

NOVI'S PLAYBOOK

active mobility
plan

master plan
for land use

national
community survey

XO



Recommended Annual Budget
& Financial Plan

2023-24

City of Novi, Michigan

XX



CITY COUNCIL



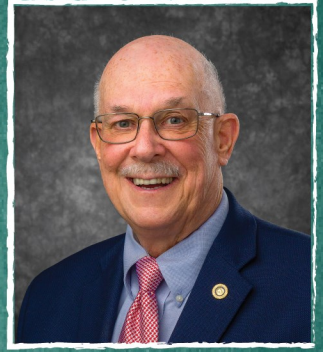
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Mayor



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Mayor Pro Tem



Laura Marie Casey
Council Member



Hugh Crawford
Council Member



Justin Fischer
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Brian Smith
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Ericka Thomas
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Victor Cardenas
Interim 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, 2022

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Novi, Michigan**, for its Annual Budget for the fiscal year beginning **July 1, 2022**. 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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INTRODUCTION



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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INTRODUCTION

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



FY 2023-24 RECOMMENDED BUDGET MESSAGE

April 3, 2023

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

I am honored to present the recommended Annual Budget for Fiscal Year 2023-24, including projections for Fiscal Years 2024-25 and 2025-26. Submitting a recommended annual budget is a task assigned by City Charter to the City Manager, and this is my second as the City's Interim City Manager. As in years past, the budget being delivered is balanced, and it includes all the technical information as required by law.

Of course, the budget is much more than just a list of projected revenues and expenditures that meet some legal or accounting obligations—it's the City's "playbook" for the 12 months starting July 1, 2023. In sports, the playbook is generally understood to contain all sorts of specific tactics for accomplishing individual tasks: the "x's and o's" necessary to move a ball forward under a certain set of circumstances, for example. But in an *exceptional* organization, the playbook contains much more than that. It includes a vision and strategies as well as tactics. It includes standard operating procedures and process workflows to definable ends. It assigns responsibilities to groups (departments) as well as individuals. It communicates to team members what the overall plan for a game or a season is. And, maybe most importantly, it talks about the kind of culture the organization wants to foster and perpetuate.

Our playbook for this year is guided by the principles and the direction determined by City Council. It will direct your Novi team of administration, staff, and volunteers as they work to make sure our residents and businesses have safe drinking water; traversable roads; excellent recreational opportunities; safety in their homes, offices, and public spaces; reliable solid waste removal services—everything that makes a community, and Novi in particular, an exceptional community. All that requires deliberate planning and constant assessment and reassessment—and sometimes an audible or change in options as things go along—but this playbook is where it all starts for next year.

As we look to the next fiscal year and beyond, the following processes, surveys, and initiatives have either been completed or are well underway to aid City Council and staff in assembling our playbook:

- ITC Community Sports Park Master Plan
- Master Plan for Land Use
- Active Mobility Plan (formerly the Non-Motorized Master Plan)
- Beck Road Environmental Assessment
- Results from the 2022 Citizen Survey
- Annual Comprehensive Financial Report
- 2023-2028 Capital Improvement Program

STRATEGIC GOALS, PRIORITIES & ISSUES

These documents will continue to inform what we as a City do for years to come. How that all will look and feel will be designed, added to, and, if necessary, changed by the actions not just of City Council but also the Planning Commission, Parks Commission, Corridor Improvement Authority, and many other citizen-led boards and commissions, all of whom contribute to the information contained in this budget document and all the other documents that go into assembling it.

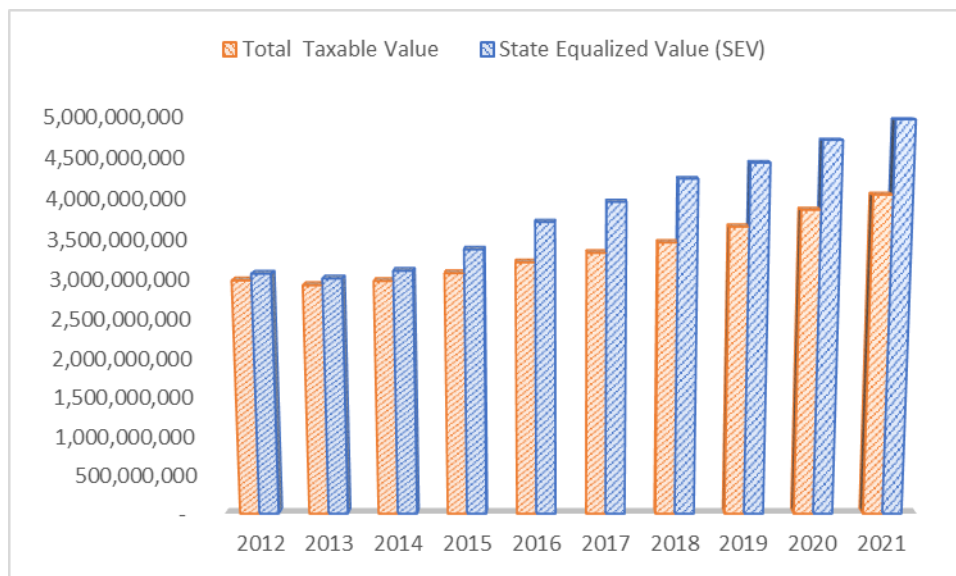
This year, a few points stand out, defining what we want to focus on as an organization: the City's overall strong financial position; some unique opportunities to achieve even greater recreational opportunities for our residents, public safety and public infrastructure investments; and attention to focusing on members of the Novi "team."

Financial Position

Sometimes, the best way to track a community's financial strength is to look at its trajectory. Novi's is certainly enviable. Over the past ten years, the City's financial position has changed significantly for the better, with both revenues and expenditures increasing—representing an increase in the amount and level of services—while the millage rate (the relative cost to taxpayers) has remained nearly the same.

GENERAL FUND			
	2013-14 ACTUAL ACTIVITY	2022-23 ESTIMATED ACTIVITY	2023-24 RECOMMENDED BUDGET
REVENUES	29,986,525	40,212,888	41,211,977
EXPENDITURES	29,308,072	43,647,348	41,211,977

The 2020 Census has shown that the City continues to grow, adding 11,000 -plus residents in that ten-year time frame. With these additional residents comes an increase in tax revenues. As a result, the City's Taxable Value (TV) has increased considerably by \$1.2 billion, which means that even though there are increased costs each year to the City, corresponding tax receipts allow the City to absorb those added costs.



STRATEGIC GOALS, PRIORITIES & ISSUES

And happily, the City's debt obligations continue to decrease, as the per capita debt ratio has decreased from \$696 to \$179—or 0.28% of the City's TV. 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. Moreover, the City will be debt free (as it relates to general obligation bonds) in three years, as the remaining debt for the Novi Public Library is paid off.

Legal Debt Margin			
2022 State Equalized Valuation (SEV)		\$	5,282,745,787
Debt Applicable to Debt Limit, at July 1, 2022			
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
Net Debt subject to limit as percent of Debt Limit:			2.15%

Comparing the City's standing with other communities in Oakland County, Novi now maintains the second lowest millage rate and the second highest taxable value (TV) for cities. One mill for the City of Novi equates to \$4.6 million. That compares favorably to the City of Troy, which has the lowest millage rate and highest TV in the County, where a mill equals about \$5.6 million.

<u>Community</u>	<u>Local Unit Type</u>	<u>TOTAL MILLAGE RATE</u>	<u>Population</u>	<u>Taxable Value</u>
Troy	City	9.8966	87,294	5,754,238,160
Farmington Hills	City	16.5693	83,986	3,977,078,890
Southfield	City	27.3741	76,618	2,805,714,867
Rochester Hills	City	10.551	76,300	4,123,961,640
Waterford	Township	10.2615	70,565	2,603,444,450
Novi	City	10.5376	66,243	4,402,609,530
West Bloomfield	Township	11.6475	65,888	4,224,621,700
Pontiac	City	17.9089	61,606	1,114,386,120
Royal Oak	City	17.55	58,211	3,379,570,000
Bloomfield Hills	City	10.96	44,253	985,034,730
Commerce	Township	3.0363	38,514	2,477,358,140
Independence	Township	7.5136	36,686	1,938,445,369
Orion	Township	6.3106	35,330	2,120,497,370

Recreation

The development of the "Northwest Park," located on Twelve Mile Road next to the Andelina Ridge neighborhood, brought to life a concept created in 2015 when the land was acquired. Grant dollars from the State's MNRTF assisted the City in acquiring this property. An Oakland County grant will assist with development, anticipated to begin in summer 2023. The park's passive design includes a kids' playscape that mirrors the natural look and feel of the park and stone/gravel and natural trails throughout. A gravel parking lot was constructed in 2022 as part of the 12 Mile Road paving project.

Novi STRATEGIC GOALS, PRIORITIES & ISSUES

The City's commitment to Seniors also continues in this budget, embodied in the improvements to Meadowbrook Commons. Window replacements throughout the facility are scheduled for spring/summer 2023. The Capital Improvement Program includes air conditioning unit replacements throughout the facility as well as new furnaces in common areas. The popularity of pickleball spurred the proposal for constructing four new courts at Meadowbrook Commons which are also reflected in the Capital Improvement Program. Significant Improvements over the past five years include installation of a generator, roof replacement on all buildings, and hot water tank and refrigerator replacements.



As you can see, we are not just focused on next fiscal year; we will be looking years down the road and making sure we have the contents of future playbooks. A Parks and Recreation Master Plan will be drafted during this next fiscal year, guiding our Parks, Recreation, & Cultural Service Department.

Infrastructure

City leaders have remained committed to actively maintaining and planning for improvements to the City's infrastructure. Using various studies and assessments put in place over previous years, the Department of Public Works (DPW) ensures repairs and upgrades are completed proactively. That mindset continues in the recommended FY 2023-24 Budget. Wixom Road, a main thoroughfare running north to south, connecting Ten Mile Road to the City's limits near Grand River Avenue, will be re-constructed in the calendar year 2024, which actually paves the way (pardon the road construction pun) for Taft Road to first quickly be resurfaced in Summer 2023. This Taft Road resurfacing will finish off a project that spanned two seasons, beginning with the construction of the community's second roundabout at the Nine Mile Road intersection. Novi Road will also see improvements as the Road Commission for Oakland County (RCOC) improves that stretch of road from Nine Mile to Ten Mile Roads. All totaled, \$10.5 million in road projects are proposed.

Enhancements to the City's water and sewer network will continue to be made, with improvements to sewer mains that service Meadowbrook Glens as well as a new water main for Roethel Drive, among others.

Public Safety

The fundamental and defining commitment by City Council to a safe community stays strong in this budget as the City continues to invest in the Police and Fire Departments. The planned new fire apparatus will be the third truck ordered in three years, ensuring that the City maintains a safe engine fleet. A portable driving simulator is included in the recommended budget as staff looks to keep mandatory training in the City for both Police and Fire personnel. Officers in the simulator utilize virtual reality glasses to run through the scenarios they may find on the road. In car cameras and body cameras were approved during fiscal year 2022-23 to get ahead of the long lead times due to the global supply shortages



STRATEGIC GOALS, PRIORITIES & ISSUES

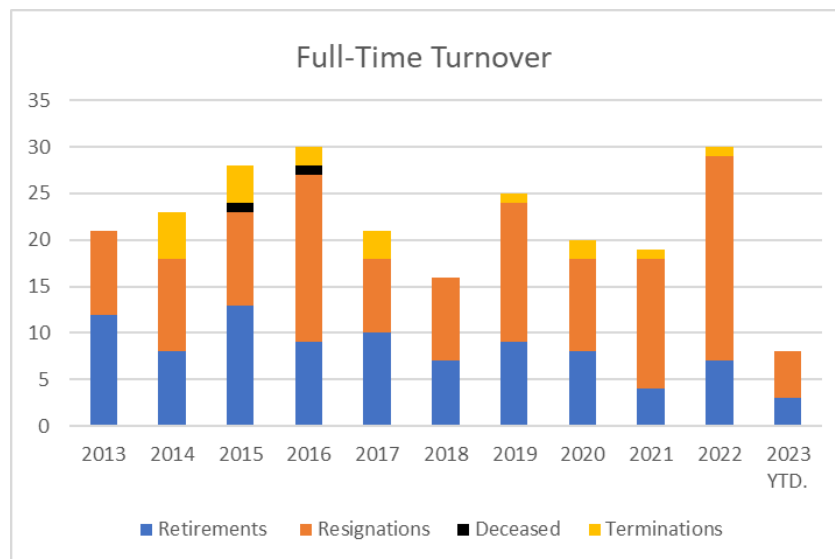
The Team

Michiganders, whether we bleed Green and White or Maize and Blue, know what the mantra "The Team" refers to. Legendary University of Michigan football coach Bo Schembechler drilled the saying into his players... "The Team, The Team, The Team." It meant that no player, coach, or staff member was more important than The Team as a whole. We can have the greatest, most enlightened, and most comprehensive playbooks to guide us, but without a dedicated Team, those "plays" and plans won't be executed well—and therefore, neither will any stated vision for the organization be realized nor any hoped-for community culture or character be fostered.

We already have an exceptional team of staff and volunteers in Novi. According to the most recent National Citizen Survey, 89% of Novi residents believe that overall customer service by City employees is excellent or good. As Council well knows, the largest expense the City incurs each year is the salary and benefits of the 279 full-time and multiple part-time employees. In the proposed budget, the number of full-time employees remains the same as last year's budget. But Novi is not immune to the developing trends in organizations across the world.

89% of residents believe
Novi employees provided
excellent or good services

"The Great Resignation" describes a number of different things, from early retirement to "quiet quitting" to demands for continued remote/virtual work—all of which we've seen in our organization. The City historically sees about 11 employees resign on average per year over the last ten years, along with eight retiring a year. Since the pandemic, though, the new trend has been 15 employees on average resigning annually and six retiring.



In order to remain competitive in an aggressively shallow talent pool, the City needs to evaluate the compensation packages it offers to current and potential employees. Maintaining the high level of customer service that our residents, businesses, and stakeholders have come to expect, the City must continue to be innovative and flexible as it relates to pay. One final takeaway from the National Citizen Survey was that the overall confidence in Novi government was higher than the national average, along with acting in the community's best interest; none of that can occur if Novi is losing top talent individuals and applicants to surrounding agencies because of compensation packages.

STRATEGIC GOALS, PRIORITIES & ISSUES

Conclusion

My thanks to the City staff, with whom I have had the honor of serving for the last 12 years, for putting together another exemplary budget document—a creative and professional playbook for a truly exceptional organization and work year. As I've alluded to each of you on other occasions, the work and dedication that Novi employees continue to show is inspiring and motivates me. A special thanks to our Finance/budget development team: Carl Johnson, Jessica Dorey, Sabrina Lilla, Pat Cauchi, Megan Mikus, Pat Oleszkowicz, Keri Blough, Sheryl Walsh and Jeanette Handy. Staff looks forward to City Council's feedback and constructive conversation about the upcoming fiscal year.

Respectfully submitted,



Interim City Manager

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 and also guided the Interim-City Manager in creating the FY 2023-24 Recommended Budget. The City Council goals are listed below and on the following page:

Nurture 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.

Operate 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

Value 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

Invest 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

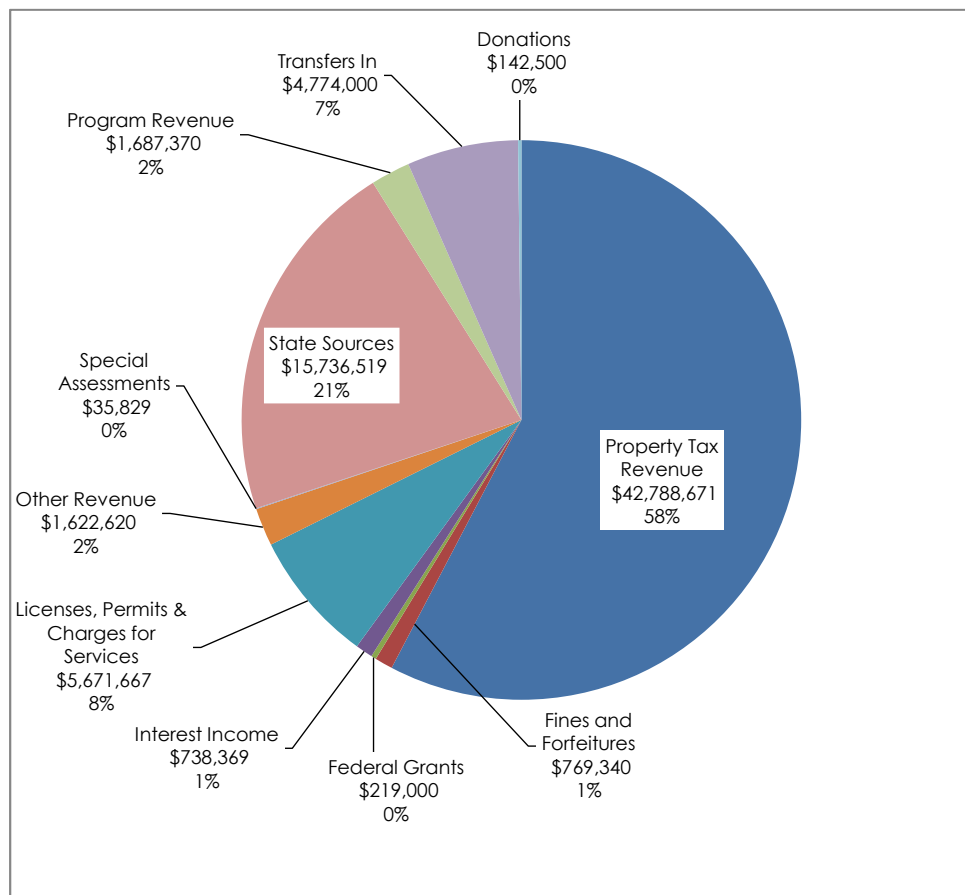
- Support the accreditation (or re-accreditation) processes for Police, Fire, Dispatch, etc.
- Develop proposals for FS#1 in the next 12 months and bring them to Council for policy discussion & direction on timing and funding mechanism

BUDGET OVERVIEW

Significant Budgetary Items and Trends

Fiscal Year 2023-2024 Budgeted Revenues (by category)

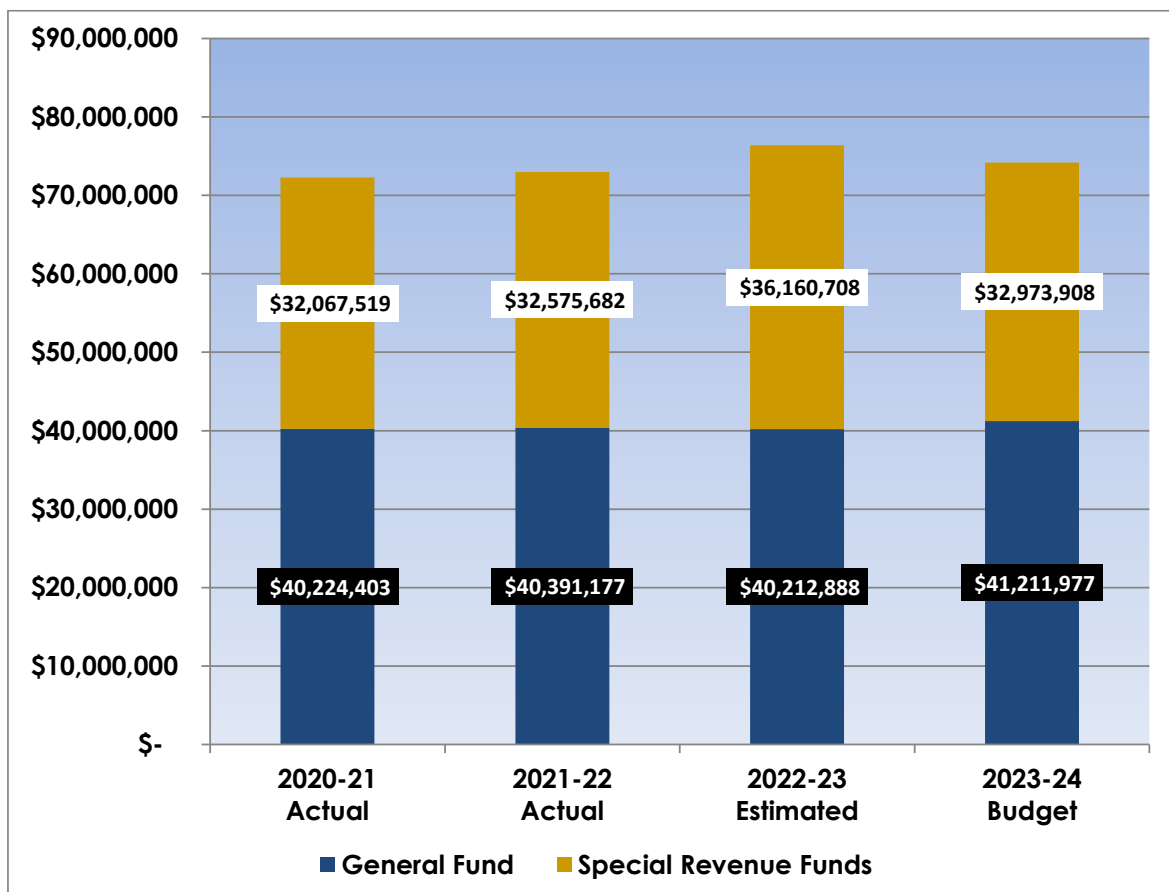
ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL BUDGETED
Property Tax Revenue	\$ 28,407,090	\$ 14,381,581	\$ 42,788,671
Fines and Forfeitures	325,000	444,340	\$ 769,340
Federal Grants	88,000	131,000	\$ 219,000
Interest Income	554,002	184,367	\$ 738,369
Licenses, Permits & Charges for Services	3,431,667	2,240,000	\$ 5,671,667
Other Revenue	833,620	789,000	\$ 1,622,620
Special Assessments	-	35,829	\$ 35,829
State Sources	7,541,598	8,194,921	\$ 15,736,519
Program Revenue	-	1,687,370	\$ 1,687,370
Transfers In	-	4,774,000	\$ 4,774,000
Donations	31,000	111,500	\$ 142,500
TOTAL ESTIMATED REVENUES	\$ 41,211,977	\$ 32,973,908	\$ 74,185,885



BUDGET OVERVIEW

Comparison of Revenue (Four-Year)

Fund	2020-21 Actual	2021-22 Actual	2022-23 Estimated	2023-24 Budget	% Change Estimated 2022-23 & Budget 2023-24
GENERAL FUND	\$ 40,224,403	\$ 40,391,177	\$ 40,212,888	\$ 41,211,977	2.48%
SPECIAL REVENUE FUNDS					
Major Street	4,798,035	5,582,019	6,351,347	6,098,738	-3.98%
Local Street	9,203,495	8,571,490	8,295,530	6,273,688	-24.37%
Municipal Street	6,136,639	6,295,543	6,609,365	6,948,015	5.12%
Parks, Recreation & Cultural Services	2,947,585	3,309,860	3,259,775	3,731,440	14.47%
Tree	166,070	(38,145)	404,248	406,592	0.58%
Drain	2,410,546	2,594,136	5,199,944	2,916,876	-43.91%
Rubbish Collection	2,626,986	2,101,595	2,165,000	2,230,000	3.00%
PEG Cable	13,048	(197)	-	-	0.00%
Community Development Block Grant	69,813	170,638	189,726	131,000	-30.95%
Forfeiture	223,781	344,242	180,218	572,340	217.58%
Library	3,217,848	3,295,483	3,428,349	3,598,890	4.97%
Library Contribution	37,507	(10,861)	41,377	30,500	-26.29%
American Rescue Plan Act (ARPA)	180,335	324,050	-	-	0.00%
West Oaks St. Street Lighting	7,530	7,529	7,529	7,529	0.00%
West Lake Dr Street Lighting	3,300	3,300	3,300	3,300	0.00%
Town Center St. Street Lighting	25,001	25,000	25,000	25,000	0.00%
	\$ 32,067,519	\$ 32,575,682	\$ 36,160,708	\$ 32,973,908	-8.81%
TOTAL REVENUE	\$ 72,291,922	\$ 72,966,859	\$ 76,373,596	\$ 74,185,885	-2.86%

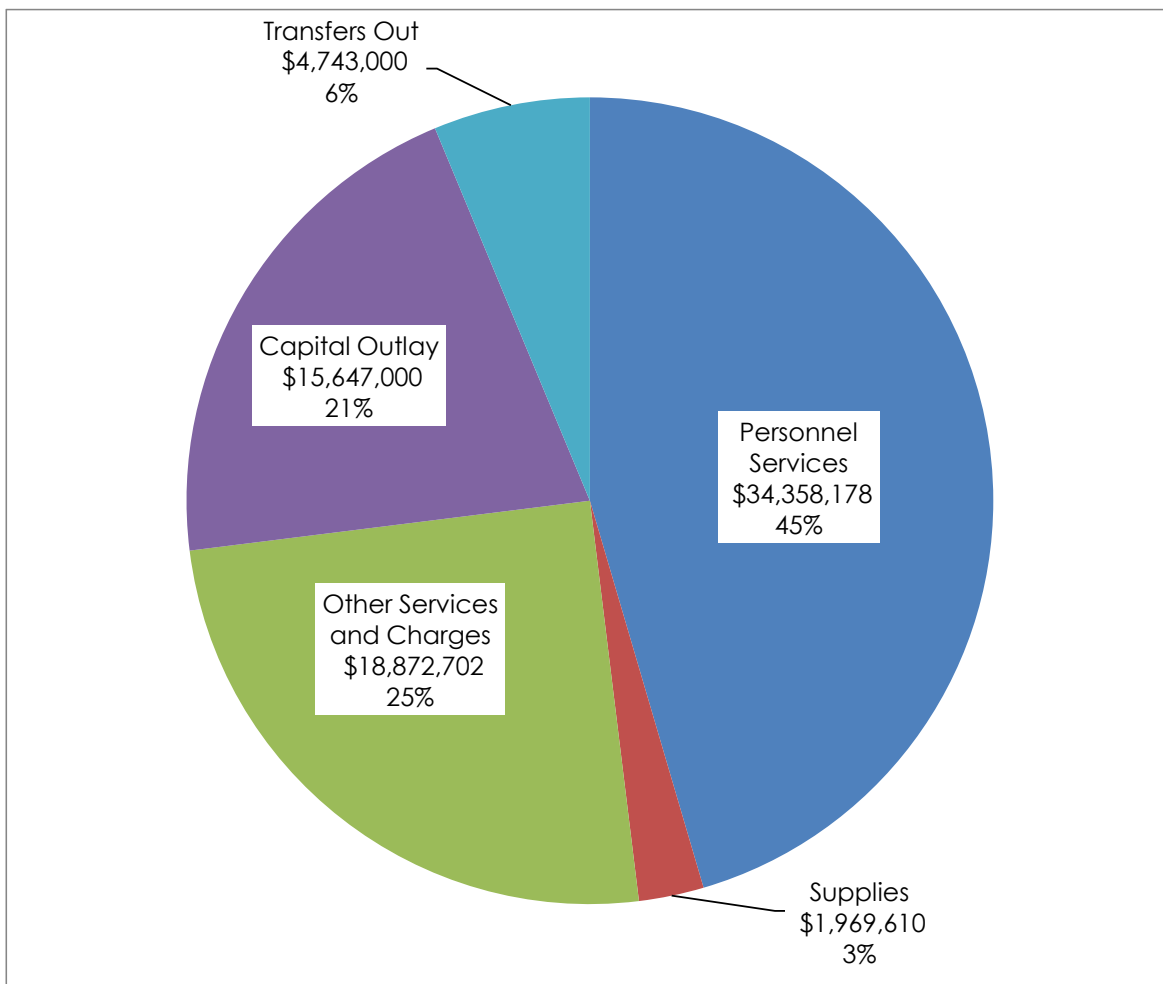


BUDGET OVERVIEW

Fiscal Year 2023-24 Budgeted Expenditures (by category)

The following represents Fiscal Year 2023-24 budgeted expenditures (General Fund and Special Revenue Funds), as well as a four-year comparison of expenditures by fund.

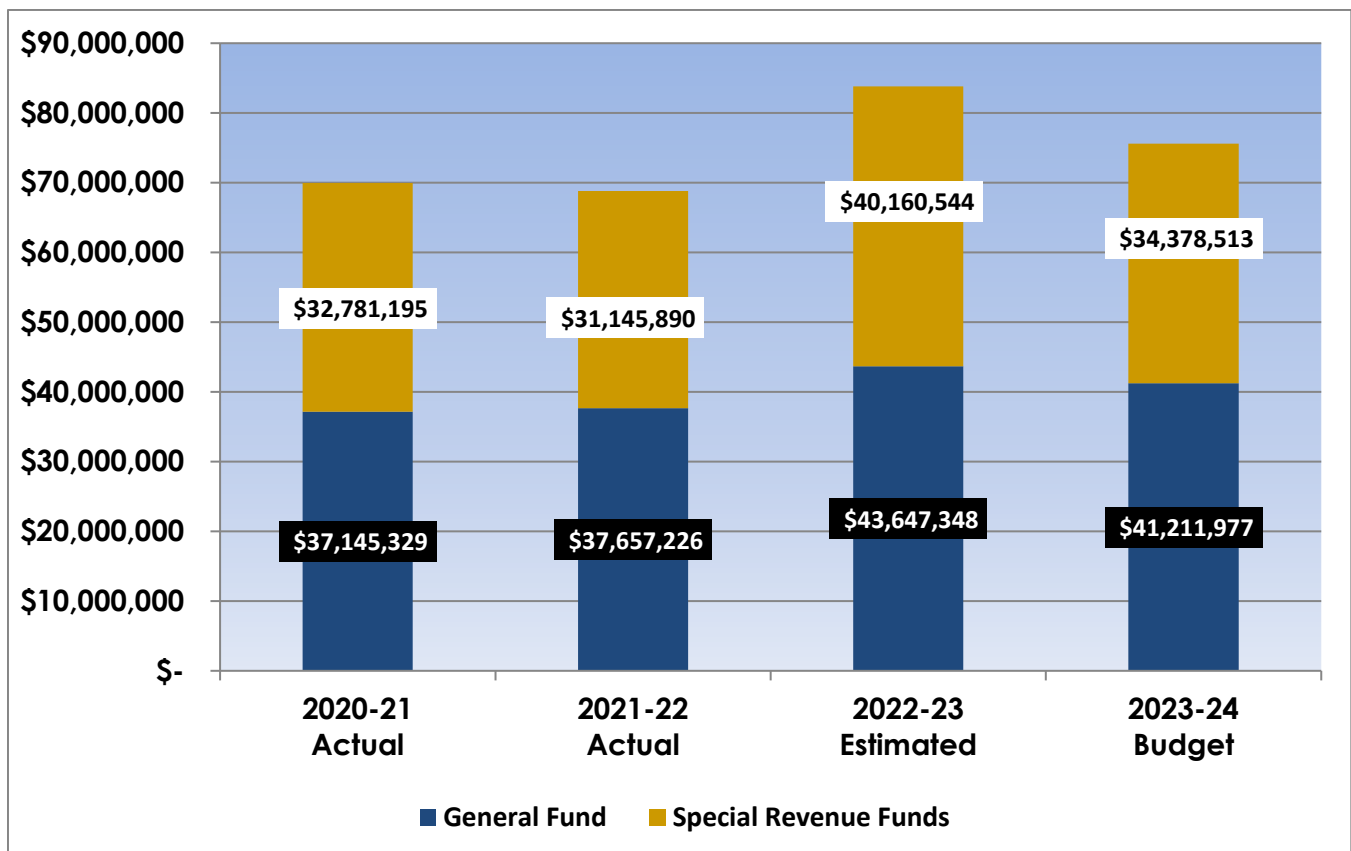
EXPENDITURES	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL BUDGETED
Personnel Services	\$ 30,333,587	\$ 4,024,591	\$ 34,358,178
Supplies	1,120,360	849,250	\$ 1,969,610
Other Services and Charges	7,757,920	11,114,782	\$ 18,872,702
Capital Outlay	1,500,110	14,146,890	\$ 15,647,000
Transfers Out	500,000	4,243,000	\$ 4,743,000
TOTAL EXPENDITURES	\$ 41,211,977	\$ 34,378,513	\$ 75,590,490



BUDGET OVERVIEW

Comparison of Expenditures (Four-Year)

Fund	2020-21 Actual	2021-22 Actual	2022-23 Estimated	2023-24 Budget	% Change Estimated 2022-23 & Budget 2023-24
GENERAL FUND	\$ 37,145,329	\$ 37,657,226	\$ 43,647,348	\$ 41,211,977	-5.58%
SPECIAL REVENUE FUNDS					
Major Street	4,089,491	4,586,983	7,406,103	7,226,738	-2.42%
Local Street	9,751,528	8,726,072	8,211,292	6,695,688	-18.46%
Municipal Street	6,467,366	5,154,413	9,015,894	5,505,015	-38.94%
Parks, Recreation & Cultural Services	2,603,651	2,915,920	3,296,355	4,299,440	30.43%
Tree	795,173	686,549	698,367	618,592	-11.42%
Drain	2,410,452	2,576,383	5,217,895	2,916,876	-44.10%
Rubbish Collection	2,626,986	2,101,595	2,165,000	2,230,000	3.00%
PEG Cable	296,266	288,781	-	-	0.00%
Community Development Block Grant	56,334	155,552	170,000	131,000	-22.94%
Forfeiture	421,434	344,242	180,218	572,340	217.58%
Library	3,004,034	3,227,293	3,716,033	3,876,245	4.31%
Library Contribution	48,830	28,740	53,058	276,300	420.75%
American Rescue Plan Act (ARPA)	180,335	324,050	-	-	0.00%
West Oaks St. Street Lighting	5,146	5,145	5,329	5,329	0.00%
West Lake Dr Street Lighting	3,157	3,158	3,300	3,250	-1.52%
Town Center St. Street Lighting	21,012	21,014	21,700	21,700	0.00%
	\$ 32,781,195	\$ 31,145,890	\$ 40,160,544	\$ 34,378,513	-14.40%
TOTAL APPROPRIATED FUNDS	\$ 69,926,524	\$ 68,803,116	\$ 83,807,892	\$ 75,590,490	-9.81%



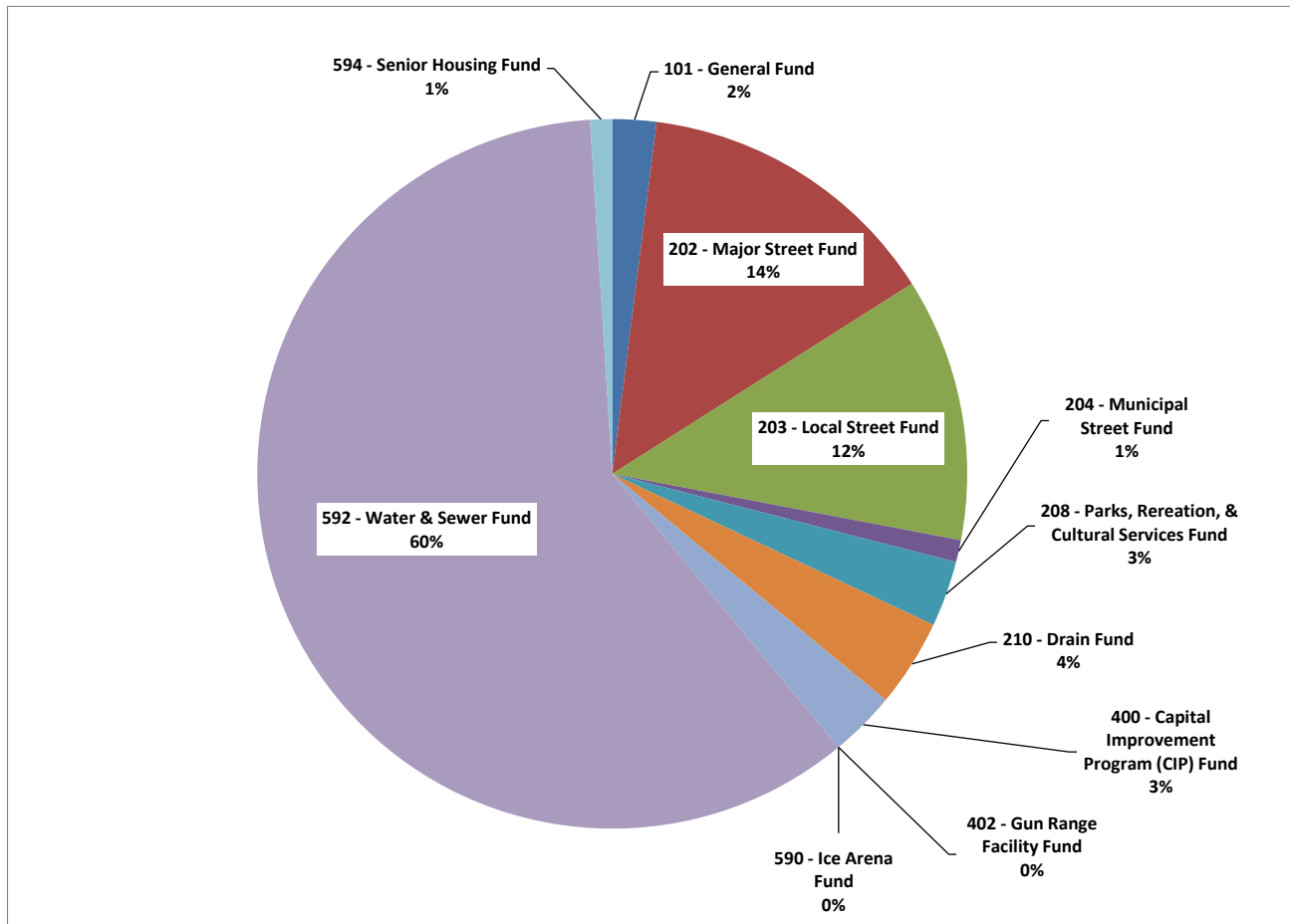
BUDGET OVERVIEW

Capital Improvement Program (CIP) Expenditures by Fund

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

FY 2023-24 Capital Improvements by Fund

FUND	Budget	Projected		Forecast			TOTAL
	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	
101 - General Fund	\$ 905,960	\$ 2,284,240	\$ 1,900,750	\$ 16,491,630	\$ 1,172,220	\$ 1,010,350	\$ 23,765,150
202 - Major Street Fund	\$ 5,602,100	\$ 7,600,310	\$ 6,051,780	\$ 9,730,160	\$ 1,281,490	\$ 33,219,970	\$ 63,485,810
203 - Local Street Fund	\$ 4,450,000	\$ 4,650,000	\$ 6,371,530	\$ 4,500,000	\$ 8,343,310	\$ 6,000,000	\$ 34,314,840
204 - Municipal Street Fund	\$ 555,000	\$ 548,530	\$ 200,000	\$ 2,640,610	\$ 339,990	\$ 200,000	\$ 4,484,130
208 - Parks, Rereation, & Cultural Services Fund	\$ 1,016,980	\$ 496,120	\$ 380,000	\$ 2,438,600	\$ 2,173,210	\$ 584,430	\$ 7,089,340
210 - Drain Fund	\$ 1,542,760	\$ 3,868,360	\$ 251,910	\$ 1,497,360	\$ 1,140,680	\$ 750,000	\$ 9,051,070
400 - Capital Improvement Program (CIP) Fund	\$ 1,140,390	\$ -	\$ -	\$ -	\$ 1,386,160	\$ -	\$ 2,526,550
402 - Gun Range Facility Fund	\$ -	\$ -	\$ 380,720	\$ 111,190	\$ -	\$ -	\$ 491,910
590 - Ice Arena Fund	\$ 110,800	\$ 144,500	\$ 819,550	\$ 525,330	\$ -	\$ -	\$ 1,600,180
592 - Water & Sewer Fund	\$ 23,919,070	\$ 4,527,290	\$ 7,388,290	\$ 9,006,080	\$ 4,592,570	\$ 4,500,000	\$ 53,933,300
594 - Senior Housing Fund	\$ 499,260	\$ 722,570	\$ 366,000	\$ 230,000	\$ 413,730	\$ 180,000	\$ 2,411,560
TOTAL	\$ 39,742,320	\$ 24,841,920	\$ 24,110,530	\$ 47,170,960	\$ 20,843,360	\$ 46,444,750	\$ 203,153,840



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 2021-22	Estimated 2022-2023	Budget 2023-2024	Projected	
				2024-2025	2025-2026
Revenue					
Property Taxes	\$ 5,946,998	\$ 6,168,945	\$ 6,539,559	\$ 6,776,994	\$ 6,951,159
State Right-of-Way	254,224	220,000	240,000	245,000	250,000
RCOC Trunkline - Summer & Winter	146,295	116,000	145,000	150,000	155,000
State Gas & Weight Tax	7,563,792	7,900,144	8,127,021	8,360,266	8,600,206
Other (Interest Income, Licenses Permits, & Charges for Services, Donations, State Sources, and Other Revenue)	(121,357)	522,153	25,861	33,411	34,077
Total Revenue	\$ 13,789,952	\$ 14,927,242	\$ 15,077,441	\$ 15,565,671	\$ 15,990,442
Expenditures					
Major Street Fund	\$ 341,638	\$ 5,716,051	\$ 5,622,100	\$ 7,620,310	\$ 6,071,780
Local Street Fund - Annual Neighborhood Repair Program	5,481,328	4,110,810	4,450,000	4,650,000	4,575,000
Local Street Fund - Other	1,847,084	2,342,590	-	-	1,796,530
Municipal Street Fund	675,003	1,952,995	555,000	548,530	200,000
Subtotal Capital Expenditures	\$ 8,345,053	\$ 14,122,446	\$ 10,627,100	\$ 12,818,840	\$ 12,643,310
Routine/Preventative Maintenance	2,155,399	2,506,705	3,060,500	3,070,500	3,080,500
Winter Maintenance	744,003	918,000	878,000	878,000	878,000
Traffic services	200,593	273,500	270,000	270,000	270,000
Other Services and Charges	363,320	483,638	348,841	359,331	359,632
Subtotal Maintenance and Other Expenditures	\$ 3,463,315	\$ 4,181,843	\$ 4,557,341	\$ 4,577,831	\$ 4,588,132
Total Expenditures	\$ 11,808,368	\$ 18,304,289	\$ 15,184,441	\$ 17,396,671	\$ 17,231,442
Revenues over/(under) expenditures	\$ 1,981,584	\$ (3,377,047)	\$ (107,000)	\$ (1,831,000)	\$ (1,241,000)

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 2023 TAX LEVY

	CITY CHARTER	ADJUSTED CHARTER MAXIMUM HEADLEE		2023 LEVY	REMAINING CAPACITY
		2022	2023		
OPERATING FUNDS					
GENERAL FUND-Operating	6.5000	4.7505	4.7505	4.7505	-
GENERAL FUND-PA 359 Advertising*	0.0000	3.9214	3.9214	0.0106	-
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	0.6114	0.1189
CIP FUND	1.0000	0.9514	0.9514	0.9514	-
LIBRARY FUND	1.0000	0.7303	0.7303	0.7303	-
DEBT SERVICE FUNDS					
2008 LIBRARY DEBT FUND	(as needed)	N/A	N/A	0.3471	Last Year of Levy 2027-28
				10.5376	

	MILLAGE			REVENUE	REMAINING CAPACITY
	2022-23	2023-24	CHANGE		
OPERATING FUNDS					
GENERAL FUND	4.7505	4.7505	0.0000	\$ 22,291,132	\$ -
GENERAL FUND-PA 359 Advertising*	0.0113	0.0106	(0.0007)	50,000	-
MUNICIPAL STREET FUND	1.4197	1.4197	0.0000	6,661,689	-
PUBLIC SAFETY	1.3518	1.3518	0.0000	6,343,060	-
PARKS AND RECREATION	0.3648	0.3648	0.0000	1,711,681	-
DRAIN REVENUE FUND	0.6107	0.6114	0.0007	2,865,539	554,825
CIP FUND	0.9514	0.9514	0.0000	4,464,239	-
LIBRARY FUND	0.7303	0.7303	0.0000	3,401,742	-
	10.1905	10.1905	0.0000	\$ 47,789,082	
DEBT SERVICE FUNDS					
2008 LIBRARY DEBT FUND	0.3471	0.3471	0.0000	1,422,706	
	10.5376	10.5376	0.0000	\$ 49,211,788	

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

NOTE: Assume No Headlee rollback for 2023 tax year

BUDGET OVERVIEW

Changes Presented between the Recommended to Adopted Budget

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BUDGET OVERVIEW

Changes Presented between the Recommended to Adopted Budget

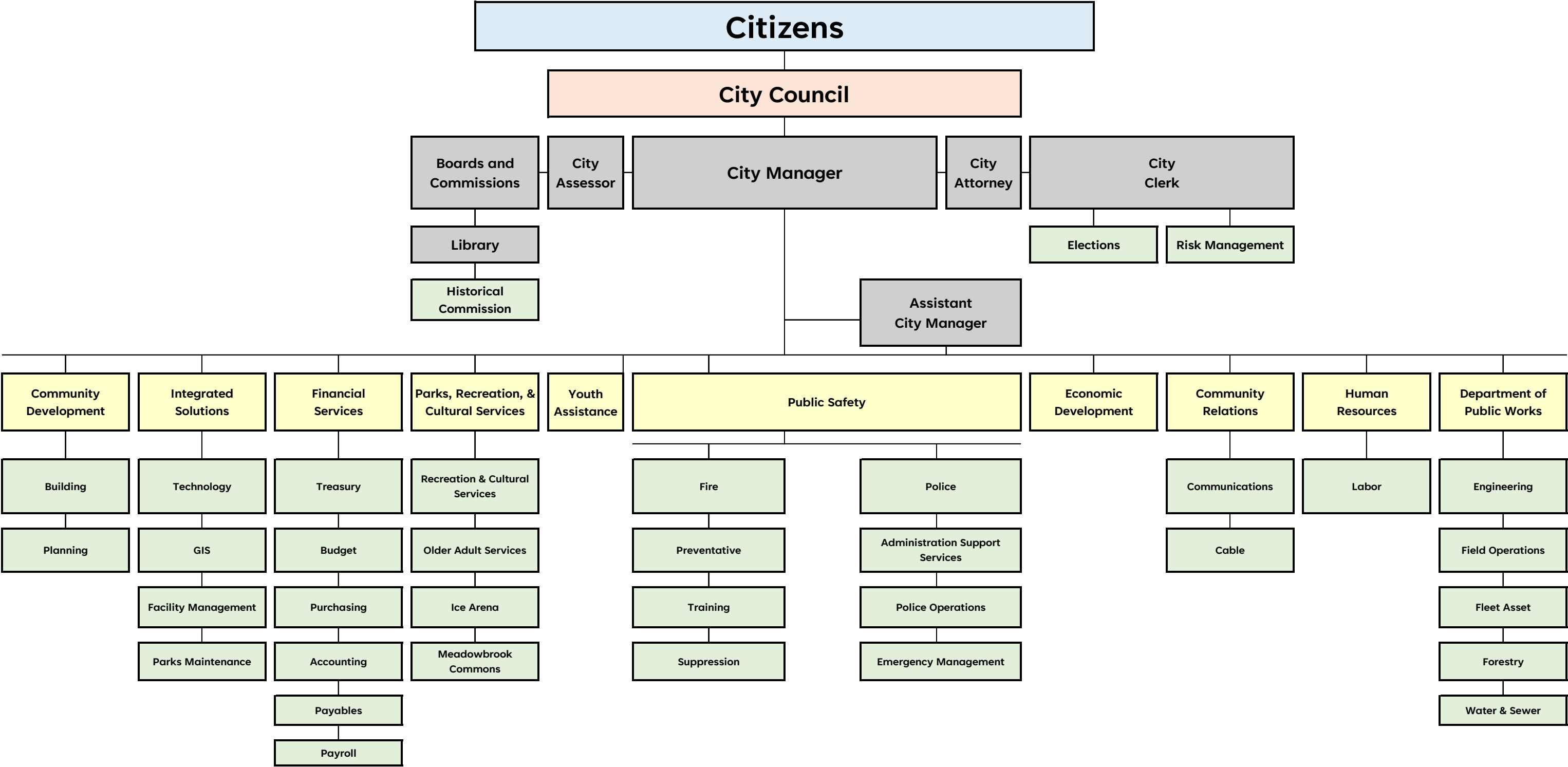
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BUDGET OVERVIEW

Changes Presented between the Recommended to Adopted Budget

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Organizational Chart



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FUND STRUCTURE, DESCRIPTIONS & RELATIONSHIP

Fund Structure

Governmental Funds	
* General Fund # 101 - General Fund Debt Service Fund 317 - 2016 Library Construction Debt Capital Project Funds 235 - Special Assessment Revolving # 400 - Capital Improvement Program (CIP) 402 - Gun Range Facility 463 - PEG Cable 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 (<i>FUND CLOSED AS OF 6/30/2022</i>) 264 - Community Development Block Grant 266 - Forfeiture 268 - Library 269 - Library Contribution 285 - ARPA Fund (<i>FUND CLOSED AS OF 6/30/2022</i>) 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	Fiduciary Funds
^ 246 - Corridor Improvement Authority (CIA) ^ 566 - Economic Development Corporation	^ 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, minor home repair program, Haven, and emergency services.

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 *(fund closed as of June 30, 2022):* 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 assists 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	Local Street	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		X								
265.10 Integrated Solutions: Parks Maintenance	X		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		X			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										X
442.10 DPW: Engineering	X	X	X	X		X		X			
442.20 DPW: Field Operations	X			X							
442.30 DPW: Fleet Asset	X			X		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		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.

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.

In addition, 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.

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.

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 (updated November 14, 2022)

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 OR CONTRACTS UNDER \$5,000 For expenditures of less than \$5,000, Department Heads are authorized to make the purchase. It is the responsibility of the Department Head to ensure the quality of goods/services and that competitive prices are received. Verbal quotes are acceptable.

PURCHASES OR CONTRACTS BETWEEN \$5,000 - \$24,999 For expenditures over \$5,000, it is the individual Department Head's responsibility to assure that a competitive price is received. At least three written quotations must be obtained, unless the Department Head can establish to the satisfaction of the Purchasing Department that there are not 3 qualified vendors, in which case as many quotations as can be secured are required. Quotations are to be maintained by the individual departments.

If you do not choose the lowest cost, you must include an explanation. Factors including, but not limited to, product quality, serviceability, delivery, and other considerations of a similar kind normally relevant to the exercise of good business judgment shall constitute sufficient and good cause on which to base such decisions.

PURCHASES OR CONTRACTS OF \$25,000 AND OVER Goods and services with a dollar value of \$25,000 or more shall be procured by the formal sealed bid process. Engineering services for projects that are awarded using the Agreement for Professional Engineering Services Public Projects to the pre-qualified firms on a rotating basis do not require formal sealed bids.

CAPITAL PURCHASES All Capital Purchases require PRIOR approval. CAPITAL is defined as: ANY ITEM WITH A COST OF \$25,000 OR MORE AND HAS A LIFE OF ONE (1) YEAR OR MORE. Capital purchases of \$25,000 or greater require a Purchase Order.

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 November and December 2022, the survey was mailed to a sample of 2,800 Novi households. 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 422 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 February 2023.

The survey continues to provide a tool for the budget process, and is conducted biannually with the next survey scheduled for September 2024.

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 Recommended Budget.

City Council Adoption

After receiving the Recommended 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, Light-Duty 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	- Capital Improvement Program (CIP) online database completed by Finance Department and GIS Department - Library Provides 268 Fund, 269 Fund, and Historical Commission budgets to Finance - CIP Committee Meeting
February	- City Council Budget Goal Setting Session <i>(election years only)</i> - Finance compiles City Manager Recommended Budget Document for City Manager review - Planning Commission Meeting - CIP Public Hearing and Adoption
March	Finance provides City Manager Recommended Budget Document to Community Relations Department for editing and printing
April	- City Manager Recommended Budget Document provided to City Council for review - City Council Budget Session(s) - City Manager Recommended Budget Document updated by Finance Department to reflect City Council input from Budget Sessions
May	- City Council Meeting - Budget Public Hearing - City Council Meeting - Adoption of budget, adoption of millage rates, and acknowledgement of multi-year budget
June	- Finance provides Adopted Budget Document to Community Relations Department for editing, printing, and inclusion on City website - Adopted Capital Improvement Program (CIP) online database finalized by Finance Department and GIS Department
FY 2023-24 begins July 1, 2023 and ends June 30, 2024	

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Consolidated Financial 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 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24
ESTIMATED REVENUES									
Property tax revenue	\$ 28,407,090	\$ 14,381,581	\$ 1,402,108	\$ 4,376,793	\$ -	\$ -	\$ -	\$ -	\$ 48,567,572
Capital Contributions	-	-	-	-	-	1,100,000	-	-	\$ 1,100,000
Contributions-Employer	-	-	-	-	-	-	-	-	\$ -
Donations	31,000	111,500	-	-	-	-	-	-	\$ 142,500
Federal grants	88,000	131,000	-	-	-	-	-	-	\$ 219,000
Fines and forfeitures	325,000	444,340	-	-	-	-	-	-	\$ 769,340
Interest income	554,002	184,367	100	83,300	76,000	350,700	2,000	2,300,000	\$ 3,550,469
Licenses, permits, and charges for services	3,431,667	2,240,000	-	380,000	-	-	3,280,000	-	\$ 9,331,667
Older adult program revenue	-	222,600	-	-	-	-	-	-	\$ 222,600
Operating Revenue	-	-	-	-	-	28,803,820	-	-	\$ 28,803,820
Other revenue	833,620	789,000	-	-	-	364,473	420,000	-	\$ 2,407,093
Program Revenue	-	1,464,770	-	-	-	1,757,975	-	-	\$ 3,222,745
Special Assessments Levied	-	35,829	-	-	-	-	-	-	\$ 35,829
State sources	7,541,598	8,194,921	10,600	-	-	-	-	-	\$ 15,747,119
Tap In Fees	-	-	-	-	5,000	-	-	-	\$ 5,000
Transfers in	-	4,774,000	-	-	-	-	-	-	\$ 4,774,000
TOTAL ESTIMATED REVENUES	\$ 41,211,977	\$ 32,973,908	\$ 1,412,808	\$ 4,840,093	\$ 81,000	\$ 32,376,968	\$ 3,702,000	\$ 2,300,000	\$ 118,898,754
APPROPRIATIONS									
Personnel services	\$ 30,333,587	\$ 4,024,591	\$ -	\$ -	\$ -	\$ 1,670,959	\$ 4,000,000	\$ 1,248,000	\$ 41,277,137
Supplies	1,120,360	849,250	-	-	-	107,175	-	-	\$ 2,076,785
Other services and charges	7,757,920	11,114,782	408	815	-	26,800,275	2,000	321,000	\$ 45,997,200
Capital outlay	1,500,110	14,146,890	-	1,179,900	-	24,617,100	-	-	\$ 41,444,000
Debt Service	-	-	1,412,400	128,378	-	1,571,459	-	-	\$ 3,112,237
Transfer Out	500,000	4,243,000	-	-	81,000	-	-	-	\$ 4,824,000
TOTAL APPROPRIATIONS	\$ 41,211,977	\$ 34,378,513	\$ 1,412,808	\$ 1,309,093	\$ 81,000	\$ 54,766,968	\$ 4,002,000	\$ 1,569,000	\$ 138,731,359
Estimated Beginning Unassigned Fund Balance - July 1, 2023									\$ 245,871,408
Estimated Ending Unassigned Fund Balance - June 30, 2024									\$ 226,038,803
Fund balance as a percentage of total annual expenditures									163%
Estimated Change in Fund Balance									-8%

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FINANCIAL SCHEDULES

General Fund

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
PROPERTY TAX REVENUE					
Property Tax Revenue - Current Levy	\$ 20,047,221	\$ 21,116,190	\$ 22,291,132	\$ 23,182,777	\$ 23,878,260
Property Tax Revenue - County Chargebacks	15,902	(116,807)	25,000	25,000	25,000
Property Tax Revenue - Tax Tribunal Accr	20,000	(25,000)	(25,000)	(25,000)	(25,000)
Property Tax Revenue - Brownfield Capture	(390)	(2,110)	(78,000)	(84,000)	(90,000)
Property Tax Revenue - Police & Fire Levy	5,655,896	5,899,051	6,227,000	6,454,000	6,620,000
Property Tax Revenue - Brownfield Cap 2015	(47,493)	(58,431)	(70,117)	(82,037)	(94,343)
Property Tax Revenue - PA 359 Advertising	50,115	49,889	50,000	50,000	50,000
Property Tax Revenue - CIA Cap 2018	(98,079)	(148,569)	(215,425)	(290,824)	(378,071)
Property Tax Revenue - C/Y Delequent PPT	(39,433)	(40,000)	(35,000)	(35,000)	(35,000)
Trailer Tax fees	11,006	11,000	12,500	12,500	12,500
Penalty and interest	187,759	200,000	225,000	235,000	250,000
PROPERTY TAX REVENUE	\$ 25,802,504	\$ 26,885,213	\$ 28,407,090	\$ 29,442,416	\$ 30,213,346
DONATIONS					
Police Dept Donations	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
Restricted Fire donations	-	500	500	500	500
Winter Fest - Donations/Sponsorships	23,050	36,000	30,000	-	-
DONATIONS	\$ 23,050	\$ 37,000	\$ 31,000	\$ 1,000	\$ 1,000
FEDERAL GRANTS					
Federal Grants - FEMA	\$ 13,936	\$ -	\$ -	\$ -	\$ -
Federal Grants - Fire	6,494	-	-	-	-
Federal Grants	8,093	5,000	5,000	5,000	5,000
TIA Grant	25,816	30,400	15,000	15,000	15,000
DRE Grant Revenue	291	-	-	-	-
Federal Grants - Other - ARPA	2,498,190	70,000	-	-	-
Federal forfeitures-reimbursement only	18,479	30,000	30,000	30,000	30,000
SS Task Force Reimbursement	22,501	20,000	20,000	20,000	20,000
FBI - OT Reimbursement	17,540	15,000	18,000	18,000	18,000
FEDERAL GRANTS	\$ 2,611,340	\$ 170,400	\$ 88,000	\$ 88,000	\$ 88,000
FINES AND FORFEITURES					
Court fees and fines	\$ 272,163	\$ 350,000	\$ 300,000	\$ 325,000	\$ 350,000
Motor carrier fines and fees	13,650	25,000	25,000	25,000	25,000
FINES AND FORFEITURES	\$ 285,813	\$ 375,000	\$ 325,000	\$ 350,000	\$ 375,000
STATE SOURCES					
Police training grant	\$ 17,918	\$ 26,000	\$ 25,000	\$ 25,000	\$ 25,000
State Grants - Local Comm Stab Share	17,196	17,200	17,200	17,200	17,200
State revenue sharing	8,171,113	6,858,550	7,499,398	7,649,386	7,802,374
STATE SOURCES	\$ 8,206,227	\$ 6,901,750	\$ 7,541,598	\$ 7,691,586	\$ 7,844,574

FINANCIAL SCHEDULES

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
LICENSES, PERMITS & CHARGES FOR SVCS					
Clerks Dept Fees (prior business regist)	\$ 5,918	\$ 7,900	\$ 10,000	\$ 10,000	\$ 10,000
Liquor license fees	65,041	70,100	70,000	75,000	80,000
Engineering review fees	128,258	250,000	125,000	125,000	125,000
Plan and landscape review fees	86,235	130,000	130,000	130,000	130,000
Wet, Wood, Landscape insp/review fees	91,220	200,000	100,000	95,000	95,000
Grading Permits	125	-	-	-	-
Building permits	466,578	787,380	550,000	575,000	675,000
Plan review fees	205,695	400,000	225,000	275,000	400,000
Refrigeration permits	60,844	68,000	75,000	75,000	75,000
Electrical permits	171,833	220,000	230,000	230,000	230,000
Heating permits	168,968	200,000	205,000	205,000	205,000
Plumbing permits	93,639	155,000	160,000	150,000	160,000
Other charges	138,683	325,000	175,000	200,000	300,000
Court abatement revenue	232	47,653	6,500	6,500	6,000
Soil erosion fees	14,262	27,000	27,000	27,000	27,000
Cable television fee	804,800	850,000	800,000	790,000	780,000
Weed cutting revenue	7,701	6,000	6,000	6,000	6,000
Board of appeals	14,750	21,000	20,000	20,000	20,000
Police department-miscellaneous revenue	154,473	174,000	139,000	139,000	139,000
Police dispatch service revenue	145,588	151,411	157,467	163,766	170,316
Police contracted services	81,944	100,000	100,000	100,000	100,000
Police OWI revenue	234	1,000	700	1,000	1,000
Police Department - Hosted Training	-	20,000	20,000	20,000	20,000
Administrative reimburse	58,213	140,000	88,000	95,000	135,000
Fire Station CEMS revenue	12,000	12,000	12,000	12,000	12,000
LICENSES, PERMITS & CHARGES FOR SVCS	\$ 2,977,234	\$ 4,363,444	\$ 3,431,667	\$ 3,525,266	\$ 3,901,316
INTEREST INCOME					
Interest on Investments	\$ 222,871	\$ 315,961	\$ 318,873	\$ 302,124	\$ 338,166
Interest on interfund borrow-CIP Fund	6,189	6,000	-	-	-
Unrealized gain (loss) on investments	(511,888)	85,000	5,129	66,477	106,165
Interest on Trust & Agency Funds	12,745	300,000	230,000	235,000	280,000
INTEREST INCOME	\$ (270,083)	\$ 706,961	\$ 554,002	\$ 603,601	\$ 724,331
OTHER REVENUE					
Insurance Reimbursement	\$ 8,576	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Fire Department	3,333	9,400	10,000	10,000	10,000
Fire Department Hosted Training	6,380	3,600	2,500	2,500	2,500
Miscellaneous income	196,281	119,500	175,000	100,000	170,000
Library Network Charges	41,299	45,000	30,000	27,000	27,000
State of the City revenue	-	4,000	4,000	4,000	4,000
Spring into Novi/Ethnic Taste & Tune Rev	5,000	-	-	-	-
Novi Township assessment	19,087	20,000	20,500	21,000	21,500
RRRASOC Hosting Fees	16,000	16,000	16,000	16,000	16,000
Cell tower revenue	50,342	50,350	50,350	50,350	50,350
Sale of fixed assets	43,524	105,000	125,000	125,000	125,000
Municipal service charges	365,270	365,270	365,270	365,270	365,270
OTHER REVENUE	\$ 755,092	\$ 773,120	\$ 833,620	\$ 756,120	\$ 826,620
TOTAL ESTIMATED REVENUES	\$ 40,391,177	\$ 40,212,888	\$ 41,211,977	\$ 42,457,989	\$ 43,974,187

FINANCIAL SCHEDULES

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
APPROPRIATIONS					
Dept 101.00-CITY COUNCIL					
PERSONNEL SERVICES	\$ 36,089	\$ 36,079	\$ 36,234	\$ 36,317	\$ 36,402
SUPPLIES	322	200	200	200	200
OTHER SERVICES AND CHARGES	8,767	28,610	29,090	29,090	29,090
TOTAL Dept 101.00-CITY COUNCIL	\$ 45,178	\$ 64,889	\$ 65,524	\$ 65,607	\$ 65,692
Dept 172.00-CITY MANAGER					
PERSONNEL SERVICES	\$ 548,713	\$ 588,159	\$ 556,422	\$ 571,843	\$ 587,739
SUPPLIES	2,914	3,200	1,500	1,500	1,500
OTHER SERVICES AND CHARGES	127,599	207,591	130,250	118,250	118,250
TOTAL Dept 172.00-CITY MANAGER	\$ 679,226	\$ 798,950	\$ 688,172	\$ 691,593	\$ 707,489
<i>Financial Services</i>					
Dept 201.00-FINANCE DEPARTMENT					
PERSONNEL SERVICES	\$ 818,256	\$ 919,896	\$ 931,617	\$ 957,424	\$ 984,110
SUPPLIES	8,649	9,300	9,800	9,800	9,800
OTHER SERVICES AND CHARGES	72,269	87,980	77,910	79,096	80,327
TOTAL Dept 201.00-FINANCE DEPARTMENT	\$ 899,174	\$ 1,017,176	\$ 1,019,327	\$ 1,046,320	\$ 1,074,237
Dept 253.00-TREASURY					
PERSONNEL SERVICES	\$ 342,860	\$ 340,714	\$ 353,159	\$ 357,748	\$ 368,525
SUPPLIES	51,111	29,020	32,500	33,500	34,500
OTHER SERVICES AND CHARGES	48,589	43,280	56,690	56,690	56,690
TOTAL Dept 253.00-TREASURY	\$ 442,560	\$ 413,014	\$ 442,349	\$ 447,938	\$ 459,715
<i>Financial Services Total</i>	\$ 1,341,734	\$ 1,430,190	\$ 1,461,676	\$ 1,494,258	\$ 1,533,952
Dept 209.00-ASSESSING DEPARTMENT					
PERSONNEL SERVICES	\$ 721,017	\$ 601,778	\$ 700,916	\$ 719,527	\$ 740,877
SUPPLIES	18,062	18,500	19,500	19,500	19,500
OTHER SERVICES AND CHARGES	177,121	275,790	212,450	209,530	209,530
CAPITAL OUTLAY	-	-	33,290	34,950	-
TOTAL Dept 209.00-ASSESSING DEPARTMENT	\$ 916,200	\$ 896,068	\$ 966,156	\$ 983,507	\$ 969,907
Dept 210.00-CITY ATTORNEY, INSURANCE, & CLAIMS					
OTHER SERVICES AND CHARGES	\$ 637,376	\$ 861,200	\$ 886,000	\$ 902,200	\$ 919,100
CAPITAL OUTLAY	421,950	20,600	40,000	40,000	40,000
TOTAL Dept 210.00-CTY ATTRNY, INSUR, & CLAIMS	\$ 1,059,326	\$ 881,800	\$ 926,000	\$ 942,200	\$ 959,100
Dept 215.00-CITY CLERK					
PERSONNEL SERVICES	\$ 634,555	\$ 647,750	\$ 690,701	\$ 710,583	\$ 731,090
SUPPLIES	63,854	62,500	72,000	87,000	72,000
OTHER SERVICES AND CHARGES	112,711	240,940	236,490	251,490	236,490
CAPITAL OUTLAY	-	500,000	-	-	-
TOTAL Dept 215.00-CITY CLERK	\$ 811,120	\$ 1,451,190	\$ 999,191	\$ 1,049,073	\$ 1,039,580

FINANCIAL SCHEDULES

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
<i>Integrated Solutions</i>					
Dept 205.00-TECHNOLOGY					
PERSONNEL SERVICES	\$ 889,183	\$ 883,760	\$ 937,603	\$ 966,828	\$ 997,029
SUPPLIES	89,898	115,990	101,310	101,310	108,880
OTHER SERVICES AND CHARGES	383,882	502,647	484,460	473,780	497,150
CAPITAL OUTLAY	24,100	214,440	113,840	13,630	36,700
TOTAL Dept 205.00-TECHNOLOGY	\$ 1,387,063	\$ 1,716,837	\$ 1,637,213	\$ 1,555,548	\$ 1,639,759
Dept 265.00-FACILITY MANAGEMENT					
PERSONNEL SERVICES	\$ 313,856	\$ 315,004	\$ 387,693	\$ 399,052	\$ 410,776
SUPPLIES	10,479	21,100	21,100	26,270	21,100
OTHER SERVICES AND CHARGES	687,743	941,417	745,150	738,540	743,540
CAPITAL OUTLAY	255,307	984,397	42,850	821,400	46,260
TOTAL Dept 265.00-FACILITY MANAGEMENT	\$ 1,267,385	\$ 2,261,918	\$ 1,196,793	\$ 1,985,262	\$ 1,221,676
Dept 265.10-FACILITY MANAGEMENT - PARKS MAINT					
PERSONNEL SERVICES	\$ 545,817	\$ 639,559	\$ 634,680	\$ 656,547	\$ 679,117
SUPPLIES	21,485	32,000	41,750	38,340	32,000
OTHER SERVICES AND CHARGES	441,940	460,660	538,220	533,220	533,620
CAPITAL OUTLAY	52,910	180,740	16,700	78,980	166,570
TOTAL Dept 265.10-FAC MGMNT - PARKS MAINT	\$ 1,062,152	\$ 1,312,959	\$ 1,231,350	\$ 1,307,087	\$ 1,411,307
<i>Integrated Solutions Total</i>	\$ 3,716,600	\$ 5,291,714	\$ 4,065,356	\$ 4,847,897	\$ 4,272,742
Dept 270.00-HUMAN RESOURCES					
PERSONNEL SERVICES	\$ 426,578	\$ 509,156	\$ 505,861	\$ 521,050	\$ 536,708
SUPPLIES	851	1,000	2,000	2,000	2,000
OTHER SERVICES AND CHARGES	112,388	173,290	180,840	165,090	165,090
TOTAL Dept 270.00-HUMAN RESOURCES	\$ 539,817	\$ 683,446	\$ 688,701	\$ 688,140	\$ 703,798
<i>Community Relations</i>					
Dept 295.00-COMMUNITY RELATIONS					
PERSONNEL SERVICES	\$ 285,291	\$ 391,404	\$ 375,889	\$ 382,161	\$ 393,536
SUPPLIES	13,034	13,800	10,900	10,900	10,900
OTHER SERVICES AND CHARGES	327,451	374,516	383,220	353,220	343,220
CAPITAL OUTLAY	-	160,000	30,000	20,000	10,000
TOTAL Dept 295.00-COMMUNITY RELATIONS	\$ 625,776	\$ 939,720	\$ 800,009	\$ 766,281	\$ 757,656
Dept 295.10-STUDIO 6					
PERSONNEL SERVICES	\$ -	\$ 195,491	\$ 208,202	\$ 213,530	\$ 219,030
SUPPLIES	-	5,000	5,000	5,000	5,000
OTHER SERVICES AND CHARGES	-	44,920	46,270	46,270	46,270
TOTAL Dept 295.10-STUDIO 6	\$ -	\$ 245,411	\$ 259,472	\$ 264,800	\$ 270,300
<i>Community Relations Total</i>	\$ 625,776	\$ 1,185,131	\$ 1,059,481	\$ 1,031,081	\$ 1,027,956
Dept 296.00-ECONOMIC DEVELOPMENT					
PERSONNEL SERVICES	\$ 164,777	\$ 173,773	\$ 171,212	\$ 173,857	\$ 178,384
SUPPLIES	168	-	-	-	-
OTHER SERVICES AND CHARGES	32,729	41,110	47,550	47,550	47,550
TOTAL Dept 296.00-ECONOMIC DEVELOPMENT	\$ 197,674	\$ 214,883	\$ 218,762	\$ 221,407	\$ 225,934

FINANCIAL SCHEDULES

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
<i>Public Safety</i>					
Dept 301.00-POLICE DEPARTMENT					
PERSONNEL SERVICES	\$ 13,197,780	\$ 13,423,553	\$ 13,895,957	\$ 14,365,779	\$ 14,589,453
SUPPLIES	309,916	334,222	410,000	320,000	351,620
OTHER SERVICES AND CHARGES	1,200,759	1,283,664	1,216,360	1,222,960	1,231,260
CAPITAL OUTLAY	48,531	1,478,630	347,820	30,500	1,101,100
TOTAL Dept 301.00-POLICE DEPARTMENT	\$ 14,756,986	\$ 16,520,069	\$ 15,870,137	\$ 15,939,239	\$ 17,273,433
Dept 337.00-FIRE DEPARTMENT					
PERSONNEL SERVICES	\$ 5,519,248	\$ 5,585,252	\$ 5,665,738	\$ 5,890,140	\$ 6,013,878
SUPPLIES	198,788	185,500	186,500	186,500	218,120
OTHER SERVICES AND CHARGES	702,484	709,250	713,640	743,640	737,640
CAPITAL OUTLAY	66,206	38,200	28,940	-	234,030
TOTAL Dept 337.00-FIRE DEPARTMENT	\$ 6,486,726	\$ 6,518,202	\$ 6,594,818	\$ 6,820,280	\$ 7,203,668
<i>Public Safety Total</i>	\$ 21,243,712	\$ 23,038,271	\$ 22,464,955	\$ 22,759,519	\$ 24,477,101
<i>Community Development</i>					
Dept 371.00-COMMUNITY DEVELOPMENT-BUILDING					
PERSONNEL SERVICES	\$ 1,709,926	\$ 1,841,748	\$ 1,872,537	\$ 1,928,135	\$ 1,985,481
SUPPLIES	20,127	34,300	28,300	28,300	28,300
OTHER SERVICES AND CHARGES	151,179	316,593	196,990	228,990	228,990
CAPITAL OUTLAY	24,765	54,975	83,920	40,490	-
TOTAL Dept 371.00-COMM DEVELOP-BUILDING	\$ 1,905,997	\$ 2,247,616	\$ 2,181,747	\$ 2,225,915	\$ 2,242,771
Dept 807.00-COMMUNITY DEVELOPMENT-PLANNING					
PERSONNEL SERVICES	\$ 551,043	\$ 610,339	\$ 604,260	\$ 622,279	\$ 640,854
SUPPLIES	1,913	5,600	5,600	5,600	5,600
OTHER SERVICES AND CHARGES	118,902	333,004	49,270	49,270	71,120
CAPITAL OUTLAY	-	-	38,560	-	-
TOTAL Dept 807.00-COMM DEVELOP-PLANNING	\$ 671,858	\$ 948,943	\$ 697,690	\$ 677,149	\$ 717,574
<i>Community Development Total</i>	\$ 2,577,855	\$ 3,196,559	\$ 2,879,437	\$ 2,903,064	\$ 2,960,345
Dept 665.00-NOVI YOUTH ASSISTANCE					
PERSONNEL SERVICES	\$ 19,973	\$ 36,200	\$ 32,687	\$ 32,732	\$ 32,778
SUPPLIES	1,781	11,500	5,500	5,500	5,500
OTHER SERVICES AND CHARGES	410	500	500	500	500
TOTAL Dept 665.00-NOVI YOUTH ASSISTANCE	\$ 22,164	\$ 48,200	\$ 38,687	\$ 38,732	\$ 38,778
Dept 803.00-HISTORICAL COMMISSION					
OTHER SERVICES AND CHARGES	\$ 6,284	\$ 14,000	\$ 21,700	\$ 8,700	\$ 8,700
TOTAL Dept 803.00-HISTORICAL COMMISSION	\$ 6,284	\$ 14,000	\$ 21,700	\$ 8,700	\$ 8,700

FINANCIAL SCHEDULES

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
<i>Department of Public Works</i>					
Dept 442.00-DPW ADMINISTRATION DIVISION					
PERSONNEL SERVICES	\$ 352,198	\$ 359,913	\$ 360,178	\$ 371,012	\$ 382,184
SUPPLIES	8,710	13,400	10,400	10,400	10,400
OTHER SERVICES AND CHARGES	176,920	181,014	213,210	190,050	190,050
CAPITAL OUTLAY	55,677	18,984	-	-	19,940
TOTAL Dept 442.00-DPW ADMINISTRATION	\$ 593,505	\$ 573,311	\$ 583,788	\$ 571,462	\$ 602,574
Dept 442.10-DPW ENGINEERING DIVISION					
PERSONNEL SERVICES	\$ 185,723	\$ 159,919	\$ 178,029	\$ 193,517	\$ 209,493
SUPPLIES	1,298	2,000	2,000	2,000	2,000
OTHER SERVICES AND CHARGES	176,236	143,931	109,900	83,000	83,000
CAPITAL OUTLAY	-	-	-	-	-
TOTAL Dept 442.10-DPW ENGINEERING DIVISION	\$ 363,257	\$ 305,850	\$ 289,929	\$ 278,517	\$ 294,493
Dept 442.20-DPW FIELD OPERATIONS DIVISION					
PERSONNEL SERVICES	\$ 670,753	\$ 473,762	\$ 827,815	\$ 906,262	\$ 946,597
SUPPLIES	118,900	115,500	123,500	123,500	123,500
OTHER SERVICES AND CHARGES	681,533	709,119	835,720	822,320	807,320
CAPITAL OUTLAY	-	525,939	200,000	1,128,810	310,500
TOTAL Dept 442.20-DPW FIELD OPERATIONS	\$ 1,471,186	\$ 1,824,320	\$ 1,987,035	\$ 2,980,892	\$ 2,187,917
Dept 442.30-DPW FLEET ASSET DIVISION					
PERSONNEL SERVICES	\$ 398,741	\$ 395,968	\$ 406,197	\$ 419,180	\$ 427,579
SUPPLIES	23,801	28,000	31,000	31,000	31,000
OTHER SERVICES AND CHARGES	337,267	337,121	346,040	351,040	356,040
CAPITAL OUTLAY	348,022	912,487	524,190	579,930	713,510
TOTAL Dept 442.30-DPW FLEET ASSET DIVISION	\$ 1,107,831	\$ 1,673,576	\$ 1,307,427	\$ 1,381,150	\$ 1,528,129
<i>Department of Public Works Total</i>	\$ 3,535,779	\$ 4,377,057	\$ 4,168,179	\$ 5,212,021	\$ 4,613,113
Dept 940.00-TRANSFER TO OTHER FUNDS					
TRANSFERS OUT	\$ 338,781	\$ 75,000	\$ 500,000	\$ 450,000	\$ 370,000
TOTAL Dept 940.00-TRANSFER TO OTHER FUNDS	\$ 338,781	\$ 75,000	\$ 500,000	\$ 450,000	\$ 370,000
TOTAL APPROPRIATIONS	\$ 37,657,226	\$ 43,647,348	\$ 41,211,977	\$ 43,386,799	\$ 43,974,187
NET OF REVENUES/APPROPRIATIONS	\$ 2,733,951	\$ (3,434,460)	\$ -	\$ (928,810)	\$ -
BEGINNING FUND BALANCE	13,675,202	16,409,153	12,974,693	12,974,693	12,045,883
ENDING FUND BALANCE	\$ 16,409,153	\$ 12,974,693	\$ 12,974,693	\$ 12,045,883	\$ 12,045,883

Fund balance as a percentage of total annual expenditures	44%	30%	31%	28%	27%
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Ending Fund Balance (22% min)	\$ 8,284,590	\$ 9,602,417	\$ 9,066,635	\$ 9,545,096	\$ 9,674,321
Funds above / (below) 22% min	\$ 8,124,563	\$ 3,372,276	\$ 3,908,058	\$ 2,500,787	\$ 2,371,562

Ending Fund Balance (25% max)	\$ 9,414,307	\$ 10,911,837	\$ 10,302,994	\$ 10,846,700	\$ 10,993,547
Funds above / (below) 25% max	\$ 6,994,847	\$ 2,062,856	\$ 2,671,699	\$ 1,199,183	\$ 1,052,336

Estimated Change in Fund Balance	20%	-21%	0%	-7%	0%
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* **Total Appropriations** include service improvements, capital outlay, vehicles, and capital improvements. The level of such expenditures is dictated by available funds from accumulated fund balance and anticipated revenue above annual expenditures in conjunction with the targeted fund balance.

FINANCIAL SCHEDULES

Special Revenue Funds

MAJOR STREET FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Interest income	\$ (50,314)	\$ 13,640	\$ 1,235	\$ 2,012	\$ 2,073
Other revenue	4,443	-	-	-	-
State sources	5,627,890	5,877,707	6,046,503	6,220,038	6,398,553
Transfers in	-	460,000	51,000	3,203,000	1,121,000
TOTAL ESTIMATED REVENUES	\$ 5,582,019	\$ 6,351,347	\$ 6,098,738	\$ 9,425,050	\$ 7,521,626
APPROPRIATIONS					
Other services and charges	\$ 1,431,445	\$ 1,690,052	\$ 1,604,638	\$ 1,604,740	\$ 1,604,846
Capital outlay	341,638	5,716,051	5,622,100	7,620,310	6,071,780
Transfers out	2,813,900	-	-	-	-
TOTAL APPROPRIATIONS	\$ 4,586,983	\$ 7,406,103	\$ 7,226,738	\$ 9,225,050	\$ 7,676,626
NET OF REVENUES/APPROPRIATIONS - FUND 202	\$ 995,036	\$ (1,054,756)	\$ (1,128,000)	\$ 200,000	\$ (155,000)
BEGINNING FUND BALANCE	1,911,234	2,906,270	1,851,514	723,514	923,514
ENDING FUND BALANCE	\$ 2,906,270	\$ 1,851,514	\$ 723,514	\$ 923,514	\$ 768,514

Fund balance as a percentage of total annual expenditures	63%	25%	10%	10%	10%
Ending Fund Balance (10% minimum)	\$ 458,698	\$ 740,610	\$ 722,674	\$ 922,505	\$ 767,663
Funds above / (below) 10% minimum	\$ 2,447,572	\$ 1,110,904	\$ 840	\$ 1,009	\$ 851
Ending Fund Balance (20% maximum)	\$ 917,397	\$ 1,481,221	\$ 1,445,348	\$ 1,845,010	\$ 1,535,325
Funds above / (below) 20% maximum	\$ 1,988,873	\$ 370,293	\$ (721,834)	\$ (921,496)	\$ (766,811)
Estimated Change in Fund Balance	52%	-36%	-61%	28%	-17%

FINANCIAL SCHEDULES

LOCAL STREET FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Interest income	\$ (23,512)	\$ 15,080	\$ 1,170	\$ 4,562	\$ 1,773
Other revenue	-	389,013	-	-	-
State sources	1,935,902	2,022,437	2,080,518	2,140,228	2,201,653
Transfers in	6,659,100	5,869,000	4,192,000	4,782,000	6,607,000
TOTAL ESTIMATED REVENUES	\$ 8,571,490	\$ 8,295,530	\$ 6,273,688	\$ 6,926,790	\$ 8,810,426
APPROPRIATIONS					
Other services and charges	\$ 1,397,660	\$ 1,757,892	\$ 2,245,688	\$ 2,255,790	\$ 2,265,896
Capital outlay	7,328,412	6,453,400	4,450,000	4,650,000	6,371,530
TOTAL APPROPRIATIONS	\$ 8,726,072	\$ 8,211,292	\$ 6,695,688	\$ 6,905,790	\$ 8,637,426
NET OF REVENUES/APPROPRIATIONS - FUND 203	\$ (154,582)	\$ 84,238	\$ (422,000)	\$ 21,000	\$ 173,000
BEGINNING FUND BALANCE	1,162,787	1,008,205	1,092,443	670,443	691,443
ENDING FUND BALANCE	\$ 1,008,205	\$ 1,092,443	\$ 670,443	\$ 691,443	\$ 864,443
Fund balance as a percentage of total annual expenditures	12%	13%	10%	10%	10%
Ending Fund Balance (10% minimum)	\$ 872,607	\$ 821,129	\$ 669,569	\$ 690,579	\$ 863,743
Funds above / (below) 10% minimum	\$ 135,598	\$ 271,314	\$ 874	\$ 864	\$ 700
Ending Fund Balance (20% maximum)	\$ 1,745,214	\$ 1,642,258	\$ 1,339,138	\$ 1,381,158	\$ 1,727,485
Funds above / (below) 20% maximum	\$ (737,009)	\$ (549,815)	\$ (668,695)	\$ (689,715)	\$ (863,042)
Estimated Change in Fund Balance	-13%	8%	-39%	3%	25%

FINANCIAL SCHEDULES

MUNICIPAL STREET FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Property tax revenue	\$ 5,946,998	\$ 6,168,945	\$ 6,539,559	\$ 6,776,994	\$ 6,951,159
Interest income	(103,134)	82,820	3,456	6,837	10,231
Licenses, permits & charges for services	22,232	10,000	10,000	10,000	10,000
Other revenue	417,844	336,000	385,000	395,000	405,000
State sources	11,603	11,600	10,000	10,000	10,000
TOTAL ESTIMATED REVENUES	\$ 6,295,543	\$ 6,609,365	\$ 6,948,015	\$ 7,198,831	\$ 7,386,390
APPROPRIATIONS					
Other services and charges	\$ 634,210	\$ 733,899	\$ 707,015	\$ 717,301	\$ 717,390
Capital outlay	675,003	1,952,995	555,000	548,530	200,000
Transfers out	3,845,200	6,329,000	4,243,000	7,985,000	7,728,000
TOTAL APPROPRIATIONS	\$ 5,154,413	\$ 9,015,894	\$ 5,505,015	\$ 9,250,831	\$ 8,645,390
NET OF REVENUES/APPROPRIATIONS - FUND 204	\$ 1,141,130	\$ (2,406,529)	\$ 1,443,000	\$ (2,052,000)	\$ (1,259,000)
BEGINNING FUND BALANCE	3,985,455	5,126,585	2,720,056	4,163,056	2,111,056
ENDING FUND BALANCE	\$ 5,126,585	\$ 2,720,056	\$ 4,163,056	\$ 2,111,056	\$ 852,056

Fund balance as a percentage of total annual expenditures	99%	30%	76%	23%	10%
Ending Fund Balance (10% minimum)	\$ 515,441	\$ 901,589	\$ 550,502	\$ 925,083	\$ 864,539
Funds above / (below) 10% minimum	\$ 4,611,144	\$ 1,818,467	\$ 3,612,555	\$ 1,185,973	\$ (12,483)
Ending Fund Balance (20% maximum)	\$ 1,030,883	\$ 1,803,179	\$ 1,101,003	\$ 1,850,166	\$ 1,729,078
Funds above / (below) 20% maximum	\$ 4,095,702	\$ 916,877	\$ 3,062,053	\$ 260,890	\$ (877,022)
Estimated Change in Fund Balance	29%	-47%	53%	-49%	-60%

FINANCIAL SCHEDULES

PARKS, RECREATION & CULTURAL SERVICES FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Property tax revenue	\$ 1,527,542	\$ 1,585,383	\$ 1,681,110	\$ 1,742,289	\$ 1,787,467
Donations	29,640	13,500	100,500	500	500
Interest income	(29,645)	16,092	8,460	7,144	7,702
Older adult program revenue	184,848	200,350	222,600	222,600	222,600
Other revenue	816	5,000	1,000	1,000	1,000
Program revenue	1,511,776	1,411,470	1,464,770	1,464,770	1,464,770
State sources	2,982	2,980	3,000	3,000	3,000
Transfers in	81,901	25,000	250,000	250,000	220,000
TOTAL ESTIMATED REVENUES	\$ 3,309,860	\$ 3,259,775	\$ 3,731,440	\$ 3,691,303	\$ 3,707,039
APPROPRIATIONS					
Personnel services	\$ 1,345,446	\$ 1,435,715	\$ 1,476,381	\$ 1,516,253	\$ 1,557,384
Supplies	90,619	128,860	90,250	90,250	90,250
Other services and charges	1,388,438	1,458,370	1,628,919	1,612,190	1,588,625
Capital outlay	91,417	273,410	1,103,890	536,610	494,780
TOTAL APPROPRIATIONS	\$ 2,915,920	\$ 3,296,355	\$ 4,299,440	\$ 3,755,303	\$ 3,731,039
NET OF REVENUES/APPROPRIATIONS - FUND 208	\$ 393,940	\$ (36,580)	\$ (568,000)	\$ (64,000)	\$ (24,000)
BEGINNING FUND BALANCE	808,499	1,202,439	1,165,859	597,859	533,859
ENDING FUND BALANCE	\$ 1,202,439	\$ 1,165,859	\$ 597,859	\$ 533,859	\$ 509,859

Fund balance as a percentage of total annual expenditures

41%	35%	14%	14%	14%
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Ending Fund Balance (12% minimum)	\$ 349,910	\$ 395,563	\$ 515,933	\$ 450,636	\$ 447,725
Funds above / (below) 12% minimum	\$ 852,529	\$ 770,296	\$ 81,926	\$ 83,223	\$ 62,134
Ending Fund Balance (22% maximum)	\$ 641,502	\$ 725,198	\$ 945,877	\$ 826,167	\$ 820,829
Funds above / (below) 22% maximum	\$ 560,937	\$ 440,661	\$ (348,018)	\$ (292,308)	\$ (310,970)

Estimated Change in Fund Balance

49%	-3%	-49%	-11%	-4%
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FINANCIAL SCHEDULES

TREE FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Interest income	\$ (69,110)	\$ 89,248	\$ 91,592	\$ 90,871	\$ 91,484
Donations	6,000	-	-	-	-
Other revenue	24,965	315,000	315,000	315,000	315,000
TOTAL ESTIMATED REVENUES	\$ (38,145)	\$ 404,248	\$ 406,592	\$ 405,871	\$ 406,484
APPROPRIATIONS					
Personnel services	\$ 83,482	\$ 88,578	\$ 92,745	\$ 90,950	\$ 93,608
Supplies	645	1,000	1,000	1,000	1,000
Other services and charges	573,301	588,670	488,847	488,861	588,876
Capital outlay	29,121	20,119	36,000	44,060	140,000
TOTAL APPROPRIATIONS	\$ 686,549	\$ 698,367	\$ 618,592	\$ 624,871	\$ 823,484
NET OF REVENUES/APPROPRIATIONS - FUND 209	\$ (724,694)	\$ (294,119)	\$ (212,000)	\$ (219,000)	\$ (417,000)
BEGINNING FUND BALANCE	3,685,392	2,960,698	2,666,579	2,454,579	2,235,579
ENDING FUND BALANCE	\$ 2,960,698	\$ 2,666,579	\$ 2,454,579	\$ 2,235,579	\$ 1,818,579
Fund balance as a percentage of total annual expenditures	431%	382%	397%	358%	221%
Ending Fund Balance (\$500,000 minimum)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Funds above / (below) \$500,000 minimum	\$ 2,460,698	\$ 2,166,579	\$ 1,954,579	\$ 1,735,579	\$ 1,318,579
Estimated Change in Fund Balance	-20%	-10%	-8%	-9%	-19%

FINANCIAL SCHEDULES

DRAIN FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Property tax revenue	\$ 2,553,455	\$ 2,664,644	\$ 2,812,022	\$ 2,914,447	\$ 2,990,086
State sources	4,879	4,900	4,900	4,900	4,900
Interest income	(15,591)	11,374	8,954	8,231	11,248
Other revenue	51,393	9,000	10,000	10,000	10,000
Transfers in	-	2,510,026	81,000	2,305,000	-
TOTAL ESTIMATED REVENUES	\$ 2,594,136	\$ 5,199,944	\$ 2,916,876	\$ 5,242,578	\$ 3,016,234
APPROPRIATIONS					
Personnel services	\$ 10,011	\$ -	\$ -	\$ -	\$ -
Other services and charges	912,638	1,269,899	1,374,116	1,374,218	1,374,324
Capital outlay	1,653,734	3,947,996	1,542,760	3,868,360	251,910
Transfers out	-	-	-	-	1,390,000
TOTAL APPROPRIATIONS	\$ 2,576,383	\$ 5,217,895	\$ 2,916,876	\$ 5,242,578	\$ 3,016,234
NET OF REVENUES/APPROPRIATIONS - FUND 210	\$ 17,753	\$ (17,951)	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	198	17,951	-	-	-
ENDING FUND BALANCE	\$ 17,951	\$ -	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures

1% 0% 0% 0% 0%

Estimated Change in Fund Balance

8966% -100% 0% 0% 0%

RUBBISH COLLECTION FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Interest income	\$ (172)	\$ -	\$ -	\$ -	\$ -
Licenses, permits & charges for services	2,101,767	2,165,000	2,230,000	2,297,000	2,365,000
TOTAL ESTIMATED REVENUES	\$ 2,101,595	\$ 2,165,000	\$ 2,230,000	\$ 2,297,000	\$ 2,365,000
APPROPRIATIONS					
Other services and charges	\$ 2,101,595	\$ 2,165,000	\$ 2,230,000	\$ 2,297,000	\$ 2,365,000
TOTAL APPROPRIATIONS	\$ 2,101,595	\$ 2,165,000	\$ 2,230,000	\$ 2,297,000	\$ 2,365,000
NET OF REVENUES/APPROPRIATIONS - FUND 210	\$ -	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	-	-	-	-	-
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

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 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Interest income	\$ (197)	\$ -	\$ -	\$ -	\$ -
TOTAL ESTIMATED REVENUES	\$ (197)	\$ -	\$ -	\$ -	\$ -
APPROPRIATIONS					
Personnel services	\$ 225,399	\$ -	\$ -	\$ -	\$ -
Supplies	6,902	-	-	-	-
Other services and charges	56,480	-	-	-	-
TOTAL APPROPRIATIONS	\$ 288,781	\$ -	\$ -	\$ -	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 263	\$ (288,978)	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	288,978	-	-	-	-
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures

0%

0%

0%

0%

0%

Estimated Change in Fund Balance

-100%

0%

0%

0%

0%

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Federal grants	\$ 170,638	\$ 189,726	\$ 131,000	\$ 131,000	\$ 131,000
TOTAL ESTIMATED REVENUES	\$ 170,638	\$ 189,726	\$ 131,000	\$ 131,000	\$ 131,000
APPROPRIATIONS					
Other services and charges	\$ 155,552	\$ 170,000	\$ 131,000	\$ 131,000	\$ 131,000
TOTAL APPROPRIATIONS	\$ 155,552	\$ 170,000	\$ 131,000	\$ 131,000	\$ 131,000
NET OF REVENUES/APPROPRIATIONS - FUND 264	\$ 15,086	\$ 19,726	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	(34,812)	(19,726)	-	-	-
ENDING FUND BALANCE	\$ (19,726)	\$ -	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures

-13%

0%

0%

0%

0%

Estimated Change in Fund Balance

-43%

-100%

0%

0%

0%

FINANCIAL SCHEDULES

FORFEITURE FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Transfers in	\$ 256,880	\$ -	\$ 200,000	\$ 150,000	\$ 100,000
Fines and forfeitures	79,118	140,558	342,340	347,990	405,600
Other revenue	8,244	39,660	30,000	33,000	35,000
TOTAL ESTIMATED REVENUES	\$ 344,242	\$ 180,218	\$ 572,340	\$ 530,990	\$ 540,600
APPROPRIATIONS					
Supplies	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Other services and charges	484	940	-	-	-
Capital outlay	343,758	159,278	552,340	510,990	520,600
TOTAL APPROPRIATIONS	\$ 344,242	\$ 180,218	\$ 572,340	\$ 530,990	\$ 540,600
NET OF REVENUES/APPROPRIATIONS - FUND 266	\$ -	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	-	-	-	-	-
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures

0%

0%

0%

0%

0%

Estimated Change in Fund Balance

0%

0%

0%

0%

0%

FUND CLOSED AS OF JUNE 30, 2022

AMERICAN RESCUE PLAN ACT (ARPA) FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Federal grants	\$ 324,050	\$ -	\$ -	\$ -	\$ -
TOTAL ESTIMATED REVENUES	\$ 324,050	\$ -	\$ -	\$ -	\$ -
APPROPRIATIONS					
Capital outlay	\$ 176,055	\$ -	\$ -	\$ -	\$ -
Other services and charges	147,995	-	-	-	-
TOTAL APPROPRIATIONS	\$ 324,050	\$ -	\$ -	\$ -	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 269	\$ -	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	-	-	-	-	-
ENDING FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures

0%

#DIV/0!

0%

0%

0%

Estimated Change in Fund Balance

0%

0%

0%

0%

0%

FINANCIAL SCHEDULES

LIBRARY FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	2025-26
ESTIMATED REVENUES					
Property tax revenue	\$ 3,059,011	\$ 3,188,169	\$ 3,348,890	\$ 3,472,434	\$ 3,566,693
Donations	1,035	3,500	3,000	3,000	3,000
Fines and forfeitures	106,510	106,424	102,000	102,000	102,000
Interest income	(73,649)	40,000	47,000	54,000	54,000
Other revenue	139,989	39,256	48,000	48,000	48,000
State sources	62,587	51,000	50,000	50,000	50,000
TOTAL ESTIMATED REVENUES	\$ 3,295,483	\$ 3,428,349	\$ 3,598,890	\$ 3,729,434	\$ 3,823,693
APPROPRIATIONS					
Personnel services	\$ 1,952,863	\$ 2,266,741	\$ 2,455,465	\$ 2,551,040	\$ 2,627,985
Supplies	702,565	649,900	699,500	693,500	689,700
Other services and charges	552,908	703,980	674,280	677,580	689,880
Capital outlay	18,957	95,412	47,000	155,000	157,000
TOTAL APPROPRIATIONS	\$ 3,227,293	\$ 3,716,033	\$ 3,876,245	\$ 4,077,120	\$ 4,164,565
NET OF REVENUES/APPROPRIATIONS - FUND 268	\$ 68,190	\$ (287,684)	\$ (277,355)	\$ (347,686)	\$ (340,872)
BEGINNING FUND BALANCE	2,495,312	2,563,502	2,275,818	1,998,463	1,650,777
ENDING FUND BALANCE	\$ 2,563,502	\$ 2,275,818	\$ 1,998,463	\$ 1,650,777	\$ 1,309,905

Fund balance as a percentage of total annual expenditures

79% 61% 52% 40% 31%

Estimated Change in Fund Balance

3% -11% -12% -17% -21%

LIBRARY CONTRIBUTION FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	2025-26
ESTIMATED REVENUES					
Donations	\$ 19,699	\$ 18,877	\$ 8,000	\$ 8,000	\$ 8,000
Interest income	(30,560)	22,500	22,500	22,500	22,500
TOTAL ESTIMATED REVENUES	\$ (10,861)	\$ 41,377	\$ 30,500	\$ 30,500	\$ 30,500
APPROPRIATIONS					
Supplies	\$ 23,723	\$ 40,058	\$ 38,500	\$ 38,500	\$ 38,500
Capital outlay	5,017	13,000	237,800	3,000	3,000
TOTAL APPROPRIATIONS	\$ 28,740	\$ 53,058	\$ 276,300	\$ 41,500	\$ 41,500
NET OF REVENUES/APPROPRIATIONS - FUND 269	\$ (39,601)	\$ (11,681)	\$ (245,800)	\$ (11,000)	\$ (11,000)
BEGINNING FUND BALANCE	1,695,656	1,656,055	1,644,374	1,398,574	1,387,574
ENDING FUND BALANCE	\$ 1,656,055	\$ 1,644,374	\$ 1,398,574	\$ 1,387,574	\$ 1,376,574

Fund balance as a percentage of total annual expenditures

5762% 3099% 506% 3344% 3317%

Estimated Change in Fund Balance

-2% -1% -15% -1% -1%

FINANCIAL SCHEDULES

STREET LIGHTING (WEST OAKS STREET) FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25 2025-26	
ESTIMATED REVENUES					
Special assessments levied	\$ 7,529	\$ 7,529	\$ 7,529	\$ 7,529	\$ 7,529
TOTAL ESTIMATED REVENUES	\$ 7,529	\$ 7,529	\$ 7,529	\$ 7,529	\$ 7,529
APPROPRIATIONS					
Other services and charges	\$ 5,145	\$ 5,329	\$ 5,329	\$ 5,429	\$ 5,529
TOTAL APPROPRIATIONS	\$ 5,145	\$ 5,329	\$ 5,329	\$ 5,429	\$ 5,529
NET OF REVENUES/APPROPRIATIONS - FUND 854	\$ 2,384	\$ 2,200	\$ 2,200	\$ 2,100	\$ 2,000
BEGINNING FUND BALANCE	46,779	49,163	51,363	53,563	55,663
ENDING FUND BALANCE	\$ 49,163	\$ 51,363	\$ 53,563	\$ 55,663	\$ 57,663
Fund balance as a percentage of total annual expenditures	956%	964%	1005%	1025%	1043%

Estimated Change in Fund Balance	5%	4%	4%	4%	4%
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STREET LIGHTING (WEST LAKE DRIVE) FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25 2025-26	
ESTIMATED REVENUES					
Special assessments levied	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
TOTAL ESTIMATED REVENUES	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
APPROPRIATIONS					
Other services and charges	\$ 3,158	\$ 3,300	\$ 3,250	\$ 3,300	\$ 3,350
TOTAL APPROPRIATIONS	\$ 3,158	\$ 3,300	\$ 3,250	\$ 3,300	\$ 3,350
NET OF REVENUES/APPROPRIATIONS - FUND 855	\$ 142	\$ -	\$ 50	\$ -	\$ (50)
BEGINNING FUND BALANCE	3,771	3,913	3,913	3,963	3,963
ENDING FUND BALANCE	\$ 3,913	\$ 3,913	\$ 3,963	\$ 3,963	\$ 3,913
Fund balance as a percentage of total annual expenditures	124%	119%	122%	120%	117%

Estimated Change in Fund Balance	4%	0%	1%	0%	-1%
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FINANCIAL SCHEDULES

STREET LIGHTING (TOWN CENTER STREET) FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Special assessments levied	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
TOTAL ESTIMATED REVENUES	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
APPROPRIATIONS					
Other services and charges	\$ 21,014	\$ 21,700	\$ 21,700	\$ 22,300	\$ 23,000
TOTAL APPROPRIATIONS	\$ 21,014	\$ 21,700	\$ 21,700	\$ 22,300	\$ 23,000
NET OF REVENUES/APPROPRIATIONS - FUND 856	\$ 3,986	\$ 3,300	\$ 3,300	\$ 2,700	\$ 2,000
BEGINNING FUND BALANCE	19,977	23,963	27,263	30,563	33,263
ENDING FUND BALANCE	\$ 23,963	\$ 27,263	\$ 30,563	\$ 33,263	\$ 35,263

Fund balance as a percentage of total annual expenditures

114% 126% 141% 149% 153%

Estimated Change in Fund Balance

20% 14% 12% 9% 6%

Debt Service Funds

LIBRARY CONSTRUCTION DEBT FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Property tax revenue	\$ 1,457,701	\$ 1,476,820	\$ 1,402,108	\$ 1,406,424	\$ 1,405,441
Interest income	1	100	100	100	100
State sources	10,609	10,600	10,600	10,600	10,600
TOTAL ESTIMATED REVENUES	\$ 1,468,311	\$ 1,487,520	\$ 1,412,808	\$ 1,417,124	\$ 1,416,141
APPROPRIATIONS					
Debt service	\$ 1,403,200	\$ 1,416,100	\$ 1,412,400	\$ 1,416,700	\$ 1,415,700
Other services and charges	432	420	408	424	441
TOTAL APPROPRIATIONS	\$ 1,403,632	\$ 1,416,520	\$ 1,412,808	\$ 1,417,124	\$ 1,416,141
NET OF REVENUES/APPROPRIATIONS - FUND 317	\$ 64,679	\$ 71,000	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	139,119	203,798	274,798	274,798	274,798
ENDING FUND BALANCE	\$ 203,798	\$ 274,798	\$ 274,798	\$ 274,798	\$ 274,798

Fund balance as a percentage of total annual expenditures

15% 19% 19% 19% 19%

Estimated Change in Fund Balance

46% 35% 0% 0% 0%

FINANCIAL SCHEDULES

Capital Project Funds

SPECIAL ASSESSMENT REVOLVING FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Interest income	\$ 82,946	\$ 105,420	\$ 80,000	\$ 66,000	\$ 52,000
TOTAL ESTIMATED REVENUES	\$ 82,946	\$ 105,420	\$ 80,000	\$ 66,000	\$ 52,000
APPROPRIATIONS					
Other services and charges	\$ 431	\$ 420	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 431	\$ 420	\$ -	\$ -	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 235	\$ 82,515	\$ 105,000	\$ 80,000	\$ 66,000	\$ 52,000
BEGINNING FUND BALANCE	4,325,091	4,407,606	4,512,606	4,592,606	4,658,606
ENDING FUND BALANCE	\$ 4,407,606	\$ 4,512,606	\$ 4,592,606	\$ 4,658,606	\$ 4,710,606

Fund balance as a percentage of total annual expenditures

1022646%

1074430%

0%

0%

0%

Estimated Change in Fund Balance

2%

2%

2%

1%

1%

FINANCIAL SCHEDULES

CAPITAL IMPROVEMENT PROGRAM (CIP) FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Property tax revenue	\$ 3,985,024	\$ 4,126,924	\$ 4,376,793	\$ 4,536,818	\$ 4,655,213
Interest income	207	-	790	4,030	8,669
Donations	26,069	-	-	400,000	-
Other Revenue	3,004,450	-	-	-	-
TOTAL ESTIMATED REVENUES	\$ 7,015,750	\$ 4,126,924	\$ 4,377,583	\$ 4,940,848	\$ 4,663,882
APPROPRIATIONS					
Other services and charges	\$ 860	\$ 830	\$ 815	\$ 848	\$ 882
Debt service	156,824	285,594	128,378	3,000	-
Capital outlay	1,380,778	3,366,171	1,140,390	-	-
TOTAL APPROPRIATIONS	\$ 1,538,462	\$ 3,652,595	\$ 1,269,583	\$ 3,848	\$ 882
NET OF REVENUES/APPROPRIATIONS - FUND 400	\$ 5,477,288	\$ 474,329	\$ 3,108,000	\$ 4,937,000	\$ 4,663,000
BEGINNING FUND BALANCE	(10,298,640)	(4,821,352)	(4,347,023)	(1,239,023)	3,697,977
ENDING FUND BALANCE *	\$ (4,821,352)	\$ (4,347,023)	\$ (1,239,023)	\$ 3,697,977	\$ 8,360,977
Fund balance as a percentage of total annual expenditures	313%	119%	98%	96101%	947957%
Estimated Change in Fund Balance	53%	10%	71%	398%	126%

* 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 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Licenses, permits & charges for services	\$ 152,360	\$ 70,000	\$ 70,000	\$ 71,000	\$ 72,000
Interest income	(6,394)	1,000	1,330	1,000	1,720
TOTAL ESTIMATED REVENUES	\$ 145,966	\$ 71,000	\$ 71,330	\$ 72,000	\$ 73,720
APPROPRIATIONS					
Capital outlay	\$ 6,211	\$ 24,000	\$ 24,330	\$ -	\$ 380,720
TOTAL APPROPRIATIONS	\$ 6,211	\$ 24,000	\$ 24,330	\$ -	\$ 380,720
NET OF REVENUES/APPROPRIATIONS - FUND 402	\$ 139,755	\$ 47,000	\$ 47,000	\$ 72,000	\$ (307,000)
BEGINNING FUND BALANCE	271,217	410,972	457,972	504,972	576,972
ENDING FUND BALANCE	\$ 410,972	\$ 457,972	\$ 504,972	\$ 576,972	\$ 269,972

Fund balance as a percentage of total annual expenditures

6617%

1908%

2076%

0%

71%

Estimated Change in Fund Balance

52%

11%

10%

14%

-53%

PEG CABLE - CAPITAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Licenses, permits & charges for services	\$ 318,061	\$ 335,500	\$ 310,000	\$ 305,000	\$ 300,000
Interest income	(16,179)	1,500	1,180	2,000	2,000
TOTAL ESTIMATED REVENUES	\$ 301,882	\$ 337,000	\$ 311,180	\$ 307,000	\$ 302,000
APPROPRIATIONS					
Capital outlay	\$ -	\$ 20,000	\$ 15,180	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ -	\$ 20,000	\$ 15,180	\$ -	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 463	\$ 301,882	\$ 317,000	\$ 296,000	\$ 307,000	\$ 302,000
BEGINNING FUND BALANCE	686,527	988,409	1,305,409	1,601,409	1,908,409
ENDING FUND BALANCE	\$ 988,409	\$ 1,305,409	\$ 1,601,409	\$ 1,908,409	\$ 2,210,409

Fund balance as a percentage of total annual expenditures

0%

6527%

10549%

0%

0%

Estimated Change in Fund Balance

44%

32%

23%

19%

16%

FINANCIAL SCHEDULES

Permanent Fund

DRAIN PERPETUAL MAINTENANCE FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Interest income	\$ (141,487)	\$ 82,000	\$ 76,000	\$ 80,000	\$ 85,000
Tap-in fees	4,290	5,000	5,000	5,000	5,000
Transfers in	-	-	-	-	1,390,000
TOTAL ESTIMATED REVENUES	\$ (137,197)	\$ 87,000	\$ 81,000	\$ 85,000	\$ 1,480,000
APPROPRIATIONS					
Transfers out	\$ -	\$ 2,510,026	\$ 81,000	\$ 2,305,000	\$ -
TOTAL APPROPRIATIONS	\$ -	\$ 2,510,026	\$ 81,000	\$ 2,305,000	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 211	\$ (137,197)	\$ (2,423,026)	\$ -	\$ (2,220,000)	\$ 1,480,000
BEGINNING FUND BALANCE	6,987,209	6,850,012	4,426,986	4,426,986	2,206,986
ENDING FUND BALANCE	\$ 6,850,012	\$ 4,426,986	\$ 4,426,986	\$ 2,206,986	\$ 3,686,986

Fund balance as a percentage of total annual expenditures

0% 176% 5465% 96% 0%

Estimated Change in Fund Balance

-2% -35% 0% -50% 67%

Enterprise Funds

ICE ARENA FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Program revenue	\$ 1,689,558	\$ 1,646,394	\$ 1,757,975	\$ 1,837,835	\$ 1,897,660
Interest income	(35,199)	25,274	11,498	11,004	11,098
Other revenue	117,167	119,400	120,000	125,400	129,400
TOTAL ESTIMATED REVENUES	\$ 1,771,526	\$ 1,791,068	\$ 1,889,473	\$ 1,974,239	\$ 2,038,158
APPROPRIATIONS					
Supplies	\$ 18,050	\$ 23,600	\$ 14,200	\$ 14,200	\$ 14,200
Other services and charges	1,689,555	1,299,598	1,397,243	1,416,539	1,429,788
Capital outlay	25,580	933,000	110,800	144,500	868,170
Debt service	35,120	509,870	533,230	-	-
TOTAL APPROPRIATIONS	\$ 1,768,305	\$ 2,766,068	\$ 2,055,473	\$ 1,575,239	\$ 2,312,158
NET OF REVENUES/APPROPRIATIONS - FUND 590	\$ 3,221	\$ (975,000)	\$ (166,000)	\$ 399,000	\$ (274,000)
BEGINNING FUND BALANCE	5,201,462	5,204,683	4,229,683	4,063,683	4,462,683
ENDING FUND BALANCE	\$ 5,204,683	\$ 4,229,683	\$ 4,063,683	\$ 4,462,683	\$ 4,188,683

Fund balance as a percentage of total annual expenditures

294% 153% 198% 283% 181%

Estimated Change in Fund Balance

0% -19% -4% 10% -6%

FINANCIAL SCHEDULES

WATER AND SEWER FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Operating revenue	\$ 24,928,611	\$ 26,060,500	\$ 26,640,600	\$ 27,140,625	\$ 27,640,650
Capital contributions	1,163,815	1,260,000	1,100,000	1,100,000	1,100,000
Interest income	(921,329)	233,570	338,910	261,874	322,469
Other revenue	217,601	227,500	207,500	212,500	217,500
TOTAL ESTIMATED REVENUES	\$ 25,388,698	\$ 27,781,570	\$ 28,287,010	\$ 28,714,999	\$ 29,280,619
APPROPRIATIONS					
Personnel services	\$ 1,484,542	\$ 1,629,134	\$ 1,670,959	\$ 1,723,374	\$ 1,771,004
Supplies	72,236	84,143	82,500	82,500	82,500
Other services and charges	28,466,942	26,552,853	24,526,511	24,807,905	24,724,695
Capital outlay	5,340	26,596,213	24,007,040	4,641,220	7,492,420
TOTAL APPROPRIATIONS	\$ 30,029,060	\$ 54,862,343	\$ 50,287,010	\$ 31,254,999	\$ 34,070,619
NET OF REVENUES/APPROPRIATIONS - FUND 592	\$ (4,640,362)	\$ (27,080,773)	\$ (22,000,000)	\$ (2,540,000)	\$ (4,790,000)
BEGINNING FUND BALANCE	197,899,635	193,259,273	166,178,500	144,178,500	141,638,500
ENDING FUND BALANCE	\$ 193,259,273	\$ 166,178,500	\$ 144,178,500	\$ 141,638,500	\$ 136,848,500

Fund balance as a percentage of total annual expenditures

644%

303%

287%

453%

402%

Estimated Change in Fund Balance

-2%

-14%

-13%

-2%

-3%

SENIOR HOUSING FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
ESTIMATED REVENUES					
Operating revenue	\$ 2,116,090	\$ 2,120,240	\$ 2,163,220	\$ 2,183,220	\$ 2,203,220
Donations	-	-	-	250,000	-
Interest income	(43,524)	13,019	14,065	13,704	13,784
Other revenue	27,810	20,400	23,200	23,300	23,400
TOTAL ESTIMATED REVENUES	\$ 2,100,376	\$ 2,153,659	\$ 2,200,485	\$ 2,470,224	\$ 2,240,404
APPROPRIATIONS					
Supplies	\$ 6,829	\$ 13,100	\$ 10,475	\$ 10,475	\$ 10,475
Other services and charges	1,243,421	905,211	876,521	904,621	959,500
Capital outlay	-	1,013,067	499,260	722,570	366,000
Debt service	93,489	949,411	1,038,229	1,035,558	1,032,429
TOTAL APPROPRIATIONS	\$ 1,343,739	\$ 2,880,789	\$ 2,424,485	\$ 2,673,224	\$ 2,368,404
NET OF REVENUES/APPROPRIATIONS - FUND 594	\$ 756,637	\$ (727,130)	\$ (224,000)	\$ (203,000)	\$ (128,000)
BEGINNING FUND BALANCE	6,752,978	7,509,615	6,782,485	6,558,485	6,355,485
ENDING FUND BALANCE	\$ 7,509,615	\$ 6,782,485	\$ 6,558,485	\$ 6,355,485	\$ 6,227,485

Fund balance as a percentage of total annual expenditures

559%

235%

271%

238%

263%

Estimated Change in Fund Balance

11%

-10%

-3%

-3%

-2%

FINANCIAL SCHEDULES

Internal Service Fund

SELF INSURANCE HEALTHCARE FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Licenses, Permits, and Charges for Services	\$ 3,521,890	\$ 3,640,000	\$ 3,280,000	\$ 3,411,000	\$ 3,548,000
Interest income	(17,908)	5,000	2,000	4,000	7,000
Other revenue	263,505	1,200,000	420,000	445,000	467,000
TOTAL ESTIMATED REVENUES	\$ 3,767,487	\$ 4,845,000	\$ 3,702,000	\$ 3,860,000	\$ 4,022,000
APPROPRIATIONS					
Other services and charges	\$ 3,100	\$ 5,000	\$ 2,000	\$ 2,000	\$ 2,000
Personnel Services	3,115,725	4,440,000	4,000,000	3,618,000	3,740,000
TOTAL APPROPRIATIONS	\$ 3,118,825	\$ 4,445,000	\$ 4,002,000	\$ 3,620,000	\$ 3,742,000
NET OF REVENUES/APPROPRIATIONS - FUND 677	\$ 648,662	\$ 400,000	\$ (300,000)	\$ 240,000	\$ 280,000
BEGINNING FUND BALANCE	953,542	1,602,204	2,002,204	1,702,204	1,942,204
ENDING FUND BALANCE	\$ 1,602,204	\$ 2,002,204	\$ 1,702,204	\$ 1,942,204	\$ 2,222,204

Fund balance as a percentage of total annual expenditures

51%

45%

43%

54%

59%

Estimated Change in Fund Balance

68%

25%

-15%

14%

14%

Fiduciary Fund

RETIREE HEALTHCARE BENEFITS FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED 2024-25	PROJECTED 2025-26
ESTIMATED REVENUES					
Contributions-Employer	\$ 34,486	\$ -	\$ -	\$ -	\$ -
Interest income	(5,752,573)	2,770,000	2,300,000	2,402,000	2,570,000
Other revenue	5,021	-	-	-	-
TOTAL ESTIMATED REVENUES	\$ (5,713,066)	\$ 2,770,000	\$ 2,300,000	\$ 2,402,000	\$ 2,570,000
APPROPRIATIONS					
Personnel Services	\$ 1,110,896	\$ 1,245,100	\$ 1,248,000	\$ 1,297,000	\$ 1,350,000
Other services and charges	382,312	312,900	321,000	353,000	366,000
TOTAL APPROPRIATIONS	\$ 1,493,208	\$ 1,558,000	\$ 1,569,000	\$ 1,650,000	\$ 1,716,000
NET OF REVENUES/APPROPRIATIONS - FUND 710	\$ (7,206,274)	\$ 1,212,000	\$ 731,000	\$ 752,000	\$ 854,000
BEGINNING FUND BALANCE	39,568,187	32,361,913	33,573,913	34,304,913	35,056,913
ENDING FUND BALANCE	\$ 32,361,913	\$ 33,573,913	\$ 34,304,913	\$ 35,056,913	\$ 35,910,913

Fund balance as a percentage of total annual expenditures

2167%

2155%

2186%

2125%

2093%

Estimated Change in Fund Balance

-18%

4%

2%

2%

2%

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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								TOTAL BUDGET
	GENERAL FUND BUDGET 2023-24	SPECIAL REVENUE FUNDS BUDGET 2023-24	DEBT SERVICE FUNDS BUDGET 2023-24	CAPITAL PROJECT FUNDS BUDGET 2023-24	PERMANENT FUNDS BUDGET 2023-24	ENTERPRISE FUNDS BUDGET 2023-24	INTERNAL SERVICE FUNDS BUDGET 2023-24	FIDUCIARY FUNDS BUDGET 2023-24	
TOTAL ESTIMATED REVENUES	\$ 41,211,977	\$ 32,973,908	\$ 1,412,808	\$ 4,840,093	\$ 81,000	\$ 32,376,968	\$ 3,702,000	\$ 2,300,000	\$ 118,898,754
TOTAL APPROPRIATIONS	41,211,977	34,378,513	1,412,808	1,309,093	81,000	54,766,968	4,002,000	1,569,000	138,731,359
NET OF REVENUES/APPROPRIATIONS - ALL FUNDS	\$ -	\$ (1,404,605)	\$ -	\$ 3,531,000	\$ -	\$ (22,390,000)	\$ (300,000)	\$ 731,000	\$ (19,832,605)
BEGINNING FUND BALANCE	12,974,693	13,499,182	274,798	1,928,964	4,426,986	177,190,668	2,002,204	33,573,913	\$ 245,871,408
ENDING FUND BALANCE	\$ 12,974,693	\$ 12,094,577	\$ 274,798	\$ 5,459,964	\$ 4,426,986	\$ 154,800,668	\$ 1,702,204	\$ 34,304,913	\$ 226,038,803
Fund balance as a percentage of total annual expenditures	31%	35%	19%	417%	5465%	283%	43%	2186%	163%

FUND BALANCE, REVENUES & EXPENDITURES

Significant Changes in Fund Balance

The following governmental funds are anticipated to have significant changes in fund balance for FY 2023-24 (increase or decrease more than 10%):

Special Revenue Funds

The Major Street Fund is projected to decrease fund balance by 61%, in the amount of \$1,128,000. 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 39%, in the amount of \$422,000, 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 53% in the amount of \$1,443,000. 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, and Cultural Services Fund is projected to decrease fund balance by 49% in the amount of \$568,000, in order to fund capital projects throughout the City which are listed in the capital improvement program.

The Library Fund is projected to decrease fund balance by 12% in the amount of \$277,355, in order to fund operating expenditures in the amount of \$230,355 and replacement of cameras and computers in the amount of \$47,000.

The Library Contribution Fund is projected to decrease fund balance by 15% in the amount of \$245,800 in order to fund the following projects: Auto Lending Library \$2,500; Makerspace (iCube) \$3,000; Automated Return System \$115,800; Main Entrance Renovation \$100,000; Parking Lot \$16,500; Stem Kits Shelving Area \$8,000; Retrofit Marketing Displays \$4,000; and Furniture Upgrades for the 2nd Floor \$17,000.

The Street Lighting (Town Center Street) Fund is projected to increase fund balance by 12%, 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 71%, in the amount of \$3,108,000. These funds will be used to fund future capital improvements throughout the City which are listed in the capital improvement program.

The PEG Cable Capital Fund is projected to increase fund balance by 23%, in the amount of \$296,000. 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 prepare 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

Property tax revenue is a tax assessed by the City of Novi and paid by property owners. Property taxes are billed twice annually on July 1st and December 1st.

The City of Novi's current millage rate of 10.5376 mills, which has been in effect since tax year 2017, has been assumed to continue over the next three years. The maximum allowable millage rates are used for all funds except the Drain Fund. Taxable value projections are as of February 2023 and include new construction estimates as well as recent trends of commercial and industrial properties having significant vacancies and appealing their assessments. A significant factor that has been taken into account 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 \$80,000. The State continues to review personal property and may implement further reductions in the future.

- The City anticipates an overall net increase in taxable value of 263,704,986, or 6.0%, for fiscal year 2023-2024 based on an inflation rate of 5.0% and new construction in the amount of 15.0 million.
- A 4.0% taxable value increase for fiscal year 2024-2025 and a 3.0% taxable value increase for fiscal year 2025-2026 are being assumed including 20.0 million for each tax year in cumulative net new construction.
- Penalties and interest are based on historical collections.

Licenses, Permits & Charges for Services

This revenue includes fees for various services and licenses with the majority being building and planning-related. Revenues also include, but are not limited to, liquor licenses, cable television fees, rubbish collection fees, and public-safety related revenues.

Fees paid by developers and contractors for plan review and inspections of commercial, industrial and residential construction partially cover 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 from the COVID-19 pandemic and the impact of related supply chain issues and inflation. Recent trends show slow development and revenues continuing below pre-COVID levels. The City is assuming revenue will return to pre-COVID levels by fiscal year 2025-2026.

Operating Revenue

This revenue represents charges to customers for water and sewer usage, 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 1.0% - 3.0% annually based on projections and anticipated new customers. The Ice Arena and Senior Housing Facility are anticipating 0% - 2.0% annual inflationary increases.

FUND BALANCE, REVENUES & EXPENDITURES

State Sources

State Revenue Sharing

The City uses the estimates from the State of Michigan Department of Treasury for 2023-2024 and assumes distribution increases will be at approximately 2.0% annually for the subsequent two years. (State-shared revenue is defined later in this section.)

MDOT Act 51

The City used the Michigan Department of Transportation estimates for fiscal year 2023-2024 and estimates an annual increase of 2.9% for the subsequent two fiscal years. (MDOT Act 51 revenue is defined later in this section.)

Interest on Investments

This revenue is from investing available cash balances based on cash flow forecasts, capital reserves, and fund balance reserves.

Net investment Interest is budgeted to increase slightly annually. Actual interest rates have increased significantly due to unprecedented rate increases over the past nine months to combat inflation. While actual returns have increased, the sudden, significant rise in interest rates has resulted in unrealized losses on longer-term investments that will slowly reverse as they mature. The net result of higher actual returns and unrealized losses assumes little growth in overall earnings over the next three years.

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. Program revenues represent approximately 50% of the Parks, Recreation, and Cultural Services Fund revenue with the other half being the dedicated property tax levy.

Based on trends over the past year, program revenue is at or better than pre-COVID levels. It is assumed that program revenue will be at the same level as the current fiscal year with no growth over the next three years due to the programs operating at full capacity.

Transfers In

The Major Street, Local Street, and Municipal Street funds transfer in funds from each other 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 projects and older adult transportation. The Forfeiture Fund may receive a transfer in from the General Fund to help fund public safety vehicles. The Economic Development Fund receives a transfer in from the General Fund for its share of property tax revenue. The Drain Perpetual Maintenance Fund may receive a transfer in from the Drain Fund to replenish some of the endowment; or vice versa to replenish the Drain Fund.

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 FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	PERMANENT FUNDS
	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24	BUDGET 2023-24
ESTIMATED REVENUES					
Property tax revenue	\$ 28,407,090	\$ 14,381,581	\$ 1,402,108	\$ 4,376,793	\$ -
Capital Contributions	-	-	-	-	-
Donations	31,000	111,500	-	-	-
Federal grants	88,000	131,000	-	-	-
Fines and forfeitures	325,000	444,340	-	-	-
Interest income	554,002	184,367	100	83,300	76,000
Licenses, permits, and charges for services	3,431,667	2,240,000	-	380,000	-
Older adult program revenue	-	222,600	-	-	-
Operating Revenue	-	-	-	-	-
Other revenue	833,620	789,000	-	-	-
Program Revenue	-	1,464,770	-	-	-
Special Assessments Levied	-	35,829	-	-	-
State sources	7,541,598	8,194,921	10,600	-	-
Tap In Fees	-	-	-	-	5,000
Transfers in	-	4,774,000	-	-	-
TOTAL ESTIMATED REVENUES	\$ 41,211,977	\$ 32,973,908	\$ 1,412,808	\$ 4,840,093	\$ 81,000

FUND BALANCE, REVENUES & EXPENDITURES

	ENTERPRISE FUNDS BUDGET 2023-24	INTERNAL SERVICE FUNDS BUDGET 2023-24	FIDUCIARY FUNDS BUDGET 2023-24	TOTAL BUDGET BUDGET 2023-24	% of Total Revenues BUDGET 2023-24	% of Total Revenues (discussed) BUDGET 2023-24
ESTIMATED REVENUES						
Property tax revenue	\$ -	\$ -	\$ -	\$ 48,567,572	41%	41%
Capital Contributions	1,100,000	-	-	\$ 1,100,000	1%	
Donations	-	-	-	\$ 142,500	0%	
Federal grants	-	-	-	\$ 219,000	0%	
Fines and forfeitures	-	-	-	\$ 769,340	1%	
Interest income	350,700	2,000	2,300,000	\$ 3,550,469	3%	3%
Licenses, permits, and charges for services	-	3,280,000	-	\$ 9,331,667	8%	8%
Older adult program revenue	-	-	-	\$ 222,600	0%	0%
Operating Revenue	28,803,820	-	-	\$ 28,803,820	24%	24%
Other revenue	364,473	420,000	-	\$ 2,407,093	2%	
Program Revenue	1,757,975	-	-	\$ 3,222,745	3%	3%
Special Assessments Levied	-	-	-	\$ 35,829	0%	
State sources	-	-	-	\$ 15,747,119	13%	13%
Tap In Fees	-	-	-	\$ 5,000	0%	
Transfers in	-	-	-	\$ 4,774,000	4%	4%
TOTAL ESTIMATED REVENUES	\$ 32,376,968	\$ 3,702,000	\$ 2,300,000	\$ 118,898,754	100%	96%

FUND BALANCE, REVENUES & EXPENDITURES

Property Tax Revenue

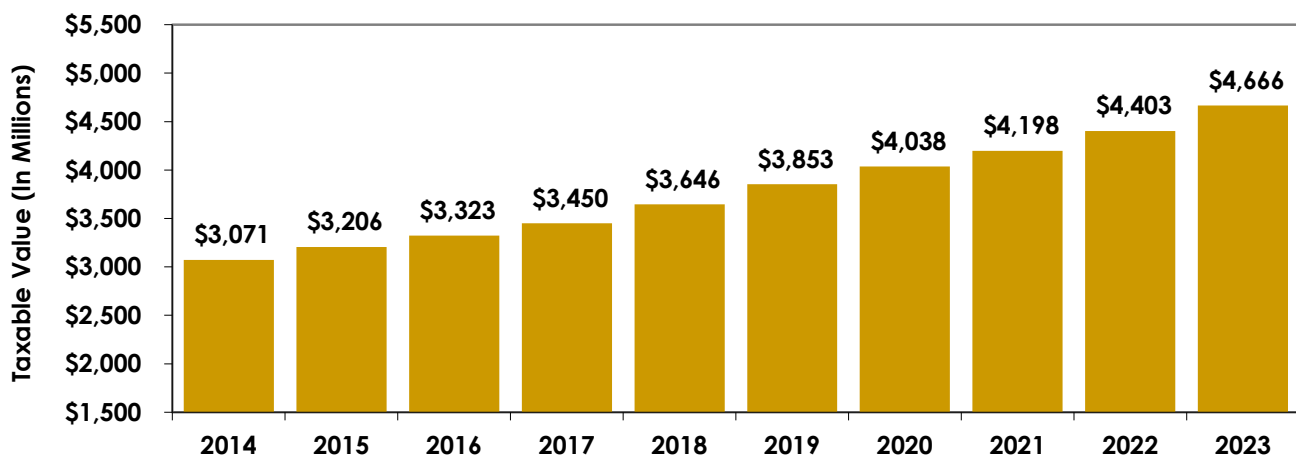
Property taxes are expressed in terms of millage with one mill being equal to \$1.00 per thousand dollars of taxable value.

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**

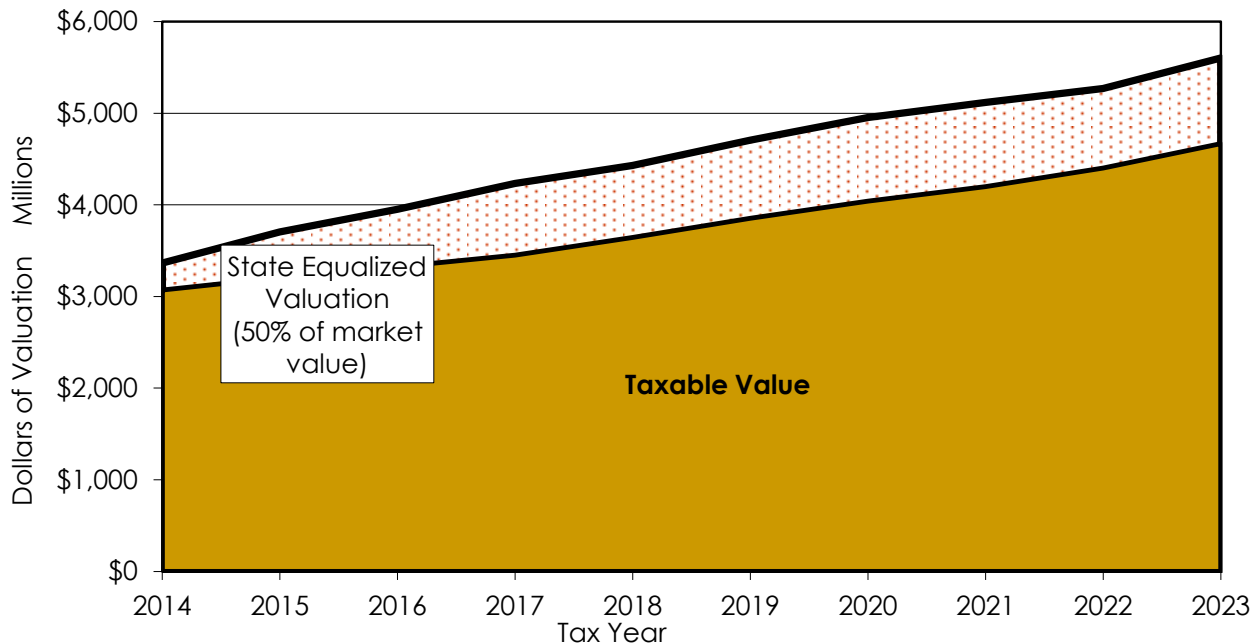
Fiscal Year	Tax Year	Taxable Value (in millions)	% Change
2014-2015	2014	\$ 3,071	3.3%
2015-2016	2015	\$ 3,206	4.4%
2016-2017	2016	\$ 3,323	3.7%
2017-2018	2017	\$ 3,450	3.8%
2018-2019	2018	\$ 3,646	5.7%
2019-2020	2019	\$ 3,853	5.7%
2020-2021	2020	\$ 4,038	4.8%
2021-2022	2021	\$ 4,198	4.0%
2022-2023	2022	\$ 4,403	4.9%
2023-2024	2023	\$ 4,666	6.0%



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	
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	\$5,117,122,329	3.3%	\$4,198,690,199	4.0%	82.1%
2022-2023	2022	\$5,268,635,410	3.0%	\$4,402,609,530	4.9%	83.6%
2023-2024	2023	\$5,600,786,450	6.3%	\$4,666,314,516	6.0%	83.3%



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, Estimated, Budgeted, and Projected Taxable Values

The following is a historical look at actual taxable values, as well as estimated, budgeted, and projected taxable values; including property tax revenue and millage rates.

	ACTUAL 2014 FY 2014-15	ACTUAL 2015 FY 2015-16	ACTUAL 2016 FY 2016-17	ACTUAL 2017 FY 2017-18	ACTUAL 2018 FY 2018-19
Taxable Value					
Taxable Value - Real (Residential)	\$ 1,984,120,840	\$ 2,087,604,500	\$ 2,169,188,620	\$ 2,267,135,430	\$ 2,389,711,290
Taxable Value - Real (Commercial / Industrial)	861,684,810	878,128,690	916,563,180	936,712,960	999,114,730
Taxable Value - Personal Property	225,066,560	239,836,740	237,292,830	246,268,600	256,827,350
Subtotal Taxable Value	\$ 3,070,872,210	\$ 3,205,569,930	\$ 3,323,044,630	\$ 3,450,116,990	\$ 3,645,653,370
Taxable Value - New Construction	-	-	-	-	-
Total Taxable Value	\$ 3,070,872,210	\$ 3,205,569,930	\$ 3,323,044,630	\$ 3,450,116,990	\$ 3,645,653,370
Less various allowances	-	-	-	-	-
Adjusted Taxable Value*	\$ 3,070,872,210	\$ 3,205,569,930	\$ 3,323,044,630	\$ 3,450,116,990	\$ 3,645,653,370
% Change in taxable value from prior year without new construction estimate or various allowances	3.3%	4.4%	3.7%	3.8%	5.7%
% Change in total taxable value	3.3%	4.4%	3.7%	3.8%	5.7%
% change in adjusted taxable value	3.3%	4.4%	3.7%	3.8%	5.7%
Millage Rate **					
General Fund	5.0182	5.0056	4.9925	4.9206	4.8458
General Fund - PA 359 Advertising	-	-	-	-	0.0137
Municipal Street Fund	1.5000	1.4962	1.4923	1.4708	1.4484
Police and Fire	1.4282	1.4246	1.4208	1.4003	1.3790
Parks, Recreation, and Cultural Services Fund	0.3857	0.3847	0.3836	0.3780	0.3722
Drain Fund	-	-	0.2120	0.2648	0.4157
Capital Improvement Program (CIP) Fund	-	-	-	0.9856	0.9706
Library Fund	0.7719	0.7699	0.7678	0.7567	0.7451
Total Operating	9.1040	9.0810	9.2690	10.1768	10.1905
Library Construction Debt Fund	0.3716	0.4566	0.4540	0.3608	0.3471
2010 Refunding Debt Fund	0.3462	0.3374	-	-	-
2002 Street & Refunding Debt Fund	0.3782	0.3250	0.2270	-	-
Total Debt	1.0960	1.1190	0.6810	0.3608	0.3471
Total Millage Rate	10.2000	10.2000	9.9500	10.5376	10.5376
Property Tax Revenue					
General Fund	\$ 15,618,990	\$ 16,252,340	\$ 16,707,967	\$ 17,200,885	\$ 18,215,984
General Fund - PA 359 Advertising	-	-	-	-	50,000
Municipal Street Fund	4,754,081	4,803,774	4,931,808	5,069,973	5,371,752
Police and Fire	4,390,579	4,574,743	4,687,841	4,843,646	5,130,968
Parks, Recreation, and Cultural Services Fund	1,185,648	1,235,317	1,267,594	1,295,457	1,371,654
Drain Fund	9,920	1,096	698,072	908,899	961,410
Capital Improvement Program (CIP) Fund	-	-	-	3,400,871	3,611,648
Library Fund	2,372,929	2,472,349	2,537,262	2,604,070	2,752,785
Total Operating	\$ 28,332,147	\$ 29,339,619	\$ 30,830,544	\$ 35,323,801	\$ 37,466,201
Library Construction Debt Fund	1,141,259	1,472,133	1,507,421	1,245,100	1,265,832
2010 Refunding Debt Fund	1,065,166	1,061,000	-	-	-
2002 Street & Refunding Debt Fund	1,134,897	1,040,000	747,000	-	-
Total Debt	\$ 3,341,322	\$ 3,573,133	\$ 2,254,421	\$ 1,245,100	\$ 1,265,832
Total Property Tax Revenue	\$ 31,673,469	\$ 32,912,752	\$ 33,084,965	\$ 36,568,901	\$ 38,732,033

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

** No Headlee rollback has been assumed for fiscal years ending 2024, 2025 & 2026.

Note: Fiscal 2023 taxable values have incorporated board of review adjustments through December 2022

FUND BALANCE, REVENUES & EXPENDITURES

ACTUAL 2019 FY 2019-20	ACTUAL 2020 FY 2020-21	ACTUAL 2021 2021-22	FY 2023-24 BUDGET			
			ESTIMATED	BUDGET	PROJECTED	
			2022 FY 2022-23	2023 FY 2023-24	2024 FY 2024-25	2025 FY 2025-26
\$ 2,533,927,750	\$ 2,661,331,380	\$ 2,775,266,092	\$ 2,941,366,920	\$ 3,179,905,427	\$ 3,307,101,644	\$ 3,406,314,693
1,051,495,340	1,098,657,170	1,145,328,330	1,187,826,620	1,223,461,419	1,272,399,875	1,311,844,271
267,518,910	278,747,760	278,095,777	273,415,990	267,947,670	270,627,147	273,333,418
\$ 3,852,942,000	\$ 4,038,736,310	\$ 4,198,690,199	\$ 4,402,609,530	\$ 4,671,314,516	\$ 4,850,128,666	\$ 4,991,492,383
-	-	-	-	15,000,000	20,000,000	20,000,000
\$ 3,852,942,000	\$ 4,038,736,310	\$ 4,198,690,199	\$ 4,402,609,530	\$ 4,686,314,516	\$ 4,870,128,666	\$ 5,011,492,383
-	-	-	-	(20,000,000)	(15,000,000)	(10,000,000)
\$ 3,852,942,000	\$ 4,038,736,310	\$ 4,198,690,199	\$ 4,402,609,530	\$ 4,666,314,516	\$ 4,855,128,666	\$ 5,001,492,383
5.7%	4.8%	4.0%	4.9%	6.1%	3.8%	2.9%
5.7%	4.8%	4.0%	4.9%	6.4%	3.9%	2.9%
5.7%	4.8%	4.0%	4.9%	6.0%	4.0%	3.0%

4.7755	4.7563	4.7505	4.7505	4.7505	4.7505	4.7505
0.0129	0.0123	0.0119	0.0113	0.0106	0.0102	0.0099
1.4273	1.4215	1.4197	1.4197	1.4197	1.4197	1.4197
1.3590	1.3535	1.3518	1.3518	1.3518	1.3518	1.3518
0.3668	0.3653	0.3648	0.3648	0.3648	0.3648	0.3648
0.5583	0.5978	0.6101	0.6107	0.6114	0.6118	0.6121
0.9565	0.9526	0.9514	0.9514	0.9514	0.9514	0.9514
0.7342	0.7312	0.7303	0.7303	0.7303	0.7303	0.7303
10.1905	10.1905	10.1905	10.1905	10.1905	10.1905	10.1905
0.3471	0.3471	0.3471	0.3471	0.3471	0.3471	0.3471
-	-	-	-	-	-	-
-	-	-	-	-	-	-
0.3471	0.3471	0.3471	0.3471	0.3471	0.3471	0.3471
10.5376	10.5376	10.5376	10.5376	10.5376	10.5376	10.5376

								Expiration Year
\$ 18,299,800	\$ 19,098,299	\$ 19,897,843	\$ 20,725,162	\$ 21,892,590	\$ 22,690,916	\$ 23,280,846		2026-27
50,000	50,000	50,000	50,000	50,000	50,000	50,000		
5,473,078	5,712,989	5,946,998	6,168,945	6,539,559	6,776,994	6,951,159		
5,227,356	5,438,167	5,655,895	5,899,051	6,227,000	6,454,000	6,620,000		
1,406,590	1,468,077	1,527,542	1,585,383	1,681,110	1,742,289	1,787,467		
2,143,534	2,398,860	2,553,455	2,664,644	2,812,022	2,914,447	2,990,086		
3,676,064	3,818,955	3,985,024	4,126,924	4,376,793	4,536,818	4,655,213		
2,815,536	2,938,712	3,059,011	3,169,904	3,348,890	3,472,434	3,566,693		
\$ 39,091,958	\$ 40,924,059	\$ 42,675,768	\$ 44,390,013	\$ 46,927,964	\$ 48,637,898	\$ 49,901,464		
1,333,195	1,397,542	1,457,701	1,476,820	1,402,108	1,406,424	1,405,441		2027-28
-	-	-	-	-	-	-		
-	-	-	-	-	-	-		
\$ 1,333,195	\$ 1,397,542	\$ 1,457,701	\$ 1,476,820	\$ 1,402,108	\$ 1,406,424	\$ 1,405,441		
\$ 40,425,153	\$ 42,321,601	\$ 44,133,469	\$ 45,866,833	\$ 48,330,072	\$ 50,044,322	\$ 51,306,905		

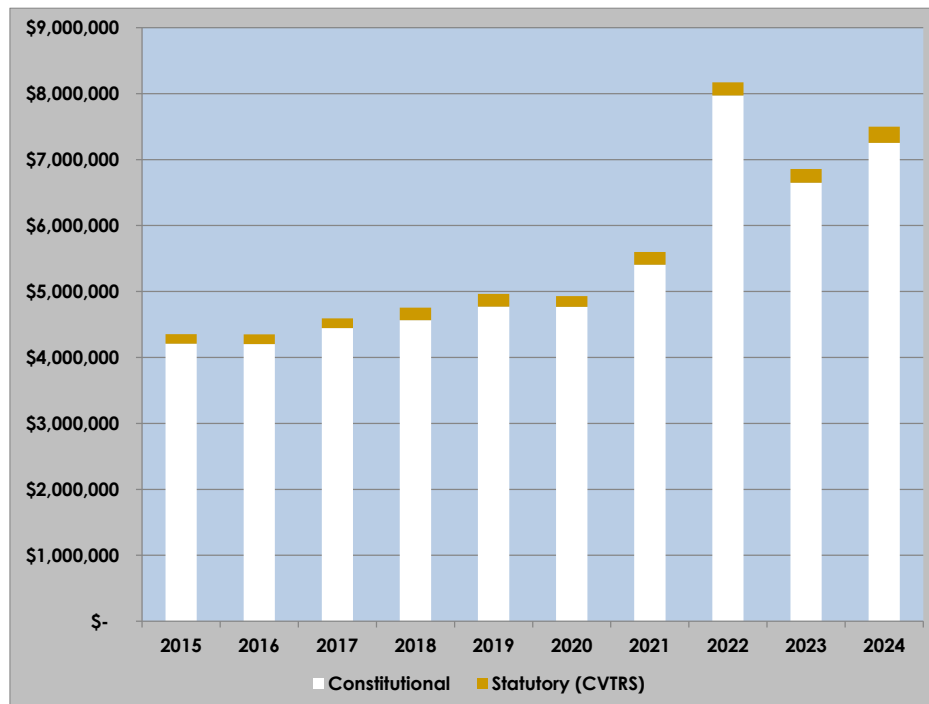
FUND BALANCE, REVENUES & EXPENDITURES

State Shared Revenue

The State Revenue Sharing is unrestricted General Fund revenue and is the second largest source of revenue in that fund. 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. The CVTRS (city, village, and township revenue sharing) program, established by legislature in fiscal year 2016, requires each eligible local unit to meet certain accountability and transparency requirements in order to receive payments.

In accordance with the State Constitution of 1963, Article IX, Section 10, as amended, constitutional revenue sharing payments are based on 15% of the 4% portion of Michigan's 6% sales tax collections. Distributions are made to all Michigan cities, villages, and townships on a population basis on the last business day of the even numbered months (October, December, February, April, June, and August). The revenue sharing population is defined by the Glenn Steil State Revenue Sharing Act of 1971, 1971 Public Act 140, as amended (MCL 141.903(1)). For purposes of distributing revenue, population is based on the most recent census adjusted by 50% for any institutional population.

State Revenue Sharing surpassed the 2001 funding level of \$4,448,257 as of 2017 and continues to steadily increase. Despite the 2020 decrease in revenue due to the COVID pandemic, the 2020 census reflected a population increase of 11,019 and continues to have a positive impact on Novi's State Shared Revenue (2022 included a one-time census adjustment in the amount of approximately \$1.0 million.)

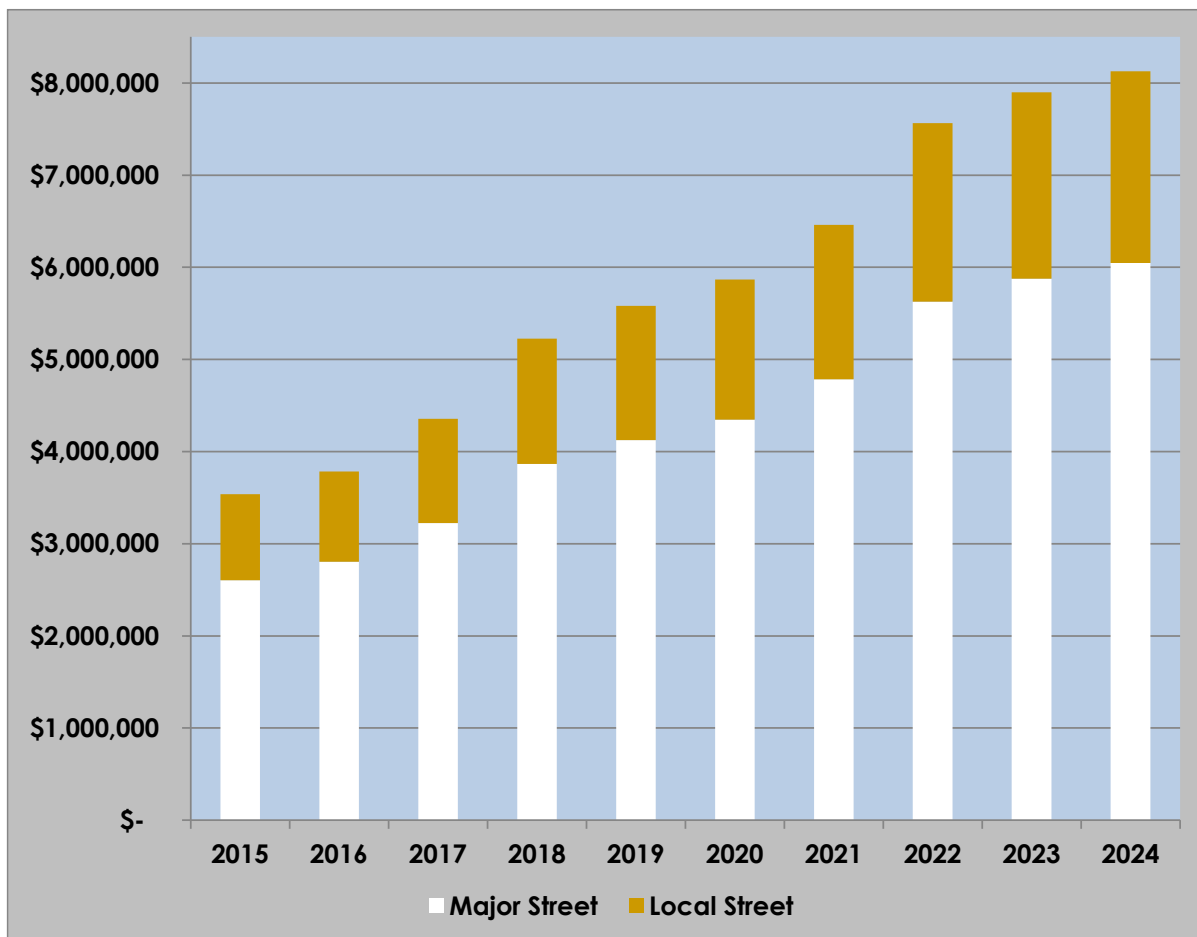


	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
Constitutional	\$ 4,207,692	\$ 4,203,650	\$ 4,445,931	\$ 4,563,358	\$ 4,771,476	\$ 4,766,836	\$ 5,405,071	\$ 7,971,951	\$ 6,647,439	\$ 7,254,728
Statutory (CVTRS)	\$ 146,155	\$ 146,155	\$ 146,155	\$ 190,996	\$ 190,867	\$ 162,710	\$ 195,257	\$ 199,162	\$ 211,111	\$ 244,670
Total	\$ 4,353,847	\$ 4,349,805	\$ 4,592,086	\$ 4,754,354	\$ 4,962,343	\$ 4,929,546	\$ 5,600,328	\$ 8,171,113	\$ 6,858,550	\$ 7,499,398

FUND BALANCE, REVENUES & EXPENDITURES

Act 51 – Michigan Transportation Fund

The State of Michigan's Constitution provides funds for transportation purposes. Act 51 of 1951, as amended, creates the Michigan Transportation Fund, whereas revenues are collected through highway user taxes, state motor fuel taxes, vehicle registration fees, and other miscellaneous automobile related taxes. They 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. The 2020 census reflected an increase in Novi's population of 11,019 and, similarly to State-shared revenues, has had a positive impact on Novi's Act 51 revenues.



	FY2014-15	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ESTIMATED
Major Street	\$ 2,602,927	\$ 2,805,151	\$ 3,225,703	\$ 3,865,139	\$ 4,123,583	\$ 4,348,220	\$ 4,783,639	\$ 5,627,890	\$ 5,877,707	\$ 6,046,503
Local Street	\$ 934,371	\$ 978,693	\$ 1,129,243	\$ 1,362,035	\$ 1,456,456	\$ 1,519,226	\$ 1,677,732	\$ 1,935,902	\$ 2,022,437	\$ 2,080,518
Total	\$ 3,537,298	\$ 3,783,844	\$ 4,354,946	\$ 5,227,174	\$ 5,580,039	\$ 5,867,446	\$ 6,461,370	\$ 7,563,792	\$ 7,900,144	\$ 8,127,021

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. A summary of expenditures including underlying assumptions and significant trends is included on this page and the following page.

Personnel Services

The personnel assumptions are based on the number of staff as presented in the Departmental Information - Personnel Summary section of this budget document. Any cost savings as a result of vacancies or positions filled at lower than budgeted amounts increase the fund balance and is used in planning for the subsequent year's budget.

- Salary and wages are assumed to increase 3.0% annually for all non-union employees. Union salary and wages are pursuant to each of the current collective bargaining agreements.
- Employee health insurance is assumed to increase 4.0% annually based on prior years and the current trend of costs and claims. (The City went self-insured for a portion of its health insurance in fiscal year 2020 to minimize future insurance costs.)
- Workers compensation insurance is assumed to increase 5.0% annually based on prior years and the current trend of costs.
- Defined benefit pension contributions are based on the actuarial required contribution for fiscal year 2023-2024 and are assumed to increase by approximately 3.0% in fiscal years 2024-2025 and 2025-2026.

Supplies and Other Services and Charges

Annual increases between 0% - 3.0% is assumed for most supplies and other services and charges; certain maintenance items increase based on historical median rate (i.e. road maintenance items). Liability and property insurance is assumed to increase 4.0% annually based on prior years and the current trend of costs and claims.

Capital Outlay and Non-Recurring Items

Capital outlay and non-recurring items are budget requests submitted by 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.

Debt Service

Debt service is based on the principal and interest payments included in the City's debt schedules as presented in the Capital Program and Debt section of this budget document.

Transfers Out

The Major Street, Local Street, and Municipal Street funds transfer funds out to each other to cover construction costs as detailed in the six-year CIP plan. The General Fund transfers to the Parks, Recreation and Cultural Services Fund to help fund capital projects and older adult transportation. The General Fund may transfer to the Forfeiture Fund to help fund public safety vehicles. The General Fund also transfers to the Economic Development Fund its share of property tax revenue. The Drain Fund may transfer to the Perpetual Maintenance Fund to replenish some of the endowment.

FUND BALANCE, REVENUES & EXPENDITURES

General Fund and Special Revenue Fund Expenditure Summaries

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

GENERAL FUND

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
APPROPRIATIONS					
PERSONNEL SERVICES	\$ 28,332,377	\$ 29,129,177	\$ 30,333,587	\$ 31,395,503	\$ 32,091,620
SUPPLIES	966,061	1,041,632	1,120,360	1,048,120	1,093,420
OTHER SERVICES AND CHARGES	6,722,539	8,312,147	7,757,920	7,704,486	7,740,537
CAPITAL OUTLAY	1,297,468	5,089,392	1,500,110	2,788,690	2,678,610
TRANSFERS OUT	338,781	75,000	500,000	450,000	370,000
TOTAL APPROPRIATIONS	\$ 37,657,226	\$ 43,647,348	\$ 41,211,977	\$ 43,386,799	\$ 43,974,187

SPECIAL REVENUE FUNDS

	ACTUAL 2021-22	ESTIMATED 2022-23	BUDGET 2023-24	PROJECTED	
				2024-25	2025-26
APPROPRIATIONS					
Personnel services	\$ 3,617,201	\$ 3,791,034	\$ 4,024,591	\$ 4,158,243	\$ 4,278,977
Supplies	824,454	839,818	849,250	843,250	839,450
Other services and charges	9,382,023	10,569,031	11,114,782	11,189,709	11,357,716
Capital outlay	10,663,112	18,631,661	14,146,890	17,936,860	14,210,600
Transfers out	6,659,100	6,329,000	4,243,000	7,985,000	9,118,000
TOTAL APPROPRIATIONS	\$ 31,145,890	\$ 40,160,544	\$ 34,378,513	\$ 42,113,062	\$ 39,804,743

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 2024-25 and 2025-26 budgets include the following items:

- \$26.1 million investment in roads, pathways, sidewalks and intersections
- \$11.8 million investment in water and sewer infrastructure
- \$3.9 million investment in storm sewer and drainage
- \$1.5 million investment in parks, recreation, and cultural services capital projects
- \$2.5 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
N	Nurture public services that residents want and value.	Continue to identify possible new park property that would satisfy Michigan Trust Fund Grant standards in order to assist in acquisition costs. Reconstruct and expand Beck Road from Grand River to M-14 with assistance from Federal, State, and local partners.
O	Operate a world-class and sustainable local government.	Develop a new strategy to identify new talent throughout the organization in order to meet the needs of the next generation of municipal employees
V	Value and build a desirable and vibrant community for residents and businesses alike now and into the future.	Complete Master Plan for Land Use to aid in private development throughout the city for the next ten (10) years. Maintain Balance of residential and commercial growth.
I	Invest properly in being a Safe Community at all times for all people.	Continue to strengthen the Auxiliary/Paid-on-Call program to ensure continued quality new hires into the system. Develop a plan that addresses the needs of Fire Stations 1, 2 and 3 along with possible relocation of the Police Station.

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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 2024-2029. The CIP is summarized within this budget document and also can be viewed interactively on our CIP website

<https://bit.ly/3iBOqxa>. 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 2023-2024 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 are considered in preparation of the CIP:

- Master Plan for Land Use & Thoroughfare Master Plan
- Water System Master Plan
- Storm Water Master Plan
- Sanitary Sewer Capacity Management - Sanitary Sewer Master Plan
- Strategic Community Recreation and Master Park Plan
- Pathway and Sidewalk Prioritization Analysis and Process
- Non-Motorized Master Plan; *renamed Active Mobility Plan*
- Parking Lot Inventory and Maintenance Plan
- ADA Compliance and Transition Plan for City Owned Pathways
- ADA Compliance Transition Plan for City Owned Facilities
- Transportation Asset Management Plan/Road Report
- Bridge Inspection Reports

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. 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 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 recommended 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.
- New building generators are estimated to increase annual operating expenditures by \$1,365 each within the Facilities Maintenance General Fund department.
- The additional pickleball courts will increase ground maintenance expenditures.
- The heat trace wire installation to the gutters at the Lakeshore Park Building will impact the electricity usage during the winter months. This cost should be minimal and is able to be absorbed by the operating budget.
- The solar panel installations is anticipated to decrease utility costs as the solar power would cancel out a portion of the electrical demand.
- Purchase of the skid steer attachments will save the General Fund approximately \$11,000 in rental fees within the DPW General Fund department.
- The LPR system will increase operating expenditures by \$30,500 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 neighborhood sidewalk repair program increases expenditures by approximately \$400,000 annually within the General Fund (50%) and Municipal Street Fund (50%).
- 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			
	Fiscal Year 2023-24	Fiscal Year 2024-25	Fiscal Year 2025-26	Fiscal Year 2026-27	Fiscal Year 2027-28	Fiscal Year 2028-29	TOTAL
Roads	\$ 10,407,100	\$ 11,431,020	\$ 11,507,400	\$ 15,965,630	\$ 10,408,990	\$ 39,219,970	\$ 98,940,110
Sidewalks & Pathways	\$ 400,000	\$ 1,567,820	\$ 1,567,820	\$ 1,105,140	\$ 539,990	\$ 400,000	\$ 5,580,770
Storm Sewer & Drainage	\$ 1,542,760	\$ 3,868,360	\$ -	\$ 1,497,360	\$ -	\$ 750,000	\$ 7,658,480
Sanitary Sewer	\$ 18,708,790	\$ -	\$ -	\$ 2,100,000	\$ -	\$ -	\$ 20,808,790
Water Distribution	\$ 5,210,280	\$ 4,500,000	\$ 7,292,920	\$ 6,906,080	\$ 4,500,000	\$ 4,500,000	\$ 32,909,280
Parks, Recreation, & Cultural Services	\$ 1,016,980	\$ 1,089,490	\$ 380,000	\$ 12,438,600	\$ 2,173,210	\$ 584,430	\$ 17,682,710
Parking Lots	\$ -	\$ -	\$ 702,010	\$ 737,510	\$ -	\$ -	\$ 1,439,520
Buildings & Property	\$ 558,990	\$ 1,961,840	\$ 638,470	\$ 5,793,220	\$ 619,880	\$ 180,000	\$ 9,752,400
Machinery & Equipment	\$ 1,822,960	\$ 423,390	\$ 2,021,910	\$ 526,260	\$ 2,451,120	\$ 810,350	\$ 8,055,990
Technology	\$ 74,460	\$ -	\$ -	\$ 101,160	\$ 150,170	\$ -	\$ 325,790
TOTAL	\$ 39,742,320	\$ 24,841,920	\$ 24,110,530	\$ 47,170,960	\$ 20,843,360	\$ 46,444,750	\$ 203,153,840

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.

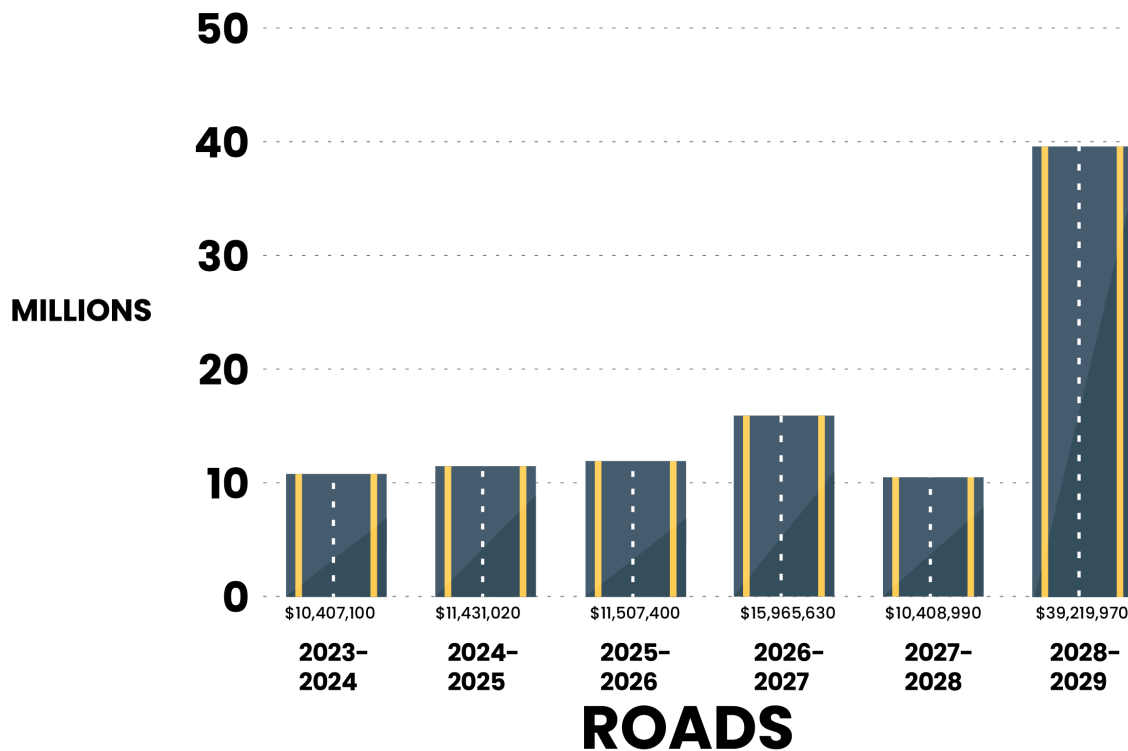
CAPITAL PROGRAM & DEBT

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 \$6.6 and \$7.1 million dollars per year of which \$4.4 - \$4.7 million go to help fund neighborhood road rehabilitation and construction.

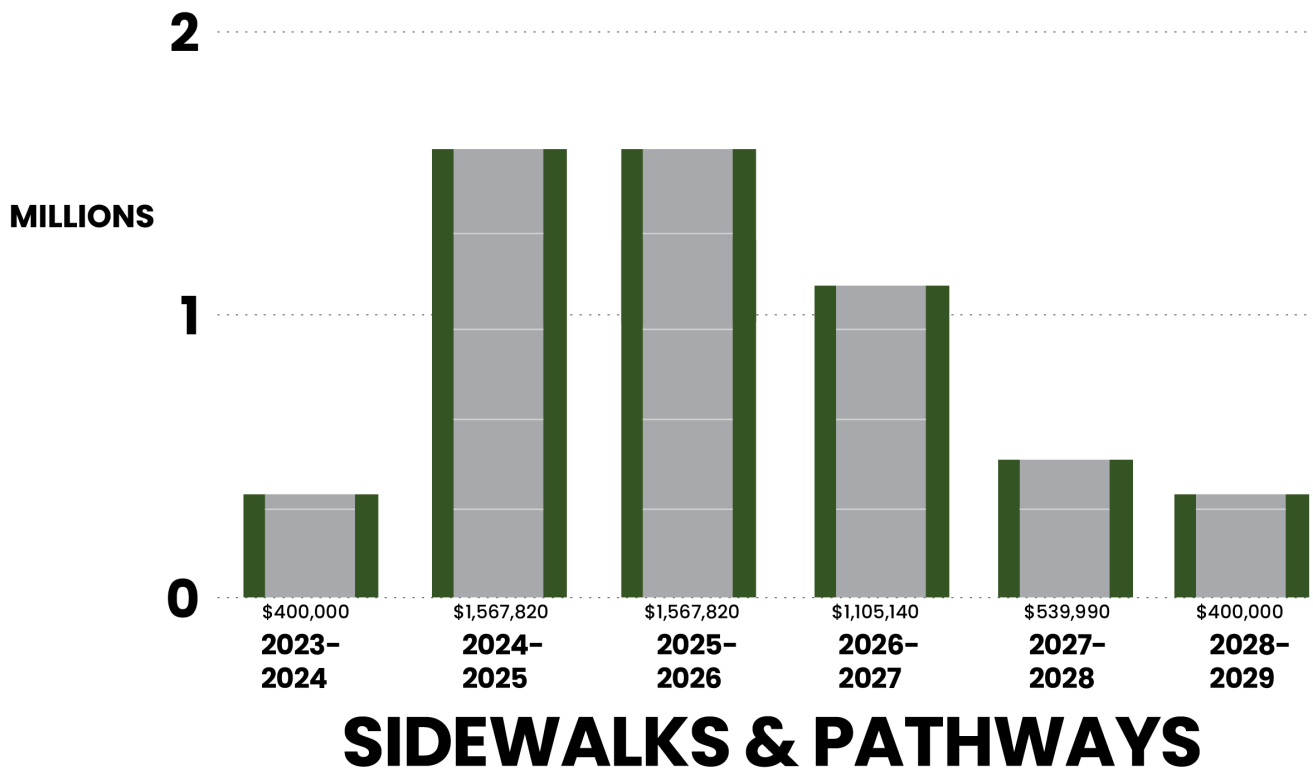


CAPITAL PROGRAM & DEBT

Sidewalk and Pathways

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

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



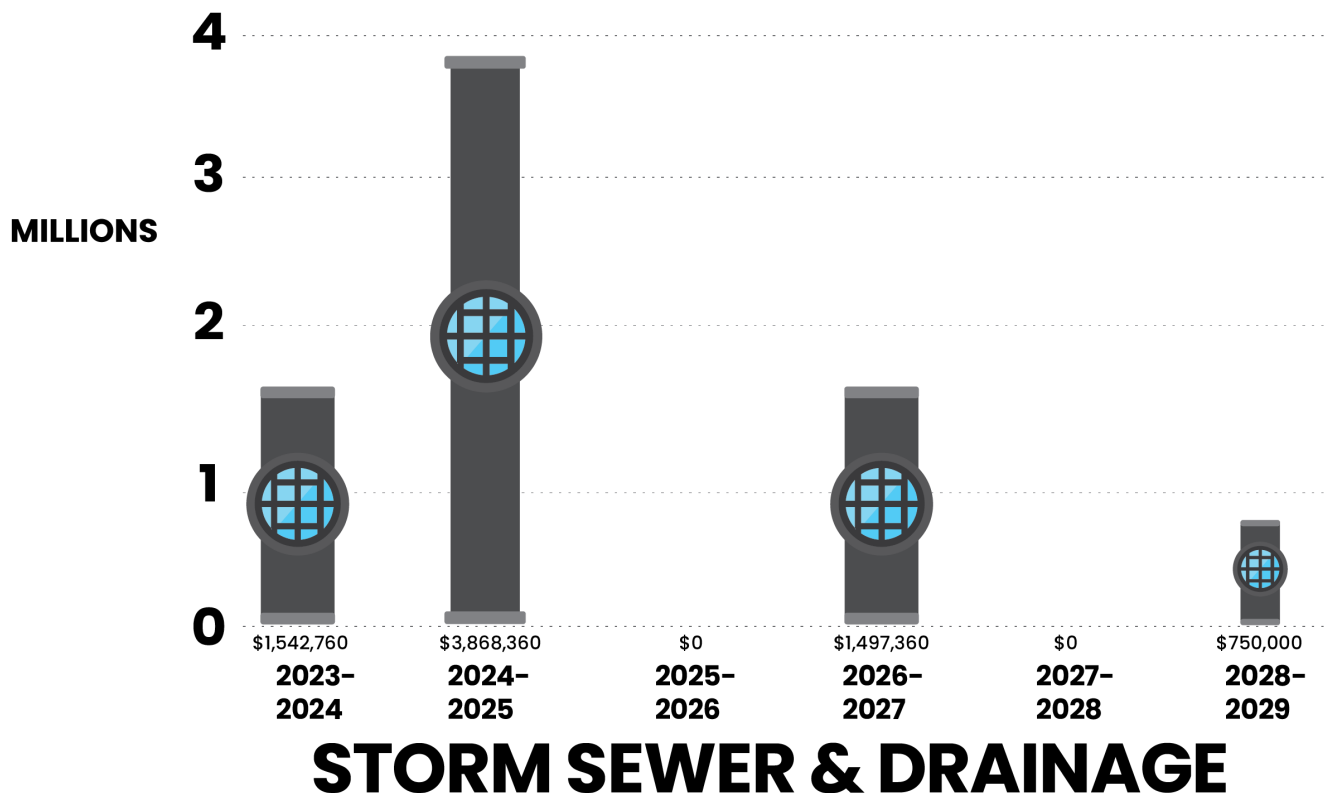
CAPITAL PROGRAM & DEBT

Storm Sewer & Drainage

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

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

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



CAPITAL PROGRAM & DEBT

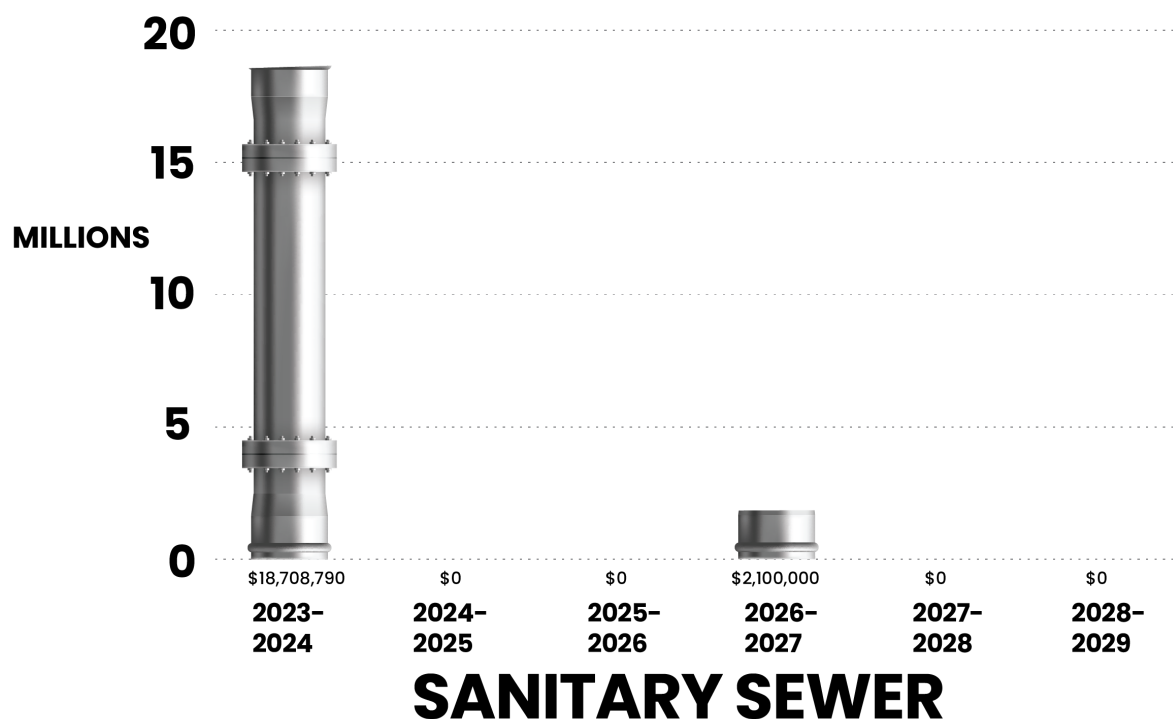
Sanitary Sewer

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

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

The proposed 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.

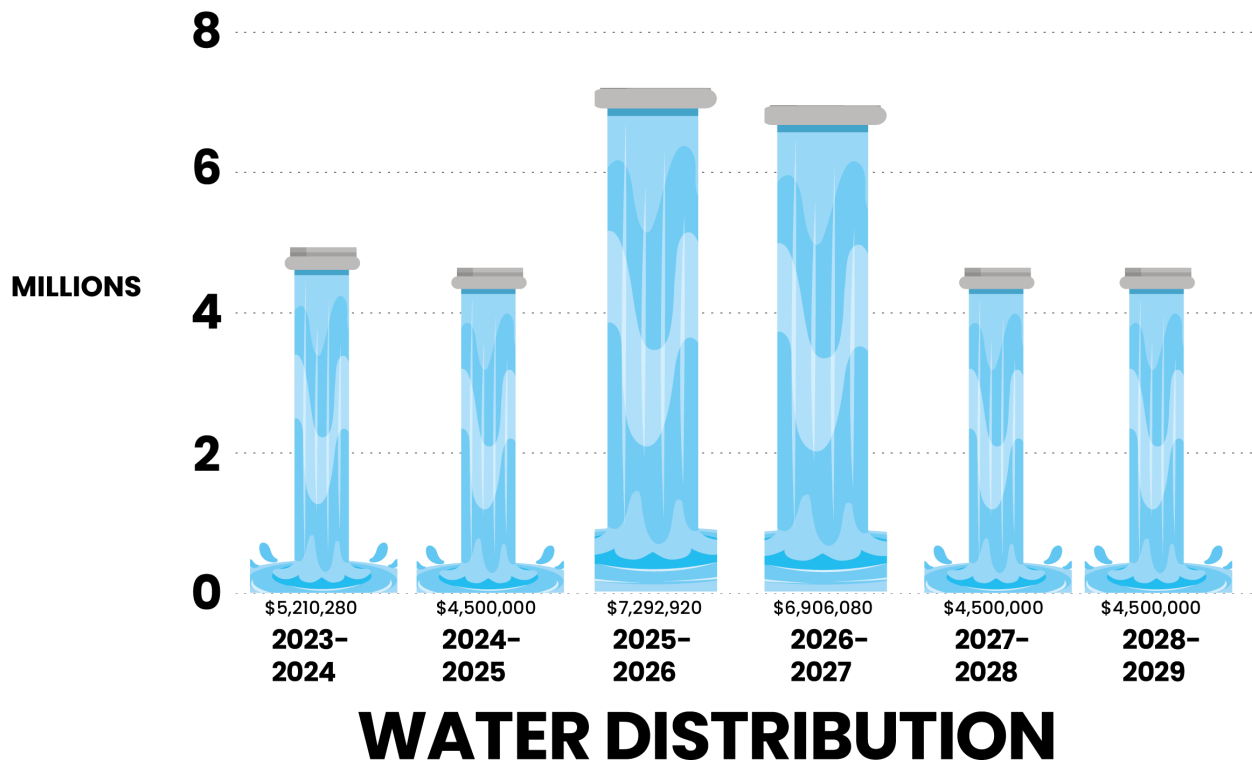


CAPITAL PROGRAM & DEBT

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.

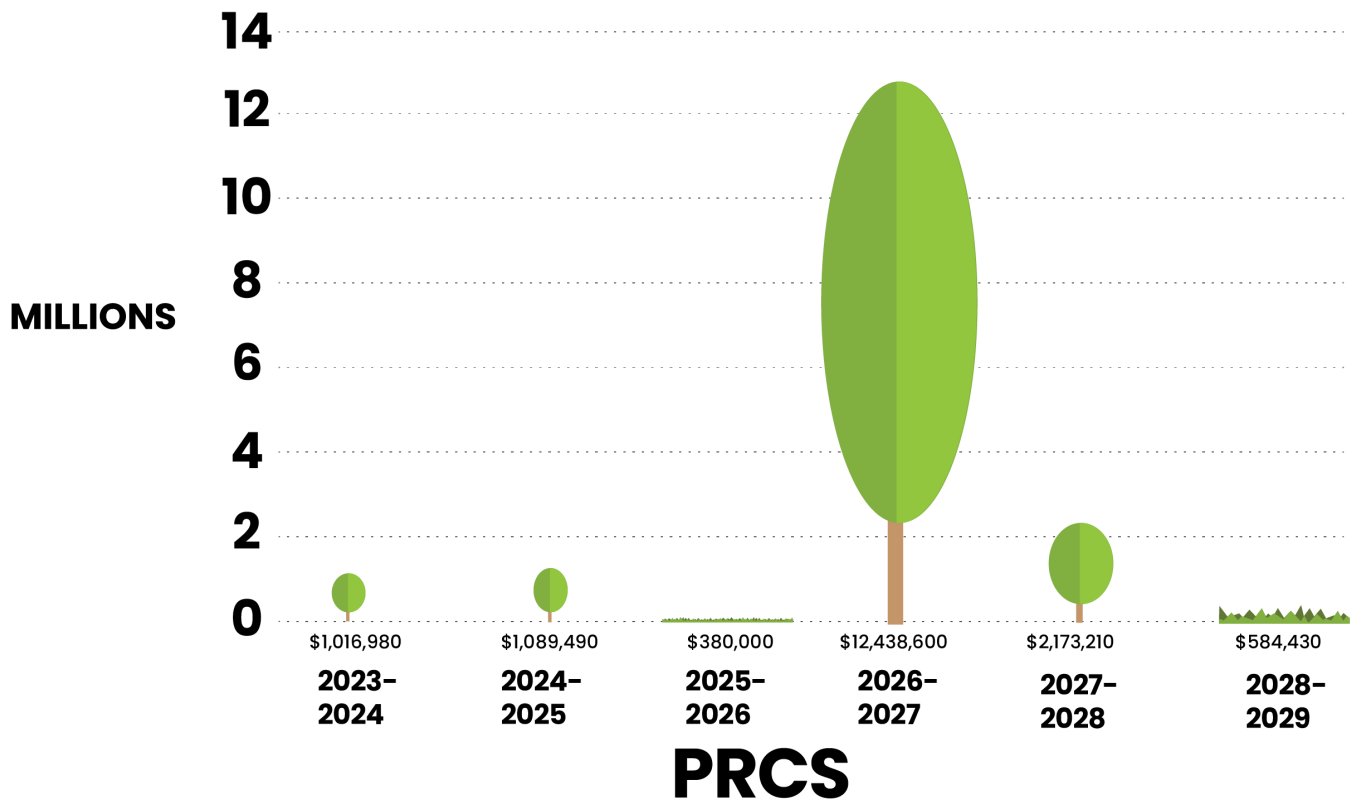


CAPITAL PROGRAM & DEBT

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.

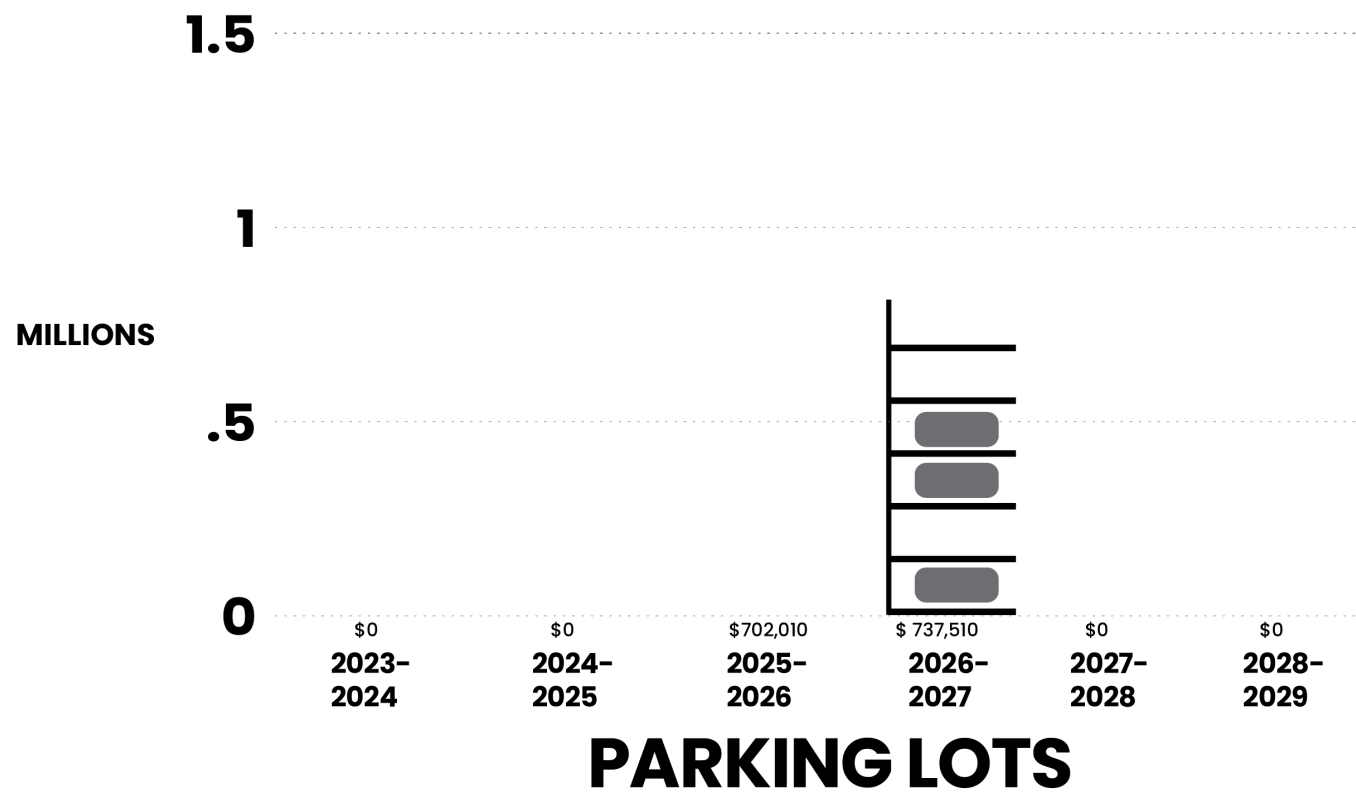
Funding for parks, open space, and cultural events is primarily from the Parks and Recreation dedicated millage that was established for maintaining parks and recreation purposes. The dedicated millage and impact fees make up the main funding source for Parks, Recreation and Cultural Services.



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.)

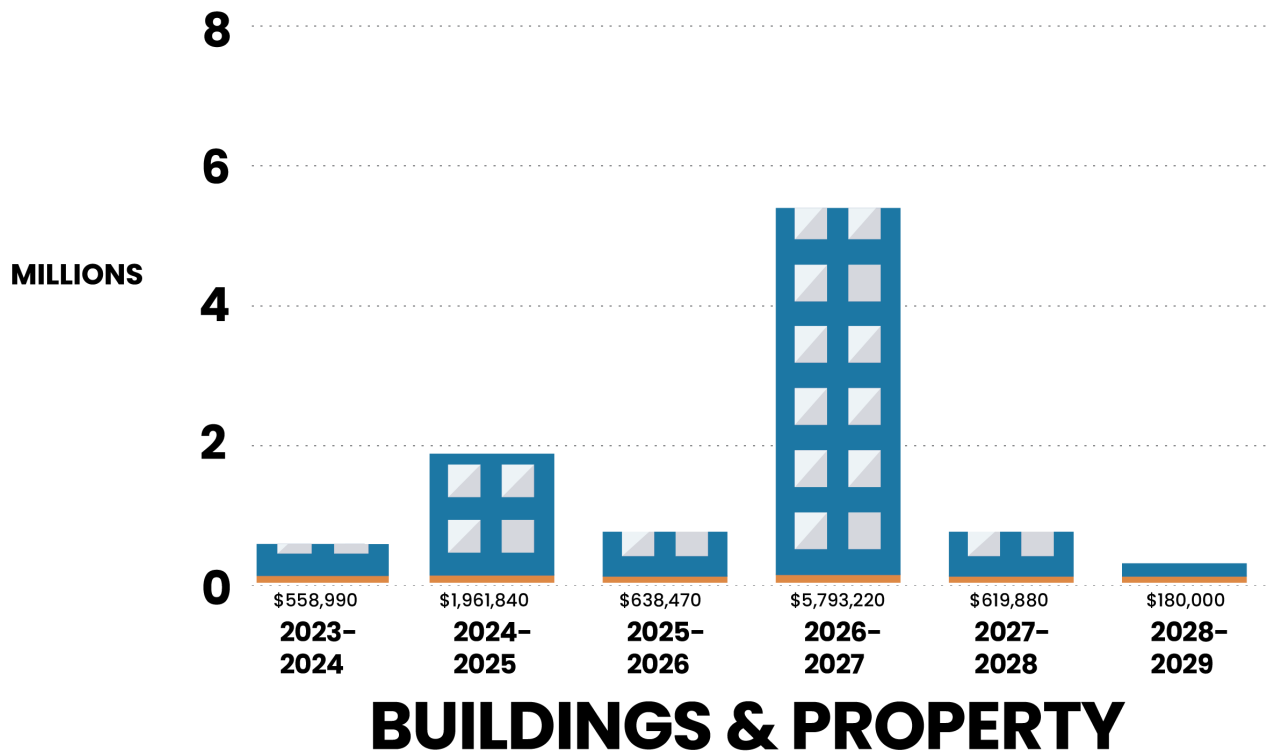


CAPITAL PROGRAM & DEBT

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.

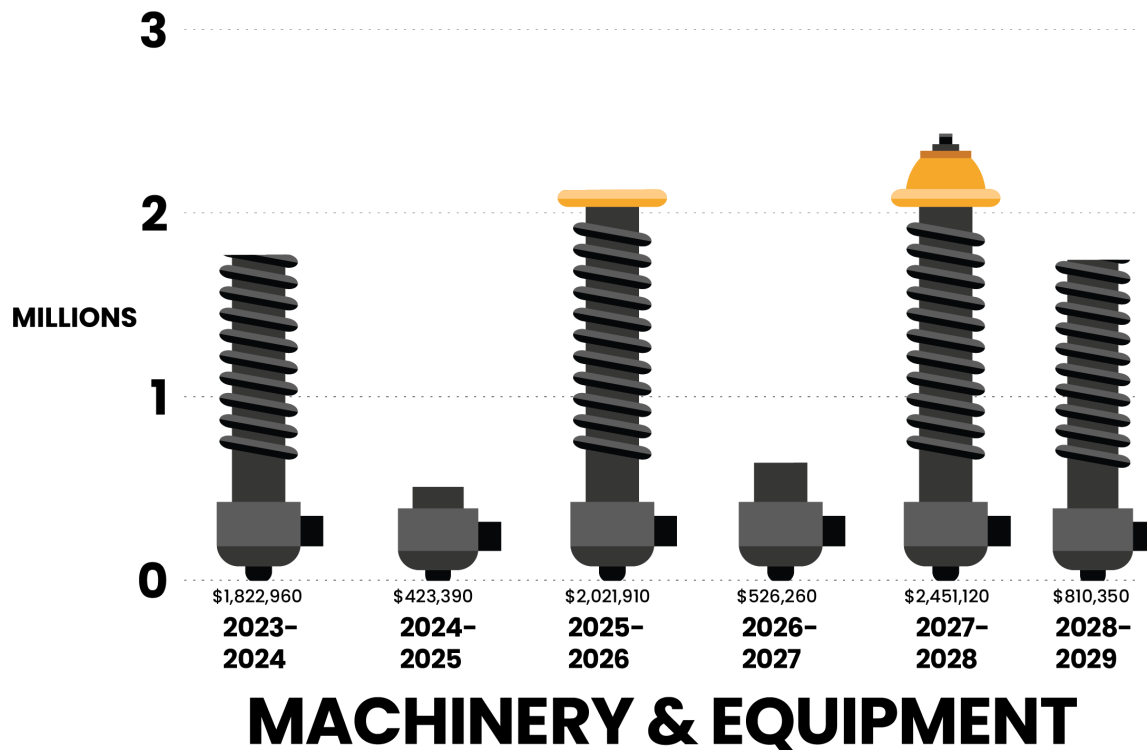
Operational facilities projects are funded from a variety of different sources, depending on the use of the facility. Sources mainly are tied to the General Fund and leveraged funds.



CAPITAL PROGRAM & DEBT

Machinery and Equipment

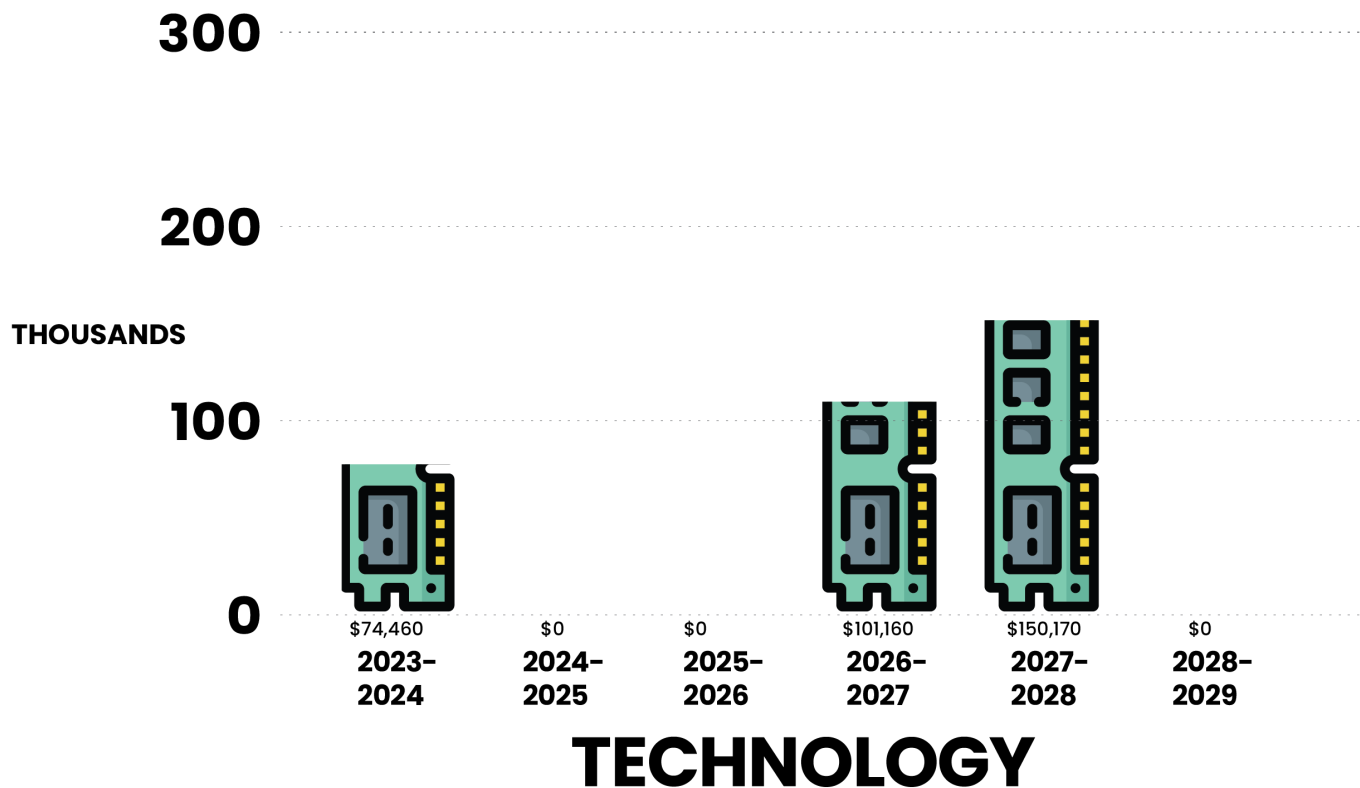
Novi employees depend on dependable equipment to allow and assist them to do their jobs day in and day out. The equipment comes in many forms, plow trucks, generators, fire apparatus, etc., the equipment that literally keeps the City of Novi moving. Novi City Council has established the precedent over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



City of Novi
Capital Improvement Program
FY 2023-24 Budget
<https://bit.ly/3iBOqxa>

					BUDGET	PROJECTED		FORECAST				
	Who Did Request?	ID#	Project Name	CIP Category	GL Fund #	FY 2023-24 YR 1	FY 2024-25 YR 2	FY 2025-26 YR 3	FY 2026-27 YR 4	FY 2027-28 YR 5	FY 2028-29 YR 6	Total Budget CIP
1	Department of Public Works	102-01	Neighborhood Roads Rehabilitation, Repaving, and Reconstruction Program	Roads	LOCAL STREET FUND 203	\$ 4,450,000	\$ 4,650,000	\$ 4,575,000	\$ 4,500,000	\$ 6,000,000	\$ 6,000,000	\$ 30,175,000
2	Department of Public Works	ENG058	Wixom Road Rehabilitation & Left Turn Lane Addition (10 Mile Road to City Limits) secured outside funding 1.47M; net of city share costs	Roads	MAJOR STREET FUND 202	\$ 3,475,760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,475,760
3	Department of Public Works	ENG079	Industrial Business Parks Road Rehabilitation (Hudson Drive, Magellan Drive, Humboldt Drive, Desoto Court, Peary Court, and Ryan Court)	Roads	MAJOR STREET FUND 202	\$ 1,867,890	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,867,890
4	Department of Public Works	162-01	12 Mile Road Widening (Beck Road to Cabaret Drive) RCOC; estimated City share - design/ROW \$1.0M & construction \$1.7M (design currently underway; construction TBD)	Roads	MUNICIPAL STREET FUND 204	\$ 355,000	\$ -	\$ -	\$ 1,735,470	\$ -	\$ -	\$ 2,090,470
5	Department of Public Works	ENG075	Meadowbrook Road Rehabilitation (10 Mile to 11 Mile Road) secured outside funding 931K; net of city costs	Roads	MAJOR STREET FUND 202	\$ 142,680	\$ 1,298,810	\$ -	\$ -	\$ -	\$ -	\$ 1,441,490
6	Department of Public Works	ENG078	9 Mile Road Rehabilitation (Meadowbrook Road to Haggerty Road) secured outside funding 573K; net of city costs	Roads	MAJOR STREET FUND 202	\$ 115,770	\$ 1,343,620	\$ -	\$ -	\$ -	\$ -	\$ 1,459,390
7	Department of Public Works	162-07	Beck Road Widening (11 Mile Road to Grand River Avenue aka Providence Drive/Central Park Boulevard) (including signal modernization @ 11 Mile Road & updated DTE lighting) secured outside funding \$4.7M; net of city costs	Roads	MAJOR STREET FUND 202	\$ -	\$ 3,473,970	\$ -	\$ -	\$ -	\$ -	\$ 3,473,970
8	Department of Public Works	ENG089	Novi Road Rehabilitation (8 Mile to 9 Mile); RCOC (Local share \$633,701; Novi-share estimated @50%)	Roads	MUNICIPAL STREET FUND 204	\$ -	\$ 348,530	\$ -	\$ -	\$ -	\$ -	\$ 348,530
9	Department of Public Works	ENG093	West Park Drive Rehabilitation (12 Mile Road to Pontiac Trail) secured funding (1.7M); net of city costs	Roads	MAJOR STREET FUND 202	\$ -	\$ 247,850	\$ 1,217,180	\$ 1,217,180	\$ -	\$ -	\$ 2,682,210
10	Department of Public Works	ENG016	13 Mile Road Rehabilitation (M-5 to Haggerty) secured outside funding 523K; net of city costs	Roads	MAJOR STREET FUND 202	\$ -	\$ 68,240	\$ 547,000	\$ -	\$ -	\$ -	\$ 615,240
11	Department of Public Works	082-30	11 Mile Road Rehabilitation (Beck Road to Taft Road) including Seg 37a Sidewalk (north side, Beck Road and East Mandalay Circle) net of design	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ 3,119,780		\$ -	\$ -	\$ 3,119,780
12	Department of Public Works	ENG081	Village Wood Road (Cranbrooke Drive to Haggerty Road) and Section 25 Storm Drainage Improvements; includes sidewalk construction - Street Fund portion	Roads	LOCAL STREET FUND 203	\$ -	\$ -	\$ 1,796,530	\$ -	\$ -	\$ -	\$ 1,796,530
			Village Wood Road (Cranbrooke Drive to Haggerty Road) and Section 25 Storm Drainage Improvements; includes sidewalk construction - Drain Fund portion	Roads	DRAIN FUND 210	\$ -	\$ -	\$ 251,910	\$ -	\$ -	\$ -	\$ 251,910
13	Department of Public Works	ENG074	Novi Road Rehabilitation (13 Mile Road to 14 Mile Road) including traffic signal modernizations at 13 Mile Road, Waverly Drive, and 14 Mile Road	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 4,327,000	\$ -	\$ -	\$ 4,327,000
14	Department of Public Works	132-26	11 Mile Road Rehabilitation (Wixom Road to Beck Road) includes Segment 52a pathway connection to ITC Trail; net of design	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 1,469,920	\$ -	\$ -	\$ 1,469,920
15	Department of Public Works	132-27	11 Mile Road Rehabilitation (Taft Road to Clark Street); net of design	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 1,055,350	\$ -	\$ -	\$ 1,055,350
16	Department of Public Works	102-04	Old Novi Road Rehabilitation (Novi Road to 13 Mile Road)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 863,970	\$ -	\$ -	\$ 863,970



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	Who Did Request?	ID#	Project Name	CIP Category	GL Fund #	FY 2023-24 YR 1	FY 2024-25 YR 2	FY 2025-26 YR 3	FY 2026-27 YR 4	FY 2027-28 YR 5	FY 2028-29 YR 6	Total Budget CIP
17	Department of Public Works	ENG037	13 Mile Road Rehabilitation (Old Novi Road to Novi Road)	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ 796,740	\$ -	\$ -	\$ 796,740
18	Department of Public Works	ENG080	Willowbrook Estates No. 3 Road Reconstruction and Storm Drainage Improvements (Glen Ridge Court, Rock Hill Lane, Maude Lea Circle, Ripple Creek Road) - Street Fund portion	Roads	LOCAL STREET FUND 203	\$ -	\$ -	\$ -	\$ -	\$ 2,343,310	\$ -	\$ 2,343,310
			Willowbrook Estates No. 3 Road Reconstruction and Section 25 Storm Drainage Improvements (Glen Ridge Court, Rock Hill Lane, Maude Lea Circle, Ripple Creek Road) - Drain Fund portion	Roads	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ -	\$ 784,190	\$ -	\$ 784,190
19	Department of Public Works	ENG008	Lee BeGole Drive Reconstruction (11 Mile Road to Terminus); net of design	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ 1,281,490	\$ -	\$ 1,281,490
20	Department of Public Works	162-06	Beck Road Widening (10 Mile Road to 11 Mile Road); includes signal modernizations - pursuing outside funding	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,159,260	\$ 13,159,260
21	Department of Public Works	162-03	Beck Road Widening (9 Mile Road to 10 Mile Road); includes signal modernizations - pursuing outside funding	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,280,290	\$ 10,280,290
22	Department of Public Works	132-25	Beck Road Widening (8 Mile Road to 9 Mile Road); includes signal modernizations - pursuing outside funding	Roads	MAJOR STREET FUND 202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,780,420	\$ 9,780,420
23	Department of Public Works	ENG068	Neighborhood Sidewalk Repair Program (Street Fund portion)	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
			Neighborhood Sidewalk Repair Program (General Fund portion; aka tree-related portion)	Sidewalks & Pathways	GENERAL FUND 101	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000
24	Department of Public Works	ENG091	Beck Road Non-motorized Improvements (8 Mile Road to I-96); pursuing "Safe Streets and Roads for All grant" (5.6M)	Sidewalks & Pathways	MAJOR STREET FUND 202	\$ -	\$ 1,167,820	\$ 1,167,820	\$ -	\$ -	\$ -	\$ 2,335,640
25	Department of Public Works	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	\$ -	\$ -	\$ -	\$ 379,420	\$ -	\$ -	\$ 379,420
26	Department of Public Works	ENG070	Segment 101c & 104b -- Napier Road (East side; ITC Community Sports Park entrance drive to Villa Barr Art Park) - 8' Pathway	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ -	\$ 325,720	\$ -	\$ -	\$ 325,720
27	Department of Public Works	ENG030	Segment 66 -- Grand River Avenue (South side; Sixth Gate to Main Street) - 8' Pathway	Sidewalks & Pathways	MUNICIPAL STREET FUND 204	\$ -	\$ -	\$ -	\$ -	\$ 139,990	\$ -	\$ 139,990



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28	Department of Public Works	093-10	Streambank Stabilization - Middle Rouge River (along Rotary Park)	Storm Sewer & Drainage	DRAIN FUND 210	\$ 603,380	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 603,380
29	Department of Public Works	ENG034	Basin Repairs - Orchard Hill Place	Storm Sewer & Drainage	DRAIN FUND 210	\$ 525,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525,840
30	Department of Public Works	ENG071	Streambank Stabilization - Middle Rouge (between Novi Road and Ten Mile Road)	Storm Sewer & Drainage	DRAIN FUND 210	\$ 299,080	\$ 3,868,360	\$ -	\$ -	\$ -	\$ -	\$ 4,167,440
31	Department of Public Works	ENG051	Basin Cleanout - Leavenworth Regional (south of Grand River Avenue; east of Taft Road)	Storm Sewer & Drainage	DRAIN FUND 210	\$ 114,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 114,460
32	Department of Public Works	ENG050	Basin Cleanout - Bishop Creek Regional (north of Grand River Avenue; west of Meadowbrook Road)	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ 1,497,360	\$ -	\$ -	\$ 1,497,360
33	Department of Public Works	153-02	Storm Drainage Improvements- Section 25	Storm Sewer & Drainage	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 750,000
34	Department of Public Works	ENG090	Huron-Rouge Sewage Disposal System (HRSDS) Interceptor Rehabilitation	Sanitary Sewer	WATER AND SEWER FUND 592	\$ 18,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,000,000
35	Department of Public Works	WTS027	Sanitary Sewer Rehabilitation - Meadowbrook Glens Subdivision	Sanitary Sewer	WATER AND SEWER FUND 592	\$ 708,790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 708,790
36	Department of Public Works	WTS022	Rouge Valley Sanitary Disposal System Improvements (Long-Term Corrective Action Plan (LTCAP)) Wayne County	Sanitary Sewer	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ 2,100,000	\$ -	\$ -	\$ 2,100,000
37	Department of Public Works	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	Department of Public Works	WTS042	Water Main Replacement- Roethel Drive net of design	Water Distribution	WATER AND SEWER FUND 592	\$ 710,280	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 710,280
39	Department of Public Works	091-11	Master Meter and Water Main Installation (Future NV-06 Connection)- 14 Mile Road to Haggerty Corridor Corporate Park II	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ -	\$ 2,792,920	\$ -	\$ -	\$ -	\$ 2,792,920
40	Department of Public Works	WTS017	Water Main Loop Connection - Beck Road (Dunhill subdivision to Casa Loma subdivision)	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ 1,411,890	\$ -	\$ -	\$ 1,411,890
41	Department of Public Works	091-06	PRV (Pressure Reducing Value) Redistricting- Decommission at 12 Mile/ Meadowbrook & Installation at 13 Mile/ Novi	Water Distribution	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ 994,190	\$ -	\$ -	\$ 994,190



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42	Department of Public Works	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	\$ 465,360	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 465,360
43	Department of Public Works	PRC028d	Park Improvements (YR1-gravel parking lot; YR2-stone/gravel and natural trails including playground clearing) - Novi Northwest Park YR1 is FY 2022-23; YR2 is FY 2023-24	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 280,760	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,760
44	City Manager's Office	CTM001	Sound Dampening @ Community Building - Lakeshore Park	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 105,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 105,870
45	Parks, Recreation, & Cultural Svcs	PRC028b	Park Improvements (playground) - Novi Northwest Park	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 91,840	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 91,840
46	Parks, Recreation, & Cultural Svcs	PRC049	Resurfacing/Relining Tennis Courts - ITC Park (2 courts) & Rotary Park (2 courts) every 3-5 years	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 73,150	\$ -	\$ -	\$ 79,930	\$ -	\$ -	\$ 153,080
47	Department of Public Works	ENG092	Pickle Ball Courts (4) - Meadowbrook Commons (includes 6' sidewalk connections; includes 4 benches & shade canopies) \$250,000 grant	Parks, Recreation, & Cultural Services	SENIOR HOUSING FUND 594	\$ -	\$ 593,370	\$ -	\$ -	\$ -	\$ -	\$ 593,370
48	Parks, Recreation, & Cultural Svcs	PRC045	Theatre Upgrade (Lighting & Stage Curtain)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ 116,120	\$ -	\$ -	\$ -	\$ -	\$ 116,120
49	Department of Public Works	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	\$ -	\$ 380,000	\$ 380,000	\$ -	\$ -	\$ -	\$ 760,000
50	Parks, Recreation, & Cultural Svcs	PRC048	Park Update - ITC Community Sports Park	Parks, Recreation, & Cultural Services	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 10,000,000	\$ -	\$ -	\$ 10,000,000
51	Department of Public Works	ENG088	Parking Lot, Access Drive, and Pathway Paving - Bosco	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ 1,468,200	\$ -	\$ -	\$ 1,468,200
52	Department of Public Works	ENG082	Pickle Ball Courts (4), Stairs, and Parking Lot - Wildlife Woods Park	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ 600,200	\$ -	\$ -	\$ 600,200
53	Department of Public Works	LOT021	Parking Lot Rehabilitation - Ella Mae Power Park	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ 290,270	\$ -	\$ -	\$ 290,270



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54	Department of Public Works	ENG065	ITC Trail / Bosco Fields Connector --14' Boardwalk & 10' Sidewalk; contingent on acquiring property from NCSD	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ 1,374,490	\$ -	\$ 1,374,490
55	Department of Public Works	ENG086	Field Drainage & Pavilion - Wildlife Woods Park	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ 630,790	\$ -	\$ 630,790
56	Department of Public Works	LOT020	Parking Lot Reconstruction - Rotary Park	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ 167,930	\$ -	\$ 167,930
57	Parks, Recreation, & Cultural Svcs	PRC053	Tennis Court Reconstruction - ITC Park (2 courts) & Rotary Park (2 courts)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000
58	Department of Public Works	ENG087a	Parking Lot Repaving - Remote Control (RC) Raceway (Area 1)	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 161,700	\$ 161,700
59	Parks, Recreation, & Cultural Svcs	ENG052b	Cemetery Enhancement Project - fencing install	Parks, Recreation, & Cultural Services	PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,730	\$ 72,730
60	Department of Public Works	ICE016	Parking Lot Improvements - Ice Arena	Parking Lots	ICE ARENA FUND 590	\$ -	\$ -	\$ 702,010	\$ -	\$ -	\$ -	\$ 702,010
61	Department of Public Works	ENG064	Parking Lot Improvements - Police Headquarters (East Lot)	Parking Lots	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 560,500	\$ -	\$ -	\$ 560,500
62	Department of Public Works	LOT019	Driveway widening including installation of Curb and Gutter - Police Headquarters	Parking Lots	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 177,010	\$ -	\$ -	\$ 177,010
63	Meadowbrook Commons	SNR015a	Window Replacements - MC Main Building (residential units only; excludes common areas)	Buildings & Property	SENIOR HOUSING FUND 594	\$ 219,260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 219,260
64	Meadowbrook Commons	SNR015b	Window Replacements - MC Ranches	Buildings & Property	SENIOR HOUSING FUND 594	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
65	Integrated Solutions	FAC040	LED Lighting Upgrade (24 fixtures) - Civic Center Atrium	Buildings & Property	GENERAL FUND 101	\$ 30,790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,790
66	Public Safety	FIR034	Outdoor Sign Replacement - Electronic Billboard (Fire Station #4) - includes \$5,000 for anticipated landscaping install: flowers/bushes/pavers,etc.	Buildings & Property	GENERAL FUND 101	\$ 28,940	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 28,940



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67	Meadowbrook Commons	SNR017	Air conditioning units (98) Replacements - MC Main Building (units only; excludes common areas - SEE COR009)	Buildings & Property	SENIOR HOUSING FUND 594	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 240,000
68	Department of Public Works	FLD045	Salt Storage Dome Replacement with Pit and Conveyor System - DPW	Buildings & Property	GENERAL FUND 101	\$ -	\$ 928,810	\$ -	\$ -	\$ -	\$ -	\$ 928,810
69	Integrated Solutions	FAC041	Building Generator Replacement (including \$30,000 enclosure expansion) & Generator Technology Solution (GenTracker) - Civic Center	Buildings & Property	GENERAL FUND 101	\$ -	\$ 440,640	\$ -	\$ -	\$ -	\$ -	\$ 440,640
70	Integrated Solutions	FAC039	HVAC Automation Controls Replacement - DPW	Buildings & Property	GENERAL FUND 101	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
71	Ice Arena	ICE021	Elevator Machine Room Equipment & Controller/Dispatcher Replacements Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ 105,000	\$ -	\$ -	\$ -	\$ -	\$ 105,000
72	Integrated Solutions	FAC011a	HVAC Automation Controls Replacement - Community Center @ Civic Center	Buildings & Property	GENERAL FUND 101	\$ -	\$ 80,190	\$ -	\$ -	\$ -	\$ -	\$ 80,190
73	Meadowbrook Commons	COR009	Hallway Furnace Replacements (12) & A/C units (5) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ 49,200	\$ -	\$ -	\$ -	\$ -	\$ 49,200
74	Ice Arena	ICE017	Roof Top Unit Replacements (1 air handler & 3 duct furnaces) - Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ 39,500	\$ -	\$ -	\$ -	\$ -	\$ 39,500
75	Integrated Solutions	FAC031a	LED Lighting Upgrade (approx. 240 fixtures) - FS#4	Buildings & Property	GENERAL FUND 101	\$ -	\$ 38,500	\$ -	\$ -	\$ -	\$ -	\$ 38,500
76	Meadowbrook Commons	SNR018	Apartment Appliance Upgrades/Replacements (114 apt @ \$2,200 ea) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ 253,000	\$ -	\$ -	\$ -	\$ 253,000
77	Department of Public Works	FLD043	Material Storage at DPW (General Fund portion 75%)	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 110,500	\$ -	\$ -	\$ -	\$ 110,500
	Department of Public Works		Material Storage at DPW (Water & Sewer Fund portion 25%)	Buildings & Property	WATER AND SEWER FUND 592	\$ -	\$ -	\$ 36,840	\$ -	\$ -	\$ -	\$ 36,840
78	Integrated Solutions	FPM006	Heat Trace Wire Installation to Gutters - Lakeshore Park Building	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ 66,600	\$ -	\$ -	\$ -	\$ 66,600
79	Department of Public Works	WTS031	Generator Replacement - Hudson Pump Station	Buildings & Property	WATER AND SEWER FUND 592	\$ -	\$ -	\$ 58,530	\$ -	\$ -	\$ -	\$ 58,530
80	Meadowbrook Commons	COR006	Elevator Cab Replacements (2) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ 33,000
81	Integrated Solutions	POL006	Renovation - Police Building (2nd Floor)	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 1,820,430	\$ -	\$ -	\$ 1,820,430
82	Integrated Solutions	FIR014	Renovation - Fire Station #3	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 979,160	\$ -	\$ -	\$ 979,160
83	Ice Arena	ICE024	Building Generator (NEW) - Ice Arena	Buildings & Property	ICE ARENA FUND 590	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000



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84	Integrated Solutions	FAC011b	HVAC Automation Controls Replacement - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 252,830	\$ -	\$ -	\$ 252,830
85	Integrated Solutions	FAC034b	Building Renovation - Miscellaneous Repairs/Updates (new ceiling tiles and paint, front counter, dorm bunks, office furniture, & overhead doors) - Fire Station #1	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 248,070	\$ -	\$ -	\$ 248,070
86	Integrated Solutions	FAC020	Boiler Replacements (2) - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 232,650	\$ -	\$ -	\$ 232,650
87	Integrated Solutions	FAC024	Renovation - Police Records	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 206,530	\$ -	\$ -	\$ 206,530
88	Integrated Solutions	FAC030	Solar Panel Installation - DPW	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 194,590	\$ -	\$ -	\$ 194,590
89	Integrated Solutions	FAC032	Solar Panel Installation - Civic Center	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 151,490	\$ -	\$ -	\$ 151,490
90	Integrated Solutions	FAC047	Building Generator (NEW) & Generator Technology Solution (GenTracker) - Gun Range Training Center	Buildings & Property	GUN RANGE FACILITY FUND 402	\$ -	\$ -	\$ -	\$ 111,190	\$ -	\$ -	\$ 111,190
91	Integrated Solutions	FAC043	LED Lighting Upgrade (25 fixtures) - Civic Center Parking Lot	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 97,240	\$ -	\$ -	\$ 97,240
92	Integrated Solutions	FAC052	Building Repairs - flooring, north wall window waterproofing, HVAC, & north glass entry - Fire Station #1	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 84,230	\$ -	\$ -	\$ 84,230
93	Integrated Solutions	FAC046	Building Generator (NEW) & Generator Technology Solution (GenTracker) - Lakeshore Park	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 79,560	\$ -	\$ -	\$ 79,560
94	Integrated Solutions	FAC034a	Building Renovation - Men's Restroom (faucet replacements, lighting upgrades, partition repairs, & surface refinishing) - Fire Station #1	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 76,330	\$ -	\$ -	\$ 76,330
95	Integrated Solutions	FAC023	Flooring Replacement (carpet; 2nd Floor) - Police Station ONLY if 2nd floor reno not approved	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 73,700	\$ -	\$ -	\$ 73,700
96	Integrated Solutions	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
97	Integrated Solutions	FAC044	Fire Panel Replacement - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 63,140	\$ -	\$ -	\$ 63,140
98	Integrated Solutions	FAC029	Building Generator (NEW) & Generator Technology Solution (GenTracker) - Fire Station #5	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 53,220	\$ -	\$ -	\$ 53,220
99	Integrated Solutions	FAC053	Ductless HVAC (2 heat pump installations) - Maintenance Garage @ Police Department	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 51,160	\$ -	\$ -	\$ 51,160
100	Meadowbrook Commons	SNR021	Exercise Center Upgrade (including additional and replacement machines) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
101	Integrated Solutions	FAC050	Flooring Replacement (epoxy; Garage Bay) - Fire Station 4	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 49,340	\$ -	\$ -	\$ 49,340
102	Integrated Solutions	FAC028	LED Lighting Upgrade (400 fixtures) - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 42,250	\$ -	\$ -	\$ 42,250



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						BUDGET	PROJECTED		FORECAST			
Who Did Request?		ID#	Project Name	CIP Category	GL Fund #	FY 2023-24 YR 1	FY 2024-25 YR 2	FY 2025-26 YR 3	FY 2026-27 YR 4	FY 2027-28 YR 5	FY 2028-29 YR 6	Total Budget CIP
103	Public Safety	FIR035	Outdoor Sign Install (new) - Electronic Billboard (Fire Station #1) includes \$5,000 for anticipated landscaping install: flowers/bushes/pavers,etc.	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 38,520	\$ -	\$ -	\$ 38,520
104	Integrated Solutions	FAC042	LED Lighting Upgrade (14 fixtures) - Police Station Parking Lot	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 38,100	\$ -	\$ -	\$ 38,100
105	Integrated Solutions	FAC049	Flooring Replacement (epoxy; Garage Bay) - Fire Station 2	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 30,260	\$ -	\$ -	\$ 30,260
106	Ice Arena	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
107	Meadowbrook Commons	SNR019	Apartment/Ranch Upgrades (counters, cabinetry, fixtures, etc.) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ -	\$ 180,000	\$ 180,000	\$ 180,000	\$ 540,000
108	Integrated Solutions	FAC033	Solar Panel Installation - Police Station	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 157,550	\$ -	\$ 157,550
109	Meadowbrook Commons	SNR012	Fire Panel Replacement - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ -	\$ -	\$ 133,730	\$ -	\$ 133,730
110	Meadowbrook Commons	SNR022	Common Area, Parlor, & Meeting Room Upgrades (furniture, lighting, flooring/carpet, televisions, etc.) - Meadowbrook Commons	Buildings & Property	SENIOR HOUSING FUND 594	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
111	Integrated Solutions	FAC048	Flooring Replacement (epoxy; Garage Bay) - Fire Station #1	Buildings & Property	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 48,600	\$ -	\$ 48,600
112	Department of Public Works	FIR029	Engine (replace #322; 2008 Pierce)	Machinery & Equipment	CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ 1,140,390	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,140,390
113	Department of Public Works	FLT011	Single-axle RDS body truck with underbody scraper and wing plow (replace #601; 2010 International)	Machinery & Equipment	GENERAL FUND 101	\$ 300,210	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,210
114	Public Safety	POL026	Rapid Deployment Portable Barricades (16) w/ trailer	Machinery & Equipment	GENERAL FUND 101	\$ 157,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 157,700
115	Ice Arena	ICE018	Zamboni Replacement (1 of 2) - Ice Arena (every 10 years)	Machinery & Equipment	ICE ARENA FUND 590	\$ 110,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 110,800
116	Public Safety	POL020	Portable Driving Simulator - Police Department	Machinery & Equipment	GENERAL FUND 101	\$ 44,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,600
117	Public Safety	POL022	Rescue Phone System Replacement (aka "throw phone")- Crisis Negotiation Team (CNT) every 10 years	Machinery & Equipment	GENERAL FUND 101	\$ 33,560	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,560
118	Public Safety	POL021	LPR Stationary System @ Novi Road & I-96 (11 cameras; includes 1 moveable LPR) \$30,500 annual fee beginning YR 2.	Machinery & Equipment	GENERAL FUND 101	\$ 35,700	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,700
119	Department of Public Works	FLT017	Single-axle RDS body truck with underbody scraper and wing plow (replace #602; 2011 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ 309,210	\$ -	\$ -	\$ -	\$ -	\$ 309,210
120	Department of Public Works	FLD026	One-Ton Dump Truck with Front Plow (replace #634; 2013 Ford)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ 86,890	\$ -	\$ -	\$ -	\$ -	\$ 86,890
121	Department of Public Works	WTS032	Sewer Main Inspection Camera Replacement	Machinery & Equipment	WATER AND SEWER FUND 592	\$ -	\$ 27,290	\$ -	\$ -	\$ -	\$ -	\$ 27,290



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						BUDGET	PROJECTED		FORECAST			
Who Did Request?		ID#	Project Name	CIP Category	GL Fund #	FY 2023-24 YR 1	FY 2024-25 YR 2	FY 2025-26 YR 3	FY 2026-27 YR 4	FY 2027-28 YR 5	FY 2028-29 YR 6	Total Budget CIP
122	Department of Public Works	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	\$ -	\$ -	\$ 1,070,600	\$ -	\$ -	\$ -	\$ 1,070,600
123	Public Safety	POL010	Gun Range Total Containment Bullet Trap	Machinery & Equipment	GUN RANGE FACILITY FUND 402	\$ -	\$ -	\$ 380,720	\$ -	\$ -	\$ -	\$ 380,720
124	Department of Public Works	FLT018	Single-axle RDS body truck with underbody scraper and wing plow (replace #613; 2012 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 318,490	\$ -	\$ -	\$ -	\$ 318,490
125	Department of Public Works	FLT008	Skid Steer Attachments for Shoulder Maintenance - Roller & Road Widener (new)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ 134,560	\$ -	\$ -	\$ -	\$ 134,560
126	Ice Arena	ICE023	Zamboni Replacement (2 of 2) - Ice Arena (every 10 years)	Machinery & Equipment	ICE ARENA FUND 590	\$ -	\$ -	\$ 117,540	\$ -	\$ -	\$ -	\$ 117,540
127	Department of Public Works	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
128	Public Safety	FIR036	Pump Operator Simulator - located at Fire Station #4	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 109,000	\$ -	\$ -	\$ 109,000
129	Public Safety	POL025	Rifles (28 replacements); net amt - estimated trade-in \$18,900 replace every 5 years	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 70,750	\$ -	\$ -	\$ 70,750
130	Department of Public Works	FLT019	Engine (replace #334; 2013 HME)	Machinery & Equipment	CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ -	\$ -	\$ -	\$ -	\$ 1,386,160	\$ -	\$ 1,386,160
131	Department of Public Works	FLT020	Street Sweeper (replace #606; 2021 Tymco)	Machinery & Equipment	DRAIN FUND 210	\$ -	\$ -	\$ -	\$ -	\$ 356,490	\$ -	\$ 356,490
132	Department of Public Works	FLT026	Single-axle RDS body truck w/ underbody scraper & wing plow (replace #682; 2013 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 337,880	\$ -	\$ 337,880
133	Department of Public Works	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
134	Department of Public Works	FLT022	Excavator (replace #729; 2012 John Deere 85D)	Machinery & Equipment	WATER AND SEWER FUND 592	\$ -	\$ -	\$ -	\$ -	\$ 92,570	\$ -	\$ 92,570
135	Public Safety	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	\$ -	\$ -	\$ -	\$ -	\$ 48,020	\$ -	\$ 48,020
136	Department of Public Works	FLT024	Four-Ton Hot Patcher (replace #672; 2017 Spaulding Four-Ton)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 43,910	\$ -	\$ 43,910
137	Department of Public Works	FLT025	Two-Ton Hot Patcher (replace #671; 2017 Spaulding Two-Ton)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 37,650	\$ -	\$ 37,650
138	Department of Public Works	FLT029	Squad / Ambulance (replace #314, Squad 1)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 462,330	\$ 462,330
139	Department of Public Works	FLT027	Single-axle RDS body truck with underbody scraper & wing plow (replace #652; 2014 International)	Machinery & Equipment	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 348,020	\$ 348,020
140	Integrated Solutions	IFT006	Server Replacement - Telephone (every 10 years)	Technology	GENERAL FUND 101	\$ 38,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,400
141	Integrated Solutions	IFT007	Firewall Replacement- Network - Civic Center (every 6 years)	Technology	GENERAL FUND 101	\$ 36,060	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 36,060



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						BUDGET	PROJECTED		FORECAST				
Who Did Request?	ID#	Project Name	CIP Category	GL Fund #	FY 2023-24 YR 1	FY 2024-25 YR 2	FY 2025-26 YR 3	FY 2026-27 YR 4	FY 2027-28 YR 5	FY 2028-29 YR 6	Total Budget CIP		
142	Integrated Solutions	IFT010	Server Replacement - Cameras - Police Building (replace every 6 years)	Technology	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ 101,160	\$ -	\$ -	\$ 101,160	
143	Integrated Solutions	IFT003	Server Replacement - Virtual Servers Infrastructure (VSI) - Civic Center - 6 servers & 2 switches (every 6 years)	Technology	GENERAL FUND 101	\$ -	\$ -	\$ -	\$ -	\$ 150,170	\$ -	\$ 150,170	
						\$ 39,742,320	\$ 24,841,920	\$ 24,110,530	\$ 47,170,960	\$ 20,843,360	\$ 46,444,750	\$ 203,153,840	

Total CIP by Category

Roads
Sidewalks & Pathways
Storm Sewer & Drainage
Sanitary Sewer
Water Distribution
Parks, Recreation, & Cultural Services
Parking Lots
Buildings & Property
Machinery & Equipment
Technology

\$ 10,407,100	\$ 11,431,020	\$ 11,507,400	\$ 15,965,630	\$ 10,408,990	\$ 39,219,970	\$ 98,940,110
\$ 400,000	\$ 1,567,820	\$ 1,567,820	\$ 1,105,140	\$ 539,990	\$ 400,000	\$ 5,580,770
\$ 1,542,760	\$ 3,868,360	\$ -	\$ 1,497,360	\$ -	\$ 750,000	\$ 7,658,480
\$ 18,708,790	\$ -	\$ -	\$ 2,100,000	\$ -	\$ -	\$ 20,808,790
\$ 5,210,280	\$ 4,500,000	\$ 7,292,920	\$ 6,906,080	\$ 4,500,000	\$ 4,500,000	\$ 32,909,280
\$ 1,016,980	\$ 1,089,490	\$ 380,000	\$ 12,438,600	\$ 2,173,210	\$ 584,430	\$ 17,682,710
\$ -	\$ -	\$ 702,010	\$ 737,510	\$ -	\$ -	\$ 1,439,520
\$ 558,990	\$ 1,961,840	\$ 638,470	\$ 5,793,220	\$ 619,880	\$ 180,000	\$ 9,752,400
\$ 1,822,960	\$ 423,390	\$ 2,021,910	\$ 526,260	\$ 2,451,120	\$ 810,350	\$ 8,055,990
\$ 74,460	\$ -	\$ -	\$ 101,160	\$ 150,170	\$ -	\$ 325,790
\$ 39,742,320	\$ 24,841,920	\$ 24,110,530	\$ 47,170,960	\$ 20,843,360	\$ 46,444,750	\$ 203,153,840



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					BUDGET	PROJECTED		FORECAST				
Who Did Request?	ID#	Project Name	CIP Category	GL Fund #	FY 2023-24 YR 1	FY 2024-25 YR 2	FY 2025-26 YR 3	FY 2026-27 YR 4	FY 2027-28 YR 5	FY 2028-29 YR 6	Total Budget CIP	
Total CIP by Fund					GENERAL FUND 101	\$ 905,960	\$ 2,284,240	\$ 1,900,750	\$ 16,491,630	\$ 1,172,220	\$ 1,010,350	\$ 23,765,150
					MAJOR STREET FUND 202	\$ 5,602,100	\$ 7,600,310	\$ 6,051,780	\$ 9,730,160	\$ 1,281,490	\$ 33,219,970	\$ 63,485,810
					LOCAL STREET FUND 203	\$ 4,450,000	\$ 4,650,000	\$ 6,371,530	\$ 4,500,000	\$ 8,343,310	\$ 6,000,000	\$ 34,314,840
					MUNICIPAL STREET FUND 204	\$ 555,000	\$ 548,530	\$ 200,000	\$ 2,640,610	\$ 339,990	\$ 200,000	\$ 4,484,130
					PARKS, RECREATION & CULTURAL SERVICES FUND 208	\$ 1,016,980	\$ 496,120	\$ 380,000	\$ 2,438,600	\$ 2,173,210	\$ 584,430	\$ 7,089,340
					DRAIN FUND 210	\$ 1,542,760	\$ 3,868,360	\$ 251,910	\$ 1,497,360	\$ 1,140,680	\$ 750,000	\$ 9,051,070
					CAPITAL IMPROVEMENT PROGRAM (CIP) FUND 400	\$ 1,140,390	\$ -	\$ -	\$ -	\$ 1,386,160	\$ -	\$ 2,526,550
					GUN RANGE FACILITY FUND 402	\$ -	\$ -	\$ 380,720	\$ 111,190	\$ -	\$ -	\$ 491,910
					ICE ARENA FUND 590	\$ 110,800	\$ 144,500	\$ 819,550	\$ 525,330	\$ -	\$ -	\$ 1,600,180
					WATER AND SEWER FUND 592	\$ 23,919,070	\$ 4,527,290	\$ 7,388,290	\$ 9,006,080	\$ 4,592,570	\$ 4,500,000	\$ 53,933,300
					SENIOR HOUSING FUND 594	\$ 499,260	\$ 722,570	\$ 366,000	\$ 230,000	\$ 413,730	\$ 180,000	\$ 2,411,560
					\$ 39,742,320	\$ 24,841,920	\$ 24,110,530	\$ 47,170,960	\$ 20,843,360	\$ 46,444,750	\$ 203,153,840	

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CAPITAL PROGRAM & DEBT

Debt

Introduction

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

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

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

Debt Summary

Description of Debt	Funding Source	Debt Outstanding 6/30/2023	Debt Service Payments 2023-24		
			Principal	Interest	Total
VOTED TAX GENERAL OBLIGATION DEBT FUNDS:					
2016 Library Construction Bonds	Debt Service	5,265,000	1,240,000	172,400	1,412,400
Total Direct Debt Service		\$ 5,265,000	\$ 1,240,000	\$ 172,400	\$ 1,412,400
2014 Refunding Bonds-Ice Arena	Ice Arena	520,000	520,000	13,230	533,230
2015 Refunding Bonds-Senior Housing	Sr Housing	3,000,000	980,000	58,229	1,038,229
Total Debt Service		\$ 8,785,000	\$ 2,740,000	\$ 243,859	\$ 2,983,859

Internal Borrowing Summary

Description of Internal Borrowing	Funding Source	Internal Borrowing Outstanding 6/30/2023	Internal Borrowing Payments 2023-24		
			Principal	Interest	Total
Internal Fund Borrowing:					
Cooridor Improvement	CIA Fund	2,985,949	499,175	75,000	574,175
Capital Improvement	CIP Fund	2,800,000	2,700,000	128,378	2,828,378
Total Internal Borrowing		\$ 5,785,949	\$ 3,199,175	\$ 203,378	\$ 3,402,553

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
2024	1,240,000	172,400	1,412,400	4,666,315	0.3471
2025	1,295,000	121,700	1,416,700	4,855,129	0.3471
2026	1,340,000	75,700	1,415,700	5,001,492	0.3471
2027	1,390,000	27,800	1,417,800	5,152,000	0.2752
	<u>\$ 5,265,000</u>	<u>\$ 397,600</u>	<u>\$ 5,662,600</u>		
Average Annual Requirement:			\$ 1,415,650		

*Total debt service payments above exclude fees

Internal Borrowing

Fiscal Year Ending	Principal (less interest earnings & fund balance appropriations)	Interest	Total
2024	3,199,175	203,378	3,402,553
2025	648,975	63,000	711,975
2026	599,175	45,000	644,175
2027	669,312	20,159	689,471
2028	669,312	10,079	679,391
	<u>\$ 5,785,949</u>	<u>\$ 341,616</u>	<u>\$ 6,127,565</u>
Average Annual Requirement:		\$	1,225,513

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 DUE OCTOBER 1	INTEREST RATE	PRINCIPAL
2023	4.0000%	1,240,000
2024	4.0000%	1,295,000
2025	3.0000%	1,340,000
2026	4.0000%	1,390,000
		<u>\$ 5,265,000</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.

SCHEDULE OF INDEBTEDNESS

YEAR ISSUED: 2014

AMOUNT OF ISSUE: \$4,905,000

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
2024	2.4000%	520,000
		<u>\$ 520,000</u>

2015 Refunding Debt (Senior Housing Fund)

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

SCHEDULE OF INDEBTEDNESS

YEAR ISSUED: 2015

AMOUNT OF ISSUE: \$9,075,000

PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL
2023	2.2900%	980,000
2024	2.2900%	1,000,000
2025	2.2900%	1,020,000
		<u>\$ 3,000,000</u>

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

CAPITAL PROGRAM & DEBT

Internal Borrowing—Corridor Improvement Authority (CIA) Fund

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

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

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
2024	3.0000%	499,175
2025	3.0000%	548,975
2026	3.0000%	599,175
2027	3.0000%	669,312
2028	3.0000%	669,312
		<u>\$ 2,985,949</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

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

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
2024	3.0000%	2,700,000
2025	3.0000%	100,000
		<u>\$ 2,800,000</u>

CAPITAL PROGRAM & DEBT

Bond Rating History Unlimited Tax General Obligation Bonds

	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013
S&P	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AAA	AA+	AA+
Moody's	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	Aa1	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 \$551,293,645. The City's current debt applicable to this limit is \$8,785,000 or 1.57% of the amount allowed.

Legal Debt Margin			
2023 State Equalized Valuation (SEV)		\$	5,600,786,450
Debt Applicable to Debt Limit, at July 1, 2023			
Debt Limit (10% of State Equalized Valuation)		\$	560,078,645
Total Bonded Debt Outstanding	\$	8,785,000	
Less: Special Assessment Bonds		-	
Total Amount of Debt Applicable to Limit			8,785,000
Legal Debt Margin Available		\$	551,293,645
Net Debt subject to limit as percent of Debt Limit:			1.57%

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
Debt Applicable to Debt Limit, at July 1, 2023		
Debt Limit (\$2,500 per capita)		\$ 165,607,500
Total Bonded Debt Outstanding	\$ 8,785,000	
Less: Special Assessment Bonds	-	
Total Amount of Debt Applicable to Limit		8,785,000
Debt Margin Available		\$ 156,822,500
Net Debt subject to limit as percent of Debt Limit:		5.30%

CAPITAL PROGRAM & DEBT

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

FY 2023-24 Estimated Operating and Debt-Service Fund Expenditures	\$	42,624,785
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Debt Applicable to Debt Limit, at July 1, 2023

Debt Limit (20% of Operating and Debt-Service Expenditures)	\$	8,524,957
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Total Bonded Debt Service Payments	\$	2,983,859
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Less: Special Assessment Bonds		-
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Total Amount of Debt Applicable to Limit		2,983,859
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Debt Margin Available	\$	5,541,098
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Net Debt subject to limit as percent of Debt Limit:	35.00%
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Municipal securities shall not exceed 5% of the State Equalized Value

2023 State Equalized Valuation (SEV)	\$	5,600,786,450
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Debt Applicable to Debt Limit, at July 1, 2023

Debt Limit (5% of State Equalized Valuation)	\$	280,039,323
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Total Bonded Debt Outstanding	\$	8,785,000
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Less: Special Assessment Bonds		-
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Total Amount of Debt Applicable to Limit		8,785,000
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Legal Debt Margin Available	\$	271,254,323
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Net Debt subject to limit as percent of Debt Limit:	3.14%
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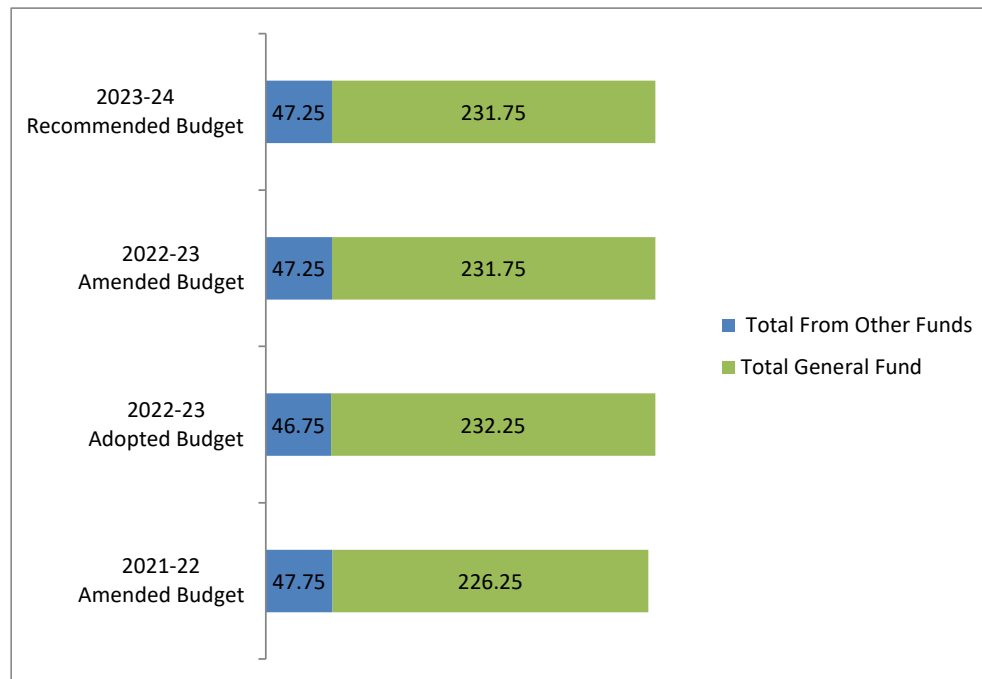
DEPARTMENTAL INFORMATION

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 2023-24 Budget keeps overall full-time head count at 279 positions. (During fiscal year 2022-23, General Fund decreased by 0.5, the Parks Recreation, and Cultural Services Fund decreased by 1.0, the Water and Sewer Fund increased by 0.5, and the Library Fund increased by 1.0.)

Full-Time Personnel History

	2021-22 Amended Budget	2022-23 Adopted Budget	2022-23 Amended Budget	2023-24 Recommended Budget
Total From Other Funds	47.75	46.75	47.25	47.25
Total General Fund	226.25	232.25	231.75	231.75
TOTAL	274.0	279.0	279.00	279.00



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

DEPARTMENTAL INFORMATION

Full-Time Personnel Summary

	2021-22 AMENDED BUDGET	2022-23 ADOPTED BUDGET	2022-23 AMENDED BUDGET	2023-24 RECOMMENDED BUDGET	INCREASE (DECREASE)
GENERAL FUND					
CITY MANAGER'S OFFICE					
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	1.0	1.0	-
	3.0	3.0	3.0	3.0	-
FINANCIAL SERVICES					
FINANCE DEPARTMENT					
Finance Director/Treasurer/CFO	1.0	1.0	1.0	1.0	-
Deputy Finance Director	1.0	1.0	1.0	1.0	-
Accountant	2.0	2.0	2.0	2.0	-
Senior Budget Analyst	1.0	1.0	1.0	1.0	-
Senior Customer Service Representative	1.0	1.0	-	-	-
TREASURY DEPARTMENT					
Assistant City Treasurer	1.0	1.0	1.0	1.0	-
Senior Customer Service Representative	1.0	1.0	2.0	2.0	-
Water & Sewer Financial Manager	-	-	0.25	0.25	-
Account Clerk	1.0	1.0	-	-	-
	9.0	9.0	8.25	8.25	-
INTEGRATED SOLUTIONS					
TECHNOLOGY DEPARTMENT					
Chief Information Officer	1.0	1.0	1.0	1.0	-
Computer Support Specialist	2.0	2.0	3.0	3.0	-
Geospatial Application Services Manager	1.0	1.0	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	-
Technology Manager - Network Operations	1.0	1.0	1.0	1.0	-
Management Coordinator	1.0	1.0	-	-	-
FACILITY MANAGEMENT					
Facility Manager	1.0	1.0	1.0	1.0	-
Facility Maintenance Supervisor	-	-	1.0	1.0	-
Facility Management Specialist	1.0	1.0	-	-	-
Facility Maintenance	2.0	2.0	2.0	2.0	-
FACILITY MANAGEMENT - PARKS MAINTENANCE					
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	6.0	6.0	6.0	-
	19.0	20.0	20.0	20.0	-

DEPARTMENTAL INFORMATION

Full-Time Personnel Summary

	2021-22 AMENDED BUDGET	2022-23 ADOPTED BUDGET	2022-23 AMENDED BUDGET	2023-24 RECOMMENDED BUDGET	INCREASE (DECREASE)
GENERAL FUND (continued)					
ASSESSING					
Assessor	1.0	1.0	1.0	1.0	-
Deputy Assessor	1.0	1.0	1.0	1.0	-
Assessing Coordinator	1.0	1.0	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	-
	5.0	5.0	5.0	5.0	-
CITY CLERK					
City Clerk	1.0	1.0	1.0	1.0	-
Deputy City Clerk	1.0	1.0	1.0	1.0	-
Administrative Assistant	1.0	1.0	1.0	1.0	-
Account Clerk	2.0	2.0	2.0	2.0	-
	5.0	5.0	5.0	5.0	-
HUMAN RESOURCES					
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	-
HR Recruiter - Public Safety	-	-	1.0	1.0	-
Human Resources Coordinator	1.0	1.0	1.0	1.0	-
	4.0	4.0	5.0	5.0	-
COMMUNITY RELATIONS					
ADMINISTRATION					
Director of Communications	1.0	1.0	1.0	1.0	-
Community Relations Manager	1.0	1.0	1.0	1.0	-
Graphic Design Coordinator	1.0	1.0	1.0	1.0	-
STUDIO 6					
Multi-Media Production Specialist	-	2.0	2.0	2.0	-
	3.0	5.0	5.0	5.0	-
ECONOMIC DEVELOPMENT					
Economic Development Director	1.0	1.0	1.0	1.0	-
	1.0	1.0	1.0	1.0	-
NOVI YOUTH ASSISTANCE					
Administrative Assistant	1.0	1.0	-	-	-
	1.0	1.0	-	-	-

DEPARTMENTAL INFORMATION

Full-Time Personnel Summary

	2021-22 AMENDED BUDGET	2022-23 ADOPTED BUDGET	2022-23 AMENDED BUDGET	2023-24 RECOMMENDED BUDGET	INCREASE (DECREASE)
GENERAL FUND (continued)					
PUBLIC SAFETY					
POLICE DEPARTMENT					
Director of Public Safety/Chief of Police (SWORN)	1.0	1.0	1.0	1.0	-
Assistant Chief of Police (SWORN)	2.0	1.0	1.0	1.0	-
Commander (SWORN)	-	2.0	2.0	2.0	-
Lieutenant (SWORN)	3.0	3.0	3.0	3.0	-
Sergeant (SWORN)	10.0	10.0	10.0	10.0	-
Analyst Planner/Office Manager	1.0	1.0	1.0	1.0	-
Communications Shift Leader	4.0	4.0	4.0	4.0	-
Communications Manager	1.0	1.0	1.0	1.0	-
Dispatcher	10.0	10.0	10.0	10.0	-
Executive Assistant to Public Safety	-	-	1.0	1.0	-
Administrative Assistant	1.0	1.0	-	-	-
Police Officer (SWORN)	42.0	43.0	43.0	43.0	-
Detective (SWORN)	13.0	13.0	13.0	13.0	-
Police Clerk	6.0	6.0	6.0	6.0	-
Emergency Mngmnt Coord/Fire Accreditation Mgr	1.0	1.0	1.0	1.0	-
Lead Mechanic	1.0	1.0	1.0	1.0	-
FIRE DEPARTMENT					
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	18.0	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	-
	126.0	128.0	128.0	128.0	-
COMMUNITY DEVELOPMENT					
BUILDING DEPARTMENT					
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	4.0	4.0	4.0	-
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	-
PLANNING DEPARTMENT					
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	1.0	1.0	-
Planner	2.0	2.0	2.0	2.0	-
	22.0	23.0	23.0	23.0	-

DEPARTMENTAL INFORMATION

Full-Time Personnel Summary

	2021-22 AMENDED BUDGET	2022-23 ADOPTED BUDGET	2022-23 AMENDED BUDGET	2023-24 RECOMMENDED BUDGET	INCREASE (DECREASE)
GENERAL FUND (continued)					
DEPARTMENT OF PUBLIC WORKS (DPW)					
ADMINISTRATION					
Public Works Director	1.0	1.0	1.0	1.0	-
Deputy Public Works Director	1.0	1.0	1.0	1.0	-
ENGINEERING DIVISION					
City Engineer	0.25	0.25	0.5	0.5	-
Project Engineer - Private Development	2.0	2.0	2.0	2.0	-
Construction Engineer	1.0	1.0	1.0	1.0	-
Project Engineer - Public Infrastructure	1.0	1.0	1.0	1.0	-
FIELD OPERATIONS DIVISION					
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	6.0	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	-
FLEET ASSET DIVISION					
Fleet Asset Manager	1.0	1.0	1.0	1.0	-
Mechanic	3.0	3.0	3.0	3.0	-
	28.25	28.25	28.5	28.5	-
TOTAL GENERAL FUND	226.25	232.25	231.75	231.75	-

DEPARTMENTAL INFORMATION

Full-Time Personnel Summary

	2021-22 AMENDED BUDGET	2022-23 ADOPTED BUDGET	2022-23 AMENDED BUDGET	2023-24 RECOMMENDED BUDGET	INCREASE (DECREASE)
PARKS, RECREATION & CULTURAL SERVICES FUND					
PARKS, RECREATION & CULTURAL SERVICES DEPARTMENT					
ADMINISTRATION					
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	-	-	-
Account Clerk	1.0	1.0	1.0	1.0	-
RECREATION DEPARTMENT					
Recreation Supervisor	5.0	5.0	5.0	5.0	-
OLDER ADULT SERVICES DEPARTMENT					
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	1.0	-
TOTAL PARKS, RECREATION & CULTURAL SERVICES FUND	12.0	12.0	11.0	11.0	-
TREE FUND					
FORESTRY DEPARTMENT					
Forester	1.0	1.0	1.0	1.0	-
TOTAL TREE FUND	1.0	1.0	1.0	1.0	-
PEG CABLE FUND					
PEG CABLE DEPARTMENT					
Multi-Media Production Specialist	2.0	-	-	-	-
TOTAL PEG CABLE FUND	2.0	-	-	-	-
WATER AND SEWER FUND					
WATER AND SEWER DEPARTMENT					
Water & Sewer Financial Manager	1.0	1.0	0.75	0.75	-
City Engineer	0.75	0.75	0.5	0.5	-
Project Engineer - Utilities	-	-	1.0	1.0	-
Water & Sewer Manager	1.0	1.0	1.0	1.0	-
Light Equipment Operator	3.0	4.0	3.0	3.0	-
Maintenance	3.0	3.0	3.0	3.0	-
Senior Customer Service Representative	2.0	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	1.0	1.0	-
Work Leader	1.0	1.0	2.0	2.0	-
TOTAL WATER AND SEWER FUND	13.75	14.75	15.25	15.25	-

DEPARTMENTAL INFORMATION

Full-Time Personnel Summary

	2021-22 AMENDED BUDGET	2022-23 ADOPTED BUDGET	2022-23 AMENDED BUDGET	2023-24 RECOMMENDED BUDGET	INCREASE (DECREASE)
LIBRARY FUND					
LIBRARY					
Human Resources Specialist	1.0	1.0	1.0	1.0	-
Collections Specialist	1.0	1.0	1.0	1.0	-
Communications Manager	1.0	1.0	1.0	1.0	-
Department Head-Information Services	1.0	1.0	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	1.0	1.0	-
Librarian-Information Services	3.0	3.0	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	4.0	4.0	-
Supervisor-Youth & Teen Services	-	-	1.0	1.0	-
Supervisor - Support Services Outreach	1.0	1.0	-	-	-
Systems Administrator	1.0	1.0	1.0	1.0	-
TOTAL LIBRARY FUND	19.0	19.0	20.0	20.0	-
TOTAL ALL FUNDS	274.0	279.0	279.0	279.0	-

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, Novi Youth Assistance, and Historical Commission. The PEG Cable Special Revenue Fund closed as of June 30, 2022 and a Studio 6 department was created within the General Fund as of 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

Performance Measures

- Consider applicants for the two open positions of City Manager and City Assessor

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 2021-22

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

FY 2022-23

- IN PROGRESS - 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.
- IN PROGRESS - Continue to pursue and purchase strategic properties in Novi to help preserve community character
- NO LONGER PURSUING (replaced by Public Safety Facility Needs Committee) - 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
- IN PROGRESS - Work with the newly created Public Safety Facility Needs Committee to determine the necessary improvements to the City's Police and Fire Facilities
- IN PROGRESS - Engage with the recently created Senior Needs Committee on the services and programs delivered to Novi's senior population

FY 2023-24

- Continue to work with the newly created Public Safety Facility Needs Committee to determine the necessary improvements to the City's Police and Fire Facilities
- Continue to engage with the recently created Senior Needs Committee on the services and programs delivered to Novi's senior population

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 2021-22:

- DONE - Assist with Implementation of OnBase Advance Capture

FY 2022-23:

- IN PROGRESS - 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
- DONE - update Purchasing Policy

FY 2023-24

- Implement Michigan Department of Treasury Uniform Chart of Accounts
- Revise Capital Asset Policy

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 \$117 million (as of January 31, 2023) 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 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:

- 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

DEPARTMENTAL INFORMATION

FY 2023-24:

- 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
- Examine possible banking services to assist with efficiencies and security of funds within the department

Integrated Solutions (IS): Technology (205.00)

Overview

The City of Novi Integrated Solutions (IS): 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) Team 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 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 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

DEPARTMENTAL INFORMATION

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.

Performance Measures

FY 2021-22:

- DONE - 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 Wi-Fi Access Points (16)
- DONE - Extend Field Verification Technician part-time GIS position (50% W/S & 50% Drain) additional year
- DONE - Implementation of OnBase Advance Capture (FS: Finance Dept)

FY 2022-23:

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

FY 2023-24:

- Personal Computers (PC) Refresh annual program throughout departments
- Replace Server - Telephone
- Replace Firewall - Network (Civic Center)
- Replace Server - Cameras (Civic Center)
- Replace Server - OnBase Storage (Civic Center)
- Replace Firewall - Library
- Implement OnBase ShareBase
- Replace Server - Video Storage (Studio 6)
- Replace Firewall - Studio 6
- Replace Firewall - Water Storage Facility
- Replace Server - Camera (Ice Arena)
- Replace Server - Camera (ITC Sports Park storage building)

DEPARTMENTAL INFORMATION

Integrated Solutions (IS): Facility Management (265.00)

Overview

The Integrated Solutions: Facility Management Division provides core operation, maintenance, and strategic planning for city-owned buildings. In addition to maintaining current city-owned buildings, we oversee and manage capital projects further developing city facilities.

The Facilities Management Division delivers these services in a safe, cost-effective, and sustainable manner to support the citizens and employees who use these facilities.

Performance Measures, Goals, and Objectives

Short-Term Objectives

- Perform extensive preventive management on city-owned 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 2021-22:

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

FY 2022-23:

- NO LONGER PURSUING (replaced by Public Safety Facility Needs Committee) - Develop proposals for FS#1 in the next 12 months and bring them to Council for policy discussion & direction on timing and funding mechanism
- IN PROGRESS - Hire NEW Seasonal Laborer position
- DONE - Upgrade restrooms - City Hall side(4) @ Civic Center
- IN PROGRESS - 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)
- POSTPONED - Replace Flooring - carpet @ OAS Dept
- IN PROGRESS - Replace Roof @ Fire Station #4
- IN PROGRESS - Replace Building Generator (including \$8,000 concrete pad) & Generator Tech Solution (GenTracker) @ Police Dept
- DONE - Replace Flooring (epoxy; 8 jail cells) & Paint Walls (8 jail cells) @ Police Department
- IN PROGRESS - Repair Flooring (tile; 2 restrooms) @ Fire Station #3
- IN PROGRESS - Install Building Generator Technology Solution (GenTracker) @ FS#1, 2, 3, & 4
- POSTPONED - Renovate Women's Restroom (add Locker Room & Shower) @ Fire Station #1

DEPARTMENTAL INFORMATION

- POSTPONED - Renovate City Clerk Department
- IN PROGRESS - Assist with City Splash Pad @ Bosco
- IN PROGRESS - Assist with Roof Restoration @ Ice Arena
- IN PROGRESS - Assist with Public Safety Facility Needs Committee

FY 2023-24:

- Upgrade LED lighting (24 fixtures) @ Civic Center
- Install Overhead Awning @ Gun Range Training Center
- Replace Transfer Switch for Building Generator (2 of 2) @ DPW
- Upgrade LED Lighting (13 fixtures) including ceiling tile replacements @ Gun Range
- Assist with Sound Dampening Installation @ Lakeshore Park Community Building
- Continue to assist with Public Safety Facility Needs Committee

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

Overview

The Integrated Solutions: Facility Management – Parks Maintenance 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 parkland covering 1,125 acres, over 257 acres of conservation land, and community facilities totaling over 26 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 with setup for special events including baseball tournaments, Light up the Night, etc.

Long-Term Goals

- Establish a maintenance and replace program for small equipment
- 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.

DEPARTMENTAL INFORMATION

Performance Measures

FY 2021-22:

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

FY 2022-23:

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

FY 2023-24:

- Replace Zero-turn Mower (#B5; 2007 Toro Z Master)
- Purchase new Utility Trailer & new Portable Two Post Car Lift

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 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 accurate and useful information to the public through the internet; including digitally sketching buildings and having them 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
- communicating assessment practices, valuation records and reports in a clear, meaningful, and transparent manner.

Performance Measures

FY 2021-22:

- DONE - 2022 Audit of Minimum Assessing Requirements (AMAR) by State Tax Commission
- DONE - 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, and fire

DEPARTMENTAL INFORMATION

FY 2022-23:

- POSTPONED - Assist with vehicle replacement (#140; 2016 Ford Escape)
- IN PROGRESS - Assist with Pivot Point equipment purchase (tablets, etc.)

FY 2023-24

- Assist with vehicle replacement (#140; 2016 Ford Escape)
- Assist with Pivot Point software implementation
- Provide the highest quality assessment services of real and personal property
- Provide highest quality professionalism and communication skills to ensure public trust in assessment practices
- Continuously examine best practices to ensure proper administration of land division, exemption and record retention policies

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.

DEPARTMENTAL INFORMATION

We respond to requests for public records in accordance with the Freedom of Information Act (FOIA) daily and maintain and produce documents that enable transparency of local government for the public. The City Clerk attends all City Council Regular, Special, Ad Hoc and Budget meetings. Staff coordinates with all departments in the preparation of electronic Council packets. The Clerk's office posts and publishes notices of meetings, public hearings, zoning map amendments, and adopted ordinances in accordance with the Open Meetings Act. All meeting actions are recorded, transcribed, and maintained in the Clerk's Office. The City Clerk's Office also produces and tracks agreements approved by City Council. The City Clerk's Office reviews and maintains the City's Property and Liability Insurance. The City Clerk's Office processes liquor license applications, ordinance amendments and resolutions adopted by City Council, issuing permits and licenses for auctioneers, massage business licenses, pawnbroker, peddlers, and non-commercial solicitor permits, precious items dealers, and outdoor gathering permits. The City 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 2021-22:

- POSTPONED - Prepare for Department Renovation

FY 2022-23:

- DONE - 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
- IN PROGRESS - Complete Recodification
- POSTPONED- Assist with City Clerk Department Renovation

FY 2023-24:

- Implement and administer all changes to election law as outlined in Proposal 22-2
- Create an education program to inform voters of new election laws

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.

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

- Provide timely guidance and direction to management as well as all employees.
- Assist departments in hiring vacant and new positions
- 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.

Long-Term Goals

- Recruit a more diverse workforce

Performance Measures

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.
- IN PROGRESS (COMPLETED IN-HOUSE) - Compensation Benchmark Survey (ADMIN ONLY)

DEPARTMENTAL INFORMATION

FY 2022-23:

- 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.
- DONE - Hire NEW Part-Time HR position (dedicated to public safety)

FY 2023-24:

- 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.

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. The team also supports and coordinates City events and functions that promote community spirit, volunteer activism, encourage citizen engagement, and enhance 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 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 Superhero Showcase (Open House) at the Civic Center
- Coordinate the refreshed Novi Youth Council
- 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 business 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 2021-22:

- DONE - 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:

- POSTPONED - City WayFinding & Parks Signs over 3 years beginning FY 2023-24
- IN PROGRESS - Expand outreach to the Asian population to help engagement in City happenings, Translate certain events, meetings, publications, etc.

FY 2023-24:

- Refresh City WayFinding & Parks Signs over 3 years beginning FY 2023-24

Community Relations: Studio 6 (295.10)

Overview

Video programming is produced by staff within the Studio 6 department which 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 General Fund department as of July 1, 2022.

Performance Measures, Goals, and Objectives

Short-Term Objectives

- Community engagement
- Produce video programming

Long-Term Goals

- Explore partnership opportunities with other government organizations

Performance Measures

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:

- IN PROGRESS - Gauge other municipal partnership interest in providing video services

FY 2023-24:

- Construct new studio in former 'storage/dungeon' space near employee entrance.
- Explore options for renovating the Council Chamber experience, including modern video elements

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 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:

- 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.
- IN PROGRESS - Engage small business partners and pursue career fair through online and in-person opportunities

FY 2023-24:

- 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.
- Facilitate a career fair for small and large businesses to identify talent for businesses based in Novi.

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 2021-22:

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

DEPARTMENTAL INFORMATION

FY 2022-23:

- IN PROGRESS - Support the accreditation (or re-accreditation) processes for Police, Fire, Dispatch, etc.
- IN PROGRESS - Assist with replacing marked vehicles
- IN PROGRESS - Assist with one Unmarked vehicle replacement purchased for investigations
- DONE - Purchase Drone
- IN PROGRESS - Replace Rubber Berm @ Gun Range
- IN PROGRESS - Assist with Building Generator Replacement (including \$8,000 concrete pad) & Generator Technology (GenTracker) @ Police Department
- IN PROGRESS - Assist with Floor Replace (epoxy) & Paint walls @ Police Department (8 jail cells)
- DONE - Add a Police Officer, two Commanders, and eliminate Assistant Chief of Police position
- IN PROGRESS - Assist with Public Safety Facility Needs Committee
- IN PROGRESS - Purchase In-car Cameras and body cameras

FY 2023-24:

- Assist with replacing marked vehicles
- Assist with 2 Unmarked vehicle replacements purchased for investigations
- Assist with replacing 2 motorcycles (#M1 & #M2; Harley Davidsons)
- Assist with Overhead Awning Installation @ Gun Range Training Center
- Assist with LED Lighting Upgrade (13 fixtures); including ceiling tile replacements @ Gun Range
- Purchase Rapid Deployment Portable Barricades (16) w/ Trailer
- Purchase Portable Driving Simulator
- Replace Rescue Phone System (aka "throw phone") - Crisis Negotiation Team
- Install LPR Stationary System @ Novi Road & I96 (11 cameras includes 1 moveable LPR)
- Update uniforms
- Continue to assist with Public Safety Facility Needs Committee
- Coordinate the deployment of in-car cameras and body cameras

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.

DEPARTMENTAL INFORMATION

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

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

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

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

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 2021-22:

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

FY 2022-23:

- NO LONGER PURSUING (replaced by Public Safety Facility Needs Committee) - 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
- IN PROGRESS - Support the accreditation (or re-accreditation) processes for Police, Fire, Dispatch, etc.
- IN PROGRESS - Assist with roof replacement @ Fire Station #4
- POSTPONED - Assist with renovation of Women's Restroom (add locker room & shower) @ Fire Station #1
- IN PROGRESS - Assist with flooring repairs (tile; 2 restrooms) @ Fire Station #3
- IN PROGRESS - Assist with Engine replacement (#313; 2007 Pierce)
- IN PROGRESS - Assist with Public Safety Facility Needs Committee

DEPARTMENTAL INFORMATION

FY 2023-24:

- Assist with Engine replacement (#322; 2008 Pierce)
- Replace Outdoor Sign w/ Electronic Billboard @ Fire Station #4 (including landscaping)
- Continue to assist with Public Safety Facility Needs Committee

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 2021-22:

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

FY 2022-23:

- POSTPONED - Implement CD Tech Upgrades (Phase 2) - Electronic Plan Review and Management Web-Based Solutions Software
- DONE - Hire NEW Code Compliance Officer full-time position to focus on property maintenance needs

FY 2023-24:

- Assist with vehicle replacement (#141; 2016 Chevrolet Colorado)
- Assist with vehicle replacement (#138; 2016 Chevrolet Colorado)
- Implement CD Tech Upgrades (Phase 2) - Electronic Plan Review and Management Web-Based Solutions Software
- Complete start up/first full year of Neighborhood Property Maintenance Program
- Complete background permit setup to support future Online application solutions

DEPARTMENTAL INFORMATION

Community Development — Planning Department (807.00)

Overview

The Community Development Planning Department strives daily to apply the vision and goals set by the City Council, Commissions and Boards to the development and transformation of the Novi community. Quality development constructed in accordance with 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 2021-22:

- IN PROGRESS - Update Master Plan for Land Use & Thoroughfare Plan
- IN PROGRESS - Update Nonmotorized Master Plan (2011); renamed *Active Mobility Plan*

FY 2022-23:

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

FY 2023-24:

- Woodland Review: comprehensive review of woodland ordinance, including benchmark against other similar communities.
- Landscape Design Standards: Update for multiple family residential areas

DEPARTMENTAL INFORMATION

Department of Public Works — Administration (442.00), Engineering (442.10), Field Operations (442.20), Fleet Asset (442.30), Water & Sewer (592.00), & Forestry (209.00)

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.

Department of Public Works — Administration (442.00)

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 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:

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

FY 2023-24:

- Begin process of national accreditation for Department of Public Works
- Assist with replacement of transfer switch for building generator (2 of 2)

Department of Public Works — Engineering (442.10)

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.

DEPARTMENTAL INFORMATION

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 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) - ROW acquisition
- IN PROGRESS - Novi Road Rehabilitation (9 Mile Road to 10 Mile Road)
- IN PROGRESS - Wixom Road Rehabilitation & Left Turn Lane Addition (10 Mile Road to City Limits)
- IN PROGRESS - Taft Road Rehabilitation (City Limits to 10 Mile Rd) & Roundabout at 9 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)

FY 2022-23:

- DONE - Annual Neighborhood Rehabilitation, Repaving, and Reconstruction Program
- IN PROGRESS - GLWA 14 Mile Water Main Transmission Redundancy Route Project - STREET PORTION (Road Restoration along 11 Mile, Meadowbrook, and 13 Mile Roads)
- DONE - 12 Mile Road Reconstruction (Medina Boulevard to City Limits) including sidewalk segments 45 & 178
- IN PROGRESS - Beck Road Widening (11 Mile Road to Providence Drive/Central Park Boulevard) - Design
- POSTPONED - West Park Drive Rehabilitation (West Road to Pontiac Trail) including traffic signal modernization at South Lake Drive - Design
- POSTPONED - Meadowbrook Road Rehabilitation (10 Mile to 11 Mile Road) - Design
- POSTPONED - 9 Mile Road Rehabilitation (Meadowbrook Road to Haggerty Road) - Design
- IN PROGRESS - Industrial Business Parks Road Rehabilitation (Hudson Drive, Magellan Drive, Humboldt Drive, Desoto Court, Peary Court, and Ryan Court) - Design
- IN PROGRESS - Assist with City Splash Pad @ Bosco
- IN PROGRESS - Assist with Pedestrian Tunnel Replacement (underneath South Lakeshore Drive) - Lakeshore Park
- POSTPONED - Assist with Cemetery Enhancement Project - dirt path improvements

DEPARTMENTAL INFORMATION

FY 2023-24:

- Annual Neighborhood Rehabilitation, Repaving, and Reconstruction Program
- Wixom Road Rehabilitation & Left Turn Lane Addition (10 Mile Road to City Limits) - Construction
- Industrial Business Parks Road Rehabilitation (Hudson Drive, Magellan Drive, Humboldt Drive, Desoto Court, Peary Court, and Ryan Court) - Construction
- 12 Mile Road Widening (Beck Road to Cabaret Drive) RCOC - Design & ROW
- Meadowbrook Road Rehabilitation (10 Mile to 11 Mile Road) - Design
- 9 Mile Road Rehabilitation (Meadowbrook Road to Haggerty Road) - Design
- Streambank Stabilization - Middle Rouge River (along Rotary Park)
- Basin Repairs @ Orchard Hill Place
- Streambank Stabilization - Middle Rouge River (between Novi Road and Ten Mile Road)
- Basin Cleanout @ Leavenworth Regional (south of Grand River Ave; west of Meadowbrook Rd)
- Assist with Replace Asbestos-Cement (AC) Water Main
- Assist with Rehabilitation of Huron-Rouge Sewage Disposal System (HRSDS) Interceptor WRC
- Assist with Rehabilitation of Sanitary Sewer @ Meadowbrook Glens Subdivision
- Assist with Replace Water Main @ Roethel Drive - Construction
- Parking Lot Reconstruction (including additional parking spaces near the mountain bike trail-head) - Lakeshore Park
- Park Improvements (YR2-stone/gravel and natural trails including playground clearing) - Novi Northwest Park
- City Surveying Benchmarks Update (phase 1 & phase 2)
- Assist with Parking Lot Maintenance @ Ice Arena

Department of Public Works — Field Operations (442.20)

Performance Measures, Goals, and Objectives

Short-Term Objectives

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

Long-Term Goals

- Update winter maintenance operation policies and procedure documents
- Enhance procedural and equipment training

Performance Measures

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

DEPARTMENTAL INFORMATION

FY 2022-23:

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

FY 2023-24:

- Annual Neighborhood Sidewalk Repair Program
- Implement Winter Weather Outreach and Operations Esri ArcGIS Application
- Assist with Single-axle RDS body truck with underbody scraper and wing plow (replace #601; 2010 International)
- Assist with replacement of vehicle w/plow (#696; 2013 Ford F-350)
- Assist with replacement of vehicle (#146; 2017 Ford Escape)

Department of Public Works — Fleet Asset (442.30)

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

DEPARTMENTAL INFORMATION

Performance Measures

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:
 - ◇ IN PROGRESS - Annual marked vehicle replacements and unmarked vehicle replacement for police department
 - ◇ IN PROGRESS - New Vehicle w/ Plow - Community Development Building Department
 - ◇ IN PROGRESS - New Vehicle w/ Plow - IS Park Maintenance Department
 - ◇ IN PROGRESS - New Vehicle w/ Plow - DPW Water and Sewer Department
 - ◇ IN PROGRESS - Replace Single-axle RDS Body Truck with Underbody Scraper and Wing Plow - DPW Field Operations (#619; 2009 International)
 - ◇ IN PROGRESS - Replace Engine - Fire Department (#313; 2007 Pierce)
 - ◇ IN PROGRESS - Replace Vehicle w/ Plow - DPW Field Operations (#693; 2011 Ford F-350)
 - ◇ IN PROGRESS - Replace Vehicle w/ Plow - IS Parks Maintenance (#641; 2014 Ford F-350)
 - ◇ IN PROGRESS - Replace Vehicle w/ Plow - DPW Field Operations (#697; 2013 Ford F-350)
 - ◇ IN PROGRESS - Replace Vehicle w/ Plow - DPW Field Operations (#651; 2014 Ford F-350)
 - ◇ IN PROGRESS - Replace Vehicle w/ Plow - DPW Water & Sewer (#733; 2016 Ford F-350)
 - ◇ POSTPONED - Replace Vehicle - PRCS Older Adult Services (#139; 2016 Dodge Grand Caravan)
 - ◇ POSTPONED - Replace Vehicle - CD Building (#143; 2017 Chevrolet Equinox)
 - ◇ POSTPONED - Replace Vehicle - DPW Field Operations (#146; 2017 Ford Escape)
 - ◇ POSTPONED - Replace Vehicle - Assessing (#140; 2016 Ford Escape)

DEPARTMENTAL INFORMATION

FY 2023-24:

- 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 - DPW Field Operations (#601; 2010 International)
 - ◊ Replace Engine - Fire Department (#322; 2008 Pierce)
 - ◊ Replace 2 motorcycles - Police Department (#M1 & #M2; Harley Davidsons)
 - ◊ Replace Vehicle - PRCS Older Adult Services (#125; 2017 Ford Transit)
 - ◊ Replace Vehicle w/ Plow - DPW Fleet Asset (#694; 2013 Ford F-350)
 - ◊ Replace Vehicle w/ Plow - DPW Field Operations (#696; 2013 Ford F-350)
 - ◊ Replace Vehicle w/ Plow - DPW Water & Sewer (#734; 2017 Ford F-350)
 - ◊ Replace Vehicle - City Hall (#147; 2017 Ford Escape)
 - ◊ Replace Vehicle - CD Building (#141; 2016 Chevrolet Colorado)
 - ◊ Replace Vehicle - CD Building (#138; 2016 Chevrolet Colorado)
 - ◊ Replace Vehicle - CD Building (#143; 2017 Chevrolet Equinox)
 - ◊ Replace Vehicle - Assessing (#140; 2016 Ford Escape)
 - ◊ Replace Vehicle - DPW Field Operations (#146; 2017 Ford Escape)

Department of Public Works — Water & Sewer (592.00)

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.

DEPARTMENTAL INFORMATION

Performance Measures

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
- 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)
- DONE - Pressure monitors (2) for Water Distribution System

FY 2022-23:

- IN PROGRESS - Replace Asbestos-Cement (AC) Water Main
- IN PROGRESS - GLWA 14 Mile Water Main Transmission Redundancy Route Project - WATER MAIN PORTION (12" water main along 11 Mile Road from Seeley to Meadowbrook)
- DONE - Hire NEW Light Equipment Operator full-time position
- DONE - Cross Connection Coordinator - convert temp part-time position to permanent part-time
- POSTPONED - Water Transmission Main Assessment (PCCP) - Phase 2
- IN PROGRESS - Comprehensive Distribution System Material Inventory- Water Service Line Lead Verification requirement by EGLE
- IN PROGRESS - Update Sanitary Sewer Master Plan
- IN PROGRESS - Water Storage Facility Maintenance (inspection of tank and repainting of the inlet and outlet pipping)
- IN PROGRESS - Pressure Reducing Valve (PRV) Cathodic Protection Analysis; \$2,200 at each vault (5 PRV vaults)
- IN PROGRESS - Assist with replacing Vehicle w/ Plow - DPW Water & Sewer (#733; 2016 Ford F-350)
- IN PROGRESS - Assist with NEW purchase of Vehicle w/ Plow - DPW Water and Sewer

FY 2023-24:

- Replace Asbestos-Cement (AC) Water Main
- Rehabilitation of Huron-Rouge Sewage Disposal System (HRSDS) Interceptor
- Rehabilitation of Sanitary Sewer @ Meadowbrook Glens Subdivision
- Replace Water Main @ Roethel Drive
- Water Main Condition Assessment (pilot)
- Purchase NEW Hydraulic Power Unit and Accessories
- City Surveying Benchmarks Update (phase 1 & phase 2)
- Assist with replacing Vehicle w/ Plow - DPW Water & Sewer (#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
- Update tree inventory report

Performance Measures

FY 2021-22:

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

FY 2022-23:

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

FY 2023-24:

- Annual tree planting program
- Assist with annual neighborhood sidewalk repair program
- Urban Forestry Tree Canopy Assessment and Tree Management Plan Update (up to 40,000 existing trees, planting sites, and stumps)

DEPARTMENTAL INFORMATION

Novi Youth Assistance (665.00)

Overview

A local branch of Oakland County Youth Assistance, Novi Youth Assistance is a nonprofit 501(c)3 organization made up of a community of volunteers assisted by professional staff whose main goal is providing early intervention programs that offer support and education to families in the community.

SPONSORSHIP: Novi Youth Assistance is supported by a unique tri-sponsorship agreement between Oakland County Circuit Court - Family Division, the City of Novi , and the Novi Community School District.

Performance Measures, Goals, and Objectives

- MISSION: to strengthen youth and families and to prevent and reduce the incidence of delinquency, neglect, and abuse through community involvement, including:
 - Professional counseling & Referral services
 - Family Education
 - Mentoring
 - Skill Building Scholarships
 - Youth Recognition
 - Seasonal Programs

DEPARTMENTAL INFORMATION

Historical Commission (803.00)

Overview

The Historical Commission was commissioned in 1983 on October 20th. 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 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:

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

FY 2023-24:

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

DEPARTMENTAL INFORMATION

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

Overview

The mission of Parks, Recreation and Cultural Services (PRCS) is "Provide exceptional park, recreational and cultural opportunities that are diverse and enhance lives." The vision of PRCS is "To be seen as an essential service whose benefits are recognized and valued in the Novi Community."

The Department administers all parks, recreation and cultural services operations, including strategic direction, policy development, older adult services and resource identification. The Department serves as the liaison to the Parks, Recreation and Cultural Services Commission, the Novi Parks Foundation, and also coordinates the Cultural Arts Advisory Board and the Older Adult Advisory Board. There are three divisions within Parks, Recreation and Cultural Services: Administration, Recreation, and Older Adult Services. Any revenues and expenditures related to any of these activities are recorded within their own special revenue fund separate from the General Fund, except for contributions from the General Fund for capital purchases.

Performance Measures, Goals, and Objectives

Short-Term Objectives

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

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

Long-Term Goals

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

Performance Measures

FY 2021-22:

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

DEPARTMENTAL INFORMATION

FY 2022-23:

- IN PROGRESS - Park Update Planning - ITC Community Sports Park (per City Council 4/6/22)
- IN PROGRESS - 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.
- IN PROGRESS - Pedestrian Tunnel Replacement (underneath South Lakeshore Drive) - Lakeshore Park
- POSTPONED - Cemetery Enhancement Project - dirt path improvements
- IN PROGRESS - Assist with replacement of Vehicle - PRCS Older Adult Services (#139; 2016 Dodge Grand Caravan)
- IN PROGRESS - Assist with engaging the recently created Senior Needs Committee on the services and programs delivered to Novi's senior population

FY 2023-24:

- Assist with Parking Lot Reconstruction (including additional parking spaces near the mountain bike trailhead) @ Lakeshore Park
- Assist with Stone/Gravel and natural trails including playground clearing @ Novi Northwest Park
- Install Sound Dampening @ Lakeshore Park Community Building
- Playground installation @ Novi Northwest Park
- Resurface/Reline Tennis Courts @ ITC Park (2 courts) & Rotary Park (2 courts)
- Strategic Community Recreation & Mater Park Plan (MDNR grant requirement)
- Assist with replacement of vehicle - PRCS Older Adult Services (#125; 2017 Ford Transit)
- Assist with Park Improvements (YR2-stone/gravel and natural trails including playground clearing) @ Novi Northwest Park
- Continue to assist with engaging the recently created Senior Needs Committee on the services and programs delivered to Novi's senior population

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 transitioned to Studio 6 Department 295.10 budgeted within the General Fund 101. Fund 263 closed 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 2021-22:

- DONE - Renovation project for Teen Area (phase 1- upholstery, of furniture and purchase of lap-top 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 19th) 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.

DEPARTMENTAL INFORMATION

FY 2022-23:

- IN PROGRESS - Renovation project for Teen Area (phase 2 - new signage and furniture)
- POSTPONED (*until Strategic Planning process is completed*) - Renovation project for Youth Area (serving 0-5 years of age)
- IN PROGRESS - Begin process for renewing QSAC (Quality Services Audit Checklist) Standards from Library of Michigan for Library Accreditation. There are 3 phases for approval.
- IN PROGRESS - Develop a Studio space for library guests to create music, podcasts, etc.
- IN PROGRESS - Engage an architect for a permanent design option for the Library's main entrance due to continued weather element issues in the building
- IN PROGRESS - Begin process for a new Strategic Plan for Novi Public Library
- IN PROGRESS - Launch a new App for guests to access Library information via mobile device
- IN PROGRESS - Engaging with Walled Lake Consolidated School District for Novi residents to have Library access and connections to Lakeshore Lending Library

FY 2023-24:

- Begin to analyze the Strategic Planning data and put into action for 2023-2028
 - Investigate a Vinyl Collection for public use (Classic Rock genre)
 - Update main floor youth area with added shelving and access for STEAM kits
 - Implement a new Comic Book digital collection
 - Based on architecture designs, move forward with a possible redesign of the main entrance to eliminate weather element issues in the building

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 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)
- DONE - Replace gutter system and down spouts

FY 2022-23:

- IN PROGRESS - Roof Restoration Project
- POSTPONED - Replace Public Address System (2; one for each rink)
- IN PROGRESS - Replace Smoke/Fire Detection Replacement (pyrotronics zone fire alarm control panel)
- NO LONGER PURSUING - LED Lighting Upgrade (upper/lower hallways, service areas, & locker rooms) - pushed out from FY 2019-20
- IN PROGRESS - Dehumidification emergency replacement

FY 2023-24:

- Replace Zamboni (1 of 2)
- Complete parking lot maintenance (FY 2023-24 & 2024-25)
- Assist with server replacement for cameras

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, computer room, exercise room, comfortable lounge areas, game rooms, and beautifully landscaped inner courtyard
- Install four pickleball courts

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 2021-22:

- DONE - Roof Replacement (Main Building & Senior Center)

FY 2022-23:

- IN PROGRESS - Replace Roofs (all 9 ranch buildings)
- POSTPONED - Replace Fire Panel
- POSTPONED - Replace Elevator Cabs (2)
- POSTPONED - Replace Hallway Furnaces (4)
- IN PROGRESS - Parking Lot Crack Fill/Sealcoat Maintenance
- DONE - Replace pond fountain and aerator
- DONE - Add additional benches in the community and gazebo near the pond

FY 2023-24:

- Replace windows @ main building
- Replace windows @ ranches
- Replace air conditioning units (98) @ main building

STATISTICAL INFORMATION & GLOSSARY

About the City of Novi

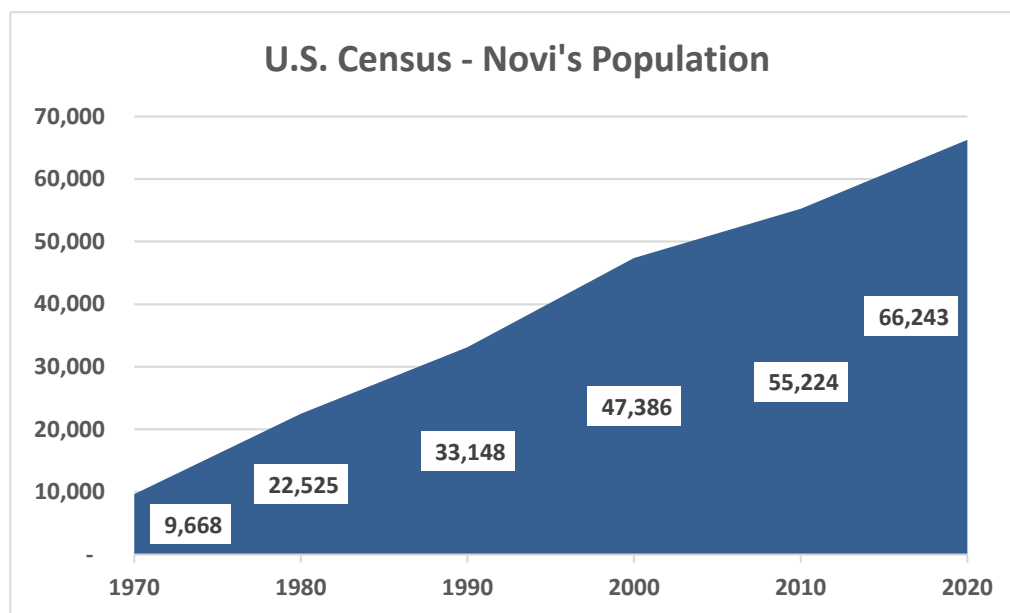
The City of Novi encompasses an area of approximately 31.6 square miles or 20,417 acres and is about thirty miles northwest of downtown Detroit, in the southern portion of Oakland County. The City surrounds about two-thirds of Walled Lake, and the gently rolling topography of the area has made the City 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	
Year	Population
1970	9,668
1980	22,525
1990	33,148
2000	47,386
2010	55,224
2020	66,243

STRATEGIC GOALS, PRIORITIES & ISSUES

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 5th grade house and the 6th grade house of Novi Meadows. (The majority of students residing within the City of Novi attend Novi Community Schools.)

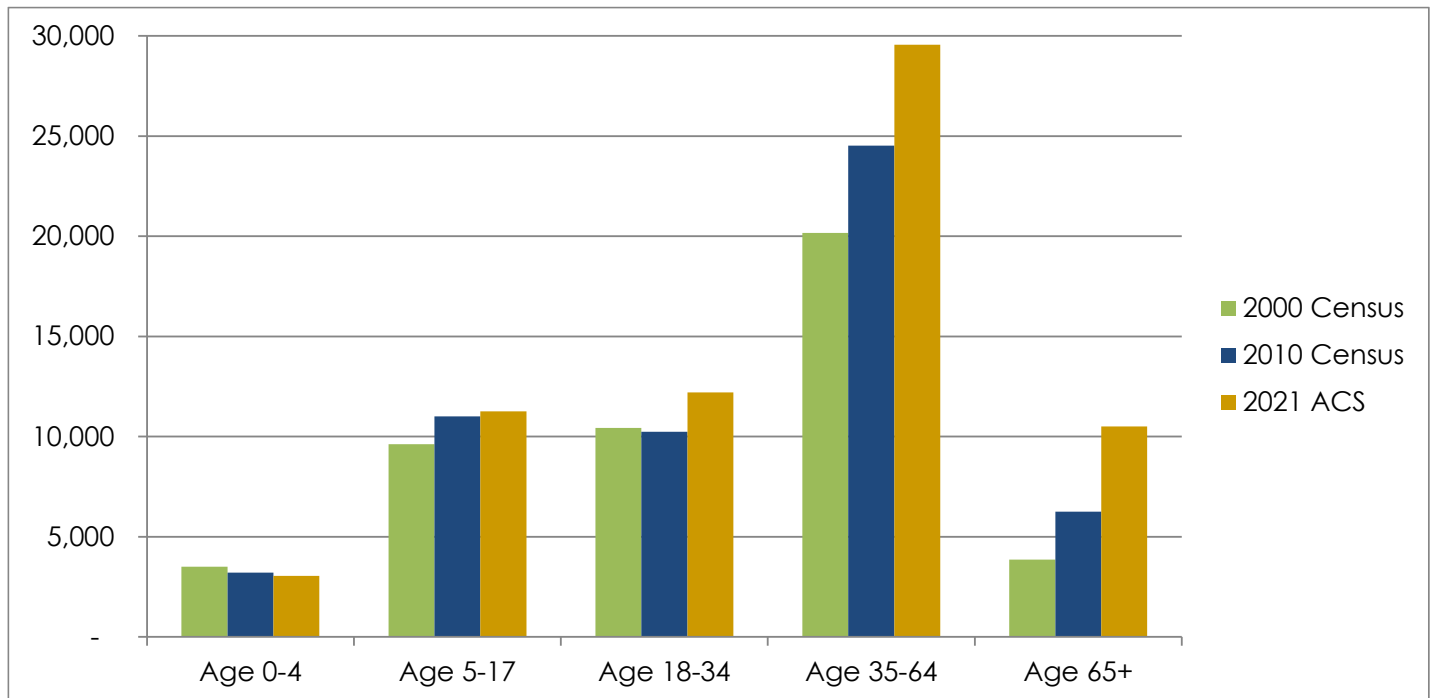
The City of Novi is served by four school districts: Northville Public School District, Novi Community School District, South Lyon Community School District, and Walled Lake Consolidated School District.

STATISTICAL INFORMATION & GLOSSARY

Population

Approximately 44% of Novi's residents are 35 to 64 years old and 16% represents anyone 65 and over. The median age for Novi is 42.6 years.

AGE GROUPS	<u>2021 ACS</u>		<u>2010 Census</u>		<u>2000 Census</u>	
	Est	%	Est	%	Est	%
Age 0-4	3,047	5%	3,204	6%	3,506	7%
Age 5-17	11,258	17%	11,006	20%	9,621	20%
Age 18-34	12,200	18%	10,245	19%	10,428	23%
Age 35-64	29,557	44%	24,521	44%	20,168	42%
Age 65+	10,513	16%	6,248	11%	3,856	8%
Total Population	66,575	100%	55,224	100%	47,579	100%



Source: U.S. Census Bureau - AND - 2021 American Community Survey 1-Year Estimates.

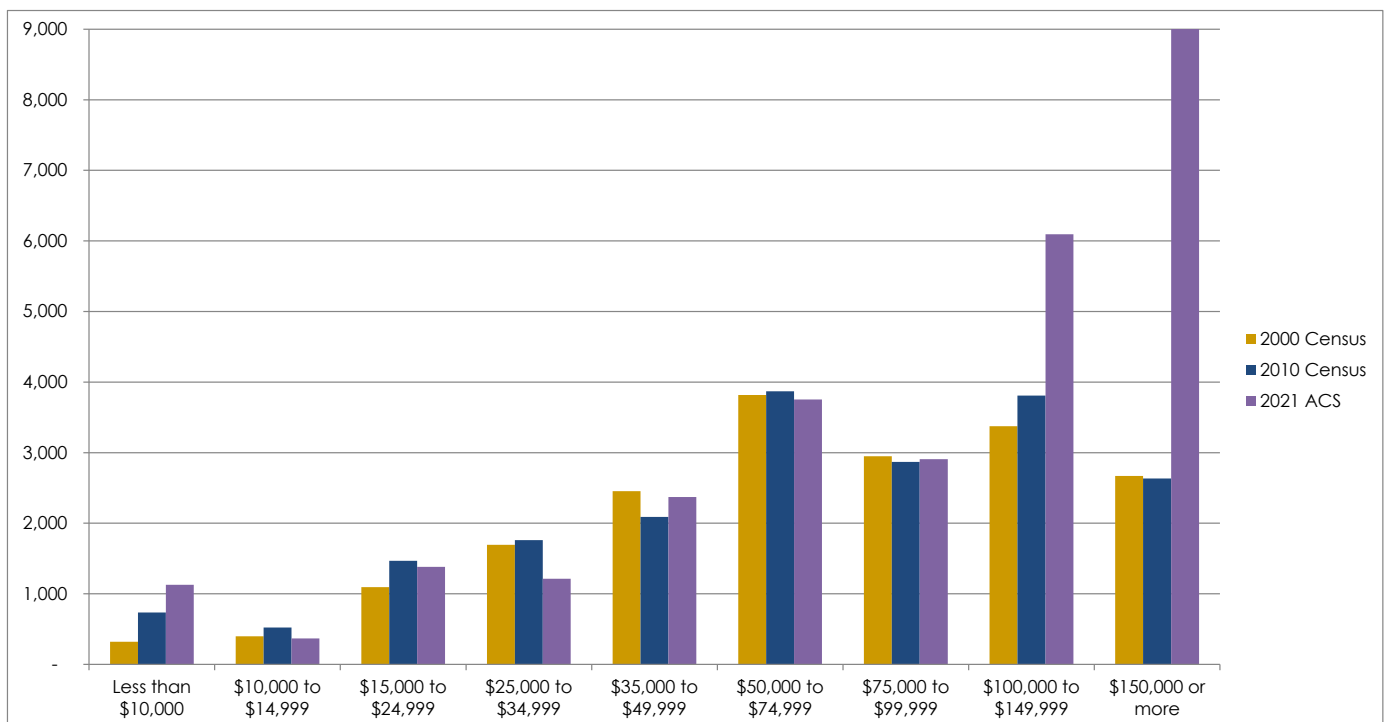
The American Community Survey shows how we live—our education, housing, jobs, and more. The American Community Survey provides information about the social and economic needs of your community every year. The census is conducted every ten years to provide an official count of the entire U.S. population to Congress.

STRATEGIC GOALS, PRIORITIES & ISSUES

Income Characteristics

City of Novi's median household income is \$104,597.

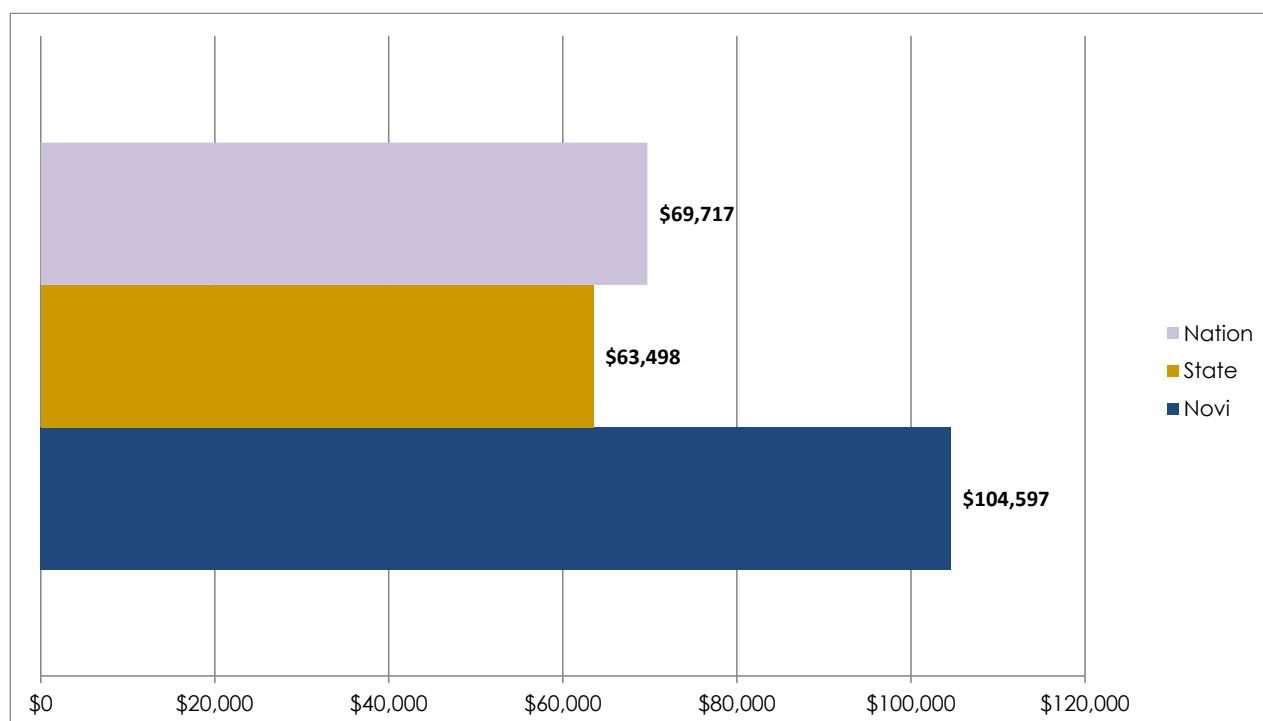
INCOME CATEGORIES	<u>2000 Census</u>		<u>2010 Census</u>		<u>2021 ACS</u>	
	Est	%	Est	%	Est	%
Less than \$10,000	321	2%	735	4%	1,129	4%
\$10,000 to \$14,999	399	2%	523	3%	367	2%
\$15,000 to \$24,999	1,095	6%	1,468	7%	1,383	5%
\$25,000 to \$34,999	1,695	9%	1,761	9%	1,213	4%
\$35,000 to \$49,999	2,454	13%	2,088	10%	2,370	8%
\$50,000 to \$74,999	3,818	20%	3,868	20%	3,753	13%
\$75,000 to \$99,999	2,948	16%	2,868	15%	2,906	10%
\$100,000 to \$149,999	3,374	18%	3,808	19%	6,095	22%
\$150,000 or more	2,670	14%	2,633	13%	9,001	32%
Total Households	18,774	100%	19,752	100%	28,217	100%



Source: U.S. Census Bureau - AND - 2021 American Community Survey 1-Year Estimates.

STATISTICAL INFORMATION & GLOSSARY

INCOME CATEGORIES	2021 ACS	2021 ACS	2021 ACS
	Novi	State	Nation
Median household income (dollars)	\$104,597	\$63,498	\$69,717
Less than \$10,000	1,129	255,264	7,652,684
\$10,000 to \$14,999	367	158,020	4,974,244
\$15,000 to \$24,999	1,383	328,196	9,565,855
\$25,000 to \$34,999	1,213	348,455	9,948,489
\$35,000 to \$49,999	2,370	514,578	14,412,554
\$50,000 to \$74,999	3,753	733,375	21,427,515
\$75,000 to \$99,999	2,906	534,837	16,325,725
\$100,000 to \$149,999	6,095	628,029	20,789,791
\$150,000 to \$199,999	3,499	279,574	10,076,034
\$200,000 or more	5,502	271,470	12,371,839
Total households	28,217	4,051,798	127,544,730

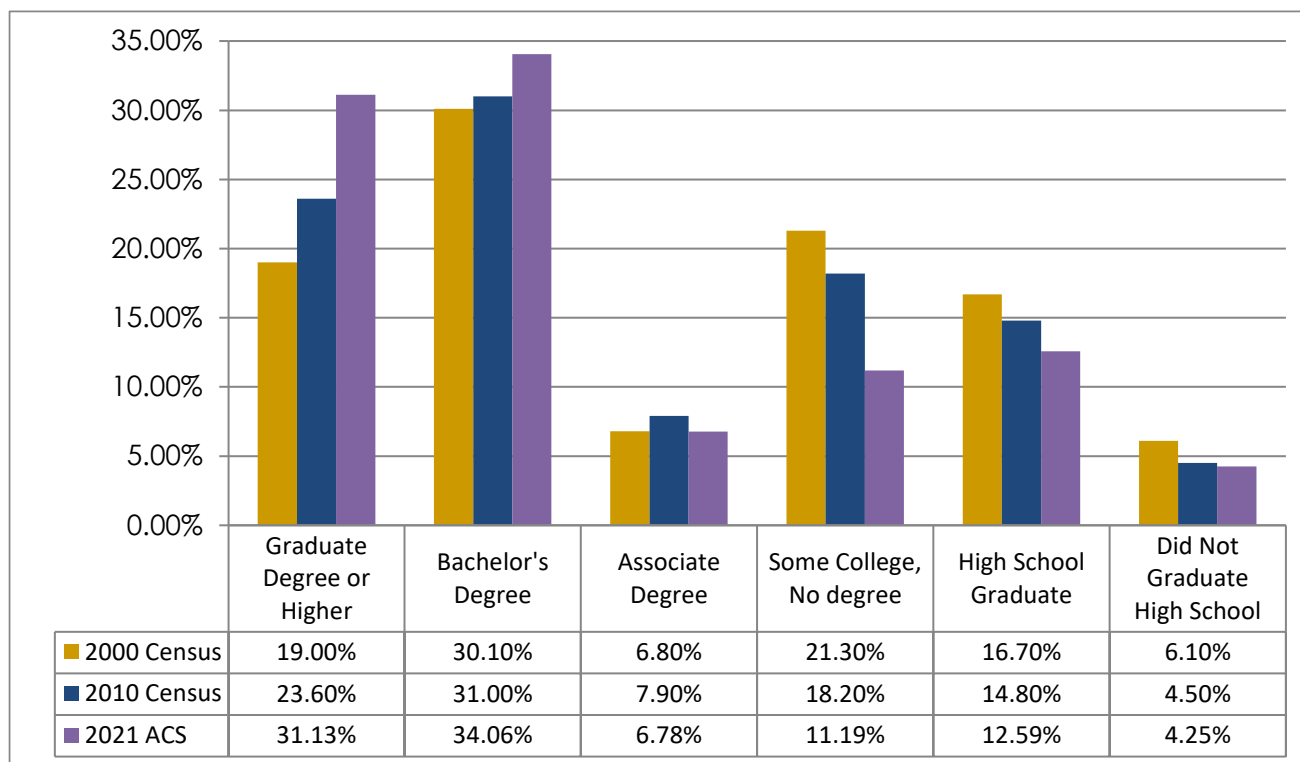


Source: U.S. Census Bureau - AND - 2021 American Community Survey 1-Year Estimates.

STRATEGIC GOALS, PRIORITIES & ISSUES

Education Level

Approximately 96% of Novi's residents have at least some college education. Only 4% are not high school graduates.



EDUCATIONAL ATTAINMENT POPULATION AGE 25 YRS & OLDER	2021 ACS		2010 Census		2000 Census
	% of Population	Percentage Point Change 2010-2020	% of Population	Percentage Point Change 2000-2010	% of Population
City of Novi, MI					
Graduate / professional degree	31.13%	7.53%	23.60%	4.60%	19.00%
Bachelor's degree	34.06%	3.06%	31.00%	0.90%	30.10%
Associate's degree	6.78%	-1.12%	7.90%	1.10%	6.80%
Some College, No Degree	11.19%	-7.01%	18.20%	-3.10%	21.30%
High School Graduate	12.59%	-2.21%	14.80%	-1.90%	16.70%
Did Not Graduate High School	4.25%	-0.25%	4.50%	-1.60%	6.10%

Source: U.S. Census Bureau - AND - 2021 American Community Survey 1-Year Estimates.

STATISTICAL INFORMATION & GLOSSARY

EDUCATIONAL ATTAINMENT POPULATION AGE 25 YRS & OLDER	<u>2021 ACS</u>		<u>2010 Census</u>		<u>2000 Census</u>
	% of Population	Percentage Point Change 2010-2020	% of Population	Percentage Point Change 2000-2010	% of Population
	State of Michigan				
Graduate / professional degree	12.48%	2.88%	9.60%	1.50%	8.10%
Bachelor's degree	19.19%	3.59%	15.60%	1.90%	13.70%
Associate's degree	9.76%	1.36%	8.40%	1.40%	7.00%
Some College, No Degree	21.80%	-2.40%	24.20%	0.90%	23.30%
High School Graduate	28.73%	-2.17%	30.90%	-0.40%	31.30%
Did Not Graduate High School	8.04%	-3.26%	11.30%	-5.30%	16.60%

EDUCATIONAL ATTAINMENT POPULATION AGE 25 YRS & OLDER	<u>2021 ACS</u>		<u>2010 Census</u>		<u>2000 Census</u>
	% of Population	Percentage Point Change 2010-2020	% of Population	Percentage Point Change 2000-2010	% of Population
	Nation				
Graduate / professional degree	13.77%	3.37%	10.40%	1.50%	8.90%
Bachelor's degree	21.25%	3.55%	17.70%	2.20%	15.50%
Associate's degree	8.75%	1.15%	7.60%	1.30%	6.30%
Some College, No Degree	19.30%	-2.00%	21.30%	0.30%	21.00%
High School Graduate	26.29%	-2.21%	28.50%	-0.10%	28.60%
Did Not Graduate High School	10.64%	-3.86%	14.50%	-5.20%	19.70%

Source: U.S. Census Bureau - AND - 2021 American Community Survey 1-Year Estimates.

STRATEGIC GOALS, PRIORITIES & ISSUES

Housing Characteristics

City of Novi has 30,844 total housing units and about half of those are one-family detached units.

STRUCTURE TYPE	2021 ACS		2010 Census		2000 Census	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
One-Family Detached	15,175	49%	12,015	50%	10,059	51%
One-Family Attached	4,203	14%	2,604	11%	1,938	10%
Two-Family / Duplex	588	2%	40	0%	95	0%
Multi-Unit Apartments	9,632	31%	8,172	34%	5,947	30%
Moble Homes	1,246	4%	1,238	5%	1,684	9%
Other Units	-	0%	-	0%	-	0%
Total Housing Units	30,844	100%	24,069	100%	19,723	100%

HOUSING TENURE	2021 ACS		2010 Census		2000 Census	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
Owner Occupied Units	18,798	61%	14,978	62%	13,734	70%
Renter Occupied Units	9,419	31%	7,280	30%	5,418	27%
Vacant Units	2,627	8%	1,968	8%	925	3%
Total Housing Units	30,844	100%	24,226	100%	19,717	100%
Median Housing Value (in Dollars)	\$358,400		\$318,765		\$236,800	
Median Contract Rent (in Dollars)	\$1,472		\$1,161		\$746	

Source: U.S. Census Bureau - AND - 2021 American Community Survey 1-Year Estimates.

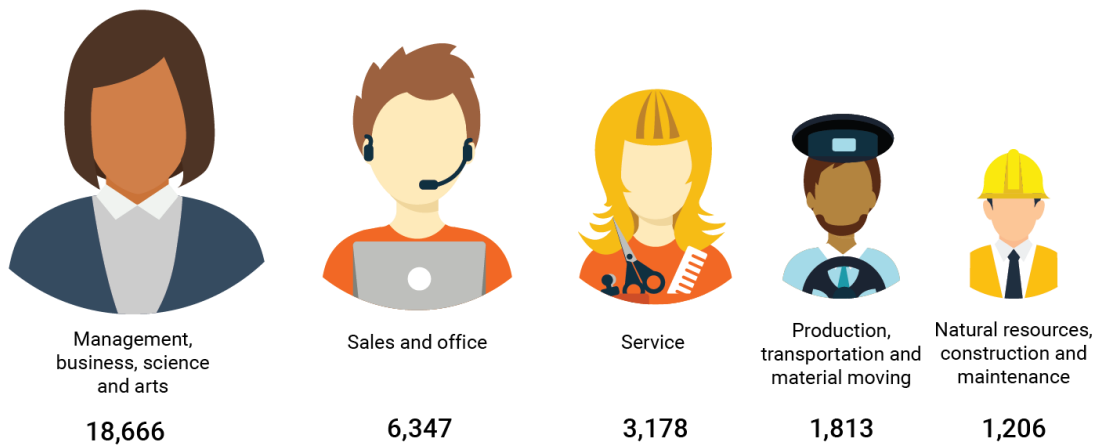
STATISTICAL INFORMATION & GLOSSARY

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

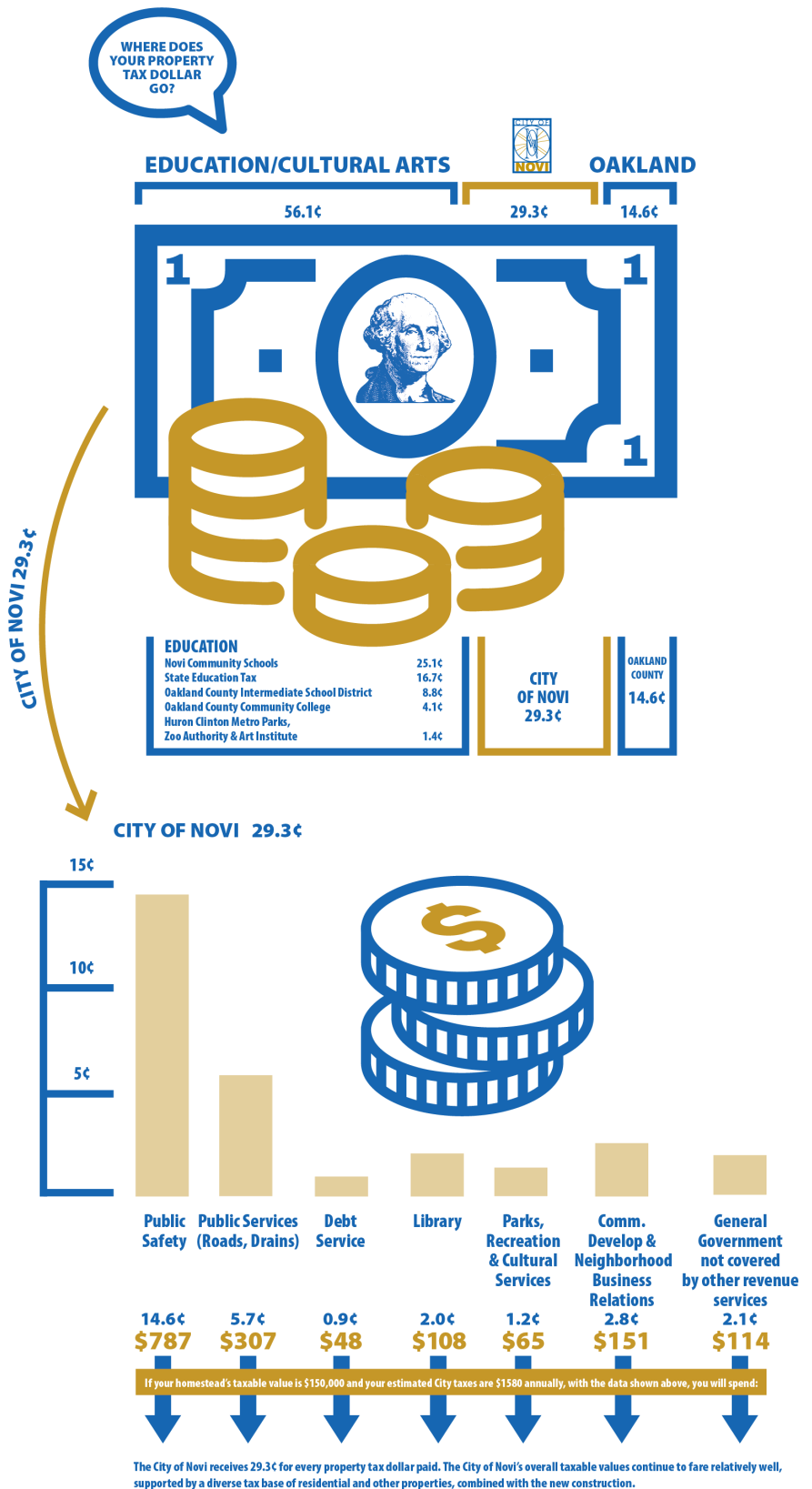
The City initiated a rezoning of over 1,200 acres of privately owned property in several strategic locations throughout the community to a high-technology zoning district called the Office Service Technology District. The rezoning is serving as a catalyst to attract quality, high-tech businesses looking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

STRATEGIC GOALS, PRIORITIES & ISSUES

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.



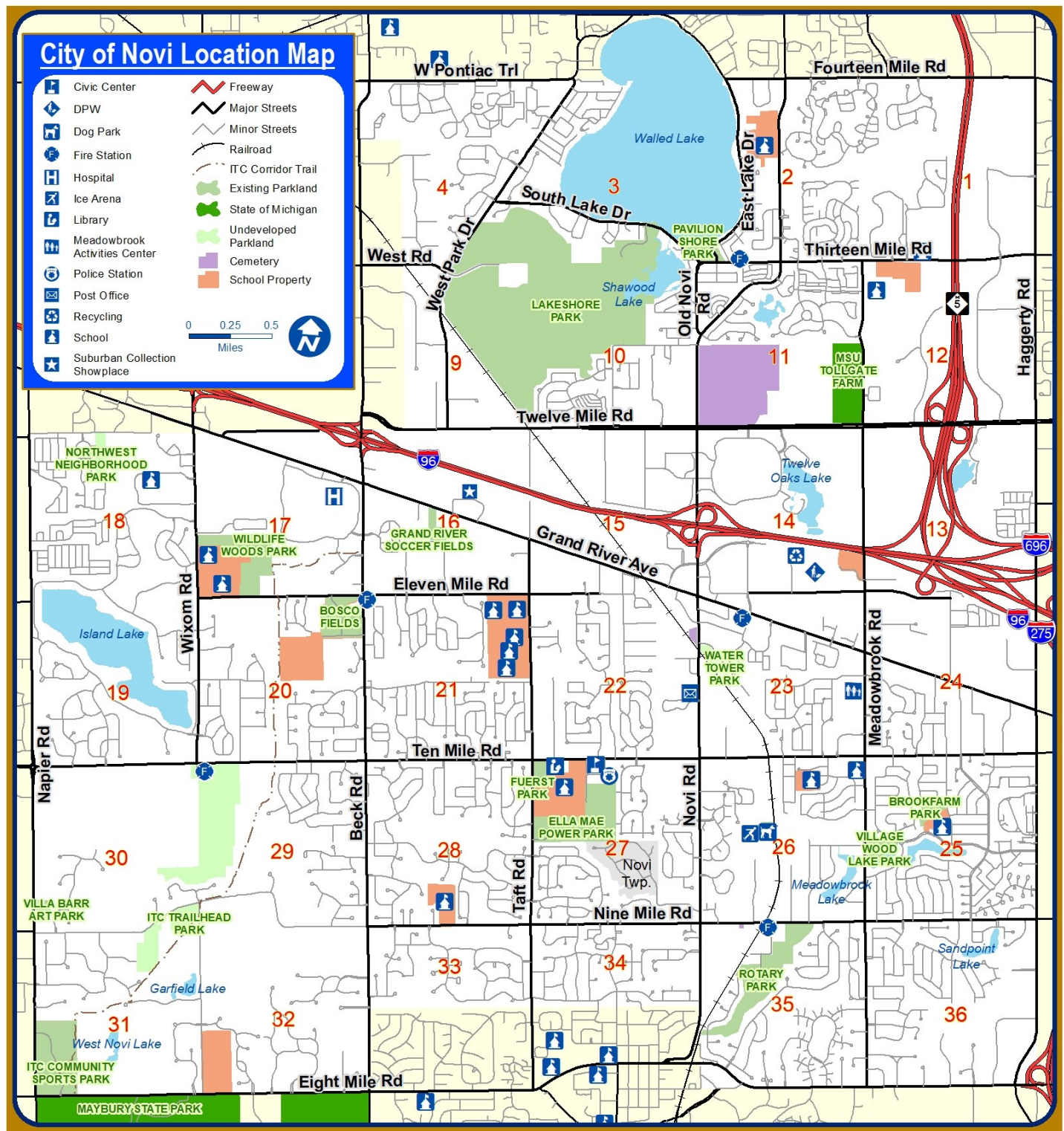
STATISTICAL INFORMATION & GLOSSARY

2022 Top Ten Property Owners (by Taxable Value)

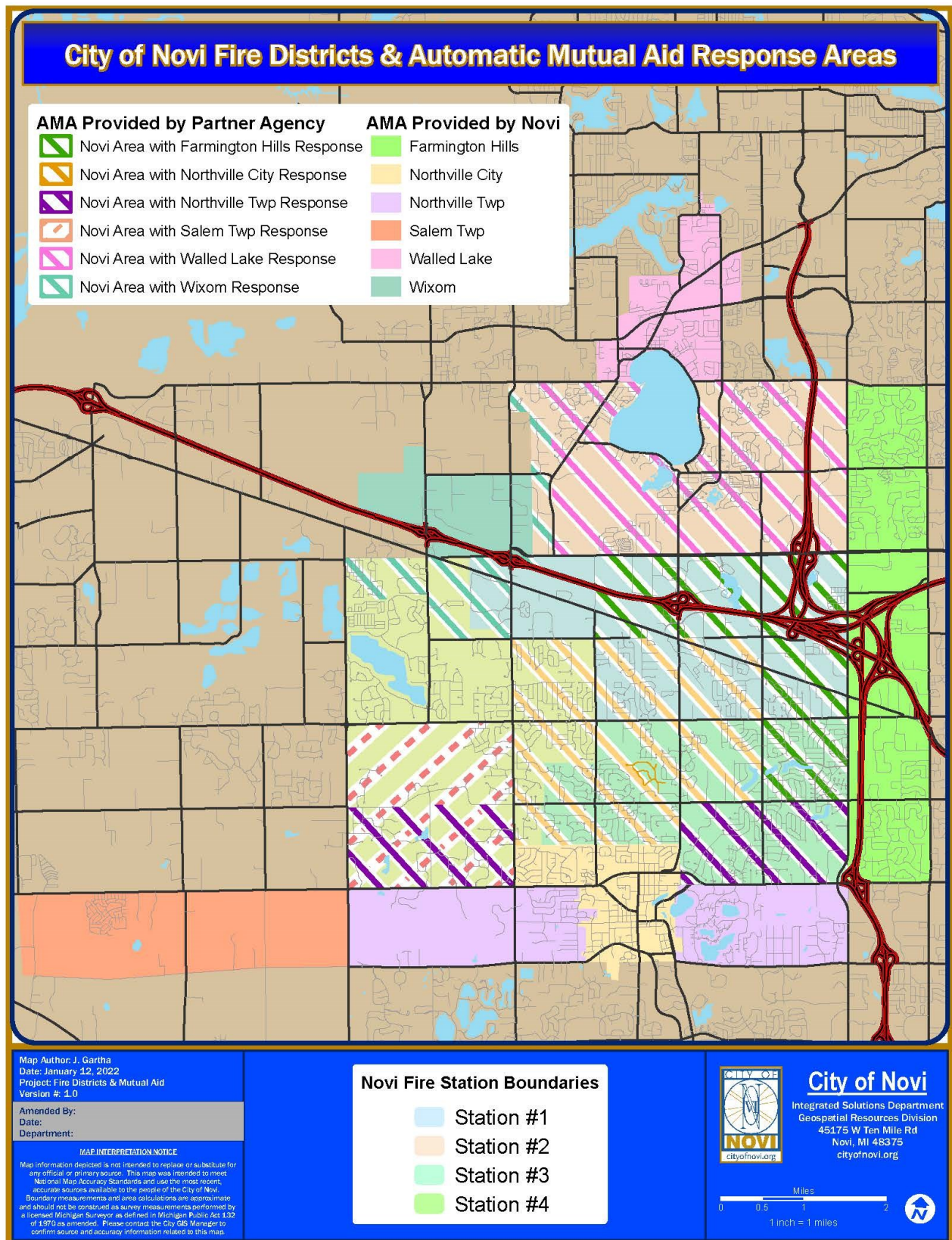
Rank	Taxpayer	2022 Taxable Value	Percentage of Total
1	Redwood - ERC Novi LLC / Fox Run Village	\$ 73,202,060	1.7%
2	TVO Mall Owner LLC / Twelve Oaks Mall	57,014,270	1.4%
3	Singh Development /Waltonwood	47,395,160	1.1%
4	International Transmission Co	36,299,230	0.9%
5	Providence Hospital	36,057,390	0.9%
6	Detroit Edison	33,553,180	0.8%
7	Occidental Development Ltd.	31,510,710	0.8%
8	Haggerty Corp. / HCP Land LLC	29,353,440	0.7%
9	TBON LLC (Bowman)	28,086,440	0.7%
10	GR Meadowbrook LLC	21,153,430	0.5%

Source: FY 2021-22 Comprehensive Annual Financial Report; Statistical section page 179

STRATEGIC GOALS, PRIORITIES & ISSUES



STATISTICAL INFORMATION & GLOSSARY



STRATEGIC GOALS, PRIORITIES & ISSUES

City of Novi and National Comparison: City Demographics for Benchmarking (2021 American Community Survey 5-Year Estimates unless otherwise noted)

	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)	2,936	3,095	3,339	2,592	3,836	2,090	2,323	2,632	4,186	2,309	1,689	2,207
City Size (acres)	25,037	35,482	16,832	27,181	11,648	20,019	38,669	14,253	11,034	21,062	27,622	26,880
Population density (people per acre)	4.59	4.84	5.22	4.05	5.99	3.27	3.63	4.11	6.54	3.61	2.64	3.45
POPULATION												
2021 ACS 5-Year Estimate	114,858	171,603	87,815	110,077	69,817	65,369	140,339	58,622	72,166	75,990	72,883	92,688
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
% Change (2018-2020)	0.9%	7.0%	-4.0%	6.7%	0.2%	11.1%	3.9%	-0.7%	15.9%	3.1%	3.4%	-1.5%
2018 ACS 5-Year Estimate	113,670	163,266	91,207	104,789	69,800	59,625	135,986	59,100	63,197	74,011	71,903	94,257
% 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
DEMOGRAPHICS (2021 American Community Survey 5-Year Estimates)												
Median Age of Population	42.5	39.1	26.8	32.9	39.3	39.8	35.9	46.5	34.6	40.8	34.1	40.2
School Age Children (5 to 19)	Count	23,311	37,631	18,922	21,219	12,954	13,360	33,184	10,290	12,682	15,137	20,379
	Percentage	20.3%	22.0%	21.6%	19.2%	18.6%	20.5%	23.6%	17.5%	17.6%	20.8%	22.1%
16 Years and Over (see employment data)	Count	90,165	126,175	75,933	81,128	54,769	46,609	101,287	48,334	49,585	59,726	72,943
	Percentage	79.3%	77.3%	83.3%	77.4%	78.5%	78.2%	74.5%	81.8%	78.5%	80.7%	77.4%
Senior Citizens (65 & over)	Count	19,826	21,384	8,620	9,112	11,304	9,476	16,648	13,516	7,546	12,732	10,155
	Percentage	17.3%	12.5%	9.8%	8.3%	16.2%	14.5%	11.9%	23.1%	10.5%	16.8%	13.9%
Race - White	Count	87,603	108,051	46,091	63,996	53,052	40,957	115,207	49,915	37,949	59,734	40,299
	Percentage	76.3%	63.0%	52.5%	58.1%	76.0%	62.7%	82.1%	68.1%	52.6%	78.6%	55.3%
Race - Black or African American	Count	1,492	13,776	34,412	15,319	4,255	5,432	8,169	2,273	1,377	2,452	28,173
	Percentage	1.3%	8.0%	39.2%	13.9%	6.1%	8.3%	5.8%	3.9%	1.9%	3.2%	38.7%
Race - Asian	Count	11,148	34,767	2,227	12,292	2,828	15,363	5,941	3,151	27,186	9,754	1,361
	Percentage	9.7%	20.3%	2.5%	11.2%	4.1%	23.5%	4.2%	5.4%	37.7%	12.8%	1.9%
Race - Hispanic or Latino (of any race)	Count	18,313	14,236	3,781	34,834	13,971	2,807	15,897	5,036	5,101	3,478	4,137
	Percentage	15.9%	8.3%	4.3%	31.6%	20.0%	4.3%	11.3%	8.6%	7.1%	4.6%	5.7%
% Bachelor's Degree or Higher Attained Population 25 Years and Older	59.5%	69.5%	38.9%	34.5%	35.3%	60.2%	50.2%	42.9%	73.0%	60.0%	32.8%	61.9%
HOUSING (2016 through 2021 American Community Survey 5-Year Estimates)												
% Owner Occupied Units	61.2%	66.8%	33.3%	41.6%	64.6%	66.6%	73.5%	85.3%	48.7%	77.8%	51.4%	70.2%
Average Family Size	3.04	3.15	2.83	3.26	3.08	3.12	3.21	3.09	3.03	3.08	3.06	3.13
Median Household Income (2021 estimate)	\$119,302	\$113,782	\$44,064	\$71,953	\$80,932	\$100,311	\$100,849	\$89,491	\$147,006	\$106,398	\$55,706	\$111,214
% Change Household Income (2019-2021)	8.0%	8.7%	7.8%	11.6%	13.9%	2.3%	11.5%	0.9%	11.2%	13.2%	10.4%	11.5%
Median Household Income (2020 estimate)	\$112,933	\$107,463	\$42,612	\$67,026	\$75,563	\$93,943	\$96,548	\$84,676	\$132,770	\$99,666	\$51,874	\$105,913
Median Household Income (2019 estimate)	\$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 estimate)	\$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 estimate)	\$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)	13.7%	10.6%	16.6%	12.1%	11.9%	13.7%	13.5%	5.6%	23.1%	12.5%	22.2%	17.4%
Median Home Value (2021 estimate) Owner Occupied Units	\$901,700	\$404,300	\$163,500	\$254,600	\$250,600	\$336,000	\$273,600	\$296,600	\$864,100	\$313,900	\$187,000	\$408,700
Median Home Value (2020 estimate) Owner Occupied Units	\$857,300	\$376,600	\$159,400	\$232,800	\$232,200	\$325,500	\$252,900	\$289,000	\$788,500	\$303,800	\$167,600	\$385,800
% Change Median Home Value (2019-2021) Owner Occupied Units	10.7%	13.4%	1.4%	21.8%	23.0%	4.3%	14.9%	3.1%	22.9%	6.4%	20.0%	9.1%
Median Home Value (2019 estimate) Owner Occupied Units	\$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 estimate) Owner Occupied Units	\$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 estimate) Owner Occupied Units	\$674,400	\$309,800	\$148,200	\$161,700	\$160,200	\$266,000	\$201,200	\$273,100	\$525,000	\$247,500	\$136,000	\$315,100
% Change Median Home Value (2016-2019) Owner Occupied Units	21%	15%	9%	29%	27%	21%	18%	5%	34%	19%	15%	19%

STATISTICAL INFORMATION & GLOSSARY

City of Novi and National Comparison: City Demographics for Benchmarking (2021 American Community Survey 5-Year Estimates unless otherwise noted)

	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
HOUSING (2016 through 2021 American Community Survey 5-Year Estimates)												
Median Gross Rent (2021 estimate)	\$2,243	\$1,392	\$869	\$1,308	\$1,271	\$1,428	\$1,138	\$1,340	\$2,172	\$1,402	\$1,098	\$1,447
Median Gross Rent (2020 estimate)	\$2,054	\$1,312	\$823	\$1,228	\$1,209	\$1,352	\$1,070	\$1,203	\$2,009	\$1,311	\$1,017	\$1,361
% Change Median Gross Rent (2019-2021)	10.8%	11.7%	6.1%	8.1%	9.1%	6.0%	11.7%	8.7%	12.6%	8.9%	13.5%	13.0%
Median Gross Rent (2019 estimate)	\$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 estimate)	\$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 estimate)	\$1,830	\$1,084	\$742	\$1,026	\$993	\$1,143	\$919	\$1,117	\$1,617	\$1,148	\$846	\$1,096
% Change Median Gross Rent (2016-2019)	10.7%	14.9%	10.4%	17.9%	17.3%	17.8%	10.9%	10.4%	19.3%	12.1%	14.3%	16.9%
Average Commute Length (minutes) Workers 16 Years and older who did not work	27.8	22.8	18.0	25.1	27.8	26.3	21.7	34.2	25.0	25.9	24.7	29.5
EMPLOYMENT CHARACTERISTICS: Civilian Employed Population 16 Years and Over (2021 American Community Survey 5-Year Estimates)												
Total Number Employed	55,212	90,071	42,436	63,268	37,023	33,683	76,718	27,903	38,253	37,415	36,394	48,711
% Population Employed	61.2%	71.4%	55.9%	78.0%	67.6%	72.3%	75.7%	57.7%	77.1%	62.6%	63.9%	66.8%
Agriculture, Forestry, Fishing & Hunting, and Mining	# of Employees	177	219	147	460	144	36	485	118	0	155	119
	Percentage	0.3%	0.2%	0.3%	0.7%	0.4%	0.1%	0.6%	0.4%	0.0%	0.4%	0.3%
Arts, Entertainment & Recreation, Accommodation & Food Service	# of Employees	5,411	6,529	5,391	6,321	3,197	2,565	5,481	1,628	1,753	2,740	3,968
	Percentage	9.8%	7.2%	12.7%	10.0%	8.6%	7.6%	7.1%	5.8%	4.6%	7.3%	10.9%
Construction	# of Employees	2,198	2,836	1,235	4,314	3,138	1,063	4,325	1,676	1,205	1,319	1,504
	Percentage	4.0%	3.1%	2.9%	6.8%	8.5%	3.2%	5.6%	6.0%	3.2%	3.5%	4.1%
Educational Services, Health Care & Social Assistance	# of Employees	9,764	18,310	14,254	11,151	6,972	6,575	17,451	8,018	4,526	7,701	8,204
	Percentage	17.7%	20.3%	33.6%	17.6%	18.8%	19.5%	22.7%	28.7%	11.8%	20.6%	22.5%
Finance & Insurance, and Real Estate and Rental & Leasing	# of Employees	5,082	7,324	2,510	6,919	2,939	2,814	7,484	2,333	1,530	3,147	2,291
	Percentage	9.2%	8.1%	5.9%	10.9%	7.9%	8.4%	9.8%	8.4%	4.0%	8.4%	6.3%
Information	# of Employees	1,501	2,825	654	1,359	596	759	2,357	610	2,206	533	410
	Percentage	2.7%	3.1%	1.5%	2.1%	1.6%	2.3%	3.1%	2.2%	5.8%	1.4%	1.1%
Manufacturing	# of Employees	7,755	9,082	3,791	5,571	2,870	8,434	7,541	2,106	2,599	9,789	4,796
	Percentage	14.0%	10.1%	8.9%	8.8%	7.8%	25.0%	9.8%	7.5%	6.8%	26.2%	13.2%
Other Services except Public Administration	# of Employees	2,524	2,809	1,765	3,279	1,799	1,085	2,918	957	1,027	1,509	1,751
	Percentage	4.6%	3.1%	4.2%	5.2%	4.9%	3.2%	3.8%	3.4%	2.7%	4.0%	4.3%
Professional, Scientific & Management, & Administrative, and Waste Management Services	# of Employees	11,627	25,367	3,751	8,451	4,981	4,891	10,961	3,469	16,686	5,079	3,524
	Percentage	21.1%	28.2%	8.8%	13.4%	13.5%	14.5%	14.3%	12.4%	43.6%	13.6%	9.7%
Public Administration	# of Employees	1,485	2,964	1,409	1,710	985	810	2,730	1,137	456	804	922
	Percentage	2.7%	3.3%	3.3%	2.7%	2.7%	2.4%	3.6%	4.1%	1.2%	2.1%	1.6%
Retail Trade	# of Employees	4,900	6,964	5,311	8,096	4,698	2,782	8,700	2,814	4,596	3,263	4,971
	Percentage	8.9%	7.7%	12.5%	12.8%	12.7%	8.3%	11.3%	10.1%	12.0%	8.7%	13.7%
Transportation and Warehousing, and Utilities	# of Employees	1,298	3,273	1,381	4,006	3,369	983	4,062	2,328	1,023	606	2,145
	Percentage	2.4%	3.6%	3.3%	6.3%	9.1%	2.9%	5.3%	8.3%	2.7%	1.6%	5.9%
Wholesale Trade	# of Employees	1,490	1,569	837	1,631	1,335	886	2,223	709	644	770	1,789
	Percentage	2.7%	1.7%	2.0%	2.6%	3.6%	2.6%	2.9%	2.5%	1.7%	2.1%	4.9%

STRATEGIC GOALS, PRIORITIES & ISSUES

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

Function/ program	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Election data										
Registered voters	38,757	39,248	39,341	38,706	39,706	40,661	40,720	41,877	45,457	46,161
Voters at polls	20,484	4,719	14,341	3,423	20,160	4,126	18,472	4,027	9,811	4,143
Absentee ballots	8,765	2,599	5,029	2,588	9,937	4,141	8,921	6,333	25,945	7,625
Percent voting	75%	19%	49%	16%	76%	20%	67%	25%	78%	25%
Police										
Part A crimes	2,048	1,736	1,654	1,508	1,596	1,454	1,246	1,115	1,133	1,208
Part B crimes	626	673	622	638	577	1,128	1,009	808	474	525
Injury accidents	310	276	295	300	273	339	262	254	262	299
Property damage	1,695	1,153	1,037	1,084	1,174	1,413	1,446	1,457	904	1,607
Moving traffic violations	10,058	8,487	8,216	7,916	5,904	5,427	3,376	2,742	6,039	4,825
Parking violations	199	185	75	231	392	755	317	389	22	27
Adult arrests	2,241	2,355	2,574	2,428	1,965	2,101	1,996	1,306	955	810
Juvenile arrests	137	142	98	98	100	119	64	25	14	15
OUIL arrests	342	268	164	217	145	186	135	119	22	111
False alarms	2,270	2,538	2,164	2,094	2,074	1,885	1,312	1,847	2,290	1,929
Fire										
Fire incidents	112	120	113	124	78	95	84	80	133	98
Service incidents	1,360	1,345	457	642	502	543	720	687	616	1,910
Fire inspections conducted	3,063	2,919	3,108	2,898	2,944	2,322	2,057	2,945	4,048	2,581
Medical emergencies	3,383	3,425	3,811	3,784	4,064	4,175	4,439	4,516	4,566	5,246
Paid-on-call staff	55	54	39	71	63	67	59	54	62	40
Parks and recreation										
Youth classes/clinics	1,620	1,149	1,584	1,475	1,577	1,790	2,172	1,801	2,011	2,618
Adult classes/clinics	340	462	1,244	549	3,268	2,750	2,856	2,201	823	2,593
Youth leagues	2,512	2,471	2,199	2,934	3,403	2,724	2,652	2,229	2,381	2,850
Adult leagues	5,220	5,279	5,300	3,868	3,630	4,373	3,549	2,319	3,217	3,423
Summer day camp	N/A	334	498	747	691	864	1,017	295	495	1,867
Lakeshore Park vehicle entry	13,000	15,462	14,391	1,007	14,320	10,285	N/A	N/A	N/A	N/A
Lakeshore Park attendance	32,500	38,655	35,978	37,488	37,217	25,713	N/A	N/A	N/A	N/A
Lakeshore Park picnic shelter rental	116	125	120	231	150	166	48	N/A	204	773
Senior citizens served (1)	77,759	75,832	79,172	77,687	66,845	65,395	73,015	58,587	50,261	78,623
Special event attendance	17,021	20,028	16,840	18,153	26,026	27,670	26,645	14,321	2,268	5,289
Civic Center Rentals	1,520	1,560	1,058	1,203	916	1,074	747	214	12	104
Civic Center Attendance	17,021	44,200	33,988	23,023	21,731	22,156	20,135	12,030	284	4,695
Novi Theaters - Cast	253	293	86	N/A	N/A	110	N/A	N/A	N/A	N/A
Novi Theaters - Audience	5,454	4,997	1,705	N/A	N/A	1,441	N/A	N/A	N/A	N/A
Library (2)										
Items circulated	800,031	799,475	734,643	793,991	833,558	812,025	857,854	719,842	952,505	822,947
Book collections	151,724	152,236	149,941	140,895	141,129	141,638	139,449	138,683	141,928	141,503
Audio/Video/CD collections	23,507	25,677	27,776	29,077	29,737	30,642	30,100	29,193	26,073	23,918
Periodical subscriptions	210	242	207	207	218	203	190	167	166	152
Requests of Information	N/A	115,392	115,392	113,778	117,325	116,219	114,709	88,345	67,245	65,317
Youth Summer Reading	2,042	2,340	2,584	2,084	2,362	2,465	2,029	1,338	1,918	2,050
Program participants	34,899	40,010	40,901	46,854	56,026	60,246	75,595	54,334	30,762	23,167
Visitors	389,220	401,984	392,047	404,979	424,401	488,778	463,818	325,645	178,569	348,353
Interlibrary loans	109,330	106,250	105,588	112,016	115,222	111,236	102,655	74,748	129,224	89,439
Water and Sewer										
Customers:										
Residential	13,604	13,760	13,946	14,105	14,220	14,411	13,648	13,856	13,794	14,161
Commercial	1,223	1,204	1,259	1,264	1,239	928	935	936	922	939
Water (in thousand gallons):										
Purchased from Detroit	\$ 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	\$ 2,239,768
Sold to residents	\$ 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	\$ 2,042,883
Rates:										
Fixed rate quarterly water charge	40.00	57.00	57.00	80.00	56.00	56.00	56.00	56.00	56.00	56.00
Additional usage per 1,000 gallons	3.86	4.00	4.13	3.05	3.2	3.2	3.26	3.33	3.43	3.43
Fixed rate quarterly sewer charge	6.00	6.00	6.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00
Sewer (per thousand gallons of water usage)	4.25	4.00	4.30	3.40	3.60	3.60	3.89	4.01	4.33	4.33

Source: FY 2021-22 Comprehensive Annual Financial Report; pg 190-195

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.

STRATEGIC GOALS, PRIORITIES & ISSUES

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.

STRATEGIC GOALS, PRIORITIES & ISSUES

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.

STRATEGIC GOALS, PRIORITIES & ISSUES

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 2023 Millage Rates

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RESOLUTIONS

Resolution of Adoption Fiscal-Year 2023-2024 Budget and Acknowledging the Multi-Year Budget including Projections of Future Fiscal-Years 2024-2025 and 2025-26

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