

# CITY COUNCIL



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Mayor



**DAVE STAUDT**  
Mayor Pro Tem



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Council Member



**HUGH CRAWFORD**  
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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 01, 2021**

*Christopher P. Morrill*

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, 2021**. 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 believe employees are **committed to providing exceptional 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 **diversity is one of our strengths**. We come from many backgrounds and experiences and, together, have built an open, inclusive and welcoming environment. We ensure each person is treated with the highest level of dignity and respect.

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

We believe in exercising **leadership at all levels**. We believe the opportunity to lead, both formally and informally, is available and encouraged throughout the organization.

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

We are **committed to community engagement, responsible stewardship** of the resources entrusted to us, and delivering services in an open and transparent manner.

We **encourage and expect team members to dedicate and commit time to future thinking and planning, as well as exploring innovative options** to do things better. We understand that we may fail, but we will learn from those experiences.

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

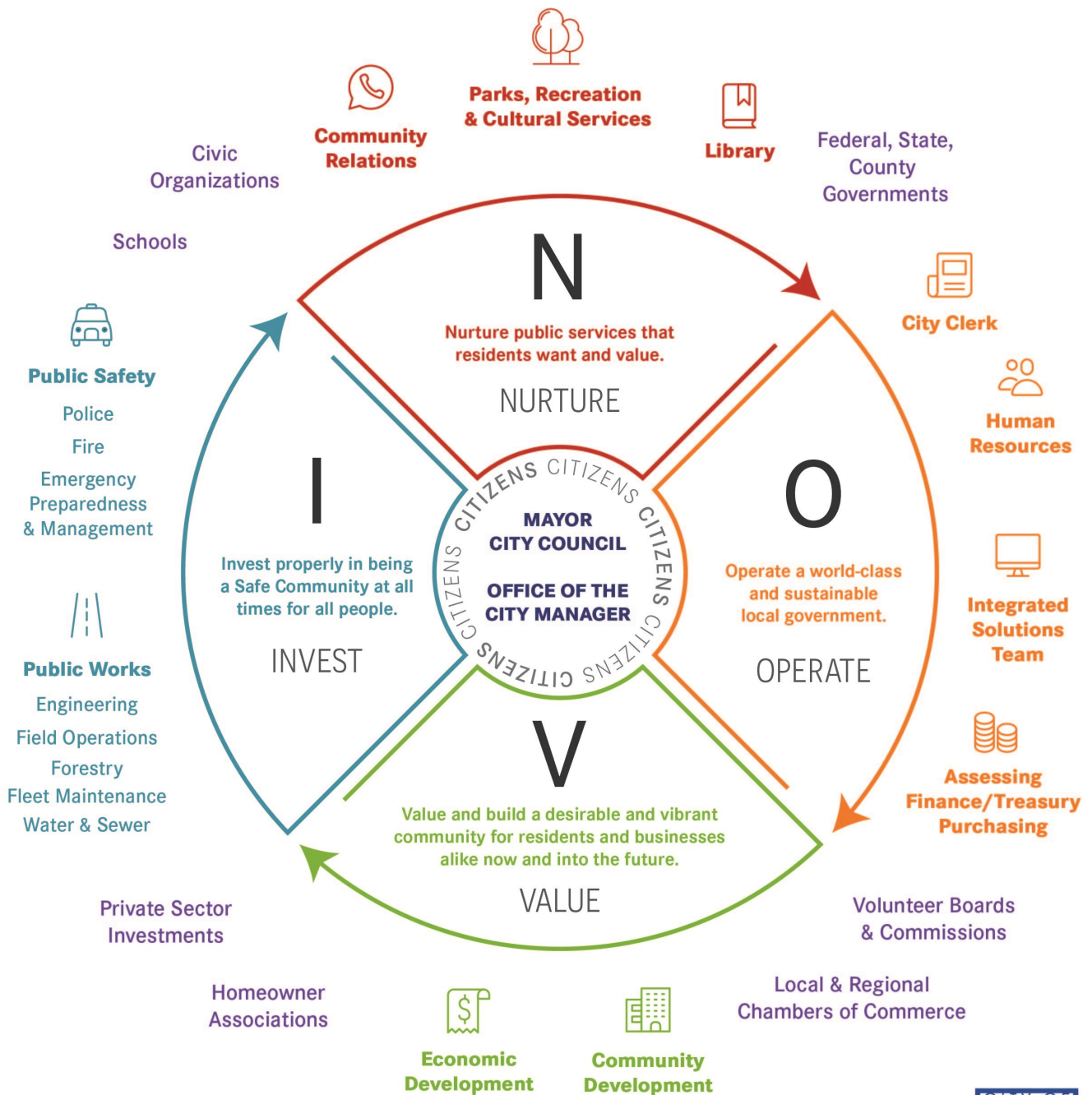
We **believe and take pride in Novi's tradition of leading and partnering with the wider community**. We desire to be the first to step up and partner, to be leaders who follow through on mutually beneficial co-operations. With the assistance of schools, service agencies, and other units of government,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

Revised: 11/11/2021



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## NOVI DIAGRAM



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# Introduction

## 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 listing of capital improvement projects (excluding previously budgeted projects rolled over from prior years) 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



## **relationship** (noun)

re·la·tion·ship | \ ri-'lā-shən-,ship \

### **Definition of relationship**

**1:** *the state of being related or interrelated*

**2:** *the relation connecting or binding participants in a relationship: such as*

**a:** *KINSHIP*

**b:** *a specific instance or type of kinship*

**3a:** *a state of affairs existing between those having relations or dealings*

**b:** *a passionate attachment*

## **FY 2022-23 RECOMMENDED BUDGET MESSAGE**

March 28, 2022

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

There are several terms you expect to see in a budget message: relationships are not necessarily one of them. Numbers, measurements, and trends are most always referenced. And, while I will touch on each of those in this letter, I'll also focus on relationships. Relationships ... because with good and growing relationships the numbers, measurements, and trends seem to go in a positive direction.

Let's start with the numbers. The following recommended budget continues to show our team has followed City Council's leadership in being excellent stewards of taxpayer funds. This recommended budget upholds top standards in financial practices, all while maintaining our AAA Bond Rating. This community's position financially continues to be an example of performing our responsibilities ("staying in our lane"), not overextending ourselves for items/projects/wishes that don't provide something which has a positive impact on the residents, businesses, and community. We do this with City Council's strategic vision in focus.

The numbers work and set us on a firm foundation. How we know this is by measurements. Using data to evaluate what is working and what is not is a very basic way to verify where we are at. Internally, this is a valuable management practice across many different types of organizations.

The importance of using data is we can confirm our beliefs about which management strategies and practices are working and which are not. When operating this way, over time we can track Trends. We are now able to plan and project with the 2020 Census Data which gives us a ten-year snapshot of where we were and where we are now (or specifically in 2020). This is important as this Census Data has been entered into all of the State formulas that help fund programs such as ACT 51 road funds and State Shared Revenue (SSR). Once the State of Michigan resets all the numbers, the City of Novi should see an increase in state Funding (total across all Funds) of around \$1 million annually.

# Strategic Goals, Priorities, & Issues

Our steady growth over the past decade is more than twice that of other communities in Oakland County. Our population has grown 20 percent, with the second fastest growing community coming in at just under nine percent.

Growth isn't all free. City Council understands the expanded infrastructure required to maintain current systems that we operate and the need to update aging infrastructure up to Novi standards. We have also added park land, conservation areas, and non-motorized routes. This has not been easy, but staff has responded by utilizing experience, education, and technology to adjust and improvise without adding staff comparative to the increase in infrastructure, added services, and programs (see attached graphic).

We cannot do this alone. This is why we continue to focus on and form Relationships. By developing and maintaining relationships we can continue to reap rewards other communities can only dream of. Some, but most certainly not all, of those relationships in this budget are:

- Public Safety host and facilitate professional training to other agencies.
- Our state-of-the-art Firearms Training center is utilized by the United States Secret Service and other agencies due to long-term relationships.
- Federal agencies and State Law Enforcement taskforces are housed on the City's Civic Center campus.
- The future proposed Emergency Mobile Command Unit (EMCU) could be utilized by our mutual aid communities.
- Future ITC Community Sports park renovations are going to work in conjunction with local organizations, teams, and other organizations to maximize everyone's resources.
- Dispatch services is provided to the City of South Lyon by Novi's Public Safety Department
- Numerous high-profile events (shopping centers during holiday seasons, Suburban Collection Showplace during State Fair, Comic-Con, etc) occur in the community organized by the City's private partners Twelve Oaks Mall, Suburban Collection Show Place etc. who contract the City's Police Department for dedicated support as not to draw down coverage from the rest of the city.
- Assisting the Road Commission for Oakland County (RCOC) on prefunding projects on their roads, moving projects years ahead of schedule.
- Property Exchange with Novi Community Schools that will better suit both organizations and the community.
- Splash pad with community donations and the Novi Parks Foundation.
- Working with our Federal peers on road funding for Taft Road, Beck Road improvements, and other areas where we can leverage to bring more of our taxpayer dollars back to Novi. We are also working with the Cities of Wixom, Northville, Northville Township, Wayne County and RCOC, and the SEMCOG and State of Michigan on Beck Road Improvements.
- Assisting Great Lakes Water Authority (GLWA) with a route for needed infrastructure that will coincide with needed road improvements.
- Parks Recreation and Older Adult Services (PRCS) have many arrangements with the Novi Community Schools, private businesses, and vendors to maximize efficiencies.
- Oakland County and the Detroit Regional Partnership both with the Michigan Economic Development Corporation assist the City in retention and attraction efforts in our business community.

# Strategic Goals, Priorities, & Issues

The list could go on and on and it will continue to grow as relationships are formed to maximize not only what we have but leveraging other investments, facilities, and personnel to be a force multiplier.

With these relationships, staff's focus determined efforts, and City Council's leadership, I am pleased to present this recommended balanced budget that continues our trend in the right direction. This plan, again, lays the framework to position Novi as continuing to lead as one of Michigan's finest cities.

Finally, I would like to thank our Assistant City Manager Cardenas; our Finance team led by Director Carl Johnson, Deputy Director Sabrina Lilla, and Senior Budget Analyst Jessica Dorey; our community Relations team led by Director Sheryl Walsh-Molloy; and every department director for their continued efforts to be excellent stewards of our financial responsibilities.

Respectfully submitted,

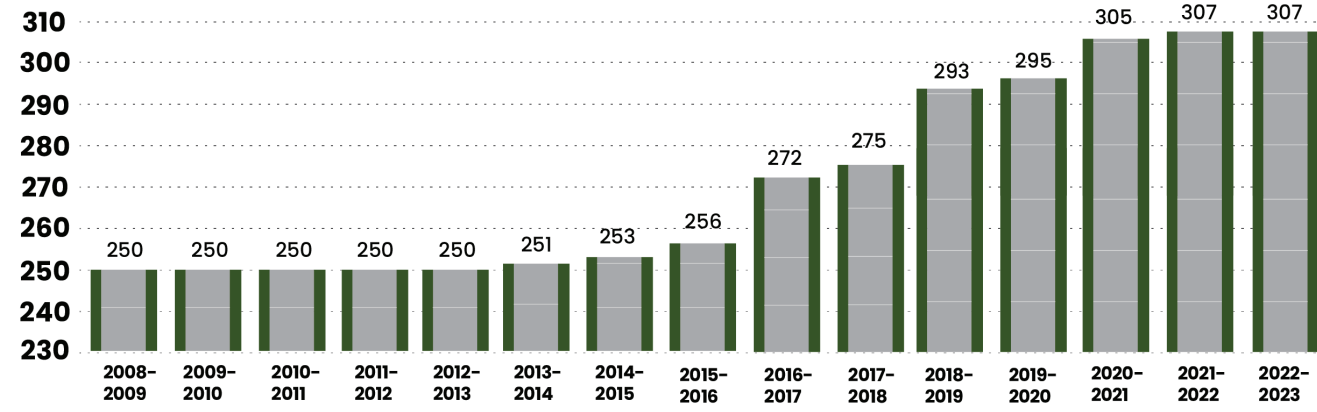
A handwritten signature in black ink, appearing to read 'Pete Auger', with a long horizontal flourish extending to the right.

Pete Auger  
City Manager

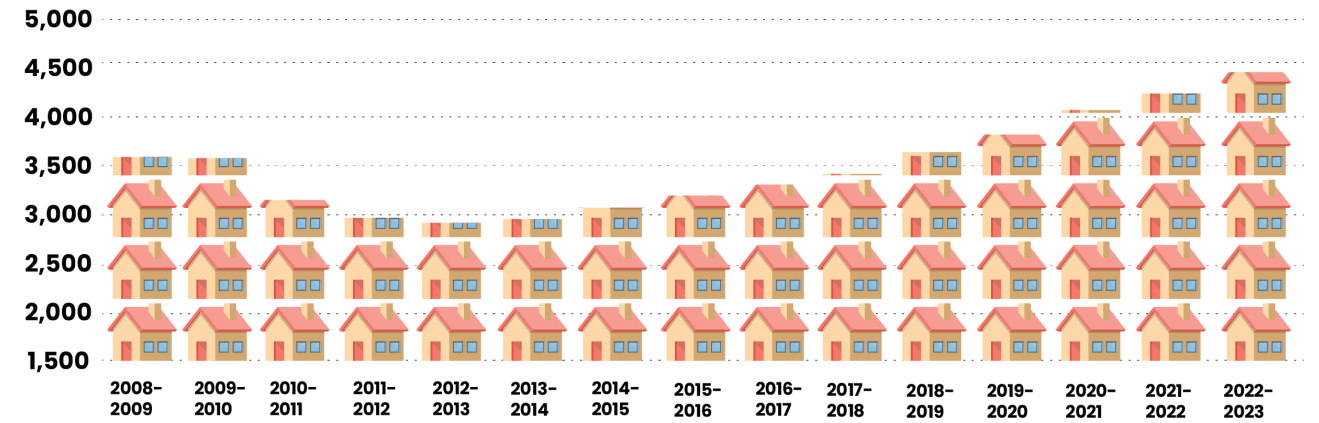


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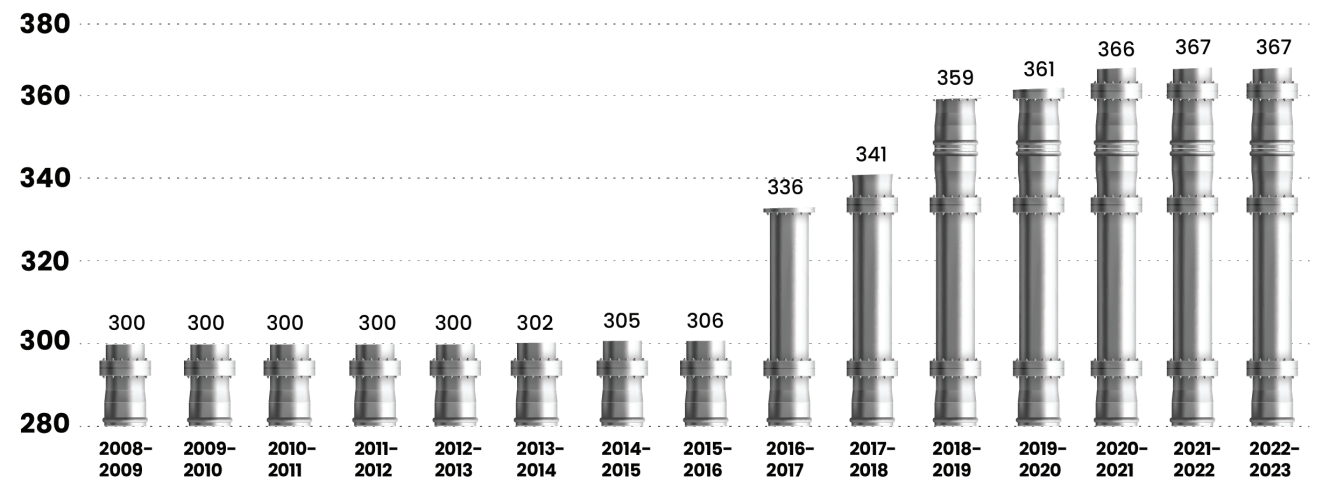
# A Glimpse of the City of Novi's Taxable Value, Assets, Infrastructure and Personnel Totals from 2008 to Today.



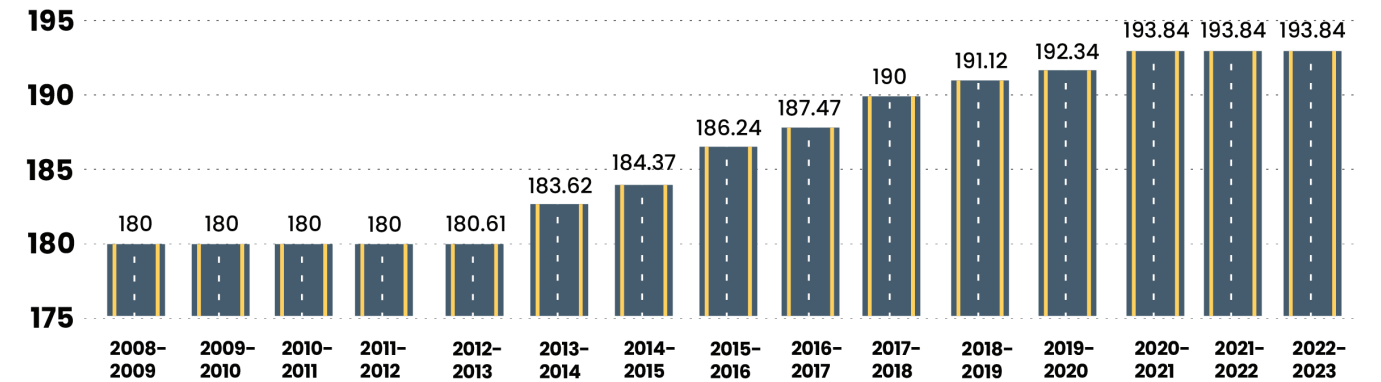
**Sidewalk Miles**



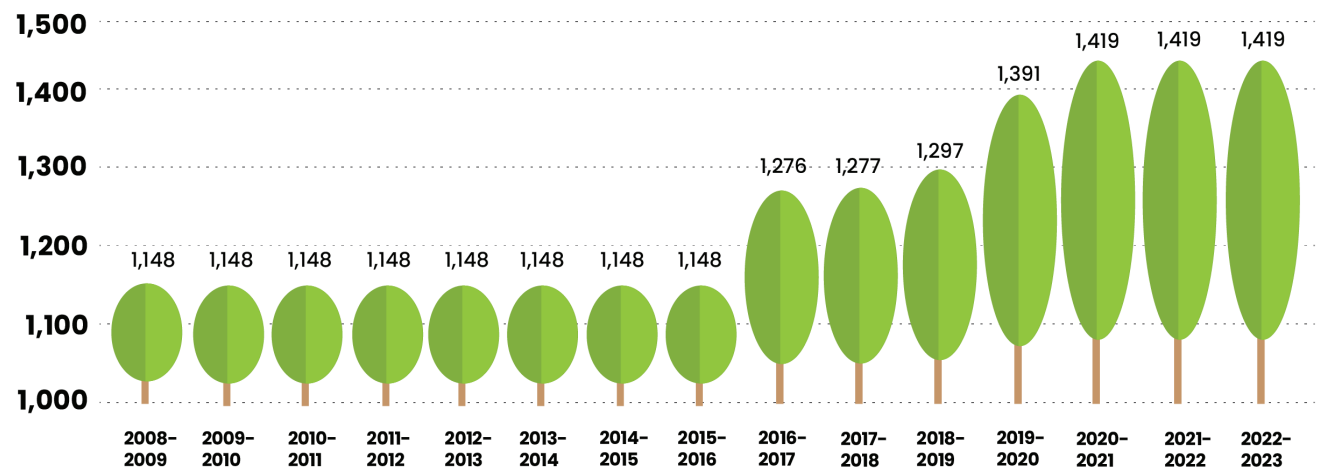
**Taxable Value (in millions)**



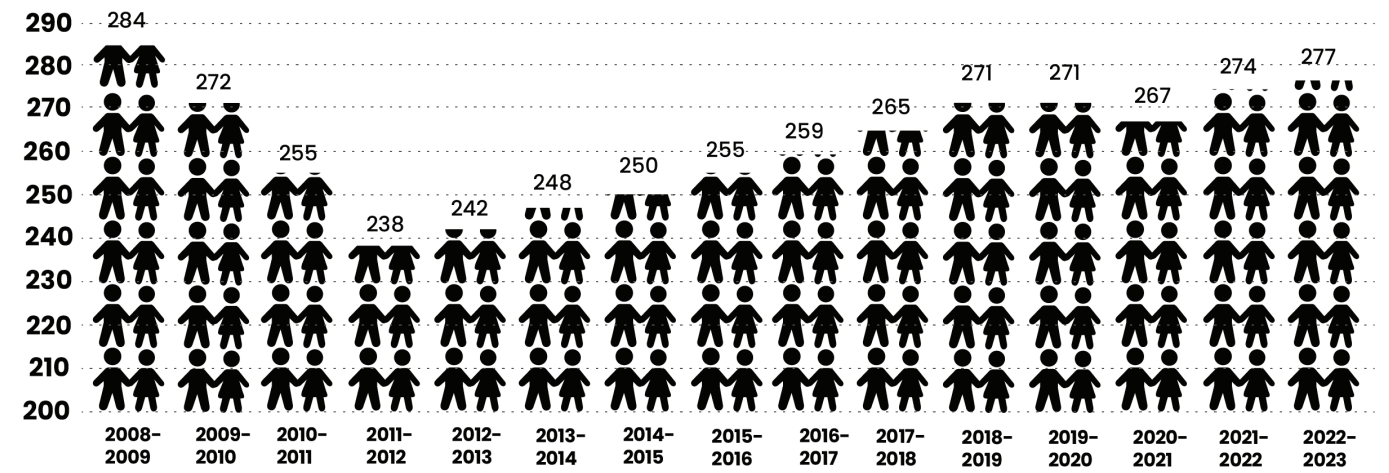
**Water Main Miles**



**Center Lane Miles**



**Park Acres**



**Employees**



# Strategic Goals, Priorities, & Issues

## City Council Strategic Goals & Strategies

On Monday, February 7, 2022, at an Early Input Budget Session, the Novi City Council met to discuss Strategic Themes & Broad Goal categories. (City Council voted on February 10, 2020 to not make any goals that exceed the two years in between local elections and to not commit the Administration past the current Council term.) As in years past, City Council used a real-time collaborative brainstorming application to brainstorm and prioritize goals. The goals that received a majority vote (four or more) from City Council guided the City Manager in creating the FY 2022-23 Recommended Budget. The City Council goals are listed below and on the following page:

### **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**

- Generate additional boards and commissions to foster sustained engagement with City Staff and convert the Older Adult Services and Cultural Arts Advisory Boards into Council appointed bodies with specific terms and appointment processes.
- Construct and open a world-class splash pad at Bosco Fields by July 4, 2023. Funds secured from the activities performed by the Starr Family and Novi Parks Foundation will be turned over to the City when completed for naming rights. The City will fund the balance of the development costs.

### **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**

- Direct annual budget savings (the amounts/line items under budget in each department at year-end) toward capital improvements in roads, sidewalks/pathways, parks, city facilities and/or public safety.
- Create a sustainability committee that includes residents, businesses, key staff (i.e., public safety, DPW, economic development, emergency manager) to identify long-term opportunities and challenges and develop strategies to address them.
- Expand outreach to the Asian population to help engagement in City happenings. Translate certain events, meetings, publications, etc.



# 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**

- Continue to pursue and purchase of strategic properties in Novi to help preserve community character

## **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**

- Support the accreditation (or re-accreditation) processes for Police, Fire, Dispatch, etc.
- Develop proposals for FS#1 in the next 12 months and bring them to Council for policy discussion & direction on timing and funding mechanism

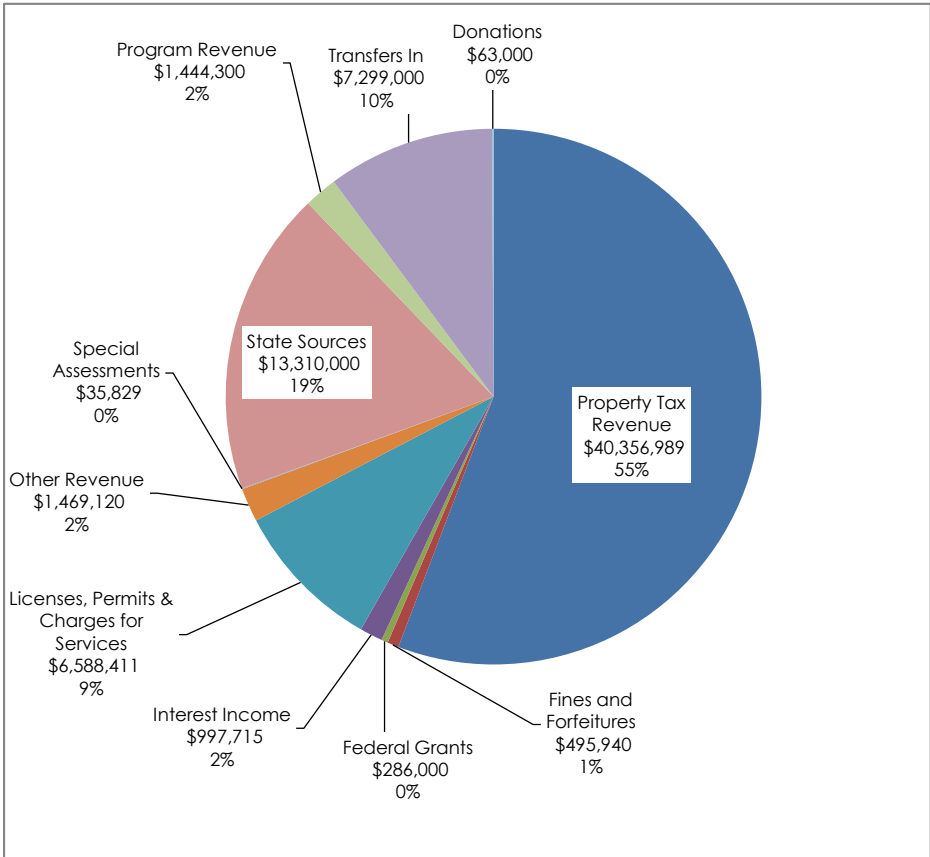
# Budget Overview

## Significant Budgetary Items and Trends

### Fiscal Year 2022-2023 Budgeted Revenues (by category)

The following represents Fiscal Year 2022-23 budgeted revenue (General Fund and Special Revenue Funds), as well as a four-year comparison of revenue by fund.

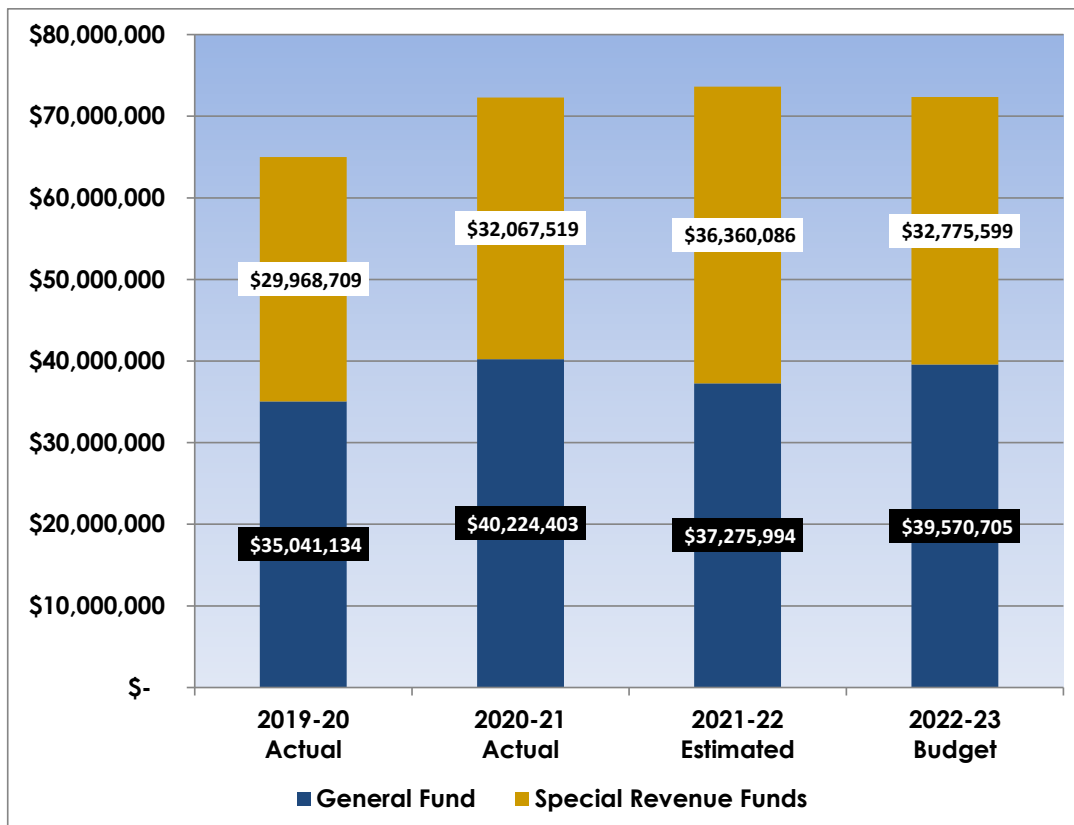
| ESTIMATED REVENUES                       | GENERAL FUND         | SPECIAL REVENUE FUNDS | TOTAL BUDGETED       |
|--|----------------------|-----------------------|----------------------|
| Property Tax Revenue                     | \$ 26,785,213        | \$ 13,571,776         | \$ 40,356,989        |
| Fines and Forfeitures                    | 375,000              | 120,940               | \$ 495,940           |
| Federal Grants                           | 155,000              | 131,000               | \$ 286,000           |
| Interest Income                          | 706,961              | 290,754               | \$ 997,715           |
| Licenses, Permits & Charges for Services | 4,413,411            | 2,175,000             | \$ 6,588,411         |
| Other Revenue                            | 753,120              | 716,000               | \$ 1,469,120         |
| Special Assessments                      | -                    | 35,829                | \$ 35,829            |
| State Sources                            | 6,356,000            | 6,954,000             | \$ 13,310,000        |
| Program Revenue                          | -                    | 1,444,300             | \$ 1,444,300         |
| Transfers In                             | -                    | 7,299,000             | \$ 7,299,000         |
| Donations                                | 26,000               | 37,000                | \$ 63,000            |
| <b>TOTAL ESTIMATED REVENUES</b>          | <b>\$ 39,570,705</b> | <b>\$ 32,775,599</b>  | <b>\$ 72,346,304</b> |



# Budget Overview

## Comparison of Revenue (Four-Year)

| Fund                                  | 2019-20<br>Actual    | 2020-21<br>Actual    | 2021-22<br>Estimated | 2022-23<br>Budget    | % Change<br>Estimated 2021-22<br>& Budget 2022-23 |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|---|
| <b>GENERAL FUND</b>                   | <b>\$ 35,041,134</b> | <b>\$ 40,224,403</b> | <b>\$ 37,275,994</b> | <b>\$ 39,570,705</b> | <b>6.16%</b>                                      |
| <b>SPECIAL REVENUE FUNDS</b>          |                      |                      |                      |                      |   |
| Major Street                          | 4,549,337            | 4,798,035            | 5,392,400            | 5,134,640            | -4.78%  |
| Local Street                          | 7,535,715            | 9,203,495            | 9,896,760            | 7,339,080            | -25.84%   |
| Municipal Street                      | 6,053,867            | 6,136,639            | 6,410,792            | 6,597,765            | 2.92%   |
| Parks, Recreation & Cultural Services | 2,568,014            | 2,947,585            | 2,897,096            | 4,839,275            | 67.04%  |
| Tree                                  | 705,255              | 166,070              | 401,470              | 404,248              | 0.69%   |
| Drain                                 | 2,427,728            | 2,410,546            | 4,726,861            | 2,667,918            | -43.56%   |
| Rubbish Collection                    | 2,527,121            | 2,626,986            | 2,126,000            | 2,165,000            | 1.83%   |
| PEG Cable                             | 18,846               | 13,048               | 6,308                | -                    | -100.00%  |
| Community Development Block Grant     | 75,132               | 69,813               | 165,812              | 131,000              | -20.99%   |
| Forfeiture                            | 221,147              | 223,781              | 552,904              | 20,940               | -96.21%   |
| Library                               | 3,188,125            | 3,217,848            | 3,350,568            | 3,397,404            | 1.40%   |
| Library Contribution                  | 62,592               | 37,507               | 38,224               | 42,500               | 11.19%  |
| American Resuce Plan Act (ARPA)       | -                    | 180,335              | 359,051              | -                    | -100.00%  |
| West Oaks St. Street Lighting         | 7,529                | 7,530                | 7,540                | 7,529                | -0.15%  |
| West Lake Dr Street Lighting          | 3,300                | 3,300                | 3,300                | 3,300                | 0.00%   |
| Town Center St. Street Lighting       | 25,001               | 25,001               | 25,000               | 25,000               | 0.00%   |
|                                       | <b>\$ 29,968,709</b> | <b>\$ 32,067,519</b> | <b>\$ 36,360,086</b> | <b>\$ 32,775,599</b> | <b>-9.86%</b>                                     |
| <b>TOTAL REVENUE</b>                  | <b>\$ 65,009,843</b> | <b>\$ 72,291,922</b> | <b>\$ 73,636,080</b> | <b>\$ 72,346,304</b> | <b>-1.75%</b>                                     |

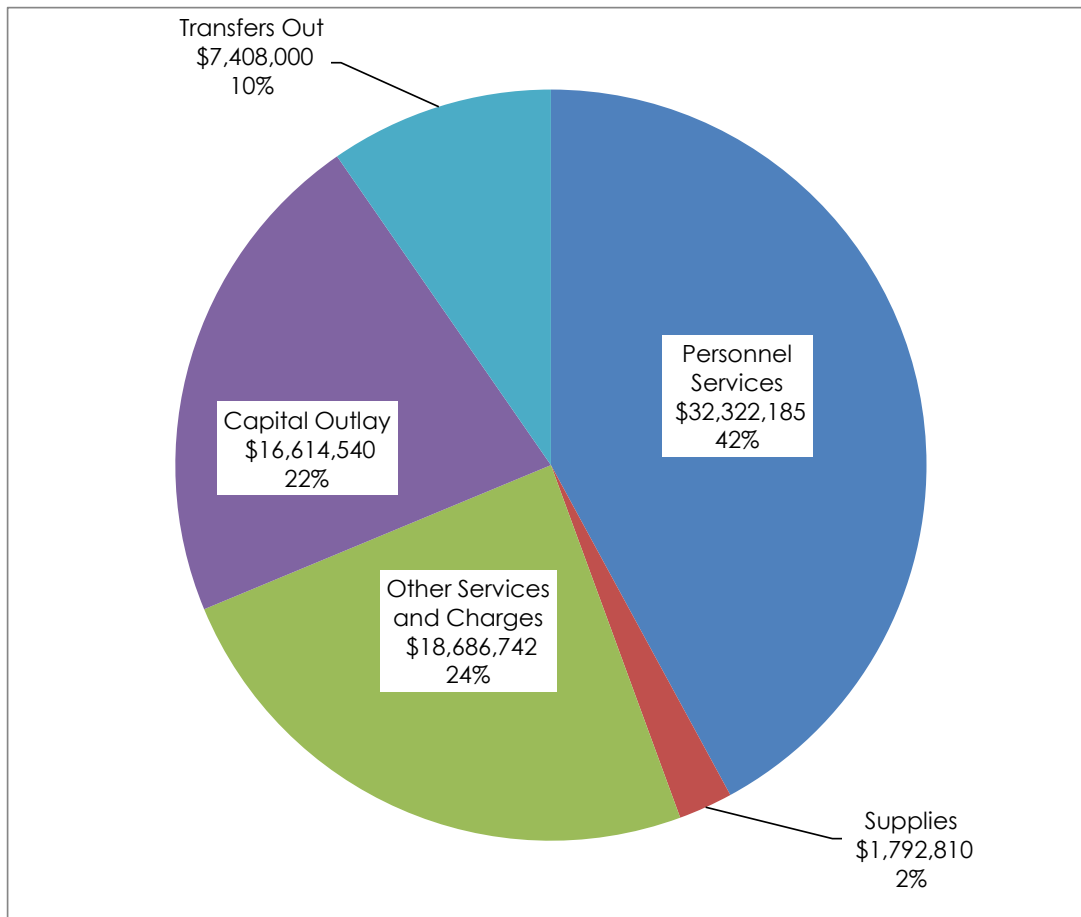


# Budget Overview

## Fiscal Year 2022-23 Budgeted Expenditures (by category)

The following represents Fiscal Year 2022-23 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         | \$ 28,619,995        | \$ 3,702,190          | \$ 32,322,185        |
| Supplies                   | 992,160              | 800,650               | \$ 1,792,810         |
| Other Services and Charges | 7,378,060            | 11,308,682            | \$ 18,686,742        |
| Capital Outlay             | 2,680,490            | 13,934,050            | \$ 16,614,540        |
| Transfers Out              | 1,825,000            | 5,583,000             | \$ 7,408,000         |
| <b>TOTAL EXPENDITURES</b>  | <b>\$ 41,495,705</b> | <b>\$ 35,328,572</b>  | <b>\$ 76,824,277</b> |

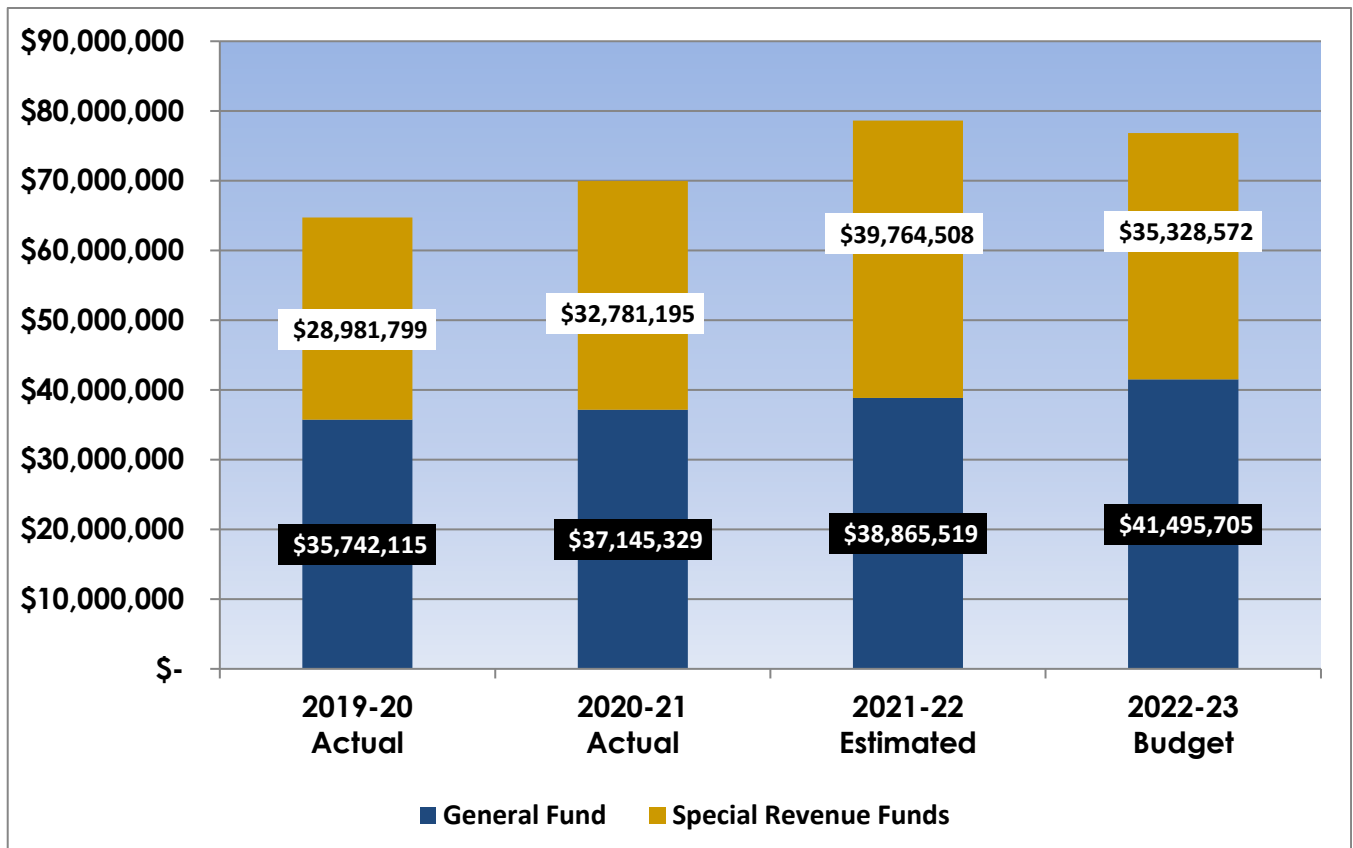




# Budget Overview

## Comparison of Expenditures (Four-Year)

| Fund                                  | 2019-20<br>Actual    | 2020-21<br>Actual    | 2021-22<br>Estimated | 2022-23<br>Budget    | % Change<br>Estimated 2021-22<br>& Budget 2022-23 |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|---|
| <b>GENERAL FUND</b>                   | <b>\$ 35,742,115</b> | <b>\$ 37,145,329</b> | <b>\$ 38,865,519</b> | <b>\$ 41,495,705</b> | <b>6.77%</b>                                      |
| <b>SPECIAL REVENUE FUNDS</b>          |                      |                      |                      |                      |   |
| Major Street                          | 4,310,028            | 4,089,491            | 4,908,153            | 6,844,640            | 39.45%  |
| Local Street                          | 6,424,465            | 9,751,528            | 10,051,295           | 7,588,080            | -24.51%   |
| Municipal Street                      | 5,607,986            | 6,467,366            | 9,450,675            | 6,432,765            | -31.93%   |
| Parks, Recreation & Cultural Services | 3,195,357            | 2,603,651            | 2,903,023            | 5,036,275            | 73.48%  |
| Tree                                  | 700,043              | 795,173              | 717,710              | 673,248              | -6.19%  |
| Drain                                 | 2,428,751            | 2,410,452            | 4,726,861            | 2,667,918            | -43.56%   |
| Rubbish Collection                    | 2,527,121            | 2,626,986            | 2,126,000            | 2,165,000            | 1.83%   |
| PEG Cable                             | 296,557              | 296,266              | 295,286              | -                    | -100.00%  |
| Community Development Block Grant     | 72,349               | 56,334               | 131,000              | 131,000              | 0.00%   |
| Forfeiture                            | 349,580              | 421,434              | 552,904              | 20,940               | -96.21%   |
| Library                               | 3,007,881            | 3,004,034            | 3,452,160            | 3,567,377            | 3.34%   |
| Library Contribution                  | 31,699               | 48,830               | 57,900               | 171,000              | 195.34%   |
| American Rescue Plan Act (ARPA)       | -                    | 180,335              | 359,051              | -                    | -100.00%  |
| West Oaks St. Street Lighting         | 6,190                | 5,146                | 7,540                | 5,329                | -29.32%   |
| West Lake Dr Street Lighting          | 2,982                | 3,157                | 3,250                | 3,300                | 1.54%   |
| Town Center St. Street Lighting       | 20,810               | 21,012               | 21,700               | 21,700               | 0.00%   |
|                                       | <b>\$ 28,981,799</b> | <b>\$ 32,781,195</b> | <b>\$ 39,764,508</b> | <b>\$ 35,328,572</b> | <b>-11.16%</b>                                    |
| <b>TOTAL APPROPRIATED FUNDS</b>       | <b>\$ 64,723,914</b> | <b>\$ 69,926,524</b> | <b>\$ 78,630,027</b> | <b>\$ 76,824,277</b> | <b>-2.30%</b>                                     |



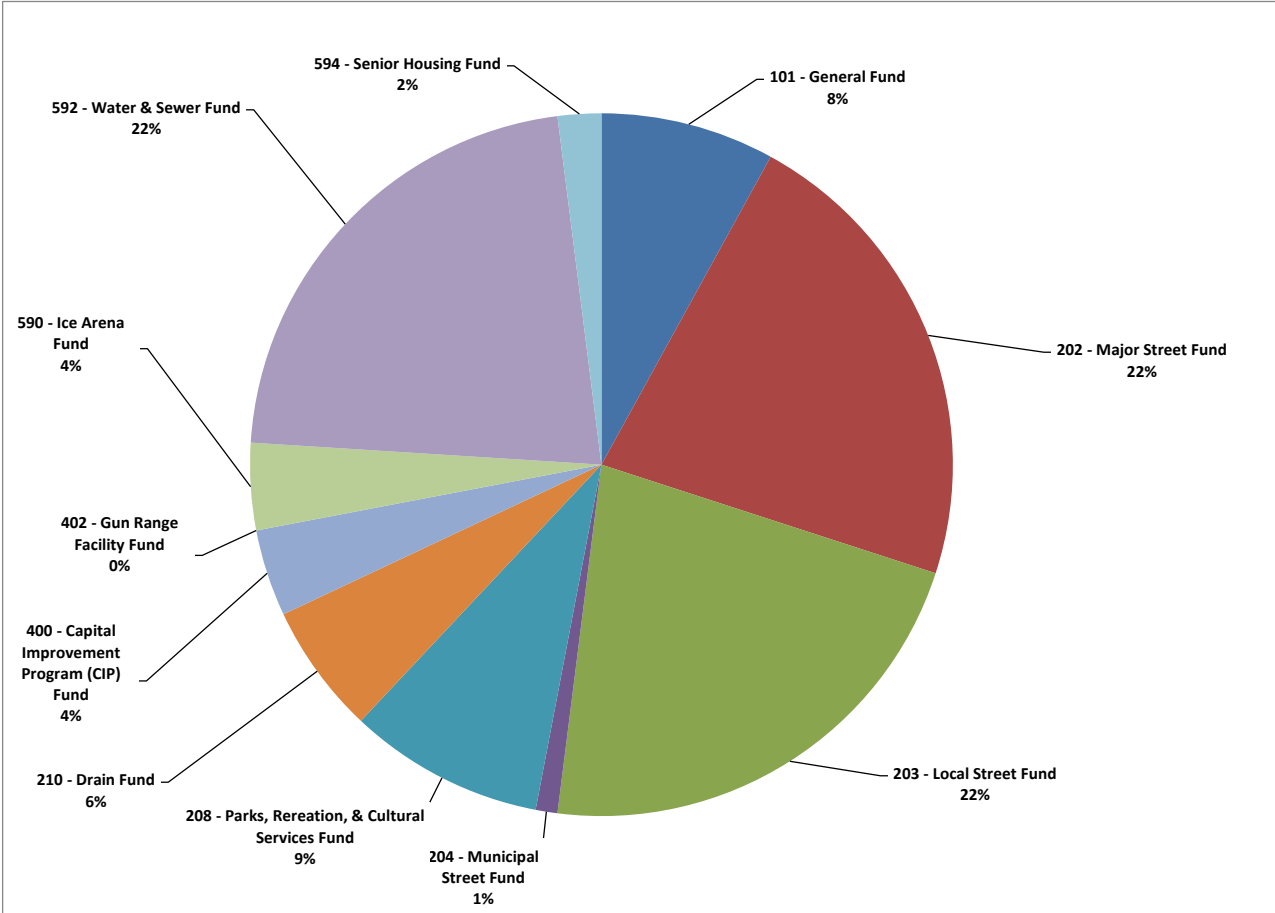
# Budget Overview

## 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.

### FY 2022-23 Capital Improvements by Fund

| FUND   | Budget               | Projected            |                      | Forecast             |                      |                      | TOTAL                 |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
|  | FY 2022-23           | FY 2023-24           | FY 2024-25           | FY 2025-26           | FY 2026-27           | FY 2027-28           |                       |
| 101 - General Fund                               | \$ 1,798,380         | \$ 2,092,050         | \$ 2,188,090         | \$ 14,152,650        | \$ 1,883,760         | \$ 1,080,600         | \$ 23,195,530         |
| 202 - Major Street Fund                          | \$ 5,032,840         | \$ 4,968,700         | \$ 4,586,750         | \$ 8,416,330         | \$ 2,030,360         | \$ 31,212,970        | \$ 56,247,950         |
| 203 - Local Street Fund                          | \$ 4,867,230         | \$ 4,300,000         | \$ 4,600,000         | \$ 7,786,910         | \$ 8,267,630         | \$ 6,000,000         | \$ 35,821,770         |
| 204 - Municipal Street Fund                      | \$ 200,000           | \$ 200,000           | \$ 200,000           | \$ 823,110           | \$ 200,000           | \$ 200,000           | \$ 1,823,110          |
| 208 - Parks, Rereation, & Cultural Services Fund | \$ 2,077,670         | \$ 551,290           | \$ 116,120           | \$ 609,040           | \$ 3,579,420         | \$ 422,460           | \$ 7,356,000          |
| 210 - Drain Fund                                 | \$ 1,466,590         | \$ 1,365,600         | \$ 2,133,950         | \$ 1,594,030         | \$ 758,870           | \$ 1,106,490         | \$ 8,425,530          |
| 400 - Capital Improvement Program (CIP) Fund     | \$ 934,500           | \$ 981,230           | \$ 928,810           | \$ -                 | \$ -                 | \$ 1,192,690         | \$ 4,037,230          |
| 402 - Gun Range Facility Fund                    | \$ -                 | \$ -                 | \$ 362,590           | \$ -                 | \$ 111,190           | \$ -                 | \$ 473,780            |
| 590 - Ice Arena Fund                             | \$ 900,330           | \$ 200,000           | \$ 144,500           | \$ 860,060           | \$ -                 | \$ -                 | \$ 2,104,890          |
| 592 - Water & Sewer Fund                         | \$ 4,944,130         | \$ 8,232,300         | \$ 4,524,970         | \$ 7,544,950         | \$ 8,007,520         | \$ 4,592,570         | \$ 37,846,440         |
| 594 - Senior Housing Fund                        | \$ 381,960           | \$ 555,610           | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 937,570            |
| <b>TOTAL</b>                                     | <b>\$ 22,603,630</b> | <b>\$ 23,446,780</b> | <b>\$ 19,785,780</b> | <b>\$ 41,787,080</b> | <b>\$ 24,838,750</b> | <b>\$ 45,807,780</b> | <b>\$ 178,269,800</b> |



# 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            |                      |
|---|----------------------|-----------------------|-----------------------|----------------------|----------------------|
|   | 2020-2021            | 2021-2022             | 2022-2023             | 2023-2024            | 2024-2025            |
| <b>Revenue</b>  |                      |                       |                       |                      |                      |
| Property Taxes  | \$ 5,712,989         | \$ 5,946,632          | \$ 6,168,945          | \$ 6,334,183         | \$ 6,505,478         |
| State Right-of-Way  | 359,973              | 305,000               | 336,000               | 346,000              | 356,000              |
| State Gas & Weight Tax  | 6,461,370            | 7,246,000             | 6,921,000             | 7,114,000            | 7,256,000            |
| Other (Interest Income, Licenses Permits, & Charges for Services, Donations, and Other Revenue) | 473,839              | 195,420               | 121,540               | 80,872               | 57,987               |
| <b>Total Revenue</b>  | <b>\$ 13,008,171</b> | <b>\$ 13,693,052</b>  | <b>\$ 13,547,485</b>  | <b>\$ 13,875,055</b> | <b>\$ 14,175,465</b> |
| <b>Expenditures</b>   |                      |                       |                       |                      |                      |
| Major Street Fund   | \$ 372,741           | \$ 428,089            | \$ 5,052,840          | \$ 4,988,700         | \$ 4,606,750         |
| Local Street Fund - Annual Neighborhood Repair Program  | 5,737,625            | 5,343,428             | 3,000,000             | 4,300,000            | 4,600,000            |
| Local Street Fund - Other   | 2,737,418            | 2,733,153             | 1,867,230             | -                    | -                    |
| Municipal Street Fund   | 874,918              | 3,416,135             | 200,000               | 200,000              | 200,000              |
| <i>Subtotal Capital Expenditures</i>  | <b>\$ 9,722,702</b>  | <b>\$ 11,920,805</b>  | <b>\$ 10,120,070</b>  | <b>\$ 9,488,700</b>  | <b>\$ 9,406,750</b>  |
| Routine/Preventative Maintenance  | 2,177,938            | 2,813,131             | 3,608,500             | 3,208,500            | 3,208,500            |
| Winter Maintenance  | 783,719              | 917,468               | 918,000               | 918,000              | 918,000              |
| Traffic services  | 153,358              | 336,400               | 335,000               | 335,000              | 335,000              |
| Other Services and Charges  | 340,672              | 415,419               | 359,915               | 349,855              | 360,215              |
| <i>Subtotal Maintenance and Other Expenditures</i>  | <b>\$ 3,455,687</b>  | <b>\$ 4,482,418</b>   | <b>\$ 5,221,415</b>   | <b>\$ 4,811,355</b>  | <b>\$ 4,821,715</b>  |
| <b>Total Expenditures</b>   | <b>\$ 13,178,389</b> | <b>\$ 16,403,223</b>  | <b>\$ 15,341,485</b>  | <b>\$ 14,300,055</b> | <b>\$ 14,228,465</b> |
| <b>Revenues over/(under) expenditures</b>   | <b>\$ (170,218)</b>  | <b>\$ (2,710,171)</b> | <b>\$ (1,794,000)</b> | <b>\$ (425,000)</b>  | <b>\$ (53,000)</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 2022 TAX LEVY

| OPERATING FUNDS                  | CITY CHARTER | ADJUSTED CHARTER MAXIMUM HEADLEE |        | 2022 LEVY      | REMAINING CAPACITY       |
|----------------------------------|--------------|----------------------------------|--------|----------------|--------------------------|
|                                  |              | 2021                             | 2022   |                |                          |
| GENERAL FUND-Operating           | 6.5000       | 4.7505                           | 4.7505 | 4.7505         | -                        |
| GENERAL FUND-PA 359 Advertising* | 0.0000       | 3.9214                           | 3.9214 | 0.0114         | -                        |
| MUNICIPAL STREET FUND            | 1.5000       | 1.4197                           | 1.4197 | 1.4197         | -                        |
| PUBLIC SAFETY                    | 1.8000       | 1.3518                           | 1.3518 | 1.3518         | -                        |
| PARKS AND RECREATION             | 0.5000       | 0.3648                           | 0.3648 | 0.3648         | -                        |
| DRAIN REVENUE FUND               | 1.0000       | 0.7303                           | 0.7303 | 0.6106         | 0.1197                   |
| CIP FUND                         | 1.0000       | 0.9514                           | 0.9514 | 0.9514         | -                        |
| LIBRARY FUND                     | 1.0000       | 0.7303                           | 0.7303 | 0.7303         | -                        |
| <b>DEBT SERVICE FUNDS</b>        |              |                                  |        |                | <b>Last Year of Levy</b> |
| 2008 LIBRARY DEBT FUND           | (as needed)  | N/A                              | N/A    | 0.3471         | 2027-28                  |
|                                  |              |                                  |        | <b>10.5376</b> |                          |

| OPERATING FUNDS                  | MILLAGE |         |        | REVENUE              | REMAINING CAPACITY |
|----------------------------------|---------|---------|--------|----------------------|--------------------|
|                                  | 2021-22 | 2022-23 | CHANGE |                      |                    |
| GENERAL FUND                     | 4.7505  | 4.7505  | 0.0000 | \$ 20,875,928        | \$ -               |
| GENERAL FUND-PA 359 Advertising* | 0.0119  | 0.0119  | 0.0000 | 50,000               | -                  |
| MUNICIPAL STREET FUND            | 1.4197  | 1.4197  | 0.0000 | 6,238,753            | -                  |
| PUBLIC SAFETY                    | 1.3518  | 1.3518  | 0.0000 | 5,940,367            | -                  |
| PARKS AND RECREATION             | 0.3648  | 0.3648  | 0.0000 | 1,603,004            | -                  |
| DRAIN REVENUE FUND               | 0.6101  | 0.6101  | 0.0000 | 2,680,972            | 502,000            |
| CIP FUND                         | 0.9514  | 0.9514  | 0.0000 | 4,180,812            | -                  |
| LIBRARY FUND                     | 0.7303  | 0.7303  | 0.0000 | 3,209,191            | -                  |
|                                  |         |         |        | <b>\$ 44,779,027</b> |                    |
| <b>DEBT SERVICE FUNDS</b>        |         |         |        |                      |                    |
| 2008 LIBRARY DEBT FUND           | 0.3471  | 0.3471  | 0.0000 | 1,430,629            |                    |
|                                  |         |         |        | <b>\$ 46,209,656</b> |                    |

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

NOTE: Assumes no Headlee rollback for 2022 tax year

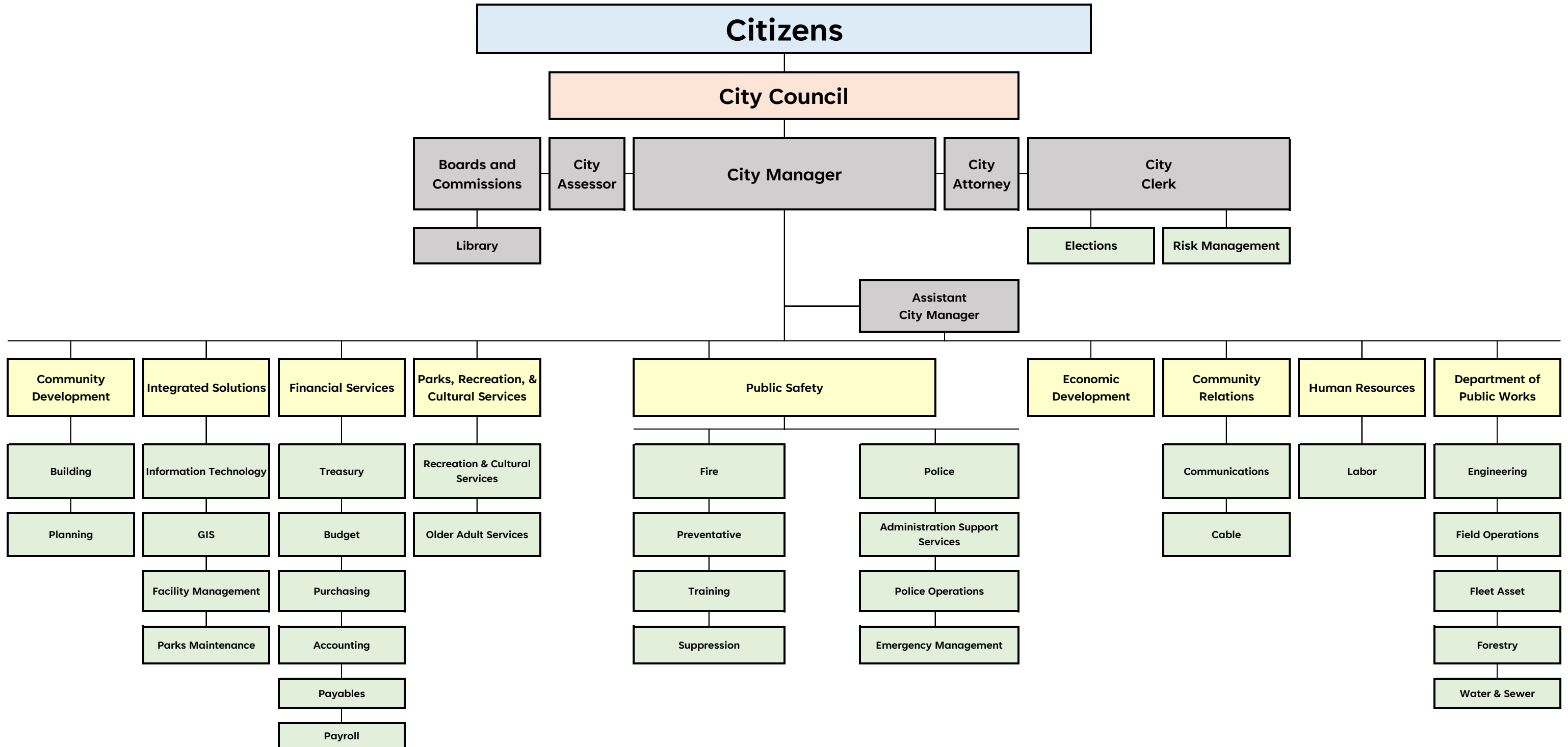
# Budget Overview

## **Changes Presented between the Recommended to Adopted Budget**

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# Organizational Chart





# 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  
 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 (*FUND CLOSED AS OF 6/30/2022*)  
 264 - Community Development Block Grant  
 266 - Forfeiture  
 268 - Library  
 269 - Library Contribution  
 285 - American Resue Plan Act (ARPA) Fund  
 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 three major governmental funds which are the General Fund, Local Street 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 (fund closed as of June 30, 2022) :** 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.

**American Rescue Plan Act (ARPA) Fund:** This fund was established by a vote of the City Council to account for the use of American Rescue Plan Act grant funds. The grant funds will be used for the Save our Seniors ("SOS") program which creates parks for seniors and ssitas with their needs during the COVID-19 pandemic.

**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.

**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.

**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, the sanitary sewer Capacity, Management, Operations and Maintenance Program (CMOM) and as otherwise determined to be necessary. 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.

# Fund Structure, Descriptions & Relationship

**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 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: 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                |           |            |                  |           |                 |
| 295.10 Community Relations: Studio 6             | 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            |                  |           |            |                  |           |                 |
| 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.



# 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 identified in the plan to the extent possible. The City Charter was adopted with a low operating millage, with the understanding that major capital expenditures, if not otherwise provided for, 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 Program, 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  |
| January   | <ul style="list-style-type: none"> <li>- Capital Improvement Program (CIP) online database completed by Finance Department and GIS Department</li> <li>- Library Provides 268 Fund, 269 Fund, and Historical Commission budgets to Finance</li> <li>- CIP Committee Meeting</li> </ul>                      |
| February  | <ul style="list-style-type: none"> <li>- City Council Budget Goal Setting Session <i>(election years only)</i></li> <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   | <ul style="list-style-type: none"> <li>- Finance provides City Manager Recommended Budget Document to Community Relations Department for editing and printing</li> <li>- City Manager Recommended Budget Document provided to City Council for review</li> </ul>  |
| April   | <ul style="list-style-type: none"> <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 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 2022-23 begins July 1, 2022 and ends June 30, 2023 |   |

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**Consolidated Financial Schedule**

|   | Governmental Funds   |                             |                          |                             |                    |                      |                              |                     |                       |
|---|----------------------|-----------------------------|--------------------------|-----------------------------|--------------------|----------------------|------------------------------|---------------------|-----------------------|
|   | GENERAL<br>FUND      | SPECIAL<br>REVENUE<br>FUNDS | DEBT<br>SERVICE<br>FUNDS | CAPITAL<br>PROJECT<br>FUNDS | PERMANENT<br>FUNDS | ENTERPRISE<br>FUNDS  | INTERNAL<br>SERVICE<br>FUNDS | FIDUCIARY<br>FUNDS  | TOTAL<br>BUDGET       |
|   | BUDGET<br>2022-23    | BUDGET<br>2022-23           | BUDGET<br>2022-23        | BUDGET<br>2022-23           | BUDGET<br>2022-23  | BUDGET<br>2022-23    | BUDGET<br>2022-23            | BUDGET<br>2022-23   | BUDGET<br>2022-23     |
| <b>ESTIMATED REVENUES</b>   |                      |                             |                          |                             |                    |                      |                              |                     |                       |
| Property tax revenue  | \$ 26,785,213        | \$ 13,571,776               | \$ 1,416,420             | \$ 4,126,924                | \$ -               | \$ -                 | \$ -                         | \$ -                | \$ 45,900,333         |
| Capital Contributions   | -                    | -                           | -                        | -                           | -                  | 1,100,000            | -                            | -                   | \$ 1,100,000          |
| Contributions-Employer  | -                    | -                           | -                        | -                           | -                  | -                    | -                            | 10,000              | \$ 10,000             |
| Donations   | 26,000               | 37,000                      | -                        | -                           | -                  | -                    | -                            | -                   | \$ 63,000             |
| Federal grants  | 155,000              | 131,000                     | -                        | -                           | -                  | -                    | -                            | -                   | \$ 286,000            |
| Fines and forfeitures   | 375,000              | 120,940                     | -                        | -                           | -                  | -                    | -                            | -                   | \$ 495,940            |
| Interest income   | 706,961              | 290,754                     | 100                      | 107,920                     | 82,000             | 367,300              | 5,000                        | 2,770,000           | \$ 4,330,035          |
| Licenses, permits, and charges for services                       | 4,413,411            | 2,175,000                   | -                        | 405,500                     | -                  | -                    | 3,185,000                    | -                   | \$ 10,178,911         |
| Older adult program revenue                                       | -                    | 150,350                     | -                        | -                           | -                  | -                    | -                            | -                   | \$ 150,350            |
| Operating Revenue   | -                    | -                           | -                        | -                           | -                  | 28,180,740           | -                            | -                   | \$ 28,180,740         |
| Other revenue   | 753,120              | 716,000                     | -                        | -                           | -                  | 431,863              | 200,000                      | -                   | \$ 2,100,983          |
| Program Revenue   | -                    | 1,293,950                   | -                        | -                           | -                  | 1,646,394            | -                            | -                   | \$ 2,940,344          |
| Special Assessments Levied  | -                    | 35,829                      | -                        | -                           | -                  | -                    | -                            | -                   | \$ 35,829             |
| State sources   | 6,356,000            | 6,954,000                   | -                        | -                           | -                  | -                    | -                            | -                   | \$ 13,310,000         |
| Tap In Fees   | -                    | -                           | -                        | -                           | 5,000              | -                    | -                            | -                   | \$ 5,000              |
| Transfers in  | -                    | 7,299,000                   | -                        | -                           | 59,000             | -                    | -                            | -                   | \$ 7,358,000          |
| <b>TOTAL ESTIMATED REVENUES</b>                                   | <b>\$ 39,570,705</b> | <b>\$ 32,775,599</b>        | <b>\$ 1,416,520</b>      | <b>\$ 4,640,344</b>         | <b>\$ 146,000</b>  | <b>\$ 31,726,297</b> | <b>\$ 3,390,000</b>          | <b>\$ 2,780,000</b> | <b>\$ 116,445,465</b> |
| <b>APPROPRIATIONS</b>   |                      |                             |                          |                             |                    |                      |                              |                     |                       |
| Personnel services  | \$ 28,619,995        | \$ 3,702,190                | \$ -                     | \$ -                        | \$ -               | \$ 1,623,144         | \$ 2,985,000                 | \$ 990,000          | \$ 37,920,329         |
| Supplies  | 992,160              | 800,650                     | -                        | -                           | -                  | 104,200              | -                            | -                   | \$ 1,897,010          |
| Other services and charges  | 7,378,060            | 11,308,682                  | 420                      | 1,250                       | -                  | 27,428,002           | 5,000                        | 428,000             | \$ 46,549,414         |
| Capital outlay  | 2,680,490            | 13,934,050                  | -                        | 958,500                     | -                  | 6,409,670            | -                            | -                   | \$ 23,982,710         |
| Debt Service  | -                    | -                           | 1,416,100                | 285,594                     | -                  | 1,459,281            | -                            | -                   | \$ 3,160,975          |
| Transfer Out  | 1,825,000            | 5,583,000                   | -                        | -                           | -                  | -                    | -                            | -                   | \$ 7,408,000          |
| <b>TOTAL APPROPRIATIONS</b>                                       | <b>\$ 41,495,705</b> | <b>\$ 35,328,572</b>        | <b>\$ 1,416,520</b>      | <b>\$ 1,245,344</b>         | <b>\$ -</b>        | <b>\$ 37,024,297</b> | <b>\$ 2,990,000</b>          | <b>\$ 1,418,000</b> | <b>\$ 120,918,438</b> |
| <b>Estimated Beginning Unassigned Fund Balance - July 1, 2022</b> |                      |                             |                          |                             |                    |                      |                              |                     | <b>\$ 259,890,803</b> |
| <b>Estimated Ending Unassigned Fund Balance - June 30, 2023</b>   |                      |                             |                          |                             |                    |                      |                              |                     | <b>\$ 255,417,830</b> |
| <b>Fund balance as a percentage of total annual expenditures</b>  |                      |                             |                          |                             |                    |                      |                              |                     | <b>211%</b>           |
| <b>Estimated Change in Fund Balance</b>                           |                      |                             |                          |                             |                    |                      |                              |                     | <b>-2%</b>            |

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# Financial Schedules

## General Fund

### GENERAL FUND

|  | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED<br>2023-24      2024-25 |               |
|--|-------------------|----------------------|-------------------|-----------------------------------|---------------|
| <b>ESTIMATED REVENUES</b>                  |                   |                      |                   |                                   |               |
| PROPERTY TAX REVENUE                       |                   |                      |                   |                                   |               |
| Property Tax Revenue - Current Levy        | \$ 19,248,604     | \$ 20,073,008        | \$ 20,875,928     | \$ 21,502,206                     | \$ 22,147,272 |
| Property Tax Revenue - County Chargebacks  | 41,224            | (81,577)             | 25,000            | 25,000                            | 25,000        |
| Property Tax Revenue - Tax Tribunal Accr   | 4,000             | (20,000)             | (25,000)          | (25,000)                          | -             |
| Property Tax Revenue - Brownfield Capture  | (1,800)           | (1,890)              | -                 | -                                 | -             |
| Property Tax Revenue - Police & Fire Levy  | 5,438,166         | 5,666,881            | 5,865,000         | 6,022,000                         | 6,189,000     |
| Property Tax Revenue - Brownfield Cap 2015 | (39,596)          | (47,493)             | (56,992)          | (68,390)                          | (82,068)      |
| Property Tax Revenue - PA 359 Advertising  | 49,675            | 50,180               | 50,000            | 50,000                            | 50,000        |
| Property Tax Revenue - CIA Cap 2018        | (85,995)          | (97,982)             | (146,973)         | (205,762)                         | (267,491)     |
| PPT Reimbursement                          | -                 | 5,924                | -                 | -                                 | -             |
| Property Tax Revenue - C/Y Delequent PPT   | (68,136)          | (68,140)             | (34,000)          | (35,000)                          | (35,000)      |
| Trailer Tax fees                           | 10,961            | 11,000               | 12,250            | 12,500                            | 12,500        |
| Penalty and interest                       | 251,410           | 220,000              | 220,000           | 225,000                           | 230,000       |
| PROPERTY TAX REVENUE                       | \$ 24,848,513     | \$ 25,709,911        | \$ 26,785,213     | \$ 27,502,554                     | \$ 28,269,213 |
| DONATIONS                                  |                   |                      |                   |                                   |               |
| Police Dept Donations                      | \$ 100            | \$ 500               | \$ 500            | \$ 500                            | \$ 500        |
| Restricted Fire donations                  | 100               | 500                  | 500               | 500                               | 500           |
| Donation - Beautification                  | 400               | -                    | -                 | -                                 | -             |
| Contributions                              | 26,194            | -                    | -                 | -                                 | -             |
| Winter Fest - Donations/Sponsorships       | -                 | 23,050               | 25,000            | -                                 | -             |
| DONATIONS                                  | \$ 26,794         | \$ 24,050            | \$ 26,000         | \$ 1,000                          | \$ 1,000      |
| FEDERAL GRANTS                             |                   |                      |                   |                                   |               |
| Federal Grants - FEMA                      | \$ 86,064         | \$ 193,937           | \$ -              | \$ -                              | \$ -          |
| Federal Grants - Fire                      | -                 | 6,493                | -                 | -                                 | -             |
| Federal Grants                             | 4,590             | 5,000                | 5,000             | 5,000                             | 5,000         |
| Federal Grants COVID19                     | 1,071,680         | -                    | -                 | -                                 | -             |
| TIA Grant                                  | 18,815            | -                    | 15,000            | 15,000                            | 15,000        |
| DRE Grant Revenue                          | 368               | 26,115               | -                 | -                                 | -             |
| Federal Grants - Other (State CARES)       | 1,732,078         | -                    | 70,000            | -                                 | -             |
| Federal Grants - Other - ARPA              | 1,993,805         | -                    | -                 | -                                 | -             |
| Federal forfeitures-reimbursement only     | 22,489            | 30,000               | 30,000            | 30,000                            | 30,000        |
| SS Task Force Reimbursement                | 20,640            | 20,000               | 20,000            | 20,000                            | 20,000        |
| FBI - OT Reimbursement                     | 23,965            | 15,000               | 15,000            | 15,000                            | 15,000        |
| FEDERAL GRANTS                             | \$ 4,974,494      | \$ 296,545           | \$ 155,000        | \$ 85,000                         | \$ 85,000     |
| FINES AND FORFEITURES                      |                   |                      |                   |                                   |               |
| Court fees and fines                       | \$ 343,461        | \$ 370,000           | \$ 350,000        | \$ 355,000                        | \$ 370,000    |
| Motor carrier fines and fees               | 11,500            | 25,000               | 25,000            | 25,000                            | 25,000        |
| FINES AND FORFEITURES                      | \$ 354,961        | \$ 395,000           | \$ 375,000        | \$ 380,000                        | \$ 395,000    |
| STATE SOURCES                              |                   |                      |                   |                                   |               |
| Police training grant                      | \$ 30,866         | \$ 25,000            | \$ 25,000         | \$ 25,000                         | \$ 25,000     |
| State Grants - Fire                        | 9,310             | -                    | -                 | -                                 | -             |
| State revenue sharing                      | 5,600,328         | 5,746,515            | 6,331,000         | 6,457,000                         | 6,587,000     |
| STATE SOURCES                              | \$ 5,640,504      | \$ 5,771,515         | \$ 6,356,000      | \$ 6,482,000                      | \$ 6,612,000  |

# Financial Schedules

## GENERAL FUND

|  | ACTUAL<br>2020-21    | ESTIMATED<br>2021-22 | BUDGET<br>2022-23    | PROJECTED            |                      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
|  |                      |                      |                      | 2023-24              | 2024-25              |
| LICENSES, PERMITS & CHARGES FOR SVCS     |                      |                      |                      |                      |                      |
| Clerks Dept Fees (prior business regist) | \$ 5,255             | \$ 29,000            | \$ 10,000            | \$ 10,000            | \$ 10,000            |
| Liquor license fees                      | 59,893               | 67,000               | 68,000               | 69,000               | 69,000               |
| Engineering review fees                  | 114,777              | 150,000              | 250,000              | 250,000              | 250,000              |
| Plan and landscape review fees           | 62,533               | 80,000               | 130,000              | 130,000              | 130,000              |
| Wet, Wood, Landscape insp/review fees    | 138,569              | 135,000              | 200,000              | 175,000              | 170,000              |
| Building permits                         | 523,068              | 584,300              | 920,000              | 950,000              | 950,000              |
| Plan review fees                         | 203,520              | 226,250              | 400,000              | 400,000              | 400,000              |
| Refrigeration permits                    | 74,842               | 58,500               | 68,000               | 75,000               | 75,000               |
| Electrical permits                       | 207,641              | 195,750              | 220,000              | 230,000              | 230,000              |
| Heating permits                          | 195,361              | 168,000              | 200,000              | 205,000              | 205,000              |
| Plumbing permits                         | 127,796              | 126,000              | 155,000              | 160,000              | 160,000              |
| Other charges                            | 170,918              | 340,000              | 325,000              | 316,000              | 300,000              |
| Court abatement revenue                  | 3,115                | -                    | -                    | -                    | -                    |
| Soil erosion fees                        | 15,856               | 27,000               | 27,000               | 27,000               | 27,000               |
| Cable television fee                     | 837,178              | 875,000              | 850,000              | 840,000              | 830,000              |
| Weed cutting revenue                     | 7,303                | 6,000                | 6,000                | 6,000                | 6,000                |
| Board of appeals                         | 15,650               | 21,000               | 21,000               | 21,000               | 21,000               |
| Police department-miscellaneous revenue  | 140,043              | 160,000              | 139,000              | 139,000              | 139,000              |
| Police dispatch service revenue          | 139,988              | 145,588              | 151,411              | 157,467              | 163,766              |
| Police contracted services               | 25,442               | 50,000               | 100,000              | 100,000              | 100,000              |
| Police OWI revenue                       | 525                  | 1,000                | 1,000                | 1,000                | 1,000                |
| Police Department - Hosted Training      | -                    | -                    | 20,000               | 20,000               | 20,000               |
| Administrative reimburse                 | 52,069               | 140,000              | 140,000              | 130,000              | 140,000              |
| Fire Station CEMS revenue                | 12,000               | 12,000               | 12,000               | 12,000               | 12,000               |
| LICENSES, PERMITS & CHARGES FOR SVCS     | \$ 3,133,342         | \$ 3,597,388         | \$ 4,413,411         | \$ 4,423,467         | \$ 4,408,766         |
| INTEREST INCOME                          |                      |                      |                      |                      |                      |
| Interest on Investments                  | \$ 238,980           | \$ 345,424           | \$ 321,961           | \$ 332,745           | \$ 346,943           |
| Interest on interfund borrow-CIP Fund    | 4,424                | 4,500                | -                    | -                    | -                    |
| Unrealized gain (loss) on investments    | (46,471)             | 80,500               | 85,000               | 110,000              | 110,000              |
| Interest on Trust & Agency Funds         | 331,816              | 300,000              | 300,000              | 318,000              | 320,000              |
| INTEREST INCOME                          | \$ 528,750           | \$ 730,424           | \$ 706,961           | \$ 760,745           | \$ 776,943           |
| OTHER REVENUE                            |                      |                      |                      |                      |                      |
| Insurance Reimbursement                  | \$ 17,827            | \$ 35,000            | \$ 35,000            | \$ 35,000            | \$ 35,000            |
| Fire Department                          | 4,351                | 8,200                | 10,000               | 10,000               | 10,000               |
| Fire Department Hosted Training          | 1,700                | 6,800                | 2,500                | 2,500                | 2,500                |
| Miscellaneous income                     | 67,845               | 174,462              | 100,000              | 175,000              | 175,000              |
| Library Network Charges                  | 26,470               | 22,000               | 25,000               | 26,000               | 27,000               |
| State of the City revenue                | -                    | 4,000                | 4,000                | 4,000                | 4,000                |
| Novi Township assessment                 | 18,728               | 19,087               | 20,000               | 20,500               | 21,000               |
| RRRASOC Hosting Fees                     | 16,000               | 16,000               | 16,000               | 16,000               | 16,000               |
| Cell tower revenue                       | 50,342               | 50,342               | 50,350               | 50,350               | 50,350               |
| Sale of fixed assets                     | 148,512              | 50,000               | 125,000              | 125,000              | 125,000              |
| Municipal service charges                | 365,270              | 365,270              | 365,270              | 365,270              | 365,270              |
| OTHER REVENUE                            | \$ 717,045           | \$ 751,161           | \$ 753,120           | \$ 829,620           | \$ 831,120           |
| <b>TOTAL ESTIMATED REVENUES</b>          | <b>\$ 40,224,403</b> | <b>\$ 37,275,994</b> | <b>\$ 39,570,705</b> | <b>\$ 40,464,386</b> | <b>\$ 41,379,042</b> |

# Financial Schedules

## GENERAL FUND

|  | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED    |              |
|--|-------------------|----------------------|-------------------|--------------|--------------|
|  |                   |                      |                   | 2023-24      | 2024-25      |
| <b>APPROPRIATIONS</b>                                |                   |                      |                   |              |              |
| Dept 101.00-CITY COUNCIL                             |                   |                      |                   |              |              |
| PERSONNEL SERVICES                                   | \$ 36,108         | \$ 36,115            | \$ 36,089         | \$ 36,141    | \$ 36,194    |
| SUPPLIES   | 70                | 395                  | 200               | 200          | 200          |
| OTHER SERVICES AND CHARGES                           | 26,987            | 19,900               | 28,600            | 28,600       | 28,600       |
| TOTAL Dept 101.00-CITY COUNCIL                       | \$ 63,165         | \$ 56,410            | \$ 64,889         | \$ 64,941    | \$ 64,994    |
| Dept 172.00-CITY MANAGER                             |                   |                      |                   |              |              |
| PERSONNEL SERVICES                                   | \$ 516,725        | \$ 540,517           | \$ 555,759        | \$ 561,194   | \$ 573,896   |
| SUPPLIES   | 1,483             | 2,900                | 1,500             | 1,500        | 1,500        |
| OTHER SERVICES AND CHARGES                           | 75,961            | 252,368              | 115,410           | 115,410      | 115,410      |
| TOTAL Dept 172.00-CITY MANAGER                       | \$ 594,169        | \$ 795,785           | \$ 672,669        | \$ 678,104   | \$ 690,806   |
| <i>Financial Services</i>                            |                   |                      |                   |              |              |
| Dept 201.00-FINANCE DEPARTMENT                       |                   |                      |                   |              |              |
| PERSONNEL SERVICES                                   | \$ 784,067        | \$ 852,493           | \$ 894,516        | \$ 914,275   | \$ 936,996   |
| SUPPLIES   | 8,955             | 10,200               | 9,300             | 9,300        | 9,300        |
| OTHER SERVICES AND CHARGES                           | 76,656            | 87,770               | 79,650            | 70,560       | 70,980       |
| TOTAL Dept 201.00-FINANCE DEPARTMENT                 | \$ 869,678        | \$ 950,463           | \$ 983,466        | \$ 994,135   | \$ 1,017,276 |
| Dept 253.00-TREASURY                                 |                   |                      |                   |              |              |
| PERSONNEL SERVICES                                   | \$ 331,483        | \$ 336,291           | \$ 340,714        | \$ 347,372   | \$ 356,222   |
| SUPPLIES   | 11,861            | 49,264               | 29,500            | 29,500       | 29,500       |
| OTHER SERVICES AND CHARGES                           | 39,445            | 41,116               | 42,800            | 42,800       | 42,800       |
| TOTAL Dept 253.00-TREASURY                           | \$ 382,789        | \$ 426,671           | \$ 413,014        | \$ 419,672   | \$ 428,522   |
| <i>Financial Services Total</i>                      | \$ 1,252,467      | \$ 1,377,134         | \$ 1,396,480      | \$ 1,413,807 | \$ 1,445,798 |
| Dept 209.00-ASSESSING DEPARTMENT                     |                   |                      |                   |              |              |
| PERSONNEL SERVICES                                   | \$ 650,987        | \$ 648,784           | \$ 681,990        | \$ 695,834   | \$ 713,652   |
| SUPPLIES   | 15,997            | 18,300               | 18,500            | 18,500       | 18,500       |
| OTHER SERVICES AND CHARGES                           | 115,811           | 217,130              | 200,790           | 196,190      | 196,190      |
| CAPITAL OUTLAY                                       | -                 | -                    | 26,340            | 27,130       | -            |
| TOTAL Dept 209.00-ASSESSING DEPARTMENT               | \$ 782,795        | \$ 884,214           | \$ 927,620        | \$ 937,654   | \$ 928,342   |
| Dept 210.00-CITY ATTORNEY, INSURANCE, & CLAIMS       |                   |                      |                   |              |              |
| OTHER SERVICES AND CHARGES                           | \$ 655,376        | \$ 834,801           | \$ 844,800        | \$ 844,800   | \$ 844,800   |
| CAPITAL OUTLAY                                       | 41,701            | 287,000              | 37,000            | 40,000       | 40,000       |
| TOTAL Dept 210.00-CITY ATTORNEY, INSURANCE, & CLAIMS | \$ 697,077        | \$ 1,121,801         | \$ 881,800        | \$ 884,800   | \$ 884,800   |
| Dept 215.00-CITY CLERK                               |                   |                      |                   |              |              |
| PERSONNEL SERVICES                                   | \$ 619,919        | \$ 580,325           | \$ 596,680        | \$ 600,324   | \$ 632,792   |
| SUPPLIES   | 90,904            | 68,465               | 57,500            | 57,500       | 87,500       |
| OTHER SERVICES AND CHARGES                           | 190,362           | 110,592              | 207,670           | 167,670      | 227,670      |
| CAPITAL OUTLAY                                       | -                 | 250,000              | 250,000           | -            | -            |
| TOTAL Dept 215.00-CITY CLERK                         | \$ 901,185        | \$ 1,009,382         | \$ 1,111,850      | \$ 825,494   | \$ 947,962   |

# Financial Schedules

## GENERAL FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED    |              |
|---|-------------------|----------------------|-------------------|--------------|--------------|
|   |                   |                      |                   | 2023-24      | 2024-25      |
| <i>Integrated Solutions</i>                   |                   |                      |                   |              |              |
| Dept 205.00-TECHNOLOGY                        |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ 878,136        | \$ 853,816           | \$ 881,260        | \$ 900,238   | \$ 923,793   |
| SUPPLIES                                      | 80,598            | 90,780               | 106,360           | 106,360      | 106,360      |
| OTHER SERVICES AND CHARGES                    | 384,675           | 447,520              | 480,020           | 466,130      | 463,350      |
| CAPITAL OUTLAY                                | 183,489           | 41,620               | 206,550           | 113,840      | 41,580       |
| TOTAL Dept 205.00-TECHNOLOGY                  | \$ 1,526,898      | \$ 1,433,736         | \$ 1,674,190      | \$ 1,586,568 | \$ 1,535,083 |
| Dept 265.00-FACILITY MANAGEMENT               |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ 292,733        | \$ 288,259           | \$ 290,304        | \$ 296,404   | \$ 303,877   |
| SUPPLIES                                      | 20,544            | 18,780               | 21,100            | 21,100       | 26,270       |
| OTHER SERVICES AND CHARGES                    | 657,782           | 821,080              | 755,370           | 779,540      | 780,540      |
| CAPITAL OUTLAY                                | 461,751           | 498,678              | 681,030           | 649,680      | 633,650      |
| TOTAL Dept 265.00-FACILITY MANAGEMENT         | \$ 1,432,810      | \$ 1,626,797         | \$ 1,747,804      | \$ 1,746,724 | \$ 1,744,337 |
| Dept 265.10-FACILITY MANAGEMENT - PARKS MAINT |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ 526,240        | \$ 531,614           | \$ 645,759        | \$ 666,683   | \$ 689,652   |
| SUPPLIES                                      | 23,710            | 25,500               | 32,000            | 39,570       | 38,340       |
| OTHER SERVICES AND CHARGES                    | 377,935           | 375,550              | 413,260           | 413,260      | 413,260      |
| CAPITAL OUTLAY                                | 126,144           | 57,381               | 143,700           | 18,200       | 52,070       |
| TOTAL Dept 265.10-FAC MGMNT - PARKS MAINT     | \$ 1,054,029      | \$ 990,045           | \$ 1,234,719      | \$ 1,137,713 | \$ 1,193,322 |
| <i>Integrated Solutions Total</i>             | \$ 4,013,737      | \$ 4,050,578         | \$ 4,656,713      | \$ 4,471,005 | \$ 4,472,742 |
| Dept 270.00-HUMAN RESOURCES                   |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ 423,457        | \$ 415,777           | \$ 491,188        | \$ 495,267   | \$ 506,994   |
| SUPPLIES                                      | 1,642             | 1,000                | 1,000             | 1,000        | 1,000        |
| OTHER SERVICES AND CHARGES                    | 97,591            | 151,010              | 151,990           | 149,390      | 149,390      |
| TOTAL Dept 270.00-HUMAN RESOURCES             | \$ 522,690        | \$ 567,787           | \$ 644,178        | \$ 645,657   | \$ 657,384   |
| <i>Community Relations</i>                    |                   |                      |                   |              |              |
| Dept 295.00-COMMUNITY RELATIONS               |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ 278,385        | \$ 331,341           | \$ 318,991        | \$ 331,294   | \$ 339,332   |
| SUPPLIES                                      | 18,686            | 10,900               | 10,900            | 10,900       | 10,900       |
| OTHER SERVICES AND CHARGES                    | 301,370           | 400,201              | 385,000           | 347,000      | 355,000      |
| CAPITAL OUTLAY                                | -                 | 120,000              | 30,000            | 10,000       | 10,000       |
| TOTAL Dept 295.00-COMMUNITY RELATIONS         | \$ 598,441        | \$ 862,442           | \$ 744,891        | \$ 699,194   | \$ 715,232   |
| Dept 295.10-STUDIO 6                          |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ -              | \$ -                 | \$ 186,491        | \$ 189,857   | \$ 194,011   |
| SUPPLIES                                      | -                 | -                    | 5,000             | 5,000        | 5,000        |
| OTHER SERVICES AND CHARGES                    | -                 | -                    | 44,920            | 49,980       | 44,920       |
| TOTAL Dept 295.10-STUDIO 6                    | \$ -              | \$ -                 | \$ 236,411        | \$ 244,837   | \$ 243,931   |
| <i>Community Relations Total</i>              | \$ 598,441        | \$ 862,442           | \$ 981,302        | \$ 944,031   | \$ 959,163   |
| Dept 296.00 ECONOMIC DEVELOPMENT              |                   |                      |                   |              |              |
| PERSONNEL SERVICES                            | \$ 69,300         | \$ 162,589           | \$ 157,773        | \$ 160,570   | \$ 164,067   |
| SUPPLIES                                      | 861               | 1,000                | -                 | -            | -            |
| OTHER SERVICES AND CHARGES                    | 24,267            | 41,610               | 41,110            | 41,110       | 41,110       |
| TOTAL Dept 296.00 ECONOMIC DEVELOPMENT        | \$ 94,428         | \$ 205,199           | \$ 198,883        | \$ 201,680   | \$ 205,177   |

# Financial Schedules

## GENERAL FUND

|  | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED     |               |
|--|-------------------|----------------------|-------------------|---------------|---------------|
|  |                   |                      |                   | 2023-24       | 2024-25       |
| <i>Public Safety</i>                       |                   |                      |                   |               |               |
| Dept 301.00-POLICE DEPARTMENT              |                   |                      |                   |               |               |
| PERSONNEL SERVICES                         | \$ 12,837,984     | \$ 12,759,818        | \$ 13,082,015     | \$ 13,468,409 | \$ 13,968,388 |
| SUPPLIES                                   | 361,745           | 308,500              | 321,500           | 314,500       | 314,500       |
| OTHER SERVICES AND CHARGES                 | 1,220,831         | 1,327,932            | 1,238,610         | 1,281,360     | 1,281,360     |
| CAPITAL OUTLAY                             | 109,847           | 234,920              | 425,790           | 755,710       | 1,074,610     |
| TOTAL Dept 301.00-POLICE DEPARTMENT        | \$ 14,530,407     | \$ 14,631,170        | \$ 15,067,915     | \$ 15,819,979 | \$ 16,638,858 |
| Dept 337.00-FIRE DEPARTMENT                |                   |                      |                   |               |               |
| PERSONNEL SERVICES                         | \$ 5,664,610      | \$ 5,406,620         | \$ 5,573,365      | \$ 5,650,350  | \$ 5,860,839  |
| SUPPLIES                                   | 200,790           | 185,897              | 185,500           | 185,500       | 185,500       |
| OTHER SERVICES AND CHARGES                 | 739,747           | 693,786              | 676,250           | 714,250       | 744,250       |
| CAPITAL OUTLAY                             | 98,133            | 107,674              | -                 | -             | 9,220         |
| TOTAL Dept 337.00-FIRE DEPARTMENT          | \$ 6,703,280      | \$ 6,393,977         | \$ 6,435,115      | \$ 6,550,100  | \$ 6,799,809  |
| <i>Public Safety Total</i>                 | \$ 21,233,687     | \$ 21,025,147        | \$ 21,503,030     | \$ 22,370,079 | \$ 23,438,667 |
| <i>Community Development</i>               |                   |                      |                   |               |               |
| Dept 371.00-COMMUNITY DEVELOPMENT-BUILDING |                   |                      |                   |               |               |
| PERSONNEL SERVICES                         | \$ 1,644,514      | \$ 1,783,743         | \$ 1,904,036      | \$ 1,948,303  | \$ 1,998,737  |
| SUPPLIES                                   | 41,949            | 26,500               | 27,300            | 27,300        | 27,300        |
| OTHER SERVICES AND CHARGES                 | 159,371           | 207,915              | 295,940           | 238,320       | 238,320       |
| CAPITAL OUTLAY                             | 9,806             | 40,660               | 49,080            | 62,660        | 31,230        |
| TOTAL Dept 371.00-COMM DEVELOP-BUILDING    | \$ 1,855,640      | \$ 2,058,818         | \$ 2,276,356      | \$ 2,276,583  | \$ 2,295,587  |
| Dept 807.00-COMMUNITY DEVELOPMENT-PLANNING |                   |                      |                   |               |               |
| PERSONNEL SERVICES                         | \$ 471,424        | \$ 462,390           | \$ 525,593        | \$ 557,993    | \$ 581,525    |
| SUPPLIES                                   | 1,642             | 5,280                | 5,600             | 5,600         | 5,600         |
| OTHER SERVICES AND CHARGES                 | 47,347            | 320,475              | 56,480            | 52,980        | 52,980        |
| CAPITAL OUTLAY                             | -                 | -                    | 29,430            | -             | -             |
| TOTAL Dept 807.00-COMM DEVELOP-PLANNING    | \$ 520,413        | \$ 788,145           | \$ 617,103        | \$ 616,573    | \$ 640,105    |
| <i>Community Development Total</i>         | \$ 2,376,053      | \$ 2,846,963         | \$ 2,893,459      | \$ 2,893,156  | \$ 2,935,692  |
| Dept 665.00-NOVI YOUTH ASSISTANCE          |                   |                      |                   |               |               |
| PERSONNEL SERVICES                         | \$ 40,425         | \$ 46,169            | \$ 42,200         | \$ 42,265     | \$ 42,331     |
| SUPPLIES                                   | 1,616             | 5,500                | 5,500             | 5,500         | 5,500         |
| OTHER SERVICES AND CHARGES                 | 219               | 500                  | 500               | 500           | 500           |
| TOTAL Dept 665.00-NOVI YOUTH ASSISTANCE    | \$ 42,260         | \$ 52,169            | \$ 48,200         | \$ 48,265     | \$ 48,331     |
| Dept 803.00-HISTORICAL COMMISSION          |                   |                      |                   |               |               |
| OTHER SERVICES AND CHARGES                 | \$ 3,548          | \$ 14,000            | \$ 14,000         | \$ 14,000     | \$ 14,000     |
| TOTAL Dept 803.00-HISTORICAL COMMISSION    | \$ 3,548          | \$ 14,000            | \$ 14,000         | \$ 14,000     | \$ 14,000     |



# Financial Schedules

## GENERAL FUND

|   | ACTUAL<br>2020-21    | ESTIMATED<br>2021-22 | BUDGET<br>2022-23    | PROJECTED            |                      |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|
|   |                      |                      |                      | 2023-24              | 2024-25              |
| <i>Department of Public Works</i>                 |                      |                      |                      |                      |                      |
| Dept 442.00-DPW ADMINISTRATION DIVISION           |                      |                      |                      |                      |                      |
| PERSONNEL SERVICES                                | \$ 363,368           | \$ 339,846           | \$ 347,715           | \$ 355,036           | \$ 364,007           |
| SUPPLIES  | 41,797               | 10,395               | 10,400               | 10,400               | 10,400               |
| OTHER SERVICES AND CHARGES                        | 217,251              | 177,295              | 152,630              | 174,130              | 161,230              |
| CAPITAL OUTLAY                                    | 16,606               | 67,063               | 7,080                | -                    | -                    |
| <b>TOTAL Dept 442.00-DPW ADMINISTRATION</b>       | <b>\$ 639,022</b>    | <b>\$ 594,599</b>    | <b>\$ 517,825</b>    | <b>\$ 539,566</b>    | <b>\$ 535,637</b>    |
| Dept 442.10-DPW ENGINEERING DIVISION              |                      |                      |                      |                      |                      |
| PERSONNEL SERVICES                                | \$ 150,080           | \$ 150,877           | \$ 196,310           | \$ 204,138           | \$ 217,008           |
| SUPPLIES  | 1,091                | 2,000                | 2,000                | 2,000                | 2,000                |
| OTHER SERVICES AND CHARGES                        | 112,957              | 203,170              | 99,610               | 126,510              | 99,610               |
| CAPITAL OUTLAY                                    | 69,218               | 4,200                | -                    | 138,370              | -                    |
| <b>TOTAL Dept 442.10-DPW ENGINEERING DIVISION</b> | <b>\$ 333,346</b>    | <b>\$ 360,247</b>    | <b>\$ 297,920</b>    | <b>\$ 471,018</b>    | <b>\$ 318,618</b>    |
| Dept 442.20-DPW FIELD OPERATIONS DIVISION         |                      |                      |                      |                      |                      |
| PERSONNEL SERVICES                                | \$ 599,887           | \$ 380,199           | \$ 453,279           | \$ 310,452           | \$ 452,893           |
| SUPPLIES  | 103,709              | 109,500              | 113,500              | 113,500              | 113,500              |
| OTHER SERVICES AND CHARGES                        | 641,570              | 697,000              | 714,530              | 719,530              | 724,530              |
| CAPITAL OUTLAY                                    | 363,842              | 200,000              | 325,160              | 200,000              | 200,000              |
| <b>TOTAL Dept 442.20-DPW FIELD OPERATIONS</b>     | <b>\$ 1,709,008</b>  | <b>\$ 1,386,699</b>  | <b>\$ 1,606,469</b>  | <b>\$ 1,343,482</b>  | <b>\$ 1,490,923</b>  |
| Dept 442.30-DPW FLEET ASSET DIVISION              |                      |                      |                      |                      |                      |
| PERSONNEL SERVICES                                | \$ 417,950           | \$ 410,873           | \$ 417,968           | \$ 425,057           | \$ 436,636           |
| SUPPLIES  | 35,145               | 26,711               | 28,000               | 28,000               | 28,000               |
| OTHER SERVICES AND CHARGES                        | 289,893              | 328,270              | 338,120              | 338,120              | 338,120              |
| CAPITAL OUTLAY                                    | 98,547               | 757,208              | 469,330              | 576,470              | 487,250              |
| <b>TOTAL Dept 442.30-DPW FLEET ASSET DIVISION</b> | <b>\$ 841,535</b>    | <b>\$ 1,523,062</b>  | <b>\$ 1,253,418</b>  | <b>\$ 1,367,647</b>  | <b>\$ 1,290,006</b>  |
| <i>Department of Public Works Total</i>           |                      |                      |                      |                      |                      |
| <b>TOTAL DEPARTMENT OF PUBLIC WORKS</b>           | <b>\$ 3,522,911</b>  | <b>\$ 3,864,607</b>  | <b>\$ 3,675,632</b>  | <b>\$ 3,721,713</b>  | <b>\$ 3,635,184</b>  |
| Dept 940.00-TRANSFER TO OTHER FUNDS               |                      |                      |                      |                      |                      |
| TRANSFERS OUT                                     | \$ 446,716           | \$ 131,901           | \$ 1,825,000         | \$ 350,000           | \$ 50,000            |
| <b>TOTAL Dept 940.00-TRANSFER TO OTHER FUNDS</b>  | <b>\$ 446,716</b>    | <b>\$ 131,901</b>    | <b>\$ 1,825,000</b>  | <b>\$ 350,000</b>    | <b>\$ 50,000</b>     |
| <b>TOTAL APPROPRIATIONS</b>                       | <b>\$ 37,145,329</b> | <b>\$ 38,865,519</b> | <b>\$ 41,495,705</b> | <b>\$ 40,464,386</b> | <b>\$ 41,379,042</b> |
| NET OF REVENUES/APPROPRIATIONS                    | \$ 3,079,074         | \$ (1,589,525)       | \$ (1,925,000)       | \$ -                 | \$ -                 |
| BEGINNING FUND BALANCE                            | 10,596,128           | 13,675,202           | 12,085,677           | 10,160,677           | 10,160,677           |
| <b>ENDING FUND BALANCE</b>                        | <b>\$ 13,675,202</b> | <b>\$ 12,085,677</b> | <b>\$ 10,160,677</b> | <b>\$ 10,160,677</b> | <b>\$ 10,160,677</b> |

|  |            |            |            |            |            |
|--|------------|------------|------------|------------|------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>37%</b> | <b>31%</b> | <b>24%</b> | <b>25%</b> | <b>25%</b> |
|--|------------|------------|------------|------------|------------|

|                               |              |              |              |              |              |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| Ending Fund Balance (22% min) | \$ 8,171,972 | \$ 8,550,414 | \$ 9,129,055 | \$ 8,902,165 | \$ 9,103,389 |
| Funds above / (below) 22% min | \$ 5,503,230 | \$ 3,535,263 | \$ 1,031,622 | \$ 1,258,512 | \$ 1,057,288 |

|                               |              |              |               |               |               |
|-------------------------------|--------------|--------------|---------------|---------------|---------------|
| Ending Fund Balance (25% max) | \$ 9,286,332 | \$ 9,716,380 | \$ 10,373,926 | \$ 10,116,097 | \$ 10,344,761 |
| Funds above / (below) 25% max | \$ 4,388,870 | \$ 2,369,297 | \$ (213,249)  | \$ 44,581     | \$ (184,083)  |

|   |            |             |             |           |           |
|---|------------|-------------|-------------|-----------|-----------|
| <b>Estimated Change in Fund Balance</b> | <b>29%</b> | <b>-12%</b> | <b>-16%</b> | <b>0%</b> | <b>0%</b> |
|---|------------|-------------|-------------|-----------|-----------|

# Financial Schedules

## Special Revenue Funds

### MAJOR STREET FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Interest income                           | \$ 14,397           | \$ 21,400            | \$ 13,640           | \$ 12,550                         | \$ 12,660           |
| State sources                             | 4,783,638           | 5,371,000            | 5,121,000           | 5,289,000                         | 5,406,000           |
| Transfers in                              | -                   | -                    | -                   | 1,472,000                         | 942,000             |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 4,798,035</b> | <b>\$ 5,392,400</b>  | <b>\$ 5,134,640</b> | <b>\$ 6,773,550</b>               | <b>\$ 6,360,660</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Other services and charges                | \$ 1,325,750        | \$ 1,795,064         | \$ 1,791,800        | \$ 1,791,850                      | \$ 1,791,910        |
| Capital outlay                            | 372,741             | 428,089              | 5,052,840           | 4,988,700                         | 4,606,750           |
| Transfers out                             | 2,391,000           | 2,685,000            | -                   | -                                 | -                   |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 4,089,491</b> | <b>\$ 4,908,153</b>  | <b>\$ 6,844,640</b> | <b>\$ 6,780,550</b>               | <b>\$ 6,398,660</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 202 | \$ 708,544          | \$ 484,247           | \$ (1,710,000)      | \$ (7,000)                        | \$ (38,000)         |
| BEGINNING FUND BALANCE                    | 1,202,690           | 1,911,234            | 2,395,481           | 685,481                           | 678,481             |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 1,911,234</b> | <b>\$ 2,395,481</b>  | <b>\$ 685,481</b>   | <b>\$ 678,481</b>                 | <b>\$ 640,481</b>   |

|  |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>47%</b>   | <b>49%</b>   | <b>10%</b>   | <b>10%</b>   | <b>10%</b>   |
| Ending Fund Balance (10% minimum)                                | \$ 408,949   | \$ 490,815   | \$ 684,464   | \$ 678,055   | \$ 639,866   |
| Funds above / (below) 10% minimum                                | \$ 1,502,285 | \$ 1,904,666 | \$ 1,017     | \$ 426       | \$ 615       |
| Ending Fund Balance (20% maximum)                                | \$ 817,898   | \$ 981,631   | \$ 1,368,928 | \$ 1,356,110 | \$ 1,279,732 |
| Funds above / (below) 20% maximum                                | \$ 1,093,336 | \$ 1,413,850 | \$ (683,447) | \$ (677,629) | \$ (639,251) |
| <b>Estimated Change in Fund Balance</b>                          | <b>59%</b>   | <b>25%</b>   | <b>-71%</b>  | <b>-1%</b>   | <b>-6%</b>   |

# Financial Schedules

## LOCAL STREET FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Interest income                           | \$ 24,882           | \$ 14,860            | \$ 15,080           | \$ 11,900                         | \$ 12,960           |
| Other revenue                             | 370,881             | -                    | -                   | -                                 | -                   |
| State sources                             | 1,677,732           | 1,875,000            | 1,800,000           | 1,825,000                         | 1,850,000           |
| Transfers in                              | 7,130,000           | 8,006,900            | 5,524,000           | 4,687,000                         | 5,088,000           |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 9,203,495</b> | <b>\$ 9,896,760</b>  | <b>\$ 7,339,080</b> | <b>\$ 6,523,900</b>               | <b>\$ 6,950,960</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Other services and charges                | \$ 1,276,485        | \$ 1,974,714         | \$ 2,720,850        | \$ 2,320,900                      | \$ 2,320,960        |
| Capital outlay                            | 8,475,043           | 8,076,581            | 4,867,230           | 4,300,000                         | 4,600,000           |
| Transfers out                             | -                   | -                    | -                   | -                                 | -                   |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 9,751,528</b> | <b>\$ 10,051,295</b> | <b>\$ 7,588,080</b> | <b>\$ 6,620,900</b>               | <b>\$ 6,920,960</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 203 | \$ (548,033)        | \$ (154,535)         | \$ (249,000)        | \$ (97,000)                       | \$ 30,000           |
| BEGINNING FUND BALANCE                    | 1,710,820           | 1,162,787            | 1,008,252           | 759,252                           | 662,252             |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 1,162,787</b> | <b>\$ 1,008,252</b>  | <b>\$ 759,252</b>   | <b>\$ 662,252</b>                 | <b>\$ 692,252</b>   |

|  |              |                |              |              |              |
|--|--------------|----------------|--------------|--------------|--------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>12%</b>   | <b>10%</b>     | <b>10%</b>   | <b>10%</b>   | <b>10%</b>   |
| Ending Fund Balance (10% minimum)                                | \$ 975,153   | \$ 1,005,130   | \$ 758,808   | \$ 662,090   | \$ 692,096   |
| Funds above / (below) 10% minimum                                | \$ 187,634   | \$ 3,123       | \$ 444       | \$ 162       | \$ 156       |
| Ending Fund Balance (20% maximum)                                | \$ 1,950,306 | \$ 2,010,259   | \$ 1,517,616 | \$ 1,324,180 | \$ 1,384,192 |
| Funds above / (below) 20% maximum                                | \$ (787,519) | \$ (1,002,007) | \$ (758,364) | \$ (661,928) | \$ (691,940) |
| <b>Estimated Change in Fund Balance</b>                          | <b>-32%</b>  | <b>-13%</b>    | <b>-25%</b>  | <b>-13%</b>  | <b>5%</b>    |

# Financial Schedules

## MUNICIPAL STREET FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Property tax revenue                      | \$ 5,712,989        | \$ 5,946,632         | \$ 6,168,945        | \$ 6,334,183                      | \$ 6,505,478        |
| Interest income                           | 60,677              | 85,927               | 82,820              | 46,422                            | 22,367              |
| Licenses, permits & charges for services  | -                   | 26,233               | 10,000              | 10,000                            | 10,000              |
| Other revenue                             | 362,973             | 352,000              | 336,000             | 346,000                           | 356,000             |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 6,136,639</b> | <b>\$ 6,410,792</b>  | <b>\$ 6,597,765</b> | <b>\$ 6,736,605</b>               | <b>\$ 6,893,845</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Other services and charges                | \$ 853,448          | \$ 712,640           | \$ 708,765          | \$ 698,605                        | \$ 708,845          |
| Capital outlay                            | 874,918             | 3,416,135            | 200,000             | 200,000                           | 200,000             |
| Transfers out                             | 4,739,000           | 5,321,900            | 5,524,000           | 6,159,000                         | 6,030,000           |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 6,467,366</b> | <b>\$ 9,450,675</b>  | <b>\$ 6,432,765</b> | <b>\$ 7,057,605</b>               | <b>\$ 6,938,845</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 204 | \$ (330,727)        | \$ (3,039,883)       | \$ 165,000          | \$ (321,000)                      | \$ (45,000)         |
| BEGINNING FUND BALANCE                    | 4,316,182           | 3,985,455            | 945,572             | 1,110,572                         | 789,572             |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 3,985,455</b> | <b>\$ 945,572</b>    | <b>\$ 1,110,572</b> | <b>\$ 789,572</b>                 | <b>\$ 744,572</b>   |

|  |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>62%</b>   | <b>10%</b>   | <b>17%</b>   | <b>11%</b>   | <b>11%</b>   |
| Ending Fund Balance (10% minimum)                                | \$ 646,737   | \$ 945,068   | \$ 643,277   | \$ 705,761   | \$ 693,885   |
| Funds above / (below) 10% minimum                                | \$ 3,338,718 | \$ 505       | \$ 467,296   | \$ 83,812    | \$ 50,688    |
| Ending Fund Balance (20% maximum)                                | \$ 1,293,473 | \$ 1,890,135 | \$ 1,286,553 | \$ 1,411,521 | \$ 1,387,769 |
| Funds above / (below) 20% maximum                                | \$ 2,691,982 | \$ (944,563) | \$ (175,981) | \$ (621,949) | \$ (643,197) |
| <b>Estimated Change in Fund Balance</b>                          | <b>-8%</b>   | <b>-76%</b>  | <b>17%</b>   | <b>-29%</b>  | <b>-6%</b>   |

# Financial Schedules

## PARKS, RECREATION & CULTURAL SERVICES FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24 | PROJECTED<br>2024-25 |
|---|---------------------|----------------------|---------------------|----------------------|----------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                      |                      |
| Property tax revenue                      | \$ 1,468,077        | \$ 1,522,944         | \$ 1,585,383        | \$ 1,627,998         | \$ 1,672,756         |
| Donations                                 | 87,398              | 10,700               | 13,500              | 500                  | 500                  |
| Federal grants                            | 74,134              | -                    | -                   | -                    | -                    |
| Interest income                           | 11,507              | 15,778               | 16,092              | 10,443               | 7,897                |
| Older adult program revenue               | 120,475             | 159,983              | 150,350             | 150,850              | 150,850              |
| Other revenue                             | 9,020               | 5,000                | 5,000               | 5,000                | 5,000                |
| Program revenue                           | 893,974             | 1,101,790            | 1,293,950           | 1,293,950            | 1,293,950            |
| Transfers in                              | 283,000             | 80,901               | 1,775,000           | 300,000              | -                    |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 2,947,585</b> | <b>\$ 2,897,096</b>  | <b>\$ 4,839,275</b> | <b>\$ 3,388,741</b>  | <b>\$ 3,130,953</b>  |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                      |                      |
| Personnel services                        | \$ 1,171,139        | \$ 1,386,672         | \$ 1,426,265        | \$ 1,450,911         | \$ 1,485,333         |
| Supplies                                  | 42,629              | 135,158              | 96,750              | 96,750               | 96,750               |
| Other services and charges                | 938,128             | 1,293,554            | 1,392,670           | 1,387,430            | 1,354,520            |
| Capital outlay                            | 451,755             | 87,639               | 2,120,590           | 611,650              | 147,350              |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 2,603,651</b> | <b>\$ 2,903,023</b>  | <b>\$ 5,036,275</b> | <b>\$ 3,546,741</b>  | <b>\$ 3,083,953</b>  |
| NET OF REVENUES/APPROPRIATIONS - FUND 208 | \$ 343,934          | \$ (5,927)           | \$ (197,000)        | \$ (158,000)         | \$ 47,000            |
| BEGINNING FUND BALANCE                    | 464,565             | 808,499              | 802,572             | 605,572              | 447,572              |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 808,499</b>   | <b>\$ 802,572</b>    | <b>\$ 605,572</b>   | <b>\$ 447,572</b>    | <b>\$ 494,572</b>    |

|  |            |            |              |              |              |
|--|------------|------------|--------------|--------------|--------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>31%</b> | <b>28%</b> | <b>12%</b>   | <b>13%</b>   | <b>16%</b>   |
| Ending Fund Balance (12% minimum)                                | \$ 312,438 | \$ 348,363 | \$ 604,353   | \$ 425,609   | \$ 370,074   |
| Funds above / (below) 12% minimum                                | \$ 496,061 | \$ 454,209 | \$ 1,219     | \$ 21,963    | \$ 124,497   |
| Ending Fund Balance (22% maximum)                                | \$ 572,803 | \$ 638,665 | \$ 1,107,981 | \$ 780,283   | \$ 678,470   |
| Funds above / (below) 22% maximum                                | \$ 235,696 | \$ 163,907 | \$ (502,409) | \$ (332,711) | \$ (183,898) |
| <b>Estimated Change in Fund Balance</b>                          | <b>74%</b> | <b>-1%</b> | <b>-25%</b>  | <b>-26%</b>  | <b>11%</b>   |

# Financial Schedules

## TREE FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Federal grants                            | \$ 5,722            | \$ -                 | \$ -                | \$ -                              | \$ -                |
| State grants                              | 4,000               | -                    | -                   | -                                 | -                   |
| Interest income                           | 51,543              | 86,470               | 89,248              | 92,030                            | 91,505              |
| Other revenue                             | 104,805             | 315,000              | 315,000             | 315,000                           | 315,000             |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 166,070</b>   | <b>\$ 401,470</b>    | <b>\$ 404,248</b>   | <b>\$ 407,030</b>                 | <b>\$ 406,505</b>   |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Personnel services                        | \$ 65,010           | \$ 78,040            | \$ 83,448           | \$ 85,220                         | \$ 87,295           |
| Supplies                                  | 124                 | 880                  | 1,000               | 1,000                             | 1,000               |
| Other services and charges                | 720,931             | 584,550              | 588,800             | 588,810                           | 588,820             |
| Capital outlay                            | 9,108               | 54,240               | -                   | -                                 | 37,390              |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 795,173</b>   | <b>\$ 717,710</b>    | <b>\$ 673,248</b>   | <b>\$ 675,030</b>                 | <b>\$ 714,505</b>   |
| NET OF REVENUES/APPROPRIATIONS - FUND 209 | \$ (629,103)        | \$ (316,240)         | \$ (269,000)        | \$ (268,000)                      | \$ (308,000)        |
| BEGINNING FUND BALANCE                    | 4,314,495           | 3,685,392            | 3,369,152           | 3,100,152                         | 2,832,152           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 3,685,392</b> | <b>\$ 3,369,152</b>  | <b>\$ 3,100,152</b> | <b>\$ 2,832,152</b>               | <b>\$ 2,524,152</b> |

|  |              |              |              |              |              |
|--|--------------|--------------|--------------|--------------|--------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>463%</b>  | <b>469%</b>  | <b>460%</b>  | <b>420%</b>  | <b>353%</b>  |
| Ending Fund Balance (\$500,000 minimum)                          | \$ 500,000   | \$ 500,000   | \$ 500,000   | \$ 500,000   | \$ 500,000   |
| Funds above / (below) \$500,000 minimum                          | \$ 3,185,392 | \$ 2,869,152 | \$ 2,600,152 | \$ 2,332,152 | \$ 2,024,152 |
| <b>Estimated Change in Fund Balance</b>                          | <b>-15%</b>  | <b>-9%</b>   | <b>-8%</b>   | <b>-9%</b>   | <b>-11%</b>  |



# Financial Schedules

## DRAIN FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Property tax revenue                      | \$ 2,398,860        | \$ 2,540,584         | \$ 2,647,544        | \$ 2,719,382                      | \$ 2,797,565        |
| Interest income                           | 10,962              | 16,321               | 11,374              | 9,596                             | 9,823               |
| Other revenue                             | 724                 | 10,000               | 9,000               | 9,000                             | 9,000               |
| Transfers in                              | -                   | 2,159,956            | -                   | -                                 | 460,000             |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 2,410,546</b> | <b>\$ 4,726,861</b>  | <b>\$ 2,667,918</b> | <b>\$ 2,737,978</b>               | <b>\$ 3,276,388</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Personnel services                        | \$ 15,332           | \$ 12,147            | \$ -                | \$ -                              | \$ -                |
| Other services and charges                | 1,100,678           | 938,124              | 1,142,328           | 1,142,378                         | 1,142,438           |
| Capital outlay                            | 1,124,442           | 3,776,590            | 1,466,590           | 1,365,600                         | 2,133,950           |
| Transfers out                             | 170,000             | -                    | 59,000              | 230,000                           | -                   |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 2,410,452</b> | <b>\$ 4,726,861</b>  | <b>\$ 2,667,918</b> | <b>\$ 2,737,978</b>               | <b>\$ 3,276,388</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 210 | \$ 94               | \$ -                 | \$ -                | \$ -                              | \$ -                |
| BEGINNING FUND BALANCE                    | 104                 | 198                  | 198                 | 198                               | 198                 |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 198</b>       | <b>\$ 198</b>        | <b>\$ 198</b>       | <b>\$ 198</b>                     | <b>\$ 198</b>       |

Fund balance as a percentage of total annual expenditures

0%      0%      0%      0%      0%

Estimated Change in Fund Balance

90%      0%      0%      0%      0%

## RUBBISH COLLECTION FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Interest income                           | \$ -                | \$ 1,000             | \$ -                | \$ -                              | \$ -                |
| Licenses, permits & charges for services  | 2,626,986           | 2,125,000            | 2,165,000           | 2,230,000                         | 2,297,000           |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 2,626,986</b> | <b>\$ 2,126,000</b>  | <b>\$ 2,165,000</b> | <b>\$ 2,230,000</b>               | <b>\$ 2,297,000</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Supplies                                  | \$ 2,100            | \$ -                 | \$ -                | \$ -                              | \$ -                |
| Other services and charges                | 2,624,886           | 2,126,000            | 2,165,000           | 2,230,000                         | 2,297,000           |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 2,626,986</b> | <b>\$ 2,126,000</b>  | <b>\$ 2,165,000</b> | <b>\$ 2,230,000</b>               | <b>\$ 2,297,000</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

FUND CLOSED AS OF JUNE 30, 2022

## PEG CABLE FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED   |             |
|---|-------------------|----------------------|-------------------|-------------|-------------|
|   |                   |                      |                   | 2023-24     | 2024-25     |
| <b>ESTIMATED REVENUES</b>                 |                   |                      |                   |             |             |
| Interest income                           | \$ 5,531          | \$ 6,308             | \$ -              | \$ -        | \$ -        |
| Federal Grants                            | 7,517             | -                    | -                 | -           | -           |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 13,048</b>  | <b>\$ 6,308</b>      | <b>\$ -</b>       | <b>\$ -</b> | <b>\$ -</b> |
| <b>APPROPRIATIONS</b>                     |                   |                      |                   |             |             |
| Personnel services                        | \$ 242,746        | \$ 247,196           | \$ -              | \$ -        | \$ -        |
| Supplies                                  | 5,211             | 5,000                | -                 | -           | -           |
| Other services and charges                | 48,309            | 43,090               | -                 | -           | -           |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 296,266</b> | <b>\$ 295,286</b>    | <b>\$ -</b>       | <b>\$ -</b> | <b>\$ -</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 263 | \$ (283,218)      | \$ (288,978)         | \$ -              | \$ -        | \$ -        |
| BEGINNING FUND BALANCE                    | 572,196           | 288,978              | -                 | -           | -           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 288,978</b> | <b>\$ -</b>          | <b>\$ -</b>       | <b>\$ -</b> | <b>\$ -</b> |

Fund balance as a percentage of total annual expenditures

98% 0% 0% 0% 0%

Estimated Change in Fund Balance

-49% -100% 0% 0% 0%

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

|   | ACTUAL<br>2020-21  | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED         |                   |
|---|--------------------|----------------------|-------------------|-------------------|-------------------|
|   |                    |                      |                   | 2023-24           | 2024-25           |
| <b>ESTIMATED REVENUES</b>                 |                    |                      |                   |                   |                   |
| Federal grants                            | \$ 69,813          | \$ 165,812           | \$ 131,000        | \$ 131,000        | \$ 131,000        |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 69,813</b>   | <b>\$ 165,812</b>    | <b>\$ 131,000</b> | <b>\$ 131,000</b> | <b>\$ 131,000</b> |
| <b>APPROPRIATIONS</b>                     |                    |                      |                   |                   |                   |
| Other services and charges                | \$ 56,334          | \$ 131,000           | \$ 131,000        | \$ 131,000        | \$ 131,000        |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 56,334</b>   | <b>\$ 131,000</b>    | <b>\$ 131,000</b> | <b>\$ 131,000</b> | <b>\$ 131,000</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 264 | \$ 13,479          | \$ 34,812            | \$ -              | \$ -              | \$ -              |
| BEGINNING FUND BALANCE                    | (48,291)           | (34,812)             | -                 | -                 | -                 |
| <b>ENDING FUND BALANCE</b>                | <b>\$ (34,812)</b> | <b>\$ -</b>          | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |

Fund balance as a percentage of total annual expenditures

-62% 0% 0% 0% 0%

Estimated Change in Fund Balance

-28% -100% 0% 0% 0%

# Financial Schedules

## FORFEITURE FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED         |                   |
|---|-------------------|----------------------|-------------------|-------------------|-------------------|
|   |                   |                      |                   | 2023-24           | 2024-25           |
| <b>ESTIMATED REVENUES</b>                 |                   |                      |                   |                   |                   |
| Transfers in                              | \$ 163,716        | \$ -                 | \$ -              | \$ -              | \$ -              |
| Federal grants                            | -                 | 5,000                | -                 | -                 | -                 |
| Fines and forfeitures                     | 19,607            | 536,736              | 17,940            | 415,190           | 426,230           |
| Interest income                           | 1,283             | 2,868                | -                 | -                 | -                 |
| Other revenue                             | 39,175            | 8,300                | 3,000             | 3,000             | 3,000             |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 223,781</b> | <b>\$ 552,904</b>    | <b>\$ 20,940</b>  | <b>\$ 418,190</b> | <b>\$ 429,230</b> |
| <b>APPROPRIATIONS</b>                     |                   |                      |                   |                   |                   |
| Supplies                                  | \$ 16,949         | \$ 20,000            | \$ 20,000         | \$ 20,000         | \$ 20,000         |
| Other services and charges                | 427               | 525                  | 940               | 700               | 710               |
| Capital outlay                            | 404,058           | 532,379              | -                 | 397,490           | 408,520           |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 421,434</b> | <b>\$ 552,904</b>    | <b>\$ 20,940</b>  | <b>\$ 418,190</b> | <b>\$ 429,230</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 266 | \$ (197,653)      | \$ -                 | \$ -              | \$ -              | \$ -              |
| BEGINNING FUND BALANCE                    | 197,653           | -                    | -                 | -                 | -                 |
| <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

-100% 0% 0% 0% 0%

## AMERICAN RESCUE PLAN ACT (ARPA) FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED   |             |
|---|-------------------|----------------------|-------------------|-------------|-------------|
|   |                   |                      |                   | 2023-24     | 2024-25     |
| <b>ESTIMATED REVENUES</b>                 |                   |                      |                   |             |             |
| Federal grants                            | \$ 180,335        | \$ 359,051           | \$ -              | \$ -        | \$ -        |
| Interest income                           | -                 | -                    | -                 | -           | -           |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 180,335</b> | <b>\$ 359,051</b>    | <b>\$ -</b>       | <b>\$ -</b> | <b>\$ -</b> |
| <b>APPROPRIATIONS</b>                     |                   |                      |                   |             |             |
| Capital outlay                            | \$ 180,335        | \$ 204,666           | \$ -              | \$ -        | \$ -        |
| Supplies                                  | -                 | 154,385              | -                 | -           | -           |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 180,335</b> | <b>\$ 359,051</b>    | <b>\$ -</b>       | <b>\$ -</b> | <b>\$ -</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 269 | \$ -              | \$ -                 | \$ -              | \$ -        | \$ -        |
| 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

## LIBRARY FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24 2024-25 |                     |
|---|---------------------|----------------------|---------------------|------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                              |                     |
| Property tax revenue                      | \$ 2,938,712        | \$ 3,046,975         | \$ 3,169,904        | \$ 3,254,415                 | \$ 3,342,053        |
| Donations                                 | 934                 | 200                  | 3,500               | 3,500                        | 3,500               |
| Federal grants                            | 64,771              | -                    | -                   | -                            | -                   |
| Fines and forfeitures                     | 106,292             | 105,776              | 103,000             | 103,000                      | 103,000             |
| Interest income                           | 40,122              | 50,000               | 40,000              | 47,000                       | 54,000              |
| Other revenue                             | 20,852              | 123,401              | 48,000              | 48,000                       | 48,000              |
| State sources                             | 46,165              | 24,216               | 33,000              | 33,000                       | 33,000              |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 3,217,848</b> | <b>\$ 3,350,568</b>  | <b>\$ 3,397,404</b> | <b>\$ 3,488,915</b>          | <b>\$ 3,583,553</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                              |                     |
| Personnel services                        | \$ 1,913,305        | \$ 2,095,700         | \$ 2,192,477        | \$ 2,258,071                 | \$ 2,327,407        |
| Supplies                                  | 546,441             | 731,731              | 643,200             | 661,200                      | 666,150             |
| Other services and charges                | 530,514             | 581,829              | 636,200             | 634,250                      | 643,600             |
| Capital outlay                            | 13,774              | 42,900               | 95,500              | 140,200                      | 24,000              |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 3,004,034</b> | <b>\$ 3,452,160</b>  | <b>\$ 3,567,377</b> | <b>\$ 3,693,721</b>          | <b>\$ 3,661,157</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 268 | \$ 213,814          | \$ (101,592)         | \$ (169,973)        | \$ (204,806)                 | \$ (77,604)         |
| BEGINNING FUND BALANCE                    | 2,281,498           | 2,495,312            | 2,393,720           | 2,223,747                    | 2,018,941           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 2,495,312</b> | <b>\$ 2,393,720</b>  | <b>\$ 2,223,747</b> | <b>\$ 2,018,941</b>          | <b>\$ 1,941,337</b> |

Fund balance as a percentage of total annual expenditures

83% 69% 62% 55% 53%

Estimated Change in Fund Balance

9% -4% -7% -9% -4%

## LIBRARY CONTRIBUTION FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24 2024-25 |                     |
|---|---------------------|----------------------|---------------------|------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                              |                     |
| Donations                                 | \$ 17,183           | \$ 15,724            | \$ 20,000           | \$ 20,000                    | \$ 20,000           |
| Interest income                           | 20,324              | 22,500               | 22,500              | 22,500                       | 22,500              |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 37,507</b>    | <b>\$ 38,224</b>     | <b>\$ 42,500</b>    | <b>\$ 42,500</b>             | <b>\$ 42,500</b>    |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                              |                     |
| Supplies                                  | \$ 5,983            | \$ 46,500            | \$ 39,700           | \$ 39,700                    | \$ 39,700           |
| Capital outlay                            | 42,847              | 11,400               | 131,300             | -                            | -                   |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 48,830</b>    | <b>\$ 57,900</b>     | <b>\$ 171,000</b>   | <b>\$ 39,700</b>             | <b>\$ 39,700</b>    |
| NET OF REVENUES/APPROPRIATIONS - FUND 269 | \$ (11,323)         | \$ (19,676)          | \$ (128,500)        | \$ 2,800                     | \$ 2,800            |
| BEGINNING FUND BALANCE                    | 1,706,979           | 1,695,656            | 1,675,980           | 1,547,480                    | 1,550,280           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 1,695,656</b> | <b>\$ 1,675,980</b>  | <b>\$ 1,547,480</b> | <b>\$ 1,550,280</b>          | <b>\$ 1,553,080</b> |

Fund balance as a percentage of total annual expenditures

3473% 2895% 905% 3905% 3912%

Estimated Change in Fund Balance

-1% -1% -8% 0% 0%

# Financial Schedules

## STREET LIGHTING (WEST OAKS STREET) FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED<br>2023-24      2024-25 |                  |
|---|-------------------|----------------------|-------------------|-----------------------------------|------------------|
| <b>ESTIMATED REVENUES</b>                 |                   |                      |                   |                                   |                  |
| Special assessments levied                | \$ 7,529          | \$ 7,529             | \$ 7,529          | \$ 7,529                          | \$ 7,529         |
| Interest income                           | 1                 | 11                   | -                 | -                                 | -                |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 7,530</b>   | <b>\$ 7,540</b>      | <b>\$ 7,529</b>   | <b>\$ 7,529</b>                   | <b>\$ 7,529</b>  |
| <b>APPROPRIATIONS</b>                     |                   |                      |                   |                                   |                  |
| Other services and charges                | \$ 5,146          | \$ 7,540             | \$ 5,329          | \$ 5,529                          | \$ 5,729         |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 5,146</b>   | <b>\$ 7,540</b>      | <b>\$ 5,329</b>   | <b>\$ 5,529</b>                   | <b>\$ 5,729</b>  |
| NET OF REVENUES/APPROPRIATIONS - FUND 854 | \$ 2,384          | \$ -                 | \$ 2,200          | \$ 2,000                          | \$ 1,800         |
| BEGINNING FUND BALANCE                    | 44,395            | 46,779               | 46,779            | 48,979                            | 50,979           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 46,779</b>  | <b>\$ 46,779</b>     | <b>\$ 48,979</b>  | <b>\$ 50,979</b>                  | <b>\$ 52,779</b> |

Fund balance as a percentage of total annual expenditures

909%      620%      919%      922%      921%

Estimated Change in Fund Balance

5%      0%      5%      4%      4%

## STREET LIGHTING (WEST LAKE DRIVE) FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED<br>2023-24      2024-25 |                 |
|---|-------------------|----------------------|-------------------|-----------------------------------|-----------------|
| <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                | \$ 3,157          | \$ 3,250             | \$ 3,300          | \$ 3,350                          | \$ 3,700        |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 3,157</b>   | <b>\$ 3,250</b>      | <b>\$ 3,300</b>   | <b>\$ 3,350</b>                   | <b>\$ 3,700</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 855 | \$ 143            | \$ 50                | \$ -              | \$ (50)                           | \$ (400)        |
| BEGINNING FUND BALANCE                    | 3,628             | 3,771                | 3,821             | 3,821                             | 3,771           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 3,771</b>   | <b>\$ 3,821</b>      | <b>\$ 3,821</b>   | <b>\$ 3,771</b>                   | <b>\$ 3,371</b> |

Fund balance as a percentage of total annual expenditures

119%      118%      116%      113%      91%

Estimated Change in Fund Balance

4%      1%      0%      -1%      -11%



# Financial Schedules

## STREET LIGHTING (TOWN CENTER STREET) FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED<br>2023-24      2024-25 |                  |
|---|-------------------|----------------------|-------------------|-----------------------------------|------------------|
| <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                | \$ 21,012         | \$ 21,700            | \$ 21,700         | \$ 22,300                         | \$ 23,000        |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 21,012</b>  | <b>\$ 21,700</b>     | <b>\$ 21,700</b>  | <b>\$ 22,300</b>                  | <b>\$ 23,000</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 856 | \$ 3,989          | \$ 3,300             | \$ 3,300          | \$ 2,700                          | \$ 2,000         |
| BEGINNING FUND BALANCE                    | 15,988            | 19,977               | 23,277            | 26,577                            | 29,277           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 19,977</b>  | <b>\$ 23,277</b>     | <b>\$ 26,577</b>  | <b>\$ 29,277</b>                  | <b>\$ 31,277</b> |

Fund balance as a percentage of total annual expenditures

95%      107%      122%      131%      136%

Estimated Change in Fund Balance

25%      17%      14%      10%      7%

## Debt Service Funds

### LIBRARY CONSTRUCTION DEBT FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24      2024-25 |                     |
|---|---------------------|----------------------|---------------------|-----------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                                   |                     |
| Property tax revenue                      | \$ 1,397,542        | \$ 1,413,927         | \$ 1,416,420        | \$ 1,412,730                      | \$ 1,417,040        |
| Interest income                           | 586                 | 273                  | 100                 | 100                               | 100                 |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 1,398,128</b> | <b>\$ 1,414,200</b>  | <b>\$ 1,416,520</b> | <b>\$ 1,412,830</b>               | <b>\$ 1,417,140</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                                   |                     |
| Debt service                              | \$ 1,384,100        | \$ 1,402,700         | \$ 1,416,100        | \$ 1,412,400                      | \$ 1,416,700        |
| Other services and charges                | 407                 | 500                  | 420                 | 430                               | 440                 |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 1,384,507</b> | <b>\$ 1,403,200</b>  | <b>\$ 1,416,520</b> | <b>\$ 1,412,830</b>               | <b>\$ 1,417,140</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 317 | \$ 13,621           | \$ 11,000            | \$ -                | \$ -                              | \$ -                |
| BEGINNING FUND BALANCE                    | 125,498             | 139,119              | 150,119             | 150,119                           | 150,119             |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 139,119</b>   | <b>\$ 150,119</b>    | <b>\$ 150,119</b>   | <b>\$ 150,119</b>                 | <b>\$ 150,119</b>   |

Fund balance as a percentage of total annual expenditures

10%      11%      11%      11%      11%

Estimated Change in Fund Balance

11%      8%      0%      0%      0%

# Financial Schedules

## Capital Project Funds

### SPECIAL ASSESSMENT REVOLVING FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED           |                     |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
|   |                     |                      |                     | 2023-24             | 2024-25             |
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                     |                     |
| Interest income                           | \$ 101,925          | \$ 113,000           | \$ 105,420          | \$ 89,430           | \$ 75,440           |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 101,925</b>   | <b>\$ 113,000</b>    | <b>\$ 105,420</b>   | <b>\$ 89,430</b>    | <b>\$ 75,440</b>    |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                     |                     |
| Other services and charges                | \$ 406              | \$ 500               | \$ 420              | \$ 430              | \$ 440              |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 406</b>       | <b>\$ 500</b>        | <b>\$ 420</b>       | <b>\$ 430</b>       | <b>\$ 440</b>       |
| NET OF REVENUES/APPROPRIATIONS - FUND 235 | \$ 101,519          | \$ 112,500           | \$ 105,000          | \$ 89,000           | \$ 75,000           |
| BEGINNING FUND BALANCE                    | 4,223,572           | 4,325,091            | 4,437,591           | 4,542,591           | 4,631,591           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 4,325,091</b> | <b>\$ 4,437,591</b>  | <b>\$ 4,542,591</b> | <b>\$ 4,631,591</b> | <b>\$ 4,706,591</b> |

|  |                 |                |                 |                 |                 |
|--|-----------------|----------------|-----------------|-----------------|-----------------|
| <b>Fund balance as a percentage of total annual expenditures</b> | <b>1065293%</b> | <b>887518%</b> | <b>1081569%</b> | <b>1077114%</b> | <b>1069680%</b> |
| <b>Estimated Change in Fund Balance</b>                          | <b>2%</b>       | <b>3%</b>      | <b>2%</b>       | <b>2%</b>       | <b>2%</b>       |

# Financial Schedules

## CAPITAL IMPROVEMENT PROGRAM (CIP) FUND

|   | ACTUAL<br>2020-21      | ESTIMATED<br>2021-22  | BUDGET<br>2022-23     | PROJECTED           |                     |
|---|------------------------|-----------------------|-----------------------|---------------------|---------------------|
|   |                        |                       |                       | 2023-24             | 2024-25             |
| <b>ESTIMATED REVENUES</b>                 |                        |                       |                       |                     |                     |
| Property tax revenue                      | \$ 3,818,955           | \$ 3,969,645          | \$ 4,126,924          | \$ 4,237,062        | \$ 4,361,662        |
| Interest income                           | 63                     | -                     | -                     | -                   | 4,413               |
| Other Revenue                             | -                      | 3,004,450             | -                     | -                   | -                   |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 3,819,018</b>    | <b>\$ 6,974,095</b>   | <b>\$ 4,126,924</b>   | <b>\$ 4,237,062</b> | <b>\$ 4,366,075</b> |
| <b>APPROPRIATIONS</b>                     |                        |                       |                       |                     |                     |
| Other services and charges                | \$ 814                 | \$ 1,000              | \$ 830                | \$ 850              | \$ 870              |
| Debt service                              | 277,530                | 456,091               | 285,594               | 212,982             | 395                 |
| Capital outlay                            | 2,713,139              | 1,778,094             | 934,500               | 981,230             | 928,810             |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 2,991,483</b>    | <b>\$ 2,235,185</b>   | <b>\$ 1,220,924</b>   | <b>\$ 1,195,062</b> | <b>\$ 930,075</b>   |
| NET OF REVENUES/APPROPRIATIONS - FUND 400 | \$ 827,535             | \$ 4,738,910          | \$ 2,906,000          | \$ 3,042,000        | \$ 3,436,000        |
| BEGINNING FUND BALANCE                    | (11,126,175)           | (10,298,640)          | (5,559,730)           | (2,653,730)         | 388,270             |
| <b>ENDING FUND BALANCE *</b>              | <b>\$ (10,298,640)</b> | <b>\$ (5,559,730)</b> | <b>\$ (2,653,730)</b> | <b>\$ 388,270</b>   | <b>\$ 3,824,270</b> |

Fund balance as a percentage of total annual expenditures

344%

249%

217%

32%

411%

Estimated Change in Fund Balance

7%

46%

52%

115%

885%

\* 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<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23 | PROJECTED         |                   |
|---|-------------------|----------------------|-------------------|-------------------|-------------------|
|   |                   |                      |                   | 2023-24           | 2024-25           |
| <b>ESTIMATED REVENUES</b>                 |                   |                      |                   |                   |                   |
| Licenses, permits & charges for services  | \$ 143,300        | \$ 70,000            | \$ 70,000         | \$ 70,000         | \$ 70,000         |
| Interest income                           | 1,134             | 1,000                | 1,000             | 1,330             | 590               |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 144,434</b> | <b>\$ 71,000</b>     | <b>\$ 71,000</b>  | <b>\$ 71,330</b>  | <b>\$ 70,590</b>  |
| <b>APPROPRIATIONS</b>                     |                   |                      |                   |                   |                   |
| Capital outlay                            | \$ -              | \$ 25,000            | \$ 24,000         | \$ 24,330         | \$ 362,590        |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ -</b>       | <b>\$ 25,000</b>     | <b>\$ 24,000</b>  | <b>\$ 24,330</b>  | <b>\$ 362,590</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 402 | \$ 144,434        | \$ 46,000            | \$ 47,000         | \$ 47,000         | \$ (292,000)      |
| BEGINNING FUND BALANCE                    | 126,783           | 271,217              | 317,217           | 364,217           | 411,217           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 271,217</b> | <b>\$ 317,217</b>    | <b>\$ 364,217</b> | <b>\$ 411,217</b> | <b>\$ 119,217</b> |

Fund balance as a percentage of total annual expenditures

0% 1269% 1518% 1690% 33%

Estimated Change in Fund Balance

114% 17% 15% 13% -71%

## PEG CABLE - CAPITAL FUND

|   | ACTUAL<br>2020-21 | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED           |                     |
|---|-------------------|----------------------|---------------------|---------------------|---------------------|
|   |                   |                      |                     | 2023-24             | 2024-25             |
| <b>ESTIMATED REVENUES</b>                 |                   |                      |                     |                     |                     |
| Licenses, permits & charges for services  | \$ 393,919        | \$ 340,500           | \$ 335,500          | \$ 330,500          | \$ 325,500          |
| Interest on Investments                   | 4,285             | 500                  | 1,500               | 1,620               | 2,500               |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 398,204</b> | <b>\$ 341,000</b>    | <b>\$ 337,000</b>   | <b>\$ 332,120</b>   | <b>\$ 328,000</b>   |
| <b>APPROPRIATIONS</b>                     |                   |                      |                     |                     |                     |
| Capital outlay                            | \$ -              | \$ -                 | \$ -                | \$ 10,120           | \$ -                |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ -</b>       | <b>\$ -</b>          | <b>\$ -</b>         | <b>\$ 10,120</b>    | <b>\$ -</b>         |
| NET OF REVENUES/APPROPRIATIONS - FUND 463 | \$ 398,204        | \$ 341,000           | \$ 337,000          | \$ 322,000          | \$ 328,000          |
| BEGINNING FUND BALANCE                    | 288,323           | 686,527              | 1,027,527           | 1,364,527           | 1,686,527           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 686,527</b> | <b>\$ 1,027,527</b>  | <b>\$ 1,364,527</b> | <b>\$ 1,686,527</b> | <b>\$ 2,014,527</b> |

Fund balance as a percentage of total annual expenditures

0% 0% 0% 16665% 0%

Estimated Change in Fund Balance

138% 50% 33% 24% 19%

# Financial Schedules

## Permanent Fund

### DRAIN PERPETUAL MAINTENANCE FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED           |                     |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
|   |                     |                      |                     | 2023-24             | 2024-25             |
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                     |                     |
| Interest income                           | \$ 81,589           | \$ 105,000           | \$ 82,000           | \$ 85,000           | \$ 86,000           |
| Tap-in fees                               | 24,794              | 5,000                | 5,000               | 5,000               | 5,000               |
| Transfers in                              | 170,000             | -                    | 59,000              | 230,000             | -                   |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 276,383</b>   | <b>\$ 110,000</b>    | <b>\$ 146,000</b>   | <b>\$ 320,000</b>   | <b>\$ 91,000</b>    |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                     |                     |
| Transfers out                             | \$ -                | \$ 2,159,956         | \$ -                | \$ -                | \$ 460,000          |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ -</b>         | <b>\$ 2,159,956</b>  | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 460,000</b>   |
| NET OF REVENUES/APPROPRIATIONS - FUND 211 | \$ 276,383          | \$ (2,049,956)       | \$ 146,000          | \$ 320,000          | \$ (369,000)        |
| BEGINNING FUND BALANCE                    | 6,710,826           | 6,987,209            | 4,937,253           | 5,083,253           | 5,403,253           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 6,987,209</b> | <b>\$ 4,937,253</b>  | <b>\$ 5,083,253</b> | <b>\$ 5,403,253</b> | <b>\$ 5,034,253</b> |

|   |    |      |    |    |       |
|---|----|------|----|----|-------|
| Fund balance as a percentage of total annual expenditures | 0% | 229% | 0% | 0% | 1094% |
|---|----|------|----|----|-------|

|                                  |    |      |    |    |     |
|----------------------------------|----|------|----|----|-----|
| Estimated Change in Fund Balance | 4% | -29% | 3% | 6% | -7% |
|----------------------------------|----|------|----|----|-----|

## Enterprise Funds

### ICE ARENA FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED           |                     |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
|   |                     |                      |                     | 2023-24             | 2024-25             |
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                     |                     |
| Program revenue                           | \$ 1,037,263        | \$ 1,487,707         | \$ 1,646,394        | \$ 1,797,850        | \$ 1,944,965        |
| Interest income                           | 26,112              | 25,338               | 25,274              | 25,958              | 24,183              |
| Federal Grants                            | 7,341               | -                    | -                   | -                   | -                   |
| Other revenue                             | 106,045             | 104,400              | 119,400             | 122,400             | 124,400             |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 1,176,760</b> | <b>\$ 1,617,445</b>  | <b>\$ 1,791,068</b> | <b>\$ 1,946,208</b> | <b>\$ 2,093,548</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                     |                     |
| Supplies                                  | \$ 6,662            | \$ 11,600            | \$ 11,600           | \$ 11,600           | \$ 11,600           |
| Other services and charges                | 1,273,652           | 1,260,105            | 1,261,598           | 1,346,378           | 1,341,448           |
| Capital outlay                            | -                   | 29,200               | 933,000             | 200,000             | 144,500             |
| Debt service                              | 46,900              | 536,870              | 509,870             | 533,230             | -                   |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 1,327,214</b> | <b>\$ 1,837,775</b>  | <b>\$ 2,716,068</b> | <b>\$ 2,091,208</b> | <b>\$ 1,497,548</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 590 | \$ (150,454)        | \$ (220,330)         | \$ (925,000)        | \$ (145,000)        | \$ 596,000          |
| BEGINNING FUND BALANCE                    | 5,351,916           | 5,201,462            | 4,981,132           | 4,056,132           | 3,911,132           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 5,201,462</b> | <b>\$ 4,981,132</b>  | <b>\$ 4,056,132</b> | <b>\$ 3,911,132</b> | <b>\$ 4,507,132</b> |

|   |      |      |      |      |      |
|---|------|------|------|------|------|
| Fund balance as a percentage of total annual expenditures | 392% | 271% | 149% | 187% | 301% |
|---|------|------|------|------|------|

|                                  |     |     |      |     |     |
|----------------------------------|-----|-----|------|-----|-----|
| Estimated Change in Fund Balance | -3% | -4% | -19% | -4% | 15% |
|----------------------------------|-----|-----|------|-----|-----|



# Financial Schedules

## WATER AND SEWER FUND

|   | ACTUAL<br>2020-21     | ESTIMATED<br>2021-22  | BUDGET<br>2022-23     | PROJECTED             |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|   |                       |                       |                       | 2023-24               | 2024-25               |
| <b>ESTIMATED REVENUES</b>                 |                       |                       |                       |                       |                       |
| Operating revenue                         | \$ 26,158,260         | \$ 25,460,090         | \$ 26,060,500         | \$ 26,260,500         | \$ 26,460,500         |
| Capital contributions                     | 3,701,535             | 1,336,100             | 1,100,000             | 1,100,000             | 1,100,000             |
| Federal Grants                            | 27,441                | -                     | -                     | -                     | -                     |
| Donations                                 | 6,734                 | -                     | -                     | -                     | -                     |
| Interest income                           | 808,233               | 833,948               | 393,570               | 344,425               | 286,954               |
| Other revenue                             | 258,102               | 228,315               | 227,500               | 232,500               | 237,500               |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 30,960,305</b>  | <b>\$ 27,858,453</b>  | <b>\$ 27,781,570</b>  | <b>\$ 27,937,425</b>  | <b>\$ 28,084,954</b>  |
| <b>APPROPRIATIONS</b>                     |                       |                       |                       |                       |                       |
| Personnel services                        | \$ 1,017,186          | \$ 1,537,847          | \$ 1,623,144          | \$ 1,658,914          | \$ 1,698,813          |
| Supplies                                  | 67,875                | 78,189                | 79,500                | 79,500                | 79,500                |
| Other services and charges                | 27,802,543            | 25,069,836            | 25,269,976            | 24,517,161            | 24,758,651            |
| Capital outlay                            | 29,764                | 23,147,359            | 5,063,950             | 8,282,850             | 4,604,990             |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 28,917,368</b>  | <b>\$ 49,833,231</b>  | <b>\$ 32,036,570</b>  | <b>\$ 34,538,425</b>  | <b>\$ 31,141,954</b>  |
| NET OF REVENUES/APPROPRIATIONS - FUND 592 | \$ 2,042,937          | \$ (21,974,778)       | \$ (4,255,000)        | \$ (6,601,000)        | \$ (3,057,000)        |
| BEGINNING FUND BALANCE                    | 195,856,698           | 197,899,635           | 175,924,857           | 171,669,857           | 165,068,857           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 197,899,635</b> | <b>\$ 175,924,857</b> | <b>\$ 171,669,857</b> | <b>\$ 165,068,857</b> | <b>\$ 162,011,857</b> |

Fund balance as a percentage of total annual expenditures

684%

353%

536%

478%

520%

Estimated Change in Fund Balance

1%

-11%

-2%

-4%

-2%

## SENIOR HOUSING FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED           |                     |
|---|---------------------|----------------------|---------------------|---------------------|---------------------|
|   |                     |                      |                     | 2023-24             | 2024-25             |
| <b>ESTIMATED REVENUES</b>                 |                     |                      |                     |                     |                     |
| Operating revenue                         | \$ 2,091,505        | \$ 2,079,300         | \$ 2,120,240        | \$ 2,146,220        | \$ 2,172,220        |
| Interest income                           | 19,413              | 21,921               | 13,019              | 14,181              | 14,174              |
| Other revenue                             | 25,117              | 20,540               | 20,400              | 20,400              | 20,400              |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 2,136,035</b> | <b>\$ 2,121,761</b>  | <b>\$ 2,153,659</b> | <b>\$ 2,180,801</b> | <b>\$ 2,206,794</b> |
| <b>APPROPRIATIONS</b>                     |                     |                      |                     |                     |                     |
| Supplies                                  | \$ 7,813            | \$ 11,075            | \$ 13,100           | \$ 13,208           | \$ 13,318           |
| Other services and charges                | 1,152,189           | 894,151              | 896,428             | 882,754             | 887,918             |
| Capital outlay                            | -                   | 297,780              | 412,720             | 555,610             | -                   |
| Debt service                              | 112,983             | 949,105              | 949,411             | 1,038,229           | 1,035,558           |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 1,272,985</b> | <b>\$ 2,152,111</b>  | <b>\$ 2,271,659</b> | <b>\$ 2,489,801</b> | <b>\$ 1,936,794</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 594 | \$ 863,050          | \$ (30,350)          | \$ (118,000)        | \$ (309,000)        | \$ 270,000          |
| BEGINNING FUND BALANCE                    | 5,889,928           | 6,752,978            | 6,722,628           | 6,604,628           | 6,295,628           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 6,752,978</b> | <b>\$ 6,722,628</b>  | <b>\$ 6,604,628</b> | <b>\$ 6,295,628</b> | <b>\$ 6,565,628</b> |

Fund balance as a percentage of total annual expenditures

530%

312%

291%

253%

339%

Estimated Change in Fund Balance

15%

0%

-2%

-5%

4%

# Financial Schedules

## Internal Service Fund

### SELF INSURANCE HEALTHCARE FUND

|   | ACTUAL<br>2020-21   | ESTIMATED<br>2021-22 | BUDGET<br>2022-23   | PROJECTED<br>2023-24 2024-25 |                     |
|---|---------------------|----------------------|---------------------|------------------------------|---------------------|
| <b>ESTIMATED REVENUES</b>                   |                     |                      |                     |                              |                     |
| Licenses, Permits, and Charges for Services | \$ 3,000,890        | \$ 3,120,000         | \$ 3,185,000        | \$ 3,280,000                 | \$ 3,380,000        |
| Interest income                             | 5,532               | 5,000                | 5,000               | 6,000                        | 7,000               |
| Other revenue                               | 180,154             | 180,000              | 200,000             | 210,000                      | 220,000             |
| <b>TOTAL ESTIMATED REVENUES</b>             | <b>\$ 3,186,576</b> | <b>\$ 3,305,000</b>  | <b>\$ 3,390,000</b> | <b>\$ 3,496,000</b>          | <b>\$ 3,607,000</b> |
| <b>APPROPRIATIONS</b>                       |                     |                      |                     |                              |                     |
| Other services and charges                  | \$ 4,200            | \$ 5,000             | \$ 5,000            | \$ 5,000                     | \$ 5,000            |
| Personnel Services                          | 2,525,202           | 2,520,000            | 2,985,000           | 3,121,000                    | 3,242,000           |
| <b>TOTAL APPROPRIATIONS</b>                 | <b>\$ 2,529,402</b> | <b>\$ 2,525,000</b>  | <b>\$ 2,990,000</b> | <b>\$ 3,126,000</b>          | <b>\$ 3,247,000</b> |
| NET OF REVENUES/APPROPRIATIONS - FUND 677   | \$ 657,174          | \$ 780,000           | \$ 400,000          | \$ 370,000                   | \$ 360,000          |
| BEGINNING FUND BALANCE                      | 296,368             | 953,542              | 1,733,542           | 2,133,542                    | 2,503,542           |
| <b>ENDING FUND BALANCE</b>                  | <b>\$ 953,542</b>   | <b>\$ 1,733,542</b>  | <b>\$ 2,133,542</b> | <b>\$ 2,503,542</b>          | <b>\$ 2,863,542</b> |

Fund balance as a percentage of total annual expenditures

38% 69% 71% 80% 88%

Estimated Change in Fund Balance

0% 82% 23% 17% 14%

## Fiduciary Fund

### RETIREE HEALTHCARE BENEFITS FUND

|   | ACTUAL<br>2020-21    | ESTIMATED<br>2021-22 | BUDGET<br>2022-23    | PROJECTED<br>2023-24 2024-25 |                      |
|---|----------------------|----------------------|----------------------|------------------------------|----------------------|
| <b>ESTIMATED REVENUES</b>                 |                      |                      |                      |                              |                      |
| Contributions-Employer                    | \$ 36,952            | \$ 34,487            | \$ 10,000            | \$ 10,000                    | \$ -                 |
| Interest income                           | 9,477,904            | 2,225,399            | 2,770,000            | 2,870,000                    | 2,970,000            |
| Other revenue                             | -                    | 4,880                | -                    | -                            | -                    |
| <b>TOTAL ESTIMATED REVENUES</b>           | <b>\$ 9,514,856</b>  | <b>\$ 2,264,766</b>  | <b>\$ 2,780,000</b>  | <b>\$ 2,880,000</b>          | <b>\$ 2,970,000</b>  |
| <b>APPROPRIATIONS</b>                     |                      |                      |                      |                              |                      |
| Personnel Services                        | \$ 922,854           | \$ 966,766           | \$ 990,000           | \$ 1,030,000                 | \$ 1,070,000         |
| Other services and charges                | 346,195              | 398,000              | 428,000              | 452,000                      | 454,000              |
| <b>TOTAL APPROPRIATIONS</b>               | <b>\$ 1,269,049</b>  | <b>\$ 1,364,766</b>  | <b>\$ 1,418,000</b>  | <b>\$ 1,482,000</b>          | <b>\$ 1,524,000</b>  |
| NET OF REVENUES/APPROPRIATIONS - FUND 710 | \$ 8,245,807         | \$ 900,000           | \$ 1,362,000         | \$ 1,398,000                 | \$ 1,446,000         |
| BEGINNING FUND BALANCE                    | 31,322,380           | 39,568,187           | 40,468,187           | 41,830,187                   | 43,228,187           |
| <b>ENDING FUND BALANCE</b>                | <b>\$ 39,568,187</b> | <b>\$ 40,468,187</b> | <b>\$ 41,830,187</b> | <b>\$ 43,228,187</b>         | <b>\$ 44,674,187</b> |

Fund balance as a percentage of total annual expenditures

3118% 2965% 2950% 2917% 2931%

Estimated Change in Fund Balance

26% 2% 3% 3% 3%

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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 2022-23     | BUDGET 2022-23        | BUDGET 2022-23     | BUDGET 2022-23        | BUDGET 2022-23  | BUDGET 2022-23   | BUDGET 2022-23         | BUDGET 2022-23  | BUDGET 2022-23 |
| TOTAL ESTIMATED REVENUES                                  | \$ 39,570,705      | \$ 32,775,599         | \$ 1,416,520       | \$ 4,440,344          | \$ 146,000      | \$ 31,726,297    | \$ 3,390,000           | \$ 2,780,000    | \$ 116,445,465 |
| TOTAL APPROPRIATIONS                                      | 41,495,705         | 35,328,572            | 1,416,520          | 1,245,344             | -               | 37,024,297       | 2,990,000              | 1,418,000       | 120,918,438    |
| NET OF REVENUES/APPROPRIATIONS - ALL FUNDS                | \$ (1,925,000)     | \$ (2,552,973)        | \$ -               | \$ 3,395,000          | \$ 146,000      | \$ (5,298,000)   | \$ 400,000             | \$ 1,362,000    | \$ (4,472,973) |
| BEGINNING FUND BALANCE                                    | 12,085,677         | 12,664,804            | 150,119            | 222,605               | 4,937,253       | 187,628,616      | 1,733,542              | 40,468,187      | 259,890,803    |
| ENDING FUND BALANCE                                       | \$ 10,160,677      | \$ 10,111,831         | \$ 150,119         | \$ 3,617,605          | \$ 5,083,253    | \$ 182,330,616   | \$ 2,133,542           | \$ 41,830,187   | \$ 255,417,830 |
| Fund balance as a percentage of total annual expenditures | 24%                | 29%                   | 11%                | 290%                  | 0%              | 492%             | 71%                    | 2950%           | 211%           |



# Fund Balance, Revenues, & Expenditures

## **Significant Changes in Fund Balance**

The following governmental funds are anticipated to have significant changes in fund balance for FY 2022-23 (increase or decrease more than 10%):

### **Special Revenue Funds**

The Major Street Fund is projected to decrease fund balance by 71%, in the amount of \$1,710,000. These funds are being utilized for major street capital projects throughout the City which are listed in the capital improvement program.

The Local Street Fund is projected to decrease fund balance by 25%, in the amount of \$249,000, in order to fund capital projects throughout the City which are listed in the capital improvement program.

The Municipal Street Fund is projected to increase fund balance by 17% in the amount of \$165,000. These funds will be used to fund future municipal street capital projects throughout the City which are listed in the capital improvement program.

The Parks, Recreation, & Cultural Services Fund is projected to decrease fund balance by 25% in the amount of \$197,000. to fund capital projects which are listed in the capital improvement program.

The Street Lighting (Town Center Street) Fund is projected to increase fund balance by 14%, 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 52%, in the amount of \$2,906,000. 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 15%, in the amount of \$47,000. These funds will be used for future capital expenditures.

The PEG Cable Capital Fund is projected to increase fund balance by 33%, in the amount of \$337,000. 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 February 2022. The 2022 taxable value increased by 171,285,793 including net new construction. The future property values include 20,000,000 for tax years 2023 and 2024, in cumulative net new construction. Penalties and interest are based on historical collections. Inflation for the 2022 tax year was 3.3% but due to new construction; the City anticipates an overall net increase (see loss of personal property taxes discussed below) in revenue of 4.0%.

The City is assuming a 4.0% annual increase for fiscal year 2023, and a 3% increase for fiscal years 2024, and 2025 which is in line with historical increases 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 2021). 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 slow development and are 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.

### 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.

# Fund Balance, Revenues, & Expenditures

## 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 for Novi's population increase to 66,243 during fiscal year 2022. The City estimates fiscal years 22/23 and 23/24 reflect the increase for the census adjustment and assumes distribution increases will be similar to increases seen pre-pandemic at approximately 2% annually.

**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. The City will receive an increase in funding due to the significant increase in projected census count (+10,000) and those increase have been incorporated in the revenue estimates along with annual increase of approximately 4%.

## 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 returning to pre-COVID levels. The City will monitor the revenue closely as daily activity changes due to the global pandemic. FY 23 and 24 are assumed to be fully operational and consistent with pre-COVID levels.

## 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 should bounce back in FY 22 as we are getting back to business as usual post COVID-19.

# Fund Balance, Revenues, & Expenditures

## Revenue Schedule

The revenues discussed on the previous pages are the major revenue categories as identified by the City and make up the majority of the total revenues of all appropriated funds, including enterprise funds. The schedule summarizes total revenue for all fund types of the City.

|   | Governmental Funds   |                             |                          |                             |                    |
|---|----------------------|-----------------------------|--------------------------|-----------------------------|--------------------|
|   | GENERAL<br>FUND      | SPECIAL<br>REVENUE<br>FUNDS | DEBT<br>SERVICE<br>FUNDS | CAPITAL<br>PROJECT<br>FUNDS | PERMANENT<br>FUNDS |
|   | BUDGET<br>2022-23    | BUDGET<br>2022-23           | BUDGET<br>2022-23        | BUDGET<br>2022-23           | BUDGET<br>2022-23  |
| <b>ESTIMATED REVENUES</b>                   |                      |                             |                          |                             |                    |
| Property tax revenue                        | \$ 26,785,213        | \$ 13,571,776               | \$ 1,416,420             | \$ 4,126,924                | \$ -               |
| Capital Contributions                       | -                    | -                           | -                        | -                           | -                  |
| Contributions-Employer                      | -                    | -                           | -                        | -                           | -                  |
| Donations                                   | 26,000               | 37,000                      | -                        | -                           | -                  |
| Federal grants                              | 155,000              | 131,000                     | -                        | -                           | -                  |
| Fines and forfeitures                       | 375,000              | 120,940                     | -                        | -                           | -                  |
| Interest income                             | 706,961              | 290,754                     | 100                      | 107,920                     | 82,000             |
| Licenses, permits, and charges for services | 4,413,411            | 2,175,000                   | -                        | 405,500                     | -                  |
| Older adult program revenue                 | -                    | 150,350                     | -                        | -                           | -                  |
| Operating Revenue                           | -                    | -                           | -                        | -                           | -                  |
| Other revenue                               | 753,120              | 716,000                     | -                        | -                           | -                  |
| Program Revenue                             | -                    | 1,293,950                   | -                        | -                           | -                  |
| Special Assessments Levied                  | -                    | 35,829                      | -                        | -                           | -                  |
| State sources                               | 6,356,000            | 6,954,000                   | -                        | -                           | -                  |
| Tap In Fees                                 | -                    | -                           | -                        | -                           | 5,000              |
| Transfers in                                | -                    | 7,299,000                   | -                        | -                           | 59,000             |
| <b>TOTAL ESTIMATED REVENUES</b>             | <b>\$ 39,570,705</b> | <b>\$ 32,775,599</b>        | <b>\$ 1,416,520</b>      | <b>\$ 4,640,344</b>         | <b>\$ 146,000</b>  |

# Fund Balance, Revenues, & Expenditures

|   | <b>ENTERPRISE<br/>FUNDS<br/>BUDGET<br/>2022-23</b> | <b>INTERNAL<br/>SERVICE<br/>FUNDS<br/>BUDGET<br/>2022-23</b> | <b>FIDUCIARY<br/>FUNDS<br/>BUDGET<br/>2022-23</b> | <b>TOTAL<br/>BUDGET<br/>2022-23</b> | <b>% of Total<br/>Revenues<br/>BUDGET<br/>2022-23</b> | <b>% of Total<br/>Revenues<br/>(discussed)<br/>BUDGET<br/>2022-23</b> |
|---|--|--|---|-------------------------------------|---|---|
| <b>ESTIMATED REVENUES</b>                   |  |  |   |                                     |   |   |
| Property tax revenue                        | \$ -   | \$ -   | \$ -  | \$ 45,900,333                       | 39%   | 39%   |
| Capital Contributions                       | 1,100,000  | -  | -   | \$ 1,100,000                        | 1%  |   |
| Contributions-Employer                      | -  | -  | 10,000  | \$ 10,000                           | 0%  |   |
| Donations                                   | -  | -  | -   | \$ 63,000                           | 0%  |   |
| Federal grants                              | -  | -  | -   | \$ 286,000                          | 0%  |   |
| Fines and forfeitures                       | -  | -  | -   | \$ 495,940                          | 0%  |   |
| Interest income                             | 367,300  | 5,000  | 2,770,000   | \$ 4,330,035                        | 4%  | 4%  |
| Licenses, permits, and charges for services | -  | 3,185,000  | -   | \$ 10,178,911                       | 9%  | 9%  |
| Older adult program revenue                 | -  | -  | -   | \$ 150,350                          | 0%  | 0%  |
| Operating Revenue                           | 28,180,740   | -  | -   | \$ 28,180,740                       | 24%   | 24%   |
| Other revenue                               | 431,863  | 200,000  | -   | \$ 2,100,983                        | 2%  |   |
| Program Revenue                             | 1,646,394  | -  | -   | \$ 2,940,344                        | 3%  | 3%  |
| Special Assessments Levied                  | -  | -  | -   | \$ 35,829                           | 0%  |   |
| State sources                               | -  | -  | -   | \$ 13,310,000                       | 11%   | 11%   |
| Tap In Fees                                 | -  | -  | -   | \$ 5,000                            | 0%  |   |
| Transfers in                                | -  | -  | -   | \$ 7,358,000                        | 6%  | 6%  |
| <b>TOTAL ESTIMATED REVENUES</b>             | <b>\$ 31,726,297</b>                               | <b>\$ 3,390,000</b>  | <b>\$ 2,780,000</b>                               | <b>\$ 116,445,465</b>               | <b>100%</b>   | <b>96%</b>  |



# Fund Balance, Revenues, & Expenditures

## Property Taxes

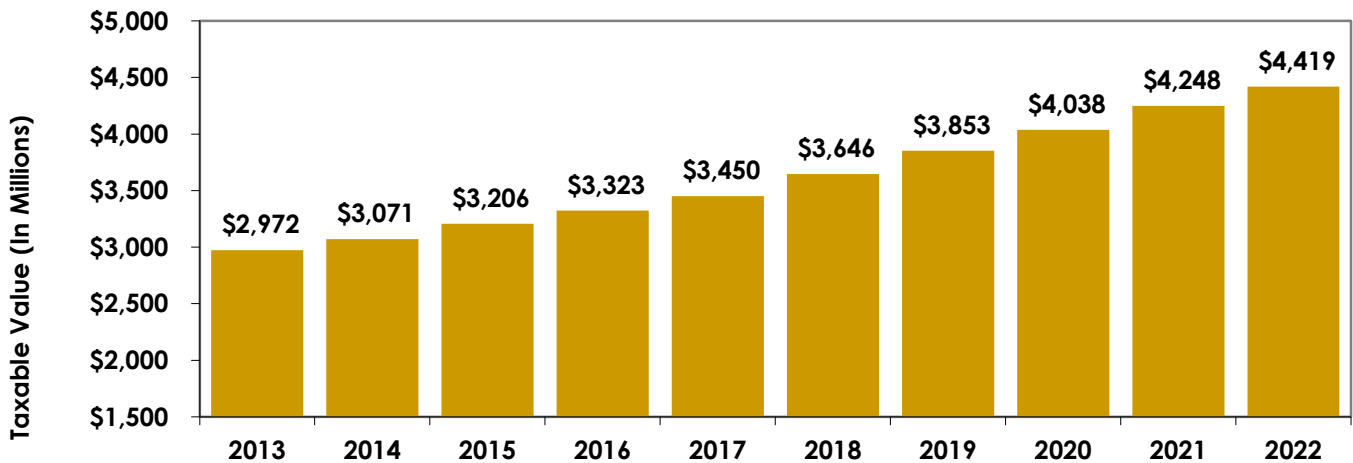
Property taxes are expressed in terms of millage with one mill being equal to \$1.00 per thousand dollars of taxable value.

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:

**Ten Year Taxable Value  
City of Novi, Michigan**

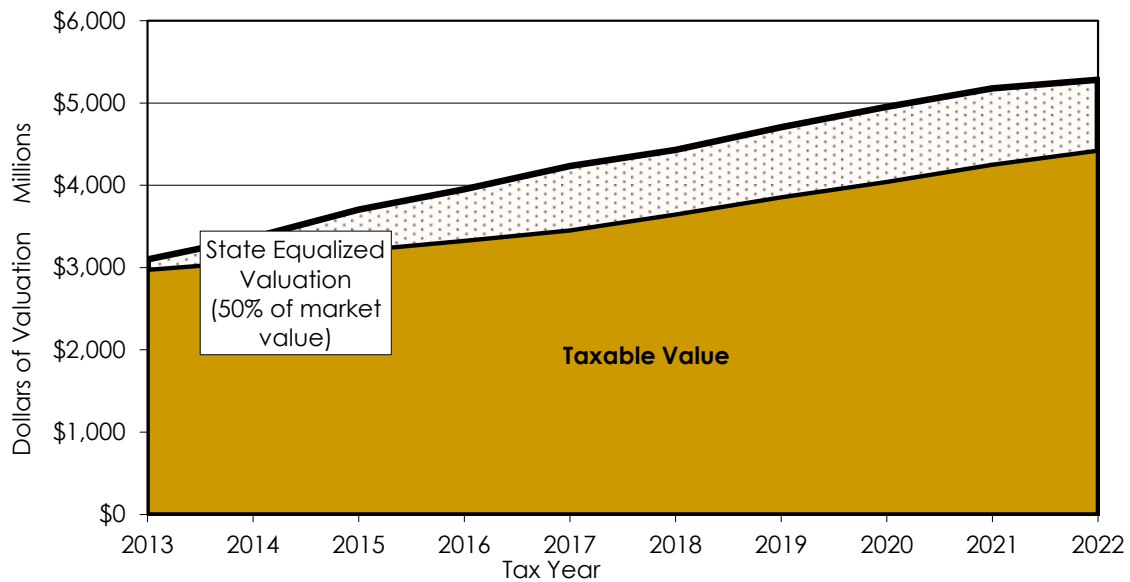
| Fiscal Year | Tax Year | Taxable Value (in millions) | % Change |
|-------------|----------|-----------------------------|----------|
| 2013-2014   | 2013     | \$ 2,972                    | 1.8%     |
| 2014-2015   | 2014     | \$ 3,071                    | 3.3%     |
| 2015-2016   | 2015     | \$ 3,206                    | 4.4%     |
| 2016-2017   | 2016     | \$ 3,323                    | 3.7%     |
| 2017-2018   | 2017     | \$ 3,450                    | 3.8%     |
| 2018-2019   | 2018     | \$ 3,646                    | 5.7%     |
| 2019-2020   | 2019     | \$ 3,853                    | 5.7%     |
| 2020-2021   | 2020     | \$ 4,038                    | 4.8%     |
| 2021-2022   | 2021     | \$ 4,248                    | 5.2%     |
| 2022-2023   | 2022     | \$ 4,419                    | 4.0%     |



# Fund Balance, Revenues, & Expenditures

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

| Fiscal Year | Tax Liability Year | State Equalized Valuation (50% of market value) |          | Taxable Value   |          | % Taxable Value of SEV |
|-------------|--------------------|---|----------|-----------------|----------|------------------------|
|             |                    | Amount  | % Change | Amount          | % Change |                        |
| 2013-2014   | 2013               | \$3,099,733,610                                 | 3.2%     | \$2,972,081,580 | 1.8%     | 95.9%                  |
| 2014-2015   | 2014               | \$3,365,191,110                                 | 8.6%     | \$3,070,872,210 | 3.3%     | 91.3%                  |
| 2015-2016   | 2015               | \$3,704,488,760                                 | 10.1%    | \$3,205,569,930 | 4.4%     | 86.5%                  |
| 2016-2017   | 2016               | \$3,952,090,850                                 | 6.7%     | \$3,323,044,630 | 3.7%     | 84.1%                  |
| 2017-2018   | 2017               | \$4,234,030,940                                 | 7.1%     | \$3,450,116,990 | 3.8%     | 81.5%                  |
| 2018-2019   | 2018               | \$4,429,863,848                                 | 4.6%     | \$3,645,653,370 | 5.7%     | 82.3%                  |
| 2019-2020   | 2019               | \$4,704,211,310                                 | 6.2%     | \$3,852,942,000 | 5.7%     | 81.9%                  |
| 2020-2021   | 2020               | \$4,953,366,010                                 | 5.3%     | \$4,038,736,310 | 4.8%     | 81.5%                  |
| 2021-2022   | 2021               | \$5,176,797,654                                 | 4.5%     | \$4,248,165,064 | 5.2%     | 82.1%                  |
| 2022-2023   | 2022               | \$5,282,745,787                                 | 2.0%     | \$4,419,450,857 | 4.0%     | 83.7%                  |



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 millage rates required based on the estimated taxable values.

| CITY OF NOWI TAXABLE VALUE, MILLAGE RATE AND PROPERTY TAX REVENUE HISTORY, BUDGET AND PROJECTIONS |                              |                              |                              |                              |                              |                              |                              |                              |                                 |                              |                         |                                 |  |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|---------------------------------|------------------------------|-------------------------|---------------------------------|--|
|   | ACTUAL<br>2013<br>FY 2013-14 | ACTUAL<br>2014<br>FY 2014-15 | ACTUAL<br>2015<br>FY 2015-16 | ACTUAL<br>2016<br>FY 2016-17 | ACTUAL<br>2017<br>FY 2017-18 | ACTUAL<br>2018<br>FY 2018-19 | ACTUAL<br>2019<br>FY 2019-20 | ACTUAL<br>2020<br>FY 2020-21 | FY 2022-23 BUDGET               |                              |                         |                                 |  |
|   |                              |                              |                              |                              |                              |                              |                              |                              | ESTIMATED<br>2021<br>FY 2021-22 | BUDGET<br>2022<br>FY 2022-23 | 2023<br>FY 2023-24      | PROJECTED<br>2024<br>FY 2024-25 |  |
| <b>Taxable Value</b>  |                              |                              |                              |                              |                              |                              |                              |                              |                                 |                              |                         |                                 |  |
| Taxable Value - Real (Residential)  | \$ 1,892,836,510             | \$ 1,984,120,840             | \$ 2,087,604,500             | \$ 2,169,188,620             | \$ 2,267,135,430             | \$ 2,389,711,290             | \$ 2,533,927,730             | \$ 2,661,331,380             | \$ 2,783,445,898                | \$ 2,948,985,800             | \$ 3,037,455,374        | \$ 3,128,579,035                |  |
| Taxable Value - Real (Commercial / Industrial)  | 855,546,320                  | 861,884,810                  | 878,128,690                  | 914,563,180                  | 936,712,940                  | 999,114,730                  | 1,051,495,340                | 1,098,857,170                | 1,184,879,129                   | 1,187,826,620                | 1,223,441,419           | 1,261,388,723                   |  |
| Taxable Value - Personal Property   | 223,698,750                  | 225,066,540                  | 239,836,740                  | 237,292,830                  | 246,268,600                  | 256,827,350                  | 267,518,910                  | 278,747,740                  | 279,840,037                     | 282,438,437                  | 285,444,822             | 288,319,470                     |  |
| <b>Subtotal Taxable Value</b>   | <b>\$ 2,972,081,580</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>\$ 4,248,165,064</b>         | <b>\$ 4,419,450,857</b>      | <b>\$ 4,546,381,614</b> | <b>\$ 4,678,287,228</b>         |  |
| Taxable Value - New Construction  | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                               | 15,000,000                   | 20,000,000              | 20,000,000                      |  |
| <b>Total Taxable Value</b>  | <b>\$ 2,972,081,580</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>\$ 4,248,165,064</b>         | <b>\$ 4,434,450,857</b>      | <b>\$ 4,566,381,614</b> | <b>\$ 4,698,287,228</b>         |  |
| Less various allowances   | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                            | -                               | (15,000,000)                 | (15,000,000)            | (10,000,000)                    |  |
| <b>Adjusted Taxable Value*</b>  | <b>\$ 2,972,081,580</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>\$ 4,248,165,064</b>         | <b>\$ 4,419,450,857</b>      | <b>\$ 4,551,381,614</b> | <b>\$ 4,688,287,228</b>         |  |
| % Change in taxable value from prior year without new construction estimate or various allowances | 1.8%                         | 3.3%                         | 4.4%                         | 3.7%                         | 3.8%                         | 5.7%                         | 5.7%                         | 4.8%                         | 5.2%                            | 4.0%                         | 2.9%                    | 2.9%                            |  |
| % Change in total taxable value   | 1.8%                         | 3.3%                         | 4.4%                         | 3.7%                         | 3.8%                         | 5.7%                         | 5.7%                         | 4.8%                         | 5.2%                            | 4.4%                         | 3.0%                    | 2.9%                            |  |
| % change in adjusted taxable value  | 1.8%                         | 3.3%                         | 4.4%                         | 3.7%                         | 3.8%                         | 5.7%                         | 5.7%                         | 4.8%                         | 5.2%                            | 4.0%                         | 3.0%                    | 3.0%                            |  |
| <b>Millage Rate **</b>  |                              |                              |                              |                              |                              |                              |                              |                              |                                 |                              |                         |                                 |  |
| General Fund  | 5.0182                       | 5.0182                       | 5.0056                       | 4.9925                       | 4.9206                       | 4.8458                       | 4.7755                       | 4.7563                       | 4.7505                          | 4.7505                       | 4.7505                  | 4.7505                          |  |
| General Fund - PA 359 Advertising   | -                            | -                            | -                            | -                            | -                            | 0.0137                       | 0.0129                       | 0.0123                       | 0.0119                          | 0.0114                       | 0.0110                  | 0.0106                          |  |
| Municipal Street Fund   | 1.5000                       | 1.5000                       | 1.4942                       | 1.4923                       | 1.4708                       | 1.4484                       | 1.4273                       | 1.4215                       | 1.4197                          | 1.4197                       | 1.4197                  | 1.4197                          |  |
| Police and Fire   | 1.4282                       | 1.4282                       | 1.4246                       | 1.4208                       | 1.4003                       | 1.3790                       | 1.3590                       | 1.3535                       | 1.3518                          | 1.3518                       | 1.3518                  | 1.3518                          |  |
| Parks, Recreation, and Cultural Services Fund   | 0.3857                       | 0.3857                       | 0.3847                       | 0.3836                       | 0.3780                       | 0.3722                       | 0.3668                       | 0.3653                       | 0.3648                          | 0.3648                       | 0.3648                  | 0.3648                          |  |
| Drain Fund  | 0.1057                       | -                            | -                            | 0.2120                       | 0.2648                       | 0.4157                       | 0.5583                       | 0.5978                       | 0.6101                          | 0.6106                       | 0.6110                  | 0.6114                          |  |
| Capital Improvement Program (CIP) Fund  | -                            | -                            | -                            | -                            | 0.9856                       | 0.9706                       | 0.9565                       | 0.9526                       | 0.9514                          | 0.9514                       | 0.9514                  | 0.9514                          |  |
| Library Fund  | 0.7719                       | 0.7719                       | 0.7699                       | 0.7678                       | 0.7567                       | 0.7451                       | 0.7342                       | 0.7312                       | 0.7303                          | 0.7303                       | 0.7303                  | 0.7303                          |  |
| <b>Total Operating</b>  | <b>9.2097</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>          | <b>10.1905</b>                  |  |
| Library Construction Debt Fund  | 0.3852                       | 0.3716                       | 0.4566                       | 0.4540                       | 0.3608                       | 0.3471                       | 0.3471                       | 0.3471                       | 0.3471                          | 0.3471                       | 0.3471                  | 0.3471                          |  |
| 2010 Refunding Debt Fund  | 0.3487                       | 0.3462                       | 0.3374                       | -                            | -                            | -                            | -                            | -                            | -                               | -                            | -                       | -                               |  |
| 2002 Street & Refunding Debt Fund   | 0.2564                       | 0.3782                       | 0.3250                       | 0.2270                       | -                            | -                            | -                            | -                            | -                               | -                            | -                       | -                               |  |
| <b>Total Debt</b>   | <b>0.9903</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>0.3471</b>                   |  |
| <b>Total Millage Rate</b>   | <b>10.2000</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>10.5376</b>                  |  |
| <b>Property Tax Revenue</b>   |                              |                              |                              |                              |                              |                              |                              |                              |                                 |                              |                         |                                 |  |
| General Fund  | \$ 14,699,475                | \$ 15,618,990                | \$ 16,252,340                | \$ 16,707,967                | \$ 17,200,885                | \$ 18,215,984                | \$ 18,299,800                | \$ 19,098,299                | \$ 19,761,850                   | \$ 20,637,963                | \$ 21,193,054           | \$ 21,787,713                   |  |
| General Fund - PA 359 Advertising   | -                            | -                            | -                            | -                            | -                            | 80,000                       | 50,000                       | 50,000                       | 50,000                          | 50,000                       | 50,000                  | 50,000                          |  |
| Municipal Street Fund   | 4,293,742                    | 4,754,081                    | 4,803,774                    | 4,991,808                    | 5,069,973                    | 5,371,732                    | 5,473,078                    | 5,712,989                    | 5,946,632                       | 6,168,945                    | 6,334,183               | 6,505,478                       |  |
| Police and Fire   | 4,211,853                    | 4,390,579                    | 4,574,745                    | 4,687,841                    | 4,843,644                    | 5,130,948                    | 5,227,356                    | 5,438,167                    | 5,666,881                       | 5,865,000                    | 6,022,000               | 6,189,000                       |  |
| Parks, Recreation, and Cultural Services Fund   | 1,137,385                    | 1,185,448                    | 1,253,317                    | 1,267,594                    | 1,295,457                    | 1,371,654                    | 1,406,590                    | 1,468,077                    | 1,522,944                       | 1,583,383                    | 1,627,998               | 1,672,756                       |  |
| Drain Fund  | 315,771                      | 9,920                        | 1,096                        | 698,072                      | 908,899                      | 961,410                      | 2,143,534                    | 2,398,840                    | 2,540,584                       | 2,647,544                    | 2,719,382               | 2,797,565                       |  |
| Capital Improvement Program (CIP) Fund  | -                            | -                            | -                            | -                            | 3,400,871                    | 3,611,648                    | 3,676,044                    | 3,818,955                    | 3,969,445                       | 4,126,924                    | 4,237,062               | 4,361,662                       |  |
| Library Fund  | 2,276,337                    | 2,372,999                    | 2,472,349                    | 2,537,262                    | 2,624,070                    | 2,752,785                    | 2,815,536                    | 2,938,712                    | 2,966,672                       | 3,166,904                    | 3,254,415               | 3,342,053                       |  |
| <b>Total Operating</b>  | <b>\$ 26,534,563</b>         | <b>\$ 28,332,147</b>         | <b>\$ 29,339,619</b>         | <b>\$ 30,830,544</b>         | <b>\$ 32,323,801</b>         | <b>\$ 37,444,201</b>         | <b>\$ 39,091,958</b>         | <b>\$ 40,924,091</b>         | <b>\$ 42,425,208</b>            | <b>\$ 44,248,643</b>         | <b>\$ 45,438,094</b>    | <b>\$ 46,706,227</b>            |  |
| Library Construction Debt Fund  | 1,134,064                    | 1,141,259                    | 1,472,133                    | 1,501,421                    | 1,245,100                    | 1,265,832                    | 1,333,195                    | 1,397,542                    | 1,413,927                       | 1,416,420                    | 1,412,730               | 1,417,040                       |  |
| 2010 Refunding Debt Fund  | 1,029,037                    | 1,065,166                    | 1,061,000                    | -                            | -                            | -                            | -                            | -                            | -                               | -                            | -                       | -                               |  |
| 2002 Street & Refunding Debt Fund   | 780,142                      | 1,134,897                    | 1,040,000                    | 747,000                      | -                            | -                            | -                            | -                            | -                               | -                            | -                       | -                               |  |
| <b>Total Debt</b>   | <b>\$ 2,943,243</b>          | <b>\$ 3,341,322</b>          | <b>\$ 3,573,133</b>          | <b>\$ 2,248,421</b>          | <b>\$ 1,245,100</b>          | <b>\$ 1,265,832</b>          | <b>\$ 1,333,195</b>          | <b>\$ 1,397,542</b>          | <b>\$ 1,413,927</b>             | <b>\$ 1,416,420</b>          | <b>\$ 1,412,730</b>     | <b>\$ 1,417,040</b>             |  |
| <b>Total Property Tax Revenue</b>   | <b>\$ 29,877,806</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>\$ 42,321,601</b>         | <b>\$ 43,839,135</b>            | <b>\$ 45,665,063</b>         | <b>\$ 46,850,824</b>    | <b>\$ 48,123,267</b>            |  |

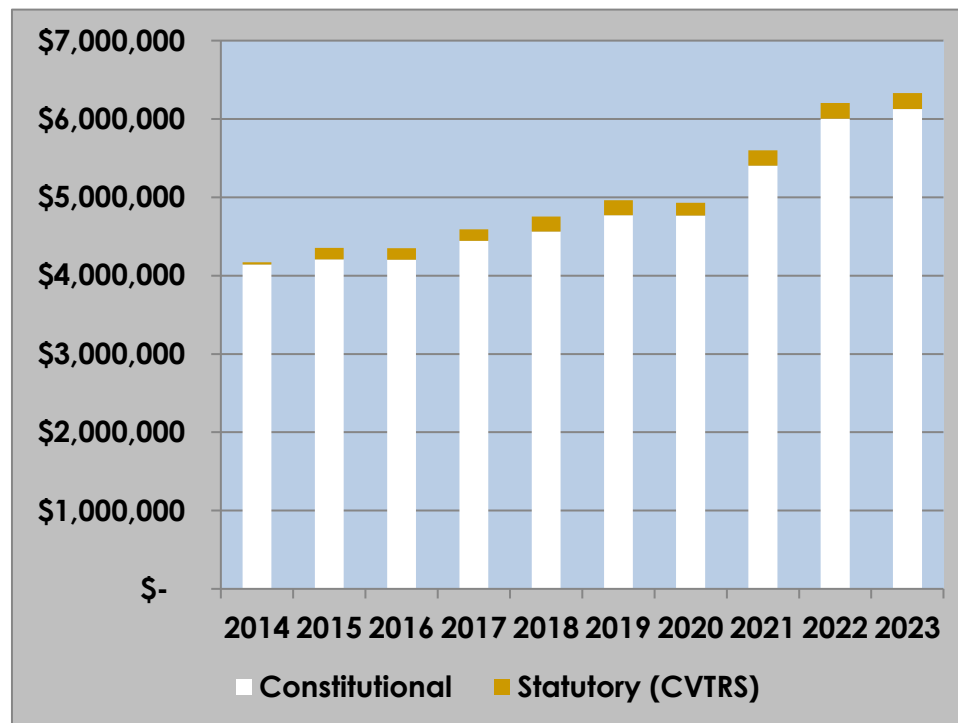
\* Includes reduction for Personal Property Tax write-off, Tax Tribunal Adjustments and chargebacks  
 \*\* No Headlee rollback has been assumed for fiscal years ending 2023, 2024 & 2025.

Note: Fiscal 2022 taxable values have incorporated board of review adjustments through December 2021

# 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 2023 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 but unfortunately just recently passed the 2001 funding level of \$4,448,257. Despite the 2020 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).



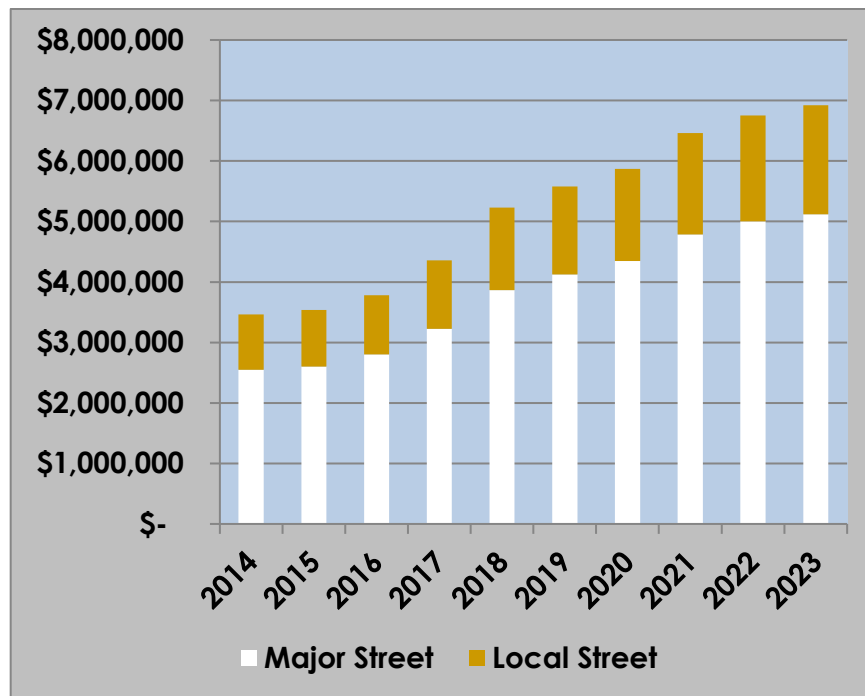
|                   | FY2013-14    | FY2014-15    | FY2015-16    | FY2016-17    | FY2017-18    | FY2018-19    | FY2019-20    | FY2020-21    | FY2021-22    | FY2022-23    |
|-------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                   | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
|                   | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | PROJECTED    | ESTIMATED    |
| Constitutional    | \$ 4,142,627 | \$ 4,207,692 | \$ 4,203,650 | \$ 4,445,931 | \$ 4,563,358 | \$ 4,771,476 | \$ 4,766,836 | \$ 5,405,071 | \$ 6,005,298 | \$ 6,127,855 |
| Statutory (CVTRS) | \$ 28,182    | \$ 146,155   | \$ 146,155   | \$ 146,155   | \$ 190,996   | \$ 190,867   | \$ 162,710   | \$ 195,257   | \$ 199,162   | \$ 203,145   |
| Total             | \$ 4,170,809 | \$ 4,353,847 | \$ 4,349,805 | \$ 4,592,086 | \$ 4,754,354 | \$ 4,962,343 | \$ 4,929,546 | \$ 5,600,328 | \$ 6,204,460 | \$ 6,331,000 |

NOTE: Projected 2022 and Estimated 2023 both include adjustment for anticipated Census population increase not reflected on State website.

# 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 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.)



|              | FY2013-14    | FY2014-15    | FY2015-16    | FY2016-17    | FY2017-18    | FY2018-19    | FY2019-20    | FY2020-21    | FY2021-22    | FY2022-23    |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|              | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
|              | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | ACTUAL       | PROJECTED    | ESTIMATED    |
| Major Street | \$ 2,549,850 | \$ 2,602,927 | \$ 2,805,151 | \$ 3,225,703 | \$ 3,865,139 | \$ 4,123,583 | \$ 4,348,220 | \$ 4,783,639 | \$ 5,000,000 | \$ 5,121,000 |
| Local Street | \$ 912,835   | \$ 934,371   | \$ 978,693   | \$ 1,129,243 | \$ 1,362,035 | \$ 1,456,456 | \$ 1,519,226 | \$ 1,677,732 | \$ 1,750,000 | \$ 1,800,000 |
| Total        | \$ 3,462,685 | \$ 3,537,298 | \$ 3,783,844 | \$ 4,354,946 | \$ 5,227,174 | \$ 5,580,039 | \$ 5,867,446 | \$ 6,461,370 | \$ 6,750,000 | \$ 6,921,000 |

NOTE: Projected 2022 and Estimated 2023 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 3% each year is assumed based on total personnel costs. Defined benefit pension contributions are increasing 9% 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 2022/23.

### 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 insurances had a one-time decrease of 4% for FY 2022/23 and 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 2022/23 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.

| <b>GENERAL FUND</b>         |                      |                      |                      |                      |                      |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                             | <b>ACTUAL</b>        | <b>ESTIMATED</b>     | <b>BUDGET</b>        | <b>PROJECTED</b>     |                      |
|                             | <b>2020-21</b>       | <b>2021-22</b>       | <b>2022-23</b>       | <b>2023-24</b>       | <b>2024-25</b>       |
| <b>APPROPRIATIONS</b>       |                      |                      |                      |                      |                      |
| PERSONNEL SERVICES          | \$ 27,597,782        | \$ 27,318,456        | \$ 28,619,995        | \$ 29,157,456        | \$ 30,293,842        |
| SUPPLIES                    | 1,064,795            | 977,767              | 992,160              | 992,730              | 1,026,670            |
| OTHER SERVICES AND CHARGES  | 6,456,952            | 7,770,991            | 7,378,060            | 7,372,140            | 7,428,920            |
| CAPITAL OUTLAY              | 1,579,084            | 2,666,404            | 2,680,490            | 2,592,060            | 2,579,610            |
| TRANSFERS OUT               | 446,716              | 131,901              | 1,825,000            | 350,000              | 50,000               |
| <b>TOTAL APPROPRIATIONS</b> | <b>\$ 37,145,329</b> | <b>\$ 38,865,519</b> | <b>\$ 41,495,705</b> | <b>\$ 40,464,386</b> | <b>\$ 41,379,042</b> |

| <b>SPECIAL REVENUE FUNDS</b> |                      |                      |                      |                      |                      |
|------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                              | <b>ACTUAL</b>        | <b>ESTIMATED</b>     | <b>BUDGET</b>        | <b>PROJECTED</b>     |                      |
|                              | <b>2020-21</b>       | <b>2021-22</b>       | <b>2022-23</b>       | <b>2023-24</b>       | <b>2024-25</b>       |
| <b>APPROPRIATIONS</b>        |                      |                      |                      |                      |                      |
| Personnel services           | \$ 3,407,532         | \$ 3,819,755         | \$ 3,702,190         | \$ 3,794,202         | \$ 3,900,035         |
| Supplies                     | 619,437              | 1,093,654            | 800,650              | 818,650              | 823,600              |
| Other services and charges   | 9,505,205            | 10,213,580           | 11,308,682           | 10,957,102           | 11,012,232           |
| Capital outlay               | 11,949,021           | 16,630,619           | 13,934,050           | 12,003,640           | 12,157,960           |
| Transfers out                | 7,300,000            | 8,006,900            | 5,583,000            | 6,389,000            | 6,030,000            |
| <b>TOTAL APPROPRIATIONS</b>  | <b>\$ 32,781,195</b> | <b>\$ 39,764,508</b> | <b>\$ 35,328,572</b> | <b>\$ 33,962,594</b> | <b>\$ 33,923,827</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 2023-24 and 2024-25 budgets include the following items:

- \$18.5 million investment in roads, pathways, sidewalks and intersections
- \$12.7 million investment in water and sewer infrastructure
- \$3.5 million investment in storm sewer and drainage
- \$667,000 investment in parks, recreation, and cultural services capital projects
- \$4.0 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>Continue to identify possible new park property that would satisfy Michigan Trust Fund Grant standards in order to assist in acquisition costs.<br/>Reconstruct and expand Beck Road from Grand River to M-14 with assistance from Federal, State, and local partners.</p> |
| <p><b>O</b> Operate a world-class and sustainable local government.</p>   | <p>Develop a new strategy to identify new talent throughout the organization in order to meet the needs of the next generation of municipal employees</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>Complete Master Plan for Land Use to aid in private development throughout the city for the next ten (10) years.<br/>Maintain Balance of residential and commercial growth.</p>  |
| <p><b>I</b> Invest properly in being a Safe Community at all times for all people.</p>  | <p>Continue to strengthen the Auxiliary/Paid-on-Call program to ensure continued quality new hires into the system.<br/>Develop a plan for Fires Station 1 to include the possibility of constructing anew in a different location.</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 2023-2028. The CIP is summarized within this budget document and also can be viewed interactively on our CIP website <https://bit.ly/3JpVeG7>. 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 2022-2023 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. That said, the CIP is not always an exhaustive list of all projects that will be completed in any given year.

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

## **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

## 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 within the street funds and extend the useful life of the roads.
- The proposed Splash Pad is estimated to increase operating expenditures by \$75,000 annually in the Parks, Recreation, and Cultural Services Fund.
- New building generators are estimated to increase annual operating expenditures by \$1,365 each within the Facilities Maintenance General Fund department.
- The purchase of the skid steer attachments will save the General Fund approximately \$11,000 in rental fees within the DPW General Fund department.
- The Drone will increase operating expenditures by \$3,500 annually within the General Fund Police Department for licenses to fly it.
- The LPR system will increase operating expenditures by \$13,275 annually to pay for fees within the General Fund Police Department.
- The Public Safety Mobile Command Post is estimated to increase operating expenditures in the amount of \$41,370 annually for licensing, overtime and training, and maintenance within the General Fund Police Department.
- The CD Tech Upgrades (Phase 2) - Electronic Plan Review and Management Web-based Solutions Software will have fees in the amount of \$12,000 for the next 3 years within the Community Development General Fund Department.
- The neighborhood sidewalk repair program will not reduce costs; but by having homeowners pay for half cost of the replacement will allow for more sidewalks to be replaced.
- LED Lighting Upgrades will result in long-term electrical and maintenance savings within the Facilities Maintenance General Fund department.



# Capital Program & Debt

## **CIP 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

## 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 2022-23  | Fiscal Year 2023-24  | Fiscal Year 2024-25  | Fiscal Year 2025-26  | Fiscal Year 2026-27  | Fiscal Year 2027-28  |                       |
| <b>Roads</b>                                      | \$ 9,900,070         | \$ 9,268,700         | \$ 9,186,750         | \$ 16,452,750        | \$ 11,056,860        | \$ 37,212,970        | \$ 93,078,100         |
| <b>Sidewalks &amp; Pathways</b>                   | \$ 400,000           | \$ 400,000           | \$ 400,000           | \$ 1,023,110         | \$ 400,000           | \$ 400,000           | \$ 3,023,110          |
| <b>Storm Sewer &amp; Drainage</b>                 | \$ 1,466,590         | \$ 1,365,600         | \$ 2,133,950         | \$ 1,344,520         | \$ -                 | \$ 750,000           | \$ 7,060,660          |
| <b>Sanitary Sewer</b>                             | \$ -                 | \$ 3,109,800         | \$ -                 | \$ -                 | \$ 2,100,000         | \$ -                 | \$ 5,209,800          |
| <b>Water Distribution</b>                         | \$ 4,944,130         | \$ 5,122,500         | \$ 4,500,000         | \$ 7,449,580         | \$ 5,907,520         | \$ 4,500,000         | \$ 32,423,730         |
| <b>Parks, Recreation, &amp; Cultural Services</b> | \$ 2,077,670         | \$ 551,290           | \$ 116,120           | \$ 10,609,040        | \$ 3,579,420         | \$ 422,460           | \$ 17,356,000         |
| <b>Parking Lots</b>                               | \$ -                 | \$ 138,370           | \$ -                 | \$ 1,144,680         | \$ -                 | \$ -                 | \$ 1,283,050          |
| <b>Buildings &amp; Property</b>                   | \$ 2,188,150         | \$ 1,309,020         | \$ 1,651,890         | \$ 3,233,550         | \$ 1,448,440         | \$ 206,150           | \$ 10,037,200         |
| <b>Machinery &amp; Equipment</b>                  | \$ 1,390,480         | \$ 2,087,120         | \$ 1,758,510         | \$ 431,640           | \$ 346,510           | \$ 2,166,030         | \$ 8,180,290          |
| <b>Technology</b>                                 | \$ 236,540           | \$ 94,380            | \$ 38,560            | \$ 98,210            | \$ -                 | \$ 150,170           | \$ 617,860            |
| <b>TOTAL</b>                                      | <b>\$ 22,603,630</b> | <b>\$ 23,446,780</b> | <b>\$ 19,785,780</b> | <b>\$ 41,787,080</b> | <b>\$ 24,838,750</b> | <b>\$ 45,807,780</b> | <b>\$ 178,269,800</b> |

The CIP categories mentioned in this table are defined on the following pages and include graphs to help illustrate the total dollar amount budgeted within each category over the next six years.

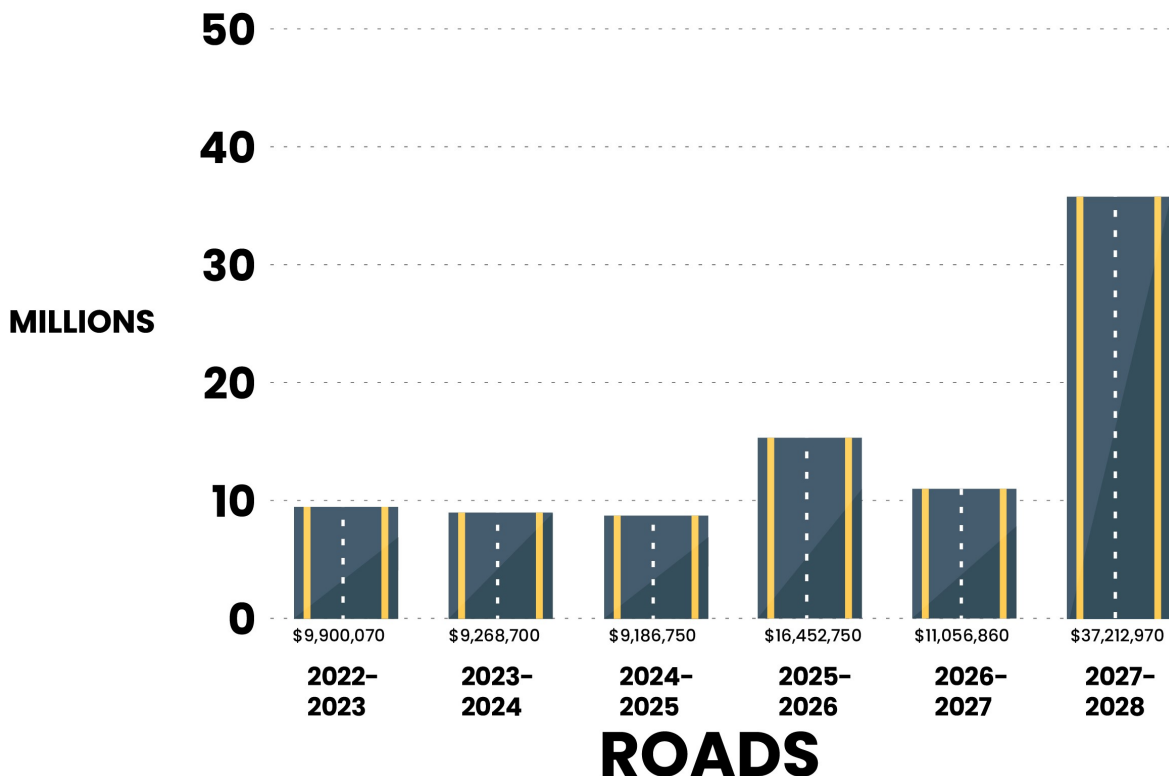
# Capital Program & Debt

## 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 *CATEGORY ELIMINATED AS OF FY 2022-23***

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

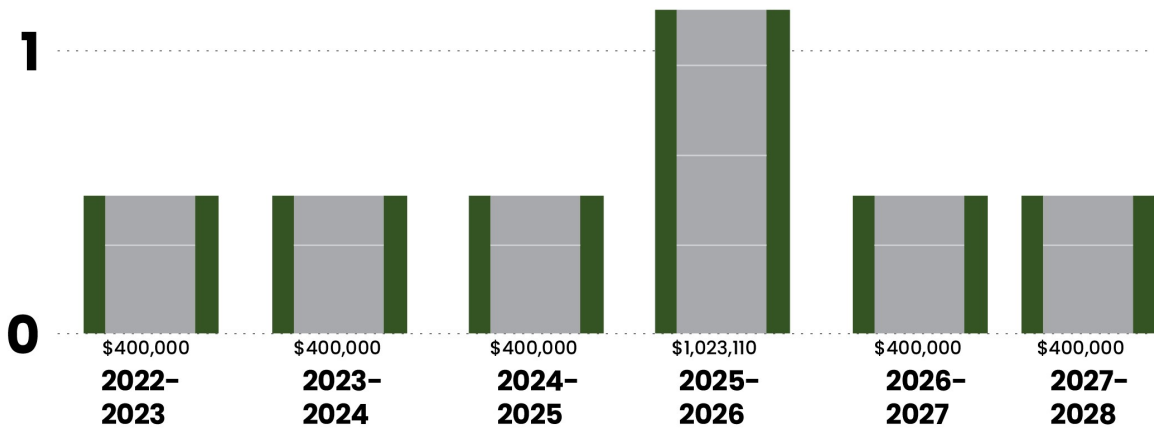
## Sidewalk and Pathways

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.

2

MILLIONS



## SIDEWALKS & PATHWAYS



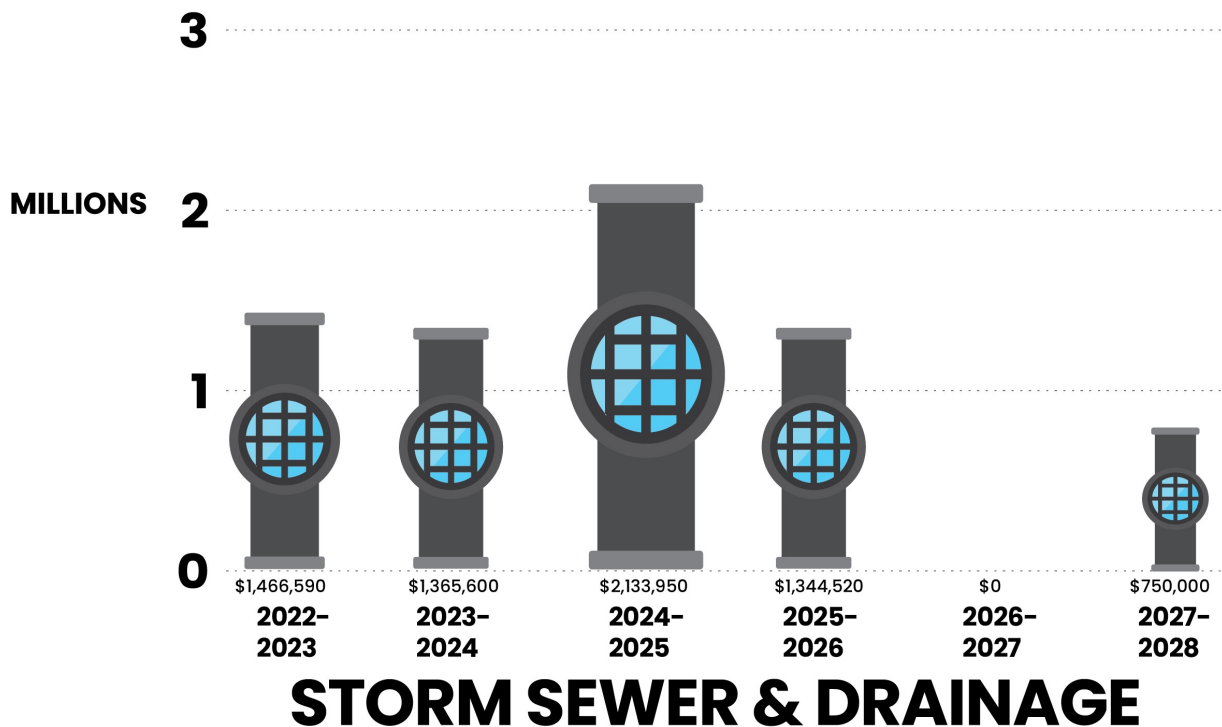
# Capital Program & Debt

## 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

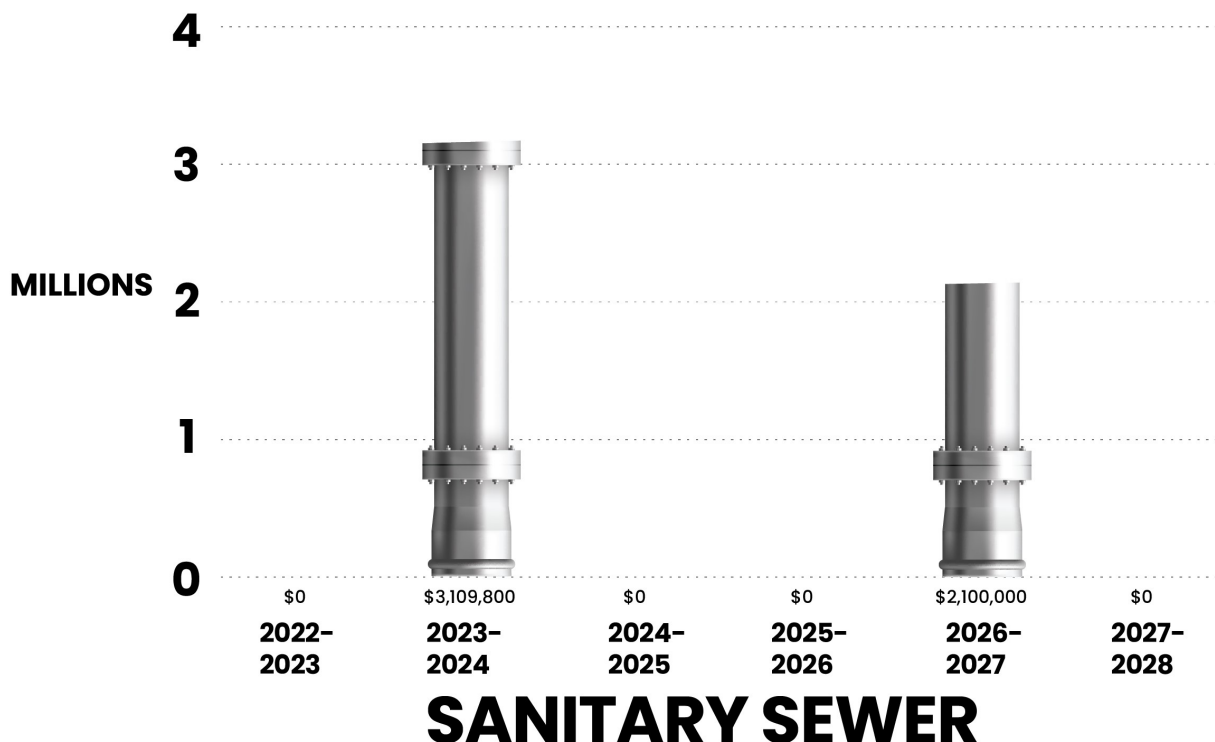
## Sanitary Sewer

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 sanitary sewer projects are flexible, allowing for the addition of 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.

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.

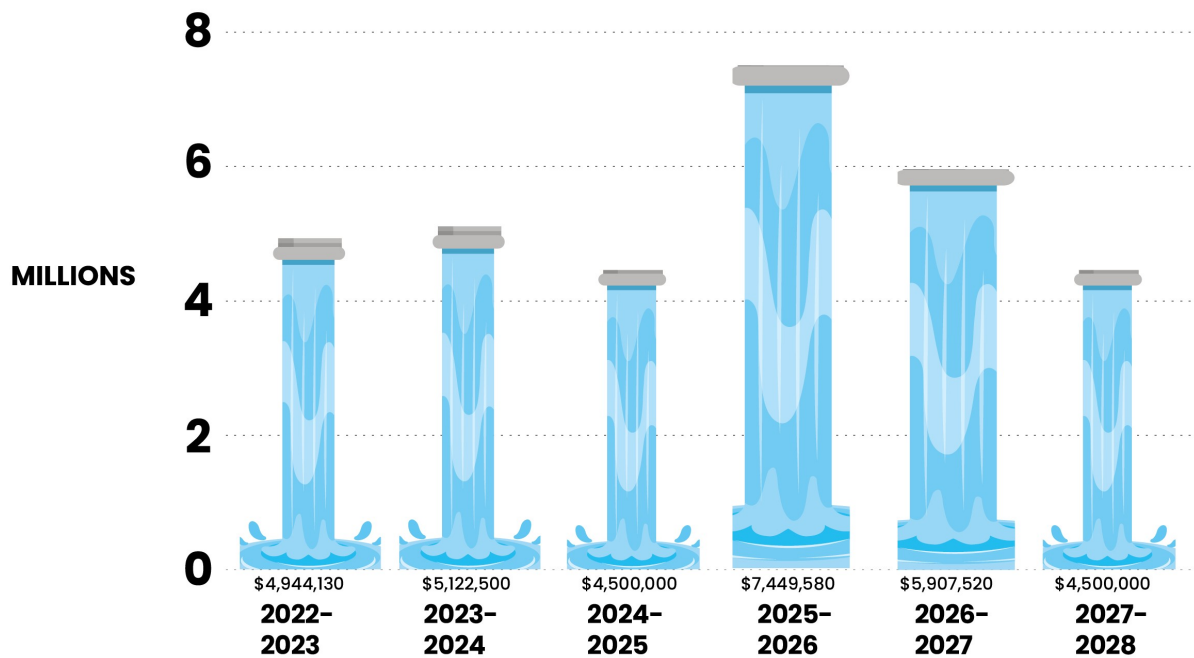


# Capital Program & Debt

## 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.

Water projects are flexible, allowing for the addition of different improvements to address specific needs without deferring other projects along the way. Projects included in this category are funded by the City's Water and Sewer Fund, which is financed through user rates and connection fees.



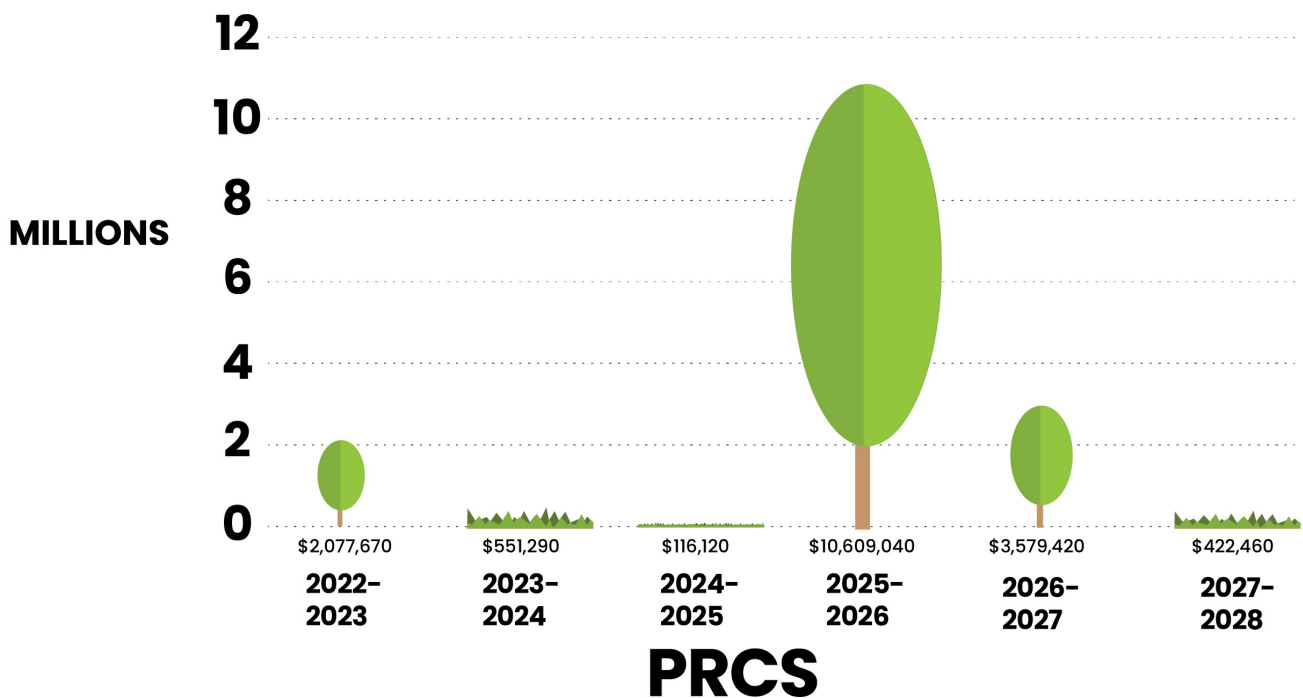
## **WATER DISTRIBUTION**

# 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.

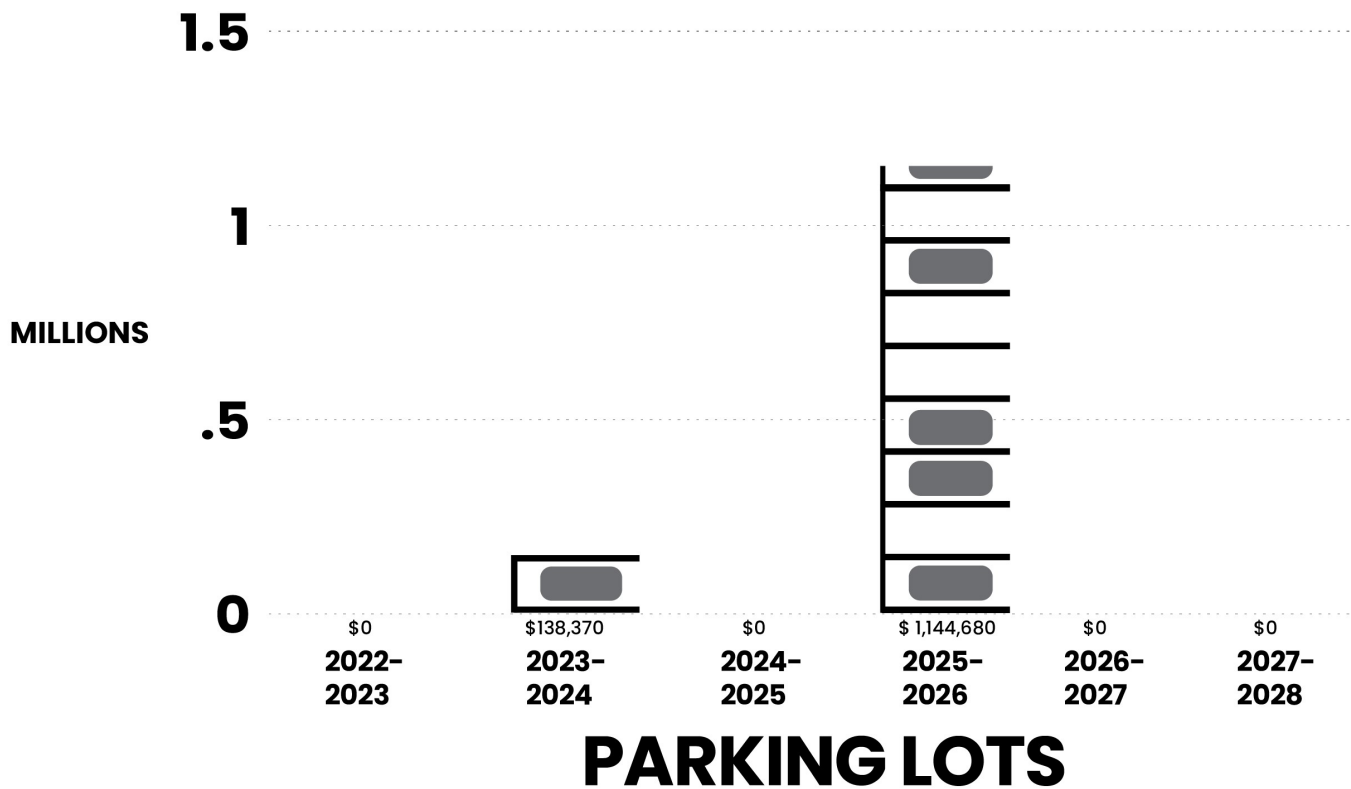
Funding for parks, open space, and cultural events is primarily from the Parks and Recreation dedicated millage that was established for maintaining parks and recreation purposes. The dedicated millage and impact fees make up the main funding source for Parks, Recreation and Cultural Services.



# 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.)



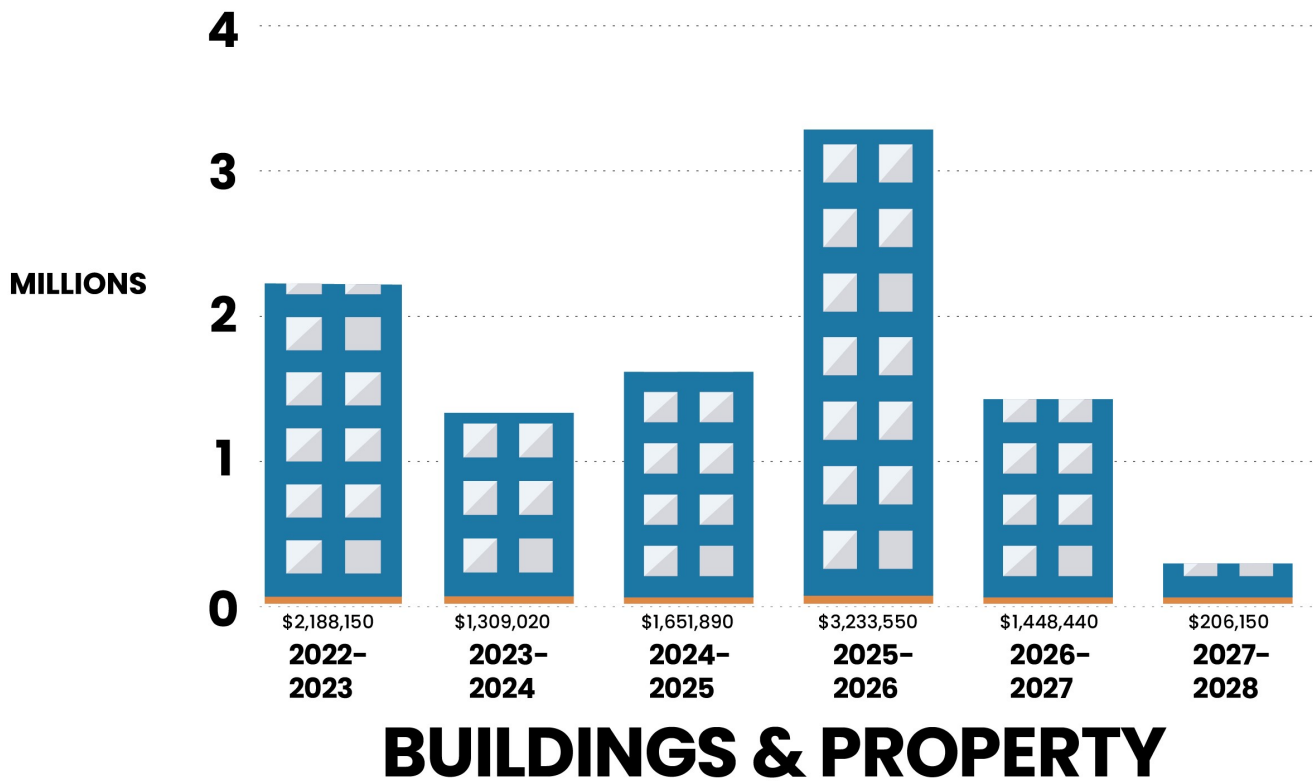


# Capital Program & Debt

## 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.

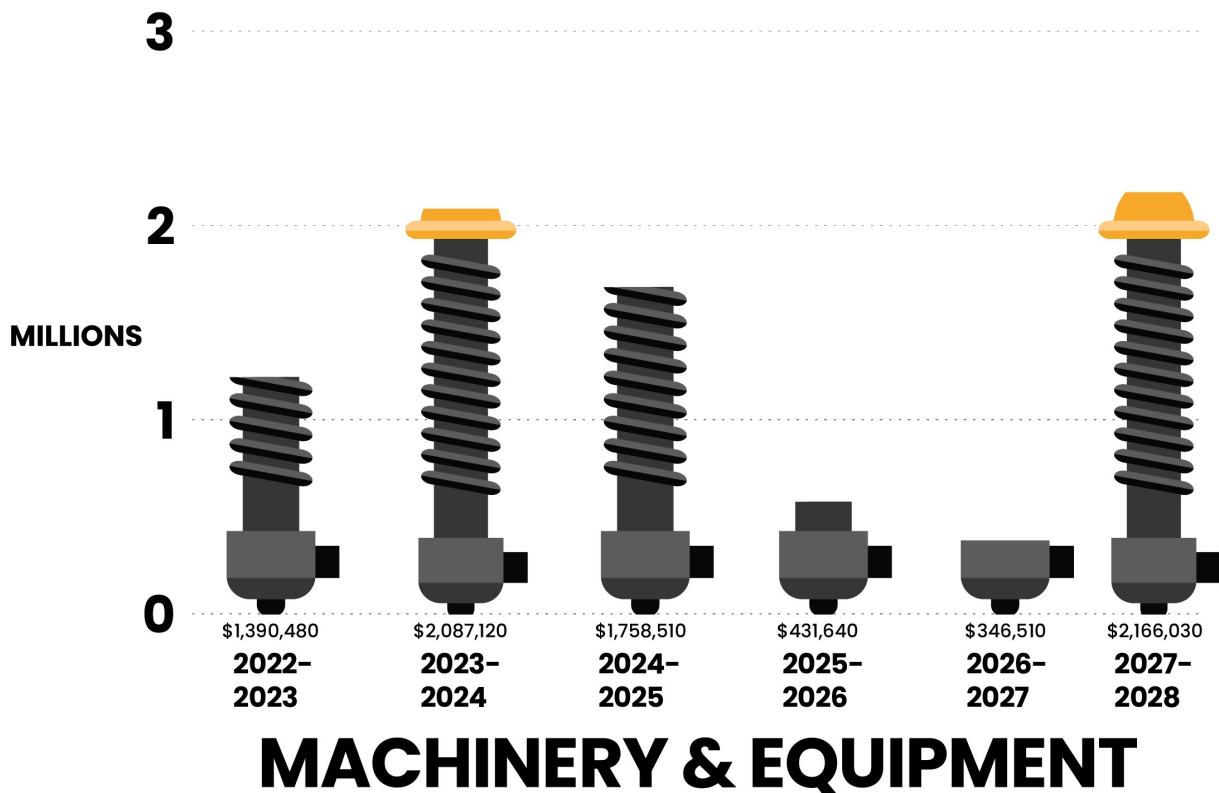
Operational facilities projects are funded from a variety of different sources, depending on the use of the facility. Sources mainly are tied to the General Fund and leveraged funds.



# Capital Program & Debt

## Machinery and Equipment

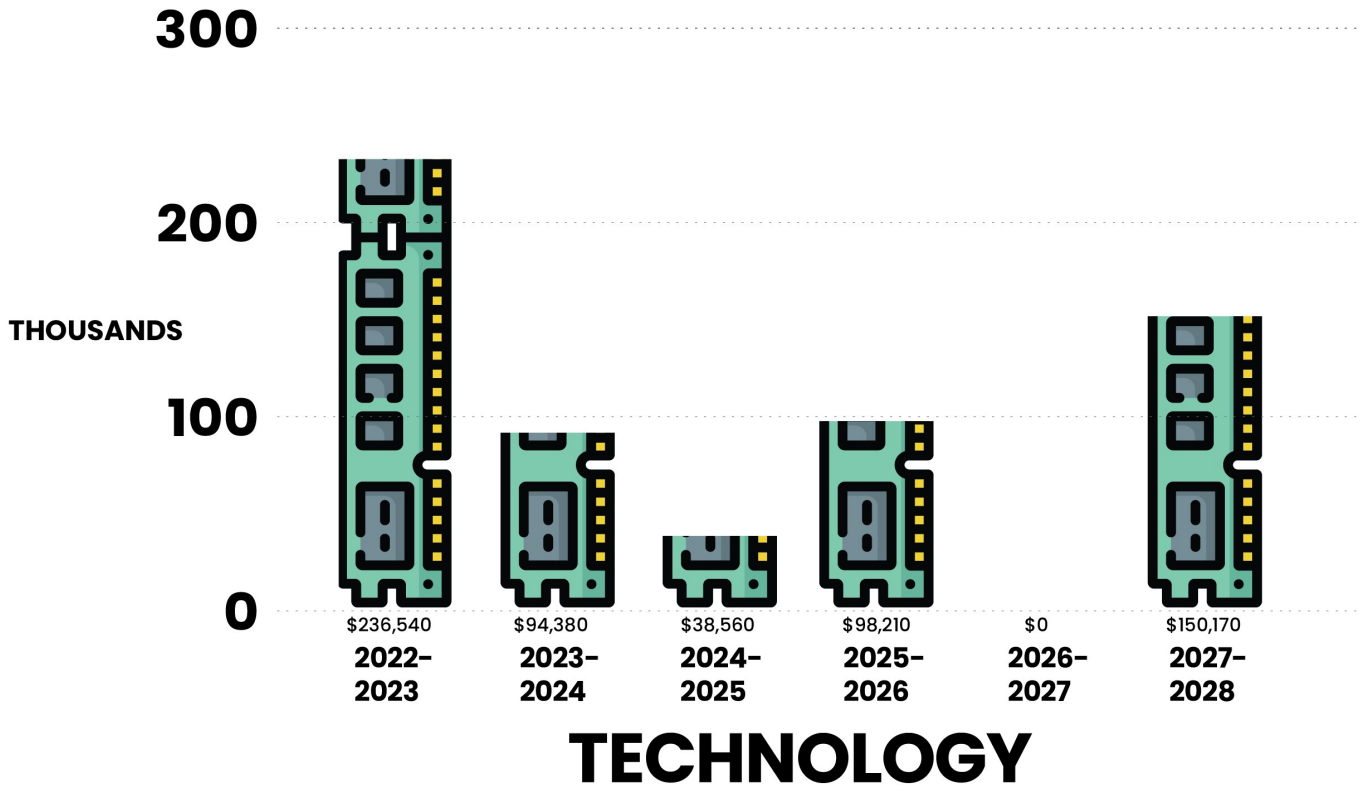
Novi employees depend on dependable equipment to allow and assist them to do their jobs day in and day out. The equipment comes in many forms, plow trucks, generators, fire apparatus, etc., the equipment that literally keeps the City of Novi moving. Novi City Council has established the precedent over 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 2022-23 Budget**

<https://bit.ly/3JpVeG7>

| ID# | Project Name | CIP Category   | GL Fund # | BUDGET                | PROJECTED          |                    |                    | FORECAST           |                    |              | Total Budget CIP |
|-----|--------------|--|-----------|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|------------------|
|     |              |  |           | FY 2022-23<br>YR 1    | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |              |                  |
| 1   | 102-01       | Neighborhood Roads Rehabilitation, Repaving, and Reconstruction Program  | Roads     | LOCAL STREET FUND 203 | \$ 3,000,000       | \$ 4,300,000       | \$ 4,600,000       | \$ 6,000,000       | \$ 6,000,000       | \$ 6,000,000 | \$ 29,900,000    |
| 2   | ENG073       | Taft Road Rehabilitation (South City Limits to 10 Mile Road) & Roundabout at 9 Mile Road - <i>net of design; city share costs only</i>   | Roads     | MAJOR STREET FUND 202 | \$ 2,570,230       | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 2,570,230     |
| 3   | ENG067a      | GLWA 14 Mile Water Main Transmission Redundancy Route Project - <b>STREET PORTION</b> (Road Restoration along 11 Mile, Meadowbrook, and 13 Mile Roads) <i>net of design; city share costs only</i> | Roads     | MAJOR STREET FUND 202 | \$ 1,719,990       | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 1,719,990     |
| 4   | ENG077       | 12 Mile Road Reconstruction (Medina Boulevard to City Limits) <i>including sidewalk segments 45 &amp; 178</i>  | Roads     | LOCAL STREET FUND 203 | \$ 1,373,350       | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 1,373,350     |
| 5   | 162-07       | Beck Road Widening (11 Mile Road to Providence Drive/Central Park Boulevard)   | Roads     | MAJOR STREET FUND 202 | \$ 477,030         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 477,030       |
| 6   | ENG076       | West Park Drive Rehabilitation (West Road to Pontiac Trail) <i>including traffic signal modernization at South Lake Drive</i>  | Roads     | MAJOR STREET FUND 202 | \$ 154,340         | \$ 2,798,820       | \$ -               | \$ -               | \$ -               | \$ -         | \$ 2,953,160     |
| 7   | ENG075       | Meadowbrook Road Rehabilitation (10 Mile to 11 Mile Road)  | Roads     | MAJOR STREET FUND 202 | \$ 64,710          | \$ 166,710         |                    |                    | \$ -               | \$ -         | \$ 231,420       |
| 8   | ENG078       | 9 Mile Road Rehabilitation (Meadowbrook Road to Haggerty Road)   | Roads     | MAJOR STREET FUND 202 | \$ 46,540          | \$ 156,260         | \$ -               | \$ -               | \$ -               | \$ -         | \$ 202,800       |
| 9   | ENG079       | Industrial Business Parks Road Rehabilitation (Hudson Drive, Magellan Drive, Humboldt Drive, Desoto Court, Peary Court, and Ryan Court) - <i>Local Street Fund Portion</i>                         | Roads     | LOCAL STREET FUND 203 | \$ 493,880         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 493,880       |
|     | ENG079       | Industrial Business Parks Road Rehabilitation (Hudson Drive, Magellan Drive, Humboldt Drive, Desoto Court, Peary Court, and Ryan Court) - <i>Major Street Fund Portion</i>                         | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ 1,690,530       | \$ -               | \$ -               | \$ -               | \$ -         | \$ 1,690,530     |
| 10  | ENG058       | Wixom Road Rehabilitation & Left Turn Lane Addition (10 Mile Road to City Limits); <i>city share costs only</i>  | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ 156,380         | \$ 1,702,380       | \$ -               | \$ -               | \$ -         | \$ 1,858,760     |
| 11  | 082-30       | 11 Mile Road Rehabilitation (Beck Road to Taft Road) <i>including Seg 37a Sidewalk (north side, Beck Road and East Mandalay Circle); net of design</i>   | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ -               | \$ 2,884,370       | \$ -               | \$ -               | \$ -         | \$ 2,884,370     |
| 12  | ENG074       | Novi Road Rehabilitation (13 Mile Road to 14 Mile Road) <i>including traffic signal modernizations at 13 Mile Road, Waverly Drive, and 14 Mile Road</i>  | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ -               | \$ -               | \$ 4,200,970       | \$ -               | \$ -         | \$ 4,200,970     |
| 13  | ENG081       | Village Wood Road (Cranbrooke Drive to Haggerty Road) and Section 25 Storm Drainage Improvements; <i>includes sidewalk construction - Street Fund portion</i>                                      | Roads     | LOCAL STREET FUND 203 | \$ -               | \$ -               | \$ -               | \$ 1,786,910       | \$ -               | \$ -         | \$ 1,786,910     |
|     | ENG081       | Village Wood Road (Cranbrooke Drive to Haggerty Road) and Section 25 Storm Drainage Improvements; <i>includes sidewalk construction - Drain Fund portion</i>                                       | Roads     | DRAIN FUND 210        | \$ -               | \$ -               | \$ -               | \$ 249,510         | \$ -               | \$ -         | \$ 249,510       |
| 14  | ENG016       | 13 Mile Road Rehabilitation (M-5 to Haggerty)  | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ -               | \$ -               | \$ 1,423,510       | \$ -               | \$ -         | \$ 1,423,510     |
| 15  | 132-26       | 11 Mile Road Rehabilitation (Wixom Road to Beck Road) <i>includes Segment 52a pathway connection to ITC Trail; net of design</i>   | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ -               | \$ -               | \$ 1,172,540       | \$ -               | \$ -         | \$ 1,172,540     |
| 16  | 102-04       | Old Novi Road Rehabilitation (Novi Road to 13 Mile Road)   | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ -               | \$ -               | \$ 830,690         | \$ -               | \$ -         | \$ 830,690       |
| 17  | ENG037       | 13 Mile Road Rehabilitation (Old Novi Road to Novi Road)   | Roads     | MAJOR STREET FUND 202 | \$ -               | \$ -               | \$ -               | \$ 788,620         | \$ -               | \$ -         | \$ 788,620       |





City of Novi  
Capital Improvement Program  
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<https://bit.ly/3JpVeG7>

| ID# | Project Name   | CIP Category           | GL Fund #                 | BUDGET          |                 | PROJECTED       |                 | FORECAST        |                 |               | Total Budget CIP |
|-----|--|------------------------|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|------------------|
|     |  |                        |                           | FY 2022-23 YR 1 | FY 2023-24 YR 2 | FY 2024-25 YR 3 | FY 2025-26 YR 4 | FY 2026-27 YR 5 | FY 2027-28 YR 6 |               |                  |
| 18  | ENG080 Willowbrook Estates No. 3 Road Reconstruction and Storm Drainage Improvements (Glen Ridge Court, Rock Hill Lane, Maude Lea Circle, Ripple Creek Road) - <a href="#">Street Fund portion</a>           | Roads                  | LOCAL STREET FUND 203     | \$ -            | \$ -            | \$ -            | \$ -            | \$ 2,267,630    | \$ -            | \$ 2,267,630  |                  |
|     | ENG080 Willowbrook Estates No. 3 Road Reconstruction and Section 25 Storm Drainage Improvements (Glen Ridge Court, Rock Hill Lane, Maude Lea Circle, Ripple Creek Road) - <a href="#">Drain Fund portion</a> | Roads                  | DRAIN FUND 210            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 758,870      | \$ -            | \$ 758,870    |                  |
| 19  | ENG008 Lee BeGole Drive Reconstruction (11 Mile Road to Terminus); <a href="#">net of design</a>   | Roads                  | MAJOR STREET FUND 202     | \$ -            | \$ -            | \$ -            | \$ -            | \$ 1,236,500    | \$ -            | \$ 1,236,500  |                  |
| 20  | 132-27 11 Mile Road Rehabilitation (Taff Road to Clark Street); <a href="#">net of design</a>  | Roads                  | MAJOR STREET FUND 202     | \$ -            | \$ -            | \$ -            | \$ -            | \$ 793,860      | \$ -            | \$ 793,860    |                  |
| 21  | 162-06 Beck Road Widening (10 Mile Road to 11 Mile Road); <a href="#">includes signal modernizations - pursuing outside funding</a>  | Roads                  | MAJOR STREET FUND 202     | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 10,767,230   | \$ 10,767,230 |                  |
| 22  | 162-03 Beck Road Widening (9 Mile Road to 10 Mile Road); <a href="#">includes signal modernizations - pursuing outside funding</a>   | Roads                  | MAJOR STREET FUND 202     | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 10,345,480   | \$ 10,345,480 |                  |
| 23  | 132-25 Beck Road Widening (8 Mile Road to 9 Mile Road); <a href="#">includes signal modernizations - pursuing outside funding</a>  | Roads                  | MAJOR STREET FUND 202     | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 10,100,260   | \$ 10,100,260 |                  |
| 24  | ENG068 Neighborhood Sidewalk Repair Program ( <a href="#">Street Fund portion</a> )  | Sidewalks & Pathways   | MUNICIPAL STREET FUND 204 | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 1,200,000  |                  |
|     | ENG068 Neighborhood Sidewalk Repair Program ( <a href="#">General Fund portion; aka tree-related portion</a> )   | Sidewalks & Pathways   | GENERAL FUND 101          | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 200,000      | \$ 1,200,000  |                  |
| 25  | ENG069 Segment 4040 (Off-road paved) -- Meadowbrook Road (Village Wood Lake Park to Chattman Drive) - 5' sidewalk & 8' pathway along with boardwalk over wetlands  | Sidewalks & Pathways   | MUNICIPAL STREET FUND 204 | \$ -            | \$ -            | \$ -            | \$ 359,300      | \$ -            | \$ -            | \$ 359,300    |                  |
| 26  | ENG070 Segment 101c, 102, 104b -- Napier Road (East side; ITC Community Sports Park entrance drive to Villa Barr Art Park) - 8' Pathway  | Sidewalks & Pathways   | MUNICIPAL STREET FUND 204 | \$ -            | \$ -            | \$ -            | \$ 263,810      | \$ -            | \$ -            | \$ 263,810    |                  |
| 27  | 133-08 Streambank Stabilization - Middle Rouge River (near Meadowbrook Lake)   | Storm Sewer & Drainage | DRAIN FUND 210            | \$ 1,466,590    | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 1,466,590  |                  |
| 28  | 093-10 Streambank Stabilization - Middle Rouge River (along Rotary Park)   | Storm Sewer & Drainage | DRAIN FUND 210            | \$ -            | \$ 599,550      | \$ -            | \$ -            | \$ -            | \$ -            | \$ 599,550    |                  |
| 29  | ENG034 Basin Repairs - Orchard Hill Place  | Storm Sewer & Drainage | DRAIN FUND 210            | \$ -            | \$ 492,940      | \$ -            | \$ -            | \$ -            | \$ -            | \$ 492,940    |                  |
| 30  | ENG051 Basin Cleanout - Leavenworth Regional (south of Grand River Avenue; east of Taff Road)  | Storm Sewer & Drainage | DRAIN FUND 210            | \$ -            | \$ 108,920      | \$ -            | \$ -            | \$ -            | \$ -            | \$ 108,920    |                  |
| 31  | ENG071 Streambank Stabilization - Middle Rouge (between Novi Road and Ten Mile Road)   | Storm Sewer & Drainage | DRAIN FUND 210            | \$ -            | \$ 164,190      | \$ 2,133,950    | \$ -            | \$ -            | \$ -            | \$ 2,298,140  |                  |
| 32  | 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  |                  |
| 33  | 153-02 Storm Drainage Improvements- Section 25   | Storm Sewer & Drainage | DRAIN FUND 210            | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 750,000      | \$ 750,000    |                  |



**City of Novi  
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| ID# | Project Name | CIP Category  | GL Fund #                              | BUDGET   | PROJECTED       |                 |                 | FORECAST        |                 |              | Total Budget CIP |
|-----|--------------|---|--|--|-----------------|-----------------|-----------------|-----------------|-----------------|--------------|------------------|
|     |              |   |  | FY 2022-23 YR 1                                | FY 2023-24 YR 2 | FY 2024-25 YR 3 | FY 2025-26 YR 4 | FY 2026-27 YR 5 | FY 2027-28 YR 6 |              |                  |
| 34  | WTS044       | Sanitary Sewer Capacity Upgrades (Lanny's Influent & Drakes Bay Effluent) & Pump Station Rehabilitation (Drakes Bay & Wixom Pump Stations)  | Sanitary Sewer                         | WATER AND SEWER FUND 592                       | \$ -            | \$ 2,405,350    | \$ -            | \$ -            | \$ -            | \$ -         | \$ 2,405,350     |
| 35  | WTS027       | Sanitary Sewer Rehabilitation - Meadowbrook Glens Subdivision   | Sanitary Sewer                         | WATER AND SEWER FUND 592                       | \$ -            | \$ 704,450      | \$ -            | \$ -            | \$ -            | \$ -         | \$ 704,450       |
| 36  | 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     |
| 37  | WTS036       | Asbestos-Cement (AC) Water Main Replacement   | Water Distribution                     | WATER AND SEWER FUND 592                       | \$ 4,500,000    | \$ 4,500,000    | \$ 4,500,000    | \$ 4,500,000    | \$ 4,500,000    | \$ 4,500,000 | \$ 27,000,000    |
| 38  | ENG067b      | GLWA 14 Mile Water Main Transmission Redundancy Route Project - <b>WATER MAIN PORTION</b> (12" water main along 11 Mile Road from Seeley to Meadowbrook) <b>net of design; city share costs only</b>                    | Water Distribution                     | WATER AND SEWER FUND 592                       | \$ 444,130      | \$ -            | \$ -            | \$ -            | \$ -            | \$ -         | \$ 444,130       |
| 39  | WTS042       | Water Main Replacement- Roethel Drive   | Water Distribution                     | WATER AND SEWER FUND 592                       | \$ -            | \$ 622,500      | \$ -            | \$ -            | \$ -            | \$ -         | \$ 622,500       |
| 40  | 091-11       | Master Meter and Water Main (Future NV-06 Connection)   | Water Distribution                     | WATER AND SEWER FUND 592                       | \$ -            | \$ -            | \$ -            | \$ 2,949,580    | \$ -            | \$ -         | \$ 2,949,580     |
| 41  | 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     |
| 42  | PRC043       | City Splash Pad @ Bosco ( <b>anticipated donations \$400,000; City share estimated @ \$1.1 million</b> )  | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ 1,500,000    | \$ -            | \$ -            | \$ -            | \$ -            | \$ -         | \$ 1,500,000     |
| 43  | ENG084       | Pedestrian Tunnel Replacement (underneath South Lakeshore Drive) - Lakeshore Park   | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ 507,530      | \$ -            | \$ -            | \$ -            | \$ -            | \$ -         | \$ 507,530       |
| 44  | 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 | \$ 70,140       | \$ -            | \$ -            | \$ -            | \$ -            | \$ -         | \$ 70,140        |
| 45  | LOT022       | Parking Lot Reconstruction (including additional parking spaces near the mountain bike trailhead) - Lakeshore Park  | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -            | \$ 474,070      | \$ -            | \$ -            | \$ -            | \$ -         | \$ 474,070       |
| 46  | LOT015       | Parking Lot and Sidewalk Improvements (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) - Rotary Park | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -            | \$ 77,220       | \$ -            | \$ -            | \$ -            | \$ -         | \$ 77,220        |
| 47  | PRC045       | Theatre Upgrade (Lighting & Stage Curtain)  | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -            | \$ -            | \$ 116,120      | \$ -            | \$ -            | \$ -         | \$ 116,120       |



**City of Novi  
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| ID# | Project Name | CIP Category   | GL Fund #                              | BUDGET   |                    | PROJECTED          |                    | FORECAST           |                    |            | Total Budget CIP |
|-----|--------------|--|--|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------|------------------|
|     |              |  |  | FY 2022-23<br>YR 1                             | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |            |                  |
| 48  | PRC048       | Park Update - ITC Community Sports Park  | Parks, Recreation, & Cultural Services | GENERAL FUND 101                               | \$ -               | \$ -               | \$ -               | \$ 10,000,000      | \$ -               | \$ -       | \$ 10,000,000    |
| 49  | PRC028d      | Park Improvements (asphalt parking lot, 6' aggregate pathway, & alternate option for natural dirt trail) - Novi Northwest Park                                       | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ 459,790         | \$ -               | \$ -       | \$ 459,790       |
| 50  | PRC028b      | Park Improvements (playground) - Novi Northwest Park   | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ 149,250         | \$ -               | \$ -       | \$ 149,250       |
| 51  | ENG065       | ITC Trail / Bosco Fields Connector --14' Boardwalk & 10' Sidewalk; <b>contingent on acquiring property from NCSD</b>   | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ -               | \$ 1,339,960       | \$ -       | \$ 1,339,960     |
| 52  | ENG053       | Trail Expansion (nature trail connecting the Park Place subdivision to the existing ITC Corridor Trail) - ITC Trailhead Park   | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ -               | \$ 968,650         | \$ -       | \$ 968,650       |
| 53  | ENG085       | Asphalt Pathways Reconstruction (pathways throughout park; including concrete replacement & addition of drainage structures near the pavilion) - Ella Mae Power Park | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ -               | \$ 784,010         | \$ -       | \$ 784,010       |
| 54  | LOT021       | Parking Lot Rehabilitation - Ella Mae Power Park   | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ -               | \$ 290,270         | \$ -       | \$ 290,270       |
| 55  | PRC023       | Park Improvements (shade shelter, picnic tables & benches, and two overlook decks) - Village Wood Lake Park  | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ -               | \$ 196,530         | \$ -       | \$ 196,530       |
| 56  | 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 | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 263,790 | \$ 263,790       |
| 57  | LOT020       | Parking Lot Reconstruction - Rotary Park   | Parks, Recreation, & Cultural Services | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 158,670 | \$ 158,670       |



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| ID# | Project Name   | CIP Category         | GL Fund #               | BUDGET             | PROJECTED          |                    |                    | FORECAST           |                    |            | Total Budget CIP |
|-----|--|----------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------|------------------|
|     |  |                      |                         | FY 2022-23<br>YR 1 | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |            |                  |
| 58  | LOT019 Driveway widening including installation of Curb and Gutter - Police Headquarters   | Parking Lots         | GENERAL FUND 101        | \$ -               | \$ 138,370         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 138,370 |                  |
| 59  | ICE016 Parking Lot Improvements - Ice Arena  | Parking Lots         | ICE ARENA FUND 590      | \$ -               | \$ -               | \$ -               | \$ 622,020         | \$ -               | \$ -               | \$ 622,020 |                  |
| 60  | ENG064 Parking Lot Improvements - Police Headquarters (East Lot)   | Parking Lots         | GENERAL FUND 101        | \$ -               | \$ -               | \$ -               | \$ 522,660         | \$ -               | \$ -               | \$ 522,660 |                  |
| 61  | ICE022 Roof Restoration - Ice Arena  | Buildings & Property | ICE ARENA FUND 590      | \$ 875,000         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 875,000 |                  |
| 62  | SNR011 Roof Replacement (5 of 9 ranch buildings) - Meadowbrook Commons   | Buildings & Property | SENIOR HOUSING FUND 594 | \$ 273,180         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 273,180 |                  |
| 63  | FAC036 Renovation - City Clerk Department  | Buildings & Property | GENERAL FUND 101        | \$ 250,000         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 250,000 |                  |
| 64  | FAC016 Roof Replacement - Fire Station #4  | Buildings & Property | GENERAL FUND 101        | \$ 175,050         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 175,050 |                  |
| 65  | FAC051 Renovation - Women's Restroom (add Locker Room & Shower) - Fire Station #1  | Buildings & Property | GENERAL FUND 101        | \$ 142,450         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 142,450 |                  |
| 66  | FAC038 Building Generator Replacement (including \$8,000 concrete pad) & Generator Technology Solution (GenTracker) - Police Station   | Buildings & Property | GENERAL FUND 101        | \$ 122,870         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 122,870 |                  |
| 67  | FAC025 Restroom Upgrade (4 restrooms City Hall side) - Civic Center  | Buildings & Property | GENERAL FUND 101        | \$ 116,820         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 116,820 |                  |
| 68  | SNR012 Fire Panel Replacement - Meadowbrook Commons  | Buildings & Property | SENIOR HOUSING FUND 594 | \$ 108,780         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 108,780 |                  |
| 69  | FAC027 LED Lighting Upgrade (560 fixtures) - Civic Center (excluding Four Quarters in Parks and Recreation, Community Development, and the restrooms that already have LED lighting installed) | Buildings & Property | GENERAL FUND 101        | \$ 64,340          | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 64,340  |                  |
| 70  | FAC026 Flooring Replacement (carpet; OAS Department)   | Buildings & Property | GENERAL FUND 101        | \$ 34,330          | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 34,330  |                  |
| 71  | ICE007 Public Address System replacement (2; one for each rink) - Ice Arena; pushed out from FY 2020-21  | Buildings & Property | ICE ARENA FUND 590      | \$ 25,330          | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 25,330  |                  |
| 72  | SNR013 Roof Replacement (4 of 9 ranch buildings) - Meadowbrook Commons   | Buildings & Property | SENIOR HOUSING FUND 594 | \$ -               | \$ 236,350         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 236,350 |                  |
| 73  | FAC020 Boiler Replacements (2) - Police Station  | Buildings & Property | GENERAL FUND 101        | \$ -               | \$ 232,650         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 232,650 |                  |
| 74  | SNR015a Window Replacements - MC Main Building   | Buildings & Property | SENIOR HOUSING FUND 594 | \$ -               | \$ 219,260         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 219,260 |                  |
| 75  | FAC039 HVAC Automation Controls Replacement - DPW  | Buildings & Property | GENERAL FUND 101        | \$ -               | \$ 200,000         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 200,000 |                  |
| 76  | ICE004 Dehumidification Unit Replacement (replace 1998 Munters #AM30) - Ice Arena  | Buildings & Property | ICE ARENA FUND 590      | \$ -               | \$ 200,000         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 200,000 |                  |
| 77  | SNR015b Window Replacements - MC Ranches   | Buildings & Property | SENIOR HOUSING FUND 594 | \$ -               | \$ 100,000         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 100,000 |                  |



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| ID# | Project Name   | CIP Category         | GL Fund #                                  | BUDGET             |                    | PROJECTED          |                    | FORECAST           |                    |      | Total Budget CIP |
|-----|--|----------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------|------------------|
|     |  |                      |  | FY 2022-23<br>YR 1 | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |      |                  |
| 78  | FAC028 LED Lighting Upgrade (400 fixtures) - Police Station  | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ 39,820          | \$ -               | \$ -               | \$ -               | \$ -               | \$ - | \$ 39,820        |
| 79  | FAC029 Building Generator (NEW) & Generator Technology Solution (GenTracker) - Fire Station #5   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ 50,150          | \$ -               | \$ -               | \$ -               | \$ -               | \$ - | \$ 50,150        |
| 80  | FAC040 LED Lighting Upgrade (24 fixtures) - Civic Center Atrium  | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ 30,790          | \$ -               | \$ -               | \$ -               | \$ -               | \$ - | \$ 30,790        |
| 81  | FLD045 Salt Storage Dome Replacement with Pit and Conveyor System - DPW  | Buildings & Property | CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400 | \$ -               | \$ -               | \$ 928,810         | \$ -               | \$ -               | \$ -               | \$ - | \$ 928,810       |
| 82  | FAC041 Building Generator Replacement (including \$30,000 enclosure expansion) & Generator Technology Solution (GenTracker) - Civic Center | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ 440,640         | \$ -               | \$ -               | \$ -               | \$ - | \$ 440,640       |
| 83  | FAC011a HVAC Automation Controls Replacement - Community Center @ Civic Center   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ 80,190          | \$ -               | \$ -               | \$ -               | \$ - | \$ 80,190        |
| 84  | ICE021 Elevator Machine Room Equipment & Controller/Dispatcher Replacements - Ice Arena  | Buildings & Property | ICE ARENA FUND 590                         | \$ -               | \$ -               | \$ 105,000         | \$ -               | \$ -               | \$ -               | \$ - | \$ 105,000       |
| 85  | FAC031 LED Lighting Upgrade (approx. 350 fixtures) - FS#2 & FS#4   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ 57,750          | \$ -               | \$ -               | \$ -               | \$ - | \$ 57,750        |
| 86  | ICE017 Roof Top Unit Replacements (1 air handler & 3 duct furnaces) - Ice Arena  | Buildings & Property | ICE ARENA FUND 590                         | \$ -               | \$ -               | \$ 39,500          | \$ -               | \$ -               | \$ -               | \$ - | \$ 39,500        |
| 87  | POL006 Renovation - Police Building (2nd Floor)  | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 1,582,980       | \$ -               | \$ -               | \$ - | \$ 1,582,980     |
| 88  | FAC011b HVAC Automation Controls Replacement - Police Station  | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 243,110         | \$ -               | \$ -               | \$ - | \$ 243,110       |
| 90  | FAC030 Solar Panel Installation - DPW  | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 194,590         | \$ -               | \$ -               | \$ - | \$ 194,590       |
| 91  | FAC024 Renovation - Police Records   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 179,590         | \$ -               | \$ -               | \$ - | \$ 179,590       |
| 92  | ICE015 Shell and Tube Chiller Replacement - Ice Arena  | Buildings & Property | ICE ARENA FUND 590                         | \$ -               | \$ -               | \$ -               | \$ 120,500         | \$ -               | \$ -               | \$ - | \$ 120,500       |
| 93  | FLD043 Material Storage at DPW (General Fund portion 75%)  | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 110,500         | \$ -               | \$ -               | \$ - | \$ 110,500       |
|     | FLD043 Material Storage at DPW (Water & Sewer Fund portion 25%)  | Buildings & Property | WATER AND SEWER FUND 592                   | \$ -               | \$ -               | \$ -               | \$ 36,840          | \$ -               | \$ -               | \$ - | \$ 36,840        |
| 94  | FAC043 LED Lighting Upgrade (25 fixtures) - Civic Center Parking Lot   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 93,500          | \$ -               | \$ -               | \$ - | \$ 93,500        |
| 95  | FAC052 Building Repairs (phase 1 -flooring, north wall window waterproofing, HVAC, north glass entry) - Fire Station #1                    | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 80,220          | \$ -               | \$ -               | \$ - | \$ 80,220        |
| 96  | FAC023 Flooring Replacement (carpet; 2nd Floor) - Police Station ONLY if 2nd floor reno not approved                                       | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 70,190          | \$ -               | \$ -               | \$ - | \$ 70,190        |
| 97  | FPM006 Heat Trace Wire Installation to Gutters - Lakeshore Park Building   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 66,600          | \$ -               | \$ -               | \$ - | \$ 66,600        |
| 98  | FAC034a Renovation - Men's Restroom (faucet replacements, lighting upgrades, partition repairs, & surface refinishing) - Fire Station #1   | Buildings & Property | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 66,370          | \$ -               | \$ -               | \$ - | \$ 66,370        |
| 99  | WTS031 Generator Replacement - Hudson Pump Station   | Buildings & Property | WATER AND SEWER FUND 592                   | \$ -               | \$ -               | \$ -               | \$ 58,530          | \$ -               | \$ -               | \$ - | \$ 58,530        |





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| ID# | Project Name | CIP Category  | GL Fund #             | BUDGET                                     | PROJECTED          |                    |                    | FORECAST           |                    |            | Total Budget CIP |
|-----|--------------|---|-----------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------|------------------|
|     |              |   |                       | FY 2022-23<br>YR 1                         | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |            |                  |
| 100 | FAC050       | Flooring Replacement (epoxy; Garage Bay) - Fire Station 4   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 48,370          | \$ -               | \$ -       | \$ 48,370        |
| 101 | FAC042       | LED Lighting Upgrade (14 fixtures) - Police Station Parking Lot   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 36,280          | \$ -               | \$ -       | \$ 36,280        |
| 102 | FAC049       | Flooring Replacement (epoxy; Garage Bay) - Fire Station 2   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 29,670          | \$ -               | \$ -       | \$ 29,670        |
| 103 | FIR014       | Renovation - Fire Station #3  | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ 979,160         | \$ -       | \$ 979,160       |
| 104 | FAC032       | Solar Panel Installation - Civic Center   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ 151,490         | \$ -       | \$ 151,490       |
| 105 | FAC047       | Building Generator (NEW) & Generator Technology Solution (GenTracker) - Gun Range Training Center   | Buildings & Property  | GUN RANGE FACILITY FUND 402                | \$ -               | \$ -               | \$ -               | \$ -               | \$ 111,190         | \$ -       | \$ 111,190       |
| 106 | FAC046       | Building Generator (NEW) & Generator Technology Solution (GenTracker) - Lakeshore Park  | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ 79,560          | \$ -       | \$ 79,560        |
| 107 | FAC045       | Building Generator (NEW); includes south parking lot gate & Generator Technology Solution (GenTracker) - Parks Maintenance Office/Garage @ DPW                  | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ 63,900          | \$ -       | \$ 63,900        |
| 108 | FAC044       | Fire Panel Replacement - Police Station   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ 63,140          | \$ -       | \$ 63,140        |
| 109 | FAC033       | Solar Panel Installation - Police Station   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 157,550 | \$ 157,550       |
| 110 | FAC048       | Flooring Replacement (epoxy; Garage Bay) - Fire Station 1   | Buildings & Property  | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 48,600  | \$ 48,600        |
| 111 | FIR024       | Engine (replace #313; 2007 Pierce)  | Machinery & Equipment | CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400 | \$ 934,500         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -       | \$ 934,500       |
| 112 | FLT010       | Single-axle RDS Body Truck with Underbody Scraper and Wing Plow (replace #619; 2009 International)  | Machinery & Equipment | GENERAL FUND 101                           | \$ 295,750         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -       | \$ 295,750       |
| 113 | FLD044       | Brine Making System at DPW  | Machinery & Equipment | GENERAL FUND 101                           | \$ 125,160         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -       | \$ 125,160       |
| 114 | POL024       | Drone - Police Department   | Machinery & Equipment | GENERAL FUND 101                           | \$ 35,070          | \$ -               | \$ -               | \$ -               | \$ -               | \$ -       | \$ 35,070        |
| 115 | FIR029       | Engine (replace #322; 2008 Pierce)  | Machinery & Equipment | CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400 | \$ -               | \$ 981,230         | \$ -               | \$ -               | \$ -               | \$ -       | \$ 981,230       |
| 116 | POL023       | In-Car Camera (all marked patrol vehicles and fire command vehicle) and Body Cameras (every 5 years); Does not include IT Costs and Personnel for FOIA Requests | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ 609,370         | \$ -               | \$ -               | \$ -               | \$ -       | \$ 609,370       |
| 117 | FLT011       | Single-axle RDS body truck with underbody scraper and wing plow (replace #601; 2010 International)  | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ 261,470         | \$ -               | \$ -               | \$ -               | \$ -       | \$ 261,470       |
| 118 | FLT008       | Skid Steer Attachments for Shoulder Maintenance - Roller & Road Widener (new)   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ 126,840         | \$ -               | \$ -               | \$ -               | \$ -       | \$ 126,840       |
| 119 | POL020       | Portable Driving Simulator (\$15,000 every 5 years for software updates, etc.)  | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ 44,600          | \$ -               | \$ -               | \$ -               | \$ -       | \$ 44,600        |
| 120 | POL022       | Rescue Phone System Replacement (aka "throw phone")- Crisis Negotiation Team (CNT) every 10 years   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ 33,560          | \$ -               | \$ -               | \$ -               | \$ -       | \$ 33,560        |
| 121 | POL021       | LPR System (every 5 years) - annual fee \$13,275  | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ 30,050          | \$ -               | \$ -               | \$ -               | \$ -       | \$ 30,050        |



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| ID# | Project Name  | CIP Category          | GL Fund #                                  | BUDGET             |                    | PROJECTED          |                    | FORECAST           |                    |              | Total Budget CIP |
|-----|---|-----------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|------------------|
|     |   |                       |  | FY 2022-23<br>YR 1 | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |              |                  |
| 122 | POL016 Public Safety Mobile Command Post (ANNUAL OPERATING IMPACT \$41,370: Licensing \$11,870; OT & Training \$10,000; Maint \$19,500)       | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ 1,019,620       | \$ -               | \$ -               | \$ -               | \$ -         | \$ 1,019,620     |
| 123 | POL010 Gun Range Total Containment Bullet Trap  | Machinery & Equipment | GUN RANGE FACILITY FUND 402                | \$ -               | \$ -               | \$ 362,590         | \$ -               | \$ -               | \$ -               | \$ -         | \$ 362,590       |
| 124 | FLT017 Single-axle RDS body truck with underbody scraper and wing plow (replace #602; 2011 International)                                     | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ 269,310         | \$ -               | \$ -               | \$ -               | \$ -         | \$ 269,310       |
| 125 | FLD026 One-Ton Dump Truck with Front Plow (replace #634; 2013 Ford)   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ 82,020          | \$ -               | \$ -               | \$ -               | \$ -         | \$ 82,020        |
| 126 | WTS032 Sewer Main Inspection Camera Replacement   | Machinery & Equipment | WATER AND SEWER FUND 592                   | \$ -               | \$ -               | \$ 24,970          | \$ -               | \$ -               | \$ -               | \$ -         | \$ 24,970        |
| 127 | FLT018 Single-axle RDS body truck with underbody scraper and wing plow (replace #613; 2012 International)                                     | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ 277,390         | \$ -               | \$ -               | \$ -         | \$ 277,390       |
| 128 | ICE018 Zamboni Replacement - Ice Arena  | Machinery & Equipment | ICE ARENA FUND 590                         | \$ -               | \$ -               | \$ -               | \$ 117,540         | \$ -               | \$ -               | \$ -         | \$ 117,540       |
| 129 | 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        |
| 130 | FLT021 Tandem Axle RDS body truck with underbody scraper and wing plow (replace #637; 2012 International)                                     | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ 346,510         | \$ -               | \$ -         | \$ 346,510       |
| 131 | FLT019 Engine (replace #334; 2013 HME)  | Machinery & Equipment | CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400 | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 1,192,690 | \$ 1,192,690     |
| 132 | FLT020 Street Sweeper (replace #606; 2021 Tymco)  | Machinery & Equipment | DRAIN FUND 210                             | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 356,490   | \$ 356,490       |
| 133 | FLT026 Single-axle RDS body truck w/ underbody scraper & wing plow (replace #682; 2013 International)   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 294,280   | \$ 294,280       |
| 134 | FLT023 One-Ton Dump Truck with Front Plow and Swaploader (replace #654; 2016 Ford F-550 Swaploader)   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 148,440   | \$ 148,440       |
| 135 | FLT022 Excavator (replace #729; 2012 John Deere 85D)  | Machinery & Equipment | WATER AND SEWER FUND 592                   | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 92,570    | \$ 92,570        |
| 136 | FLT024 Four-Ton Hot Patcher (replace #672; 2017 Spaulding Four-Ton)   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 43,910    | \$ 43,910        |
| 137 | FLT025 Two-Ton Hot Patcher (replace #671; 2017 Spaulding Two-Ton)   | Machinery & Equipment | GENERAL FUND 101                           | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ 37,650    | \$ 37,650        |
| 138 | IFT005 Server Replacement - Virtual Desktop Servers (VDI) - 5 servers, and 2 switches (every 6 years)   | Technology            | GENERAL FUND 101                           | \$ 176,320         | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 176,320       |
| 139 | CDB002 CD Tech Upgrades (Phase 2) - Electronic Plan Review and Management Web-Based Solutions Software  | Technology            | GENERAL FUND 101                           | \$ 60,220          | \$ -               | \$ -               | \$ -               | \$ -               | \$ -               | \$ -         | \$ 60,220        |



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| ID# | Project Name | CIP Category  | GL Fund #  | BUDGET           | PROJECTED       |                 |                 | FORECAST        |                 |               | Total Budget CIP |
|-----|--------------|---|------------|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|------------------|
|     |              |   |            | FY 2022-23 YR 1  | FY 2023-24 YR 2 | FY 2024-25 YR 3 | FY 2025-26 YR 4 | FY 2026-27 YR 5 | FY 2027-28 YR 6 |               |                  |
| 140 | IFT006       | Server Replacement - Telephone (every 10 years)   | Technology | GENERAL FUND 101 | \$ -            | \$ 38,400       | \$ -            | \$ -            | \$ -            | \$ -          | \$ 38,400        |
| 141 | IFT007       | Firewall Replacement- Network - Civic Center (every 6 years)  | Technology | GENERAL FUND 101 | \$ -            | \$ 36,060       | \$ -            | \$ -            | \$ -            | \$ -          | \$ 36,060        |
| 142 | IFT009       | Server Replacement - Cameras - Civic Center (every 6 years)   | Technology | GENERAL FUND 101 | \$ -            | \$ 19,920       | \$ -            | \$ -            | \$ -            | \$ -          | \$ 19,920        |
|     | COR018       | ID Card Readers Replacement - Police Building   | Technology | GENERAL FUND 101 | \$ -            | \$ -            | \$ 15,710       | \$ -            | \$ -            | \$ -          | \$ 15,710        |
| 143 | COR018       | ID Card Readers Replacement - Civic Center  | Technology | GENERAL FUND 101 | \$ -            | \$ -            | \$ 13,630       | \$ -            | \$ -            | \$ -          | \$ 13,630        |
|     | COR018       | ID Card Readers Replacement - Fire Stations 1-4   | Technology | GENERAL FUND 101 | \$ -            | \$ -            | \$ 9,220        | \$ -            | \$ -            | \$ -          | \$ 9,220         |
| 144 | IFT010       | Server Replacement - Cameras - Police Building (replace every 6 years)  | Technology | GENERAL FUND 101 | \$ -            | \$ -            | \$ -            | \$ 98,210       | \$ -            | \$ -          | \$ 98,210        |
| 145 | IFT003       | Server Replacement - Virtual Servers Infrastructure (VSI) - Civic Center - 6 servers & 2 switches (every 6 years) | Technology | GENERAL FUND 101 | \$ -            | \$ -            | \$ -            | \$ -            | \$ -            | \$ 150,170    | \$ 150,170       |
|     |              |   |            |                  | \$ 22,603,630   | \$ 23,446,780   | \$ 19,785,780   | \$ 41,787,080   | \$ 24,838,750   | \$ 45,807,780 | \$ 178,269,800   |

**Total CIP by Category**

|  |               |               |               |               |               |               |                |
|--|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Roads                                  | \$ 9,900,070  | \$ 9,268,700  | \$ 9,186,750  | \$ 16,452,750 | \$ 11,056,860 | \$ 37,212,970 | \$ 93,078,100  |
| Intersections & Signals                | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -           |
| Sidewalks & Pathways                   | \$ 400,000    | \$ 400,000    | \$ 400,000    | \$ 1,023,110  | \$ 400,000    | \$ 400,000    | \$ 3,023,110   |
| Storm Sewer & Drainage                 | \$ 1,466,590  | \$ 1,365,600  | \$ 2,133,950  | \$ 1,344,520  | \$ -          | \$ 750,000    | \$ 7,060,660   |
| Sanitary Sewer                         | \$ -          | \$ 3,109,800  | \$ -          | \$ -          | \$ 2,100,000  | \$ -          | \$ 5,209,800   |
| Water Distribution                     | \$ 4,944,130  | \$ 5,122,500  | \$ 4,500,000  | \$ 7,449,580  | \$ 5,907,520  | \$ 4,500,000  | \$ 32,423,730  |
| Parks, Recreation, & Cultural Services | \$ 2,077,670  | \$ 551,290    | \$ 116,120    | \$ 10,609,040 | \$ 3,579,420  | \$ 422,460    | \$ 17,356,000  |
| Parking Lots                           | \$ -          | \$ 138,370    | \$ -          | \$ 1,144,680  | \$ -          | \$ -          | \$ 1,283,050   |
| Buildings & Property                   | \$ 2,188,150  | \$ 1,309,020  | \$ 1,651,890  | \$ 3,233,550  | \$ 1,448,440  | \$ 206,150    | \$ 10,037,200  |
| Machinery & Equipment                  | \$ 1,390,480  | \$ 2,087,120  | \$ 1,758,510  | \$ 431,640    | \$ 346,510    | \$ 2,166,030  | \$ 8,180,290   |
| Technology                             | \$ 236,540    | \$ 94,380     | \$ 38,560     | \$ 98,210     | \$ -          | \$ 150,170    | \$ 617,860     |
|  | \$ 22,603,630 | \$ 23,446,780 | \$ 19,785,780 | \$ 41,787,080 | \$ 24,838,750 | \$ 45,807,780 | \$ 178,269,800 |



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| ID# | Project Name | CIP Category | GL Fund #                                      | BUDGET             | PROJECTED          |                    | FORECAST           |                    |                    | Total Budget CIP |
|-----|--------------|--------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
|     |              |              |  | FY 2022-23<br>YR 1 | FY 2023-24<br>YR 2 | FY 2024-25<br>YR 3 | FY 2025-26<br>YR 4 | FY 2026-27<br>YR 5 | FY 2027-28<br>YR 6 |                  |
|     |              |              | GENERAL FUND 101                               | \$ 1,798,380       | \$ 2,092,050       | \$ 2,188,090       | \$ 14,152,650      | \$ 1,883,760       | \$ 1,080,600       | \$ 23,195,530    |
|     |              |              | MAJOR STREET FUND 202                          | \$ 5,032,840       | \$ 4,968,700       | \$ 4,586,750       | \$ 8,416,330       | \$ 2,030,360       | \$ 31,212,970      | \$ 56,247,950    |
|     |              |              | LOCAL STREET FUND 203                          | \$ 4,867,230       | \$ 4,300,000       | \$ 4,600,000       | \$ 7,786,910       | \$ 8,267,630       | \$ 6,000,000       | \$ 35,821,770    |
|     |              |              | MUNICIPAL STREET FUND 204                      | \$ 200,000         | \$ 200,000         | \$ 200,000         | \$ 823,110         | \$ 200,000         | \$ 200,000         | \$ 1,823,110     |
|     |              |              | PARKS, RECREATION & CULTURAL SERVICES FUND 208 | \$ 2,077,670       | \$ 551,290         | \$ 116,120         | \$ 609,040         | \$ 3,579,420       | \$ 422,460         | \$ 7,356,000     |
|     |              |              | DRAIN FUND 210                                 | \$ 1,466,590       | \$ 1,365,600       | \$ 2,133,950       | \$ 1,594,030       | \$ 758,870         | \$ 1,106,490       | \$ 8,425,530     |
|     |              |              | CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400     | \$ 934,500         | \$ 981,230         | \$ 928,810         | \$ -               | \$ -               | \$ 1,192,690       | \$ 4,037,230     |
|     |              |              | GUN RANGE FACILITY FUND 402                    | \$ -               | \$ -               | \$ 362,590         | \$ -               | \$ 111,190         | \$ -               | \$ 473,780       |
|     |              |              | ICE ARENA FUND 590                             | \$ 900,330         | \$ 200,000         | \$ 144,500         | \$ 860,060         | \$ -               | \$ -               | \$ 2,104,890     |
|     |              |              | WATER AND SEWER FUND 592                       | \$ 4,944,130       | \$ 8,232,300       | \$ 4,524,970       | \$ 7,544,950       | \$ 8,007,520       | \$ 4,592,570       | \$ 37,846,440    |
|     |              |              | SENIOR HOUSING FUND 594                        | \$ 381,960         | \$ 555,610         | \$ -               | \$ -               | \$ -               | \$ -               | \$ 937,570       |
|     |              |              |  | \$ 22,603,630      | \$ 23,446,780      | \$ 19,785,780      | \$ 41,787,080      | \$ 24,838,750      | \$ 45,807,780      | \$ 178,269,800   |

**Total CIP by Fund**

# 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<br>6/30/2022 | Debt Service Payments 2022-23 |                   |                     |
|---|----------------|-------------------------------|-------------------------------|-------------------|---------------------|
|   |                |                               | Principal                     | Interest          | Total               |
| <b>VOTED TAX GENERAL OBLIGATION DEBT FUNDS:</b> |                |                               |                               |                   |                     |
| 2016 Library Construction Bonds                 | Debt Service   | 6,460,000                     | 1,195,000                     | 221,100           | 1,416,100           |
| <b>Total Direct Debt Service</b>                |                | <b>\$ 6,460,000</b>           | <b>\$ 1,195,000</b>           | <b>\$ 221,100</b> | <b>\$ 1,416,100</b> |
| 2014 Refunding Bonds-Ice Arena                  | Ice Arena      | \$ 1,005,000                  | \$ 485,000                    | \$ 24,120         | \$ 509,120          |
| 2015 Refunding Bonds-Senior Housing             | Sr Housing     | 3,870,000                     | 870,000                       | 78,662            | 948,662             |
| <b>Total Debt Service</b>                       |                | <b>\$ 11,335,000</b>          | <b>\$ 2,550,000</b>           | <b>\$ 323,882</b> | <b>\$ 2,873,882</b> |

### Internal Borrowing Summary

| Description of Internal Borrowing | Funding Source | Internal Borrowing Outstanding<br>6/30/2022 | Internal Borrowing Payments 2022-23 |                   |                     |
|-----------------------------------|----------------|---|-------------------------------------|-------------------|---------------------|
|                                   |                |   | Principal                           | Interest          | Total               |
| <b>Internal Fund Borrowing:</b>   |                |   |                                     |                   |                     |
| Cooridor Improvement              | CIA Fund       | 3,393,720                                   | 487,144                             | 101,812           | 588,956             |
| Capital Improvement               | CIP Fund       | 4,272,000                                   | 2,420,406                           | 128,160           | 2,548,566           |
| <b>Total Internal Borrowing</b>   |                | <b>\$ 7,665,720</b>                         | <b>\$ 2,907,550</b>                 | <b>\$ 229,972</b> | <b>\$ 3,137,522</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 |
|-----------------------------|--|-------------------|---------------------|--|---|
| 2023                        | 1,195,000  | 221,100           | 1,416,100           | 4,419,450                                | 0.3471                                  |
| 2024                        | 1,240,000  | 172,400           | 1,412,400           | 4,551,381                                | 0.3471                                  |
| 2025                        | 1,295,000  | 121,700           | 1,416,700           | 4,688,287                                | 0.3471                                  |
| 2026                        | 1,340,000  | 75,700            | 1,415,700           | 4,829,000                                | 0.3471                                  |
| 2027                        | 1,390,000  | 27,800            | 1,417,800           | 4,974,000                                | 0.2850                                  |
|                             | <u>\$ 6,460,000</u>  | <u>\$ 618,700</u> | <u>\$ 7,078,700</u> |  |   |
| Average Annual Requirement: |  |                   | \$ 1,415,740        |  |   |

\*Total debt service payments above exclude fees

### Internal Borrowing

| Fiscal Year Ending          | Principal (less interest earnings & fund balance appropriations) | Interest          | Total               |
|-----------------------------|--|-------------------|---------------------|
| 2023                        | 2,907,550  | 229,972           | 3,137,522           |
| 2024                        | 2,392,832  | 142,745           | 2,535,577           |
| 2025                        | 594,295  | 70,960            | 665,255             |
| 2026                        | 647,352  | 53,131            | 700,483             |
| 2027                        | 700,409  | 33,711            | 734,120             |
| 2028                        | 423,282  | 12,698            | 435,980             |
|                             | <u>\$ 7,665,720</u>  | <u>\$ 543,217</u> | <u>\$ 8,208,937</u> |
| Average Annual Requirement: |  | \$                | 1,368,156           |

# Capital Program & Debt

## Schedules of Indebtedness

### 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**

| PRINCIPAL<br>DUE<br>OCTOBER 1 | INTEREST<br>RATE | PRINCIPAL           |
|-------------------------------|------------------|---------------------|
| 2023                          | 4.0000%          | 1,195,000           |
| 2024                          | 4.0000%          | 1,240,000           |
| 2025                          | 4.0000%          | 1,295,000           |
| 2026                          | 3.0000%          | 1,340,000           |
| 2027                          | 4.0000%          | 1,390,000           |
|                               |                  | <u>\$ 6,460,000</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<br>DUE<br>JUNE 1 | INTEREST<br>RATE | PRINCIPAL    |
|----------------------------|------------------|--------------|
| 2023                       | 2.4000%          | 485,000      |
| 2024                       | 2.4000%          | 520,000      |
|                            |                  | \$ 1,005,000 |

## 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<br>DUE<br>OCTOBER 1 | INTEREST<br>RATE | PRINCIPAL    |
|-------------------------------|------------------|--------------|
| 2022                          | 2.2900%          | 870,000      |
| 2023                          | 2.2900%          | 980,000      |
| 2024                          | 2.2900%          | 1,000,000    |
| 2025                          | 2.2900%          | 1,020,000    |
|                               |                  | \$ 3,870,000 |

*\*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<br>DUE<br>JUNE 1 | INTEREST<br>RATE | PRINCIPAL           |
|----------------------------|------------------|---------------------|
| 2023                       | 3.0000%          | \$ 487,144          |
| 2024                       | 3.0000%          | 541,238             |
| 2025                       | 3.0000%          | 594,295             |
| 2026                       | 3.0000%          | 647,352             |
| 2027                       | 3.0000%          | 700,409             |
| 2028                       | 3.0000%          | 423,282             |
|                            |                  | <u>\$ 3,393,720</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<br>DUE<br>JUNE 1 | INTEREST<br>RATE | PRINCIPAL           |
|----------------------------|------------------|---------------------|
| 2023                       | 3.0000%          | \$ 2,420,406        |
| 2024                       | 3.0000%          | 1,851,594           |
|                            |                  | <u>\$ 4,272,000</u> |

# Capital Program & Debt

## Bond Rating History Unlimited Tax General Obligation Bonds

|                | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 | 2013 | 2012 |
|----------------|------|------|------|------|------|------|------|------|------|------|
| <b>S&amp;P</b> | AAA  | AAA  | AAA  | AAA  | AAA  | AAA  | AAA  | AA+  | AA+  | AA+  |
| <b>Moody's</b> | Aa1  | Aa1  | Aa1  | Aa1  | Aa1  | Aa1  | 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



# 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.

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.

Under Michigan law, the maximum debt Novi can issue is \$516,939,579. The City's current debt applicable to this limit is \$11,335,000 or 2.15% of the amount allowed.

| Legal Debt Margin  |               |                  |
|--|---------------|------------------|
| 2022 State Equalized Valuation (SEV)                       |               | \$ 5,282,745,787 |
| <b>Debt Applicable to Debt Limit, at July 1, 2022</b>      |               |                  |
| Debt Limit (10% of State Equalized Valuation)              |               | \$ 528,274,579   |
| Total Bonded Debt Outstanding                              | \$ 11,335,000 |                  |
| Less: Special Assessment Bonds                             | -             |                  |
| Total Amount of Debt Applicable to Limit                   |               | 11,335,000       |
| Legal Debt Margin Available                                |               | \$ 516,939,579   |
| <b>Net Debt subject to limit as percent of Debt Limit:</b> |               | <b>2.15%</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. *(this page)*
- Debt service payments are limited to 20% of the combined operating and debt-service fund expenditures. *(see following page)*
- 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. *(see following page)*

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

|  |               |                |
|--|---------------|----------------|
| Population   |               | 66,243         |
| <b>Debt Applicable to Debt Limit, at July 1, 2022</b>      |               |                |
| Debt Limit (\$2,500 per capita)                            |               | \$ 165,607,500 |
| Total Bonded Debt Outstanding                              | \$ 11,335,000 |                |
| Less: Special Assessment Bonds                             | -             |                |
| Total Amount of Debt Applicable to Limit                   |               | 11,335,000     |
| Debt Margin Available                                      |               | \$ 154,272,500 |
| <b>Net Debt subject to limit as percent of Debt Limit:</b> |               | <b>6.84%</b>   |

# Capital Program & Debt

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

|   |    |               |
|---|----|---------------|
| FY 2022-23 Estimated Operating and Debt-Service Fund Expenditures | \$ | 42,912,225    |
| <b>Debt Applicable to Debt Limit, at July 1, 2022</b>             |    |               |
| Debt Limit (20% of Operating and Debt-Service Expenditures)       | \$ | 8,582,445     |
| Total Bonded Debt Service Payments                                | \$ | 2,873,882     |
| Less: Special Assessment Bonds                                    |    | -             |
| Total Amount of Debt Applicable to Limit                          |    | 2,873,882     |
| Debt Margin Available   | \$ | 5,708,563     |
| <b>Net Debt subject to limit as percent of Debt Limit:</b>        |    | <b>33.49%</b> |

## Municipal securities shall not exceed 5% of the State Equalized Value

|  |    |               |
|--|----|---------------|
| 2022 State Equalized Valuation (SEV)                       | \$ | 5,282,745,787 |
| <b>Debt Applicable to Debt Limit, at July 1, 2022</b>      |    |               |
| Debt Limit (5% of State Equalized Valuation)               | \$ | 264,137,289   |
| Total Bonded Debt Outstanding                              | \$ | 11,335,000    |
| Less: Special Assessment Bonds                             |    | -             |
| Total Amount of Debt Applicable to Limit                   |    | 11,335,000    |
| Legal Debt Margin Available                                | \$ | 252,802,289   |
| <b>Net Debt subject to limit as percent of Debt Limit:</b> |    | <b>4.29%</b>  |

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# Departmental Information

## 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. The FY 2022-23 Budget includes three additional full-time positions: a Code Compliance Officer, a Park Maintenance position, and a Light Equipment Operator.

The **Code Compliance Officer** is a General Fund position budgeted within the Community Development: Building Department. As Novi continues to grow and mature as a community, maintenance of existing properties becomes ever more important. Our mature neighborhoods may not offer the amenities of newer developments but offer a great affordable value in an ever-increasing market. Maintaining the housing stock is critical however as structures age and can adversely impact the desirability of the community. Currently (3) Code Compliance staff handle all Soil Erosion and Sedimentation Control complaints and renewals, review and inspect all sign permits, administer the grass and weed mowing program, support street naming and addressing functions, and address all other ordinance and property maintenance complaints and violations. Addition of a position would allow reinstatement of a program to systematically address Property Maintenance throughout the City on a neighborhood-by-neighborhood basis. A recent pilot program showed excellent results without having to resort to a single formal enforcement action. This effort is time intensive but important as we strive to support Novi's reputation as a great, high value place to live with a financially sustainable future.

The **Park Maintenance position** is a General Fund position budgeted with the Integrated Solutions: Park Maintenance Department. The Parks and Municipal Property Maintenance Team currently consists of 6 full-time employees responsible for grounds maintenance on nearly 1,419 acres of land. This land includes fifteen parks, four undeveloped municipal properties, and two cemeteries. There has been exponential growth in the number of facilities, amenities, land, events, and visitors to Novi's parks system in recent years. This increase includes five additional park locations with eighty acres of land featuring multiple athletic fields, trails, exercise equipment, parking lots, landscaping, playgrounds, and buildings that all must be routinely maintained. Significant renovations to Lakeshore Park, 13 new soccer fields at Bosco Fields, and the addition of Villa Barr Art Park have considerably stretched staff responsibilities. In addition, expanded roles in setup and maintenance for special events such as Light up the Night, Pour on the Shore, national and regional athletic tournaments, and the State Fair have extended responsibilities to weeknights and weekends for maintenance staff. The current parks system and planned future improvements have added and will continue to add time and labor to the overall maintenance of the parks system. Therefore, this request is to add one full-time Parks Maintenance position. This position will aid the current staff with the continuously growing portfolio of parks and grounds maintenance while maintaining the current level of service. Additionally, this position would assist with planned future park expansions and amenities, including Bosco Fields, Splash Pad, Novi Northwest Park, ITC Trailhead Park, Water Tower Site, and Wildlife Woods developments.

The **Light Equipment Operator** is a Water and Sewer Fund position budgeted within the Department of Public Works (DPW): Water and Sewer Department. The Cross-Connection Program (CCP) implemented five years ago completed an initial cycle through the City in 2021 (5 Districts, 1 District/year) and DPW Administration has



# Departmental Information

evaluated the effort and staffing level required to continue the mandated program requirements. The CCP currently has 3 full-time employees (Cross Connection Specialist, Senior Customer Representative, W/S, Project Coordinator) and one permanent part-time employee (Cross Connection Coordinator). The Senior Customer Service Representative was transitioned from a Field Light Equipment Operator (LEO) in order to correctly align the position responsibilities and provide enough staff support for the CCP program. While DPW administration believes the CCP inspections can eventually be reduced, the need for the existing staff level is certain based on five years of program management. Since the LEO position was removed from the field, other Water/Sewer programs have suffered (televising and cleaning, valve inspection and maintenance, system flushing, etc.), adding the new LEO would provide additional field support required to operate all Water and Sewer programs at a world-class and sustainable level.

## **Full-Time Personnel History**

Due to the COVID19 pandemic, the City Manager implemented 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 included 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 bringing the full-time head count to 267 positions.

Four out of the five positions above that were removed from the FY 2020-21 budget due to COVID19 were added back into the budget for FY 2021-22. The FY 2021-22 Adopted Budget included one additional full-time General Fund Fire Protection Officer within the Public Safety: Fire Department which was a City Council goal to increase 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. Furthermore; the FY 2021-22 Adopted Budget eliminated the Community Outreach & Events Specialist within the General Fund and removed the Management Assistant position within the Parks Fund from head count, but not from the budget.

The FY 2021-22 Amended Budget includes the Management Assistant position within the Parks Fund to restore the full-time personnel headcount back to Pre-COVID levels of 271 plus an additional (1) Planner\* within the General Fund, (1) Emergency Management Coordinator/Fire Accreditation Manager\* within the General Fund, and (1) Support Services Outreach Supervisor\* within the Library Fund bringing the full-time head count to 274 positions.

Adding three General Fund positions (Code Compliance Officer, Park Maintenance, and Light Equipment Operator) as of July 1, 2022 will increase the total full-time personnel headcount from 274 to 277 beginning FY 2022-2023. The FY 2022-23 Budget shifts the two Multi-media Production

# Departmental Information

Specialists to the General Fund from the PEG Special Revenue Fund resulting in no net effect in overall headcount but increases General Fund headcount by two positions. (The PEG Special Revenue Fund closes as of June 30, 2022 with all expenditures being reclassified to the newly created 296.10 Studio 6 Department within Community Relations.)

## Full-Time Personnel History

|                        | 2020-21<br>Amended<br>Budget | 2021-22<br>Adopted<br>Budget | 2021-22<br>Amended<br>Budget | 2022-23<br>Adopted<br>Budget |
|------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Total From Other Funds | 47.0                         | 45.75                        | 47.75                        | 46.75                        |
| Total General Fund     | 220.0                        | 224.25                       | 226.25                       | 230.25                       |
|                        | <u>267.0</u>                 | <u>270.0</u>                 | <u>274.0</u>                 | <u>277.00</u>                |

| Department                           | Fund | FT Count     | Position  |
|--------------------------------------|------|--------------|---|
| <b>FY 2020-21 Adopted Budget</b>     |      | <b>271.0</b> |   |
| Integrated Solutions                 | 101  | 1.0          | Facility Management Specialist (NEW)                  |
| Economic Development                 | 101  | (1.0)        | Economic Development Director                         |
| Public Safety                        | 101  | (1.0)        | Police Officer  |
| Public Safety                        | 101  | (1.0)        | Performance Measurement Analyst (ELIMINATED)          |
| Community Development                | 101  | (1.0)        | Planner   |
| DPW: Field Operations                | 101  | (1.0)        | Light Equipment Operator                              |
| <b>FY 2020-21 Amended Budget</b>     |      | <b>267.0</b> |   |
| Public Safety                        | 101  | 1.0          | Fire Protection Officer (NEW)                         |
| Economic Development                 | 101  | 1.0          | Economic Development Director                         |
| Public Safety                        | 101  | 1.0          | Police Officer  |
| Community Development                | 101  | 1.0          | Planner   |
| DPW: Field Operations                | 101  | 1.0          | Light Equipment Operator                              |
| Community Relations                  | 101  | (1.0)        | Community Outreach & Events Specialist (ELIMINATED)   |
| Parks Administration                 | 208  | (1.0)        | Management Assistant                                  |
| <b>FY 2021-22 Adopted Budget</b>     |      | <b>270.0</b> |   |
| Public Safety                        | 101  | 1.0          | Emergency Mngmnt Coord/Fire Accreditation Mgr (NEW) * |
| Community Development                | 101  | 1.0          | Planner (NEW) *                                       |
| Parks Administration                 | 208  | 1.0          | Management Assistant                                  |
| Library                              | 268  | 1.0          | Supervisor - Support Services Outreach (NEW) *        |
| <b>FY 2021-22 Amended Budget</b>     |      | <b>274.0</b> |   |
| Integrated Solutions                 | 101  | 1.0          | Park Maintenance (NEW)                                |
| Community Development                | 101  | 1.0          | Code Compliance Officer (NEW)                         |
| DPW: Water & Sewer                   | 592  | 1.0          | Light Equipment Operator (NEW)                        |
| <b>FY 2022-23 Recommended Budget</b> |      | <b>277.0</b> |   |

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

# Departmental Information

## Full-Time Personnel Summary

|  | <u>2020-21<br/>AMENDED<br/>BUDGET</u> | <u>2021-22<br/>ADOPTED<br/>BUDGET</u> | <u>2021-22<br/>AMENDED<br/>BUDGET</u> | <u>2022-23<br/>ADOPTED<br/>BUDGET</u> | <u>INCREASE<br/>(DECREASE)</u> |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------|
| <b>GENERAL FUND</b>                            |                                       |                                       |                                       |                                       |                                |
| <b>CITY MANAGER'S OFFICE</b>                   |                                       |                                       |                                       |                                       |                                |
| City Manager                                   | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Assistant City Manager                         | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Executive Assistant to the City Manager        | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Administrative Assistant                       | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
|  | <u>3.0</u>                            | <u>3.0</u>                            | <u>3.0</u>                            | <u>3.0</u>                            | <u>-</u>                       |
| <b>FINANCIAL SERVICES</b>                      |                                       |                                       |                                       |                                       |                                |
| <b>FINANCE DEPARTMENT</b>                      |                                       |                                       |                                       |                                       |                                |
| Finance Director/Treasurer/CFO                 | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Deputy Finance Director                        | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Accountant                                     | 1.0                                   | 1.0                                   | 2.0                                   | 2.0                                   | -                              |
| Senior Budget Analyst                          | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Senior Customer Service Representative         | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Purchasing Manager                             | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| <b>TREASURY DEPARTMENT</b>                     |                                       |                                       |                                       |                                       |                                |
| Assistant City Treasurer                       | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Senior Customer Service Representative         | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Account Clerk                                  | 2.0                                   | 2.0                                   | 1.0                                   | 1.0                                   | -                              |
|  | <u>9.0</u>                            | <u>9.0</u>                            | <u>9.0</u>                            | <u>9.0</u>                            | <u>-</u>                       |
| <b>INTEGRATED SOLUTIONS</b>                    |                                       |                                       |                                       |                                       |                                |
| <b>TECHNOLOGY DEPARTMENT</b>                   |                                       |                                       |                                       |                                       |                                |
| Chief Information Officer                      | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Computer Support Specialist                    | 2.0                                   | 2.0                                   | 2.0                                   | 2.0                                   | -                              |
| GIS Manager                                    | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| Geospatial Application Services Manager        | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Business Analyst                               | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| GIS/NEAMS Technician                           | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| IT Manager/Network Operations                  | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| Technology Manager - Network Operations        | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Management Coordinator                         | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Management Assistant                           | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| <b>FACILITY MANAGEMENT</b>                     |                                       |                                       |                                       |                                       |                                |
| Facility Manager                               | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Facility Management Specialist                 | 2.0                                   | 2.0                                   | 1.0                                   | 1.0                                   | -                              |
| Facility Maintenance                           | 1.0                                   | 1.0                                   | 2.0                                   | 2.0                                   | -                              |
| <b>FACILITY MANAGEMENT - PARKS MAINTENANCE</b> |                                       |                                       |                                       |                                       |                                |
| Parks & Municipal Property Supervisor          | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Work Leader                                    | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Park Maintenance                               | 5.0                                   | 5.0                                   | 5.0                                   | 6.0                                   | 1.0                            |
|  | <u>19.0</u>                           | <u>19.0</u>                           | <u>19.0</u>                           | <u>20.0</u>                           | <u>1.0</u>                     |

# Departmental Information

## Full-Time Personnel Summary

|  | 2020-21<br>AMENDED<br>BUDGET | 2021-22<br>ADOPTED<br>BUDGET | 2021-22<br>AMENDED<br>BUDGET | 2022-23<br>ADOPTED<br>BUDGET | INCREASE<br>(DECREASE) |
|--|------------------------------|------------------------------|------------------------------|------------------------------|------------------------|
| <b>GENERAL FUND (continued)</b>        |                              |                              |                              |                              |                        |
| <b>ASSESSING</b>                       |                              |                              |                              |                              |                        |
| Assessor                               | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Deputy Assessor                        | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Account Clerk                          | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Assessing Coordinator                  | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Commercial/Industrial Appraiser        | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Residential Appraiser                  | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
|  | <b>5.0</b>                   | <b>5.0</b>                   | <b>5.0</b>                   | <b>5.0</b>                   | <b>-</b>               |
| <b>CITY CLERK</b>                      |                              |                              |                              |                              |                        |
| City Clerk                             | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Deputy City Clerk                      | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Executive Secretary                    | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Administrative Assistant               | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Account Clerk                          | 2.0                          | 2.0                          | 2.0                          | 2.0                          | -                      |
|  | <b>5.0</b>                   | <b>5.0</b>                   | <b>5.0</b>                   | <b>5.0</b>                   | <b>-</b>               |
| <b>HUMAN RESOURCES</b>                 |                              |                              |                              |                              |                        |
| Human Resource Director                | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Deputy Human Resource Director         | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Benefits Coordinator                   | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Human Resources Coordinator            | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Account Clerk                          | 1.0                          | 1.0                          | -                            | -                            | -                      |
|  | <b>4.0</b>                   | <b>4.0</b>                   | <b>4.0</b>                   | <b>4.0</b>                   | <b>-</b>               |
| <b>COMMUNITY RELATIONS</b>             |                              |                              |                              |                              |                        |
| <b>ADMINISTRATION</b>                  |                              |                              |                              |                              |                        |
| Director of Communications             | 0.5                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Community Relations Specialist         | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Community Relations Manager            | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Community Outreach & Events Specialist | 1.0                          | -                            | -                            | -                            | -                      |
| Graphic Design Coordinator             | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| <b>STUDIO 6</b>                        |                              |                              |                              |                              |                        |
| Multi-Media Production Specialist      | -                            | -                            | -                            | 2.0                          | 2.0                    |
|  | <b>3.5</b>                   | <b>3.0</b>                   | <b>3.0</b>                   | <b>5.0</b>                   | <b>2.0</b>             |
| <b>ECONOMIC DEVELOPMENT</b>            |                              |                              |                              |                              |                        |
| Economic Development Director          | -                            | 1.0                          | 1.0                          | 1.0                          | -                      |
|  | <b>-</b>                     | <b>1.0</b>                   | <b>1.0</b>                   | <b>1.0</b>                   | <b>-</b>               |
| <b>NOVI YOUTH ASSISTANCE</b>           |                              |                              |                              |                              |                        |
| Administrative Assistant               | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
|  | <b>1.0</b>                   | <b>1.0</b>                   | <b>1.0</b>                   | <b>1.0</b>                   | <b>-</b>               |

# Departmental Information

## Full-Time Personnel Summary

|   | 2020-21<br>AMENDED<br>BUDGET | 2021-22<br>ADOPTED<br>BUDGET | 2021-22<br>AMENDED<br>BUDGET | 2022-23<br>ADOPTED<br>BUDGET | INCREASE<br>(DECREASE) |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------|
| <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                          | -                      |
| Assistant Chief of Police                     | 2.0                          | 2.0                          | 2.0                          | 2.0                          | -                      |
| Lieutenant                                    | 3.0                          | 3.0                          | 3.0                          | 3.0                          | -                      |
| Sergeant                                      | 10.0                         | 10.0                         | 10.0                         | 10.0                         | -                      |
| Analyst Planner/Office Manager                | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Shift Supervisor                              | -                            | -                            | 4.0                          | 4.0                          | -                      |
| Communications Shift Leader                   | 4.0                          | 4.0                          | -                            | -                            | -                      |
| Communications Manager                        | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Dispatcher                                    | 10.0                         | 10.0                         | 10.0                         | 10.0                         | -                      |
| Administrative Assistant                      | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Police Officer                                | 41.0                         | 42.0                         | 42.0                         | 42.0                         | -                      |
| Detective                                     | 13.0                         | 13.0                         | 13.0                         | 13.0                         | -                      |
| Police Clerk                                  | 6.0                          | 6.0                          | 6.0                          | 6.0                          | -                      |
| Public Safety Performance Measurement Analyst | -                            | -                            | -                            | -                            | -                      |
| Emergency Mngmnt Coord/Fire Accreditation Mgr | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Lead Mechanic                                 | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| <b>FIRE DEPARTMENT</b>                        |                              |                              |                              |                              |                        |
| Assistant Fire Chief                          | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Fire Chief                                    | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Fire Marshal                                  | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Fire Protection Officer                       | 17.0                         | 18.0                         | 18.0                         | 18.0                         | -                      |
| Fire Lieutenant                               | 4.0                          | 4.0                          | 4.0                          | 4.0                          | -                      |
| Fire Captain                                  | 4.0                          | 4.0                          | 4.0                          | 4.0                          | -                      |
| Training Officer                              | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
|   | <b>123.0</b>                 | <b>125.0</b>                 | <b>126.0</b>                 | <b>126.0</b>                 | <b>-</b>               |



# Departmental Information

## Full-Time Personnel Summary

|                                       | <u>2020-21<br/>AMENDED<br/>BUDGET</u> | <u>2021-22<br/>ADOPTED<br/>BUDGET</u> | <u>2021-22<br/>AMENDED<br/>BUDGET</u> | <u>2022-23<br/>ADOPTED<br/>BUDGET</u> | <u>INCREASE<br/>(DECREASE)</u> |
|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------|
| <b>GENERAL FUND (continued)</b>       |                                       |                                       |                                       |                                       |                                |
| <b>COMMUNITY DEVELOPMENT</b>          |                                       |                                       |                                       |                                       |                                |
| <b>BUILDING DEPARTMENT</b>            |                                       |                                       |                                       |                                       |                                |
| Community Development Director        | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Community Development Deputy Director | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Bond Coordinator                      | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Building Inspector                    | 2.0                                   | 2.0                                   | 2.0                                   | 2.0                                   | -                              |
| Code Compliance Officer               | 3.0                                   | 3.0                                   | 3.0                                   | 4.0                                   | 1.0                            |
| Customer Service Representative       | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Account Clerk                         | 2.0                                   | 2.0                                   | 2.0                                   | 2.0                                   | -                              |
| Electrical Inspector                  | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Plumbing Inspector                    | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Mechanical Inspector                  | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Project Coordinator                   | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Plan Examiner                         | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| <b>PLANNING DEPARTMENT</b>            |                                       |                                       |                                       |                                       |                                |
| City Planner                          | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Landscape Architect                   | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Planning Assistant                    | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Senior Planner                        | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Planner                               | 1.0                                   | 2.0                                   | 2.0                                   | 2.0                                   | -                              |
|                                       | <u>20.0</u>                           | <u>21.0</u>                           | <u>22.0</u>                           | <u>23.0</u>                           | <u>1.0</u>                     |

# Departmental Information

## Full-Time Personnel Summary

|  | 2020-21<br>AMENDED<br>BUDGET | 2021-22<br>ADOPTED<br>BUDGET | 2021-22<br>AMENDED<br>BUDGET | 2022-23<br>ADOPTED<br>BUDGET | INCREASE<br>(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                          | -                      |
| Deputy Public Works Director             | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Senior Customer Service Representative   | 0.25                         | -                            | -                            | -                            | -                      |
| <b>ENGINEERING DIVISION</b>              |                              |                              |                              |                              |                        |
| City Engineer                            | 0.25                         | 0.25                         | 0.25                         | 0.25                         | -                      |
| Civil Engineer                           | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Project Engineer - Private Development   | -                            | -                            | 2.0                          | 2.0                          | -                      |
| Plan Review Engineer                     | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Construction Engineer                    | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Construction Engineer Coordinator        | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Project Engineer - Public Infrastructure | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Staff Engineer                           | 1.0                          | 1.0                          | -                            | -                            | -                      |
| <b>FIELD OPERATIONS DIVISION</b>         |                              |                              |                              |                              |                        |
| Field Operations Senior Manager          | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Roadway Asset Manager                    | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Heavy Equipment Operator                 | 5.0                          | 5.0                          | 5.0                          | 5.0                          | -                      |
| Light Equipment Operator                 | 5.0                          | 6.0                          | 6.0                          | 6.0                          | -                      |
| Senior Customer Service Representative   | 2.0                          | 2.0                          | 2.0                          | 2.0                          | -                      |
| Sign Technician                          | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Work Leader                              | 2.0                          | 2.0                          | 2.0                          | 2.0                          | -                      |
| <b>FLEET ASSET DIVISION</b>              |                              |                              |                              |                              |                        |
| Fleet Asset Manager                      | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Mechanic                                 | 3.0                          | 3.0                          | 3.0                          | 3.0                          | -                      |
|  | <b>27.5</b>                  | <b>28.25</b>                 | <b>28.25</b>                 | <b>28.25</b>                 | <b>-</b>               |
| <b>TOTAL GENERAL FUND</b>                | <b>220.0</b>                 | <b>224.25</b>                | <b>226.25</b>                | <b>230.25</b>                | <b>4.0</b>             |

# Departmental Information

## Full-Time Personnel Summary

|   | 2020-21<br>AMENDED<br>BUDGET | 2021-22<br>ADOPTED<br>BUDGET | 2021-22<br>AMENDED<br>BUDGET | 2022-23<br>ADOPTED<br>BUDGET | INCREASE<br>(DECREASE) |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------|
| <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                          | -                      |
| Deputy Director of Parks, Recreation & Cultural Services    | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Management Assistant  | 1.0                          | -                            | 1.0                          | 1.0                          | -                      |
| Account Clerk   | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| <b>RECREATION DEPARTMENT</b>                                |                              |                              |                              |                              |                        |
| Recreation Supervisor                                       | 4.0                          | 5.0                          | 5.0                          | 5.0                          | -                      |
| Recreation Programmer                                       | 1.0                          | -                            | -                            | -                            | -                      |
| <b>OLDER ADULT SERVICES DEPARTMENT</b>                      |                              |                              |                              |                              |                        |
| Account Clerk   | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Older Adult Social Services Coordinator                     | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Older Adult Services Recreation Supervisor                  | -                            | 1.0                          | 1.0                          | 1.0                          | -                      |
| Older Adult Services Manager                                | 1.0                          | -                            | -                            | -                            | -                      |
| <b>TOTAL PARKS, RECREATION &amp; CULTURAL SERVICES FUND</b> | <b>12.0</b>                  | <b>11.0</b>                  | <b>12.0</b>                  | <b>12.0</b>                  | <b>-</b>               |
| <b>TREE FUND</b>  |                              |                              |                              |                              |                        |
| <b>FORESTRY DEPARTMENT</b>                                  |                              |                              |                              |                              |                        |
| Forester  | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Forestry Asset Manager                                      | 1.0                          | 1.0                          | -                            | -                            | -                      |
| <b>TOTAL TREE FUND</b>                                      | <b>1.0</b>                   | <b>1.0</b>                   | <b>1.0</b>                   | <b>1.0</b>                   | <b>-</b>               |
| <b>PEG CABLE FUND</b>                                       |                              |                              |                              |                              |                        |
| <b>PEG CABLE DEPARTMENT</b>                                 |                              |                              |                              |                              |                        |
| Director of Communications                                  | 0.5                          | -                            | -                            | -                            | -                      |
| Multi-Media Production Specialist                           | 2.0                          | 2.0                          | 2.0                          | -                            | (2.0)                  |
| <b>TOTAL PEG FUND</b>                                       | <b>2.5</b>                   | <b>2.0</b>                   | <b>2.0</b>                   | <b>-</b>                     | <b>(2.0)</b>           |
| <b>WATER AND SEWER FUND</b>                                 |                              |                              |                              |                              |                        |
| <b>WATER AND SEWER DEPARTMENT</b>                           |                              |                              |                              |                              |                        |
| Water & Sewer Financial Specialist                          | 1.0                          | 1.0                          | -                            | -                            | -                      |
| Water & Sewer Financial Manager                             | -                            | -                            | 1.0                          | 1.0                          | -                      |
| City Engineer   | 0.75                         | 0.75                         | 0.75                         | 0.75                         | -                      |
| Water & Sewer Manager                                       | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Light Equipment Operator                                    | 4.0                          | 4.0                          | 3.0                          | 4.0                          | 1.0                    |
| Maintenance   | 3.0                          | 3.0                          | 3.0                          | 3.0                          | -                      |
| Senior Customer Service Representative                      | 1.75                         | 2.0                          | 2.0                          | 2.0                          | -                      |
| Water & Sewer Cross Connection Specialist                   | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| Water & Sewer Project Coordinator                           | -                            | -                            | 1.0                          | 1.0                          | -                      |
| Work Leader   | 1.0                          | 1.0                          | 1.0                          | 1.0                          | -                      |
| <b>TOTAL WATER AND SEWER FUND</b>                           | <b>13.5</b>                  | <b>13.75</b>                 | <b>13.75</b>                 | <b>14.75</b>                 | <b>1.0</b>             |

# Departmental Information

## Full-Time Personnel Summary

|  | <u>2020-21<br/>AMENDED<br/>BUDGET</u> | <u>2021-22<br/>ADOPTED<br/>BUDGET</u> | <u>2021-22<br/>AMENDED<br/>BUDGET</u> | <u>2022-23<br/>ADOPTED<br/>BUDGET</u> | <u>INCREASE<br/>(DECREASE)</u> |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--------------------------------|
| <b>LIBRARY FUND</b>                    |                                       |                                       |                                       |                                       |                                |
| <b>LIBRARY</b>                         |                                       |                                       |                                       |                                       |                                |
| Administrative Assistant               | 1.0                                   | -                                     | -                                     | -                                     | -                              |
| Human Resources Specialist             | -                                     | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Collections Specialist                 | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Communications Coordinator             | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| Communications Manager                 | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Early Literacy Specialist              | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| Department Head-Information Systems    | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| Department Head-Information Services   | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Department Head-Information Technology | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Department Head-Support Services       | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Facilities Assistant II                | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Librarian-Early Literacy Specialist    | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Librarian-Information Systems          | 3.0                                   | 3.0                                   | -                                     | -                                     | -                              |
| Librarian-Information Services         | -                                     | -                                     | 3.0                                   | 3.0                                   | -                              |
| Librarian-Electronic Services          | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Librarian-International Services       | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Library Director                       | 1.0                                   | 1.0                                   | 1.0                                   | 1.0                                   | -                              |
| Supervisor-Support Services            | 3.0                                   | 3.0                                   | 3.0                                   | 3.0                                   | -                              |
| Supervisor - Support Services Outreach | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Systems Administrator                  | -                                     | -                                     | 1.0                                   | 1.0                                   | -                              |
| Network Support Specialist             | 1.0                                   | 1.0                                   | -                                     | -                                     | -                              |
| <b>TOTAL LIBRARY FUND</b>              | <b>18.0</b>                           | <b>18.0</b>                           | <b>19.0</b>                           | <b>19.0</b>                           | <b>-</b>                       |
| <b>TOTAL ALL FUNDS</b>                 | <b>267.0</b>                          | <b>270.0</b>                          | <b>274.0</b>                          | <b>277.0</b>                          | <b>3.0</b>                     |

# Departmental Information

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

The City of Novi has 24 General Fund departments that are accounted for separately within the fund; including the City's contracted legal firm. The PEG Cable Special Revenue Fund closes as of June 30, 2022; therefore, a new Studio 6 department will be budgeted within the General Fund beginning FY 2022-23. There are three departments within the Parks, Recreation, and Cultural Services Fund; one department within the Tree 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 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

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

##### FY 2022-23

- Create a sustainability committee that includes residents, businesses, key staff (i.e., public safety, DPW, economic development, emergency manager) to identify long-term opportunities and challenges and develop strategies to address them.
- Continue to pursue and purchase strategic properties in Novi to help preserve community character
- Assist with Developing proposals for FS#1 in the next 12 months and bring them to Council for policy discussion & direction on timing and funding mechanism

# 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

##### FY 2020-21:

- DONE - Create a financially sustainable plan for the Tree Fund—current funding mechanism is not sustainable long term.
- MODIFIED TO CURRENT CITY COUNCIL GOAL - 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:

- IN PROGRESS - Assist with Implementation of OnBase Advance Capture

##### FY 2022-23:

- Direct annual budget savings (the amounts/line items under budget in each department at year -end) toward capital improvements in roads, sidewalks/pathways, parks, city facilities, and/or public safety

# 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 2020-21:

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

##### FY 2021-22:

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

##### FY 2022-23:

- 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

- Review and evaluate bank service options for possible preparation of Request for Proposal to ensure the City is receiving the best services available and related fees are reasonable .
- Explore alternative lockbox options.

## Integrated Solutions (IS): 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 2020-21:

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

### FY 2021-22:

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

### FY 2022-23:

- Personal Computers (PC) Refresh annual program throughout departments
- Replace Server - Virtual Desktop Servers (VDI) - 5 servers and 2 switches
- Replace Server - BS&A
- Replace Server - OnBase Production @ Civic Center
- Replace Server - Domain @ Police Dept
- Replace Server - Domain @ DPW Dept
- Replace Server - SCADA (3) @ DPW Water & Sewer Dept
- Replace Server - Pipelogics @ DPW Water & Sewer Dept
- Hire new Park Maintenance full-time position
- Implement OnBase Mobile
- Replace Firewall - Police
- Replace Firewall - Police Vehicles

## **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.



# Departmental Information

## **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 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:

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

#### FY 2022-23:

- Develop proposals for FS#1 in the next 12 months and bring them to Council for policy discussion & direction on timing and funding mechanism
- Hire NEW Seasonal Laborer position
- Upgrade restrooms - City Hall side(4) @ Civic Center
- Upgrade LED Lighting (approx. 560) @ Civic Center (excluding Four Quarters in Parks and Recreation, Community Development, and the restrooms that already have LED lighting installed)
- Replace Flooring - carpet @ OAS Dept
- Replace Roof @ Fire Station #4
- Replace Building Generator (including \$8,000 concrete pad) & Generator Tech Solution (GenTracker) @ Police Dept
- Replace Flooring (epoxy; 8 jail cells) @ Paint Walls (8 jail cells) @ Police Department
- Repair Flooring (tile; 2 restrooms) @ Fire Station #3

# Departmental Information

- Install Building Generator Technology Solution (GenTracker) @ FS#1, 2, 3, & 4
- Renovate Women's Restroom (add Locker Room & Shower) @ Fire Station #1
- Renovate City Clerk Department
- Assist with City Splash Pad @ Bosco
- Assist with Roof Restoration @ Ice Arena

## **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 2020-21:

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

# Departmental Information

*Council approved Pull-ahead projects:*

- DONE- Power Park Concession Stand and Restrooms Epoxy Flooring Upgrade

FY 2021-22:

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

FY 2022-23:

- Replace Zero-turn Mower (#B3; 2006 Toro Z Master)
- Replace Electric Gator Utility Vehicle (#2; 2004 John Deere Gator HPX 4x4)
- Purchase new Zero Spreader/Sprayer
- Assist with vehicle replacement (#641; 2014 Ford 350)
- Hire NEW Park Maintenance full-time position

## 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 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

# Departmental Information

FY 2021-22:

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

FY 2022-23:

- Assist with vehicle replacement )#140; 2016 Ford Escape)

## 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 is certified as a Michigan Professional Municipal Clerk, Level II in accordance with the standards set by the Michigan Municipal Clerks Association. The City Clerk is also certified as a Master Municipal Clerk through the International Institute of Municipal Clerks. 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



# Departmental Information

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 auctioneers, massage business licenses, pawnbroker, peddlers, and non-commercial solicitor permits, precious items dealers, 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.

## **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 2020-21:

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

#### FY 2021-22:

- IN PROGRESS - Prepare for Department Renovation

#### FY 2022-23:

- Generate additional boards and commissions to foster sustained engagement with City Staff and convert the Older Adult Services and Cultural Arts Advisory Boards into Council appointed bodies with specific terms and appointment processes
- Complete Recodification
- Assist with City Clerk Department 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 2020-21:

- ONGOING - 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 2021-22:

- ONGOING - 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.
- POSTPONED; TO BE COMPLETED IN-HOUSE - Compensation Benchmark Survey (ADMIN ONLY)

### FY 2022-23:

- 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.
- Hire NEW Part-Time HR position (dedicated to public safety)
- Assist departments in hiring vacant and new positions

# Departmental Information

## Community Relations: Administration (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, Evening of Appreciation, years of service recognition awards, annual picnic, National Employee Appreciation Day, and more.

### Performance Measures, Goals, and Objectives

#### Short-Term Objectives

- Partner with Accuform Printing to produce the Engage publication quarterly, plus a holiday edition, at a reduced cost to the City
- Coordinate the Spring Palooza at the Civic Center
- Coordinate the refreshed 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 2020-21:

- DONE - Refresh Spring Palooza to provide engagement opportunities for the community in a safe manner, abiding by Michigan Department of Health and Human Services Guidelines

FY 2021-22:

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

FY 2022-23:

- Refresh City WayFinding & Parks Signs over 3 years beginning FY 2022-23
- Expand outreach to the Asian population to help engagement in City happenings, Translate certain events, meetings, publications, etc.

## **Community Relations: Studio 6 (295.10)**

### **Overview**

Video programming is produced by the Community Relations Group and previously was budgeted within the PEG Cable Special Revenue Fund. The fund was closed as of June 30, 2022 and the expenditures related to providing video services to the City are budgeted within this newly created General Fund department as of July 1, 2022.

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

#### Short-Term Objectives

- Community engagement

#### Long-Term Goals

- Explore options to relocate the studio

## Performance Measures

FY 2020-21:

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

FY 2021-22:

- IN PROGRESS - Create quarterly "live" Q&A productions on timely City topics of interest
- IN PROGRESS - Explore new studio design

FY 2022-23:

- Gauge other municipal partnership interest in providing video services



# 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

- 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 2020-21:

- ONGOING - 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:

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

##### FY 2022-23:

- 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.
- Engage with the entire business community (Small and large business/corporations) to identify opportunities to support them in the post-pandemic world.
- Engage small business partners and pursue career fair through online and in-person opportunities



# 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 2020-21:

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

# Departmental Information

## FY 2021-22:

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

## FY 2022-23:

- Support the accreditation (or re-accreditation) processes for Police, Fire, Dispatch, etc.
- Assist with replacing marked vehicles
- Assist with Unmarked vehicle replacement purchased for investigations
- Purchase Drone
- Replace Rubber Berm @ Gun Range
- Assist with Building Generator Replacement (including \$8,000 concrete pad) & Generator Technology (GenTracker) @ Police Department
- Assist with Flooring Replacement (epoxy) & Paint walls @ Police Department (8 jail cells)

*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.

# Departmental Information

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.

## **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 2020-21:

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

FY 2021-22:

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

FY 2022-23:

- Assist with Developing proposals for FS#1 in the next 12 months and bring them to Council for policy discussion & direction on timing and funding mechanism
- Support the accreditation (or re-accreditation) processes for Police, Fire, Dispatch, etc.
- Assist with roof replacement @ Fire Station #4
- Assist with renovation of Women's Restroom (add locker room & shower) @ Fire Station #1
- Assist with flooring repairs (tile; 2 restrooms) @ Fire Station #3
- Assist with Engine replacement (#313; 2007 Pierce)

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 Building Division of the Novi Community Development Department strives as a team to provide exemplary customer service to our residents, businesses, visitors and first responders while assuring the safety of the built environment. Whether assisting a resident with a home deck project or providing review and inspections for a cutting-edge research facility our goal is to support durable, safe, high-quality development that will serve the residents, businesses, and visitors well into the future. As development of new construction products, materials and methods accelerate the knowledge base required for review and inspections continues to grow. The training and continuing education support the City provides remains critical to our mission. Our team works in partnership with other Departments throughout the City and County to assure seamless and efficient support for all projects toward the shared goal of a desirable, diverse, and attractive community.

### 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

FY 2020-21:

- DONE - Assist with replacing wide format copier/scanner/printer OCE

FY 2021-22:

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

FY 2022-23:

- Implement CD Tech Upgrades (Phase 2) - Electronic Plan Review and Management Web-Based Solutions Software
- Hire NEW Code Compliance Officer full-time position to focus on property maintenance needs
- Assist with replacement of Vehicle (#143; 2017 Chevrolet Equinox)

## 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



# Departmental Information

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 while following the and Master Plan recommendations in order to balance the priorities of the residential, development and business communities.

The Community Development Department continues to work to 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 2020-21:

- POSTPONED - 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.
- DONE - Continue document imaging/scanning project; final year

#### FY 2021-22:

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

#### FY 2022-23:

- Assist with vehicle replacement (#143; 2017 Chevrolet Equinox)
- Woodland Review: comprehensive review of woodland ordinance, including benchmark against other similar communities.



# 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

- Pursue 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 2020-21:

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

FY 2021-22:

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

FY 2022-23:

- Execute and refresh objectives in Road Report
- Review and update staff training program

## 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 the City's 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 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 PURSUING - Sedimentation dredging—Bishop Creek (north of 11 Mile Road; west of Meadowbrook Road)
- DONE - Parking lot improvements at Fire Station #2

#### FY 2021-22:

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

# Departmental Information

FY 2022-23:

- Annual Neighborhood Rehabilitation, Repaving, and Reconstruction Program
- Taft Road Rehabilitation (South City Limits to 10 Mile Road) & Roundabout at 9 Mile Road
- GLWA 14 Mile Water Main Transmission Redundancy Route Project - STREET PORTION (Road Restoration along 11 Mile, Meadowbrook, and 13 Mile Roads)
- 12 Mile Road Reconstruction (Medina Boulevard to City Limits) including sidewalk segments 45 & 178
- Beck Road Widening (11 Mile Road to Providence Drive/Central Park Boulevard)
- West Park Drive Rehabilitation (West Road to Pontiac Trail) including traffic signal modernization at South Lake Drive
- Meadowbrook Road Rehabilitation (10 Mile to 11 Mile Road)
- 9 Mile Road Rehabilitation (Meadowbrook Road to Haggerty Road)
- Industrial Business Parks Road Rehabilitation (Hudson Drive, Magellan Drive, Humboldt Drive, Desoto Court, Peary Court, and Ryan Court) - Local Street Fund Portion
- Streambank Stabilization - Middle Rouge River (near Meadowbrook Lake)
- Assist with City Splash Pad @ Bosco
- Assist with Pedestrian Tunnel Replacement (underneath South Lakeshore Drive) - Lakeshore Park
- Assist with Cemetery Enhancement Project - pathway (5' stone pathway around the southern loop of the cemetery)

## 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.

# Departmental Information

## 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 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.
- DONE - 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.
- DONE - Convert streetlights to LED (62 street lights)
- DONE - Complete Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer

### FY 2021-22:

- IN PROGRESS - Annual Neighborhood Sidewalk Repair Program
- POSTPONED - Material Storage at DPW
- DONE - Assist with extension of Field Verification technician temporary part-time position (50% W/ S & 50% Drain) additional year

### FY 202-23:

- Annual Neighborhood Sidewalk Repair Program
- Install Brine Making System at DPW
- Assist with Single-Axle RDS Body Truck w/ Underbody Scraper & Wing Plow replacement (#619; 2009 International)
- Assist with replacement of Vehicle w/ Plow -(#693; 2011 Ford F-350)
- Assist with replacement of Vehicle w/ Plow (#697; 2013 Ford F-350)
- Assist with replacement of Vehicle w/ Plow (#651; 2014 Ford F-350)
- Assist with replacement of Vehicle (#146; 2017 Ford Escape)



# Departmental Information

## 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 DPW Building and Police Department Headquarters.

#### Long--Term Goals

- Reduce operating costs and 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

#### Performance Measures

FY 2020-21:

- DONE - Purchase DPW mechanics' bay two post lift
- DONE - 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)



# Departmental Information

FY 2021-22:

- DONE - 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 Fire Engine (#342; 2005 Seagrove)
  - ◇ Replace Sewer Vacuum Truck (#726; 2013 International Combination Vactor Truck)
  - ◇ Replace Backhoe (#625; 2007 Case)
  - ◇ Purchase Toolcat Utility Work Machine (new)
  - ◇ Replace Hi-Lo Lift Truck (#627; 1999 Alta)
  - ◇ Replace 1-Ton Dump Truck w/ Front Plow (#691; 2001 Ford)
  - ◇ Replace Ventrac Mower (#936; 2001 John Deere)
  - ◇ Purchase Crash Attenuator Trailer (new)
  - ◇ Replace Transit Van – PRC Older Adult Services (#135; 2016 Ram Promaster 2500)
  - ◇ Replace Vehicle w/ Plow – DPW W/S (#728; 2013 F350)
  - ◇ Replace Vehicle w/ Plow – DPW Field Operations (#615, #616, #610, #628, #650, #692)

FY 2022-23:

- Continue to assist departments with light-duty vehicle, heavy equipment, and other equipment purchases, including:
  - ◇ Annual marked vehicle replacements and unmarked vehicle replacement for police department
  - ◇ Replace Single-axle RDS Body Truck with Underbody Scraper and Wing Plow (#619; 2009 International)
  - ◇ Replace Engine (#313; 2007 Pierce)
  - ◇ Replace Vehicle w/ Plow - DPW Field Operations (#693; 2011 Ford F-350)
  - ◇ Replace Vehicle w/ Plow - IS Parks Maintenance (#641; 2014 Ford F-350)
  - ◇ Replace Vehicle w/ Plow - DPW Field Operations (#697; 2013 Ford F-350)
  - ◇ Replace Vehicle w/ Plow - DPW Field Operations (#651; 2014 Ford F-350)
  - ◇ Replace Vehicle w/ Plow - DPW Water & Sewer (#733; 2016 Ford F-350)
  - ◇ Replace Vehicle - PRCS Older Adult Services (#139; 2016 Dodge Grand Caravan)
  - ◇ Replace Vehicle - CD Building (#143; 2017 Chevrolet Equinox)
  - ◇ Replace Vehicle - DPW Field Operations (#146; 2017 Ford Escape)
  - ◇ Replace Vehicle - Assessing (#140; 2016 Ford Escape)

# Departmental Information

## Department of Public Works — Water & Sewer (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 Division 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 2020-21:

- DONE - Initiate water main valve maintenance program
- POSTPONED - Replace Hudson pump station roof
- IN PROGRESS - Walled Lake District Sanitary Sewer Repairs—YEAR 2; final year
- IN PROGRESS - Complete I96 sanitary sewer crossing project and West Oak pump station abandonment
- IN PROGRESS- Complete PRV redistricting (PRV at 12 Mile and Meadowbrook decommission; PRV at Novi Road and 13 Mile Road installation)
- POSTPONED - 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)
- DONE - Asset Condition Evaluation (GIS/GPS consultant svcs) for drains and water & sewer

# Departmental Information

## FY 2021-22:

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

## FY 2022-23:

- Replace Asbestos-Cement (AC) Water Main
- GLWA 14 Mile Water Main Transmission Redundancy Route Project - WATER MAIN PORTION (12" water main along 11 Mile Road from Seeley to Meadowbrook)
- Hire NEW Light Equipment Operator full-time position
- Cross Connection Coordinator - convert temp part-time position to permanent part-time
- Water Transmission Main Assessment (PCCP) - Phase 2
- Comprehensive Distribution System Material Inventory- Water Service Line Lead Verification requirement by EGLE
- Update Sanitary Sewer Master Plan
- Water Storage Facility Maintenance (inspection of tank and repainting of the inlet and outlet pipping)
- Pressure Reducing Valve (PRV) Cathodic Protection Analysis; \$2,200 at each vault (5 PRV vaults)
- Assist with replacement of Vehicle w/ Plow (#734; 2017 Ford F-350)

Operating indicators included in the Statistical and Glossary section.

# Departmental Information

## Department of Public Works — Forestry (209.00)

### Overview

Forestry provides high quality operational services and contract management including annually: tree planting, tree removals, and tree pruning. Additional services provided by Forestry 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
- Update emergency storm response plan; preparing for severe tree damage
- Establish young tree training program
- Update tree inventory report

#### Performance Measures

FY 2020-21:

- DONE- Annual tree planting program
- DONE - Create a financially sustainable plan for the Tree Fund—current funding mechanism is not sustainable long term.
- MODIFIED TO CURRENT CITY COUNCIL GOAL - 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:

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

FY 2022-23:

- 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 2020-21:

- ONGOING - Annual NYA Bowl-A-Thon
- DONE - "Make Believe" Bowl-a-thon

FY 2021-22:

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

FY 2022-23:

- Annual NYA Bowl-A-Thon



# 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 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
- POSTPONED - Veteran War Memorial

##### FY 2021-22:

- 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 2022-23:

- 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
- Novi Historical Landmarks brochure is currently being updated.
- The Novi Road Cemetery sign will be removed, updated and replaced with a new sign.
- A Rules and Procedures booklet for the Commission will be completed and kept in the Local History Room.
- Gravestones in both cemeteries have been professionally photographed. The data needs to be organized. The Commission is looking at Omeka for possible purchase as a management system for online digital collections.

# 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 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.
- DONE - Complete ITC Community Sports Park Play Structure
- DONE: repair to north graphic is scheduled for summer 2022- Restore water tower (CIP Fund)

# Departmental Information

FY 2021-22:

- DONE- Ella Mae Power Park South Playground replacement (ARPA Fund)
- POSTPONED - Dog Park Irrigation Installation
- POSTPONED - Villa Barr Paver Removal & Replacement

FY 2022-23:

- Construct and open a world-class splash pad at Bosco Fields by July 4, 2023. Funds secured from the activities performed by the Star Family and Novi Parks Foundation will be turned over to the City when completed for naming rights. The City will fund the balance of the development costs.
- Pedestrian Tunnel Replacement (underneath South Lakeshore Drive) - Lakeshore Park
- Cemetery Enhancement Project - pathway (5' stone pathway around the southern loop of the cemetery)
- Villa Barr Paver Removal & Replacement Project
- Assist with replacement of Vehicle - PRCS Older Adult Services (#139; 2016 Dodge Grand Caravan)

Operating indicators included in the Statistical and Glossary section.

## PEG Cable (263.00)

As of July 1, 2022, the PEG Cable Department 263.00 budgeted within the PEG Cable Special Revenue Fund 263 transitions to Studio 6 Department 295.10 budgeted within the General Fund 101. Fund 263 closes as of June 30, 2022.

# 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 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
- CANCELLED DUE TO COVID - 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
- 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



# Departmental Information

## FY 2021-22:

- IN PROGRESS - Renovation project for Teen Area (phase 1- upholstery, of furniture and purchase of laptop tables)
- POSTPONED - Renovation project for Youth Area (serving 0-5 years of age)
- DONE- Investigate new marketing digital library signage
- DONE - Launch, build awareness and usage of the Lakeshore Lending Library
  - ⇒ Approved by Library Board Juneteenth (June 19<sup>th</sup>) as a paid holiday for library staff
  - ⇒ In progress - NPL @ Your Door mail delivery service for receiving materials at home if guests based on circumstance are unable to visit the Library
  - ⇒ Awarded Community Builder Award by the Novi Chamber of Commerce for extending service to the north end of Novi with the Lakeshore Lending Library
  - ⇒ Launched a DEI staff training program for library staff to engage in on a variety of topics
  - ⇒ Launched a new marketing campaign with Patron Point to connect with over 20,000+ library card holders to share library programming, services and resource information.

## FY 2022-23:

- Renovation project for Teen Area (phase 2 - new signage and furniture)
- Renovation project for Youth Area (serving 0-5 years of age)
- Begin process for renewing QSAC (Quality Services Audit Checklist) Standards from Library of Michigan for Library Accreditation. There are 3 phases for approval.
- Develop a Studio space for library guests to create music, podcasts, etc.
- Engage an architect for a permanent design option for the Library's main entrance due to continued weather element issues in the building
- Begin process for a new Strategic Plan for Novi Public 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 2020-21:

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

FY 2021-22:

- POSTPONED - 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 gutter system and down spouts

FY 2022-23:

- Roof Restoration Project
- Replace Public Address System (2; one for each rink)
- Replace Smoke/Fire Detection Replacement (pyrotronics zone fire alarm control panel)
- LED Lighting Upgrade (upper/lower hallways, service areas, & locker rooms) - pushed out from FY 2019-20

# 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 2020-21:

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

FY 2021-22:

- IN PROGRESS - Roof Replacement (Main Building & Senior Center)

FY 2022-23:

- Replace Roofs (5 of 9 ranch buildings)
- Replace Fire Panel
- Replace Elevator Cabs (2)
- Replace Hallway Furnaces (4)
- Parking Lot Crack Fill/Sealcoat Maintenance

# Statistical Information & Glossary

## About the City of Novi

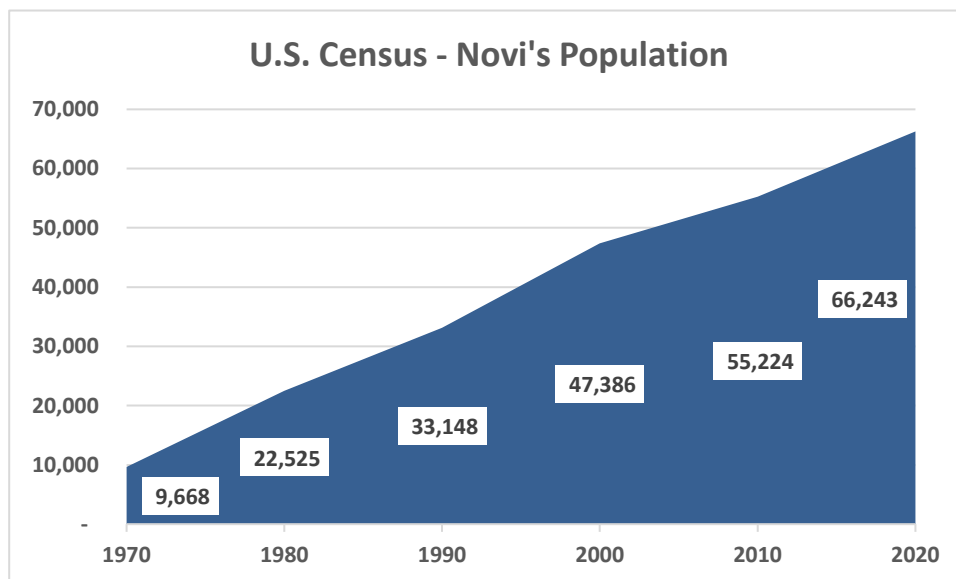
The City of Novi encompasses an area of approximately 31.6 square miles or 20,417 acres and is about thirty miles northwest of downtown Detroit, in the southern portion of Oakland County. The City surrounds about two-thirds of Walled Lake, and the gently rolling topography of the area has made the City 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. 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 2020 Census estimates Novi's population as 66,243.

*Note for City of Novi : Incorporated as of the 1970 Census from Village of Novi. Population numbers prior to 1970 are of the village. The Village of Novi was incorporated in 1958 from the majority of Novi Township. Population numbers not available before 1960 as area was part of Novi Township.*



Source: U.S. Census Bureau.

| U.S. Census |                   |
|-------------|-------------------|
| <u>Year</u> | <u>Population</u> |
| 1970        | 9,668             |
| 1980        | 22,525            |
| 1990        | 33,148            |
| 2000        | 47,386            |
| 2010        | 55,224            |
| 2020        | 66,243            |

# 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.)

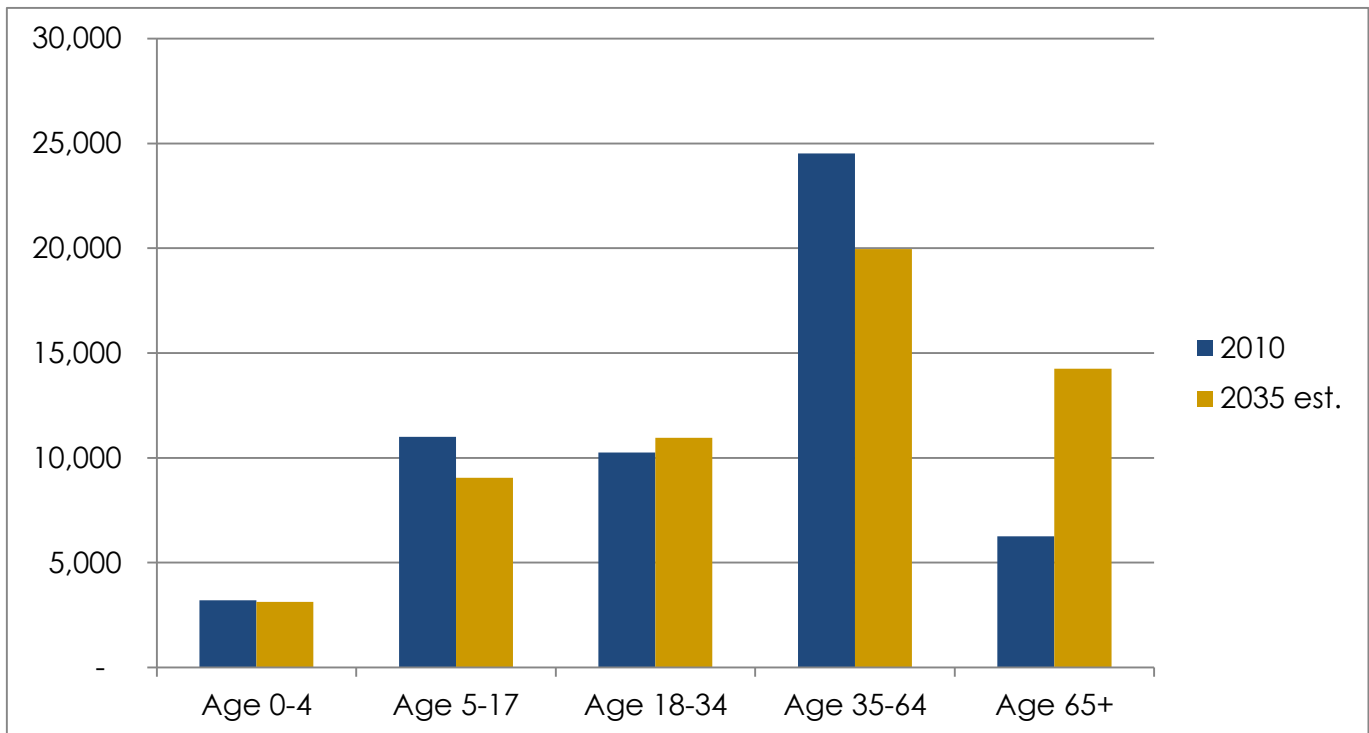
The City of Novi is served by four school districts: Northville Public School District, Novi Community School District, South Lyon Community School District, and Walled Lake Consolidated School District.

# 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.

\*\*\* This Page will be updated in Final Budget Document due to delay with 2020 Census. \*\*\*

To reflect quality standards, the Census Bureau has delayed the 2016-2020 ACS 5-year data release originally targeted for December 2021. Additional time is needed to continue refining the methodology so that there is minimal impact of nonresponse bias due to the COVID-19 pandemic. The current plan targets a March 2022 release date.



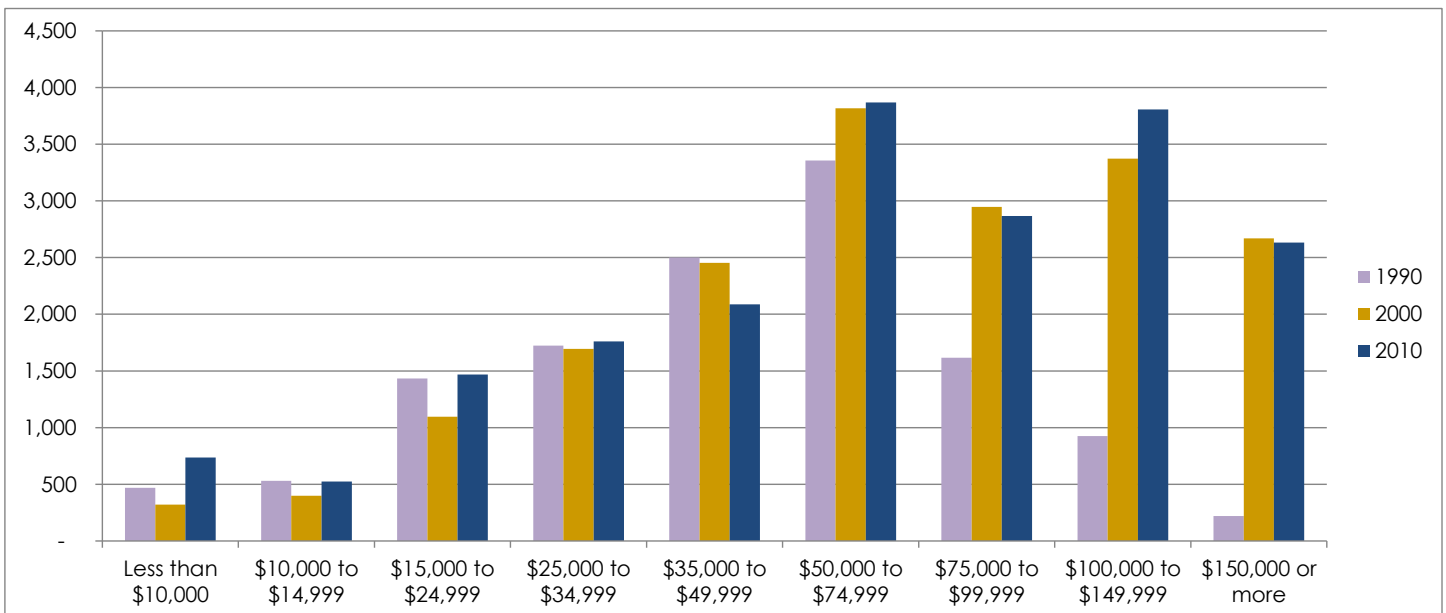
# Statistical Information & Glossary

## 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.



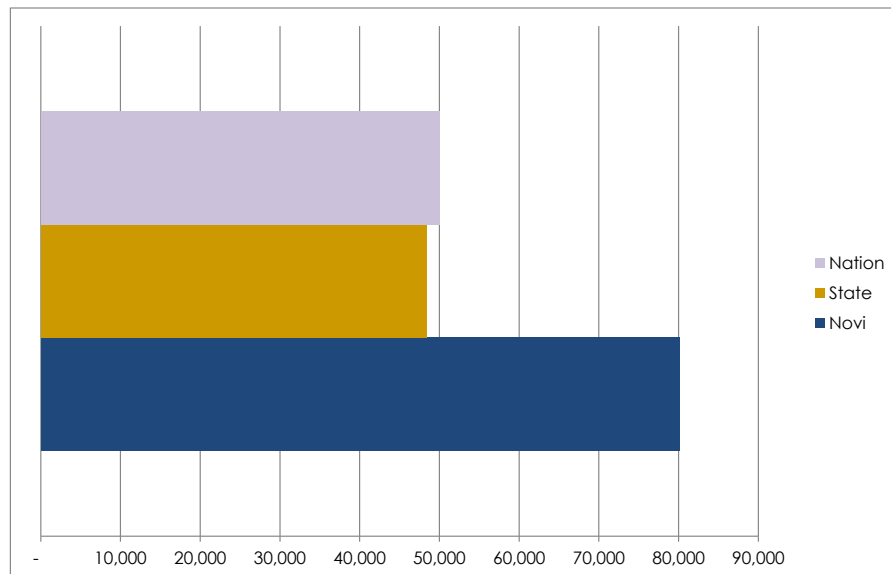
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# Statistical Information & Glossary

|   | Novi                   | State                  | Nation                 |
|---|------------------------|------------------------|------------------------|
| <b>INCOME AND BENEFITS<br/>(IN 2010 INFLATION-ADJUSTED DOLLARS)</b> | <b>2010<br/>Census</b> | <b>2010<br/>Census</b> | <b>2010<br/>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.

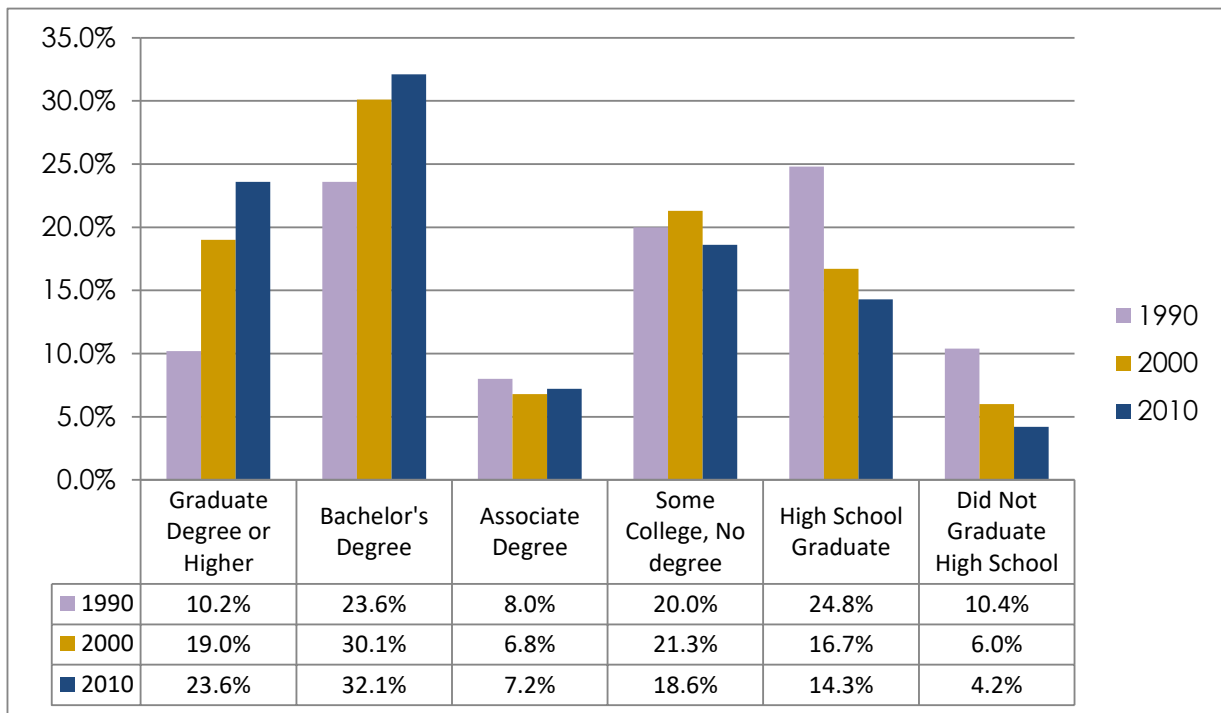
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# Statistical Information & Glossary

## 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<br>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

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# 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<br/>(in 2010 Dollars)</b> | <b>\$168,866</b> |            | <b>\$236,800</b> |            | <b>\$259,656</b> |            |
| <b>Median Contract Rent<br/>(in 2010 Dollars)</b> | <b>\$898</b>     |            | <b>\$746</b>     |            | <b>\$944</b>     |            |

Source: SEMCOG Community Profiles, US Census Bureau

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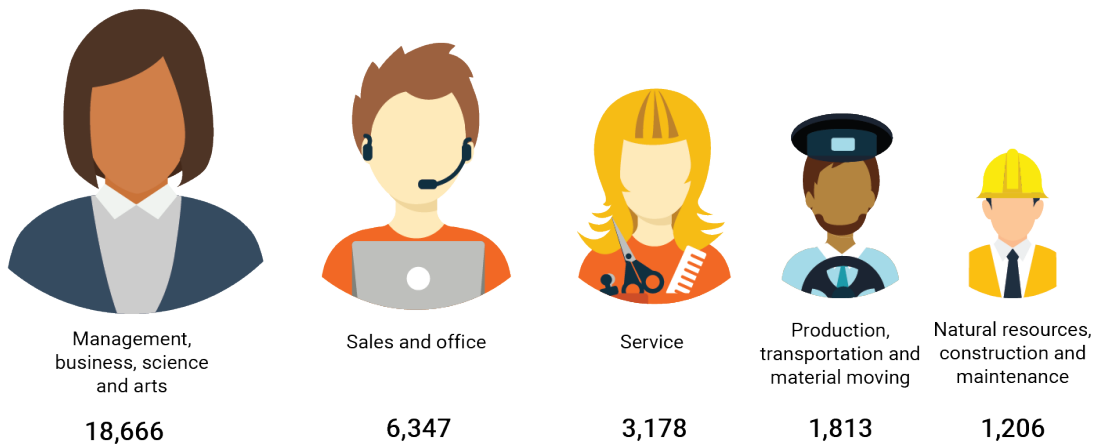
# Statistical Information & Glossary

## 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.

## OCCUPATIONS

(employed population 16 and older - estimates)



Source: 2019 American Community Survey 5-Year Estimates

## 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.



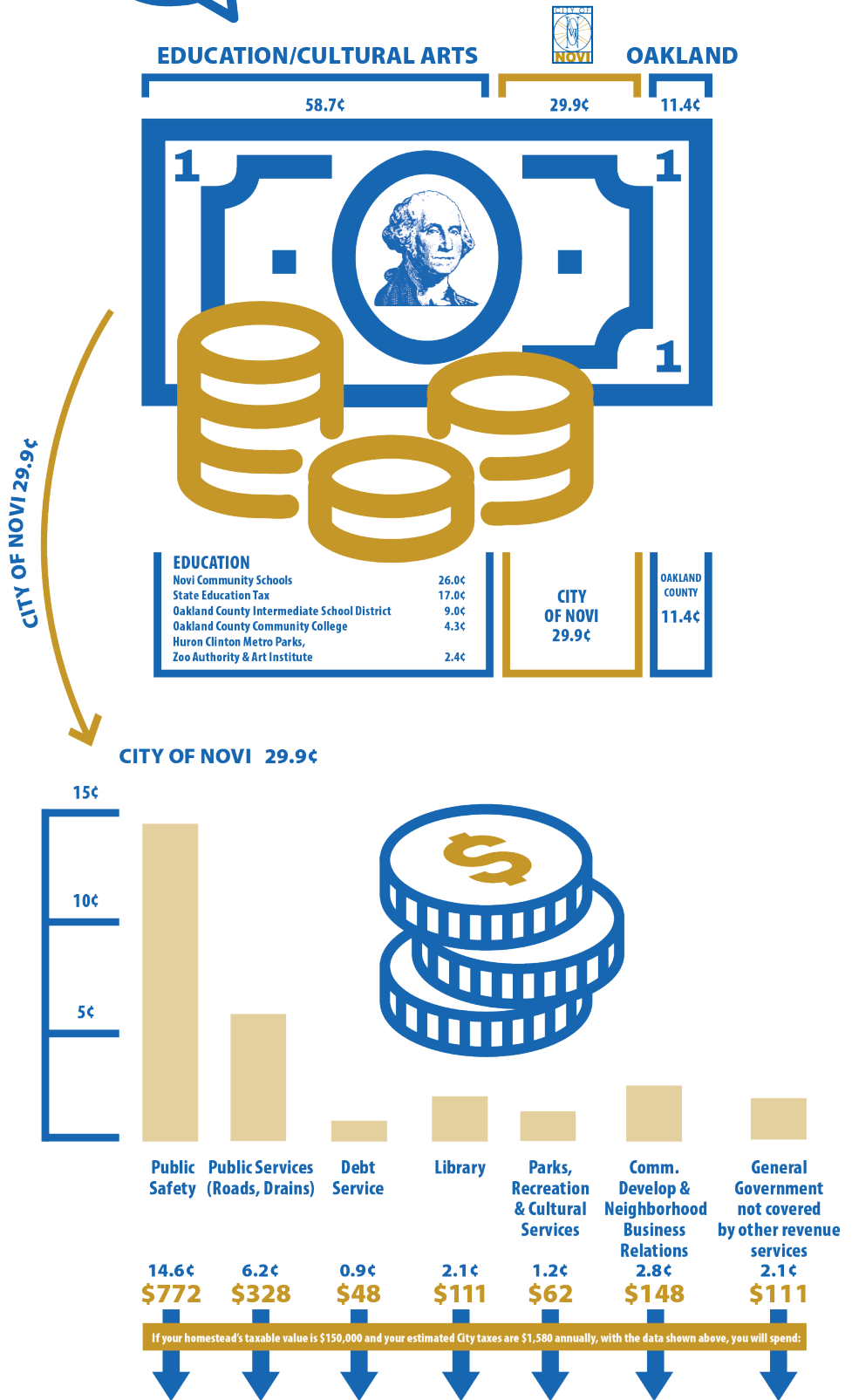
# Statistical Information & Glossary

WHERE DOES YOUR PROPERTY TAX DOLLAR GO?

## 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.



The City of Novi receives 29.9¢ for every property tax dollar paid. The City of Novi's overall taxable values continue to fare relatively well, supported by a diverse tax base of residential and other properties, combined with the new construction.

# Statistical Information & Glossary

## 2020 Top Ten Property Owners (by Taxable Value)

| Rank | Taxpayer                                 | 2020 Taxable Value | Percentage of Total |
|------|--|--------------------|---------------------|
| 1    | Redwood - ERC Novi LLC / Fox Run Village | \$ 69,590,060      | 1.7%                |
| 2    | TVO Mall Owner LLC / Twelve Oaks Mall    | 56,566,890         | 1.4%                |
| 3    | Singh Development /Waltonwood            | 45,947,410         | 1.1%                |
| 4    | International Transmission Co            | 38,639,010         | 1.0%                |
| 5    | Haggerty Corp. / HCP Land LLC            | 38,539,350         | 1.0%                |
| 6    | Detroit Edison                           | 31,731,080         | 0.8%                |
| 7    | Occidental Development Ltd.              | 30,082,950         | 0.7%                |
| 8    | TBON LLC                                 | 26,765,930         | 0.7%                |
| 9    | Providence Hospital                      | 21,577,130         | 0.5%                |
| 10   | Consumers Energy                         | 17,441,190         | 0.4%                |

Source: FY 2020-21 Comprehensive Annual Financial Report; Statistical section page 175

# Statistical Information & Glossary

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

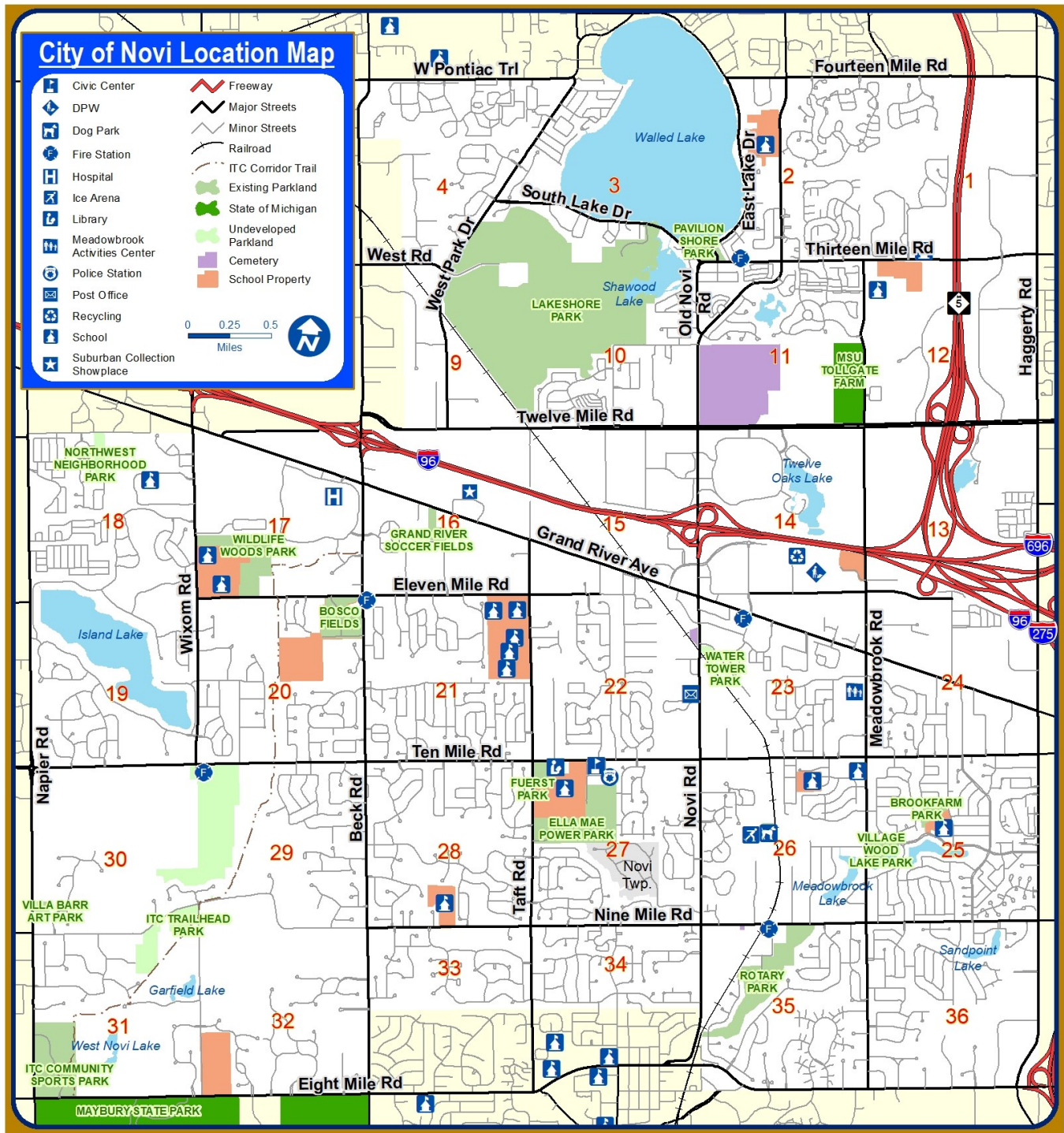
| Function/ program                           | 2012         | 2013         | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| <b>Election data</b>                        |              |              |              |              |              |              |              |              |              |              |
| Registered voters                           | 37,366       | 38,757       | 39,248       | 39,341       | 38,706       | 39,706       | 40,661       | 40,720       | 41,877       | 45,457       |
| Voters at polls                             | 3,633        | 20,484       | 4,719        | 14,341       | 3,423        | 20,160       | 4,126        | 18,472       | 4,027        | 9,811        |
| Absentee ballots                            | 2,386        | 8,765        | 2,599        | 5,029        | 2,588        | 9,937        | 4,141        | 8,921        | 6,333        | 25,945       |
| Percent voting                              | 16%          | 75%          | 19%          | 49%          | 16%          | 76%          | 20%          | 67%          | 25%          | 78%          |
| <b>Police</b>                               |              |              |              |              |              |              |              |              |              |              |
| Part A crimes                               | 1,841        | 2,048        | 1,736        | 1,654        | 1,508        | 1,596        | 1,454        | 1,246        | 1,115        | 1,133        |
| Part B crimes                               | 627          | 626          | 673          | 622          | 638          | 577          | 1,128        | 1,009        | 808          | 474          |
| Injury accidents                            | 288          | 310          | 276          | 295          | 300          | 273          | 339          | 262          | 254          | 262          |
| Property damage                             | 1,631        | 1,695        | 1,153        | 1,037        | 1,084        | 1,174        | 1,413        | 1,446        | 1,457        | 904          |
| Moving traffic violations                   | 9,381        | 10,058       | 8,487        | 8,216        | 7,916        | 5,904        | 5,427        | 3,376        | 2,742        | 6,039        |
| Parking violations                          | 288          | 199          | 185          | 75           | 231          | 392          | 755          | 317          | 389          | 22           |
| Adult arrests                               | 2,082        | 2,241        | 2,355        | 2,574        | 2,428        | 1,965        | 2,101        | 1,996        | 1,306        | 955          |
| Juvenile arrests                            | 166          | 137          | 142          | 98           | 98           | 100          | 119          | 64           | 25           | 14           |
| OUIL arrests                                | 335          | 342          | 268          | 164          | 217          | 145          | 186          | 135          | 119          | 22           |
| False alarms                                | 2,090        | 2,270        | 2,538        | 2,164        | 2,094        | 2,074        | 1,885        | 1,312        | 1,847        | 2,290        |
| <b>Fire</b>                                 |              |              |              |              |              |              |              |              |              |              |
| Fire incidents                              | 120          | 112          | 120          | 113          | 124          | 78           | 95           | 84           | 80           | 133          |
| Service incidents                           | 1,249        | 1,360        | 1,345        | 457          | 642          | 502          | 543          | 720          | 687          | 616          |
| Fire inspections conducted                  | 3,557        | 3,063        | 2,919        | 3,108        | 2,898        | 2,944        | 2,322        | 2,057        | 2,945        | 4,048        |
| Medical emergencies                         | 3,169        | 3,383        | 3,425        | 3,811        | 3,784        | 4,064        | 4,175        | 4,439        | 4,516        | 4,566        |
| Paid-on-call staff                          | 68           | 55           | 54           | 39           | 71           | 63           | 67           | 59           | 54           | 62           |
| <b>Parks and recreation</b>                 |              |              |              |              |              |              |              |              |              |              |
| Youth classes/clinics                       | 1,544        | 1,620        | 1,149        | 1,584        | 1,475        | 1,577        | 1,790        | 2,172        | 1,801        | 2,011        |
| Adult classes/clinics                       | 414          | 340          | 462          | 1,244        | 549          | 3,268        | 2,750        | 2,856        | 2,201        | 823          |
| Youth leagues                               | 2,431        | 2,512        | 2,471        | 2,199        | 2,934        | 3,403        | 2,724        | 2,652        | 2,229        | 2,381        |
| Adult leagues                               | 4,120        | 5,220        | 5,279        | 5,300        | 3,868        | 3,630        | 4,373        | 3,549        | 2,319        | 3,217        |
| Summer day camp                             | 668          | N/A          | 334          | 498          | 747          | 691          | 864          | 1,017        | 295          | 495          |
| Lakeshore Park vehicle entry                | 10,822       | 13,000       | 15,462       | 14,391       | 1,007        | 14,320       | 10,285       | N/A          | N/A          | N/A          |
| Lakeshore Park attendance                   | 27,055       | 32,500       | 38,655       | 35,978       | 37,488       | 37,217       | 25,713       | N/A          | N/A          | N/A          |
| Lakeshore Park picnic shelter rental        | 105          | 116          | 125          | 120          | 231          | 150          | 166          | 48           | N/A          | 204          |
| Senior citizens served (1)                  | 76,462       | 77,759       | 75,832       | 79,172       | 77,687       | 66,845       | 65,395       | 73,015       | 58,587       | 50,261       |
| Special event attendance                    | 14,018       | 17,021       | 20,028       | 16,840       | 18,153       | 26,026       | 27,670       | 26,645       | 14,321       | 2,268        |
| Civic Center Rentals                        | 1,492        | 1,520        | 1,560        | 1,058        | 1,203        | 916          | 1,074        | 747          | 214          | 12           |
| Civic Center Attendance                     | 35,506       | 17,021       | 44,200       | 33,988       | 23,023       | 21,731       | 22,156       | 20,135       | 12,030       | 284          |
| Novi Theaters - Cast                        | 198          | 253          | 293          | 86           | N/A          | N/A          | 110          | N/A          | N/A          | N/A          |
| Novi Theaters - Audience                    | 4,715        | 5,454        | 4,997        | 1,705        | N/A          | N/A          | 1,441        | N/A          | N/A          | N/A          |
| <b>Library (2)</b>                          |              |              |              |              |              |              |              |              |              |              |
| Items circulated                            | 803,552      | 800,031      | 799,475      | 734,643      | 793,991      | 833,558      | 812,025      | 857,854      | 719,842      | 952,505      |
| Book collections                            | 152,024      | 151,724      | 152,236      | 149,941      | 140,895      | 141,129      | 141,638      | 139,449      | 138,683      | 141,928      |
| Audio/Video/CD collections                  | 20,618       | 23,507       | 25,677       | 27,776       | 29,077       | 29,737       | 30,642       | 30,100       | 29,193       | 26,073       |
| Periodical subscriptions                    | 208          | 210          | 242          | 207          | 207          | 218          | 203          | 190          | 167          | 166          |
| Requests of Information                     | 210,960      | N/A          | 115,392      | 115,392      | 113,778      | 117,325      | 116,219      | 114,709      | 88,345       | 67,245       |
| Youth Summer Reading                        | 1,338        | 2,042        | 2,340        | 2,584        | 2,084        | 2,362        | 2,465        | 2,029        | 1,338        | 1,918        |
| Program participants                        | 45,572       | 34,899       | 40,010       | 40,901       | 46,854       | 56,026       | 60,246       | 75,595       | 54,334       | 30,762       |
| Visitors                                    | 378,571      | 389,220      | 401,984      | 392,047      | 404,979      | 424,401      | 488,778      | 463,818      | 325,645      | 178,569      |
| Interlibrary loans                          | 109,274      | 109,330      | 106,250      | 105,588      | 112,016      | 115,222      | 111,236      | 102,655      | 74,748       | 129,224      |
| <b>Water and Sewer</b>                      |              |              |              |              |              |              |              |              |              |              |
| Customers:                                  |              |              |              |              |              |              |              |              |              |              |
| Residential                                 | 13,191       | 13,604       | 13,760       | 13,946       | 14,105       | 14,220       | 14,411       | 13,648       | 13,856       | 13,794       |
| Commercial                                  | 1,254        | 1,223        | 1,204        | 1,259        | 1,264        | 1,239        | 928          | 935          | 936          | 922          |
| Water (in thousand gallons):                |              |              |              |              |              |              |              |              |              |              |
| Purchased from Detroit                      | \$ 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 | \$ 2,328,828 |
| Sold to residents                           | \$ 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 | \$ 2,180,865 |
| Rates:                                      |              |              |              |              |              |              |              |              |              |              |
| Fixed rate quarterly water charge           | 37.00        | 40.00        | 57.00        | 57.00        | 80.00        | 56.00        | 56.00        | 56.00        | 56.00        | 56.00        |
| Additional usage per 1,000 gallons          | 3.44         | 3.86         | 4.00         | 4.13         | 3.05         | 3.2          | 3.2          | 3.26         | 3.33         | 3.43         |
| Fixed rate quarterly sewer charge           | 5.00         | 6.00         | 6.00         | 6.00         | 30.00        | 30.00        | 30.00        | 30.00        | 30.00        | 30.00        |
| Sewer (per thousand gallons of water usage) | 4.00         | 4.25         | 4.00         | 4.30         | 3.40         | 3.60         | 3.60         | 3.89         | 4.01         | 4.33         |

Source: FY 2020-21 Comprehensive Annual Financial Report; pg 186-189



# Statistical Information & Glossary

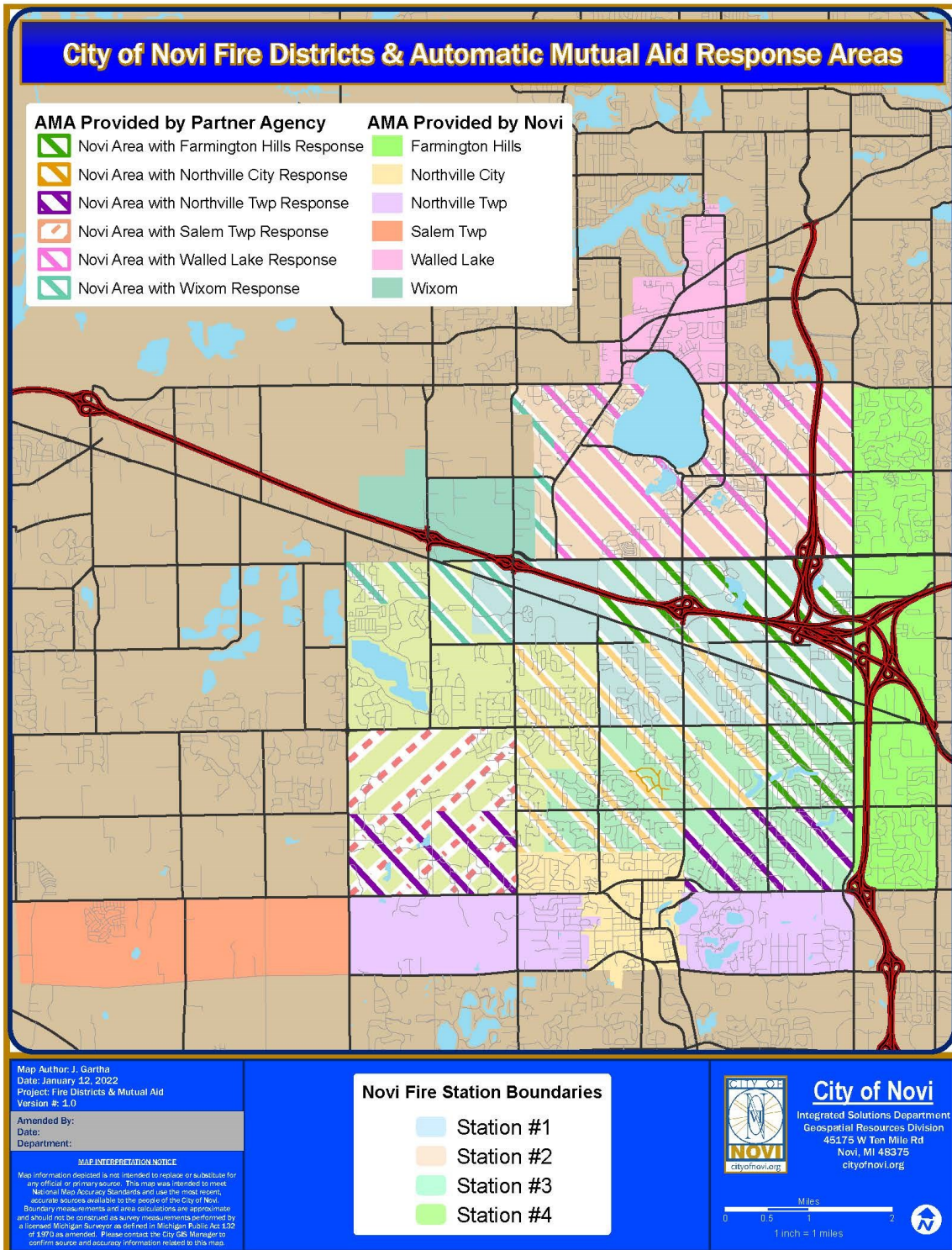
City of Novi Location Map





# Statistical Information & Glossary

## Public Safety Facilities & Resources Serving Southwestern Oakland, Northwester 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)   | 2,933                                     | 3,152                                       | 3,328                                      | 2,633                                     | 3,842                                     | 2,118                                      | 2,338                                      | 2,636                                     | 4,249                                       | 2,318                                      | 1,723                                     | 2,210                                     |
| <b>POPULATION (2016-2020 American Community Survey 5-Year Estimates)</b>               |   |   |  |   |   |  |  |   |   |  |   |   |
| 2020 Census  | 114,746                                   | 174,721                                     | 87,521                                     | 111,822                                   | 69,917                                    | 66,243                                     | 141,290                                    | 58,703                                    | 73,256                                      | 76,300                                     | 74,372                                    | 92,833                                    |
| 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 (2018-2020)   | -1.0%                                     | 3.9%  | -6.0%                                      | 4.9%                                      | -1.3%                                     | 11.1%                                      | 1.2%                                       | 0.7%                                      | 8.2%  | 2.1%                                       | 0.1%                                      | -1.9%                                     |
| % Change (2010-2020)   | 8.9%                                      | 29.2%                                       | 3.5%                                       | 17.3%                                     | 10.4%                                     | 20.0%                                      | 12.2%                                      | 3.4%                                      | 35.3%                                       | 7.5%                                       | 12.4%                                     | 5.1%                                      |
| 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                                    | 45,256                                      | 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 (2019 American Community Survey 5-Year Estimates)</b>                  |   |   |  |   |   |  |  |   |   |  |   |   |
| Median Age of Population   | 44.6                                      | 39.2  | 28.1                                       | 34.9                                      | 40.4                                      | 38.6                                       | 35.4                                       | 46.0                                      | 34.5  | 42.2                                       | 34.6                                      | 38.6                                      |
| School Age Children (5 to 19)  | Count: 26,392<br>Percentage: 23.1%        | Count: 42,064<br>Percentage: 25.3%          | Count: 16,730<br>Percentage: 18.2%         | Count: 26,065<br>Percentage: 24.5%        | Count: 16,357<br>Percentage: 23.3%        | Count: 14,523<br>Percentage: 24.2%         | Count: 39,221<br>Percentage: 28.5%         | Count: 11,926<br>Percentage: 20.3%        | Count: 14,685<br>Percentage: 22.4%          | Count: 16,177<br>Percentage: 21.8%         | Count: 16,647<br>Percentage: 22.7%        | Count: 23,719<br>Percentage: 25.1%        |
| Senior Citizens (65 & over)  | Count: 19,766<br>Percentage: 17.3%        | Count: 20,285<br>Percentage: 12.2%          | Count: 9,376<br>Percentage: 10.2%          | Count: 8,936<br>Percentage: 8.4%          | Count: 10,811<br>Percentage: 15.4%        | Count: 7,922<br>Percentage: 13.2%          | Count: 15,138<br>Percentage: 11.0%         | Count: 12,866<br>Percentage: 21.9%        | Count: 7,080<br>Percentage: 10.8%           | Count: 13,505<br>Percentage: 18.2%         | Count: 10,047<br>Percentage: 13.7%        | Count: 11,812<br>Percentage: 12.5%        |
| Race - White   | Count: 79,201<br>Percentage: 69%          | Count: 99,357<br>Percentage: 59%            | Count: 40,054<br>Percentage: 43%           | Count: 40,675<br>Percentage: 38%          | Count: 45,240<br>Percentage: 64%          | Count: 37,965<br>Percentage: 57%           | Count: 100,691<br>Percentage: 72%          | Count: 47,336<br>Percentage: 81%          | Count: 59,941<br>Percentage: 89%            | Count: 54,941<br>Percentage: 74%           | Count: 35,264<br>Percentage: 47%          | Count: 58,745<br>Percentage: 62%          |
| Race - Black or African American   | Count: 1,231<br>Percentage: 1.1%          | Count: 13,506<br>Percentage: 8.0%           | Count: 35,833<br>Percentage: 38.5%         | Count: 17,282<br>Percentage: 16.2%        | Count: 4,724<br>Percentage: 6.7%          | Count: 4,991<br>Percentage: 7.5%           | Count: 8,262<br>Percentage: 5.9%           | Count: 1,984<br>Percentage: 3.4%          | Count: 1,565<br>Percentage: 2.3%            | Count: 2,767<br>Percentage: 3.7%           | Count: 28,580<br>Percentage: 38.5%        | Count: 10,694<br>Percentage: 11.3%        |
| Race - Asian   | Count: 9,004<br>Percentage: 8%            | Count: 39,035<br>Percentage: 23%            | Count: 2,401<br>Percentage: 3%             | Count: 12,534<br>Percentage: 12%          | Count: 2,918<br>Percentage: 4%            | Count: 17,771<br>Percentage: 27%           | Count: 6,293<br>Percentage: 5%             | Count: 3,132<br>Percentage: 5%            | Count: 30,009<br>Percentage: 44%            | Count: 11,541<br>Percentage: 15%           | Count: 1,471<br>Percentage: 2%            | Count: 4,626<br>Percentage: 5%            |
| Race - Hispanic or Latino (of any race)  | Count: 17,302<br>Percentage: 15%          | Count: 14,376<br>Percentage: 9%             | Count: 5,076<br>Percentage: 5%             | Count: 35,853<br>Percentage: 34%          | Count: 13,158<br>Percentage: 19%          | Count: 2,686<br>Percentage: 4%             | Count: 17,485<br>Percentage: 13%           | Count: 4,660<br>Percentage: 8%            | Count: 5,310<br>Percentage: 8%              | Count: 3,614<br>Percentage: 5%             | Count: 5,757<br>Percentage: 8%            | Count: 14,090<br>Percentage: 15%          |
| <b>HOUSING AND EDUCATION (2019 American Community Survey 5-Year Estimates)</b>         |   |   |  |   |   |  |  |   |   |  |   |   |
| % Owner Occupied Units   | 64.9%                                     | 68.4%                                       | 33.4%                                      | 42.6%                                     | 66.4%                                     | 66.7%                                      | 70.2%                                      | 87.2%                                     | 50.8%                                       | 79.4%                                      | 49.4%                                     | 68.6%                                     |
| Average Family Size  | 3.01                                      | 3.12  | 2.32                                       | 3.44                                      | 3.00                                      | 3.20                                       | 3.30                                       | 3.18                                      | 3.06  | 3.09                                       | 2.85                                      | 3.09                                      |
| Median Household Income (2019 dollars)   | \$110,478                                 | \$104,669                                   | \$40,875                                   | \$64,493                                  | \$71,076                                  | \$98,020                                   | \$90,435                                   | \$90,345                                  | \$132,188                                   | \$93,953                                   | \$50,444                                  | \$99,726                                  |
| 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 Household Income (2016 dollars)   | \$97,145                                  | \$94,617                                    | \$35,069                                   | \$57,549                                  | \$63,537                                  | \$86,193                                   | \$79,691                                   | \$85,580                                  | \$107,341                                   | \$83,507                                   | \$41,291                                  | \$84,959                                  |
| % Change Household Income (2016-2019)  | 10%                                       | 11%   | 17%  | 10%                                       | 12%                                       | 14%  | 13%  | 6%  | 23%   | 13%  | 22%                                       | 17%                                       |
| Median Home Value (2019)   | \$814,700                                 | \$356,400                                   | \$161,200                                  | \$209,000                                 | \$203,800                                 | \$322,100                                  | \$238,100                                  | \$287,700                                 | \$703,000                                   | \$295,000                                  | \$155,800                                 | \$374,700                                 |
| Median Home Value (2018)   | \$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 Home Value (2016)   | \$674,400                                 | \$309,800                                   | \$148,200                                  | \$161,700                                 | \$160,200                                 | \$266,000                                  | \$201,200                                  | \$273,100                                 | \$525,000                                   | \$247,500                                  | \$136,000                                 | \$315,100                                 |
| % Median Home Value (2016-2019)  | 21%                                       | 15%   | 9%   | 18%                                       | 27%                                       | 21%  | 18%  | 5%  | 34%   | 19%  | 15%                                       | 19%                                       |
| Median Gross Rent (2019)   | \$2,025                                   | \$1,246                                     | \$819                                      | \$1,210                                   | \$1,165                                   | \$1,347                                    | \$1,019                                    | \$1,233                                   | \$1,929                                     | \$1,287                                    | \$967                                     | \$1,281                                   |
| Median Gross Rent (2018)   | \$1,970                                   | \$1,199                                     | \$799                                      | \$1,165                                   | \$1,118                                   | \$1,308                                    | \$990                                      | \$1,203                                   | \$1,855                                     | \$1,251                                    | \$928                                     | \$1,218                                   |
| Median Gross Rent (2016)   | \$1,830                                   | \$1,084                                     | \$742                                      | \$1,026                                   | \$993                                     | \$1,143                                    | \$919                                      | \$1,117                                   | \$1,617                                     | \$1,148                                    | \$846                                     | \$1,096                                   |
| % Median Gross Rent (2016-2019)  | 10.7%                                     | 14.9%                                       | 10.4%                                      | 13.5%                                     | 17.3%                                     | 17.8%                                      | 10.9%                                      | 10.4%                                     | 19.3%                                       | 12.1%                                      | 14.3%                                     | 16.9%                                     |
| Average Commute Length (minutes)   | 29.2                                      | 23.3  | 18.3                                       | 25.6                                      | 26.9                                      | 26.9                                       | 21.7                                       | 35.1                                      | 24.2  | 26.9                                       | 24.6                                      | 30.6                                      |
| % College Degree   | 59.5%                                     | 67.8%                                       | 37.7%                                      | 34.1%                                     | 33.5%                                     | 60.6%                                      | 49.7%                                      | 44.4%                                     | 71.8%                                       | 57.4%                                      | 30.3%                                     | 58.2%                                     |
| <b>ECONOMIC CHARACTERISTICS (2019 American Community Survey 5-Year Estimates)</b>      |   |   |  |   |   |  |  |   |   |  |   |   |
| Arts, Entertainment & Recreation, Accommodation & Food Service                         | # of Employees: 2,278<br>Percentage: 2.0% | # of Employees: 2,812<br>Percentage: 1.7%   | # of Employees: 2,560<br>Percentage: 2.8%  | # of Employees: 3,648<br>Percentage: 3.4% | # of Employees: 1,707<br>Percentage: 2.4% | # of Employees: 878<br>Percentage: 1.5%    | # of Employees: 2,600<br>Percentage: 1.9%  | # of Employees: 780<br>Percentage: 1.3%   | # of Employees: 826<br>Percentage: 1.3%     | # of Employees: 979<br>Percentage: 1.3%    | # of Employees: 2,291<br>Percentage: 3.1% | # of Employees: 3,556<br>Percentage: 3.8% |
| Educational Services, Health Care & Social Assistance                                  | # of Employees: 5,504<br>Percentage: 4.8% | # of Employees: 12,410<br>Percentage: 7.5%  | # of Employees: 9,607<br>Percentage: 10.5% | # of Employees: 7,998<br>Percentage: 7.5% | # of Employees: 5,537<br>Percentage: 7.9% | # of Employees: 3,961<br>Percentage: 6.6%  | # of Employees: 11,833<br>Percentage: 8.6% | # of Employees: 5,057<br>Percentage: 8.6% | # of Employees: 2,499<br>Percentage: 3.8%   | # of Employees: 4,857<br>Percentage: 6.5%  | # of Employees: 4,906<br>Percentage: 6.7% | # of Employees: 4,711<br>Percentage: 5.0% |
| Manufacturing  | # of Employees: 6,471<br>Percentage: 5.7% | # of Employees: 7,860<br>Percentage: 4.7%   | # of Employees: 3,521<br>Percentage: 3.8%  | # of Employees: 4,480<br>Percentage: 4.2% | # of Employees: 2,218<br>Percentage: 3.2% | # of Employees: 6,810<br>Percentage: 11.3% | # of Employees: 5,703<br>Percentage: 4.1%  | # of Employees: 1,915<br>Percentage: 3.3% | # of Employees: 2,886<br>Percentage: 4.4%   | # of Employees: 8,409<br>Percentage: 11.3% | # of Employees: 4,696<br>Percentage: 6.4% | # of Employees: 2,830<br>Percentage: 3.0% |
| Professional, Scientific & Management, & Administrative, and Waste Management Services | # of Employees: 8,199<br>Percentage: 7.2% | # of Employees: 19,073<br>Percentage: 11.5% | # of Employees: 1,932<br>Percentage: 2.1%  | # of Employees: 6,258<br>Percentage: 5.9% | # of Employees: 3,330<br>Percentage: 4.7% | # of Employees: 4,028<br>Percentage: 6.7%  | # of Employees: 8,469<br>Percentage: 6.2%  | # of Employees: 2,452<br>Percentage: 4.2% | # of Employees: 12,271<br>Percentage: 18.7% | # of Employees: 3,987<br>Percentage: 5.4%  | # of Employees: 2,684<br>Percentage: 3.7% | # of Employees: 9,253<br>Percentage: 9.8% |
| Retail Trade   | # of Employees: 2,653<br>Percentage: 2.3% | # of Employees: 3,995<br>Percentage: 2.4%   | # of Employees: 2,401<br>Percentage: 2.6%  | # of Employees: 5,547<br>Percentage: 5.2% | # of Employees: 2,850<br>Percentage: 4.1% | # of Employees: 1,485<br>Percentage: 2.5%  | # of Employees: 4,909<br>Percentage: 3.6%  | # of Employees: 1,729<br>Percentage: 2.9% | # of Employees: 2,834<br>Percentage: 4.3%   | # of Employees: 1,668<br>Percentage: 2.2%  | # of Employees: 2,883<br>Percentage: 3.9% | # of Employees: 3,234<br>Percentage: 3.4% |

|  | 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      | 21,662              | 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.

**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.

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

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

# Statistical Information & Glossary

**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.

**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.

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

**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.

# Statistical Information & Glossary

**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.

**COVID-19:** Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus

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

**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.

**Fiduciary Fund:** 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.



# Statistical Information & Glossary

**Full-time Equivalent (FTE):** refers to a unit of measurement to summarize, in total, how many persons an organization/department employs based on hours worked which includes part-time, seasonal, full-time, etc.

**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.

**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.

**Governmental Fund:** governmental funds are "used to account for activities primarily supported by taxes, grants, and similar revenue sources." Within the category of Governmental Funds, there are five types: General Fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**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.



# Statistical Information & Glossary

**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.

**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.

**Major Fund:** Major funds are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**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.

# Statistical Information & Glossary

**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.

**Permanent Fund:** A permanent fund is classified as a restricted true endowment fund. Put simply, a permanent fund may be used to generate and disburse money to those entitled to receive payments by qualification or agreement. The purpose of the fund is to summarize equity used to permanently generate payments to maintain some financial obligation. A permanent fund can also be defined if the money is used to report the status of a restricted financial resource. The resource is restricted in the sense that only earnings from the resource are used and not the principal.

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

**Proprietary Fund:** A proprietary fund is used in governmental accounting to account for activities that involve business-like interactions, either within the government or outside of it. These activities are similar to what would be found in the private sector, so the reporting resembles what would be used by a private business.

**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.

**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.

# Statistical Information & Glossary

**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.

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# Resolutions

## **Resolution of Adoption 2022 Millage Rates**

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# Resolutions

**Resolution of Adoption Fiscal-Year 2022-2023 Budget and  
Acknowledging the Multi-Year Budget Including  
Projections of Future Fiscal-Years 2023-2024 and 2024-2025**

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