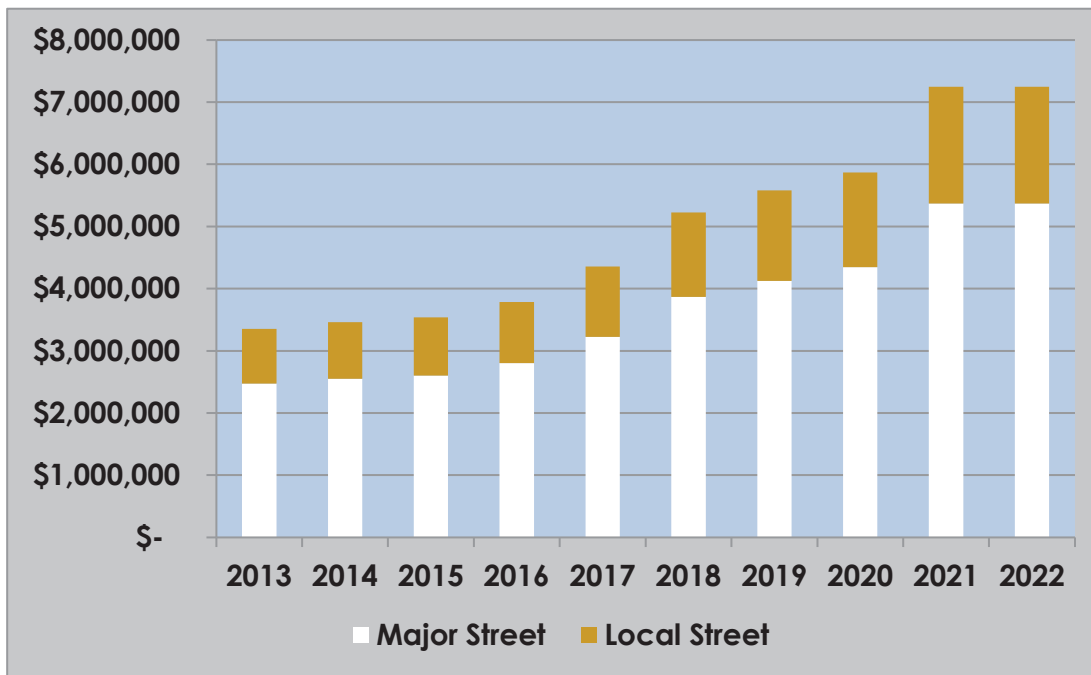
	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PROJECTED	2022 ESTIMATED
Constitutional	\$ 4,047,703	\$ 4,142,627	\$ 4,207,692	\$ 4,203,650	\$ 4,445,931	\$ 4,563,358	\$ 4,771,476	\$ 4,766,836	\$ 5,750,420	\$ 5,746,515
Statutory (CVTRS)	\$ 26,886	\$ 28,182	\$ 146,155	\$ 146,155	\$ 146,155	\$ 190,996	\$ 190,867	\$ 162,710	\$ 195,257	\$ -
Total	\$ 4,074,589	\$ 4,170,809	\$ 4,353,847	\$ 4,349,805	\$ 4,592,086	\$ 4,754,354	\$ 4,962,343	\$ 4,929,546	\$ 5,945,677	\$ 5,746,515

NOTE: Projected 2021 and Estimated 2022 both include adjustment for anticipated Census population increase not reflected on State website. Estimated 2022 conservatively assumes no CVTRS.

# FUND BALANCE, REVENUES, & EXPENDITURES

## Act 51 – Michigan Transportation Fund

The State of Michigan's Constitution also provides funds for transportation purposes. Act 51 of 1951, as amended, creates the Michigan Transportation Fund, whereas revenues collected through highway user taxes, state motor fuel taxes, vehicle registration fees, and other miscellaneous automobile related taxes are distributed by formula to state trunk lines, county road commissions, cities, and villages. These funds are utilized for maintenance and construction of neighborhood roads and other City streets within the Major and Local Street funds. Below is the ten year trend in Act 51 revenues for Major and Local Streets. As with State Shared Revenue, the COVID-19 pandemic is having a negative impact on Act 51 revenues; however, the 2020 census is expected to have a positive impact on Novi's Act 51 revenues as Novi's population is anticipated to have increased by approximately 10,000 people (final results still pending.)



	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 ACTUAL	2020 ACTUAL	2021 PROJECTED	2022 ESTIMATED
Major Street	\$ 2,472,919	\$ 2,549,850	\$ 2,602,927	\$ 2,805,151	\$ 3,225,703	\$ 3,865,139	\$ 4,123,583	\$ 4,348,220	\$ 5,370,865	\$ 5,371,000
Local Street	\$ 878,115	\$ 912,835	\$ 934,371	\$ 978,693	\$ 1,129,243	\$ 1,362,035	\$ 1,456,456	\$ 1,519,226	\$ 1,874,800	\$ 1,875,000
Total	\$ 3,351,034	\$ 3,462,685	\$ 3,537,298	\$ 3,783,844	\$ 4,354,946	\$ 5,227,174	\$ 5,580,039	\$ 5,867,446	\$ 7,245,665	\$ 7,246,000

NOTE: Projected 2021 and Estimated 2022 both include adjustment for anticipated Census population increase not reflected on State website.

# FUND BALANCE, REVENUES, & EXPENDITURES

## Expenditure Sources, Assumptions, and Trend Analysis

Expenditure forecasting is a standard practice for the City of Novi. Individual expenditure line-items are reviewed for their historical trends in order to project expenditures over the next three years. The forecast is also based on economic factors, as well as information provided by the State and County. In order to be prepared for unexpected events and lower than anticipated revenues or higher than anticipated expenditures, the City budgets conservatively. The following is a summary of expenditures including underlying assumptions and significant trends.

### Personnel Services

The City of Novi budgets for full employment, maintaining a strong staff position control and budgeting system. Any additional cost savings as a result of vacancies, or positions filled at lower than budgeted amounts increases the fund balance, and is used in planning for the subsequent year's budget.

Personnel cost increases and decreases are pursuant to each of the current collective bargaining agreements. An increase of 0-2.5% each year is assumed based on total personnel costs. Defined benefit pension contributions are increasing 18% for 21/22 and are assumed to increase by approximately 4% in 22/23 and 4% in 23/24. The City went self insured for a portion of its health insurance in fiscal year 2020 to minimize future insurance costs. Employee health insurance costs are assumed to increase 4% in 22/23 and 23/24. The personnel assumptions are based on the number of staff as presented in the Departmental Information - Personnel Summary section for the fiscal year 2021/22.

### Supplies, Maintenance, and Other Services and Charges

Most expenditures range from 0%-3% increase; certain maintenance items increased based on historical median rate (i.e. road maintenance items). Liability and property and workers compensation insurance are assumed to increase 1-4% annually based on prior years and the current trend of reduced costs and claims.

### Capital Outlay, Non-Recurring Items, & Technology

The Capital Outlay and/or non-recurring items are based on actual budget requests from departments. The City of Novi has a track record of replacing and maintaining assets, which not unlike businesses, allows the City flexibility in deferring capital purchases for a period of time during financially tight years.

Certain programs, like Personal Computer replacement, are included in the 2021/22 budget and while department allocation may change, total estimated replacement remains the same plus inflationary adjustment of 3%.



# FUND BALANCE, REVENUES, & EXPENDITURES

## General Fund and Special Revenue Fund Expenditure Summaries

Below are summaries of the General Fund and Special Revenue Fund expenditures by budget category.

### GENERAL FUND

	ACTUAL		ESTIMATED		BUDGET		PROJECTED			
	2019-20		2020-21		2021-22		2022-23		2023-24	
<b>APPROPRIATIONS</b>										
PERSONNEL SERVICES	\$	26,717,605	\$	27,368,689	\$	27,241,309	\$	28,098,838	\$	28,629,248
SUPPLIES		1,005,955		1,118,349		921,630		913,130		932,700
OTHER SERVICES AND CHARGES		6,095,230		7,169,794		7,173,471		7,102,236		6,937,656
CAPITAL OUTLAY		1,898,325		2,219,149		1,420,609		1,731,804		2,386,423
TRANSFERS OUT		25,000		283,000		279,871		329,550		498,718
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>35,742,115</b>	<b>\$</b>	<b>38,158,981</b>	<b>\$</b>	<b>37,036,890</b>	<b>\$</b>	<b>38,175,558</b>	<b>\$</b>	<b>39,384,745</b>

### SPECIAL REVENUE FUNDS

	ACTUAL		ESTIMATED		BUDGET		PROJECTED			
	2019-20		2020-21		2021-22		2022-23		2023-24	
<b>APPROPRIATIONS</b>										
Personnel services	\$	3,620,736	\$	3,519,238	\$	3,825,682	\$	3,897,493	\$	3,987,488
Supplies		582,467		746,890		801,530		814,330		815,430
Other services and charges		8,857,963		11,475,642		11,253,801		11,306,684		11,059,429
Capital outlay		9,863,505		14,124,612		10,444,427		12,199,257		9,484,421
Transfers out		6,057,128		8,667,968		5,728,000		6,552,000		5,401,000
<b>TOTAL APPROPRIATIONS</b>	<b>\$</b>	<b>28,981,799</b>	<b>\$</b>	<b>38,534,350</b>	<b>\$</b>	<b>32,053,440</b>	<b>\$</b>	<b>34,769,764</b>	<b>\$</b>	<b>30,747,768</b>



# FUND BALANCE, REVENUES, & EXPENDITURES

## Long-Range Operating Financial Plans

The City of Novi has long recognized the need for planning to provide quality services to its residents. This is evident in the work performed by the elected officials, City staff and various committees and boards. The City has conducted many studies and has developed plans, policies and procedures that have guided the City in making sound decisions regarding infrastructure and services.

The City has focused on long-term financial planning since the 1990's and as a result, continues its strong financial position. Since 2004 the City has prepared a three-year budget, going beyond the requirement for adoption of an annual budget. The City of Novi continues its strong financial position as a result of long-term financial planning; maintaining responsible fund balances in conformance with GFOA recommended practices and low debt obligations, as well as complying with the City's own fund balance policies.

During the February 2020 City Council Executive Budgeting Session, the Council made a significant shift in their goals and planning. The City has elections every two years, so the decision was made for the goals to not go longer than that whereas not to obligate future Councils. While many of the goals will take longer than 2 years, the intent is to focus on short term goals and not specifically identify long term goals (except for the roads); however, the City continues to include focuses and investments on the following:

- Investing in public safety
- Investing in roads, intersections & signals, and sidewalks & pathways,
- Improvements to existing parks and cultural services,
- Increasing community engagement (residential, commercial, and neighboring communities).
- Acquiring and developing land
- Addressing long-term liabilities such as pension and OPEB

The 2022-23 and 2023-24 budgets include the following items:

- \$19.2 million investment in roads, pathways, sidewalks and intersections
- \$5.4 million investment in water and sewer infrastructure
- \$1.0 million investment in storm sewer and drainage
- \$400,000 investment in parks, recreation, and cultural services capital projects
- \$3.7 million investment in machinery, equipment, and technology

These long-range financial plans link to the entity's strategic goals and are illustrated in the matrix on the next page.

# FUND BALANCE, REVENUES, & EXPENDITURES

## Strategic Goals/Long-Range Financial Plans Matrix

Strategic Goals	Long-Range Financial Plans
<p><b>N</b> Nurture public services that residents want and value.</p>	<p>Place greater emphasis on “aging in place” for senior services (to include strategy development to assist residents to do so.) Continue to increase overall walkability of the community, including rehabilitation, construction and maintenance of exiting pathways and sidewalks. Improvements to existing parks and cultural services.</p>
<p><b>O</b> Operate a world-class and sustainable local government.</p>	<p>Limit CIP Plan projects to what can realistically be funded over 6 years. Acquire and develop land. Address long-term liabilities such as pension and OPEB.</p>
<p><b>V</b> Value and build a desirable and vibrant community for residents and businesses alike now and into the future.</p>	<p>Develop a formal plan for road construction over the next 3-10 years including possible voter approved millage to fund \$50 - \$150 million in new projects. Continue working with RCOC to expand 12 Mile Road Corridor to accommodate new development. Increase Community engagement (residential, commercial, and neighboring communities).</p>
<p><b>I</b> Invest properly in being a Safe Community at all times for all people.</p>	<p>Develop / increase efforts to strengthen the Auxiliary / Paid-On-Call program and ensure continued quality new hires into the system</p>

# CAPITAL PROGRAM & DEBT

## Capital Improvement Program

### Introduction

The City of Novi's Capital Improvement Program (CIP) is a planning tool, with a goal to identify and schedule capital improvements for fiscal years ending 2022-2027. The CIP is summarized within this budget document and also can be viewed interactively on our CIP website <https://arcg.is/0Xby0W0>. Here you can find detailed descriptions of the projects, maps, cost estimates, graphs, and other support documentation.

The CIP is an opportunity to formulate strategic long-term policy decisions that extend beyond the 2021-2022 fiscal year. Each year, the City of Novi invests significant time and resources to design, construct, and maintain the infrastructure and facilities needed to deliver municipal services to residents and businesses. Because of the high costs associated with building and maintaining capital assets, the City must carefully balance the need for such assets with our requirements to sustain a strong financial position.

Novi's CIP addresses projects that are needed, or will be needed, across a broad spectrum of areas. Annually, a significant amount of effort is expounded to update the CIP to ensure not only critical needs are being met, but also that the cost, scope and timing of all projects are coordinated throughout. Coordinating the timing of different projects in the same location is particularly important since it helps us to minimize service disruptions.

The CIP allows for responsible and thoughtful planning of future major expenditures that are not necessarily financed or automatically included in the annual budgeting process. All capital projects, however, as they pertain to the definition of capital improvements should be part of this CIP.

Specifically, the purpose of the CIP is to:

- Identify and evaluate the needs for public facilities.
- Determine cost estimates for each capital project submitted.
- Determine if there will be future operating costs for such projects.
- Determine potential sources of funding for such projects.
- Adopt policies for implementing capital improvement construction.
- Anticipate and pre-plan projects with an emphasis on seizing opportunities for partnerships and alternative funding.

# CAPITAL PROGRAM & DEBT

The projects identified in the CIP represent the City of Novi's plan to serve residents and anticipate the needs of a growing and dynamic community. The following documents were considered in preparation of the CIP:

- Master Plan for Land Use
- Water System Master Plan
- Storm Water Master Plan
- Sanitary Sewer Capacity Management
- Strategic Community Recreation and Master Park Plan
- Pathway and Sidewalk Prioritization Analysis and Process
- Non-Motorized Master Plan
- Parking Lot Inventory and Maintenance Plan
- ADA Compliance and Transition Plan for City Owned Pathways
- ADA Compliance Transition Plan for City Owned Facilities
- Chip Seal Street Evaluation
- Novi and Wixom Transportation Improvement Plan—MDOT

## **Definition of a Capital Improvement**

A capital improvement is defined as any new equipment, construction, acquisition or improvement to public lands, buildings or structures in excess of \$25,000 with a minimum life expectancy of five years. Maintenance-oriented, operational or continuous expenditures are not considered to be capital improvements.

## **Impact of Capital Budget on the Operating Budget**

As new policies and programs are approved, both the operating and capital budgets are impacted. For example, an increase in service levels approved as part of the operating budget would have long-term effects on the Capital Improvements Program. Conversely, a restrictive change to the use of long-term debt would slow capital programs. Regardless of the difference between the operating and capital budgets, the two are interdependent. Budgetary policy states that all foreseeable operating costs related to capital projects be estimated and provided for as part of the review process associated with the Capital Improvements Program. In addition, departments are required to include costs associated with operating and maintaining capital projects that are requested for the upcoming year.

# CAPITAL PROGRAM & DEBT

## **CIP Development Process**

Capital improvement planning has proven to be a year-round process, with City departments continually re-evaluating and prioritizing their capital needs. However, the process is most involved from July through December. It is during this period that City staff identify and prioritize projects, estimate project costs, determine available resources, and balance project requests within the available resources. Collaboration between the City Manager's office, Engineering Division, Facilities Management Division, Internal Technology Department, and the Finance Department coordinates the annual update of the CIP as part of the annual budget process. Department staff also forecast revenues for the various funds used to finance capital projects, and set the financial parameters for the development of the CIP. Capital projects originate in the operating departments where subject matter experts identify needs based on master planning documents and other technical criteria. All requests are submitted and the financial parameters established in order to prepare a preliminary plan for the review of the CIP Committee comprised of three City Council members and two members from the Planning Commission. The Committee makes a recommendation to the City's Planning Commission for ultimate approval prior to it being included in the City Manager's annual budget which is presented and considered by the City Council. On the following page is an overview of the CIP development process:

**July – September:** Operating departments identify projects, define project scopes, prepare cost estimates, and prioritize projects based on direction received from the City Manager and City Leadership Team. Capital project requests are submitted to the Engineering Division and Facilities Management Division for review and feedback. Department Directors review project requests before final submittal.

**October:** Capital project requests are reviewed by the Finance Department and later included in the CIP database.

**November/December:** The CIP is presented to the City Manager's office for evaluation and consideration making necessary adjustments as needed.

**January:** The CIP Committee offers its recommendations during its annual meeting.

**February:** A public hearing takes place during a Planning Commission meeting. Following the public hearing the Commission approves the Capital Improvement Program. City Administration finalizes the recommended CIP for the consideration of the City Council.

**March/April:** The CIP is included in the City Manager's proposed budget which is presented to the City Council.



# CAPITAL PROGRAM & DEBT

## How Capital Affects the Current and Future Operating Budget

The Capital Improvement Program has direct and sometimes significant impacts on Novi's operating budget. Upon their completion, most capital projects require ongoing costs for operation and maintenance. New buildings require electricity, water and sewer service, and maintenance and repair. New roads require regular sweeping as well as periodic crack filling and sealing, patching, milling, minor resurfacing, and replacement of stripes and markings. New parks and landscaped rights-of-way (such as medians and streets shoulders) require irrigation, fertilizing, mowing, and trimming. Some projects, such as a recreation center, require additional employees.

Departments submitting capital projects estimate the operations and maintenance costs of each project based on cost guidelines that are updated each year. The departments also consider any additional revenues or savings the City can reasonably expect to recognize upon completion of the project. For example, membership fees from a new recreation center help to offset the increased operating costs. The net operating costs are included not only in the project request, but also in the long-range forecasts of the respective funds to ensure that we properly account for operating budget impacts of all capital projects. The following are some of the operating items included in the budgets related to new capital improvement projects:

- The neighborhood roads rehab and expanded panel replacement project are estimated to cut annual maintenance costs on the roads by approximately \$10,000 annually and extend the useful life of the roads.
- Reconstruction of Cranbrooke Drive is estimated to save \$5,000 annually on street maintenance.
- Sanitary sewer main repairs and sewer repairs are all part of annual maintenance program and will not result in any additional costs or cost savings.
- Novi-NCSD Non-motorized improvements will require minimal maintenance in the next three years.
- The replacement of play structures will save the City \$3,000 annually in maintenance costs.
- Replacement and upgrade of water meters will reduce staff time needed to read meters from a few days a month to a few hours a month and it is predicted to increase revenues with more accurate usage readings.
- The purchase of the skid steer will save the General Fund approximately \$11,000 in monthly rental fees.
- The upgrade to Community Development's electronic plan review and management web-based solutions software will have an annual fee of \$12,000 for the first three years.
- Replacement of fire engine 342 will save approximately \$24,000 in annual maintenance costs.
- The new neighborhood sidewalk repair pilot program will not reduce costs; but by having homeowners pay for half cost of the replacement will allow for more sidewalks to be replaced.
- The new sidewalks and pathways on 10 Mile will increase maintenance costs by approximately \$500 annually beginning in year 5.
- The facility repairs at the Ice Arena, Senior Housing, and fire stations will save approximately \$2,000 annually in maintenance costs.

# CAPITAL PROGRAM & DEBT

## **Legal Basis of the Capital Improvements Program**

The Capital Improvements Program has been authorized by the Michigan Planning Enabling Act (Public Act 33 of 2008). This mandate gives responsibility for preparing a CIP to local Planning Commission bodies, and reads as follows:

### **125.3865 Capital improvements program of public structures and improvements; preparation; basis.**

Section. 65:

*“(1) To further the desirable future development of the local unit of government under the master plan, a planning commission, after adoption of a master plan, shall annually prepare a capital improvements program of public structures and improvements, unless the planning commission is exempted from this requirement by charter or otherwise. If the planning commission is exempted, the legislative body either shall prepare and adopt a capital improvements program, separate from or as a part of the annual budget, or shall delegate the preparation of the capital improvements program to the chief elected official or a nonelected administrative official, subject to final approval by the legislative body. The capital improvements program shall show those public structures and improvements, in the general order of their priority that in the commission's judgment will be needed or desirable and can be undertaken within the ensuing 6-year period. The capital improvements program shall be based upon the requirements of the local unit of government for all types of public structures and improvements. Consequently, each agency or department of the local unit of government with authority for public structures or improvements shall upon request furnish the planning commission with lists, plans, and estimates of time and cost of those public structures and improvements.”*

## **Planning and Benefits of the Capital Improvements Program**

The CIP is first and foremost, a planning tool. It can be quite useful as a primary guide in implementing the Master Plan for Land Use. With thoughtful foresight and review as a result of a CIP, the many outstanding capital projects that communities are faced with implementing every year, can be viewed as one package, rather than as small, fragmented groups or lists, with no unified sense of focus and direction. When capital improvements begin with careful planning and study, the City of Novi's chances for receiving State and Federal grants are greatly enhanced. Some grants require the inclusion of a CIP with their application. Formulation of a CIP assists those involved to look at alternative funding mechanisms that might not have been considered before. Instead of relying on local revenue sources alone, the CIP allows the City to think more creatively to fulfill Master Plan for Land Use goals and policies. The CIP often avoids reactive planning, and instead replaces it with balanced growth initiatives.



# CAPITAL PROGRAM & DEBT

## **Program Funding**

There are multiple methods available to local governments for financing capital improvement projects. Since capital improvements require large outlays of capital for any given project, it is often necessary to pursue multiple creative solutions for financing projects.

## **General Obligation (G.O.) Bonds**

These types of bonds are especially useful for financing large municipal projects such as infrastructure improvements. They require voter approval and usually are used for projects that will benefit the residents of the entire community.

When the City sells G.O. Bonds, the purchaser is basically lending money to the City. The amount of the bond, plus interest is repaid through property taxes that the City, as the issuing authority, has the power to levy at the level necessary and within State guidelines to retire the debt.

A variation of the G.O. Bonds is the G.O. Limited Tax Bonds which can be repaid through tax millage. The interest rate for this type of issue is slightly higher than for the G.O. Bonds, and though voter approval is not required, a referendum period is afforded to the citizenry to challenge the proposed bond resolution.

## **Revenue Bonds**

These bonds are generally sold as a means for constructing revenue-producing facilities such as water and sewer systems, and other such facilities that produce tolls, fees, rental charges, etc. (i.e. Novi Ice Arena, and Meadowbrook Commons). Security for and payment of revenue bonds are typically based upon the revenue-producing facility or activity rather than the economic or taxpaying base.

## **Federal Grants**

Funding is made available to cities through Federal grants and programs. Grants are usually subject-specific, and require application by the local government for consideration. Amounts of grants vary, and are determined by the grantor through criteria-based processes. The availability of grants is usually a competitive process, so creative and effective grant writing is crucial to receiving funding for capital improvement projects.

## **Building Authority**

The City of Novi has a Building Authority that functions as a mechanism to facilitate the selling of bonds to finance public improvements. These bonds can be used as funding for buildings and recreational uses. Though voter approval is not required, a referendum period is afforded to the citizenry to challenge the proposed bond resolution. This is the mechanism used in the construction of the ice arena and the older adult housing facility.

## **Enterprise Funds**

Enterprise funds are typically established for services such as water, sewer, recreation, and housing. Revenues are generated primarily through user charges and connection fees from those who benefit from the improvements.

# CAPITAL PROGRAM & DEBT

## **Developer Contributions**

Developers, as part of subdivision and site planning requirements, may provide infrastructure, open space and recreational facilities. Developers may contribute a share of funds to the government entity, or install the facilities themselves as local need arises, and/or during the construction process. Once completed, the local government entity may agree to maintain the facilities.

## **Special Assessments**

Special assessment financing allows local government to collect special taxes from owners of property directly benefiting from capital improvements. These types of improvements often include streets and sidewalks, sanitary sewer, storm drainage, and water distribution systems.

## **Gas and Weight Tax**

The City of Novi receives a formula-rated share of motor fuel and highway usage taxes from the State of Michigan to be utilized for transportation and maintenance-related projects.

## **Millage**

Property taxes are based upon the local millage rate. Revenue received from property taxes may be used for capital improvements as part of the General Fund, but such improvements are usually smaller scale and less expensive.

## **General Fund**

The General Fund for the City of Novi may be used for capital improvements; however, it is not the intent of the CIP to earmark these funds for projects. Instead, smaller scale, less expensive capital projects with a high priority could be funded as line-items.

## **State Shared Revenue**

In addition to the Gas and Weight Taxes above which are shared revenue, the City receives its share of various taxes and fees from programs and requirements by the State of Michigan.

## **Public/Private Partnership (“P3”)**

This type of financing has become increasingly popular in areas where creative financing is fostered. In many communities the local revenue share may not support some types of public improvements. In contrast, private developers may avoid taking on a project where the infrastructure cost far exceeds profitability. This method of funding brings both the public sector and private contributor together to share in the costs of a project, or a part of a project, which inevitably lessens the overall financial burden falling onto a single source.

## **Miscellaneous Funding**

There are additional methods that are suitable for funding capital improvements. Examples of alternative funding methods are Tax Increment Financing (TIF), Impact Fees, Facility User Fees, etc. Current State legislation does not permit some of these funding methods, which have been used successfully in other states. Changes in legislation could see these and other innovative methods permitted in the future.

# CAPITAL PROGRAM & DEBT

## Capital Improvement Program (CIP Expenditures by Category)

The following is a table that summarizes the City's expenditures/expenses for all CIP projects by CIP category.

	Budget	Projected			Forecast			TOTAL
	Fiscal Year 2021-22	Fiscal Year 2022-23	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Year 2025-26	Fiscal Year 2026-27		
<b>Roads</b>	\$ 6,740,520	\$ 10,245,274	\$ 7,362,159	\$ 6,333,940	\$ 7,100,930	\$ 39,630,800	\$ 77,413,623	
<b>Intersections &amp; Signals</b>	\$ -	\$ 71,840	\$ 506,150	\$ -	\$ -	\$ -	\$ 577,990	
<b>Sidewalks &amp; Pathways</b>	\$ 1,610,000	\$ 400,000	\$ 578,480	\$ 400,000	\$ 1,253,180	\$ 400,000	\$ 4,641,660	
<b>Storm Sewer &amp; Drainage</b>	\$ 1,469,656	\$ 582,092	\$ 385,700	\$ 1,578,110	\$ 2,094,520	\$ 750,000	\$ 6,860,078	
<b>Sanitary Sewer</b>	\$ 1,604,950	\$ 1,167,883	\$ 704,450	\$ -	\$ -	\$ 2,100,000	\$ 5,577,283	
<b>Water Distribution</b>	\$ 2,556,830	\$ 816,723	\$ 2,780,260	\$ 2,965,940	\$ 3,000,000	\$ 1,407,520	\$ 13,527,273	
<b>Parks, Recreation, &amp; Cultural Services</b>	\$ 147,970	\$ 254,550	\$ 141,610	\$ 4,806,180	\$ 231,440	\$ 3,252,480	\$ 8,834,230	
<b>Parking Lots</b>	\$ -	\$ -	\$ -	\$ -	\$ 1,144,680	\$ -	\$ 1,144,680	
<b>Buildings &amp; Property</b>	\$ 489,590	\$ 908,999	\$ 929,010	\$ 396,840	\$ 324,690	\$ 651,950	\$ 3,701,079	
<b>Machinery &amp; Equipment</b>	\$ 1,835,996	\$ 1,313,516	\$ 2,119,259	\$ 1,543,860	\$ 431,640	\$ 313,100	\$ 7,557,371	
<b>Technology</b>	\$ 82,280	\$ 236,540	\$ 89,660	\$ -	\$ 98,210	\$ -	\$ 506,690	
<b>TOTAL</b>	<b>\$ 16,537,792</b>	<b>\$ 15,997,417</b>	<b>\$ 15,596,738</b>	<b>\$ 18,024,870</b>	<b>\$ 15,679,290</b>	<b>\$ 48,505,850</b>	<b>\$ 130,341,957</b>	

The CIP categories mentioned in this table are defined on the following pages and include graphs to help illustrate the CIP projects included within each category.

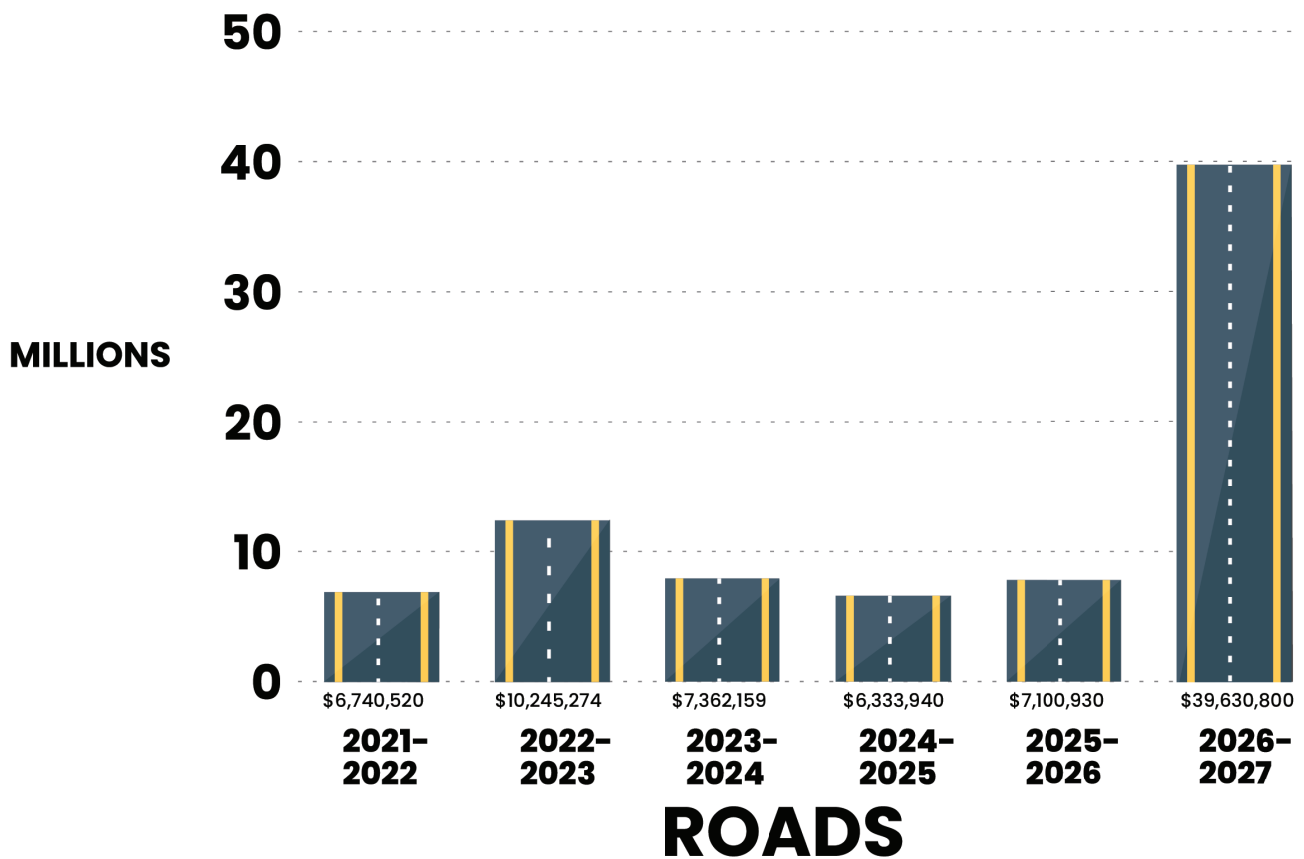
# CAPITAL PROGRAM & DEBT

## Roads

Transportation-related issues are a high priority for the City of Novi. The Capital Improvement Program addresses traffic congestion by constructing new roadways, adding lanes to existing roadways, widening intersections, and enhancing traffic management systems. The maintenance and preservation of roadways is an important component of the program, which provides the necessary resources for scheduled pavement maintenance applications throughout the City.

The City of Novi contains both public and private roadways. Public roads (I-96, I-275 and M-5) are owned and operated by the Michigan Department of Transportation (MDOT), the Road Commission of Oakland County (RCOC), and the City of Novi. Private roads are owned and operated by private developments and homeowner groups. The City has a formal asset management program that categorizes roads based on their Pavement Surface Evaluation and Rating (PASER). Roads in poor condition would be candidates for reconstruction or rehabilitation. Those in fair condition would receive capital preventive maintenance, while roads in good condition would be candidates for routine maintenance work. The lowest rated roads in each of these categories would generally be addressed first.

Road projects in the City's CIP plan are funded from a dedicated road millage that was approved by voters to provide 1.5 mills, generating between \$5.3 and \$6.2 million dollars per year of which \$3.1 - \$4.6 million go to help fund neighborhood road rehabilitation and construction.

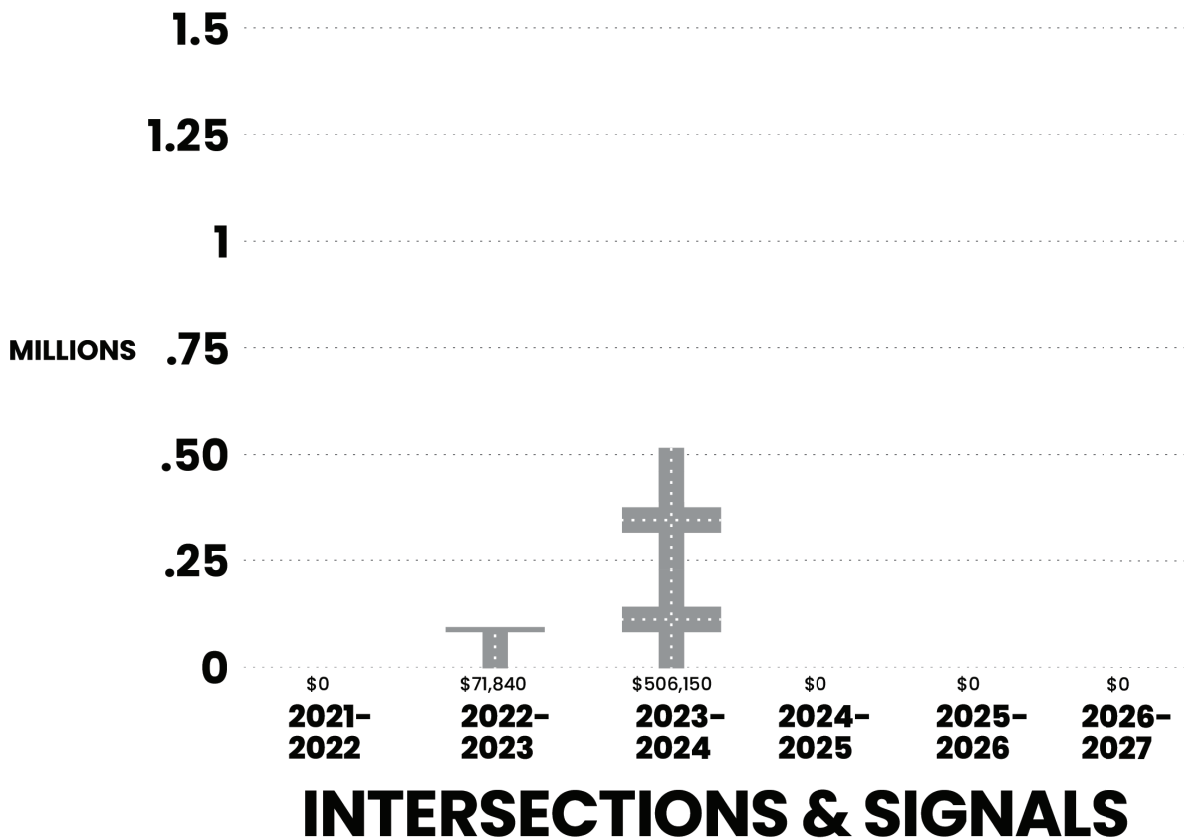


# CAPITAL PROGRAM & DEBT

## Intersection and Signals

To facilitate safe motorized and non-motorized transportation throughout the City safe road and street intersections and traffic signals need to be designed and maintained year in and year out. Sample projects found in this category are new traffic signals at City intersections, pedestrian crossing signals, turn lanes on major roads and roundabouts at key intersections to calm traffic.

Funding for proposed projects come from a variety of sources Major, Local and Municipal Street funds, and various grant programs that fund traffic related projects.

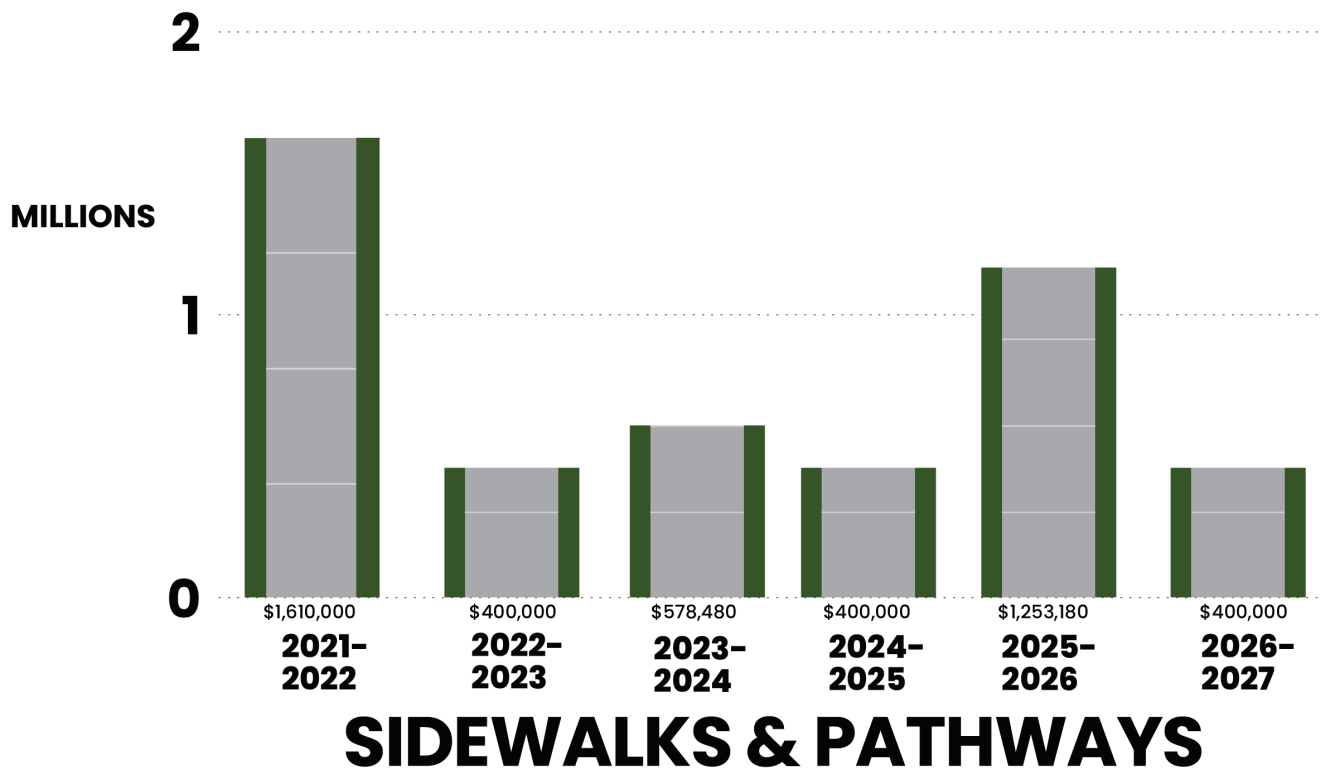


# CAPITAL PROGRAM & DEBT

## Sidewalk and Pathways

The City of Novi is committed to providing non-motorized sidewalks and pathways in an effort to provide alternative modes of transportation for citizens and stakeholders alike. In this effort the City Council adopted a Non-Motorized Master Plan. It recommends the installation of bike routes and wayfinding signage along residential streets to enhance the existing neighborhood connections. The City of Novi has had a long standing interest in providing pathways and sidewalks to connect neighborhoods with destinations throughout the City and Region. The Capital Improvement Plan incorporates plans and efforts and preferences of the Non-Motorized Plan.

Walkable Novi Committee along with the analysis from the City's Engineering Division makes recommendations to fill the non-motorized gaps throughout the City. A portion of the City's road millage goes toward financing sidewalk and pathway projects in the City of Novi.



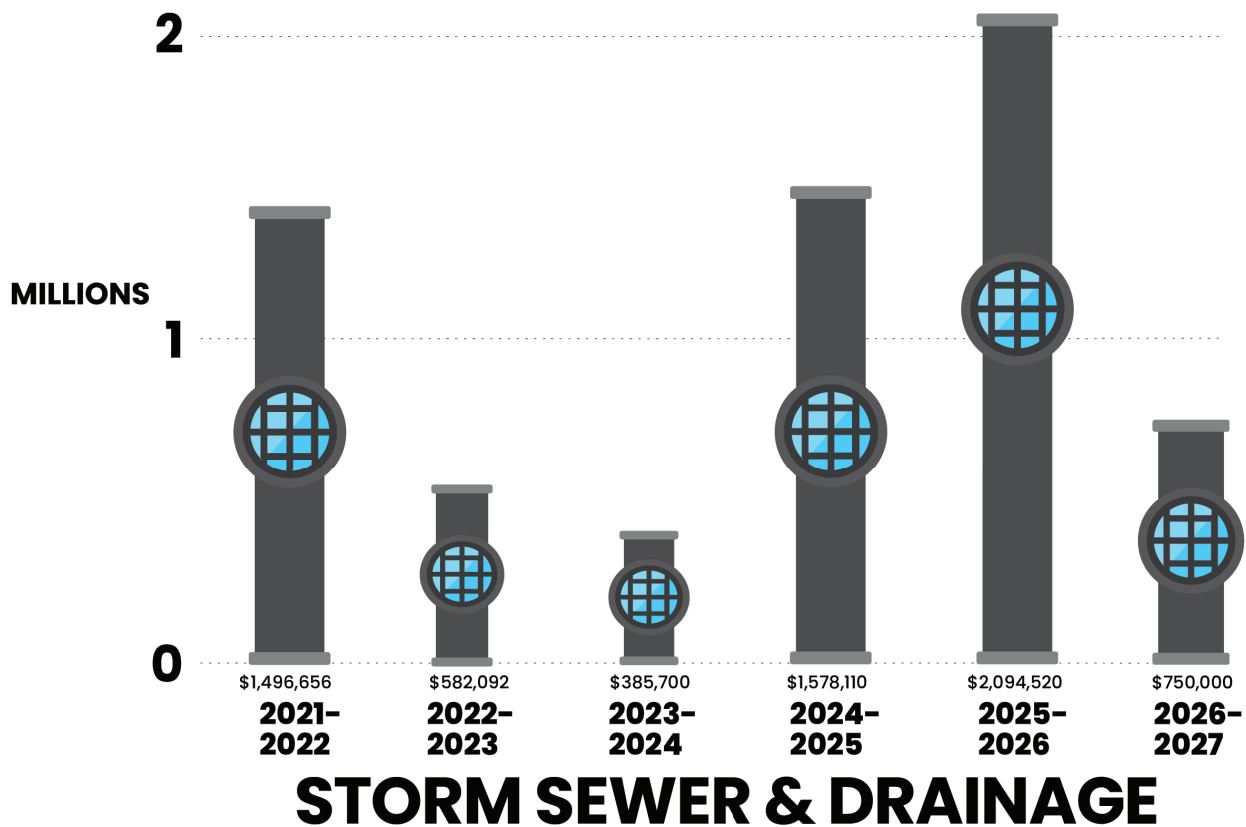
# CAPITAL PROGRAM & DEBT

## Storm Sewer & Drainage

The City of Novi is located within two major watersheds in southeast Michigan (the Rouge River Watershed and the Huron River Watershed). Novi is committed to protecting the water courses within and downstream of the community.

As development occurs, the additional impervious surface area impacts the effective drainage of these flows, driving the need for drainage infrastructure. The City partners with the development community to ensure that onsite drainage issues are addressed during the development process.

The City's Capital Improvement Program addresses regional drainage issues through the drainage projects contained herein. Drainage projects are funded by a dedicated millage for acquiring, constructing, improving, and maintaining drain, storm water, and flood control systems in the City of Novi.





# CAPITAL PROGRAM & DEBT

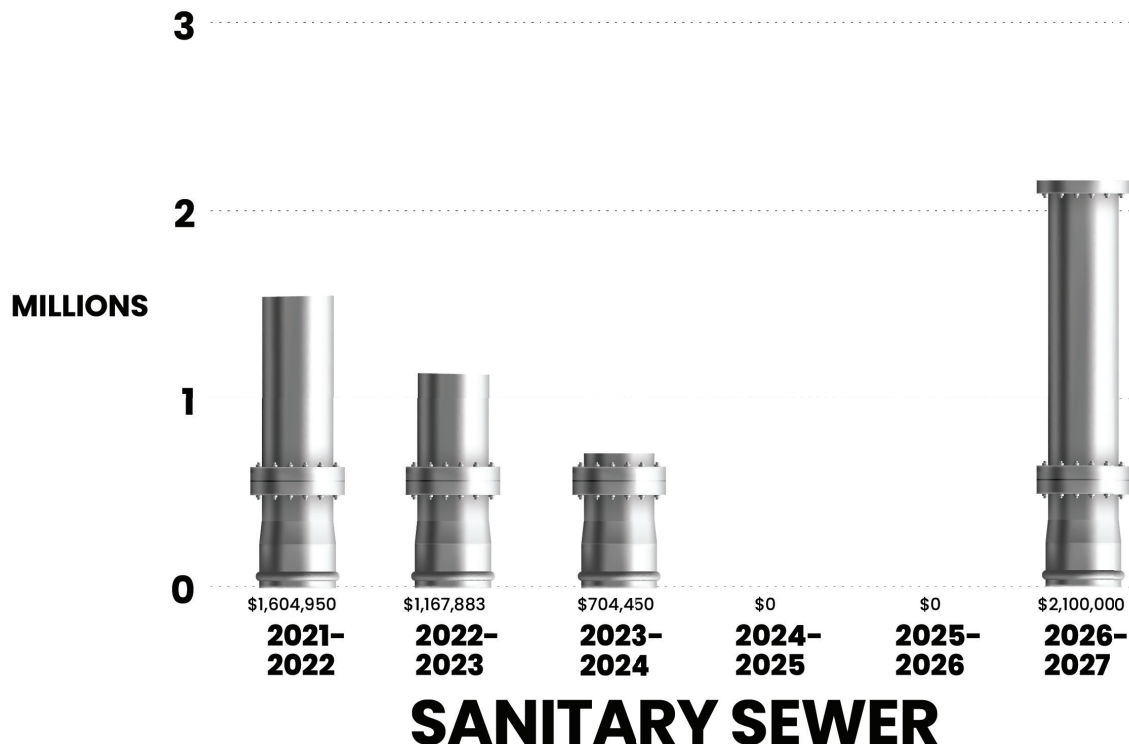
## Sanitary Sewer

The City of Novi purchases sewage disposal services from Oakland County Water Resources Commissioner (OCWRC). These sewer mains are part of three separate districts: the Wayne County North Huron Valley/Rouge Valley (NHV/RV) System, South Commerce Township Treatment Plant, and the Walled Lake-Novi Treatment Plant. The majority of the City is served by the NHV/RV system. The City of Novi Water & Sewer Fund, the Oakland County Water Resource Commission (OCWRC) and the Detroit Water & Sewerage Department (DWSD) are all not-for profit entities and therefore rates are intended and required to only cover costs.

The development of the proposed sanitary sewer projects were based upon system deficiencies and needs obtained from area residents, business owners, and City staff. These projects are coordinated with storm water management, roadway, and pathway improvements to maximize cost savings through economies of scale, resulting in a more effective and efficient process to implement the construction projects.

The proposed water and sanitary sewer projects are flexible, allowing for the addition of new improvements to address specific needs without deferring other projects along the way. Studies and analysis of the existing system is an on-going program that, coupled with new technologies, provides for improved system capabilities and reliability.

Water and sanitary sewer projects identified as urgent are not subject to the rating/weighting scale required of capital improvement. Projects included in this category are funded by the City's Water and Sewer Fund which is financed through user rates and connection fees.

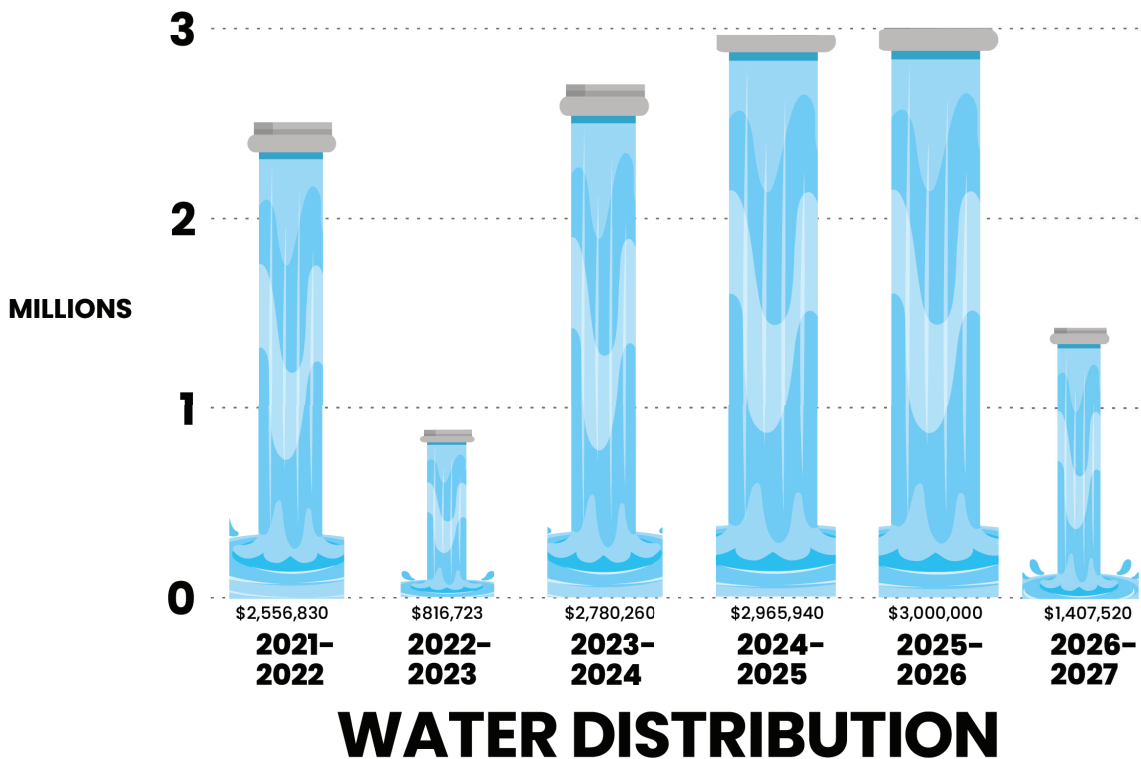


# CAPITAL PROGRAM & DEBT

## Water Distribution

The City of Novi purchases treated water from Great Lakes Water Authority (GLWA). GLWA operates the largest water system in the State of Michigan and supplies water to roughly four million people. Water production is costly. Aging water and wastewater treatment systems must be maintained and replaced to ensure reliable service. Rate increases are primarily due to new and rehabilitative projects that are completed under the GLWA Capital Improvement Programs. GLWA rates reflect energy costs to maintain water pumps, water mains, and storage tanks necessary to transport water to our community.

Projects included in this category are funded by the City's Water and Sewer Fund which is financed through user rates and connection fees.

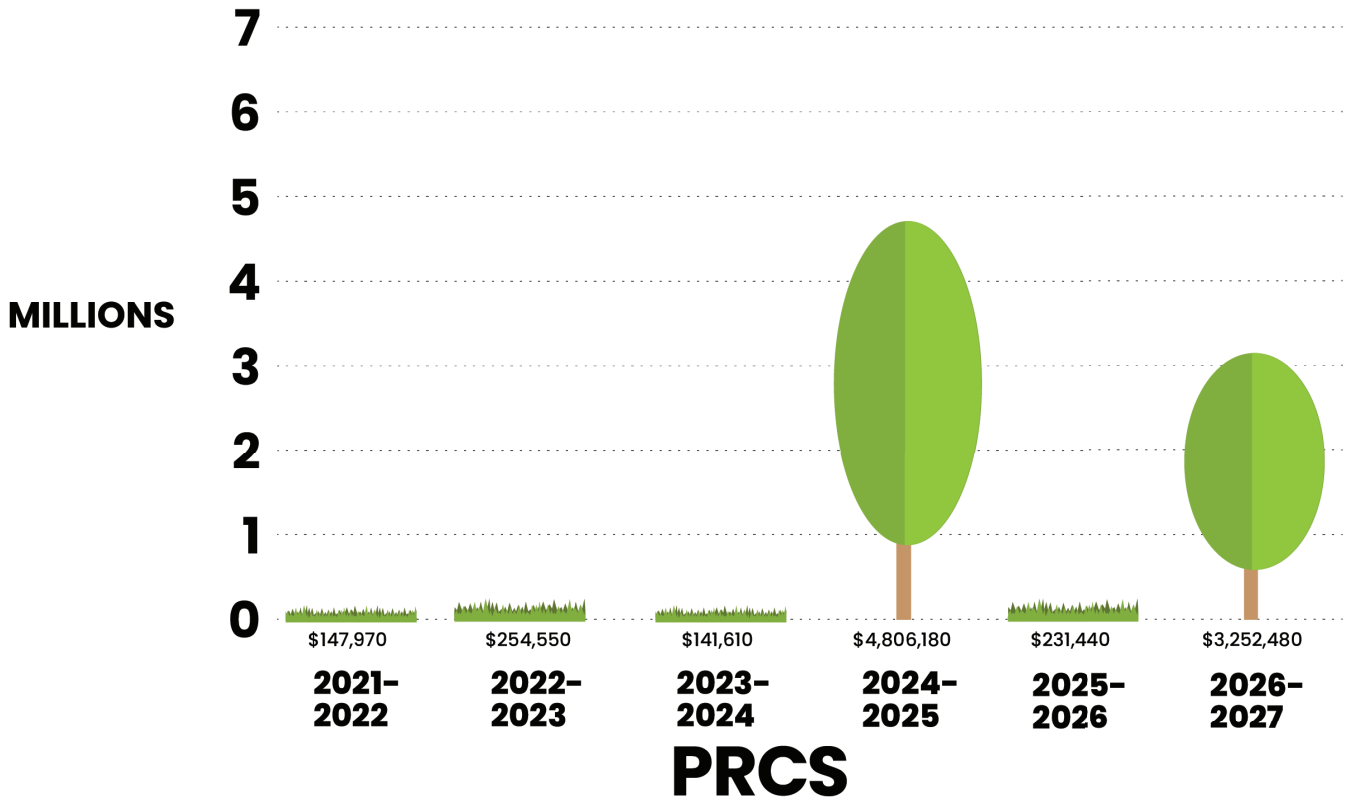


# CAPITAL PROGRAM & DEBT

## Parks, Recreation and Cultural Services

Quality of life initiatives, such as those represented by parks; open space, and trails projects, are an important component of the Capital Improvement Program. The City of Novi Department of Parks, Recreation and Cultural Services offers lighted ball fields, extensive picnic grounds, shaded playgrounds, beaches, an urban lake, and much, much more. Neighborhood parks provide recreational amenities close to home, while the city's ever-growing network of trails accommodates walkers, joggers, strollers, bicyclists, roller bladders, and equestrians.

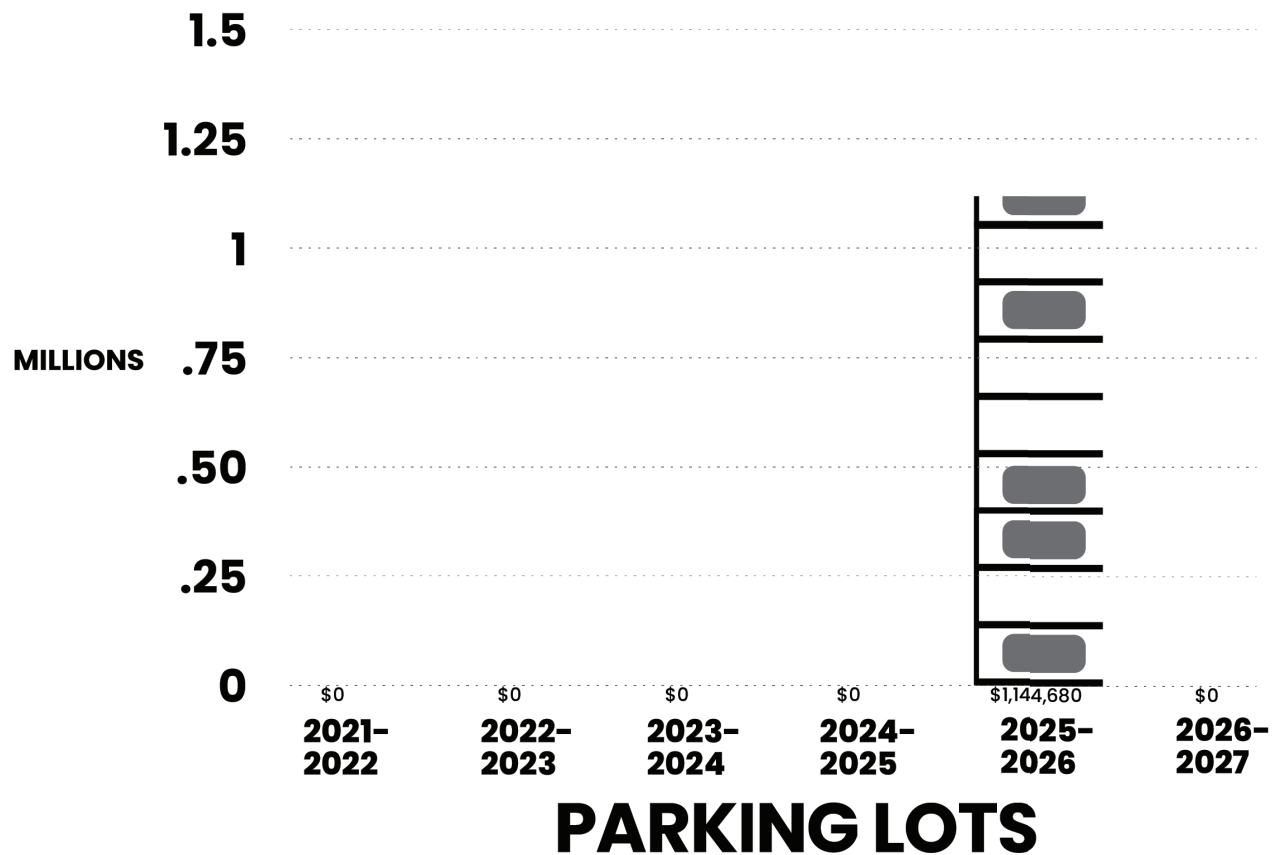
Funding for parks, open space, and cultural events is primarily from the Parks and Recreation dedicated millage that was established for maintaining parks and recreation purposes. The dedicated millage and impact fees make up the main funding source for Parks, Recreation and Cultural Services.



# CAPITAL PROGRAM & DEBT

## Parking Lots

In addition to the “bricks and mortar” at the various operating facilities within the City of Novi, there are a substantial number of parking lots. The City maintains the lots through annual budget appropriations but replacement and/or improvement of the lots fall under the capital improvement program. The parking lots include all those at public services facilities, police and fire stations, senior housing, ice arena and the civic center (parking lots for parks are included in the Parks, Recreation, and Cultural Services category.)



# CAPITAL PROGRAM & DEBT

## Buildings and Property

Operational facilities are the “bricks and mortar” from which the City of Novi provides services to its residents and businesses. Increasingly, operational facilities also include the systems that facilitate service delivery in the information age. Projects include the construction of new facilities, as well as the maintenance, rehabilitation, renovation, and expansion of existing facilities.

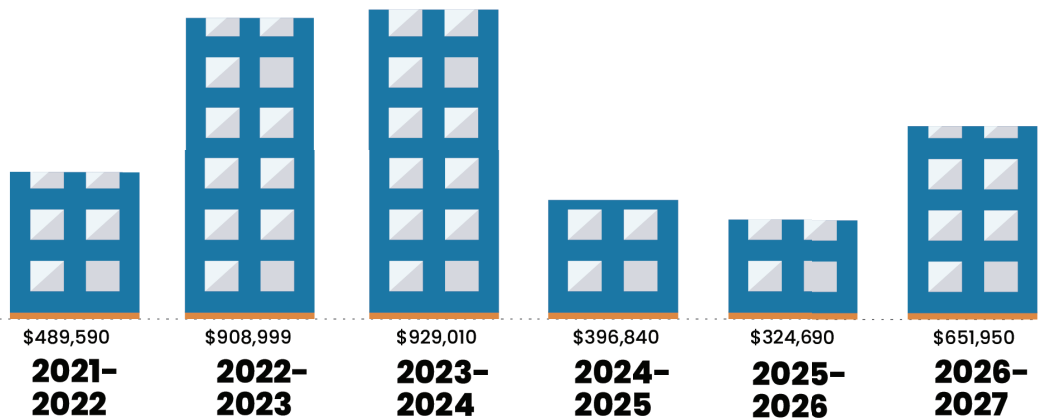
Operational facilities projects are funded from a variety of different sources, depending on the use of the facility. Sources mainly are tied to the General Fund and leveraged funds.

2

MILLIONS

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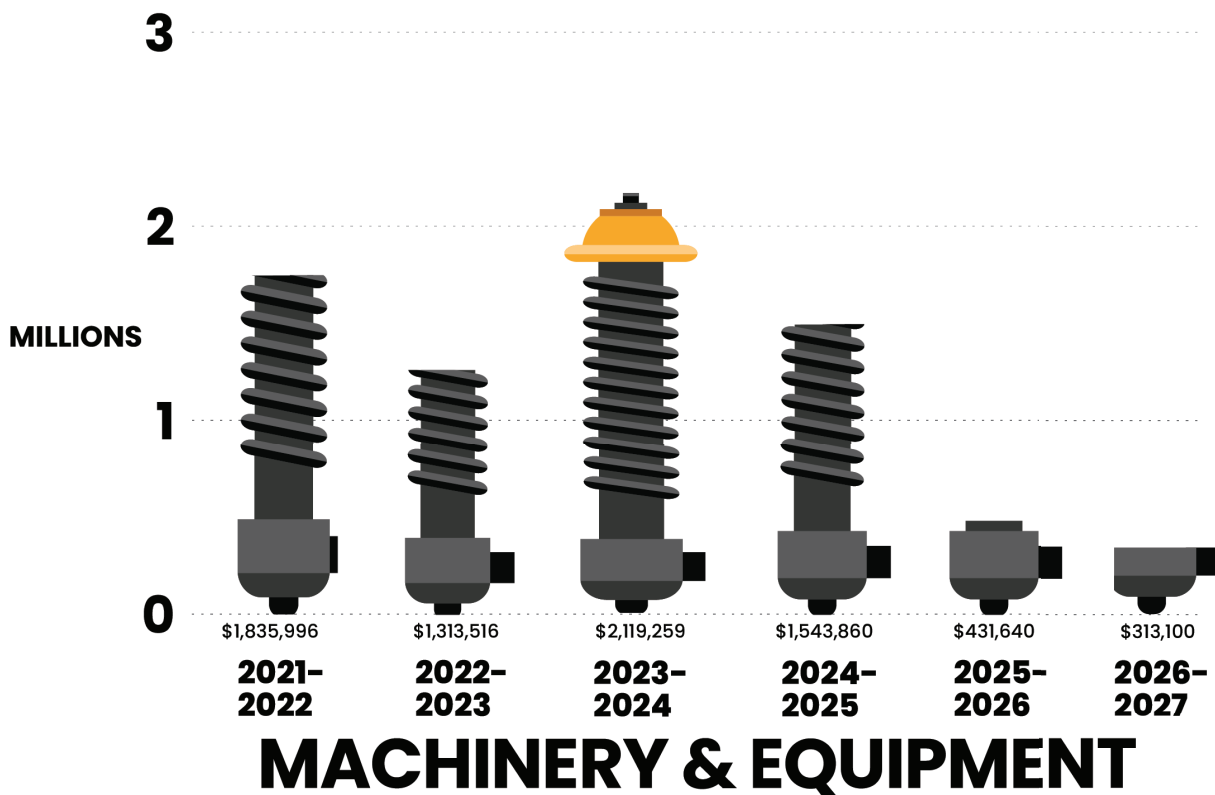


## BUILDINGS & PROPERTY

# CAPITAL PROGRAM & DEBT

## Machinery and Equipment

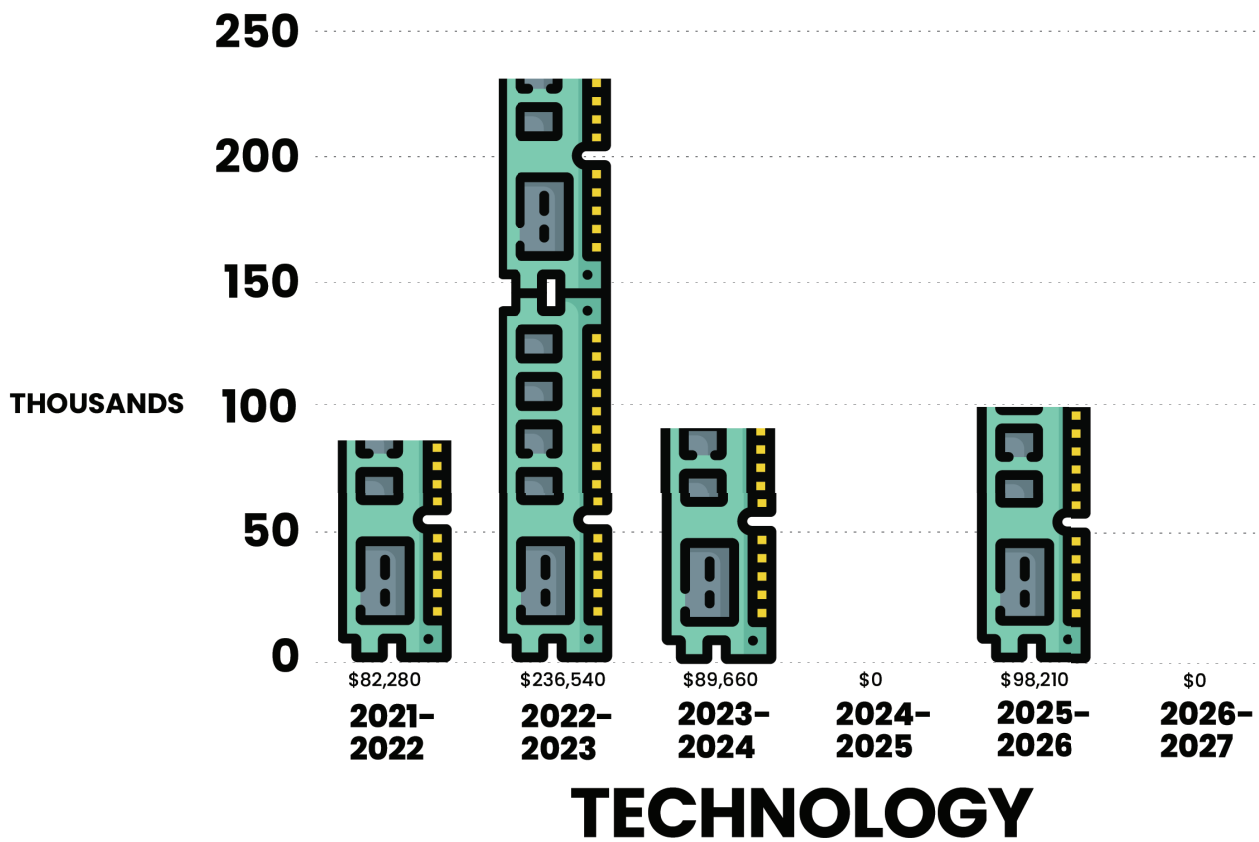
Novi employees depend on dependable equipment to allow and assist them to do their jobs day in and day out. The equipment comes in many forms, plow trucks, generators, fire apparatus, etc., the equipment that literally keeps the City of Novi moving. Novi City Council has established the precedent over the years in providing Novi employees with the tools necessary to do their job and provide the best level of service to the community. A number of varied funding sources can be used to finance the equipment necessary to efficiently deliver service: General, Drain, Forfeiture, Gun Range, PEG Cable, Capital Improvement Program (CIP), Ice Arena, Senior Housing, and Water and Sewer funds.



# CAPITAL PROGRAM & DEBT

## Technology

The City of Novi continues to provide its customers and employees with the latest technology to support outstanding customer services. Technology includes items such as servers, storage and scanners for employees as well as items like security cameras, water and sewer flow monitors and alarms to ensure our customers are safe and have uninterrupted services.



## CIP Summary

On the following pages is the summary of the CIP program which lists each project by CIP category. It provides a CIP project number, a brief description of each project, the funding source, estimated City cost, and the year each project is scheduled to be funded.



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City of Novi  
Capital Improvement Program  
FY 2021-22 Budget

<https://arcg.is/0Xby0W0>

ID#	Project Name	CIP Category	GL Fund #	BUDGET	PROJECTED			FORECAST			Total Budget CIP
				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
1	102-01	Neighborhood Roads Rehabilitation, Repaving, and Reconstruction Program	Roads	LOCAL STREET FUND 203	\$ 3,100,000	\$ 3,000,000	\$ 3,200,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 16,800,000
2	ENG066	Cranbrooke Drive Reconstruction (9 Mile Road to Village Wood Road) <b>net of design</b>	Roads	LOCAL STREET FUND 203	\$ 2,191,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,191,460
				DRAIN FUND 210	\$ 283,580	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 283,580
3	ENG060	10 Mile Road Rehabilitation and Operational Enhancements (Meadowbrook Road to Haggerty Road) <b>RCOC; city share costs only - reimbursement October 2023 \$3.6M; City utilizing interfund borrowing to advance fund project; net of design see 085-81</b>	Roads	MUNICIPAL STREET FUND 204	\$ 495,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 495,000
4	162-01	12 Mile Road Widening (Beck Road to Cabaret Drive) <b>RCOC; City Share unknown (\$300,000 ROW in FY 2021-22; construction TBD)</b>	Roads	MUNICIPAL STREET FUND 204	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
5	ENG057	Novi Road Rehabilitation (9 Mile Road to 10 Mile Road) <b>RCOC; city share costs only</b>	Roads	MUNICIPAL STREET FUND 204	\$ 212,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212,430
6	ENG058	Wixom Road Rehabilitation & Left Turn Lane Addition (10 Mile Road to City Limits) <b>secured outside funding FAC \$1,294,020; net of city share costs</b>	Roads	MAJOR STREET FUND 202	\$ 84,390	\$ 514,510	\$ -	\$ -	\$ -	\$ -	\$ 598,900
7	ENG059	Taft Road Rehabilitation (City Limits to 10 Mile Road) <b>secured FAC funding \$910,080; net of City share costs</b>	Roads	MAJOR STREET FUND 202	\$ 73,660	\$ 369,850	\$ -	\$ -	\$ -	\$ -	\$ 443,510
8	ENG067a	GLWA 14 Mile Water Main Transmission Redundancy Route Project - ROAD PORTION (Road Restoration along 11 Mile, Meadowbrook, and 13 Mile Roads) <b>net of design; city share costs only SEE ENG067b</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ 3,178,664	\$ -	\$ -	\$ -	\$ -	\$ 3,178,664
9	082-30	11 Mile Road Rehabilitation (Beck Road to Taft Road) <b>net of design</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ 2,083,630	\$ -	\$ -	\$ -	\$ -	\$ 2,083,630
10	ENG008	Lee BeGole Drive Reconstruction (11 Mile Road to Terminus) <b>net of design</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ 1,098,620	\$ -	\$ -	\$ -	\$ -	\$ 1,098,620
11	ENG011	Novi Road Rehabilitation (13 Mile Road to 14 Mile Road)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ 2,601,829	\$ -	\$ -	\$ -	\$ 2,601,829
12	ENG013	Meadowbrook Road Reconstruction (Grand River Avenue to 11 Mile Road)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ 936,830	\$ -	\$ -	\$ -	\$ 936,830
13	ENG010	Meadowbrook Road Rehabilitation (Cherry Hill Road to Grand River Avenue)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ 623,500	\$ -	\$ -	\$ -	\$ 623,500
14	132-28	West Park Drive Rehabilitation (West Road to Pontiac Trail)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 2,508,140	\$ -	\$ -	\$ 2,508,140



City of Novi  
Capital Improvement Program  
FY 2021-22 Budget

https://arcg.is/0Xby0W0

ID#	Project Name	CIP Category	GL Fund #	BUDGET	PROJECTED			FORECAST			Total Budget CIP
				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
15	132-27	11 Mile Road Rehabilitation (Taft Road to Clark Street) <b>net of design</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 1,325,800	\$ -	\$ -	\$ 1,325,800
16	132-26	11 Mile Road Rehabilitation (Wixom Road to Beck Road) <b>net of design</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ 1,558,110	\$ -	\$ 1,558,110
17	ENG016	13 Mile Road Rehabilitation (M-5 to Haggerty)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ 1,423,510	\$ -	\$ 1,423,510
18	102-04	Old Novi Road Rehabilitation (Novi Road to 13 Mile Road)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ 830,690	\$ -	\$ 830,690
19	ENG037	13 Mile Road Rehabilitation (Old Novi Road to Novi Road)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ 788,620	\$ -	\$ 788,620
20	162-06	Beck Road Widening (10 Mile Road to 11 Mile Road); includes signal modernizations <b>pursue outside funding</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,453,620	\$ 10,453,620
21	162-03	Beck Road Widening (9 Mile Road to 10 Mile Road); includes signal modernizations <b>pursue outside funding</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,044,160	\$ 10,044,160
22	132-25	Beck Road Widening (8 Mile Road to 9 Mile Road); includes signal modernizations <b>pursue outside funding</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,806,080	\$ 9,806,080
23	162-07	Beck Road Widening (11 Mile Road to Providence Drive/Central Park Boulevard) <b>pursue outside funding</b>	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,935,970	\$ 5,935,970
24	ENG038	Flint/Bond Street Realignment & Reconstruction - Phase 2 (Terminus to Grand River Avenue); aka Southwest Quadrant Ring Road <b>net of design</b>	Roads	LOCAL STREET FUND 203	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 890,970	\$ 890,970
25	ENG042	Roundabout (Taft Road and 9 Mile Road) <b>secured HSIP Grant \$600K</b>	Intersections & Signals	MAJOR STREET FUND 202	\$ -	\$ 71,840	\$ 506,150	\$ -	\$ -	\$ -	\$ 577,990
26	ENG068	Neighborhood Sidewalk Repair Program <b>Per City Council @ 4/21/21 Budget session, \$400,000 annually instead of \$400,000 only in FY 2021-22</b>	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
				GENERAL FUND 101	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
27	085-81	Segment 80B, 81A, & 81B -- 10 Mile Road (South Side; Meadowbrook Road to Haggerty Road) - 8' Pathway <b>net of design partially funded by RCOC see ENG060</b>	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ 1,210,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,210,000
28	ENG061	Segment 49 -- 10 Mile Road (North side, West of Wixom Road) - 10' Boardwalk and 6' Sidewalk	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ 178,480	\$ -	\$ -	\$ -	\$ 178,480



City of Novi  
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ID#	Project Name	CIP Category	GL Fund #	BUDGET	PROJECTED			FORECAST			Total Budget CIP
				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
29	ENG069	Segment 4040 (Off-road paved) -- Meadowbrook Road (Village Wood Lake Park to Chattman Drive) - 5' sidewalk & 8' pathway along with boardwalk over wetlands <b>potential grant funding</b>	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ -	\$ -	\$ 359,300	\$ -	\$ 359,300
30	ENG070	Segment 101c, 102, 104b -- Napier Road (East side; ITC Community Sports Park entrance drive to Villa Barr Art Park) - 8' Pathway <b>potential grant funding</b>	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ -	\$ -	\$ 263,810	\$ -	\$ 263,810
31	ENG063	Segment 178 -- 12 Mile Road (South side; East of Albert Street) - 6' Sidewalk	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ -	\$ -	\$ 136,320	\$ -	\$ 136,320
32	ENG062	Segment 45 -- 12 Mile Road (South side, Northwest Neighborhood Park) - 6' Sidewalk	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ -	\$ -	\$ 93,750	\$ -	\$ 93,750
33	133-08	Streambank Stabilization - Middle Rouge River (near Meadowbrook Lake)	Storm Sewer & Drainage	DRAIN FUND 210	\$ 1,469,656	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,469,656
34	093-10	Streambank Stabilization - Middle Rouge River (along Rotary Park)	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ 582,092	\$ -	\$ -	\$ -	\$ -	\$ 582,092
35	ENG034	Basin Repairs - Orchard Hill Place	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ 276,771	\$ -	\$ -	\$ -	\$ 276,771
36	ENG051	Basin Cleanout - Leavenworth Regional (south of Grand River Avenue; east of Taff Road)	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ 108,929	\$ -	\$ -	\$ -	\$ 108,929
37	ENG071	Streambank Stabilization - Middle Rouge (between Novi Road and Ten Mile Road)	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ 1,578,110	\$ -	\$ -	\$ 1,578,110
38	ENG050	Basin Cleanout - Bishop Creek Regional (north of Grand River Avenue; west of Meadowbrook Road)	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ -	\$ 1,344,520	\$ -	\$ 1,344,520
39	153-02	Storm Drainage Improvement Pilot Project (Section 25)	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000	\$ 1,500,000
40	WTS037	WTS012&WTS013 Sanitary Sewer Capacity Upgrades - Lanny's Influent & Drakes Bay Effluent <b>net of design</b>	Sanitary Sewer	WATER AND SEWER FUND 592	\$ 911,329	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 911,329
41	WTS026	Sanitary Sewer Force Main Replacement - Hilton Station	Sanitary Sewer	WATER AND SEWER FUND 592	\$ 693,621	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 693,621
42	WTS038	Sanitary Sewer Pipe and Manhole Rehab - Phase 2	Sanitary Sewer	WATER AND SEWER FUND 592	\$ -	\$ 1,167,883	\$ -	\$ -	\$ -	\$ -	\$ 1,167,883
43	WTS027	Sanitary Sewer Rehabilitation - Meadowbrook Glens Subdivision	Sanitary Sewer	WATER AND SEWER FUND 592	\$ -	\$ -	\$ 704,450	\$ -	\$ -	\$ -	\$ 704,450
44	WTS022	Rouge Valley Sanitary Disposal System Improvements (Long-Term Corrective Action Plan (LTCAP)) <b>Wayne County</b>	Sanitary Sewer	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,100,000	\$ 2,100,000



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ID#	Project Name	CIP Category	GL Fund #	BUDGET	PROJECTED			FORECAST			Total Budget CIP
				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
45	WTS039	PCCP Water Main Repairs	Water Distribution	WATER AND SEWER FUND 592	\$ 942,820	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 942,820
46	WTS030	Water Main Replacement - Westminister Subdivision	Water Distribution	WATER AND SEWER FUND 592	\$ 933,380	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 933,380
47	WTS040	Asbestos-Cement (AC) Water Main Replacement along 10 Mile Road (Meadowbrook Road to Haggerty Road)	Water Distribution	WATER AND SEWER FUND 592	\$ 680,630	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 680,630
48	ENG067b	GLWA 14 Mile Water Main Transmission Redundancy Route Project - WATER MAIN PORTION (12" water main along 11 Mile Road from Seeley to Meadowbrook) <b>net of design; city share costs only SEE ENG067a</b>	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ 816,723	\$ -	\$ -	\$ -	\$ -	\$ 816,723
49	091-11	Master Meter and Water Main (Future NV-06 Connection) <b>budgeting gross expense; not sure of timing of development</b>	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ -	\$ 2,780,260	\$ -	\$ -	\$ -	\$ 2,780,260
50	WTS036	Asbestos-Cement (AC) Water Main Replacement	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ 2,965,940	\$ 3,000,000	\$ -	\$ 5,965,940
51	WTS017	Water Main Loop Connection - Beck Road (Dunhill subdivision to Casa Loma subdivision)	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,407,520	\$ 1,407,520
52	PRC039	Ella Mae Power Park South Playground Replacement <b>(removal of existing play structure anticipated to be completed in-house; increased original budget \$50,000 as placeholder)</b>	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 147,970	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 147,970
53	PRC028b	Novi Northwest Park Construction (playground)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ 136,590	\$ -	\$ -	\$ -	\$ -	\$ 136,590
54	PRC028a	Novi Northwest Park Construction (6' aggregate trails) <b>net amt - possible \$50,000 grant</b>	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ 117,960	\$ -	\$ -	\$ -	\$ -	\$ 117,960
55	ENG052	Cemetery Enhancement Project - pathway (5' stone pathway around the southern loop of the cemetery)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ 72,250	\$ -	\$ -	\$ -	\$ 72,250
56	LOT015	Parking Lot and Sidewalk Improvements - Rotary Park (parking lot maintenance to the existing facility and new concrete sidewalk connecting the existing parking lot to the pavilion located north of the tennis courts)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ 69,360	\$ -	\$ -	\$ -	\$ 69,360



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				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
57	PRC019	Parks, Recreation, & Cultural Services	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 1,940,220	\$ -	\$ -	\$ 1,940,220	
	PRC024			\$ -	\$ -	\$ -	\$ 547,500	\$ -	\$ -	\$ 547,500	
	LOT014			\$ -	\$ -	\$ -	\$ 2,157,900	\$ -	\$ -	\$ 2,157,900	
	PRC046			\$ -	\$ -	\$ -	\$ 44,440	\$ -	\$ -	\$ 44,440	
58	PRC045	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ 116,120	\$ -	\$ -	\$ 116,120	
59	PRC028c	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ 231,440	\$ -	\$ 231,440	
60	ENG065	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,172,680	\$ 1,172,680	
61	ENG053	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 968,650	\$ 968,650	
62	PRC043	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 597,020	\$ 597,020	



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				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
63	ENG005	ITC Pathway Extension - Napier Road Connector (North of 8 Mile Road east of Napier Road)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,110	\$ 256,110
64	PRC023	Village Wood Lake Park Improvements (shade shelter, picnic tables & benches, and two overlook decks)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 196,530	\$ 196,530
65	PRC042	ITC Trailhead Park Outdoor Exercise Station	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,490	\$ 61,490
66	ICE016	Parking Lot Improvements - Ice Arena	Parking Lots	ICE ARENA FUND 590	\$ -	\$ -	\$ -	\$ -	\$ 622,020	\$ -	\$ 622,020
67	ENG064	Parking Lot Improvements - Police Headquarters (East Lot)	Parking Lots	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 522,660	\$ -	\$ 522,660
68	SNR009	Roof Replacement (Main Building & Senior Center) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ 278,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 278,430
69	FAC015	Roof Replacement - Fire Station #2	Buildings & Property	GENERAL FUND 101	\$ 82,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,400
70	FAC013	Irrigation System Replacement - Civic Center	Buildings & Property	GENERAL FUND 101	\$ 66,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,960
71	FAC014	Roof Replacement - Fire Station #3	Buildings & Property	GENERAL FUND 101	\$ 61,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 61,800
72	SNR011	Roof Replacement (5 of 9 ranch buildings) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ 273,180	\$ -	\$ -	\$ -	\$ -	\$ 273,180
73	FAC016	Roof Replacement - Fire Station #4	Buildings & Property	GENERAL FUND 101	\$ -	\$ 175,050	\$ -	\$ -	\$ -	\$ -	\$ 175,050
74	FAC025	Restroom Upgrade (4 restrooms City Hall side) - Civic Center	Buildings & Property	GENERAL FUND 101	\$ -	\$ 116,820	\$ -	\$ -	\$ -	\$ -	\$ 116,820
75	SNR012	Fire Panel Replacement - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ 108,780	\$ -	\$ -	\$ -	\$ -	\$ 108,780
76	FLD043	Material Storage at DPW (General Fund portion 75%; Water & Sewer Fund portion 25%)	Buildings & Property	GENERAL FUND 101	\$ -	\$ 101,129	\$ -	\$ -	\$ -	\$ -	\$ 101,129
			Buildings & Property	WATER AND SEWER FUND 592	\$ -	\$ 33,710	\$ -	\$ -	\$ -	\$ -	\$ 33,710
77	FAC027	LED Lighting Upgrade (approx. 400 fixtures) - Civic Center	Buildings & Property	GENERAL FUND 101	\$ -	\$ 66,000	\$ -	\$ -	\$ -	\$ -	\$ 66,000





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				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
78	FAC026	Carpet Replacement (Parks, Treasury, OAS, & City Clerk) - Civic Center partially moved up to FY 2020-21: parks \$5,000; treasury \$5,000; \$17,000 for Concession stand and restroom epoxy floor upgrades @ Ella Mae Power Park	Buildings & Property	GENERAL FUND 101	\$ -	\$ 34,330	\$ -	\$ -	\$ -	\$ -	\$ 34,330
79	SNR013	Roof Replacement (4 of 9 ranch buildings) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ 236,350	\$ -	\$ -	\$ -	\$ 236,350
80	FAC020	Boilers Replacement (2) - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 232,650	\$ -	\$ -	\$ -	\$ 232,650
81	ICE004	Dehumidification Unit Replacement (replace 1998 Munters #AM30) - Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000
82	FAC024	Police Records Renovation	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 103,360	\$ -	\$ -	\$ -	\$ 103,360
83	FAC028	LED Lighting Upgrade (approx. 400 fixtures) - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 66,000	\$ -	\$ -	\$ -	\$ 66,000
84	FAC036	City Clerk Department Renovation (possible inclusion of HR and Studio 6/Comm Rel) PLACEHOLDER	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000
85	FAC029	Generator & Generator Technology Solution (GenTracker) - Fire Station #5	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 30,650	\$ -	\$ -	\$ -	\$ 30,650
86	FAC030	Solar Panel Installation - DPW	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 194,590	\$ -	\$ -	\$ 194,590
87	ICE021	Elevator Machine Room Equipment & Controller/Dispatcher Replacements - Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ -	\$ -	\$ 105,000	\$ -	\$ -	\$ 105,000
88	FAC031	LED Lighting Upgrade (approx. 350 fixtures) - FS# 2, 3, 4	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 57,750	\$ -	\$ -	\$ 57,750
89	ICE017	Roof Top Unit Replacements (1 air handler & 3 duct furnaces) - Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ -	\$ -	\$ 39,500	\$ -	\$ -	\$ 39,500
90	FAC032	Solar Panel Installation - Civic Center	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 145,660	\$ -	\$ 145,660
91	ICE015	Shell and Tube Chiller Replacement - Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ -	\$ -	\$ -	\$ 120,500	\$ -	\$ 120,500
92	WTS031	Generator Replacement - Hudson Pump Station	Buildings & Property	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ -	\$ 58,530	\$ -	\$ 58,530
93	FIR014	Fire Station #3 Renovation (\$5,000 for construction analysis in FY ???-??)	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,460	\$ 500,460
94	FAC033	Solar Panel Installation - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 151,490	\$ 151,490
95	FIR017	Engine (replace #342; 2005 Seagrave)	Machinery & Equipment	CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ 890,004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 890,004
96	FLT013	Sewer Vacuum Truck (replace #726; 2013 International Combination Vactor Truck)	Machinery & Equipment	WATER AND SEWER FUND 592	\$ 459,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 459,440
97	FLD037	Backhoe (replaces #625; 2007 Case)	Machinery & Equipment	DRAIN FUND 210	\$ 144,194	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 144,194



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				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
98	FLT014	Toolcat Utility Work Machine (new)	Machinery & Equipment	GENERAL FUND 101	\$ 94,124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 94,124
99	FLD036	Hi-Lo Lift Truck (replaces #627; 1999 Alta)	Machinery & Equipment	GENERAL FUND 101	\$ 69,914	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,914
100	FLD028	1-Ton Dump Truck w/Front Plow (Replaces #691; 2001 Ford)	Machinery & Equipment	GENERAL FUND 101	\$ 67,952	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,952
101	FLT015	Ventrac Mower (replace #936; 2001 John Deere)	Machinery & Equipment	GENERAL FUND 101	\$ 46,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,280
102	FPM004	Mini Skid Steer	Machinery & Equipment	GENERAL FUND 101	\$ 35,370	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,370
103	FLT016	Crash Attenuator Trailer (new)	Machinery & Equipment	WATER AND SEWER FUND 592	\$ 14,359	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,359
				GENERAL FUND 101	\$ 14,359	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,359
104	FIR024	Engine (replace #313; 2007 Pierce)	Machinery & Equipment	CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ -	\$ 934,507	\$ -	\$ -	\$ -	\$ -	\$ 934,507
105	FLT010	Single-axle RDS Body Truck with Underbody Scraper and Wing Plow (replace #619; 2009 International Replacement)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ 253,850	\$ -	\$ -	\$ -	\$ -	\$ 253,850
106	FLD044	Brine Making System at DPW	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ 125,159	\$ -	\$ -	\$ -	\$ -	\$ 125,159
107	FIR029	Engine (replace #322; 2008 Pierce)	Machinery & Equipment	CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ -	\$ -	\$ 981,236	\$ -	\$ -	\$ -	\$ 981,236
108	FLT009	Tandem-axle Swaploader Truck with underbody scraper & wing plow (replace #611; 2008 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 367,613	\$ -	\$ -	\$ -	\$ 367,613
109	POL018	In-Car Camera Replacements (every 5 years) (all marked patrol vehicles and fire command vehicle)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 367,150	\$ -	\$ -	\$ -	\$ 367,150
110	POL015	Body Cameras (every 5 years) does not include IT costs or add'l personnel for FOIA requests	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 201,770	\$ -	\$ -	\$ -	\$ 201,770
111	FLT008	Skid Steer Attachments for Shoulder Maintenance - Roller & Road Widener (new) \$11,000 monthly rental fee not needed in 203 Fund	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 126,840	\$ -	\$ -	\$ -	\$ 126,840
112	POL020	Portable Driving Simulator (\$15,000 every 5 years for software updates, etc.)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 44,600	\$ -	\$ -	\$ -	\$ 44,600
113	POL021	LPR System (every 5 years) - annual fee \$13,275	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 30,050	\$ -	\$ -	\$ -	\$ 30,050
114	POL016	Public Safety Mobile Command Post (\$10,000 OT annually & \$16,000 fuel/maintenance annually)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 818,710	\$ -	\$ -	\$ 818,710
115	POL010	Gun Range Total Containment Bullet Trap	Machinery & Equipment	GUN RANGE FACILITY FUND 402	\$ -	\$ -	\$ -	\$ 362,590	\$ -	\$ -	\$ 362,590



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				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
116	FLT011	Single-axle RDS body truck with underbody scraper and wing plow (replace #601; 2010 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 269,310	\$ -	\$ -	\$ 269,310
117	FLD026	One-Ton Dump Truck w/Front Plow (replaces #617; 2008 Ford)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 68,280	\$ -	\$ -	\$ 68,280
118	WTS032	Sewer Main Inspection Camera Replacement	Machinery & Equipment	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ 24,970	\$ -	\$ -	\$ 24,970
119	FLT017	Single-axle RDS body truck with underbody scraper and wing plow (replace #602; 2011 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 277,390	\$ -	\$ 277,390
120	ICE018	Zamboni Replacement - Ice Arena	Machinery & Equipment	ICE ARENA FUND 590	\$ -	\$ -	\$ -	\$ -	\$ 117,540	\$ -	\$ 117,540
121	FIR032	Turn-Out Gear Washer/Extractor & Dryer Replacements and Secondary Stackable Washer/Dryer Replacement - Fire Station #4 (every 5 years)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 36,710	\$ -	\$ 36,710
122	FLT018	Single-axle RDS body truck with underbody scraper and wing plow (replace #613; 2012 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,710	\$ 285,710
123	FPM005	Field Top Dresser Replacement - Dakota 420 (Replaces #672; Bannerman Turf Topper)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,390	\$ 27,390
124	IFT003	Virtual Server Hardware and Storage Replacements - 1 storage device (FY 2020-21), 3 servers & 2 switches (FY 2021-22) (every 6 years)	Technology	GENERAL FUND 101	\$ 41,620	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,620
125	CDB001	CD Tech Upgrades (Phase 1) - BSA Planning, Zoning, and Engineering (PZE) software module implementation and training (no recurring annual fees)	Technology	GENERAL FUND 101	\$ 40,660	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,660
126	IFT005	Virtual Desktop (VDI) Server Replacements - 1 storage device, 5 servers, and 2 switches (every 6 years)	Technology	GENERAL FUND 101	\$ -	\$ 176,320	\$ -	\$ -	\$ -	\$ -	\$ 176,320
127	CDB002	CD Tech Upgrades (Phase 2) - Electronic Plan Review and Management Web-Based Solutions Software - \$12,000 annual fee for 3 years ONLY	Technology	GENERAL FUND 101	\$ -	\$ 60,220	\$ -	\$ -	\$ -	\$ -	\$ 60,220
128	IFT006	Telephone Server Replacement (every 10 years)	Technology	GENERAL FUND 101	\$ -	\$ -	\$ 38,400	\$ -	\$ -	\$ -	\$ 38,400
129	IFT007	Network Firewall Replacement-Civic Center (every 6 years)	Technology	GENERAL FUND 101	\$ -	\$ -	\$ 31,340	\$ -	\$ -	\$ -	\$ 31,340
130	IFT009	Network Video Recorder Server Replacement - Civic Center (every 6 years)	Technology	GENERAL FUND 101	\$ -	\$ -	\$ 19,920	\$ -	\$ -	\$ -	\$ 19,920
131	IFT010	Camera Server Replacement - Police Building (every 6 years)	Technology	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 98,210	\$ -	\$ 98,210



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				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
			GENERAL FUND 101	\$ 821,439	\$ 1,308,878	\$ 1,920,343	\$ 6,298,700	\$ 1,280,630	\$ 1,165,050	\$ 12,795,040	
			MAJOR STREET FUND 202	\$ 158,050	\$ 7,317,114	\$ 4,668,309	\$ 3,833,940	\$ 4,600,930	\$ 36,239,830	\$ 56,818,173	
			LOCAL STREET FUND 203	\$ 5,291,460	\$ 3,000,000	\$ 3,200,000	\$ 2,500,000	\$ 2,500,000	\$ 3,390,970	\$ 19,882,430	
			MUNICIPAL STREET FUND 204	\$ 2,417,430	\$ 200,000	\$ 378,480	\$ 200,000	\$ 1,053,180	\$ 200,000	\$ 4,449,090	
			PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 147,970	\$ 254,550	\$ 141,610	\$ 116,120	\$ 231,440	\$ 3,252,480	\$ 4,144,170	
			DRAIN FUND 210	\$ 1,897,430	\$ 582,092	\$ 385,700	\$ 1,578,110	\$ 2,094,520	\$ 750,000	\$ 7,287,852	
			CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ 890,004	\$ 934,507	\$ 981,236	\$ -	\$ -	\$ -	\$ 2,805,747	
			GUN RANGE FACILITY FUND 402	\$ -	\$ -	\$ -	\$ 362,590	\$ -	\$ -	\$ 362,590	
			ICE ARENA FUND 590	\$ -	\$ -	\$ 200,000	\$ 144,500	\$ 860,060	\$ -	\$ 1,204,560	
			WATER AND SEWER FUND 592	\$ 4,635,579	\$ 2,018,316	\$ 3,484,710	\$ 2,990,910	\$ 3,058,530	\$ 3,507,520	\$ 19,695,565	
			SENIOR HOUSING FUND 594	\$ 278,430	\$ 381,960	\$ 236,350	\$ -	\$ -	\$ -	\$ 896,740	
				\$ 16,537,792	\$ 15,997,417	\$ 15,596,738	\$ 18,024,870	\$ 15,679,290	\$ 48,505,850	\$ 130,341,957	



**City of Novi  
Capital Improvement Program  
FY 2021-22 Budget**

<https://arcg.is/0Xby0W0>

ID#	Project Name	CIP Category	GL Fund #	BUDGET	PROJECTED			FORECAST			Total Budget CIP
				FY 2021-22 YR 1	FY 2022-23 YR 2	FY 2023-24 YR 3	FY 2024-25 YR 4	FY 2025-26 YR 5	FY 2026-27 YR 6		
		Roads		\$ 6,740,520	\$ 10,245,274	\$ 7,362,159	\$ 6,333,940	\$ 7,100,930	\$ 39,630,800	\$ 77,413,623	
		Intersections & Signals		\$ -	\$ 71,840	\$ 506,150	\$ -	\$ -	\$ -	\$ 577,990	
		Sidewalks & Pathways		\$ 1,610,000	\$ 400,000	\$ 578,480	\$ 400,000	\$ 1,253,180	\$ 400,000	\$ 4,641,660	
		Storm Sewer & Drainage		\$ 1,469,656	\$ 582,092	\$ 385,700	\$ 1,578,110	\$ 2,094,520	\$ 750,000	\$ 6,860,078	
		Sanitary Sewer		\$ 1,604,950	\$ 1,167,883	\$ 704,450	\$ -	\$ -	\$ 2,100,000	\$ 5,577,283	
		Water Distribution		\$ 2,556,830	\$ 816,723	\$ 2,780,260	\$ 2,965,940	\$ 3,000,000	\$ 1,407,520	\$ 13,527,273	
		Parks, Recreation, & Cultural Services		\$ 147,970	\$ 254,550	\$ 141,610	\$ 4,806,180	\$ 231,440	\$ 3,252,480	\$ 8,834,230	
		Parking Lots		\$ -	\$ -	\$ -	\$ -	\$ 1,144,680	\$ -	\$ 1,144,680	
		Buildings & Property		\$ 489,590	\$ 908,999	\$ 929,010	\$ 396,840	\$ 324,690	\$ 651,950	\$ 3,701,079	
		Machinery & Equipment		\$ 1,835,996	\$ 1,313,516	\$ 2,119,259	\$ 1,543,860	\$ 431,640	\$ 313,100	\$ 7,557,371	
		Technology		\$ 82,280	\$ 236,540	\$ 89,660	\$ -	\$ 98,210	\$ -	\$ 506,690	
				\$ 16,537,792	\$ 15,997,417	\$ 15,596,738	\$ 18,024,870	\$ 15,679,290	\$ 48,505,850	\$ 130,341,957	

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# CAPITAL PROGRAM & DEBT

## Debt

### Introduction

The City had twelve debt issues in 1999 and currently has one debt issue (excluding the debt reported in the enterprise funds). The City's current debt obligations are for capital infrastructure.

In addition to paying down debt through annual debt services payments, the City has taken advantage of both the decline in interest rates and its **excellent credit rating (AAA)** to obtain more favorable rates through refinancing – lowering interest expenditures and paying off debt sooner than anticipated.

Internal borrowing schedules have been included in this section. However, the schedules of indebtedness associated with special assessments are not included in the following information because the debt is paid with installment collections from benefited property owners.

### Debt Summary

Description of Debt	Funding Source	Debt Outstanding 6/30/2021	Debt Service Payments 2021-22		
			Principal	Interest	Total
<b>VOTED TAX GENERAL OBLIGATION DEBT FUNDS:</b>					
2016 Library Construction Bonds	Debt Service	7,595,000	1,135,000	267,700	1,402,700
<b>Total Direct Debt Service</b>		<b>\$ 7,595,000</b>	<b>\$ 1,135,000</b>	<b>\$ 267,700</b>	<b>\$ 1,402,700</b>
2014 Refunding Bonds-Ice Arena	Ice Arena	\$ 1,505,000	\$ 500,000	\$ 36,120	\$ 536,120
2015 Refunding Bonds-Senior Housing	Sr Housing	4,720,000	850,000	98,356	948,356
<b>Total Debt Service</b>		<b>\$ 13,820,000</b>	<b>\$ 2,485,000</b>	<b>\$ 402,176</b>	<b>\$ 2,887,176</b>

### Internal Borrowing Summary

Description of Internal Borrowing	Funding Source	Internal Borrowing Outstanding 6/30/2021	Internal Borrowing Payments 2021-22		
			Principal	Interest	Total
<b>Internal Fund Borrowing:</b>					
Cooridor Improvement	CIA Fund	3,839,713	447,483	115,191	562,674
Capital Improvement	CIP Fund	14,774,897	2,349,909	456,091	2,806,000
<b>Total Internal Borrowing</b>		<b>\$ 18,614,610</b>	<b>\$ 2,797,392</b>	<b>\$ 571,282</b>	<b>\$ 3,368,674</b>



# CAPITAL PROGRAM & DEBT

## Principal & Interest Payments to Maturity

### General Obligation Bonds

Fiscal Year Ending	Principal (less interest earnings & fund balance appropriations)	Interest	Total*	Projected Taxable Value** (in thousands)	Estimated Millage Rate for Debt Service
2022	1,135,000	267,700	1,402,700	4,198,690	0.3471
2023	1,195,000	221,100	1,416,100	4,288,465	0.3471
2024	1,240,000	172,400	1,412,400	4,461,874	0.3471
2025	1,295,000	121,700	1,416,700	4,596,000	0.3082
2026	1,340,000	75,700	1,415,700	4,734,000	0.2990
2027	1,390,000	27,800	1,417,800	4,876,000	0.2908
	<u>\$ 7,595,000</u>	<u>\$ 886,400</u>	<u>\$ 8,481,400</u>		
Average Annual Requirement:			\$ 1,413,567		

*\*Total debt service payments above exclude fees*

*\*\*Projected taxable value is net of adjustments for tax tribunal cases, uncollected personal property tax, etc. For year 2023, the estimate includes a 2.0% per year annual growth assumption and does not include any offset for interest earnings. For year 2024, the estimate includes a 4.0% per year annual growth assumption and does not include any offset for interest earnings. For years 2025-2027, the estimate includes a 3.0% per year annual growth assumption and does not include any offset for interest earnings.*

### Internal Borrowing

Fiscal Year Ending	Principal (less interest earnings & fund balance appropriations)	Interest	Total
2022	2,797,392	571,282	3,368,674
2023	3,138,652	487,361	3,626,013
2024	3,394,629	393,201	3,787,830
2025	3,617,141	291,362	3,908,503
2026	3,367,885	182,847	3,550,732
2027	2,298,911	81,811	2,380,722
	<u>\$ 18,614,610</u>	<u>\$ 2,007,864</u>	<u>\$ 20,622,474</u>
Average Annual Requirement:		\$ 3,437,079	

# CAPITAL PROGRAM & DEBT

## 2016 Library Construction Debt Fund

This general obligation bond issue was approved by the voters in November 2007. Bonds issued in June 2008 and partially refinanced in 2016. The new Library is a two-story state-of-the-art facility with approximately 55,000 square feet.

**SCHEDULE OF INDEBTEDNESS**  
**YEAR ISSUED: 2016**  
**AMOUNT OF ISSUE: \$8,715,000**

<u>PRINCIPAL DUE OCTOBER 1</u>	<u>INTEREST RATE</u>	<u>PRINCIPAL</u>
2021	4.0000%	\$ 1,135,000
2022	4.0000%	1,195,000
2023	4.0000%	1,240,000
2024	4.0000%	1,295,000
2025	3.0000%	1,340,000
2026	4.0000%	1,390,000
		<u>\$ 7,595,000</u>

*\*The 2008 Library Construction Debt Fund Bonds were partially refinanced in Fiscal Year 2015-2016 to take advantage of lower interest rates available.*

# CAPITAL PROGRAM & DEBT

## 2014 Refunding Debt (Ice Arena Fund)

This issue was used for refunding bonds issued for the balance of the 2004 Ice Arena Recreation Facility Building Authority Refunding Bonds.

**SCHEDULE OF INDEBTEDNESS**  
**YEAR ISSUED: 2014**  
**AMOUNT OF ISSUE: \$4,905,000**

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
2022	2.4000%	\$ 500,000
2023	2.4000%	485,000
2024	2.4000%	520,000
		\$ 1,505,000

## 2015 Refunding Debt (Senior Housing Fund)

This issue was used for refunding bonds issued for the balance of the 1999 Building Authority (Senior Complex) Bonds.

**SCHEDULE OF INDEBTEDNESS**  
**YEAR ISSUED: 2015**  
**AMOUNT OF ISSUE: \$9,075,000**

PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL
2021	2.2900%	\$ 850,000
2022	2.2900%	870,000
2023	2.2900%	980,000
2024	2.2900%	1,000,000
2025	2.2900%	1,020,000
		\$ 4,720,000

*\*The Senior Housing 2005 Refunding Building Authority Bonds were callable October 2015. The City refunded the bonds in Fiscal Year 2015-2016 to take advantage of lower interest rates available.*

# CAPITAL PROGRAM & DEBT

## Internal Borrowing—Corridor Improvement Authority (CIA) Fund

The City of Novi created a Corridor Improvement Authority (CIA) in January 2018 as a funding mechanism for corridor improvements on either side of Grand River Avenue from Wixom Road to Haggerty Road. A CIA is authorized under the Corridor Improvement Authority Act (PA 280 of 2005) and is governed by a Board of Directors whose primary purpose is to correct and prevent deterioration and promote economic growth within the corridor. In March 2020, the CIA board and City Council approved interfund borrowing between the CIA and the Special Assessment Capital Improvement Fund. The CIA will repay the internal borrowing with its annual tax captures. While the CIA Fund is not included in the budget document, the Special Assessment Fund's budget is included and displays the interest income from the borrowing.

**SCHEDULE OF INDEBTEDNESS**  
**YEAR ISSUED: 2020**  
**AMOUNT OF ISSUE: \$4,000,000**

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL	PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
			2024	3.0000%	\$ 901,611
2022	3.0000%	\$ 447,483	2025	3.0000%	1,049,332
2023	3.0000%	718,246	2026	3.0000%	723,041
					<u>\$ 3,839,713</u>

## Internal Borrowing—Capital Improvement Program (CIP) Fund

This internal borrowing was approved by City Council on June 19, 2017, for the Capital Improvement Program (CIP) Fund to borrow internally using long-term capital reserves from other City funds in order to advance fund several significant capital improvements. The CIP Fund's purpose is to track activity related to the voter approved CIP millage which was passed on August 2, 2016. The first levy for this millage was July 1, 2017 and is not to exceed the annual rate of 1.0 mills for a period of 10 years. The City has opted to repay the internal borrowings over the life of the ten year levy.

**SCHEDULE OF INDEBTEDNESS**  
**YEAR ISSUED: 2019**  
**AMOUNT OF ISSUE: \$21,421,877**

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL	PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
			2024	3.0000%	\$ 2,493,018
			2025	3.0000%	2,567,809
2022	3.0000%	\$ 2,349,909	2026	3.0000%	2,644,844
2023	3.0000%	2,420,406	2027	3.0000%	2,298,911
					<u>\$ 14,774,897</u>

# CAPITAL PROGRAM & DEBT

## Computation of Legal Debt Margin

City Charter and Public Act 279 of 1909 (as amended) provide that the net indebtedness of the City shall not be in excess of 10% of the State Equalized Valuation of all real and personal property in the City, plus assessed value equivalent of Act 198 specific tax levies.

Under Michigan law, the maximum debt Novi can issue is \$504,232,184. The City's current debt applicable to this limit is \$13,820,000 or 2.67% of the amount allowed.

Legal Debt Margin			
2021 State Equalized Valuation (SEV)		\$	5,117,122,329
Assessed value equivalent of Act 198 exemption			63,399,510
Total SEV		\$	<u>5,180,521,839</u>
<b>Debt Applicable to Debt Limit, at July 1, 2021</b>			
Debt Limit (10% of State Equalized Valuation)		\$	518,052,184
Total Bonded Debt Outstanding	\$	13,820,000	
Less: Special Assessment Bonds			-
Total Amount of Debt Applicable to Limit			<u>13,820,000</u>
Legal Debt Margin Available		\$	<u>504,232,184</u>
<b>Net Debt subject to limit as percent of Debt Limit:</b>			<b>2.67%</b>

# CAPITAL PROGRAM & DEBT

## Additional Limits Set by City Council

As of July 1, 2013, the Debt Policy approved by the City Council in March 2013 puts forth these additional debt limits:

- The City's net bonded indebtedness incurred for all public purposes should not exceed \$2,500 per capita.
- Debt service payments are limited to 20% of the combined operating and debt-service fund expenditures.
- Municipal securities issued for capital improvement purposes shall not exceed 5% of the state equalized valuation of the property assessed in the City of Novi.

Obligations which are not included in the computation of legal debt margin are:

- Special Assessment Bonds;
- Mortgage Bonds;
- Michigan Transportation Bonds;
- Revenue Bonds;
- Bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Water Services Commission (now the Department of Environmental Quality) or a court of competent jurisdiction;
- Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abating pollution.

### Total Net Bonded Indebtedness Should Not Exceed \$2,500 Per Capita

Population		64,962
<b>Debt Applicable to Debt Limit, at July 1, 2021</b>		
Debt Limit (\$2,500 per capita)		\$ 162,405,000
Total Bonded Debt Outstanding	\$ 13,820,000	
Less: Special Assessment Bonds		-
Total Amount of Debt Applicable to Limit		13,820,000
Debt Margin Available		\$ 148,585,000
<b>Net Debt subject to limit as percent of Debt Limit:</b>		<b>8.51%</b>

# CAPITAL PROGRAM & DEBT

## Debt Service Payment Should Not Exceed 20% of Combined Operating and Debt-Service Fund Expenditures

FY 2021-22 Estimated Operating and Debt-Service Fund Expenditures	\$	38,440,090
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### Debt Applicable to Debt Limit, at July 1, 2021

Debt Limit (20% of Operating and Debt-Service Expenditures)	\$	7,688,018
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Total Bonded Debt Service Payments	\$	2,887,176
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Less: Special Assessment Bonds	-
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Total Amount of Debt Applicable to Limit	<u>2,887,176</u>
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Debt Margin Available	<u><u>\$ 4,800,842</u></u>
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<b>Net Debt subject to limit as percent of Debt Limit:</b>	<b>37.55%</b>
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## Municipal securities shall not exceed 5% of the State Equalized Value

2021 State Equalized Valuation (SEV)	\$	5,117,122,329
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Assessed value equivalent of Act 198 exemption		63,399,510
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Total SEV	<u><u>\$ 5,180,521,839</u></u>
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### Debt Applicable to Debt Limit, at July 1, 2021

Debt Limit (5% of State Equalized Valuation)	\$	259,026,092
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Total Bonded Debt Outstanding	\$	13,820,000
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Less: Special Assessment Bonds	-
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Total Amount of Debt Applicable to Limit	<u>13,820,000</u>
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Legal Debt Margin Available	<u><u>\$ 245,206,092</u></u>
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<b>Net Debt subject to limit as percent of Debt Limit:</b>	<b>5.34%</b>
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# CAPITAL PROGRAM & DEBT

## Bond Rating History Unlimited Tax General Obligation Bonds

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
<b>S&amp;P</b>	AAA	AAA	AAA	AAA	AAA	AAA	AA+	AA+	AA+	AA+
<b>Moody's</b>	Aa1	Aa1	Aa1	Aa1	Aa1	Aa2	Aa2	Aa2	Aa2	Aa2

Standard & Poors	Moody's Investor Services	Fitch
***AAA	Aaa	AAA
AA+	***Aa1	AA+
AA-	Aa2	AA-
A+	Aa3	A+
A	A1	A
A-	A2	A-
BBB+	A3	BBB+
BBB-	Baa1	BBB-
BB+	Baa2	BB+
BB	Baa3	BB
BB-	Ba1	BB-
B+	Ba2	B+
B	Ba3	B
B-	B1	B-
CCC+	B2	CCC+
CCC-	B3	CCC-
	Caa1	CC
	Caa2	C
	Caa3	DDD
	Ca	DD
	C	D

\*\*\* City of Novi's rating

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## **Position Summary Schedule (full-time staff)**

The City of Novi employs full-time staff in various capacities. The costs for these employees are budgeted within their respective departments.

Due to the COVID19 pandemic City Council approved a hiring freeze on any full-time vacant positions as of April 2020; therefore, five positions normally budgeted within the General Fund were removed from the FY 2020-21 Budget bringing the total full-time position count to 266 from 271. The five positions include the following:

- Economic Development Director within the Economic Development Department
- Police Officer within the Public Safety Police Department
- Performance Measurement Analyst within the Public Safety Police Department
- Planner within the Community Development Planning Department
- Light Equipment Operator within the DPW Field Operations Division

During FY 2020-21, two part-time Facility Management positions were eliminated from the budget and a full-time Facility Management Specialist position was created.

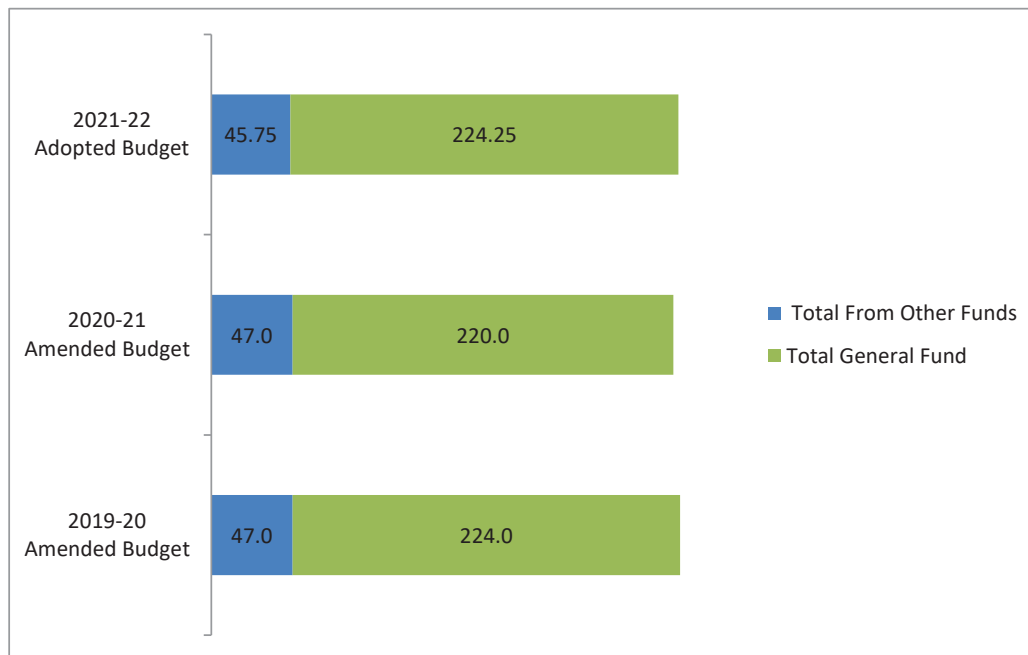
Four out of the five positions above that were removed from the FY 2020-21 budget due to COVID19 are being added back into the budget for FY 2021-22. The FY 2021-22 Budget does not include the Community Outreach & Events Specialist and Management Assistant positions. However, the FY 2021-22 budget does include one additional full-time Fire Protection Officer within the Public Safety: Fire Department:

Fire Protection Officer - City Council goal increases Fire Protection full-time positions from 17 to 18 in order to invest properly in being a Safe Community at all times for all people.

The personnel charts on the following pages reflect all budgeted full-time personnel, including filled and vacant positions.

# DEPARTMENTAL INFORMATION

## City of Novi Full-Time Employee History



	2019-20 Amended Budget	2020-21 Amended Budget	2021-22 Adopted Budget
Total From Other Funds	47.0	47.0	45.75
Total General Fund	224.0	220.0	224.25
	<u>271.0</u>	<u>267.0</u>	<u>270.00</u>

# DEPARTMENTAL INFORMATION

## Full-Time Personnel Summary

	<u>2019-20 AMENDED BUDGET</u>	<u>2020-21 ADOPTED BUDGET</u>	<u>2020-21 AMENDED BUDGET</u>	<u>2021-22 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE)</u>
<b>GENERAL FUND</b>					
<b>CITY MANAGER'S OFFICE</b>					
City Manager	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>0.0</u>
<b>FINANCIAL SERVICES</b>					
<b>FINANCE DEPARTMENT</b>					
Finance Director/Treasurer/CFO	1.0	1.0	1.0	1.0	0.0
Deputy Finance Director	1.0	1.0	1.0	1.0	0.0
Accountant	1.0	1.0	1.0	1.0	0.0
Senior Budget Analyst	1.0	1.0	1.0	1.0	0.0
Senior Customer Service Representative	1.0	1.0	1.0	1.0	0.0
Purchasing Manager	1.0	1.0	1.0	1.0	0.0
<b>TREASURY DEPARTMENT</b>					
Assistant City Treasurer	1.0	1.0	1.0	1.0	0.0
Account Clerk	2.0	2.0	2.0	2.0	0.0
	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>9.0</u>	<u>0.0</u>
<b>INTEGRATED SOLUTIONS</b>					
<b>INFORMATION TECHNOLOGY DEPARTMENT</b>					
Chief Information Officer	1.0	1.0	1.0	1.0	0.0
Computer Support Specialist	2.0	2.0	2.0	2.0	0.0
GIS Manager	1.0	1.0	1.0	1.0	0.0
Business Analyst	1.0	1.0	1.0	1.0	0.0
GIS/NEAMS Technician	1.0	1.0	1.0	1.0	0.0
IT Manager/Network Operations	1.0	1.0	1.0	1.0	0.0
Management Assistant	1.0	1.0	1.0	1.0	0.0
<b>FACILITY MANAGEMENT</b>					
Facility Manager	1.0	1.0	1.0	1.0	0.0
Facility Management Specialist	1.0	1.0	2.0	2.0	0.0
Facility Maintenance	1.0	1.0	1.0	1.0	0.0
<b>FACILITY MANAGEMENT - PARKS MAINTENANCE</b>					
Parks & Municipal Property Supervisor	1.0	1.0	1.0	1.0	0.0
Work Leader	1.0	1.0	1.0	1.0	0.0
Park Maintenance	5.0	5.0	5.0	5.0	0.0
	<u>18.0</u>	<u>18.0</u>	<u>19.0</u>	<u>19.0</u>	<u>0.0</u>

# DEPARTMENTAL INFORMATION

## Full-Time Personnel Summary

	<u>2019-20 AMENDED BUDGET</u>	<u>2020-21 ADOPTED BUDGET</u>	<u>2020-21 AMENDED BUDGET</u>	<u>2021-22 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE)</u>
<b>GENERAL FUND (continued)</b>					
<b>ASSESSING</b>					
Assessor	1.0	1.0	1.0	1.0	0.0
Deputy Assessor	1.0	1.0	1.0	1.0	0.0
Account Clerk	1.0	1.0	1.0	1.0	0.0
Commercial/Industrial Appraiser	1.0	1.0	1.0	1.0	0.0
Residential Appraiser	1.0	1.0	1.0	1.0	0.0
	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>0.0</u>
<b>CITY CLERK</b>					
City Clerk	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	1.0	1.0	1.0	1.0	0.0
Executive Secretary	1.0	1.0	1.0	1.0	0.0
Account Clerk	2.0	2.0	2.0	2.0	0.0
	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>0.0</u>
<b>HUMAN RESOURCES</b>					
Human Resource Director	1.0	1.0	1.0	1.0	0.0
Deputy Human Resource Director	1.0	1.0	1.0	1.0	0.0
Benefits Coordinator	1.0	1.0	1.0	1.0	0.0
Account Clerk	1.0	1.0	1.0	1.0	0.0
	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>0.0</u>
<b>COMMUNITY RELATIONS</b>					
Director of Communications	0.5	0.5	0.5	1.0	0.5
Community Relations Specialist	1.0	1.0	1.0	1.0	0.0
Community Outreach & Events Specialist	1.0	1.0	1.0	0.0	(1.0)
Graphic Design Coordinator	1.0	1.0	1.0	1.0	0.0
	<u>3.5</u>	<u>3.5</u>	<u>3.5</u>	<u>3.0</u>	<u>(0.5)</u>
<b>ECONOMIC DEVELOPMENT</b>					
Economic Development Director	1.0	0.0	0.0	1.0	1.0
	<u>1.0</u>	<u>0.0</u>	<u>0.0</u>	<u>1.0</u>	<u>1.0</u>

# DEPARTMENTAL INFORMATION

	<u>2019-20 AMENDED BUDGET</u>	<u>2020-21 ADOPTED BUDGET</u>	<u>2020-21 AMENDED BUDGET</u>	<u>2021-22 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE)</u>
<b>GENERAL FUND (continued)</b>					
<b>PUBLIC SAFETY</b>					
<b>POLICE DEPARTMENT</b>					
Director of Public Safety/Chief of Police	1.0	1.0	1.0	1.0	0.0
Assistant Chief of Police	2.0	2.0	2.0	2.0	0.0
Lieutenant	2.0	2.0	3.0	3.0	0.0
Sergeant	10.0	10.0	10.0	10.0	0.0
Analyst Planner/Office Manager	1.0	1.0	1.0	1.0	0.0
Communications Shift Leader	3.0	3.0	4.0	4.0	0.0
Communications Manager	1.0	1.0	1.0	1.0	0.0
Dispatcher	11.0	11.0	10.0	10.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Police Officer	43.0	42.0	41.0	42.0	1.0
Detective	13.0	13.0	13.0	13.0	0.0
Police Clerk	6.0	6.0	6.0	6.0	0.0
Public Safety Performance Measurement Analyst	1.0	0.0	0.0	0.0	0.0
Lead Mechanic	1.0	1.0	1.0	1.0	0.0
<b>FIRE DEPARTMENT</b>					
Assistant Fire Chief	1.0	1.0	1.0	1.0	0.0
Fire Chief	1.0	1.0	1.0	1.0	0.0
Fire Marshal	1.0	1.0	1.0	1.0	0.0
Fire Protection Officer	18.0	18.0	17.0	18.0	1.0
Fire Lieutenant	4.0	4.0	4.0	4.0	0.0
Fire Captain	4.0	4.0	4.0	4.0	0.0
Training Officer	1.0	1.0	1.0	1.0	0.0
	<b>126.0</b>	<b>124.0</b>	<b>123.0</b>	<b>125.0</b>	<b>2.0</b>
<b>COMMUNITY DEVELOPMENT</b>					
<b>BUILDING DEPARTMENT</b>					
Community Development Director	1.0	1.0	1.0	1.0	0.0
Community Development Deputy Director	1.0	1.0	1.0	1.0	0.0
Bond Coordinator	1.0	1.0	1.0	1.0	0.0
Building Inspector	2.0	2.0	2.0	2.0	0.0
Code Compliance Officer	3.0	3.0	3.0	3.0	0.0
Customer Service Representative	1.0	1.0	1.0	1.0	0.0
Account Clerk	2.0	2.0	2.0	2.0	0.0
Electrical Inspector	1.0	1.0	1.0	1.0	0.0
Plumbing Inspector	1.0	1.0	1.0	1.0	0.0
Mechanical Inspector	1.0	1.0	1.0	1.0	0.0
Project Coordinator	1.0	1.0	1.0	1.0	0.0
Plan Examiner	1.0	1.0	1.0	1.0	0.0
<b>PLANNING DEPARTMENT</b>					
City Planner	1.0	1.0	1.0	1.0	0.0
Landscape Architect	1.0	1.0	1.0	1.0	0.0
Planning Assistant	1.0	1.0	1.0	1.0	0.0
Planner	2.0	1.0	1.0	2.0	1.0
	<b>21.0</b>	<b>20.0</b>	<b>20.0</b>	<b>21.0</b>	<b>1.0</b>



# DEPARTMENTAL INFORMATION

## Full-Time Personnel Summary

	2019-20 AMENDED BUDGET	2020-21 ADOPTED BUDGET	2020-21 AMENDED BUDGET	2021-22 ADOPTED BUDGET	INCREASE (DECREASE)
<b>GENERAL FUND (continued)</b>					
<b>DEPARTMENT OF PUBLIC WORKS (DPW)</b>					
<b>ADMINISTRATION</b>					
Public Works Director	1.0	1.0	1.0	1.0	0.0
Deputy Public Works Director	1.0	1.0	1.0	1.0	0.0
Senior Customer Service Representative	0.25	0.25	0.25	0.00	(0.25)
<b>ENGINEERING DIVISION</b>					
City Engineer	0.25	0.25	0.25	0.25	0.0
Civil Engineer	1.0	1.0	1.0	1.0	0.0
Plan Review Engineer	1.0	1.0	1.0	1.0	0.0
Construction Engineer Coordinator	1.0	1.0	1.0	1.0	0.0
Staff Engineer	1.0	1.0	1.0	1.0	0.0
<b>FIELD OPERATIONS DIVISION</b>					
Field Operations Senior Manager	1.0	1.0	1.0	1.0	0.0
Roadway Asset Manager	1.0	1.0	1.0	1.0	0.0
Heavy Equipment Operator	5.0	5.0	5.0	5.0	0.0
Light Equipment Operator	6.0	5.0	5.0	6.0	1.0
Senior Customer Service Representative	2.0	2.0	2.0	2.0	0.0
Sign Technician	1.0	1.0	1.0	1.0	0.0
Work Leader	2.0	2.0	2.0	2.0	0.0
<b>FLEET ASSET DIVISION</b>					
Fleet Asset Manager	1.0	1.0	1.0	1.0	0.0
Mechanic	3.0	3.0	3.0	3.0	0.0
	<b>28.5</b>	<b>27.5</b>	<b>27.5</b>	<b>28.25</b>	<b>0.75</b>
<b>NOVI YOUTH ASSISTANCE</b>					
Administrative Assistant	0.0	0.0	1.0	1.0	0.0
	<b>0.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.00</b>
<b>TOTAL GENERAL FUND</b>	<b>224.0</b>	<b>219.0</b>	<b>220.0</b>	<b>224.25</b>	<b>4.25</b>

# DEPARTMENTAL INFORMATION

## Full-Time Personnel Summary

	<u>2019-20 AMENDED BUDGET</u>	<u>2020-21 ADOPTED BUDGET</u>	<u>2020-21 AMENDED BUDGET</u>	<u>2021-22 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE)</u>
<b>PARKS, RECREATION &amp; CULTURAL SERVICES FUND</b>					
<b>PARKS, RECREATION &amp; CULTURAL SERVICES DEPARTMENT</b>					
<b>ADMINISTRATION</b>					
Director of Parks, Recreation & Cultural Services	1.0	1.0	1.0	1.0	0.0
Deputy Director of Parks, Recreation & Cultural Service	1.0	1.0	1.0	1.0	0.0
Management Assistant	1.0	1.0	1.0	0.0	(1.0)
Account Clerk	1.0	1.0	1.0	1.0	0.0
<b>RECREATION DEPARTMENT</b>					
Recreation Supervisor	4.0	4.0	4.0	5.0	1.0
Recreation Programmer	1.0	1.0	1.0	0.0	(1.0)
<b>OLDER ADULT SERVICES DEPARTMENT</b>					
Account Clerk	1.0	1.0	1.0	1.0	0.0
Older Adult Social Services Coordinator	1.0	1.0	1.0	1.0	0.0
Older Adult Services Recreation Supervisor	0.0	0.0	0.0	1.0	1.0
Older Adult Services Manager	1.0	1.0	1.0	0.0	(1.0)
<b>TOTAL PARKS, RECREATION &amp; CULTURAL SERVICES FUND</b>	<b>12.0</b>	<b>12.0</b>	<b>12.0</b>	<b>11.0</b>	<b>(1.0)</b>
<b>TREE FUND</b>					
<b>FORESTRY DEPARTMENT</b>					
Forestry Asset Manager	1.0	1.0	1.0	1.0	0.0
<b>TOTAL TREE FUND</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>
<b>PEG CABLE FUND</b>					
<b>PEG CABLE DEPARTMENT</b>					
Director of Communications	0.5	0.5	0.5	0.0	(0.5)
Multi-Media Production Specialist	2.0	2.0	2.0	2.0	0.0
<b>TOTAL PEG FUND</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.0</b>	<b>(0.5)</b>
<b>WATER AND SEWER FUND</b>					
<b>WATER AND SEWER DEPARTMENT</b>					
Water & Sewer Financial Specialist	1.0	1.0	1.0	1.0	0.0
City Engineer	0.75	0.75	0.75	0.75	0.0
Water & Sewer Manager	1.0	1.0	1.0	1.0	0.0
Light Equipment Operator	4.0	4.0	4.0	4.0	0.0
Maintenance	3.0	3.0	3.0	3.0	0.0
Senior Customer Service Representative	1.75	1.75	1.75	2.00	0.25
Water & Sewer Cross Connection Specialist	1.0	1.0	1.0	1.0	0.0
Work Leader	1.0	1.0	1.0	1.0	0.0
<b>TOTAL WATER AND SEWER FUND</b>	<b>13.5</b>	<b>13.5</b>	<b>13.5</b>	<b>13.75</b>	<b>0.25</b>
<b>TOTAL FUNDS (not including Library)</b>	<b>253.0</b>	<b>248.0</b>	<b>249.0</b>	<b>252.0</b>	<b>3.0</b>

# DEPARTMENTAL INFORMATION

## Full-Time Personnel Summary

	<u>2019-20 AMENDED BUDGET</u>	<u>2020-21 ADOPTED BUDGET</u>	<u>2020-21 AMENDED BUDGET</u>	<u>2021-22 ADOPTED BUDGET</u>	<u>INCREASE (DECREASE)</u>
<b>LIBRARY FUND</b>					
<b>LIBRARY</b>					
Administrative Assistant	1.0	1.0	1.0	0.0	(1.0)
Human Resources Specialist	0.0	0.0	0.0	1.0	1.0
Collections Specialist	1.0	1.0	1.0	1.0	0.0
Communications Coordinator	1.0	1.0	1.0	1.0	0.0
Early Literacy Specialist	1.0	1.0	1.0	1.0	0.0
Department Head-Information Systems	1.0	1.0	1.0	1.0	0.0
Department Head-Information Technology	1.0	1.0	1.0	1.0	0.0
Department Head-Support Services	1.0	1.0	1.0	1.0	0.0
Facilities Assistant II	1.0	1.0	1.0	1.0	0.0
Librarian-Information Systems	3.0	3.0	3.0	3.0	0.0
Librarian-Electronic Services	1.0	1.0	1.0	1.0	0.0
Librarian-International Services	1.0	1.0	1.0	1.0	0.0
Library Director	1.0	1.0	1.0	1.0	0.0
Supervisor-Support Services	3.0	3.0	3.0	3.0	0.0
Network Support Specialist	1.0	1.0	1.0	1.0	0.0
<b>TOTAL LIBRARY FUND</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>
<b>TOTAL ALL FUNDS</b>	<b>271.0</b>	<b>266.0</b>	<b>267.0</b>	<b>270.0</b>	<b>3.0</b>

# DEPARTMENTAL INFORMATION

## Department Descriptions, Performance Measures, Goals, & Objectives

The City of Novi has 23 General Fund departments that are accounted for separately within the fund; including the City's contracted legal firm. There are three departments within the Parks, Recreation, and Cultural Services Fund; one department within the Tree Fund; one department within the PEG Cable Fund; one department accounted for within the Library Fund; one department within the Water and Sewer Fund; a contractual management company within the Ice Arena Fund; and a contractual management company within the Senior Housing (Meadowbrook Commons) Fund.

### Mayor and City Council (101.00)

#### Overview

The citizens of Novi elect the Mayor (two-year term) and the six members of Council (staggered four-year terms) as their representatives. The City Council has the power to adopt laws, ordinances and resolutions, to approve contracts and agreements, to adopt the budget, to levy taxes, and to set policy. The City Council appoints a City Manager who is accountable for all administrative functions that are not directed by the City Charter or ordinance upon another official.

#### Performance Measures, Goals, and Objectives

##### Objectives

- Continue to provide management with citywide goals and objectives.

##### Goals

- The following are the strategic goals:
  - Nurture public services that residents want and value
  - Operate a world-class and sustainable local government
  - Value and build a desirable and vibrant community for residents and businesses alike now and into the future
  - Invest properly in being a Safe Community at all times for all people

# DEPARTMENTAL INFORMATION

## City Manager (172.00)

### Overview

The City Manager's Office strives to effectively serve the City Council and public through responsible administration of all City affairs as well as demonstrate and promote the highest standard of ethics, professionalism, and integrity throughout the City organization. The City Manager's Office fosters open and transparent communications, actively solicits and incorporates citizen involvement and participation, and achieves outstanding results through partnerships with other service providers in both the public and private sectors. The City Manager's Office demonstrates through words, actions, and policies a commitment to treat all colleagues and citizens with respect, accountability and dignity.

### Performance Measures, Goals, and Objectives

#### Short-term Objectives

- Continue to implement City Council's strategic goals

#### Long-term Goals

- Continue to collaborate with Federal, State, and Local partners to eventually expand Beck Road

#### Performance Measures

##### FY 2019-20:

- IN PROGRESS—Establish a public transit system that will reduce traffic and smog; and ensure Novi residents, employees and visitors have stable routes to and from destinations.
- DONE—Review all City boards and commissions to determine if they are still relevant and what boards and commissions should be added (including having Older Adult Advisory Board and Cultural Arts Board become Council appointed.)

##### FY 2020-21

- DONE - Change the way we assess the City Manager; do one-on-ones, in private, not at a city council meeting. Then, at a later date, in closed session, discussion as to salary only.

##### FY 2021-22

- Ensure a smooth transition with a new solid waste hauler at the beginning of the fiscal year

# DEPARTMENTAL INFORMATION

## Financial Services: Finance Department (201.00)

### Overview

The Finance Department provides high quality operational services including accounting, budgeting, debt administration, arbitrage reporting, grant reporting, accounts receivable, payroll, accounts payable, and purchasing. The budget function provides financial planning, evaluation, forecasting and management analysis services in support of City operations. The Finance Department maintains the City's financial records in accordance with City Charter, State law, and generally accepted accounting principles (GAAP) by providing the highest quality, most efficient and cost effective accounting function. A comprehensive annual financial report is prepared each year in connection with the City's annual audit. The Finance Department also supports all financial aspects of initiatives stemming from the City Manager's Office towards the general promotion of fiscally responsible government.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Earn the annual Government Finance Officers Association Distinguished Budget Award.
- Earn the annual Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.
- Complete a Comprehensive Annual Financial Report for the City of Novi and achieve an unqualified (clean) opinion.
- Monitor the City's OPEB contributions to ensure the City maintains its fully funded status.

#### Long-Term Goals

- Review of staffing levels and assignments/workflow with upcoming retirements within the department.
- Review of payroll process for DPW department for possible migration to real time electronic time sheets.

#### Performance Measures

##### FY2019-20:

- DONE - Purchase and implement OnBase Production Document Imaging Licenses
- POSTPONED - Purchase and implement OnBase Advance Capture
- IN PROGRESS - Revamp drain millage to expand purpose to include funding preservation natural areas and acquisition of park land

##### FY 2020-21:

- IN PROGRESS - Create a financially sustainable plan for the Tree Fund—current funding mechanism is not sustainable long term.
- IN PROGRESS - Develop a plan to identify and purchase high quality woodlands using tree fund dollars so they are preserved permanently. Goal for at least 50 acres a year.
- POSTPONED - Purchase and implement OnBase Advance Capture

##### FY 2021-22:

- Assist with Implementation of OnBase Advance Capture



# DEPARTMENTAL INFORMATION

## Financial Services: Treasury (253.00)

### Overview

The mission of the Treasurer's Department is to provide extraordinary service to the community through continued professional development and cross-training of our staff, and through credible, proactive and continued improvements to our procedures and technologies. The Treasurer's Department is responsible for all monetary collections on behalf of the City of Novi. Treasury oversees the billing, collection and distribution of City, County, School and State Education taxes and prepares the delinquent tax rolls. The Department prepares all special billings and rolls, collects City receivables, conducts daily banking, and issues dog licenses on behalf of Oakland County. The financial services for the Water and Sewer Division are provided by the Department including billing and collection of water and sewer usage; calculation, invoicing and collection of capital charges; administration of monitoring agreements; and the distribution and reconciliation of payback agreements. The Department is also responsible for investing public funds in a manner consistent with the City's Investment Policy with the primary focus and order of priority on security, risk and then yield.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Ensure the safety of City funds by working with bank financial experts to incorporate programs consistent with our investment policy principles of safety, liquidity and yield.
- Maintain approximately \$150 million (as of March 31, 2020) in cash and investments including post-retirement health care funding by balancing interest rate risk, risk and concentration of risk.

#### Long-Term Goals

- Review of remote payment/direct billing process to increase the ease for customers paying all bills to City

#### Performance Measures

##### FY 2019-20:

- DONE - Expand credit card services for Public Safety and District Court

##### FY 2020-21:

- IN PROGRESS - Review of cash processing procedures/methods for possible reduction in use of armored car services
- IN PROGRESS - Review of possible direct payment option for property tax bills

##### FY 2021-22:

- Review of banking relationship with current vendors to ensure all existing services are necessary and related fees are reasonable
- Explore possible overall investment agent to assist with security and overall return to City investments



# DEPARTMENTAL INFORMATION

## Integrated Solutions (IS): Information Technology (205.00)

### Overview

The City of Novi Integrated Solutions (IS): Information Technology Department's mission is to form and maintain sustainable relationships with its business partners, leveraging a balance of technology and governance to engineer technology solutions which are citizen-centric, cost-effective, and drive efficient public service delivery throughout the City. The Integrated Solutions (IS) Department maintains a City-wide service delivery focus working in collaboration with all City service areas. The team develops plans and strategies for maximizing business value by making the City's technology resources available to more than 300 full-time/part-time staff, volunteers, and the community at large. IS staff provide project management expertise, application/hardware support, technology procurement guidance, training, enforcement of uniform governance standards, auditing services and cost-benefit analyses for technology alternatives and recommended solutions. The IS Department also maintains the City's location based information services, resources, and products. Locational intelligence is an integral part of emergency service response, utility asset management, community development, capital improvement planning, and recreation programming. The team's expertise enables the design of interactive web mapping resources, provide reverse E-911 system support for over 60,000 landline subscribers, administer asset management systems, and professionally design map products used by the community and staff to communicate how City services are delivered and ordinances are uniformly enforced throughout the community.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Maintain effective communication channels with other City departments and intergovernmental partners
- Constantly identify opportunities to equip the community with technology solutions delivering outstanding public service
- Develop flexible, cost-effective Information Technology systems for the City including communications, data management, application enhancement/support, and extensible hardware infrastructure
- Provide reliable and secure data center services and support for citywide information technology systems
- Provide wide and local area network (WAN/LAN) design and support, including network monitoring and security
- Provide support for hosted internet services as well as desktop support services
- Embrace the virtual City Hall concept providing 24x7 citizen access

#### Long-Term Goals

- Design and maintain a network infrastructure that meets the ever-changing connectivity requirements of the organization.
- Continually administer and adapt network security through ever changing best practices to maintain data integrity and compliance.

# DEPARTMENTAL INFORMATION

## Performance Measures

### FY 2019-20:

- DONE - Purchase Personal Computers (PC) Refresh annual program throughout departments
- DONE - Purchase Backup Appliance replacement for the Civic Center
- DONE - Purchase and implemented E911 Phone Location Database
- DONE - Purchase and implemented Microsoft Office 365 Upgrade
- POSTPONED—Assist with Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer

### FY 2020-21:

- IN PROGRESS - Personal Computers (PC) Refresh annual program throughout departments
- IN PROGRESS - Assist with Asset Condition Evaluation—GIS/GPS consultant services for drains and water & sewer
- IN PROGRESS - Purchase Virtual Server Hardware and Storage replacements (1 storage device FY20-21, 3 servers FY21-22, & 2 switches FY 21-22)
- IN PROGRESS - Purchase Antivirus Software replacement
- IN PROGRESS - Replace wide format copier/scanner/printer OCE (CD: Building Dept)

### FY 2021-22:

- Personal Computers (PC) Refresh annual program throughout departments
- Replace Virtual Server Hardware and Storage 1 storage device FY20-21, 3 servers FY21-22, & 2 switches FY 21-22)
- Replace WiFi Access Points (16)
- Extend Field Verification Technician part-time GIS position (50% W/S & 50% Drain) additional year
- Implementation of OnBase Advance Capture (FS: Finance Dept)

# DEPARTMENTAL INFORMATION

## Integrated Solutions (IS): Facility Management (265.00)

### Overview

The Integrated Solutions: Facility Management Division' provides core operation, maintenance, and strategic planning for city owned buildings. In addition to maintaining current city owned buildings, we oversee and manage capital projects further developing city facilities. The Facilities Management Division delivers these services in a safe, cost-effective, and sustainable manner to support the citizens and employees who use these facilities.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Perform extensive preventive management on city own buildings minimizing down time and allowing for safe and constant operation.
- Collaborate with all city departments and outside agencies to coordinate upgrades, to city owned facilities.
- Deliver a modern and innovative office environment.

#### Long-Term Goals

- Deploy sustainable building and energy solutions to lower operating costs.
- Provide project management expertise in the design and construction of capital projects pertaining to city owned buildings.

#### Performance Measures

FY 2019-20:

- DONE - HVAC Building Automation Project at the Civic Center and Police Station
- DONE - Partition Upgrade Project at the Community Center within the Civic Center
- DONE - Relocation of Novi Special

FY 2020-21:

- DONE - Install card access (3 exterior doors & 2 interior doors) at Fire Station #5
- DONE - Install parking lot lights (9) at Fire Station #4
- DONE - Screen wall waterproofing at Civic Center
- IN PROGRESS - External painting at Fire Stations 1, 2, 3, 4 & 5
- IN PROGRESS - Renovate Police Dispatch Center

*Council approved Pull-ahead projects:*

- DONE - Restroom Upgrade (2 restrooms Community Center side) - Civic Center
- IN PROGRESS - Automatic Door Replacement (North and South Entrances) & Other Upgrades @ Civic Center
- IN PROGRESS - Carpet Replacement - PRCS and Treasury Offices
- IN PROGRESS - Youth Assistance Renovation

FY 2021-22:

- Install epoxy floor (2 sally ports) @ Police Station
- Replace Roof @ Fire Station #2
- Replace Roof @ Fire Station #3
- Replace irrigation system @ Civic Center

# DEPARTMENTAL INFORMATION

## Integrated Solutions (IS): Facility Management – Parks Maintenance (265.10)

### Overview

The Integrated Solutions: Facility Management – Parks and Municipal Grounds Management Division's mission is to provide and maintain an exceptional level of service to the residents, customers, volunteers, and visitors to the Novi parks system. The Parks Maintenance team will ensure that concerns are met in a timely and professional manner by working together with contractors, customers, and other departments to provide quality parks and facilities.

The scope of the parks maintenance division includes service to community facilities and parks covering 925 acres, neighborhood parks with over 22 acres, and municipal properties totaling over 234 acres. These parks include amenities such as athletic fields, restrooms, pavilions, common areas, nature trails, and playgrounds.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Increase the quality of athletic fields, playgrounds, and amenities through cost effective maintenance and by replacing/repairing equipment proactively.
- Reduce flood areas within all parks by installing proper drainage.
- Develop more effective fertilizer and pesticide programs to better maintain turf on all athletic fields within the parks as well as surrounding areas.
- Perform preventive maintenance by conducting inspections of park structures, playgrounds, parks, and municipal grounds ensuring safety, proper operation, and cleanliness.
- Perform reactive maintenance by responding to uncontrollable events and taking prompt action to immediately rectify a park maintenance concern.
- Assist and setup for special events including baseball tournaments, River Day, Arbor Day, Light up the Night, etc.

#### Long-Term Goals

- Establish an equipment maintenance and replacement program for small engine equipment and parks truck fleet.
- Develop and implement an innovative turf management strategy.
- Provide project management expertise in the design and construction of capital projects pertaining to city owned park land.

#### Performance Measures

FY 2019-20:

- DONE - Purchase a Utility Tractor w/o Cab replacement

FY 2020-21:

- IN PROGRESS - Purchase replacement equipment: wide area mower (replace #10; 2006 Toro 580-D)
- IN PROGRESS - Purchase new equipment: boom sprayer

*Council approved Pull-ahead projects:*

- IN PROGRESS - Power Park Concession Stand and Restrooms Epoxy Flooring Upgrade

# DEPARTMENTAL INFORMATION

FY 2021-22:

- Purchase Mini Skid Steer
- Purchase Electric Gator Utility Vehicle (replace #3; 2004 John Deere HPX 4x4)

## Assessing Department (209.00)

### Overview

The mission of the Assessing Department is to uniformly and equitably value all taxable real and personal property within the City of Novi. The annual creation of this tax base provides funding for education, City services and other government functions. The Assessing Department continually works to improve the quality of service to the public and to deliver reliable information in a timely and professional manner.

### Performance Measures, Goals, and Objectives

#### Short-term Objectives

- The department continues to provide useful information to the public through the internet. The department continues to digitally sketch buildings and makes those available on-line.

#### Long-term Goals

The long-term goals of the City of Novi's Assessing Department is to promote and maintain public trust in the assessment services provided by:

- complying with the State of Michigan's Audit of Minimum Assessing Requirements (AMAR);
- ensuring that the mass appraisal methods and procedures employed are in compliance with the requirements of the Uniform Standards of Professional Appraisal Practice and the State Tax Commission's Assessor's Manual; and
- communicating assessment practices, valuation records and reports in a clear, meaningful, and transparent manner.

#### Performance Measures

FY 2019-20

- DONE - Purchase vehicle replacement
- DONE - Sample audit for personal property

FY 2020-21:

- ONGOING - Provide the highest quality assessment services of real and personal property
- ONGOING - Provide highest quality professionalism and communication skills to ensure public trust in assessment practices
- ONGOING - Continuously examine best practices to ensure proper administration of land division, exemption and record retention policies

FY 2021-22:

- 2022 Audit of Minimum Assessing Requirements (AMAR) conducted by State Tax Commission
- Research methods for digital sketching while conducting field inspections
- Develop best practices to overcome challenging times during periods of disaster to continue assessment cycle; for example, COVID, floods, fire



# DEPARTMENTAL INFORMATION

## City Attorney, Insurance, and Claims (210.00)

### Overview

The City Attorney represents the City in civil and criminal proceedings and serves as legal advisor to the City, its agencies, and officials and in some instances its employees.

As legal advisor, the City Attorney prepares documents and instruments, drafts ordinances, renders formal and informal opinions, reviews contracts and performs other services as required by law.

City Attorney services are contracted through the firm of Rosati, Schultz, Joppich & Amtsbuechler, P.C. City Attorney legal support extends to City Council, Planning Commission, Zoning Board of Appeals, City Administration, and as needed, City Boards and Commissions. The City Attorney does not provide legal advice to members of the public.

### Performance Measures, Goals, and Objectives

- Continue to provide professional legal advice and services to the City

## City Clerk (215.00)

### Overview

The City Clerk's Office is responsible for administering all elections in accordance with State and Federal law. The City Clerk and Deputy Clerk are accredited by the Secretary of State under Michigan election law to conduct training for precinct inspectors appointed to serve in the polls at Local, School, County, State, and Federal elections. The City Clerk and Deputy Clerk are also Certified Michigan Municipal Clerks in accordance with the standards set by the Michigan Municipal Clerks Association and re-certified every 2 years. As the City's "Official Record keeper", the Clerk's office is responsible for document storage and retrieval of contracts, agreements, leases, bids, deeds, easements, City Code amendments and minutes of City Council and all Boards and Commissions. We respond to requests for public records in accordance with the Freedom of Information Act (FOIA) daily and maintain and produce documents that enable transparency of local government for the public. The City Clerk attends all City Council Regular, Special, Ad Hoc and Budget meetings. Staff coordinates with all departments in the preparation of electronic Council packets. The Clerk's office posts and publishes notices of meetings, public hearings, zoning map amendments, and adopted ordinances in accordance with the Open Meetings Act. All meeting actions are recorded, transcribed, and maintained in the Clerk's office. The City Clerk's office also produces and tracks agreements approved by City Council. The City Clerk's Office reviews and maintains the City's Property and Liability Insurance. The City Clerk's Office processes liquor license applications, ordinance amendments and resolutions adopted by City Council, issuing permits and licenses for refuse haulers, arcades, auctioneers, massage therapist permits, massage business licenses, pawnbroker, peddlers and non-commercial solicitor permits, precious items dealers, taxicab and outdoor gathering permits. The Clerk's office provides notary services at no charge to residents. We are certified as a National passport acceptance agency and provide passport photo service on a daily basis.

# DEPARTMENTAL INFORMATION

## **Performance Measures, Goals, and Objectives**

### Short-term Objectives

- Conduct elections in accordance with State of Michigan election law, receive certification from County Board of Canvassers and audits by State of Michigan Bureau of Elections.
- Receive, route and provide response documents for FOIA (Freedom of Information Act) requests.
- Accept and process Passport applications and Passport Photos. Process and issue licenses and permits.

### Long-term Goals

- Reorganize department to improve workflow and customer service especially during busy election periods. Department reorganization will include reconstruction of actual physical layout.

### Performance Measures

#### FY 2019-20:

- DONE - Purchase Voter Records Rolodex replacement
- DONE - Purchase Agenda Software

#### FY 2020-21:

- DONE - Purchase and implement Verity Central high speed tabulators for counting absentee ballots (2)

#### FY 2021-22:

- Prepare for Office Renovation

Operating indicators included in the Statistical and Glossary section.



# DEPARTMENTAL INFORMATION

## Human Resources (270.00)

### Overview

The mission of the Human Resources Department (HR) is to provide vision, leadership and guidance while developing a work culture that supports continuous improvement and superior customer service. The department strives to attract, develop and retain a highly qualified, diverse and dynamic workforce. The goal of the department is to provide timely guidance and direction to management as well as all employees.

HR is responsible for providing support to all City Departments by performing the centralized functions of recruitment, selection, testing, on-boarding, training, and staff development. The Department is also responsible for the maintenance and negotiation of various collective bargaining agreements representing six union groups as well as the employment relationship with all non-union employees. The City of Novi HR Department also is responsible for the coordination and administration of the City's various health plans for active and retired employees. The Employee Wellness program, also managed through the HR Department, was designed to provide employees with opportunities to gain information on how to achieve a healthy work/life balance. Wellness opportunities include Health Risk Assessments, weight management, healthy cooking, smoking cessation, financial wellness and various other wellness-based educational opportunities. Programs are marketed to improve overall health and wellbeing and may include incentive-based workshops and challenges (incentives may include nutrition based books or educational materials, gift cards, etc.).

The traditional HR functions including compliance with all employment law requirements such as Equal Employment Opportunity, Fair Labor Standards Act, Family Medical Leave Act, American with Disability Act and the Patient Protection and Affordable Care Act (ACA) are also managed through Human Resources.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Continue to provide opportunities for all employees to participate in a variety of wellness workshops and challenges that promote good health and overall wellness, in conjunction with the ACA. Such opportunities may include, but are not be limited to, fitness challenges (altered according to employee ability), fitness memberships or fitness class reimbursements, nutrition classes, health-related campaigns and events, and financial wellness seminars.

#### Long-Term Goals

- Recruit a more diverse workforce

# DEPARTMENTAL INFORMATION

## Performance Measures

FY 2019-20:

- DONE - Negotiate POLC, COAM, and MAFF Union Contracts

FY 2020-21:

- IN PROGRESS - Employee retention and planning: (1)develop succession plan for all City department heads and other key leadership roles. (2)review/update our strategy to attract and retain the best employees at all levels of the organization and all departments including competitive levels of pay, benefits, training, developmental and promotional opportunities.
- IN PROGRESS - Develop/increase efforts to strengthen the Aux/POC program and ensure continued quality new hires into the system.
- POSTPONED - Compensation benchmark survey (admin only)

FY 2020-21:

- Compensation Benchmark Survey (ADMIN ONLY)

# DEPARTMENTAL INFORMATION

## Community Relations (295.00)

### Overview

The mission of Community Relations is to provide open and thorough communication between the City of Novi and all community members – business and residential. A key element of the efforts is to present a positive image of the City of Novi, internally and externally, through personal, printed, and visual communication, with citizen engagement as an overall goal.

The Community Relations team works with citizens, businesses, and City staff to ensure open lines of communication at all times. Community Relations is also responsible for coordinating employee engagement for the Novi staff team.

The Group also supports and coordinates City events and functions that promote community spirit, volunteer activism, encourage citizen engagement, and enhance the sense of community. Community Relations additionally leads the Employee Wellness and Engagement Series (EWES) to promote City spirit among employees and enhance work culture. Offerings include, but are not limited to Quarterly Employee Recognition Breakfasts, Evening of Appreciation Dinner, years of service recognition awards, annual picnic, National Employee Appreciation Day, Lunch and a Movie, and more.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Partner with Accuform Printing to produce the Engage publication bi-monthly at a reduced cost to the City
- Coordinate the Spring 'mini' Paloozas in the north and south ends of the city
- Coordinate and refresh the Novi Youth Council
- Produce video programming
- Expand the Employee Wellness and Engagement Series (EWE(s)) to enhance the work culture and overall health and wellness of Novi employees
- Coordinate the annual Evening of Appreciation and State of the City Address
- Manage the City of Novi's presence on Twitter, Facebook, Instagram and NextDoor
- Participate in more than a dozen ribbon cuttings
- Coordinate the Novi Ambassador Academy for education/training of future community leaders and initiated Novi University for City staff

#### Long-Term Goals

- Effectively engage community members through multiple platforms of communication

# DEPARTMENTAL INFORMATION

## Performance Measures

### FY 2019-20:

- DONE - Assist PEG Cable Department with purchase of a Video Switcher replacement for the Council Chambers
- DONE - Promote Novi's 50th birthday year long celebration
- DONE - Implement Novi.org website
- DONE - Launch refreshed Engage magazine

### FY 2020-21:

- IN PROGRESS - Refresh City entryway signs (17 total; approx. 3 per year over 6 years beginning FY 20-21)

### FY 2021-22:

- Refresh City entryway signs (17 total; approx. 3 per year over 6 years beginning FY 20-21)
- Launch refreshed cityofnovi.org and eWeb websites
- Coordinate a Holiday Market event from existing adopted budget taking into consideration potential COVID-19 restrictions on gatherings

# DEPARTMENTAL INFORMATION

## Economic Development (296.00)

### Overview

The mission of Economic Development is to aggressively maintain and improve the City's financial base by emphasizing the importance of economic development, redevelopment, and marketing the City as a distinctive and welcoming place to do business.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Refine economic development and marketing policies and work with local partnerships to focus on business retention and attraction efforts which can further diversify and expand the City's tax base and create local jobs
- Facilitate strong identifiable City regional centers and successful vibrant and attractive commercial centers with unique offerings and focal points that serve as destinations for residents and visitors

#### Long-Term Goals

- Identify a sustainable and vibrant development for the Anglin property (Grand River and Town Center)
- Continue to work with the Corridor Improvement Authority Board to redevelop properties in the district and begin to create a sense of "place" for the corridor

#### Performance Measures

##### FY 2019-20:

- IN PROGRESS - Create a comprehensive sustainability plan that includes businesses, residents, and the City which incorporates not only renewable energy goals but assurance of clean water, environmentally friendly practices, and other green initiatives

##### FY 2020-21:

- IN PROGRESS - Perform annual visits of the significant international companies located in Novi to offer assistance as needed. In addition, assist potential new developments, as needed, with economic development issues or challenges.

##### FY 2021-22:

- Engage with the entire business community (Small and large business/corporations) to identify opportunities to support the m in the post-pandemic world.

# DEPARTMENTAL INFORMATION

## Public Safety: Police Department (301.00)

### Overview

The men and women of the Novi Police Department work toward providing a safe and healthy community for all to enjoy. We embrace and utilize the most innovative programs available; always striving to be on the cutting edge of new technology. Our focus is on problem- and community-oriented policing, which is fully embodied in the Department's mission statement, "Partners with our Community." The Novi Police Department is committed to proactively enhancing the quality of life and reducing the criminal fears of all community members.

The Operations Division responds to all emergencies and other calls for police service with uniform personnel. In addition, this division has primary responsibility for the enforcement of state and local laws and ordinances, traffic enforcement, preliminary case investigations, arresting offenders and prisoner processing.

The Support Services Division consists of the Communications Section, Records Section, and the Investigations Section. The Communications Section receives incoming calls for service, dispatching police, fire and ambulance services for Novi and other regional dispatch consortium members. The City of Novi provides emergency dispatch services for the entire City of Novi as well as for the City of South Lyon. The Records Section is responsible for the storage and retention of all official police and fire documents. The unit is also responsible for all aspects of the police computer system as well as the management and storage of all digital in-car camera media, and the police building and Firearms Training Center closed circuit monitoring system. The Investigations Section is comprised of detectives who conduct detailed follow-up into all criminal matters and present their findings for criminal prosecution. The Investigations Section is responsible for all crime prevention programs, our undercover assets in surveillance and narcotics, and the School Resource Officer partnership we have with the Novi Community School District.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- In support of the goals established by City Council, the Novi Police Department continues to pursue State, Federal and local law enforcement agencies to rent the Firearms Training Center.

#### Long-Term Goals

- Review staffing of the public safety department and recommend adjustments as needed to ensure the outstanding safety and customer service is maintained in the City.

#### Performance Measures

FY 2019-20:

- DONE - Replace marked vehicles (6 vehicles; in conjunction with Forfeiture Fund)
- DONE - Unmarked vehicle replacement purchased for investigations (in conjunction with Forfeiture Fund)
- DONE - Replace 4 speed signs
- DONE - Provide additional public safety resources for Schools located in Novi
- TRAFFIC STUDY CONFIRMED NOT NECESSARY —Hire a part-time Crossing Guard at Deerfield



# DEPARTMENTAL INFORMATION

FY 2020-21:

- DONE - Upgrade police security gate
- DONE - Replace 911 uninterruptible power supply (UPS) system

FY 2021-22:

- Assist with replacing marked vehicles (6 vehicles; in conjunction with Forfeiture Fund)
- Assist with Unmarked vehicle replacement purchased for investigations (in conjunction with Forfeiture Fund)
- Assist with epoxy floor (2 sally ports) project @ police station
- Address school walking zones by adding appropriate signage and/or crossing guard (Wixom Road near 11 Mile Road)

*The Forfeiture Special Revenue Fund records all receipts and expenditures relating to Federal, State, Local and OWI, forfeited and legally restricted, funds relating to narcotic trafficking, money laundering, State laws and ordinances.*

Operating indicators included in the Statistical and Glossary section.

## Public Safety: Fire Department (337.00)

### Overview

The Novi Fire Department provides fire protection services as well as Basic Life Support, Fire Prevention & Education Services, and Fire Code and Commercial Inspection Services. The department has oversight and operational responsibility for coordinating and administering a private Advanced Life Support contract with Community Emergency Medical Services (CEMS). The men and women of the Novi Fire Department work in concert with other public and private safety and emergency medical service providers to ensure a safe and efficient service delivery model.

The Novi Fire Department is responsible for providing the community of Novi with life and property protection from fire and other threatening situations. The Department takes pride in providing timely response and effective management of fire control situations, rescue, medical and environmental emergencies. The Department is involved in the enforcement of State laws and City ordinances that relate to fire protection. Inspections of commercial/industrial buildings and multiple dwellings are conducted to determine if buildings comply with Fire Protection Code.

The Novi Fire Department is a combination Department, staffed by full-time, part-time, and paid-on-call members.

The Operations Division responds to all fire, medical emergencies, hazardous material, and service incidents in Novi, as well as mutual aid requests from surrounding communities.

The Training Division provides fire, medical, and related instruction to members of the Department. Fire safety, cardiopulmonary resuscitation training and fire protection education programs are provided to the public.



# DEPARTMENTAL INFORMATION

## **Performance Measures, Goals, and Objectives**

### Short-Term Objectives

- The Fire Department and Public Safety Administration continue to place considerable emphasis on the recruitment and marketing efforts for paid-on-call firefighter positions.

### Long-Term Goals

- Review and recommend staffing level adjustments, as needed, to ensure the very successful full-time, part-time, and paid-on-call model continues into the future.

### Performance Measures

#### FY 2019-20:

- DONE - Purchase replacements for a Squad & a Fire Rescue Boat
- DONE - Purchase weight equipment for Fire Stations (4)
- DONE - Purchase Turn-Out Gear Washer/Extractor & Dryer replacements and secondary stackable washer/dryer (Fire Station #4)
- ONGOING - Establish a strategic plan for the Novi Fire Department. This would include short and long term goals for the department, analysis of the current staging model, and consideration of basic life support transport by City firefighters

#### FY 2020-21:

- DONE - Purchase combustible gas detectors (6)
- DONE- Upgrade vehicle exhaust removal system (15)

#### FY 2021-22:

- Hire Fire Protection Officer full-time position (increase count from 17 to 18)
- Assist with purchase of Engine (replace #342; 2005 Seagrave)
- Assist with roof replacement project @ Fire Station #2
- Assist with roof replacement project @ Fire Station #3

Operating indicators included in the Statistical and Glossary section.

The operations of the Police and Fire Departments within the General Fund, including payment for personnel-related expenditures and for the purchase of fire trucks, apparatus and equipment is supplemented by the City Charter authorized Public Safety property tax millage.

The Police and Fire Departments support and assist in the coordination of the City events and functions that promote community spirit, volunteer activism, encourage citizen engagement, promote City spirit amongst staff and enhance work culture. Offerings include Annual Police and Fire Awards Ceremony, hosting training for staff as well as citizens and outside agencies, hosting meetings with outside agencies, the 911 Recognition Breakfast, Spring for Novi, retirement ceremonies, new hire oath ceremonies, and Addicted to Movies Not Drugs and Addicted to Games Not Drugs events. Crime prevention items, light refreshments as well as plaques are purchased as necessary.

# DEPARTMENTAL INFORMATION

## Community Development — Building Department (371.00)

### Overview

The Community Development – Building Department strives daily to apply the vision and goals set by the City Council, Commissions and Boards to the development and transformation of the Novi community. Quality development constructed in accordance with the high standards contributed to Novi's ability to weather the recent economic storm better than many similar communities. As economic conditions continue to improve, so does the opportunity to leverage the desirability and stability of the community to attract new businesses and residents with first class development, investment, and job opportunities.

Ordinance Enforcement continues to be a significant need and this will hold true for the near future. Whether addressing minor yard maintenance, signage and zoning violations, soil erosion and sedimentation control or removing entire buildings, these efforts are effective throughout our neighborhoods and are carried out in cooperation with many other departments.

The Community Development Department continues to work closely with staff provide exemplary customer service to our residents, customers and businesses. This often means expending extraordinary effort to assist, guide and support new businesses and developments in the City.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Continue development and growth in use of the capabilities of the BS&A Building.Net software including project closeout and workflow.

#### Long-Term Goals

- Implement digital submission, review, and records systems to increase efficiency and service levels

#### Performance Measures

FY2019-20:

- DONE - Purchase a vehicle replacement

FY 2020-21:

- IN PROGRESS - Assist with replacing wide format copier/scanner/printer OCE

FY 2021-22:

- Implement CD Tech Upgrades (Phase 1) - BSA Planning, Zoning, and Engineering (PZE) software module including staff training

# DEPARTMENTAL INFORMATION

## Community Development — Planning Department (807.00)

### Overview

The Community Development: Planning Department strives daily to apply the vision and goals set by the City Council, Commissions and Boards to the development and transformation of the Novi community. Quality development constructed in accordance with the high standards contributed to Novi's ability to weather the recent economic storm better than many similar communities. As economic conditions continue to improve, so does the opportunity to leverage the desirability and stability of the community to attract new businesses and residents with first class development, investment, and job opportunities.

The continuum of planning through physical construction followed by maintenance and redevelopment of the built environment remains a high priority. Development standards need to reflect uses, materials and processes that did not exist a decade ago. Continued implementation of the Non-Motorized Master Plan focuses on pathways and sidewalks to enhance the quality of life for Novi residents and the character of the community, while prioritizing the allocation of funds and other resources for improvements to the non-motorized network. Continuous improvement and refinement of the Zoning Ordinance through amendments and Master Plan recommendations balance the priorities of the residential, development and business communities.

The Community Development Department continues to work closely with staff provide exemplary customer service to our residents, customers and businesses. This often means expending extraordinary effort to assist, guide and support new businesses and developments in the City.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Continue development and growth in use of the capabilities of the BS&A Building.Net software including project closeout and workflow.

#### Long-Term Goals

- Continue to implement the recommendations of the Master Plan for Land Use

#### Performance Measures

FY 2019-20

- IN PROGRESS - Continue document imaging/scanning project

FY 2020-21:

- IN PROGRESS - Woodland and Wetlands review and amend: (1)comprehensive review of woodland and wetland ordinance; included benchmark against other communities, (2)amend woodlands and wetlands ordinances to balance protection of natural resources with development.
- IN PROGRESS - Continue document imaging/scanning project; final year

FY 2021-22:

- Update Master Plan for Land Use & Thoroughfare Plan
- Update Nonmotorized Master Plan (2011)

# DEPARTMENTAL INFORMATION

## Department of Public Works — Administration (442.00)

### Overview

DPW staff members are committed to responding to and efficiently fulfilling service requests while maintaining the high quality of service that Novi residents expect. DPW's top priority is to provide a safe and healthy environment for the residents and business owners of the community. The department is comprised of dedicated and professional individuals who have a shared goal of ensuring the health, safety and welfare of the community.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- The Administration Division is primarily responsible for providing direct support to the Department of Public Work's day-to-day activities.

#### Long-Term Goals

- Aggressive pursuit and obtain alternative funding options for major roads projects on Beck Road and 12 Mile Road
- Evaluate and refresh staff training programs and department policies

#### Performance Measures

FY 2019-20:

- DONE - Assist with DPW Building renovation

FY 2020-21:

- POSTPONED - Begin process of national accreditation for entire Department of Public Works

FY 2021-22:

- Begin process of national accreditation for entire Department of Public Works
- Assist in MAPE contract negotiations
- Complete Assessment of APWA Best Practices

## Department of Public Works — Engineering (442.10)

### Overview

DPW staff members are committed to responding to and efficiently fulfilling service requests while maintaining the high quality of service that Novi residents expect. DPW's top priority is to provide a safe and healthy environment for the residents and business owners of the community. The department is comprised of dedicated and professional individuals who have a shared goal of ensuring the health, safety and welfare of the community.

# DEPARTMENTAL INFORMATION

## **Performance Measures, Goals, and Objectives**

### Short-Term Objectives

- The Engineering Division performs civil engineering activities involving:
  - 1) Planning, designing and constructing public capital projects
  - 2) Site plan review & oversight of the design/construction of private development projects
  - 3) Coordinating and controlling engineering inspection of public and private construction projects; Issuing permits for and inspecting construction in the City's rights-of-way.
  - 4) Providing technical assistance to other DPW divisions and other City departments that need professional civil engineering support.

### Long-Term Goals

- Improve City Infrastructure to maintain a high level of service for all stakeholders
- Maintain and implement a plan for necessary improvements to accommodate future growth and maintenance needs of the City

### Performance Measures

#### FY 2019-20:

- DONE - Annual Neighborhood Rehabilitation, Repaving, and Reconstruction Program
- DONE - Annual Concrete Panel Repair Program
- DONE - Flint Street Realignment/Reconstruction – Phase 1 (Novi Road/Grand River Avenue intersection bypass) - aka Southwest Quadrant Ring Road
- DONE - Cabot Drive Reconstruction (12 Mile Road to 13 Mile Road) & Lewis Drive Reconstruction (Cabot Drive to Haggerty Road)
- POSTPONED - Lee BeGole Drive Reconstruction (11 Mile Road to Terminus)
- IN PROGRESS - Novi Road Bridge over I96 repairs
- DONE - Traffic Signal Backplate Installations
- DONE - Sidewalk Segment 53—Beck Road (West side; 11 Mile Road to Bosco Fields)
- IN PROGRESS - Sidewalk & Pathway Improvements (SAFE Route to Schools)
- IN PROGRESS - Sidewalk Segment 51—10 Mile Road (North side; Dinser Drive to Woodham)
- IN PROGRESS - Headwall Repair—Lee BeGole Drive (east side)
- DONE - Purchase a pool vehicle replacement
- DONE - Work with Road Commission to do short-term fixes to 10 Mile Road and 12 Mile Road-worst roads in the City
- IN PROGRESS - Complete direct sidewalk connection to ITC Trail on at least one side of 10 Mile Road (located to avoid conflict with any future road improvements)

#### FY 2020-21:

- DONE - Annual Neighborhood Rehabilitation, Repaving, and Reconstruction Program
- DONE - Annual Concrete Panel Repair Program
- DONE - Cranbrooke Drive reconstruction (10 Mile Rd to Village Wood Road)
- DONE - Traffic signal back plate installations; final year
- NO LONGER PURSUEING - Sedimentation dredging—Bishop Creek (north of 11 Mile Road; west of Meadowbrook Road)
- IN PROGRESS - Parking lot improvements at Fire Station #2

# DEPARTMENTAL INFORMATION

FY 2021-22:

- Annual Neighborhood Rehabilitation, Repaving, and Reconstruction Program
- Cranbrooke Drive Reconstruction (9 Mile Road to Village Wood Road)
- 10 Mile Road Rehabilitation and Operational Enhancements (Meadowbrook Road to Haggerty Road)
- 12 Mile Road Widening (Beck Road to Cabaret Drive)
- Novi Road Rehabilitation (9 Mile Road to 10 Mile Road)
- Wixom Road Rehabilitation & Left Turn Lane Addition (10 Mile Road to City Limits)
- Taft Road Rehabilitation (City Limits to 10 Mile Road)
- Segment 80B, 81A, & 81B 10 Mile Road (South Side; Meadowbrook Road to Haggerty Road) – 8' pathway
- Streambank Stabilization – Middle Rouge River (near Meadowbrook Lake)



# DEPARTMENTAL INFORMATION

## Department of Public Works — Field Operations (442.20)

### Overview

DPW staff members are committed to responding to and efficiently fulfilling service requests while maintaining the high quality of service that Novi residents expect. DPW's top priority is to provide a safe and healthy environment for the residents and business owners of the community. The department is comprised of dedicated and professional individuals who have a shared goal of ensuring the health, safety and welfare of the community.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- The Field Operations Division plays a key role in optimizing the useful life of many of Novi's infrastructure assets. Field Operations is responsible for road maintenance and repair, snow and ice removal, bridge maintenance, drain maintenance, forestry operations, street light maintenance, implementation of the City's mosquito control program, recycling center operation and maintenance, roadside debris clean-up, community special event support, and traffic control sign fabrication, installation and repair. These operations not only are budgeted within the General Fund, but are also budgeted throughout several special revenue funds: Major Street, Local Street, Municipal Street, Tree, and Drain.

#### Long-Term Goals

- Update winter maintenance operation policies and procedure documents)
- Enhance procedural and equipment training
- Complete High Intensity Prismatic (HIP) street name sign program
- Successfully transition all refuse and recycling administrative oversight to DPW

#### Performance Measures

##### FY 2019-20:

- DONE - DTE-Owned Streetlights LED conversion (365 streetlights)
- DONE - Purchase one Tandem-axle dump truck, two single-axle dump trucks, and one 1-ton dump truck
- DONE - Purchase Street sign Printer, Software, Laminator, & Plotter (Traffic Jet System)
- POSTPONED - Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer
- DONE - Purchase and implement NEAMS tablet upgrade
- DONE - Create a plan for upgrading all of our major commercial corridors with streetlights, landscaping, etc.

##### FY 2020-21:

- DONE - Add benches on Meadowbrook Road from Meadowbrook Commons to 8 Mile Road. Sell naming rights to the benches. Make the benches maintenance free.
- IN PROGRESS - Propose and fund a sidewalk maintenance incentive program with the purpose of encouraging residents to replace uneven panels in neighborhoods which pose a safety risk.
- IN PROGRESS - Convert streetlights to LED (62 street lights)
- IN PROGRESS - Complete Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer



# DEPARTMENTAL INFORMATION

FY 2021-22:

- Annual Neighborhood Sidewalk Repair Program
- Material Storage at DPW
- Brine Making System at DPW
- Assist with extension of Field Verification technician part-time position (50% W/s & 50% Drain) additional year

## Department of Public Works — Fleet Asset (442.30)

### Overview

DPW staff members are committed to responding to and efficiently fulfilling service requests while maintaining the high quality of service that Novi residents expect. DPW's top priority is to provide a safe and healthy environment for the residents and business owners of the community. The department is comprised of dedicated and professional individuals who have a shared goal of ensuring the health, safety and welfare of the community.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- The Fleet Asset Division is responsible for maintaining the City's fleet, which is made up of over 300 vehicles and pieces of heavy equipment. The fleet is maintained at separate maintenance facilities located at the Field Services Complex and Police Department Headquarters.

#### Long-Term Goals

- Reduce operating costs & minimize the downtime of all assets by performing preventative maintenance work that aligns with the manufacturer recommendations to prevent the possibility of major repairs
- Continue to provide safe and reliable vehicles through means of maintenance and cost of lifecycle analysis for the maximum return on investments when replacing the fleet vehicles or equipment
- Maintain vehicle resale values by keeping the interior and exteriors of the vehicles clean and perform the preventative maintenance on time
- Reduce fossil fuel consumption by purchasing more fuel efficient or alternative fuel vehicles to reduce the environmental issues, while provide operators with the highest quality equipment for the assigned tasks

#### Performance Measures

FY 2019-20:

- DONE - Assist departments with light-duty vehicle, heavy equipment, and other equipment purchases, including:
  - ◊ Squad replacement
  - ◊ Dump truck replacements
  - ◊ Vehicle replacements
  - ◊ Fire Boat replacement

# DEPARTMENTAL INFORMATION

## FY 2020-21:

- DONE - Purchase DPW mechanics' bay two post lift
- IN PROGRESS - Continue to assist departments with light-duty vehicle, heavy equipment, and other equipment purchases, including:
  - ◇ Annual marked vehicle replacements (5 or 6 per fiscal year) and unmarked vehicle replacements (1 per fiscal year) for police department
  - ◇ Replace vehicles w/ plows (5) for Park Maintenance and Water & Sewer Department
  - ◇ Replace vehicles (2) for Parks Department and Water & sewer Department
  - ◇ Purchase new tack tank distributor machine for Field Operations Division
  - ◇ Replace street sweeper (replace #606; 2011 Tymco) for Field Operations Division
  - ◇ Replace sign truck (replace #635; 2008 Ford F-550 with aerial lift) for Field Operations Division
  - ◇ Replace Fire Captain vehicle (replace #339; 2016 Suburban)

## FY 2021-22:

- Continue to assist departments with light-duty vehicle, heavy equipment, and other equipment purchases, including:
  - ◇ Annual marked vehicle replacements (5 or 6 per fiscal year) and unmarked vehicle replacements (1 per fiscal year) for police department
  - ◇ Fire Engine (replace #342; 2005 Seagrove)
  - ◇ Sewer Vacuum Truck (replace #726; 2013 International Combination Vector Truck)
  - ◇ Backhoe (replace #625; 2007 Case)
  - ◇ Toolcat Utility Work Machine (new)
  - ◇ Hi-Lo Lift Truck (replace # 627; 1999 Alta)
  - ◇ 1-Ton Dump Truck w/ Front Plow (replace #691; 2001 Ford)
  - ◇ Ventrac Mower (replace # 936; 2001 John Deere)
  - ◇ Crash Attenuator Trailer (new)
  - ◇ Transit Van – PRC Older Adult Services (replace # 135; 2016 Ram Promaster 2500)
  - ◇ Vehicle w/ Plow – DPW W/S (replace #728; 2013 F350)
  - ◇ Vehicle w/ Plow – DPW Field Operations (replacements #615, #616, #610, #628, #650, #692)

# DEPARTMENTAL INFORMATION

## Department of Public Works — Water & Sewer Department (592.00)

### Overview

DPW staff members are committed to responding to and efficiently fulfilling service requests while maintaining the high quality of service that Novi residents expect. DPW's top priority is to provide a safe and healthy environment for the residents and business owners of the community. The department is comprised of dedicated and professional individuals who have a shared goal of ensuring the health, safety and welfare of the community.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- The Water & Sewer Department is responsible for the management of the City's water distribution and sanitary sewage collection systems. Water & Sewer workers operate, maintain, monitor, and control water and sewer pipeline networks, water system pumping stations, sanitary sewage lift stations and pump stations, and water/sewer meters. Maintenance activities include reactive, routine and preventive maintenance services that preserve the useful life of the City's water and sanitary sewer infrastructure assets. All of these activities are accounted for within its own enterprise fund.

#### Long-Term Goals

- Maintain the water and sewer system to ensure quality and efficient services are provided to all properties served.
- Continue routine and preventative maintenance activities to extend the life of the system.
- Look for opportunities for use of additional technology advances to improve system operations and efficiencies.

#### Performance Measures

FY 2019-20:

- DONE - Sanitary Sewer Main Rehab—YEAR 2
- NO LONGER PURSUEING - Walled Lake District Sanitary Sewer Repairs—YEAR 1
- DONE - MDEQ Stormwater Management Compliance (MS4) - Phase 1 DPW Vactor Dumping Station & Phase 2 DPW Site Improvements
- NO LONGER PURSUING - West Park Booster Station Upgrades (4 VFD replacements) & Island Lake Booster Station Upgrades (2 VFD replacements)
- DONE - Purchased two vehicles with plows
- DONE - Complete Condition Assessment of Various PCCP Transmission Mains (PCCP along Novi Road; from 14 Mile Road to 10 Mile Road)
- POSTPONED - Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer
- IN PROGRESS - Complete W&S Engineering Study, Training, & Enhanced Electrical Safety Program

# DEPARTMENTAL INFORMATION

## FY 2020-21:

- IN PROGRESS - Initiate water main valve maintenance program
- IN PROGRESS - Replace Hudson pump station roof
- NO LONGER PURSUING - Walled Lake District Sanitary Sewer Repairs—YEAR 2; final year
- IN PROGRESS - Complete I96 sanitary sewer crossing project and West Oak pump station abandonment
- POSTPONED - Complete PRV redistricting (PRV at 12 Mile and Meadowbrook decommission; PRV at Novi Road and 13 Mile Road installation)
- NO LONGER PURSUING - Start Island Lake pressure district expansion (phase 1) project
- IN PROGRESS - Start asbestos-cement (AC) water main replacement project
- IN PROGRESS - Continue fixed network-advanced metering infrastructure project (phase 2—meter replacements) project
- NO LONGER PURSUING - Purchase lateral launch camera (additional module system added to the sewer main inspection camera allowing inspection of sewer leads)
- IN PROGRESS - Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer

## FY 2021-22:

- Sanitary Sewer Capacity Upgrades -Lanny's Influent & Drakes Bay Effluent
- Sanitary Sewer Force Main Replacement – Hilton Station
- PCCP Water Main Repairs
- Water Main Replacement – Westminster Subdivision
- Asbestos Cement (AC) Water Main Replacement along 10 Mile Road (Meadowbrook Road to Haggerty Road)
- Assist with Extension of Field Verification Technician part-time GIS position (50% W/S & 50% Drain) additional year
- Water Valve Maintenance Program (Year 2 of 2)
- Pressure monitors (2) for Water Distribution System

Operating indicators included in the Statistical and Glossary section.

# DEPARTMENTAL INFORMATION

## Department of Public Works — Forestry Department (209.00)

### Overview

The Forestry Division provides high quality operational services and contract management including annually: tree planting, tree removals, and tree pruning. Additional services provided by the Forestry Division include forest health diagnostics, tree hazard assessments, resident relations, invasive species removal, natural resources education, and public outreach.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Tree replacement and maintenance

#### Long-Term Goals

- Analyze value of 40% canopy coverage benchmark
- Forester Tree Risk Assessment Qualification Certification
- Update emergency storm response plan; preparing for severe tree damage
- Establish young tree training program
- Update tree inventory report

#### Performance Measures

##### FY 2019-20:

- DONE - Annual tree planting program
- DONE - Purchase NEAMS Field Tablet Upgrade

##### FY 2020-21:

- IN PROGRESS - Annual tree planting program
- IN PROGRESS - Create a financially sustainable plan for the Tree Fund—current funding mechanism is not sustainable long term.
- IN PROGRESS - Develop a plan to identify and purchase high quality woodlands using tree fund dollars so they are preserved permanently. Goal for at least 50 acres a year.

##### FY 2021-22:

- Annual tree planting program
- Assist with annual neighborhood sidewalk repair program

# DEPARTMENTAL INFORMATION

## Novi Youth Assistance (665.00)

### Overview

Novi Youth Assistance is dedicated to the prevention of juvenile delinquency, child abuse and child neglect in the 26 communities within Oakland County and is administered under the auspices of the Oakland County Circuit Court-Family Division. Novi Youth Assistance operates with the sponsorship of the Oakland County Circuit Court-Family Division, the Novi Community School District, the City of Novi, with principal funding supplied through the Oakland County Board of Commissioners.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Continue to provide successful, positive, and effective services and programs to youths

#### Long-Term Goals

- Offer summer programs to engage youth in fun educational and recreational activities to promote positive social and emotional development

#### Performance Measures

FY 2019-20:

- DONE - Hosted 38th Annual NYA Bowl-A-Thon

FY 2020-21:

- POSTPONED - Host 39th Annual NYA Bowl-A-Thon
- IN PROGRESS - "Make Believe" Bowl-a-thon

FY 2021-22:

- Host 39th Annual NYA Bowl-A-Thon
- Administer Emergency Needs Program, Jeanne Clark Summer Teen Center Program, Silver Lining Program, Adopt-A-Family Program, and Back to School Shopping program



# DEPARTMENTAL INFORMATION

## Historical Commission (803.00)

### Overview

Since 1986, the Novi Historical Commission has worked in partnership with the City of Novi, Novi Public Library, educators, and others to provide programs and services concerning the history of our community. The Commission's work includes the development of presentations, exhibits, and events that showcase the over 180 year history of Novi. The Novi Historical Commission is located within the Novi Public Library and offers open office hours in the Local History Room on the first and third Mondays of each month.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Continue to collect and preserve the history of Novi through the solicitation of donated documents, photographs, and recorded personal experiences

#### Long-Term Goals

- Correct/Develop a Historic Sites Brochure
- Develop a history walk/tour with QR codes
- Develop public speaking talks: Villa Barr, Novi Cemetery Tour, other historic Novi topics

#### Performance Measures

##### FY 2019-20:

- DONE - Assist with Novi' 50th Birthday year long celebration
- ONGOING - Utilize historical artifacts to incorporate into the many new developments currently underway within the City
- ONGOING - Annual Projects: Wreaths Across Novi, Tollgate Holiday Lights, bringing in history speakers for events at NPL

##### FY 2020-21:

- ONGOING - Utilize historical artifacts to incorporate into the many new developments currently underway within the City
- ONGOING - Annual Projects: Wreaths Across Novi, Tollgate Holiday Lights, bringing in history speakers for events at NPL
- IN PROGRESS - Fix cemetery sign
- IN PROGRESS - Veteran War Memorial

##### FY 2021-22:

- Utilize historical artifacts to incorporate into the many new developments currently underway within the City
- Annual Projects: Wreaths Across Novi, Tollgate Holiday Lights, bringing in history speakers for events at NPL



# DEPARTMENTAL INFORMATION

## **Parks, Recreation, and Cultural Services: Administration (691.00), Recreation (693.00), & Older Adult Services (695.00)**

### **Overview**

The mission of Parks, Recreation and Cultural Services (PRCS) is “Provide exceptional park, recreational and cultural opportunities that are diverse and enhance lives.” The vision of PRCS is “To be seen as an essential service whose benefits are recognized and valued in the Novi Community.” The Department administers all parks, recreation and cultural services operations, including strategic direction, policy development, older adult services and resource identification. The Department serves as the liaison to the Parks, Recreation and Cultural Services Commission, the Novi Parks Foundation, and also coordinates the Cultural Arts Advisory Board and the Older Adult Advisory Board. There are three divisions within Parks, Recreation and Cultural Services: Administration, Recreation, and Older Adult Services. Any revenues and expenditures related to any of these activities are recorded within their own special revenue fund separate from the General Fund, except for contributions from the General Fund for capital purchases.

### **Performance Measures, Goals, and Objectives**

#### Short-Term Objectives

The core values for the Novi Parks, Recreation and Cultural Services Department are: “Innovation, Excellence, Integrity, Inclusion and Environment.” These core values are qualities that shape our culture and define the character of the organization. Core values were identified by staff, community and Park Commissioner input and defined as follows:

- Innovation – Be at the forefront of forming industry standards
- Excellence – Passion to do our best in each moment
- Integrity – Do the right thing the right way
- Inclusion – Provide programming and services for the entire community
- Environment – Protect the environment and educate the community about its value

#### Long-Term Goals

- Develop pickleball courts and programs
- Continue to make improvements to parks and facilities addressing accessibility needs (including sensory-inclusive facilities and amenities) in order to meet all current ADA Compliance Standards. Universal design and access will be considered in project planning.
- Complete CAPRA re-accreditation

#### Performance Measures

FY 2019-20:

- POSTPONED - Ella Mae Power Park Lighting—Ball Fields 5 & 6
- DONE - Replace Tim Pope Play Structure
- POSTPONED - Ella Mae Power Park South Playground replacement
- IN PROGRESS - Accelerate funding of neighborhood park improvements at Wildlife Woods, Novi Northwest Park, and Villagewood Lake Park using CIP millage

# DEPARTMENTAL INFORMATION

## FY 2020-21:

- IN PROGRESS - Establish "Aging Commission" to address specific housing and "aging in place"; services needed for growing older population to include potential revision of duties or incorporation of Older Adults Advisory Board.
- IN PROGRESS - Complete ITC Community Sports Park Play Structure
- IN PROGRESS - Restore water tower (CIP Fund)

## FY 2021-22:

- Ella Mae Power Park South Playground replacement
- Dog Park Irrigation Installation
- Villa Barr Paver Removal & Replacement

Operating indicators included in the Statistical and Glossary section.

# DEPARTMENTAL INFORMATION

## PEG Cable (263.00)

### Overview

Cable television programming is produced by the Community Relations Group and budgeted within the PEG Cable Special Revenue Fund. The purpose of the PEG Cable Fund is to track the revenues and expenditures related to providing cable services to the City, including cable franchise revenues and cable production fees. The PEG fees help to keep the community engaged in the City's operations.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Community engagement

#### Long-Term Goals

- Explore options to relocate the studio

#### Performance Measures

FY 2019-20:

- DONE -Purchased a Video Switcher replacement for the Council Chambers

FY 2020-21:

- DONE - Utilize Emmy Award winning staff for 3 to 6 annual productions on City-related topics

FY 2021-22:

- Create quarterly "live" Q&A productions on timely City topics of interest

# DEPARTMENTAL INFORMATION

## Library (268.00)

### Overview

Novi Public Library provides the resources and programs to support the educational, cultural, informational and recreational needs of its diverse community. The library supports intellectual freedom and access to information resources for all, while maintaining the privacy of its patrons and providing a safe and secure environment.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- **Library Motto:** Inform. Inspire. Include.

#### Long-Term Goals

- Establish a Foundation/Endowment for the Library
- Increase library cardholders from 25,000 to 35,000 over next 3-5 years

#### Performance Measures

FY 2019-20:

- DONE - Achieved EXCELLENT status for QSAC (Quality Services Assessment Checklist) from library of Michigan
- DONE - Unveil Business Resource Center
- DONE - Achieve 100% staff proficiency with new CARL system
- DONE - Complete LED conversion project for lighting in the library
- DONE - Present "Life of David Barr" by Novi Historical Commission
- DONE - Expand "Experience Culture" programs: Mexico, India, Romania, Nigeria, Poland, and Puerto Rico
- DONE - Develop a new customer service training process for library staff

FY 2020-21:

- POSTPONED - Renovation project for Teen Area
- POSTPONED - Renovation project for Youth Area (serving 0-5 years of age)
- POSTPONED - Investigate new marketing digital library signage
- DONE - Continue addressing the main entrance cold issue
- POSTPONED - Build awareness and usage of the Lakeshore Lending Library
- DONE - New Café serving Starbucks, and provide life experience skills for the Novi Adult Transition Program, in a partnership between NCSD and Chartwells
- DONE - Released Beyond Books: a new podcast brought to you by the staff at NPL
- DONE - Receive \$40,000 commitment from Community Financial Credit Union for the Lakeshore Lending Library Kiosk
- DONE - Approve new marketing plan for 2019-2022
- DONE - Expand iCube Makerspace programming and technology
- DONE - Host a Shop Small Pop Up Market with local businesses
- IN PROGRESS - Celebrate 10 years in the current library building on June 1, 2020
- DONE - Launched "Be Our Guest" customer service initiative
- DONE - Relocate the Novi Special Race Car to the Novi Civic Center and create additional space in the Youth Area

# DEPARTMENTAL INFORMATION

## FY 2020-21 *continued*:

- DONE - Create engaging virtual programs and online challenges
- DONE - Approve Juneteenth (June 19th) as a closure by the Library Board
- DONE - Improve diversity, equity, and inclusion in the ways Novi's community is served

## FY 2021-22:

- Renovation project for Teen Area
- Renovation project for Youth Area (serving 0-5 years of age)
- Investigate new marketing digital library signage
- Build awareness and usage of the Lakeshore Lending Library

Operating indicators included in the Statistical and Glossary section.

# DEPARTMENTAL INFORMATION

## Ice Arena (590.00)

### Overview

The Novi Ice Arena opened in 1998 to provide ice skating services to Novi residents and other local communities. The facility is self-supporting and strives to generate positive cash flow under contract with Suburban Arena Management – Novi LLC, a third party vendor. The primary customer base is comprised of Novi Youth Hockey Association, The Skating Club of Novi, Learn to Skate, Novi Ice Arena Adult Hockey League, Novi & Northville High Schools and Club Teams, and Recreational Skating Activities (Public Skate, Drop-in Hockey, etc.)

This facility does not have any direct impact on the City's General Fund Budget because all activities are accounted for within its own enterprise fund.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Offer two NHL-regulation sized ice sheets with seating capacities of 750 and 250, heated viewing areas, pro shop, two cafes, skate rental, and space for meetings and parties
- Offer eight locker rooms, an official room, a figure skating dressing room, and figure skating coaches dressing room

#### Long-Term Goals

- Rebuild the customer-base back to pre-COVID levels to ensure all can enjoy the state of the art Ice Arena facility

#### Performance Measures

FY 2019-20:

- DONE - Energy Management System Upgrade (HVAC system & Ice Refrigeration System)
- DONE - Door Replacements (8 front entry doors and doors for 10 locker rooms)
- DONE - Hot Water and Heating Boilers replacement (2)
- IN PROGRESS - LED Lighting Upgrade (upper/lower hallways, service areas, & locker rooms)

FY 2020-21:

- IN PROGRESS - Complete parking lot maintenance (FY 20-21, 21-22, 22-23)
- POSTPONED - Replace smoke/fire detection (pyrotronics zone fire alarm control panel)
- IN PROGRESS - Replace shower/restroom fixtures (10 locker rooms)
- IN PROGRESS - Replace public address system (2; one for each rink)

FY 2021-22:

- Complete parking lot maintenance (FY 20-21, 21-22, 22-23)
- Replace smoke/fire detection (pyrotronics zone fire alarm control panel)



# DEPARTMENTAL INFORMATION

## Senior Housing —Meadowbrook Commons (594.00)

### Overview

Meadowbrook Commons, located on Meadowbrook Road between Grand River Avenue and 10 Mile Road, is a 55+ adult independent living housing community owned by the City of Novi and managed by a contractual management company. The three-story building contains 115 one- and two-bedroom apartments and 60 two-bedroom ranch style condos which surround the outside of the main building. The complex was built to provide market price affordable housing for the older adults in Novi. The complex is also home to the Meadowbrook Activities Center which promotes healthy and active lifestyles that support independence and vitality for adults 55+.

This facility does not have any direct impact on the City's General Fund Budget because all activities are accounted for within its own enterprise fund.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Offer a pet-free and smoke-free community; including one and two bedroom apartments in a three story main building and two bedroom ranch-style homes
- Offer amenities; including a hair salon, library, theater, exercise room, comfortable lounge areas, game rooms, and beautifully landscaped inner courtyard

#### Long-Term Goals

- Continue to provide a state of the art facility for the City's older adult population as the low cost provider

#### Performance Measures

FY 2019-20:

- DONE - Heating & Cooling Roof Top Unit Replacements (3)

FY 2020-21:

- DONE - Replace boiler (1 of 2) located at main building
- IN PROGRESS - Replace boiler (2 of 2) located at main building
- DONE - Complete front-entry redesign

FY 2021-22:

- Roof Replacement (Main Building & Senior Center)



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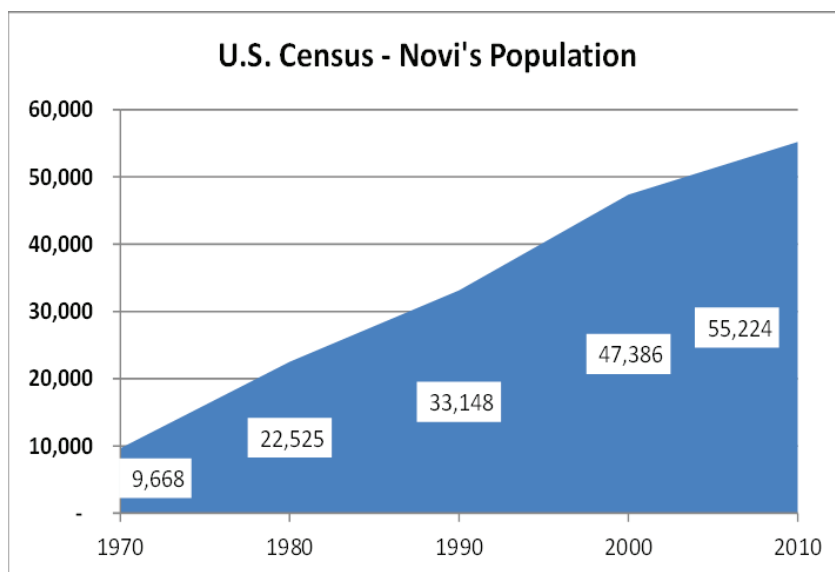
# STATISTICAL INFORMATION & GLOSSARY

## About the City of Novi

The City of Novi encompasses an area of approximately 31.6 square miles or 20,417 acres and is about thirty miles northwest of downtown Detroit, in the southern portion of Oakland County. The City surrounds about two-thirds of Walled Lake, and the gently rolling topography of the area has made the City one of the most attractive places in Michigan to live.

The City of Novi is governed by a seven-member City Council under the Council/Manager form of government. A full range of City services are provided including police, fire, parks, recreation, forestry, library, planning and zoning, building and engineering, and various maintenance services. In addition to the usual City services, Novi offers a senior citizen housing facility, Meadowbrook Commons, and an Ice Arena.

Since its original settlement and incorporation in February, 1969, the City has seen remarkable changes. Once a stand-alone settlement, Novi now finds itself in the heart of the Detroit Metropolitan region. Novi's location at the crossroads of several major transportation routes has thrust the City into a period of unprecedented growth and development. Between the 1990 and 2000 Census, Novi was the fastest growing city in Oakland County. The 2000 Census stated Novi's position as a growing and attractive community with a population of 47,386. This was an increase of 43 percent from 1990. A special mid-decade census in 2006 showed an increase of just over 9% from 2000 with a population of 52,231. Between the 2000 and 2010 Census Novi's population grew by 16.5% to 55,224. Novi is presently home to prestigious schools, quality residential neighborhoods, a thriving retail and high-tech economy, and beautifully preserved natural areas. Novi has indeed changed and the change has been dramatic. The SEMCOG 2045 Forecast includes a population estimate of 67,417.



Source: U.S. Census Bureau.

1970	9,668
1980	22,525
1990	33,148
2000	47,386
2010	55,224

# STATISTICAL INFORMATION & GLOSSARY

## Points of Interest

The Erie Canal was opened in 1825 at the same time the City of Novi was settled, drawing settlers from the east coast to Michigan.

Farming was the principal land use activity in Novi in the early days, but by 1830, there were enough families to support small businesses at the intersection of Novi Road and Grand River Avenue, known as Novi Corners.

In the 1850's, Grand River Avenue provided a connection from Lansing to Detroit, passing through the heart of Novi.

In the 1950's, the Interstate Highway System divided Novi with the construction of I-96. This freeway allowed fast access to Detroit and took "through commuters" off the Grand River Avenue corridor.

As early as 1959, the Village of Novi was considering becoming a city, although Novi did not incorporate as a city until 1969.

Twelve Oaks Mall, located at Interstate Highway 96 and Novi Road, houses nearly 180 retailers, specialty shops, restaurants and stores on over 1,687,781 square feet.

The Novi School District is comprised of 1 high school, 1 middle school (7-8), 1 upper elementary school (5-6), and 5 elementary schools (K-4). An instructional Technology Center links the 5<sup>th</sup> grade house and the 6<sup>th</sup> grade house of Novi Meadows. (The majority of students residing within the City of Novi attend Novi Community Schools.)

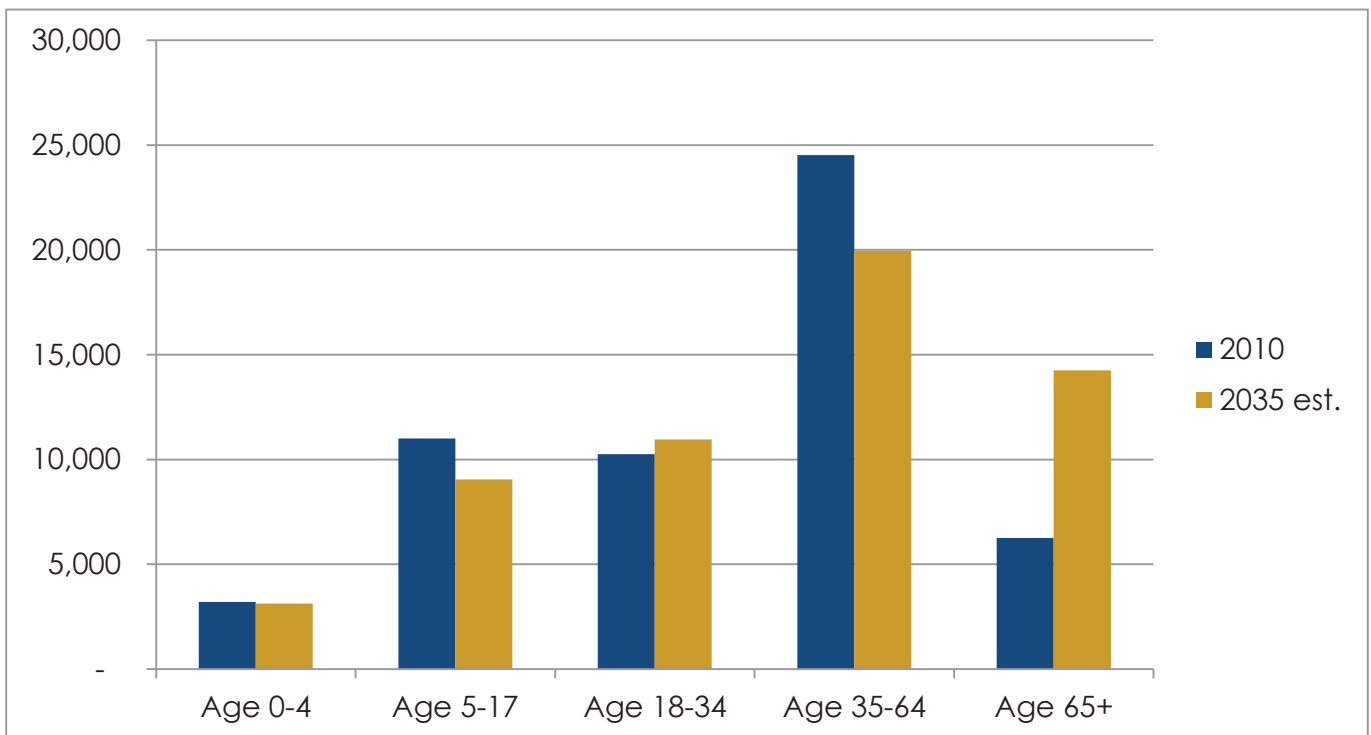
The City of Novi is served by four school districts: Northville Public School District, Novi Community School District, South Lyon Community School District, and Walled Lake Consolidated School District.

# STATISTICAL INFORMATION & GLOSSARY

## Population

Approximately 44% of Novi's residents are 35 to 64 years old and 11% are senior citizens. The median age for Novi is 39.1 years and for the State is 38.9 years.

Age Groups	1990 Census		2000 Census		2010 Census		2035 est.	
	Est	%	Est	%	Est	%	Est	%
Age 0-4	2,580	8%	3,506	7%	3,204	6%	3,122	6%
Age 5-17	5,857	18%	9,621	20%	11,006	20%	9,047	16%
Age 18-34	9,930	30%	10,428	23%	10,245	19%	10,954	19%
Age 35-64	12,140	36%	20,168	42%	24,521	44%	19,966	35%
Age 65+	2,641	8%	3,856	8%	6,248	11%	14,255	24%
<b>Total Population</b>	<b>33,148</b>	<b>100%</b>	<b>47,579</b>	<b>100%</b>	<b>55,224</b>	<b>100%</b>	<b>57,344</b>	<b>100%</b>



Source: U.S. Census Bureau and SEMCOG 2040 Forecast produced in 2010.

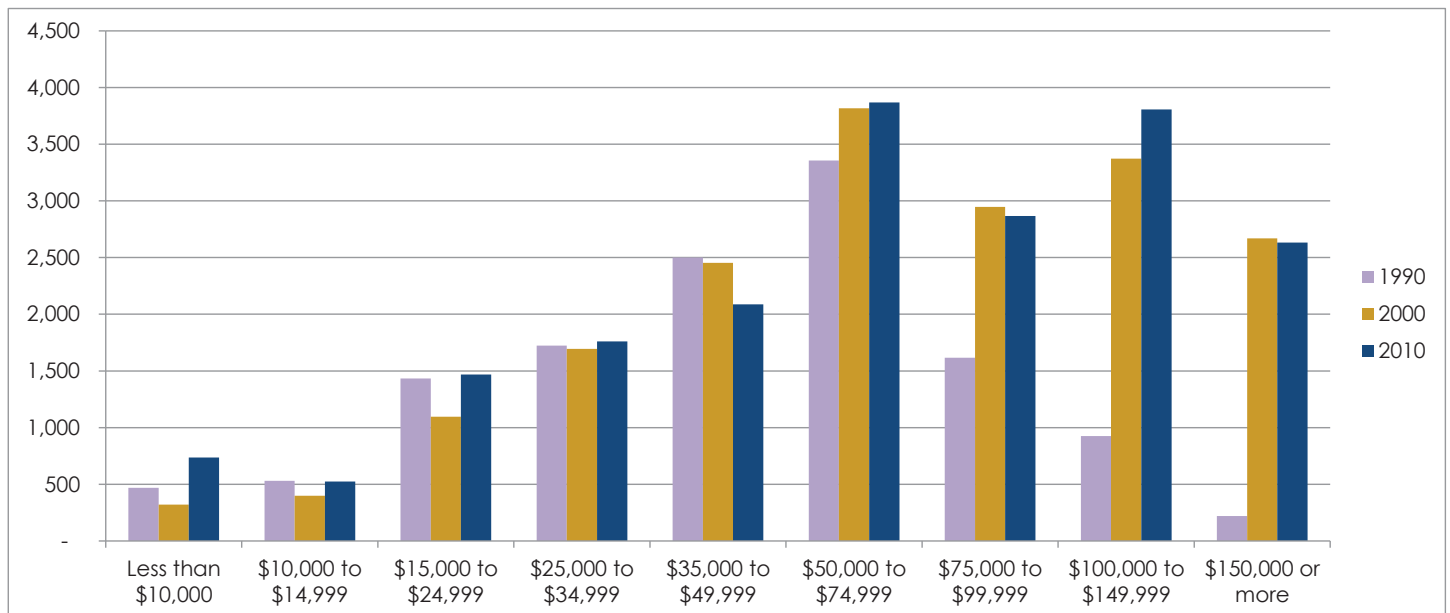
# STATISTICAL INFORMATION & GLOSSARY

## Income Characteristics

City of Novi's median household income is \$80,151.

Income Categories	1990 Census		2000 Census		2010 Census	
	Est	%	Est	%	Est	%
Less than \$10,000	468	4%	321	2%	735	4%
\$10,000 to \$14,999	530	4%	399	2%	523	3%
\$15,000 to \$24,999	1,434	11%	1,095	6%	1,468	7%
\$25,000 to \$34,999	1,724	13%	1,695	9%	1,761	9%
\$35,000 to \$49,999	2,500	20%	2,454	13%	2,088	10%
\$50,000 to \$74,999	3,357	26%	3,818	20%	3,868	20%
\$75,000 to \$99,999	1,616	13%	2,948	16%	2,868	15%
\$100,000 to \$149,999	926	7%	3,374	18%	3,808	19%
\$150,000 or more	220	2%	2,670	14%	2,633	13%
<b>Total Households</b>	<b>12,775</b>	<b>100%</b>	<b>18,774</b>	<b>100%</b>	<b>19,752</b>	<b>100%</b>

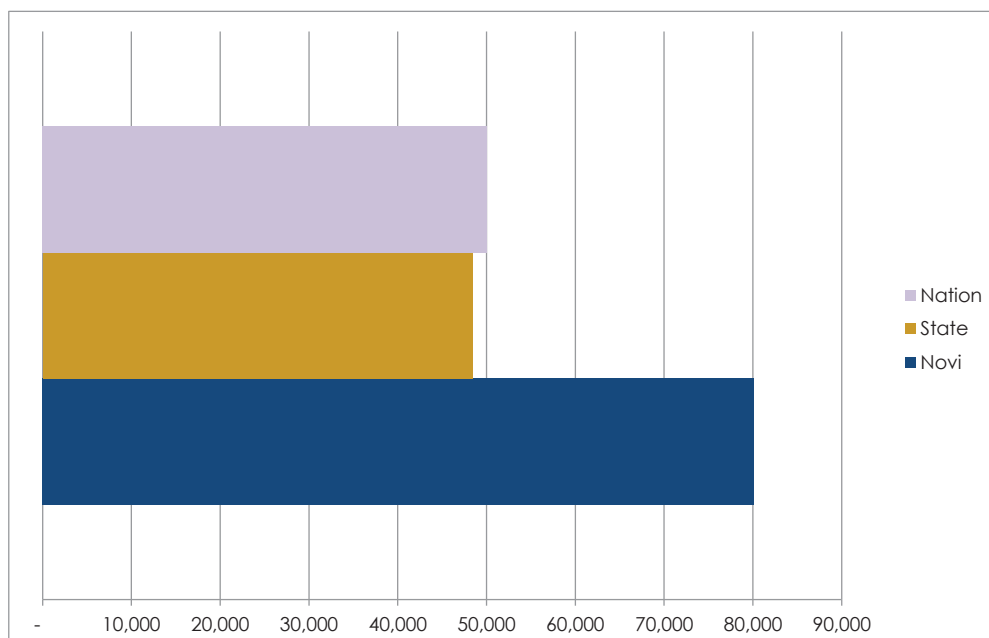
Source: U.S. Census Bureau.



Source: U.S. Census Bureau.

# STATISTICAL INFORMATION & GLOSSARY

	Novi	State	Nation
<b>INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS)</b>	<b>2010 Census</b>	<b>2010 Census</b>	<b>2010 Census</b>
Total households	22,047	3,843,997	114,567,419
Less than \$10,000	735	304,785	5,757,190
\$10,000 to \$14,999	523	219,924	6,668,865
\$15,000 to \$24,999	1,468	442,676	13,165,380
\$25,000 to \$34,999	1,761	430,558	12,323,322
\$35,000 to \$49,999	2,088	577,569	16,312,385
\$50,000 to \$74,999	3,868	728,579	20,940,859
\$75,000 to \$99,999	2,868	466,664	13,526,500
\$100,000 to \$149,999	3,808	433,144	13,544,839
\$150,000 to \$199,999	2,633	134,211	4,809,998
\$200,000 or more	2,295	105,887	4,518,081
<b>Median household income (dollars)</b>	<b>80,151</b>	<b>48,432</b>	<b>50,046</b>

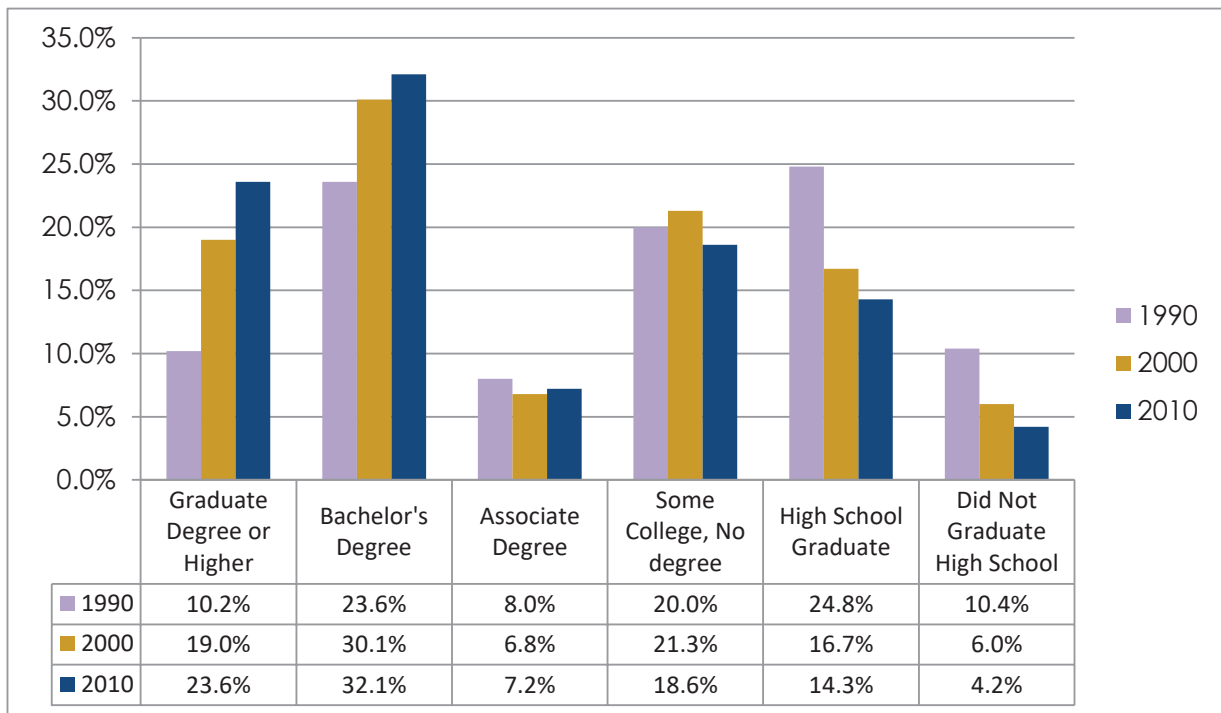


Source: U.S. Census Bureau.

# STATISTICAL INFORMATION & GLOSSARY

## Education Level

Approximately 81.5% of Novi's residents have at least some college education. Only 4.2% are not high school graduates.



Educational Attainment Population Age 25 years or older	City of Novi, MI					State of Michigan					United States				
	2010 (estimated)		2000		1990	2010 (estimated)		2000		1990	2010 (estimated)		2000		1990
	% of Population	Percentage Point Change 2000-2010	% of Population	Percentage Point Change 1990-2000	% of Population	% of Population	Percentage Point Change 2000-2010	% of Population	Percentage Point Change 2000-2010	% of Population	% of Population	Percentage Point Change 2000-2010	% of Population	Percentage Point Change 2000-2010	% of Population
Graduate / professional degree	23.60%	4.60%	19.00%	8.80%	10.20%	9.60%	1.50%	8.10%	1.70%	6.40%	10.40%	1.50%	8.90%	1.70%	7.20%
Bachelor's degree	31.00%	0.90%	30.10%	6.50%	23.60%	15.60%	1.90%	13.70%	2.80%	10.90%	17.70%	2.20%	15.50%	2.40%	13.10%
Associate's degree	7.90%	1.10%	6.80%	-1.40%	8.20%	8.40%	1.40%	7.00%	0.30%	6.70%	7.60%	1.30%	6.30%	0.10%	6.20%
Some College, No Degree	18.20%	-3.10%	21.30%	-1.30%	22.60%	24.20%	0.90%	23.30%	2.90%	20.40%	21.30%	0.30%	21.00%	2.30%	18.70%
High School Graduate	14.80%	-1.90%	16.70%	-8.10%	24.80%	30.90%	-0.40%	31.30%	-1.00%	32.30%	28.50%	-0.10%	28.60%	-1.40%	30.00%
Did Not Graduate High School	4.70%	-1.30%	6.00%	-4.40%	10.40%	11.30%	-5.20%	16.50%	-6.70%	23.20%	14.40%	-5.20%	19.60%	-5.20%	24.80%

Source: SEMCOG Community Profiles, US Census ACS 2008-2010, US Census Bureau



# STATISTICAL INFORMATION & GLOSSARY

## Housing Characteristics

City of Novi has 24,069 total housing units and about half of those are one-family detached units.

Structure Type	1990 Census		2000 Census		2010 Census	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
One-Family Detached	6,238	46%	10,059	51%	12,015	50%
One-Family Attached	1,726	13%	1,938	10%	2,604	11%
Two-Family / Duplex	43	0%	95	0%	40	0%
Multi-Unit Apartments	3,671	27%	5,947	30%	8,172	34%
Moble Homes	1,821	13%	1,684	9%	1,238	5%
Other Units	107	1%	-	0%	-	0%
<b>Total Housing Units</b>	<b>13,606</b>	<b>n/a</b>	<b>19,723</b>	<b>n/a</b>	<b>24,069</b>	<b>n/a</b>

	1990	1995	2000	2010	2045
<b>Households</b>	12,747	16,102	18,792	24,286	27,345
<b>Population</b>	33,148	41,595	47,579	55,224	67,417

Housing Tenure	1990 Census		2000 Census		2010 Census	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
<b>Owner Occupied Units</b>	9,311	68%	13,734	70%	15,035	62%
<b>Renter Occupied Units</b>	3,436	25%	5,418	25%	7,282	30%
<b>Vacant Units</b>	859	7%	925	5%	1,969	8%
<b>Total Housing Units</b>	13,606	100%	19,717	100%	24,286	100%
<b>Median Housing Value (in 2010 Dollars)</b>	<b>\$168,866</b>		<b>\$236,800</b>		<b>\$259,656</b>	
<b>Median Contract Rent (in 2010 Dollars)</b>	<b>\$898</b>		<b>\$746</b>		<b>\$944</b>	

Source: SEMCOG Community Profiles, US Census Bureau

# STATISTICAL INFORMATION & GLOSSARY

## Industrial Characteristics

The City of Novi is seeing growth in the industrial sector. Flexible industrial space has become the hallmark of the City's industrial parks, which are filling with a variety of uses. Flex space commonly has an office component to support light manufacturing, research and development, or warehousing in the remainder of the building.



## Commercial – Business Characteristics

Novi has always been known as a source of shopping destinations. With Twelve Oaks Mall, the Novi Town Center, West Oaks I & II, Twelve Mile Crossing at Fountainwalk, Westmarket Square, and the Novi Promenade, shoppers come from throughout the region to shop in Novi.

## Commercial – Office Characteristics

The City initiated a rezoning of over 1,200 acres of privately owned property in several strategic locations throughout the community to a high-technology zoning district called the Office Service Technology District. The rezoning is serving as a catalyst to attract quality, high-tech businesses looking to locate within Michigan.

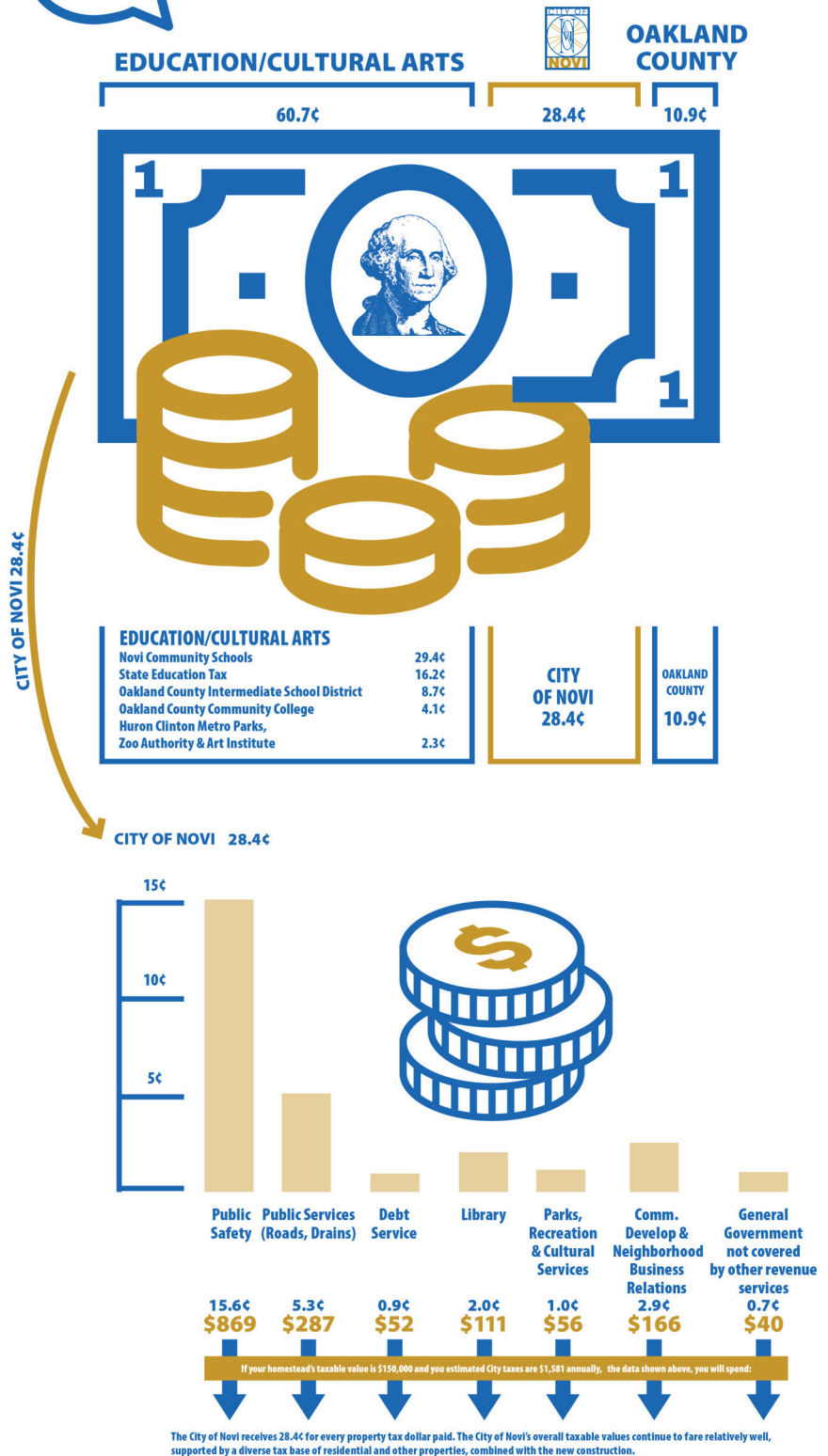
# STATISTICAL INFORMATION & GLOSSARY

## City Millages

The City is the fiduciary for the collection of taxes for Novi, Northville, South Lyon, and Walled Lake School Districts; the related transfer districts; as well as for the State Education Tax, Oakland County, Schoolcraft College, and Oakland County Community College. The photo shows the allocation of your "Property Tax Dollar" (homestead taxpayer).

The City continues to maintain one of the lowest municipal tax rates in Oakland County at 10.5376 mils. Property taxes are expressed in terms of millage with one mil being equal to \$1.00 per thousand dollars of taxable value.

WHERE DOES YOUR PROPERTY TAX DOLLAR GO?



# STATISTICAL INFORMATION & GLOSSARY

## 2019 Top Ten Property Owners (by Taxable Value)

Rank	Taxpayer	2019 Taxable Value	Percentage of Total
1	Redwood - ERC Novi LLC / Fox Run Village	\$ 68,558,100	1.8%
2	TVO Mall Owner LLC / Twelve Oaks Mall	55,108,140	1.4%
3	Singh Development /Waltonwood	44,331,800	1.2%
4	International Transmission Co	40,198,920	1.0%
5	Haggerty Corp. / HCP Land LLC	36,718,590	1.0%
6	Detroit Edison	30,140,850	0.8%
7	Occidental Development Ltd.	29,522,040	0.8%
8	TBON LLC	25,880,650	0.7%
9	Providence Hospital	19,302,120	0.5%
10	Sun Valley, Ltd. / Foundation Walk	16,254,870	0.4%

Source: FY 2019-20 Comprehensive Annual Financial Report; Statistical section page 179

# STATISTICAL INFORMATION & GLOSSARY

## Operating Indicators by Function/Program (Last Ten Fiscal Years)

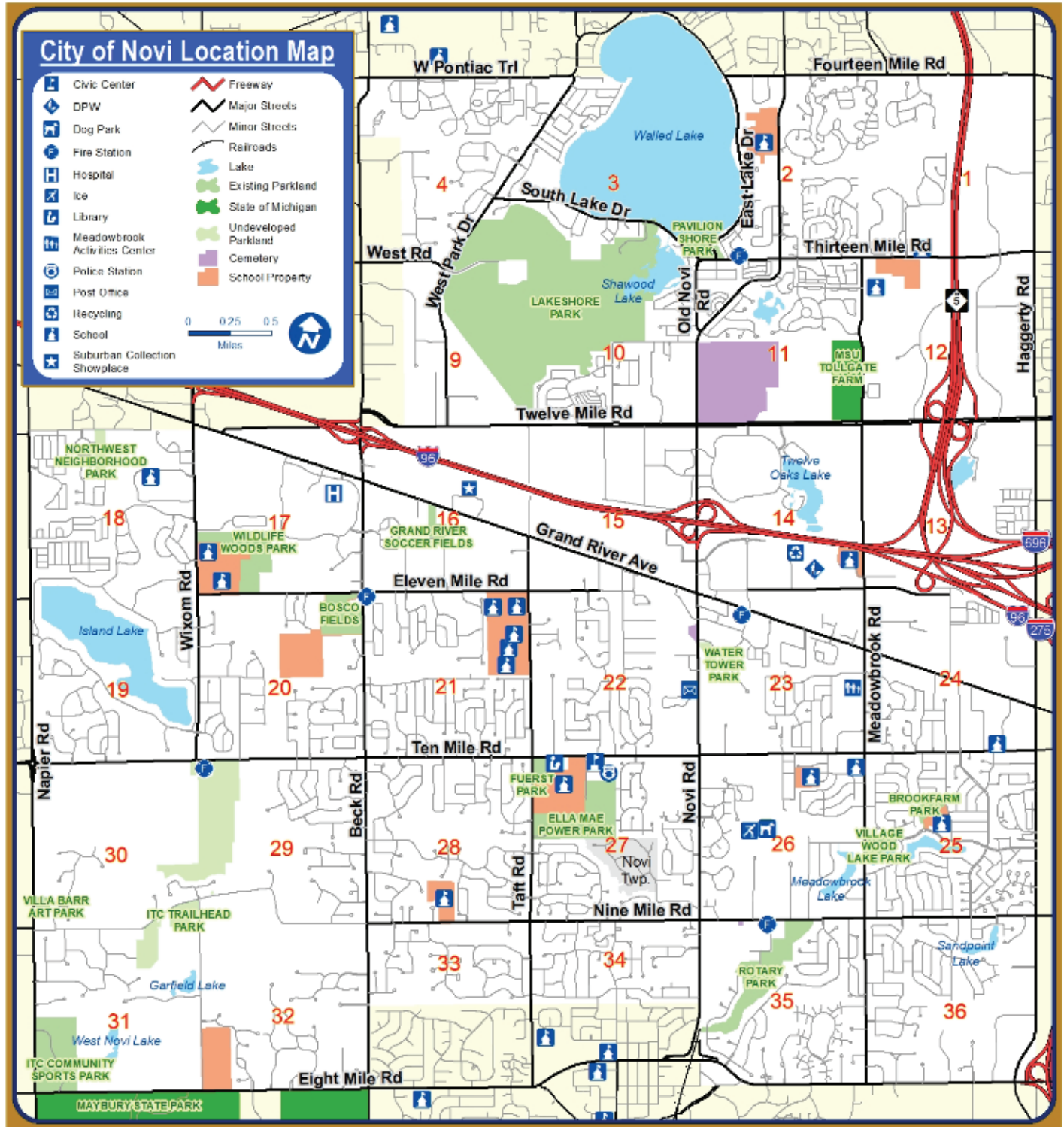
Function/ program	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Election data</b>										
Registered voters	36,921	37,366	38,757	39,248	39,341	38,706	39,706	40,661	40,720	41,877
Voters at polls	14,535	3,633	20,484	4,719	14,341	3,423	20,160	4,126	18,472	4,027
Absentee ballots	4,575	2,386	8,765	2,599	5,029	2,588	9,937	4,141	8,921	6,333
Percent voting	52%	16%	75%	19%	49%	16%	76%	20%	67%	25%
<b>Police</b>										
Part A crimes	1,679	1,841	2,048	1,736	1,654	1,508	1,596	1,454	1,246	1,115
Part B crimes	814	627	626	673	622	638	577	1,128	1,009	808
Injury accidents	272	288	310	276	295	300	273	339	262	254
Property damage	1,761	1,631	1,695	1,153	1,037	1,084	1,174	1,413	1,446	1,457
Moving traffic violations	10,167	9,381	10,058	8,487	8,216	7,916	5,904	5,427	3,376	2,742
Parking violations	285	288	199	185	75	231	392	755	317	389
Adult arrests	2,368	2,082	2,241	2,355	2,574	2,428	1,965	2,101	1,996	1,306
Juvenile arrests	213	166	137	142	98	98	100	119	64	25
OUIL arrests	415	335	342	268	164	217	145	186	135	119
False alarms	2,357	2,090	2,270	2,538	2,164	2,094	2,074	1,885	1,312	1,847
<b>Fire</b>										
Fire incidents	92	120	112	120	113	124	78	95	84	80
Service incidents	1,311	1,249	1,360	1,345	457	642	502	543	720	687
Fire inspections conducted	2,920	3,557	3,063	2,919	3,108	2,898	2,944	2,322	2,057	2,945
Medical emergencies	3,299	3,169	3,383	3,425	3,811	3,784	4,064	4,175	4,439	4,516
Paid-on-call staff	66	68	55	54	39	71	63	67	59	54
<b>Parks and recreation</b>										
Youth classes/clinics	1,238	1,544	1,620	1,149	1,584	1,475	1,577	1,790	2,172	1,801
Adult classes/clinics	458	414	340	462	1,244	549	3,268	2,750	2,856	22,501
Youth leagues	2,371	2,431	2,512	2,471	2,199	2,934	3,403	2,724	2,652	2,229
Adult leagues	4,024	4,120	5,220	5,279	5,300	3,868	3,630	4,373	3,549	2,319
Summer day camp	703	668	N/A	334	498	747	691	864	1,017	295
Lakeshore Park vehicle entry	9,846	10,822	13,000	15,462	14,391	1,007	14,320	10,285	N/A	N/A
Lakeshore Park attendance	24,615	27,055	32,500	38,655	35,978	37,488	37,217	25,713	N/A	N/A
Lakeshore Park picnic shelter rental	98	105	116	125	120	231	150	166	48	N/A
Senior citizens served (1)	68,517	76,462	77,759	75,832	79,172	77,687	66,845	65,395	73,015	58,587
Special event attendance	14,311	14,018	17,021	20,028	16,840	18,153	26,026	27,670	26,645	14,321
Civic Center Rentals	1,516	1,492	1,520	1,560	1,058	1,203	916	1,074	747	214
Civic Center Attendance	37,457	35,506	17,021	44,200	33,988	23,023	21,731	22,156	20,135	12,030
Novi Theaters - Cast	181	198	253	293	86	N/A	N/A	110	N/A	N/A
Novi Theaters - Audience	4,757	4,715	5,454	4,997	1,705	N/A	N/A	1,441	N/A	N/A
<b>Library (2)</b>										
Items circulated	759,021	803,552	800,031	799,475	734,643	793,991	833,558	812,025	857,854	719,842
Book collections	146,187	152,024	151,724	152,236	149,941	140,895	141,129	141,638	139,449	138,683
Audio/Video/CD collections	18,015	20,618	23,507	25,677	27,776	29,077	29,737	30,642	30,100	29,193
Periodical subscriptions	215	208	210	242	207	207	218	203	190	167
Requests of Information	220,427	210,960	N/A	115,392	115,392	113,778	117,325	116,219	114,709	88,345
Youth Summer Reading	1,261	1,338	2,042	2,340	2,584	2,084	2,362	2,465	2,029	1,338
Program participants	34,198	45,572	34,899	40,010	40,901	46,854	56,026	60,246	75,595	54,334
Visitors	371,274	378,571	389,220	401,984	392,047	404,979	424,401	488,778	463,818	325,645
Interlibrary loans	100,342	109,274	109,330	106,250	105,588	112,016	115,222	111,236	102,655	74,748
<b>Water and Sewer</b>										
Customers:										
Residential	12,940	13,191	13,604	13,760	13,946	14,105	14,220	14,411	13,648	13,856
Commercial	1,239	1,254	1,223	1,204	1,259	1,264	1,239	928	935	936
Water (in thousand gallons):										
Purchased from Detroit	\$ 2,166,712	\$ 2,459,402	\$ 2,321,313	\$ 2,216,075	\$ 1,835,567	\$ 2,276,389	\$ 2,349,960	\$ 2,298,596	\$ 2,144,615	\$ 2,212,444
Sold to residents	\$ 2,024,406	\$ 2,109,414	\$ 2,222,787	\$ 2,138,305	\$ 1,811,910	\$ 1,963,221	\$ 2,231,717	\$ 2,159,537	\$ 2,106,440	\$ 1,958,177
Rates:										
Fixed rate quarterly water charge	35.00	37.00	40.00	57.00	57.00	80.00	56.00	56.00	56.00	56.00
Additional usage per 1,000 gallons	3.31	3.44	3.86	4.00	4.13	3.05	3.2	3.2	3.26	3.33
Fixed rate quarterly sewer charge	5.00	5.00	6.00	6.00	6.00	30.00	30.00	30.00	30.00	30.00
Sewer (per thousand gallons of water usage)	2.90	4.00	4.25	4.00	4.30	3.40	3.60	3.60	3.89	4.01

Source: FY 2019-20 Comprehensive Annual Financial Report; pg 193



# STATISTICAL INFORMATION & GLOSSARY

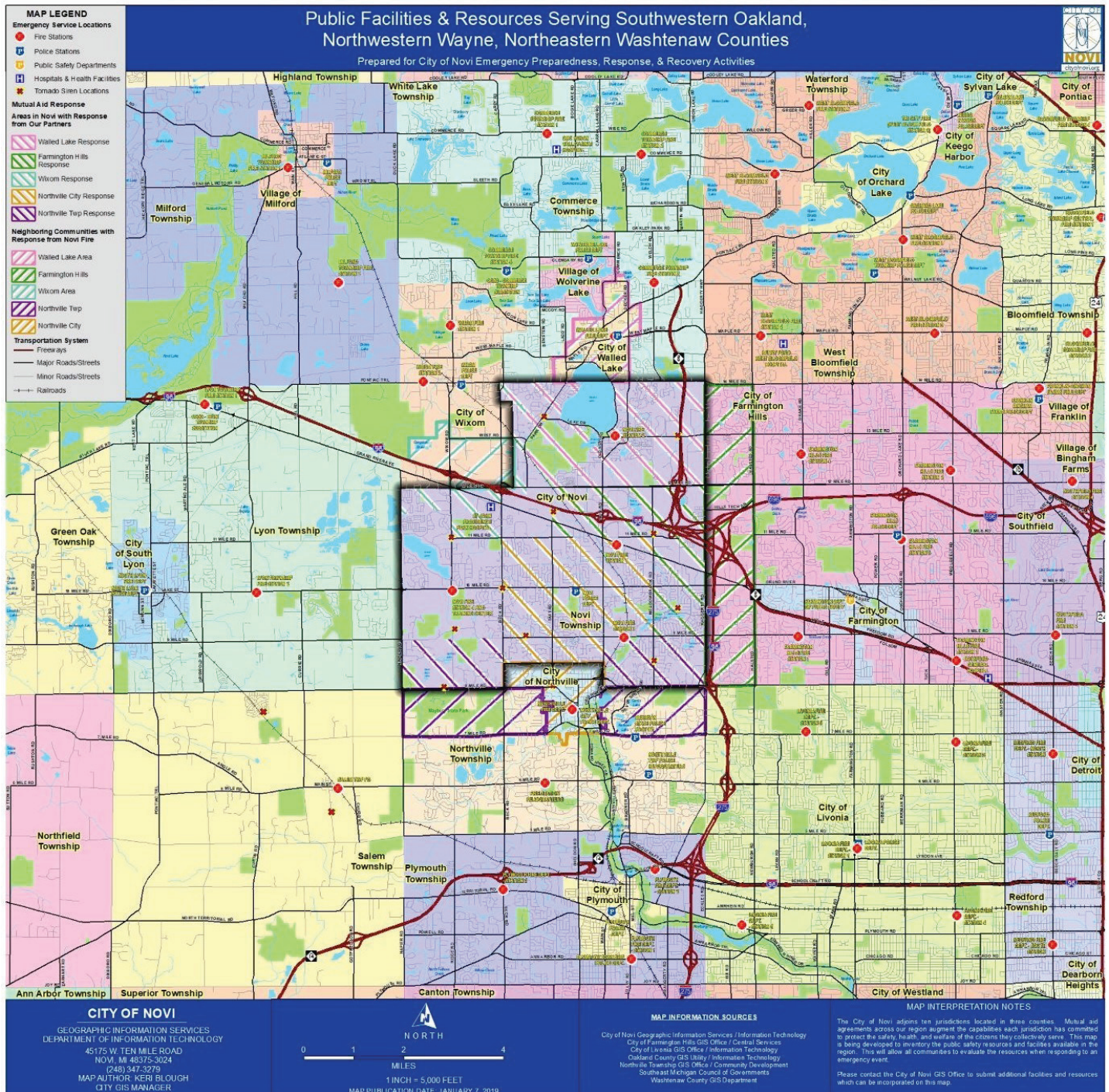
City of Novi Location Map





# STATISTICAL INFORMATION & GLOSSARY

## Public Safety Facilities & Resources Serving Southwestern Oakland, Northwestern Wayne, and Northwestern Washtenaw Counties





# STATISTICAL INFORMATION & GLOSSARY

## City of Novi and National Comparison: City Demographics for Benchmarking

	Carlsbad, CA	Cary, NC	Greenville, NC	Lewisville, TX	North Richland Hills, TX	Novi, MI	Olathe, KS	Orland Park, IL	Redmond, WA	Rochester Hills, MI	Rock Hill, SC	Roswell, GA
City Size (square miles)	39.12	55.44	26.30	42.47	18.20	31.28	60.42	22.27	17.24	32.91	43.16	42.00
Population density (people per sq. mile)	2,962	3,033	3,541	2,510	3,892	1,906	2,311	2,618	3,928	2,270	1,722	2,254
<b>POPULATION (2014-2018 American Community Survey 5-Year Estimates)</b>												
2018 Estimate	115,877	168,160	93,137	106,586	70,836	59,625	139,605	58,312	67,678	74,696	74,309	94,650
% Change (2010-2018)	10.0%	24.3%	10.2%	11.9%	11.8%	8.0%	10.9%	2.7%	25.0%	5.2%	12.3%	7.1%
2010 Census	105,328	135,234	84,554	95,290	63,343	55,224	125,872	56,767	54,144	70,995	66,154	88,346
% Change (2000-2010)	34.6%	43.1%	39.8%	22.6%	13.9%	16.1%	35.4%	11.1%	19.6%	3.2%	32.9%	11.4%
2000 Census	78,247	94,536	60,476	77,737	55,635	47,579	92,962	51,077	45,258	68,825	49,765	79,334
% Change (1990-2000)	24.0%	115.6%	34.5%	67.1%	21.2%	44.2%	46.7%	43.0%	26.4%	11.4%	19.5%	65.5%
1990 Census	63,126	43,858	44,972	46,521	45,895	32,998	63,352	35,720	35,800	61,766	41,643	47,923
<b>DEMOGRAPHICS (2014-2018 American Community Survey 5-Year Estimates)</b>												
Median Age of Population	44.4	41.2	27.1	32.4	36.8	38.4	35.0	45.9	34.4	41.9	33.6	38.5
School Age Children (5 to 19)	Count	22,192	35,500	21,915	18,465	13,328	11,672	32,896	10,416	11,026	14,598	14,922
	Percentage	19%	21%	24%	17%	19%	20%	24%	16%	20%	20%	21%
Senior Citizens (65 & over)	Count	22,329	22,375	8,620	9,316	11,137	7,983	14,239	6,628	13,126	9,407	11,564
	Percentage	19%	13%	9%	9%	16%	13%	10%	22%	18%	13%	12%
Race - White	Count	99,089	112,144	48,961	70,285	55,776	38,460	115,976	35,341	59,000	38,553	71,877
	Percentage	86%	67%	53%	66%	79%	65%	83%	88%	52%	79%	52%
Race - Black or African American	Count	2,519	13,457	34,869	13,235	4,279	5,056	8,241	1,199	3,398	28,243	12,862
	Percentage	2%	8%	37%	12%	6%	8%	6%	3%	2%	5%	14%
Race - Asian	Count	9,825	29,011	2,346	10,255	3,275	13,846	5,429	3,293	22,347	9,168	1,512
	Percentage	8%	17%	3%	10%	5%	23%	4%	6%	33%	12%	2%
Race - Hispanic or Latino (of any race)	Count	15,751	12,613	4,714	33,368	11,627	2,151	15,365	4,297	4,623	3,509	4,052
	Percentage	14%	8%	5%	31%	16%	4%	11%	7%	7%	5%	5%
<b>HOUSING AND EDUCATION (2014-2018 American Community Survey 5-Year Estimates)</b>												
% Owner Occupied Units	64%	69%	34%	42%	63%	66%	71%	88%	50%	76%	52%	67%
Average Family Size	3.09	3.11	2.97	3.37	3.20	3.22	3.30	3.18	3.01	3.09	3.14	3.27
Median Household Income (2018 dollars)	\$107,172	\$101,079	\$37,471	\$63,056	\$68,146	\$92,410	\$85,318	\$88,585	\$123,449	\$90,961	\$46,792	\$93,006
Median Home Value	\$770,100	\$337,700	\$155,100	\$190,300	\$186,500	\$309,000	\$224,000	\$283,500	\$631,700	\$283,200	\$147,800	\$355,900
Median Gross Rent	\$1,970	\$1,199	\$799	\$1,165	\$1,118	\$1,308	\$990	\$1,203	\$1,855	\$1,251	\$928	\$1,218
Average Commute Length (minutes)	28.2	22.8	18.4	25.4	26.6	27.0	21.3	35.8	23.5	26.9	23.9	30.3
% College Degree	60%	67%	38%	34%	34%	60%	48%	44%	71%	57%	29%	57%
% Homes Built Since 1980	65%	87%	73%	82%	63%	71%	79%	70%	65%	56%	63%	76%
<b>ECONOMIC CHARACTERISTICS (2018 American Community Survey 5-Year Estimates)</b>												
Arts, Entertainment & Recreation, Accommodation & Food Service	# of Employees	5,863	5,819	6,786	6,869	3,335	2,418	6,069	2,205	2,141	2,572	4,052
	Percentage	11%	7%	16%	11%	9%	8%	8%	6%	4%	7%	12%
Educational Services, Health Care & Social Assistance	# of Employees	9,985	17,799	13,813	10,336	7,301	6,205	17,047	7,570	4,361	8,110	7,201
	Percentage	18%	21%	32%	17%	20%	20%	23%	26%	13%	22%	20%
Manufacturing	# of Employees	7,224	8,861	4,491	4,999	2,506	7,446	6,695	2,560	2,968	9,242	5,288
	Percentage	13%	10%	10%	8%	7%	24%	9%	9%	9%	25%	15%
Professional, Scientific & Management, & Administrative, and Waste Management Services	# of Employees	10,470	21,811	2,873	7,859	4,425	4,666	9,842	3,224	13,221	5,225	3,718
	Percentage	19%	25%	7%	13%	12%	15%	14%	11%	39%	14%	11%
Retail Trade	# of Employees	5,022	7,455	4,711	8,052	4,792	2,867	8,202	3,167	3,624	3,112	4,565
	Percentage	9%	9%	11%	13%	13%	9%	11%	11%	11%	9%	13%

	Carlsbad, CA	Cary, NC	Greenville, NC	Lewisville, TX	North Richland Hills, TX	Novi, MI	Olathe, KS	Orland Park, IL	Redmond, WA	Rochester Hills, MI	Rock Hill, SC	Roswell, GA
City Size (square miles)	39.12	55.44	26.30	42.47	18.20	31.28	60.42	22.27	17.24	32.91	43.16	42.00
Population density (people per sq. mile)	2,795	2,685	3,329	2,332	3,617	1,819	2,150	2,608	3,347	2,194	1,580	2,199
City Size (acres)	25,037	35,482	16,832	27,181	11,648	20,019	38,669	14,253	11,034	21,062	27,622	26,880
Population density (people per acre)	0.22	0.21	0.18	0.26	0.16	0.34	0.28	0.24	0.16	0.28	0.37	0.28

# STATISTICAL INFORMATION & GLOSSARY

## Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms, this glossary has been included.

**Accrual Basis of Accounting:** A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

**Activity:** Cost center within a fund or department to which specific expenses are to be allocated.

**Ad Valorem:** Tax imposed at a percentage rate of the value as stated.

**ADA:** Abbreviation for Americans with Disabilities Act.

**Appropriation:** An authorization made by the City Council, which permits officials to incur obligations against, and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

**Assessed Valuation:** The estimated value placed upon real and personal property by the City Assessor. Assessed value is required to be at 50% of true cash value.

**Assets:** Property owned by the City, which has monetary value.

**Audit:** A systematic examination of resource utilization concluding in a written report. It is a test of management's internal controls and is intended to ascertain whether financial statements fairly present financial positions and results of operations;

- Test whether transactions have been legally performed;
- Identify areas for possible improvements in accounting practices and procedures;
- Ascertain whether transactions have been recorded accurately and consistently;
- Ascertain the stewardship of officials responsible for governmental resources.

**BAR:** Abbreviation for budget amendment request.

**Base Budget:** The budget predicted on maintaining the existing level of service.

**Bond (Debt Instrument):** A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital improvements.

# STATISTICAL INFORMATION & GLOSSARY

**Budget (Operating):** A plan of financial operations embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceiling under which the City and its departments operate.

**Budget Calendar:** The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

**Budgetary Control:** The level at which expenditures cannot legally exceed the appropriated amounts.

**Budgeted Funds:** Funds that are planned for certain uses. The budget document that is submitted for Council approval is composed of budgeted funds.

**Budget Message (City Manager's):** Initially, a general discussion of the proposed budget document presented in writing as a supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager. Subsequent to adoption this document is updated to reflect changes made during City Council deliberations.

**CAFR:** Abbreviation for Comprehensive Annual Financial Report.

**Capital Outlay:** A disbursement of money, which results in the acquisition of or addition to fixed assets. The item must have a purchase price greater than \$5,000 and have a useful life of more than one year.

**Cash Management:** The management of cash necessary to pay government services while investing idle cash in order to earn interest. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds safely in order to achieve the highest interest on temporary cash balances.

**CIP:** Abbreviation for Capital Improvement Program.

**Contingency:** An estimated amount of funds needed for deficiency or emergency purposes. An annual appropriation to cover short falls in revenue and/or underestimation of expenditures. Under Michigan law, to be used contingencies must be moved to a more distinctive appropriation by a budget amendment.

**Contractual Services:** Items of expenditure from services that the City receives from an outside company. Heating and cooling mechanical services, maintenance, custodial services and support for the City owned telephone systems are examples of contractual services.

**CPI:** Abbreviation for Consumer Price Index. Renamed the Inflation Rate Multiplier (IRM).

# STATISTICAL INFORMATION & GLOSSARY

**CPM:** Acronym for the Center for Performance Measurement. The International City/County Manager's Association (ICMA) CPM has been in existence since 1994 to assist local governments in improving the quality, effectiveness, and efficiency of public services through the collection, reporting, analysis, and application of performance information. CPM measures performance across 18 categories and currently has 191 members.

**Current Taxes:** Taxes that are levied and due within one year.

**CVTRS:** Abbreviation for City, Village, and Township Revenue Sharing program.

**DARE:** Abbreviation for Drug Abuse Resistance Education.

**Debt Service:** The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

**Department:** A major administrative division of the City, which indicates overall management responsibility for an operation of a group of related operations within a functional area.

**Depreciation:** That portion of the cost of a capital asset, used during the year to provide service.

**DWSD:** Abbreviation for Detroit Water and Sewerage Department.

**Enterprise Fund:** A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water and sewer.

**Estimated Revenue:** The amount of projected revenue to be collected during the fiscal year.

**Expenditure:** The cost of goods delivered and services rendered, whether paid or unpaid.

**Expense:** The cost of goods delivered and services rendered, whether paid or unpaid in the Enterprise Funds.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts for the purpose of carrying on specific activities or attaining certain objectives.

**Fund Balance:** The excess of an entity's assets over liabilities. A negative fund balance is sometimes called a deficit.

**GAAP:** Abbreviation for Generally Accepted Accounting Principles.

**GASB:** The Governmental Accounting Standards Board, which provides direction in accounting and reporting requirements for units of government.

# STATISTICAL INFORMATION & GLOSSARY

**General Fund:** The largest fund within the City, the General Fund accounts for most of the financial resources of the government that may be used for any lawful purpose. General Fund revenues include property taxes, licenses and permits, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, public works and general administration.

**General Obligation Bonds:** When the City pledges its full faith and credit to the repayment of the bonds it issues, those bonds are general obligation (G.O.) bonds. Issuance of these bonds requires a citywide election and is usually repaid by an ad valorem property tax levy.

**GFOA:** Acronym for Government Finance Officers Association. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

**GIS:** Abbreviation for Geographic Information System.

**Headlee Amendment:** The Headlee Amendment places an upper limit on the total amount of property taxes a city can collect in the fiscal year. This constitutional amendment limits the growth in taxable value attributed to market adjustment (excluding new construction) to the growth in the consumer price index (CPI). If this situation occurs, the operating millages, which are applied to the taxable value, must be reduced to compensate for any increase in excess of the CPI.

**Headlee Override:** A Headlee override is a vote by the electors to return the millage to the amount originally authorized via charter, state statute, or a vote of the people, and is necessary to counteract the effects of the Headlee Rollback.

**Headlee Rollback:** The term Headlee Rollback became part of municipal finance lexicon in 1978 with the passage of the Headlee Amendment to the Constitution of the State of Michigan of 1963. The Headlee Amendment requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation (IRM-CPI). As a consequence, the local unit's millage rate is "rolled back" so that the resulting growth in property tax revenue, community-wide, is not more than the rate of inflation.

**Inflation Rate Multiplier (IRM):** State of Michigan term for CPI computation in the Headlee computation.

**Investment:** Securities purchased and held for the production of income in the form of interest.

**ISO:** Abbreviation for Insurance Service Office. The ISO rating is a national standard with a 1 to 10 rating scale: 1 is the best and 10 is the lowest possible rating. ISO ratings are a factor in insurance rates charged to homeowners and businesses.

**Leveraged Funds:** borrowed *funds* to reap a greater gain than is otherwise possible. Take on debt to achieve a goal faster than it is able to with equity capital alone.

**Liabilities:** Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.



# STATISTICAL INFORMATION & GLOSSARY

**Litigation:** The process of taking an argument between people or groups to a court of law.

**Long Term Debt:** Debt with a maturity of more than one year.

**Maturities:** The date on which the principal or stated values of investments or debt obligation mature and may be reclaimed.

**MERS:** The Michigan Municipal Employees Retirement System is a multiple- employer statewide public employee retirement plan created to provide retirement and survivor and disability benefits to local government employees.

**Millage:** A rate (as of taxation) expressed in mills per dollar.

**MIOSHA:** Abbreviation for Michigan Occupational Safety and Health Administration.

**MLGBC:** Acronym for the Michigan Local Government Benchmarking Consortium. MLGBC is a program designed to bring together cities, townships, villages and counties from across Michigan and produce meaningful and relevant performance measures for the purpose of benchmarking and multijurisdictional performance comparisons. Performance measures cover 14 service areas and currently have 43 members.

**Modified Accrual Basis of Accounting:** Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar obligations, which should be recognized when due.

**OPEB:** Abbreviation for Other Post-Employment Benefits.

**Other Charges:** An expenditure object within an activity, which includes professional services, utilities, rents, and training for example.

**PASER:** Abbreviation for Pavement Surface Evaluation and Rating System.

**Per Capita Basis:** Per unit population.

**Personnel Services:** An expenditure object within an activity, which includes payroll and all fringe benefits.

**PRV:** Pressure Reducing Valve for maintaining water pressure levels.

**Revenue:** An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in an enterprise.

**RCOC:** Abbreviation for the Road Commission for Oakland County.

**RRASOC:** Abbreviation for Regional Recycling Authority of South Oakland County.



# STATISTICAL INFORMATION & GLOSSARY

**SEMCOG:** South East Michigan Council of Governments.

**SEV:** Abbreviation for State Equalized Value.

**Special Assessment Fund:** Special Assessment Funds are used to account for the construction and financing of public improvements benefiting a limited number of properties. Assessments are repaid over a number of years with interest.

**Supplies:** An expenditure object within an activity that includes all supplies that have a useful life of less than one year and/or a purchase price of less than \$1,000 dollars.

**STPU:** Surface Transportation Program – Urban.

**SWOCC:** Southwester Oakland Cable Commission in which the City is a member of this joint venture with the cities of Farmington and Farmington Hills.

**Taxable Value:** This is a value used as a base for levying property taxes. It was established by a state constitutional amendment. Taxable value limits increases in value attributed to market adjustment. The increase is limited to the lesser of the actual increase, the rate of inflation as established by the consumer price index, or 5%. When property changes ownership, the value returns to 50% of true cash value.

**Transfers In/Out:** A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**Trust and Agency Fund:** Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds.

**Venture Team:** Team to start up business, secure financing, and execute a business plan.

**Water and Sewer Fund:** This enterprise fund is used to account for the provision of water and sewer services to the customer financed primarily by user charges.

# RESOLUTIONS

## Resolution of Adoption 2021 Millage Rates

**WHEREAS**, the City Council has agreed to keep the City's total millage rate of 10.5376 mills unchanged from last year (2020) levy, and

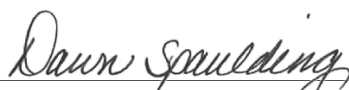
**WHEREAS**, that these levies are being placed on a diversified tax base that has increased slightly as anticipated in the financial plan, and

**WHEREAS**, a public hearing was also held on May 10, 2021 on 2021 millage rates and the 2021-2022 budget,

**NOW, THEREFORE, BE IT RESOLVED**, that to finance the level of services established for the 2021-2022 fiscal-year, and to meet specific debt obligations of the City that the following millages are authorized to be spread:

General Operating	4.7505
Public Act 359 - Advertising	0.0119
Municipal Street	1.4197
Public Safety	1.3518
Parks and Recreation	0.3648
Drain	0.6101
Capital Improvement	0.9514
Library	0.7303
2008 Library Construction Debt	<u>0.3471</u>
	<u>10.5376</u>

I certify that the foregoing is a true and complete copy of a Resolution adopted by the City Council of the City of Novi at a regular Meeting held on this 10<sup>th</sup> day of May 2021.



Dawn Spaulding, Deputy City Clerk

# RESOLUTIONS

## **Resolution of Adoption Fiscal-Year 2021-2022 Budget and Acknowledging the Multi-Year Budget Including Projections of Future Fiscal-Years 2022-2023 and 2023-2024**

**WHEREAS**, the City Manager's recommended budget is based upon City Council's strategic themes and goals which were discussed, along with property tax projections from the City Assessor, and

**WHEREAS**, this budget has incorporated the CIP plan as approved by the City's Planning Commission at the public hearing held on February 24, 2021, and

**WHEREAS**, pursuant to Section 8.3 of the Novi City Charter, a detailed revenue and expenditure plan has been presented in accordance with all applicable City, State and Federal Statutes, and

**WHEREAS**, the City Council passed amendments to the recommended budget during the April 21, 2021 Special Budget Meeting, and

**WHEREAS**, a public hearing was also held on May 10, 2021 on the proposed budget, and

**WHEREAS**, this budget takes into consideration the City's Multi-Year Budget and financial planning through fiscal-year 2023-2024, and

**NOW, THEREFORE, BE IT RESOLVED**, that the fiscal year 2021-22 attached budget is adopted and that the City Council acknowledges the Multi-Year Budget, Including Projections of Future Fiscal-Years 2022-2023 and 2023-2024 as part of this resolution.

I certify that the foregoing is a true and complete copy of a Resolution adopted by the City Council of the City of Novi at a regular Meeting held on this 10<sup>th</sup> day of May 2021.



Dawn Spaulding, Deputy City Clerk



ANNUAL BUDGET  
AND FINANCIAL PLAN

**2021-2022**

CITY OF NOVI, MICHIGAN