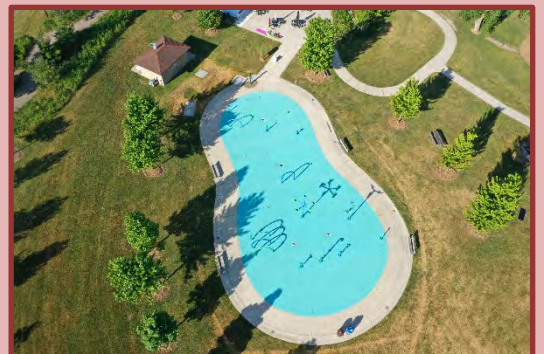
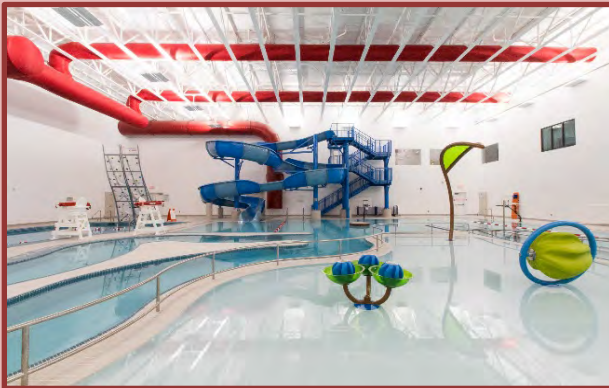


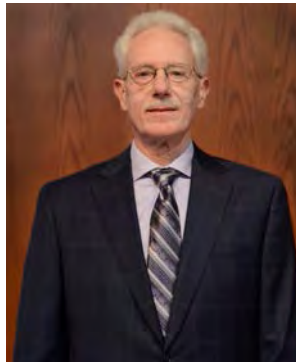
CITY OF FARMINGTON HILLS, MI

FY 2021/22

ANNUAL BUDGET



City of Farmington Hills, Michigan
Annual Budget
Fiscal Year
July 1, 2021 - June 30, 2022



Farmington Hills City Council.

Top (l-r): Michael Bridges, Matthew Strickfaden, Ken Massey, Jackie Boleware
Bottom (l-r): Valerie Knol, Mayor Vicki Barnett, Mary Newlin

City Manager
Gary Mekjian

Executive Management Team

Ed Gardiner, Planning and Community Development
Jeff King, Police
Karen Mondora, Public Services
Kelly Monico, Central Services
John Randle, Human Resources
Ellen Schnackel, Special Services
Thomas Skrobola, Finance
Pam Smith, City Clerk
Jon Unruh, Fire

Budget Preparation Staff

Thomas Skrobola, Finance Director
Elizabeth Gaines, Controller
Kim Ried, Secretary to the Finance Director

MAYOR AND CITY COUNCIL

Vicki Barnett was elected to City Council in 1995, served as Mayor Pro Tem in 1998, and was elected Mayor in 2003, 2005, and 2019. She was State Representative from 2009 to 2014. Her accomplishments include purchasing the Costick Center, creating model after-school programs, expanding the park system, championing the LEED Gold Certified City Hall, and assisting in building a Countywide public safety communications network. She was President of the Michigan Municipal League, a Board member of the National League of Cities, and Vice Chair of the National Task Force on Interoperability for Homeland Security. Her term expires in 2021.

Jackie Boleware was elected to City Council in 2019 and serves as Mayor Pro Tem for 2021. She is the Council liaison to the Arts Commission, the Committee to Increase Voter Participation, and the Brownfield Redevelopment Authority. She is the co-founder of Farmington Area Concerned Citizens, and a member of the Michigan Municipal League and the Farmington Area Juneteenth Celebration. She is a retiree from Blue Cross Blue Shield of Michigan. Her term expires in 2023.

Michael Bridges was elected to City Council in 2008 in a special election and re-elected in 2009, 2013, and 2017. He served as Mayor Pro Tem in 2011 and 2019. He is the Council liaison to the Farmington Area Commission on Aging. He has been a member of the Heritage Hills Homeowners Association, Farmington YMCA, Farmington Public Schools PTA Council, the Zoning Board of Appeals, Michigan Municipal League, and the National League of Cities. His term expires in 2021.

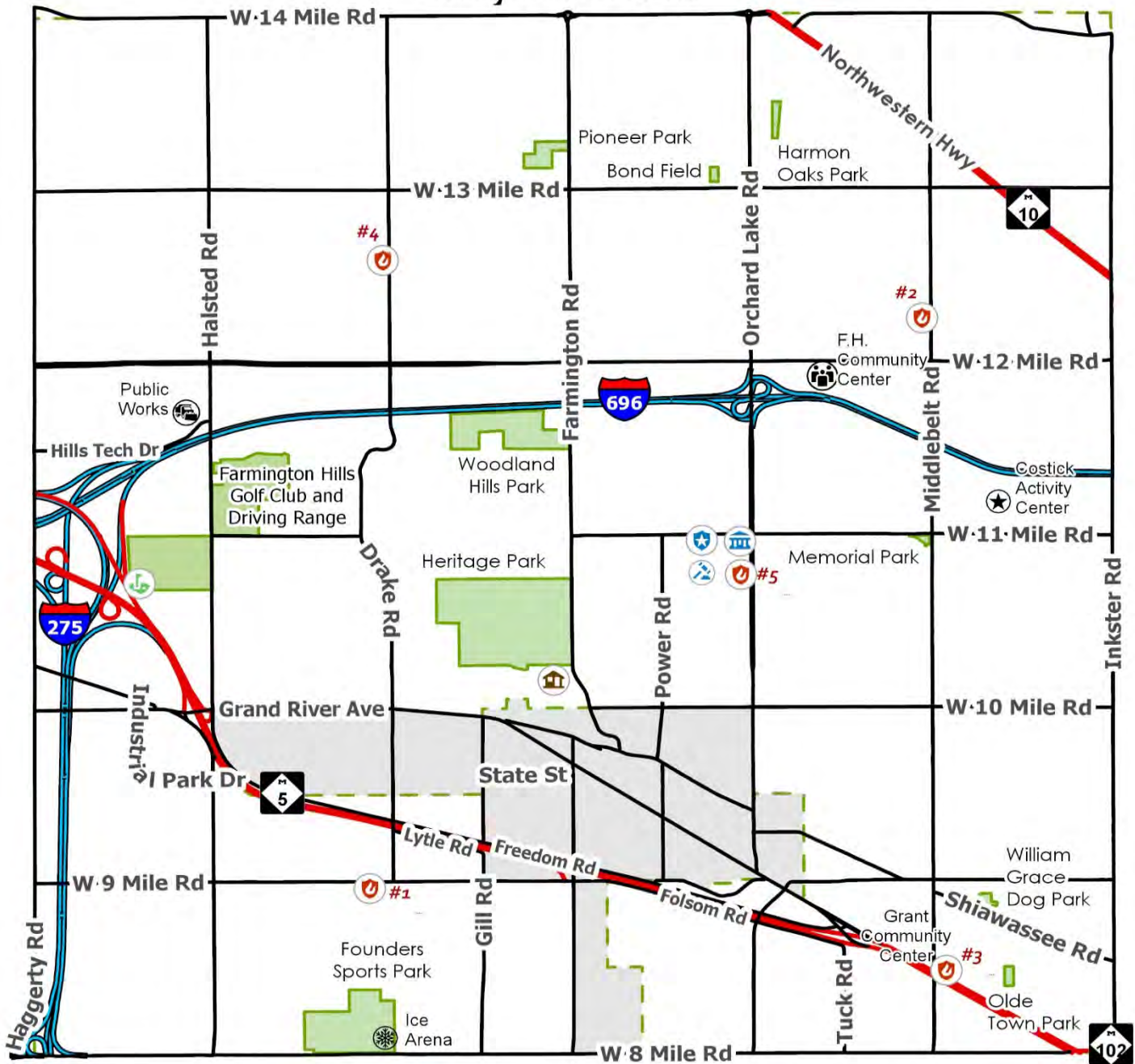
Valerie Knol was elected to City Council in 2013 and 2017. She served as Mayor Pro Tem in 2016 and 2020. She is the Council liaison to the Historic District Commission, Historical Commission, and Beautification Commission. She served on the Farmington City Council for eight years and was Mayor of Farmington from 2007-09. She served on the Board of the Farmington Players Theatre, American Association of University Women, Farmington YMCA, Greater Farmington Area Chamber of Commerce, and was a member of the Oakland County Zoological Authority. Her term expires in 2021.

Ken Massey was elected to City Council in 2003 and re-elected in 2019. He served as Mayor Pro Tem in 2006, 2010, and 2015, and as Mayor from 2015 to 2019. He is the Council liaison to the Employee Retirement System and the Economic Development Corporation. He is Vice President of his Homeowners Association and a member of the Council of Homeowner Associations, a member of the Michigan Municipal League, founding member and past Chair of the Emergency Preparedness Commission, past member and past Chair of the National League of Cities Public Safety Steering Committee, co-founded the Suicide Prevention Committee – Farmington SAFE, served as Chairman of the Board of Beaumont – Farmington Hills, and co-founded CARES. His term expires in 2023.

Mary Newlin was elected to City Council in 2019. She is the Council liaison to the Commission on Community Health and the Commission on Children, Youth and Families. She worked in nursing for 25 years at the Detroit Medical Center and is presently a nurse manager for a national healthcare company. Her term expires in 2023.

Matthew Strickfaden was appointed to City Council in 2021. He is the Council liaison to the Parks and Recreation Commission. He was born and raised in Farmington Hills and graduated from North Farmington High School. He is the owner of Matthew G. Strickfaden and Associates, Inc., a custom home building and remodeling business established in 1983. He coached gymnastics for 28 years at the Farmington Gymnastics Center.

City of Farmington Hills City Facilities



- | | | |
|---------------------------------------|---|---|
| 47th District Court: 31605 11 Mile Rd | Fire Station 4: 28711 Drake Rd | Parks and Golf Maintenance: 38111 Interchange Rd |
| City Hall: 31555 11 Mile Rd | Fire Station 5: 31455 11 Mile Rd | Police Station: 31655 11 Mile Rd |
| Dept. Public Works: 27245 Halsted Rd | Harrison Community: 29995 12 Mile Rd | William Costick Activity Center: 28600 11 Mile Rd |
| Fire Station 1: 35725 9 Mile Rd | Ice Arena & Skate Park: 35500 8 Mile Rd | |
| Fire Station 2: 28225 Middlebelt Rd | Longacre House: 24705 Farmington Rd | |
| Fire Station 3: 29260 Grand River | | |



CITY PROFILE



Farmington Hills is a 34 square mile suburban community with a pastoral and gently rolling terrain in Oakland County, MI, located 17 miles from downtown Detroit. It is one of the largest cities in Oakland County, the most prosperous county in Michigan and one of the most prosperous counties in America. Incorporated in 1973, the City quickly grew from its rural roots, and today offers a unique blend of historic charm, international diversity, and cutting-edge commerce, making it one of the most desirable locations to live and work in the United States. The City's tax base of \$3,722,663,480 is comprised of 70 percent residential property and 30 percent commercial, industrial, and personal property. The community's estimated 80,612 residents live in approximately 33,957 households with a median household income of \$81,203.

The City possesses an ideal location within 25 minutes of downtown Detroit and Detroit Metro Airport, and at the focal point of a north/south and east/west freeway network. Industrial centers of Warren, the Saginaw/Flint area, Lansing and Toledo, Ohio, as well as the Ann Arbor technology corridor are within an hour's drive. Approximately half of America's disposable income, half of the country's work force, and nearly half of the total U.S. population are within a 500-mile radius of the City. The City supports seven industrial parks totaling more than 600 acres, which provide first-rate services and facilities. In addition, the 12 Mile Road, Orchard Lake Road and Northwestern Highway corridors host many commercial and office developments, which house many corporate headquarters and district offices of regional, national and international prominence.

The community offers many premier residential areas providing a wide range of housing options, including approximately 21,000 single-family sites (including detached condominiums) and approximately 13,000 rental units. The distinctive custom residences, neighborhoods with well-established landscaping and tree lined streets, well planned condominiums and a variety of apartments provide options to fit every lifestyle and price range.

The City's respect for its Quaker heritage is demonstrated by its commitment to historical preservation through its Historic Commission, Historical District, and the conversion of the historic Spicer Estate House to a Visitor Center within the 211-acre passive Heritage Park, located in the center of the City.

The City is enhanced by exemplary educational opportunities for kindergarten through 12th grade via both public and private schools and a premier district library system with one of the highest annual circulation rates in the State. A broad spectrum of recreational and cultural activities is available within the City or within a short drive. A total of 12 major colleges and universities are within a 45-minute drive of the community. Quality health care is readily accessible through Beaumont Hospital, Farmington Hills, a full-service teaching hospital with a Level II Trauma Center and Certified Stroke Center, which is associated with Michigan State University and a part of Beaumont Health. Twelve major medical centers and hospitals are within a half-hour driving distance of the City. Many physicians affiliated with these medical facilities maintain their offices in Farmington Hills.

Profile of the Government

The City of Farmington Hills was incorporated in 1973 and is a 34-square mile suburban community with a pastoral and gently rolling terrain in Oakland County, Michigan. The City possesses an ideal location that is within an hour's drive of the Ann Arbor technology corridor, 25 minutes to downtown Detroit and Detroit Metro Airport, and is also the focal point of a freeway network for southeast Michigan to the industrial centers of Warren, the Saginaw/Flint area, Lansing, and Toledo, Ohio. Approximately half of America's disposable income, half of the country's work force, and nearly half of the total U.S. population are within a 500-mile radius of the City.

The City is enhanced by exemplary educational opportunities for kindergarten through 12th grade via both public and private schools and a premier district library system. Twelve major colleges and universities are within a 45-minute drive of the community. A broad spectrum of recreational and cultural activities is also available within the City or within a short drive. Quality health care is provided by Beaumont Hospital, a full service teaching hospital with a Level II Trauma Center and Certified Stroke Center and which is associated with Michigan State University. Many additional medical centers and hospitals are within a half-hour driving distance of the City.

The community offers a wide range of quality housing featuring homes in every style and price range. There are many premier residential areas providing housing options including more than 21,000 single-family homes and over 13,000 rental units designed to fit every lifestyle. Home prices range from under \$100,000 to \$3 million, with the average home priced at approximately \$259,000.

The City operates under the City Council/city manager form of government with seven elected officials, a mayor, and six City Council members representing the citizens of the City of Farmington Hills. The mayor is elected directly by the electorate for not more than two consecutive, two-year terms. The six City Council members are elected at large for staggered terms of four years each. The mayor and City Council establish all policies for the City government. The city manager is appointed by the City Council.

The City of Farmington Hills provides a full range of services including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; recreational activities and cultural events; and refuse collection and recycling services. Utility services for water and sanitary sewers are provided by the City, with the Oakland County Water Resources Commission administrating the service for water and sanitary sewers under contract with the City. Library functions are provided by the Farmington Community Library, which serves both the City of Farmington Hills and the neighboring City of Farmington.

City Hall, which is a LEED Gold certified facility, will serve the community well through the coming decades by allowing the City to improve its energy and operational efficiencies, strengthen its community image, and provide flexibility in meeting the needs of the community.

Economic development efforts have been promoted by the City of Farmington Hills Economic Development Corporation, a component unit of the City whose financial statements are displayed in the basic financial statements.

The other component units of the City are the Brownfield Redevelopment Authority, established by the City Council to assist in the redevelopment of environmentally challenged sites within the City; and the Corridor Improvement Authority, created by the City Council to correct and prevent

deterioration in business districts, encourage historic preservation, and promote economic growth. The Corridor Improvement Authority was created in collaboration with the City of Farmington in sharing a corridor to leverage investments by defraying some of the costs of redevelopment and sharing resources that can be invested in improvements. The Brownfield Redevelopment Authority and the Corridor Improvement Authority financial statements are also displayed in the basic financial statements.

The City's annual budget provides the foundation for financial planning and control. All departments funded by the City of Farmington Hills are required to submit requests for appropriations to the city manager in February of each year. The city manager utilizes these requests as the basis for developing the proposed budget submitted to City Council by the first regular council meeting in May.

In conformity with Article VII General Finance of the City Charter and the State of Michigan Uniform Budgets Act, a public hearing on the proposed annual budget and tax rates is held by the first regular Council meeting in June, after public notice of the meeting and hearing is published at least seven days prior to the public hearing.

The appropriated budget is prepared by fund, function (e.g., public safety), and department (e.g., police department). Department heads may make transfers of appropriated funds within a department with the approval of the city manager and finance director. Transfers of appropriations between departments require approval by the City Council.

Budget-to-actual comparisons are provided in this report for each governmental fund in which an appropriated annual budget has been adopted. For the General Fund and the major Special Revenue Funds (Municipal Street Fund, Major Road Fund, Local Road Fund, and the Public Safety Millage Fund), the comparison is reported as part of the required supplemental information following the notes to the financial statements.

For the major Community Center Renovations Fund and all nonmajor governmental funds with an appropriated annual budget, this comparison is presented in the other supplemental information subsection of this report.

Factors Affecting Financial Condition

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the unique environment within which the City of Farmington Hills operates.

Local Economy - The City of Farmington Hills possesses a diversified property tax base with residential currently comprising 70 percent, commercial 21 percent, industrial 3 percent, and personal property (business equipment, furniture, and machinery) 6 percent. No one taxpayer exceeds 1.87 percent of the tax roll and the top 20 taxpayers combined account for approximately 9.84 percent of the total tax roll. Farmington Hills is home to approximately 4,700 businesses, 75 Fortune 500 companies, and more than 100 international firms. The City's residents are employed predominantly in management, professional sales, and related occupations.

The City's unemployment rate of 2.3 percent as of June 2021 represents a decrease from 10.4 percent as of June 2020, and is lower than the county unemployment rate of 3.6 percent, as well as the state unemployment rate of 5.0 percent, both indicated as of June 2021. Gross Domestic Product in the 2nd Quarter of 2021 was up by an annualized 6.6%, as the economy continues to

City Profile

rebound from the 2020 recession caused by the COVID pandemic. Widespread vaccination caused the Consumer Confidence Index to move to 100.36, indicating the public's confidence in future economic growth.

Oakland County's economic growth and business sustainability is assisted by "Automation Alley," a dynamic organization of leaders from all backgrounds and business sectors that are combining talent and energy to transform southeast Michigan into a high technology workforce and business development powerhouse. Membership is made up of 1,000 technology-driven companies, governments, and educational institutions which have helped to drive the growth and image of southeast Michigan's technology economy.

Oakland County continues to embrace the "emerging sectors" initiative, an aggressive plan to attract the top new and emerging businesses to Oakland County. Over the last several years over 500 emerging sector endeavors have generated over \$5 billion in investment while creating or retaining over 89,000 jobs. These sectors are:

- Advanced electronics
- Advanced material
- Aerospace
- Alternative energy
- Communications and information technology
- Defense and homeland security
- Medical main street/health care
- Robotics
- Finance, insurance, and real estate

Oakland County's median household income of \$83,268 is the highest among Michigan's 83 counties. Oakland County, as well as the City of Farmington Hills, continues to enjoy a AAA bond rating from Standard & Poor's, the highest bond rating achievable. The AAA bond rating allows the City to borrow at the lowest possible interest rate, saving City's taxpayers significant dollars in future borrowing costs.

Economic development staff of the City coordinates development activity with the City's Economic Development Corporation. The City participates in a business retention program and has formed a partnership with the Oakland County Planning and Economic Development Services Division and the Michigan Economic Development Corporation. Working together, they have been successful in assisting companies in expanding their business opportunities in the City.

The state House Fiscal Agency report from January 2021 forecasts a 4.0 percent increase in U.S. GDP in 2021, before rising 3.4 percent in 2022. Inflation is expected to increase 2.1 percent in 2021 and increase 2.3 percent in 2022. Wage and salary employment growth is forecast to increase by 2.8 percent in 2021 before growing 2.9 percent in 2022 and 1.2 percent the following year. In Michigan, the agency estimates wage and salary employment growth will increase by 3.0 percent in 2021 and increase 5.7 percent in 2022. The state unemployment rate is forecast to decrease to 6.8 percent in 2021, and will drop again to 5.7 percent in 2022. Personal income in the state is forecast to decline 1.2 percent in 2021 and increase 2.4 percent in 2022, according to the House agency, while wage and salary income is projected to increase 2.0 percent in 2021 and climb 8.7 percent in 2022.

HOW TO USE THIS BUDGET DOCUMENT

This document outlines the City's operational master plan for the coming budget year. This section is intended to acquaint the reader with the organization of the budget document and assist in obtaining the optimum from the information contained in this document.

The budget is divided by tabs into sections. A *Table of Contents* tab is included in the beginning of the book.

The *City Manager's Message*, which capsulizes the objectives of the budget along with the story behind the raw numbers, is presented in the second tab. It identifies major issues, outlines decisions to be made by the City Council during budget review and adoption, and communicates a thorough understanding of the budget impact for the upcoming fiscal year. A *Tax Overview* is also included in this tab which outlines the City's Total Tax Rate and its allocation between funds. A graphic portrayal of the budgetary fund revenues and expenditures by sources and uses is also presented in this section. An *Organizational Chart* is provided for the entire City organization. A chart depicting the City's financial and accounting fund structure is also included in this section. Department Organizational Charts are provided in each department's budget section.

The *General Fund* section contains revenue and expenditure summaries for the General Fund as well as brief detail and narratives on each major revenue category. Revenue and expenditure schedules include actuals for the past two completed years, the current fiscal year's amended budget, projected actuals for the current fiscal year, and the proposed/adopted budget. Expenditures are broken down into these categories: personnel, operating supplies, professional & contractual services, and capital outlay. The General Fund is further subdivided into major functional areas of activities such as: Boards, Commissions & Agencies; General Government; Public Safety (Police and Fire); Planning & Community Development; Public Services; and Special Services.

Departmental Expenditures are grouped by activity. Included in each section are narratives describing the department or division's mission, followed by goals, performance objectives and performance indicators. The performance indicators are divided into service level and efficiency measures. Also included is an organizational chart, staff position listing and a summary which highlights how we project the current year will end, in total, compared to the budget; as well as how next year's proposed budget, in total, compares to the current year. This is followed by the line-item detail budget, key trends shown graphically and capital outlay schedules.

The *Special Revenue Funds* section contains budget information and the proposed budget for funds that are maintained for specific revenue sources that are restricted or committed to expenditures for specific functions or activities. These restrictions/commitments are imposed by State Statute or Constitution, City Council Resolution or action by the City's electorate through the approval of special dedicated millages.

The *Debt Service Funds* section provides the budgetary funds for the payment of annual debt service (principal and interest payments) on bonds, which were issued by the City or on behalf of the City by the County.

How to Use This Budget Document

The **Capital Projects Funds** section contains budget information for the Capital Improvement Fund, including both the capital improvements plan and the capital improvements budget and a description of the difference between the two and how they are interrelated is also included. This section also includes the Golf Course Capital Improvement Fund and Revolving Special Assessment Fund.

The **Component Unit** section contains budget information for the Brownfield Redevelopment Authority Budget and Corridor Improvement Authority.

The **Supplemental Information** section contains financial plans, charts and graphs illustrating the City's financial condition and other statistics and demographics of the community. The budget resolution is included in this section of the final adopted budget.

A **Glossary** at the back of this book which defines technical terms used throughout the budget document is included in this section of the final adopted budget.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Farmington Hills

Michigan

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award of Distinguished Budget Presentation to the City of Farmington Hills for its annual budget for the fiscal year beginning July 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The 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.

This Distinguished Budget Presentation Award represents the 37th consecutive award the City of Farmington Hills has received.

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OFFICE OF CITY MANAGER

June 2021

To: Honorable Mayor and City Council
Residents of the City of Farmington Hills

INTRODUCTION

I am excited to present the Fiscal Year 2021/22 Budget for the City of Farmington Hills! This is my Administration's inaugural Budget process and is the capstone of months of dialogue with the City Council, citizens, and staff.

The Budget is the most important document that the City Council adopts. It contains the City Council's governing policies and organizational blueprint, which ensure fair, transparent and effective government for the citizens of Farmington Hills. The Budget also contains the City Council's Goals with measurable objectives and results for the Administration and the Departments to achieve and to be held accountable to.

The budget development begins with the 2020 Vision. The City Council, City Manager and staff formulated the 2020 Vision in collaboration with strategic study/planning committees, comprised of elected officials, staff, and community members. Throughout the Budget process, input has been sought from the City Council, residents, staff, and consultants to better prioritize and direct the City's resources toward the programs, projects and activities that have the greatest potential for helping us achieve the City's goals and meet the City's most pressing needs.

This strategic process is updated through the City Council's annual Goals and Objectives session, which identifies potential changes in programs, activities, and projects to better realize the 2020 Vision. The Budget is aligned with Mid-Term Goals (1 to 5 years) and Long-Term Goals (5 years or more), and guide priorities for the Budget. A 5-Year Capital Plan is adopted by the Planning Commission every December and forms the basis for the Capital projects that are included in this Budget.

Despite the disruption to health, welfare, the economy, and municipal budgets caused by the COVID-19 pandemic, the City has weathered the storm well. Commercial office property, which is roughly 20% of the City's property tax base, has been hit hard. Nevertheless, the City's overall tax base has continued to grow, and residential home sales have been broad and strong. City facilities have remained largely open to the public, and staff has worked diligently to follow all guidelines related to COVID-19. I am very proud of our community, our staff, and our elected leaders – thank you for making our success possible in the face of global crisis.

This Budget provides continuity in critical services and infrastructure, while broadening our approach to addressing social and economic challenges in our community.

The Budget maintains and improves core public services such as police and fire protection, roads, sidewalks, drains and other public infrastructure. The Budget also includes the full-time operation of the Hawk Community Center, a re-invention of the legendary Harrison High School. Opening this summer, this will be a new jewel for Farmington Hills, providing facilities for outdoor sports, fitness, aquatics, theatre, arts and crafts, and a wide array of programs for the

enjoyment of families and people of all ages and interests. A regional public safety training facility and e-sports facility will also be opening on the third floor. The Hawk is being added to the already impressive parks system, including our renown Heritage Park, the Costick Center, as well as the City's successful municipal golf course and ice arena.

BUDGET OVERVIEW

Total Ad Valorem taxable value increased by 3.70% in 2021 compared to the 2020 tax roll. The increase in taxable value is the result of a 3.48% increase in real property taxable value and a 7.20% increase in personal property taxable value. The increase in real property taxable value is the result of a 3.07% increase in residential values, a 4.77% increase in commercial values, and a 4.08% increase in industrial values.

The City will be impacted for the sixth consecutive year by a Headlee Millage Rollback in FY 2021/22. The Headlee Rollback is a requirement of the Michigan Constitution, and results in the reduction of a local government's property tax rates if the growth of taxable property value (excluding new construction) exceeds the rate of inflation for any given year. The ultimate result is that growth in property tax bills do not exceed the rate of inflation.

The General Operating, Road, Parks and the Public Safety Millages will be reduced by 0.96% in FY 2021/22. Although taxable value growth is projected to be approximately 3.70% per year, notwithstanding the continued partial phase-out of personal property, the limits on property tax revenue growth due to the interaction of Headlee and Proposal A, will temper this improvement going forward, with a projected continued Headlee Rollback each year.

Total City costs to provide healthcare benefits for City employees (at the State imposed employer "hard cap" level), including costs of full-time employees opting-out and new costs for eligible part-time employees, plus dental and optical benefits are estimated to be approximately \$5 million for FY 2021/22. The City's Defined Benefit Pension and Retiree Healthcare Contributions are approximately \$7.16 million for FY 2021/22.

GENERAL FUND REVENUE

The total General Fund Revenue Budget of \$64.4 million for FY 2021/22 (including transfers-in from other Funds) represents an increase of \$3.8 million or 6.25% when compared to the Adopted FY 2020/21 Budget of \$60.6 million, based primarily on State Shared Revenue being budgeted at the level projected by the State of Michigan in FY 2021/22 as compared to a roughly \$2.5 million estimated reduction budgeted in FY 2020/21, in anticipation of the negative impacts of the COVID-19 pandemic, as well as a roughly \$1.3 million inflationary improvement of 2.56% of Property Tax revenues in FY 2021-22.

The total General Fund Revenue Budget of \$64.4 million for FY 2021/22 (including transfers-in from other Funds) represents a decrease of \$2.4 million or 3.68% when compared to the FY 2020/21 Year-end Projection of \$66.8 million, based on the one-time receipt of federal CARES Act dollars in FY 2020-21 totaling nearly \$5 million, netted against a budgeted FY 2021-22 increase of roughly \$2.5 million in Recreation User Charges, based on the opening of the new Hawk Recreation Center in the summer of 2021. Other areas of the FY 2021/22 Revenue Budget represent inflationary increases when compared to the FY 2020/21 year-end Revenue Projection.

GENERAL FUND EXPENDITURES

The total General Fund Expenditure Budget of \$70.3 million for FY 2021/22 (including transfers-out to other Funds) represents an increase of \$5.3 million or 8.2%, when compared to the Adopted FY 2020/21 Budget of \$65.0 million. This increase is largely due to a \$1.6 million increase in Special Services expenditures needed to fully staff, supply, and operate the Hawk full-time starting in the summer of 2021, as well as roughly \$2 million for annual salary and

benefit increases commensurate with our collective bargaining agreements, another roughly \$600 thousand in additional expenses to meet current needs for equipment maintenance, software upgrades, and opportunities for operational efficiencies, and \$150 thousand for two positions, an IT Analyst, to meet current internal desktop, software, and security needs of our staff, and a Road Maintenance laborer, to fill a gap in road maintenance staffing.

The total General Fund Expenditure Budget of \$70.3 million for FY 2021/22 (including transfers-out to other Funds) represents an increase of \$7.5 million or 11.9%, when compared to the FY 2020/21 Year-end Projection of \$62.9 million. In addition to the items mentioned above, Special Services fell short of its budgeted expenditure total in FY 2020-21 by \$2.2 million, due to most parks and recreation programming being cancelled due to the COVID-19 pandemic. There was a similar drop-off in Special Services revenue in FY 2020-21 of \$2.5 million, as previously mentioned, for the same reason.

GENERAL FUND – FUND BALANCE

The FY 2021/22 General Fund Budget is balanced with the use of \$5.9 million of Fund Balance. Total Fund Balance in the General Fund is estimated to be approximately \$37.9 million or 54.0% of total General Fund Expenditures plus Transfers-out at June 30, 2022. Of that amount, approximately \$20.4 million is Nonspendable/Restricted/Assigned for future funding of General Fund Operations, unfunded first year CIP project requests, and contributions to the Employees' Retirement System. The remaining Unassigned Fund Balance of approximately \$17.6 million is equivalent to 25% of total General Fund Expenditures plus Transfers-out at June 30, 2022.

The Budget calls for the use of General Fund balance in a planned and deliberate fashion:

- To “catch up” with current unmet capital needs, such as the City’s stormwater collection and conveyance system, sidewalks, vehicles and equipment, and public facilities.
- To pay \$1.6 million of annual debt service payments on the Hawk Community Center.
- To provide annual ongoing improvements to the Hawk, per the 5 Year Capital Plan. These Hawk improvement projects will be designed to provide net revenue for the Hawk, to help ensure that overall revenue generated by the Hawk will be sufficient to cover operational and capital costs, as well as debt service associated with the Hawk. To this end, it is imperative to identify the right mix of user fees, corporate sponsorships, and other creative partnerships to create fiscal balance for the Hawk and for the General Fund.
- Putting aside the debt service for the Hawk, the General Fund currently has a very modest annual debt service of roughly \$600 thousand. The City will be studying options for mixing cash and debt financing for capital projects in the future to optimize capital reinvestment in a sustainable way.
- The above strategies will allow the General Fund to reduce Transfers to the Capital Improvement Fund and to the Hawk and achieve fiscal equilibrium in 3 to 5 years, with an optimal target fund balance to be determined by City policy.

TAX RATE AND TAX ROLL

Approximately seventy (70%) percent of the tax roll is residential. Approximately thirty (30%) percent of the tax roll is non-residential and includes commercial (21%), industrial (3%) and personal property (6%). The average residential property taxable value increased by 2.6% from \$100,660 in 2020 to \$103,330 in 2021 which includes adjustments to existing properties plus the addition of new residential properties. Using the 2020 millage rates, this equates to an overall average property tax increase of \$121.70 per principal residential owner, of which \$37.32 would be increased from City taxes. The Budget is based on a property tax rate of 16.8566 mills, a 0.1551 millage decrease from FY 2020/21. This millage decrease results by a Headlee Rollback on the General Operating Millage (0.0770 mills), Road Millages (0.0440 mills), Parks Millage

(0.0045 mills), and the Public Safety Millage (0.029 mills). This millage decrease will result in a \$0.43 decrease in City property tax revenue from the average residential property owner, which combined with the increased taxable value, will result in an average increase of \$36.88 in City property taxes from the average residential taxpayer compared to FY 2020/21.

ALL BUDGETED FUNDS

The total Budgeted Expenditures for all Budgeted Funds (excluding interfund transfers) for FY 2021/22 is approximately \$114.6 million compared to \$127.4 million for FY 2020/21, and \$131.1 million for FY 2019/20. This represents a 10.03% decrease in expenditures from FY 2020/21. The approximate \$12.8 million decrease in overall City expenditures is primarily due to decrease in Capital Projects due to the completion of the Hawk renovation.

BUDGET HIGHLIGHTS

The following is a brief summary of major programs and projects that are completed, ongoing and included in the FY 2021/22 Budget. They are broken down into FY 2020/21 Ongoing Programs and/or Accomplishments and FY 2021/22 programs.

Fiscal Year 2020/21: Ongoing Programs/Projects and/or Accomplishments

- **Economic Development** – The City will continue to seek out ways to promote and market the City for businesses to locate.
- **Safe City** – Criminal activity in 2020, as it pertains to Group A crimes (which include the 23 most serious crime categories), continues in a downward trend. These crimes have decreased by 4.6% over the past year and by 49% over the past decade. Larceny from Autos (143) and number of Burglaries (70) were the lowest in City history. The number of Auto Thefts (53) decreased and are at the second lowest levels recorded in City history
- **City-Wide Open House** – The tradition of holding a City-Wide Open House, which was reinstated in 2018 and continued in 2019, was unfortunately suspended due to the COVID-19 pandemic in 2020. In 2019, more than a thousand residents visited the City Hall campus to see presentations from the Police, Fire, Public Services, and Special Services Departments. New Police K9 Officer Dozer’s safety demonstration was a highlight at the event. We intend to re-start this tradition again when it can be carried out in a manner that is safe for participants and staff.
- **Intranet** – This online communication service continues to increase employee productivity and make accessing information easier for employees. Employee news, forms, benefit information, health and wellness, and more are all found on the Intranet.
- **Drainage** – Significant drainage improvement projects were performed on the following in 2020/21:
 - Construction of a 10-foot by 5-foot box culvert for the North Ravines Tributary crossing of Eleven Mile Road between Middlebelt and Inkster.
 - Construction of a 77” by 121” concrete elliptical pipe for the North Ravines Tributary crossing of on Beecham Road.
 - Constructed 370 LF of 12” lateral storm sewer on Cora Avenue.
 - Constructed 430 LF of 12” lateral storm sewer on Haynes Avenue.
 - Preliminary assessment of the Upper Rouge River crossing of Farmington Road, south of Biddestone Lane.
 - Preliminary assessment of the Upper Rouge River crossing of Tuck Road bridge over the Rouge River.
 - Preliminary assessment of the Upper Rouge River crossing of Forestbrook Dr.

- Preliminary assessment of the Upper Rouge River crossing of Spring Valley Road.
- Preliminary assessment of the Minnow Pond Drain crossing at Hearthstone Road.
- Constructed an outfall storm sewer on Canfield Avenue.
- Construction of a 24” Outfall Storm Sewer for Rockridge Street.
- **Repaving of Major Roads** – The following significant major road projects were completed in FY 2020/21:
 - Hathaway Street (Grand River Avenue to northerly limits)
 - Grand River (10 Mile to Haggerty)
 - 14 Mile Road (Middlebelt to Inkster)
- **Repaving of Local Roads** – The following significant major road projects were completed in FY 2020/21:
 - Stone Creek & Westlake Estates Phase 1
 - Stonewood Court
 - Canterbury West Subdivision
 - Edythe Drive
 - Cora Avenue & Haynes Avenue
 - Belfast Street
 - Canfield Avenue
 - Woodland Trails Subdivision
 - Arbor Park Subdivision
- **Sidewalks/Pathways** – In addition to the ongoing sidewalk replacement and maintenance program, installation of paved bike lane shoulders on portions of Fourteen Mile Road from Middlebelt Road to Inkster Road was completed.
- **New Development and Improvements** – In 2020, the Planning and Community Development Department oversaw the construction of 20 new residential units with a value of over \$3.6 million. Permits for \$10.7 million in additions and improvements to existing residential units were issued. New commercial development along with additions and improvements had a construction value of over \$126.7 million.
- **New Equipment** – The following significant equipment was or will be placed into service in FY 2020/21:
 - Public Services: Replacements of a tandem-axle dump truck, including a slip-in salt spreader and wing plow, Gradall Rubber Tire Excavator, two DPW and one Engineering heavy duty pick-up trucks with snowplows, two vehicles in the City’s motor pool, one fleet vehicle, as well as refurbished a slip-in salt spreader attachment for an existing snowplow.
 - Special Services: Purchased ¾ ton 4 x 4 pickup truck with snowplow, Utility Cart, Removed and replaced six (6) rooftop package units and DX condensing units, emergency battery pack lights, five (5) gas fired unit heaters, ice pit heat exchanger and renewed fire alarm system, Golf Cart Fleet, Ball Picker, and Range Servant for FHGC Driving Range.
 - Police: Replacements of five (5) marked police cars and three (3) unmarked Police Cars.
 - Fire: Replacement of Ladder 2 with an Engine, new SCBA air compressors at Station 1 and 5, and new LUCAS CPR devices.

- **Public Facilities** – The following significant public facility improvements were or are expected to be completed in FY 2020/21:
 - Facilities Condition Assessment for The HAWK Community Center
 - Pedestrian Concrete Sidewalk Replacement at Varied Locations
 - Security System CCTV Camera Replacement and New Installation at Police Station
 - City Hall Emergency Generator Feeder Cable Upsizing
 - City Hall Foundation Wall and Footings Damage Study and Repair
 - City Hall Sump Pump and Footing Drain Investigation and Repair
 - Farmington Hills Fire Station #2 Exterior Brick Wall Replacement
 - DPW Interior Lighting Fixtures Replacement
 - Upgrades to the Communications Center of the Police Department
 - A repeater system for emergency radio & cellular technology for the Farmington Hills Community Center was installed
 - New CCTV cameras were installed in some City facilities
 - Added/replaced signage at parks and facilities
 - Resurfaced Heritage Park Splash Pad
 - Completed construction and opened the Farmington Hills Community Center – The Hawk (formerly Harrison High School)
 - Added new playground and outdoor fitness equipment to Olde Town Park.
 - Replaced FHGC kitchen hood and suppression system

Fiscal Year 2021/22: New Programs or Projects

- **Special Services Capital Projects** – The Parks & Recreation Millage Fund will fund approximately \$534,000 of capital projects/outlays for Spicer House renovations and various types of equipment.
- **Forfeiture Fund Capital Projects** – The Federal Forfeiture Fund will fund \$250,000 for the replacement of the radio system and \$150,000 for the replacement of uniforms. The State Forfeiture Fund has no planned capital projects in FY 2021/22.
- **Sidewalks/Pathways** – Sidewalk replacement along major roads will continue in FY 2021/22 including Fourteen Mile, south side, Pear Ridge to Clubhouse and Eleven Mile, south side, Lyncroft to Inkster Road.
- **Construction Projects** – The Major and Local Road Funds combined will expend approximately \$18 million in road improvements in FY 2021/22. The projects to be completed, which are primarily funded by Act 51 and road millage funds, are as follows:

Major Roads:

- 11 Mile, Middlebelt to Inkster

Local Roads:

- Stone Creek & Westlake Estates Phase 2
- Park Hill Gravel Road Conversion
- Heritage Hills Phase 1
- Indianbrook Sub
- Cadillac, Power, Mayfield & Karen

COMMUNITY CENTER RENOVATIONS FUND

As indicated in the Introduction to this Letter, the City has completed The Hawk Community Center project, a grand re-imagining of the former Harrison High School. This transformational project totaled \$27 million and was supported in part with \$1.5 million from the City's Brownfield Redevelopment Authority. It will be open to the public this summer.

CAPITAL IMPROVEMENT FUND

In addition to the capital projects contained in the Parks & Recreation Millage Fund, Community Center Renovations Fund, Road Funds, Public Safety Millage Fund, Parks Millage Fund and Forfeiture Fund Budgets, the City plans to invest approximately \$8 million in FY 21/22 on infrastructure and capital improvements benefiting the entire community. This program is comprised of building and site improvements, sidewalk construction, drainage improvements, technology enhancements, and the acquisition of equipment for the Public Services, Police and Fire Departments. While the revenue resources are limited, a proper balance of capital improvements needs to be maintained. Next year's program includes:

- Drainage improvements including Quaker Valley Road Culvert Replacement, Rockridge Lane Storm Sewer and Heritage Hills and Wedgewood Commons Storm Sewer.
- Multiple city-wide facility improvements including the replacement and/or upgrade of the CCTV security system, Interior Lighting Fixture Replacement at Varied Locations, Fire Alarm System Replacement at Varied Locations, HVAC Replacement/Upgrades at Varied Locations, and North and South Parking Lots of City Hall Campus.
- Equipment for the Fire Department including the replacements of replacement Quint for Ladder #4, one (1) utility vehicle to replace fleet vehicle and power stretchers with power load units.
- Equipment for the Public Services Department including replacements of a Two 10-Yard Live Bottom Truck, three (3) pickup trucks with plows, three (3) fleet vehicles, and refurbishing existing equipment.
 - Technology upgrades include an improved Phone and CCTV System (Unified Communications) and various City-Wide upgrades to keep the network fast and reliable.

CITY-WIDE CAPITAL EXPENDITURES

The total amount of Budgeted capital expenditures for FY 2021/22 is \$37,896,567, which is \$9,112,467 lower than Budgeted in FY 2020/21, thanks to the completion of the Community Center construction project in FY 2020/21.

Of the total capital expenditures for FY 2021/22, approximately \$25.8 million is for Major and Local Road construction projects, \$9.6 million is for infrastructure/capital improvements/equipment included in the Capital Improvement Fund, \$1.3 million is for work related to new Community Center and recorded in the Community Center Renovations Fund, \$543,300 is for Parks & Recreation, \$462,507 is for vehicles and building improvement in the General Fund, and \$250,200 is Budgeted in the Forfeiture Fund. Specific information about the capital projects is included in each respective Fund/Department.

PERSONNEL COSTS AND STAFFING

The City is always looking for ways to improve operations to better utilize existing staff resources. The full-time staff to be added for FY 21/22 are one (1) labor 1 in the Department of Public Services - Road Maintenance division, in order to create continuity and fill a gap in the road maintenance team, one (1) IT analyst 1 in the Central Services – Information Technology division, in order to meet current demand for internal IT support, two (2) maintenance workers in the Special Services department, in order to adequately staff the maintenance of the Hawk facility, one (1) labor 1 in the Special Services department, to better maintain our parks system, and one (1) Assistant to the City Manager in City Administration, who will be focused on economic development, diversity and inclusion. The full-time staffing level is down by 7.23% from FY 2007/08. Additionally, part-time staff has been increased by 26.89 FTE's from 155.49 FTE's in FY 2020/21 to 182.38 FTE's in FY 2021/22. Farmington Hills still has one of the

lowest employee-to-resident ratios of any local community while continuing to provide efficient and comprehensive services. We are always looking for ways to reduce costs while maintaining a quality workforce. City government is a people business. We serve people's needs and wants with people. This is a good staff with dedicated people who enjoy their work. I am proud of them every day. The Budget includes a 2.85% pay increase for all full-time employees, if applicable.

ACKNOWLEDGEMENTS

The past year has been highlighted by numerous achievements resulting in both state and national recognition due to the fine work of employees and the cooperation between the City Council, City Administration, and the residents. I am proud to present the following list of accomplishments:

- Ashley Hopper, Secretary to the City Clerk, was named Employee of the Year. Four other staff were named Outstanding Employees:
 - LaToya Edwards, Human Resources Aide, Human Resources Department
 - Hannah Fogarty, Recreation Specialist, Special Services Department
 - Sharon Gamble, Building Maintenance Worker, Public Services Department
 - Carly Lindahl, Deputy City Clerk, City Clerk's Office
- Officer Prescott Line was named the Police Officer of the Year, and Lieutenant Dennis Firment was named Firefighter of the Year.
- The City received the Distinguished Budget Presentation Award from the Government Finance Officers' Association (GFOA) for the FY 2020/21 Budget. This is the 37th consecutive year the City has received the award.
- The City received the Certificate of Achievement of Excellence in Financial Reporting from the GFOA for the City's Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2020, which was the 23rd consecutive year the City has received this award.
- Farmington Hills was recognized with the 2020 eCities Award from the University of Michigan – Dearborn College of Business Center for Innovation Research (iLabs).
- 47th District Court Judge Marla Parker received the 2020 Oakland County Domestic Violence Prevention Award.
- The City of Farmington Hills received the 2020 "GIS for Everyone" Award for Geographic Information System projects that make computer mapping information accessible and easy to understand from IMAGIN (Improving Michigan's Access to Geographic Information Networks), the professional association for Michigan's GIS community.
- The City of Farmington Hills Special Services Department was honored for the third year in a row by the American Red Cross as being one of the Top Training Providers for Lifeguarding and CPR in the State of Michigan.
- The City of Farmington Hills received a Project of the Year Award from the Michigan Chapter of the American Public Works Association (APWA) for the Halsted Road and Minnow Pond Drain Project.
- The City's Special Services Department received three recognition awards from mParks, the Michigan Parks & Recreation Association:
 - Marketing Award Winner - Graphic Design Piece: Outdoor Discovery Book;
 - Innovative Award Winner - Youth Theatre Performing Arts Festival;
 - COVID-19 Leadership Award Winner - Summer Camp Action Plan.

My new Administration will be listening to our citizens and employees as we embark on a new and exciting chapter of the City's story. From this dialogue and study will emerge new perspectives, which will build on our wonderful heritage and our present success, and will bring our people together around relevant, positive and fresh ideas and goals for the City government and the broader community.

On a personal note, I am very proud of my connection to the City of Farmington Hills, having been born and raised in Farmington Hills, and having graduated from North Farmington High School. I have many friends and family members who are residents, and I'm grateful to have the opportunity to help lead this City and ensure it remains a terrific place to live, raise a family, and start a business.

I would like to personally thank all the department heads for not only doing their usual excellent job of submitting reasonable and prudent Budget requests, but also for thinking ahead to proactively address the opportunities that present themselves to grow and improve our community.

Thanks also to those who have worked hard on putting together this Budget.

Elizabeth Gaines, Controller
Ed Gardiner, Director of Planning and Community Development
Jeff King, Police Chief
Karen Mondora, Director of Public Services
Kelly Monico, Director of Central Services
John Randle, Human Resources Director
Kim Ried, Secretary to the Finance Director
Kelly Royston, Senior Accountant
Ellen Schnackel, Director of Special Services
Thomas C. Skrobola, Finance Director/Treasurer
Pam Smith, City Clerk
Jon Unruh, Fire Chief



Gary Mekjian
City Manager

MID-TERM AND LONG-TERM GOALS

MID-TERM GOALS (1 to 5 years)

1. Provide high quality dependable public services.
2. Implement programs and activities to reduce costs, increase revenues, and add efficiencies.
3. Enhance the safety of the city's residents and businesses, as well as visitors to the community.
4. Provide forums that encourage active participation in our local community and government.
5. Expand and retain the existing business base and enhance commitment to the redevelopment of the maturing sections of the city.
6. Provide a wide array of artistic, cultural, and recreation programs and activities to meet the changing leisure needs of the community.
7. Be proactive in the legislative process at the State and Federal level by representing the interests of the city.
8. Maintain an educated staff and provide a safe and positive work environment.
9. Ensure compliance with all federal, state, and local laws in addition to the rules and requirements of other governing agencies and organizations.
10. Participate in sound management practices to protect and enhance the environment.
11. Maintain a strong City identity and citizen participation by enhancing communication with the public.

LONG-TERM GOALS (5 years or more)

12. Assure the continued vitality of Farmington Hills as a premier community by preserving the tax base, the infrastructure and quality of life.
13. Improve the livability of the city.
14. Preserve and strengthen city home rule to maintain local control of local issues.

The goals in each departmental budget directly link to the City-wide mid and long-term goals. This is demonstrated by the number(s) in parenthesis at the end of each departmental goal. Achievement of the Department goals and City-wide mid-term goals assist the City's progress in meeting its long-term strategic goals.

LONG-TERM FINANCIAL PLANS

The City’s financial planning process assesses long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve its goals. A key component in determining future options, potential problems, and opportunities is the forecast of revenues and expenditures. Financial forecasting is the process of projecting revenues and expenditures over a long-term period, using assumptions about economic conditions, future spending scenarios, and other salient variables. Revenue and expenditure forecasting does the following:

- Provides an understanding of available funding;
- Evaluates financial risk;
- Assesses the likelihood that services can be sustained;
- Assesses the level at which capital investment can be made;
- Identifies future commitments and resource demands; and
- Identifies the key variables that cause change in the level of revenue.

The City forecasts the General Fund five (5) years out from the adopted budget using conservative but realistic assumptions as its “Base Forecast”. Using the base forecast model, the City projects the annual and cumulative change to the General Fund – fund balance relative to its fund balance target range. If the base forecast reflects fund balance declining below the fund balance target range within the forecast timeframe, then alternative forecast scenarios are developed reflecting assumptions which keep fund balance within the target range.

THE BUDGETING PROCESS

Budgeting is a financial plan for utilizing the City's available funds during a fiscal year to accomplish established goals and objectives. It also:

- A. Provides citizens with an understandable financial plan in which the welfare of the citizens may be enhanced or reduced in the budgeting process;
- B. Prioritizes goals that will provide for community needs;
- C. Defines the financial plan that will be used to achieve stated goals;
- D. Determines the level of taxation required.

The budget compiles the financial data needed to support Farmington Hills' decision making/ policy development process. The budget is based on City Council Goals, the Capital Improvements Program and other planning and programming documents, the City's financial policies, City Council direction, current revenue restraints and City Manager and departmental review of operations.

City Council uses the following planning documents to guide its short and long term budget decisions. Valuable information is gathered from these plans and the residents who serve on the various Boards and Commissions responsible for their creation.

The Master Plan for Future Land Use

Provides guidelines for decisions on how land will be used. The master plan is: 1) a long-range, comprehensive and general guide for the development of land; 2) a map of future land uses and the supporting documentation describing the details, and 3) the result of an orderly process of survey and study of the basic planning elements - land use, natural features, populations and community facilities; residential, recreation, commercial, office and industrial land needs and thoroughfares and streets to provide for vehicular movements within and through the city.

The Parks and Recreation Master Plan

Focuses on the needs of current and future residents of Farmington Hills in order to continue providing programs and services to improve their quality of life. The Master Plan: 1) includes public input regarding the current and future park and recreation needs of Farmington Hills residents; 2) provides the Parks and Recreation Commission, Special Services staff, and other community stakeholders with information to guide parks and recreation planning for the next years, and 3) represents the needs and desires of current Farmington Hills residents and projects the needs of future residents based upon growth trends and demographic information.

The Capital Improvements Plan

Plans for and guides needed capital improvements and expenditures in a fiscally sound manner and ensures that improvements are consistent with the goals and policies of the city and the expectations of residents. A capital project or expenditure must: 1) impact the City-at-large or address a major need within the City in some specific way, 2) represent a public facility, 3) represent a physical improvement, and 4) require the expenditure of at least \$25,000.

The Budget Process

The Economic Development Plan

Provides a framework for making sound decisions regarding the allocation of limited economic development resources. The mission is to: 1) maintain a healthy business climate, including the expansion of business in the international trade arena; 2) work cooperatively with the state, county, chamber of commerce, economic development corporation, schools, universities and others to provide basic business assistance to new and existing businesses in the community, and 3) strengthen and revitalize the economy by attracting and retaining quality jobs.

The Master Storm Drainage Plan

Provides the City with a plan and guide for the continued development of the city. The plan is flexible and allows and encourages the use of the natural open drainage system to its fullest.

LEGAL REQUIREMENTS

In addition to sound financial theory and principles, the City of Farmington Hills' budget process is governed by the City Charter and State Statutes of Michigan. "Article VI, General Finance" of the City Charter establishes July 1 through June 30 as the City's fiscal year and annual budget cycle for the City government.

Budget Document

The City Charter, approved by the electorate on May 8, 1973, and the State of Michigan Uniform Budgeting Act (Public Act 621 of 1978), which amended the Uniform Accounting Act of 1968 (Public Act 2 of 1968), mandates that the budget document present a complete financial plan for the ensuing fiscal year and contain the following:

- A. Estimates of all anticipated revenues of the City from all sources with comparative statement of actual amounts received from each or similar sources for the preceding fiscal year, the current fiscal budget, projected actuals for the current fiscal year and estimated amounts for the proposed budget year.
- B. Detailed estimates of all proposed expenditures for each department and office of the City showing expenditures for corresponding actual expenditures for the preceding fiscal year, budget amounts for the current fiscal year, projected actual expenditures for the current fiscal year and amount for the proposed fiscal year.
- C. Statement of estimated Fund Balance for the end of the current fiscal year.
- D. Statements of the bonded and other indebtedness of the City showing the debt redemption and interest requirements for the fiscal year and the amount of indebtedness outstanding at the end of the fiscal year.

The Budget Process

Budget Procedure

As required by the City Manager, each City Officer must submit to the City Manager an itemized estimate of expenditures for the next fiscal year for the department or activities under his/her direction. The City Manager then prepares a complete itemized budget proposal for the next fiscal year and must present it to City Council not later than the first regular meeting in May. Prior to the adoption of the budget, at the first regular meeting in June, a Public Hearing on the budget must be held to inform the public and solicit input and comments from the citizenry. At least one week prior to the Public Hearing on the budget, copies of the budget document are on file at the City Clerk's Office and the public libraries for the review and inspection by the citizens. A Public Notice, published in a newspaper of general circulation in the community, announces the time and place of the meeting and the availability of the budget document for review.

Fiscal Year Budget

The budget process begins in January with the distribution of budget instructions and forms. Department requests are submitted by City officials in late January. Departmental budget reviews are held with the City Manager, Finance Director and Department Heads. After revenue projections are prepared by the Finance Department, expenditure requests are reconciled by the City Manager and Finance Director to conform to revenue projections and a recommended budget is presented to City Council.

The City Council holds public study sessions with the City Manager, Finance Director and Department Heads, at which input from the public is received.

A Public Hearing to receive additional citizen input and comments is scheduled for May or June, after a public notice is published in the Farmington Observer. The Budget Document, including a schedule of all Study Session dates and the Public Hearing date is available for review by interested parties at the City Clerk's Office at City Hall and the two branches of the District Library. The Budget Document and Tax Rate are adopted in June, after the Public Hearing.

The final budget document evolving from the budget process consists of 13 major sections and contains the budget message, budget overview, budgets including revenue and expenditure estimates for the upcoming fiscal year for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Component Units and the Budget Resolution.

The budget is constructed in compliance with the State Uniform Accounting Budgetary Act of 1968 (Public Act 22 of 1968), as amended, which categorizes elements of the accounting and budget system into Funds, Departments or categories, Reserves and Expenditures.

The operations of each fund are accounted for as a separate self-balancing set of accounts that consist of assets, liabilities, fund equity and appropriate revenues and expenditures.

The Budget Process

Budget Appropriation and Amendments

The City budget is adopted by the City Council on an activity or function/department basis. The City Manager is authorized by Budget Resolution to make budgetary transfers within the appropriation centers established through the budget. However, all transfers between appropriation centers may be made only by further action by the City Council.

City Council may make additional appropriations during the fiscal year for unanticipated expenditures required by the City, but such additional appropriations shall not exceed the amount of actual and/or anticipated revenue and available fund balance as estimated in the budget unless the appropriations are necessary to relieve an emergency endangering the public health, safety or welfare. The Council may also reappropriate funds among appropriation centers. Council is apprised of the budget status through quarterly reports prepared by the Finance Department.

<p>BUDGET CALENDAR FY 2021/22</p>

November-December 2020	Finance Department prepares budget documents and instructions for Department Directors
January 4-6, 2021	Electronic distribution of budget documents and instructions and forms to Department Directors
January 11-15, 2021	Finance Pre-submittal Meetings with Departments (optional) as requested by department heads
January 16, 2021	City Council Goal Setting Meeting
By January 29, 2021	Departmental Budget Requests submitted to Finance Department
By February 26, 2021	Major and Local Road Budgets submitted to Finance Department
March 1-4, 2021	Finance Department Budget Review Meetings with Departments
March 22-24, 2021	City Manager Budget Review meetings with Departments and District Court on General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, and Component Units.
March 25-April 21, 2021	Budget Document Preparation
April 23, 2021	Transmittal of FY 2021/22 draft budget document to City Council
April 26, 2021	Budget Overview presented to City Council at Study Session
May 3-4, 2021	Budget review study sessions with City Council
May 26, 2021	Public Notice of Public Hearing on FY 2021/22 proposed budget and tax rate.
June 14, 2021	Public Hearing and Adoption of FY 2021/22 budget and tax rate.

FINANCIAL POLICIES

GENERAL

All budgetary funds must be balanced. Total anticipated revenue plus appropriations from the beginning fund balance and reserves, in excess of prudent designations of fund balance and reserves, must equal total estimated expenditures for all funds.

The City will strive to establish and maintain an unassigned fund balance of 15-25% of the General Fund expenditures for the subsequent year to pay expenditures caused by unforeseen emergencies, cash shortfalls caused by revenue declines or delays and mitigate the need for short term borrowing.

General fund encumbrances outstanding at the fiscal year end will not be charged to the current year budget but may be assigned from fund balance and automatically re-appropriated in the new budget year and when paid charged to the new fiscal year. The new fiscal year budget may need to be amended to support the re-appropriated encumbrances, if budget funds were not sufficiently available to be carried forward with the encumbrances.

All budgets shall be adopted on a basis consistent with generally accepted accounting principles promulgated by the Governmental Accounting Standards Board. Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a fund liability has been incurred and that liability will be liquidated with current resources.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the City conform to generally accepted accounting principles as applicable to governmental units. The following is a summary of the significant accounting policies.

FUND ACCOUNTING

The accounts of the City are organized on the basis of funds, each of which is considered a separate accounting entity. The various funds are grouped into generic fund types in two broad categories as follows:

BUDGETARY & GOVERNMENTAL FUNDS

General Fund

The General Fund has been identified as a major fund and contains the records of the ordinary activities of the City which are not accounted for in another fund. The fund contains appropriation for all operating departments of the city. City Council has broad discretionary powers over the utilization and financial resources of the General Fund. General Fund activities are financed by revenues from general property taxes, state-shared revenues and other sources.

Financial Policies

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of earmarked revenues or financing activities requiring separate accounting because of legal or regulatory provisions. The primary special revenue funds are the Major and Local Road Funds, and the Public Safety Millage Fund which have been identified as major funds. The dedicated Recreation Special Millage Fund is also a Special Revenue Fund.

Debt Service Funds

Debt Service Funds are used to account for the annual payment of principal, interest and expenses in connection with certain long-term debt other than enterprise fund bonds payable. The Local Road Special Assessment Debt Fund has been identified as a major fund.

Capital Projects Funds

Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities or outlays, other than those of proprietary enterprise funds. The Capital Improvement Fund has been identified as a major fund, and is used to account for the development of capital facilities and equipment other than those for Roads and Utilities.

Enterprise Funds

An Enterprise Fund is established when the intention is that the costs of providing goods or services is financed or recovered primarily through user charges. Enterprise Funds include the Water & Sewer Funds, which are included as a Financial Plan in the Supplemental Information section of this document.

COMPONENT UNITS

Component Units are legally separate entities for which the City is financially accountable. The Brownfield Redevelopment Authority is a Component Unit of the City created to facilitate the implementation of plans for the identification, treatment and revitalization of environmentally distressed areas within the City designated as Brownfield Redevelopment Zones. The Corridor Improvement Authority Fund is a Component Unit of the City created to correct and prevent deterioration in business districts, encourage historic preservation, and promote economic growth.

FIDUCIARY FUNDS

Trust and Agency Funds

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. These include the Retirement System and Agency Funds. The Retirement System is accounted for in the same manner as a proprietary fund. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. The financial activity of the Agency Funds is limited to collection of amounts which are subsequently returned or paid to third parties and, accordingly, are limited to cash transactions.

Financial Policies

BASIS OF ACCOUNTING

The budgets of General Governmental Funds are prepared on the modified accrual basis of accounting. Under this method, the City recognizes revenue when it becomes both measurable and available to finance current City operations. Expenditures are recorded when the related fund liabilities are incurred, except principal and interest on general obligation long-term debt, which are recorded when due. Modifications in such method from the accrual basis are as follows:

- A) Property taxes and other revenue that are both measurable and available for use to finance operations of the City are recorded as revenue when received.
- B) Interest on bonded indebtedness and other long-term debt is not recorded as an expenditure until its due date.
- C) Payments for inventoriable types of supplies are recorded as expenditures at the time of purchase.
- D) Normally, expenditures are not divided between years by the recording of prepaid expenses.

Enterprise, and non-expendable Trust and Pension Trust Fund are prepared on the full accrual basis. Under this method, revenues are recognized when earned and expenses are recognized when incurred.

CAPITAL ASSETS

Capital assets used in governmental fund type operations are recorded as expenditures at the time of purchase. All capital assets are recorded at cost, or if donated, at their estimated fair value on the date donated.

WATER AND SEWER SYSTEMS

Oakland County operates the City's water and sewer systems by contract. Periodically, the County transfers the net revenues to the City, which deposits them in the Water & Sewer Fund.

INVESTMENTS

Investments are recorded at cost, which approximates market value.

ELIMINATIONS

The total data presented is the aggregate of the fund types. No consolidating or other eliminations were made in arriving at the totals; therefore, they do not present consolidated information.

Financial Policies

LEASE-PURCHASE CONTRACTS

The City is involved in the purchase by lease contract of the 47th District Court Facility from the City of Farmington Hills Building Authority, a City-created and directed authority, whose sole business activity is acquiring and leasing property to the City. Building Authority operations consist of the issuance and repayment of debt and the construction of facilities, all of which are reported in the appropriate City funds. The financial statements of the City of Farmington Hills Building Authority are consolidated with the financial statements of the City as follows:

- A) Assets of the Building Authority which are held for payment of outstanding bond issues are reported in the Debt Service Funds.
- B) Construction activities are recorded in a Capital Projects Fund.
- C) Fixed assets (completed construction projects) of the Building Authority are reported as Capital Assets.
- D) Remaining amounts due on bonds issued by the Building Authority are reported as non-current liabilities.

CAPITAL IMPROVEMENT BUDGET POLICIES

The City annually prepares and updates a Six Year Capital Improvement Program. This Program contains projects and equipment costs generally in excess of \$25,000. Total project cost and sources of funding, along with project descriptions, are outlined in the Capital Improvement Program. Areas included in the Program are: drainage, sanitary sewers and watermains, public facilities, sidewalks, transportation, equipment and parks and recreation facilities.

The purpose of the Six Year Program is to facilitate the orderly planning and infrastructure improvements, maintain, preserve and protect the City's existing infrastructure system and to provide for the scheduled replacement of equipment, and for the acquisition of new equipment, in order to insure the efficient delivery of services to the community.

In addition to the Six Year Capital Improvement Program, the City prepares a Capital Improvement Budget, which implements the first year of the Capital Improvement Program, to the extent that resources are available.

FINANCIAL REPORTING & AUDITING POLICIES

In accordance with Section 6.10 of the City Charter, an independent audit of all City funds is conducted annually by a Certified Public Accounting Firm. The Comprehensive Annual Financial Report (CAFR) is subject to the annual audit.

The annual audit will be conducted in accordance with generally accepted auditing standards (GAAP). The scope and procedures of the audit will be in conformance with the "Engagement Letter" signed by the City and the auditors. The City fully complied with the Governmental Accounting Standards Board (GASB) Pronouncement 34 in the most recent audits. The basis for budgeting follows the same basis as the audited financial statements.

While the City's annual audit includes the Water & Sewer Fund and Pension Funds, the annual budget does not include the Water & Sewer Fund and Pension Funds.

The City maintains a high standard of accounting practices. Accounting standards will conform to generally accepted accounting principles as established by GASB.

The Finance Department maintains a system of internal controls to safeguard the City's assets and insure accurate and timely accounting, reporting and disclosure.

The Finance Department prepares monthly budget and financial reports for internal management purposes. In addition to financial audits, every five years, the City conducts a Managerial Audit. These audits are conducted by an independent consultant or consultants chosen by City Council, who determines the scope of the audit, as well as the nature of the report that is presented to City Council.

CASH AND INVESTMENT POLICIES

On November 16, 1998, the City Council adopted an extensive Investment Policy for all the funds of the City, excluding Employee Pension Assets. This Policy has been amended as recently as February 26, 2018.

The Policy stresses legal compliance with Public Act 20 of 1943 as amended by Public Act 196 of 1997 as to type of investments permitted, which include certificates of deposits, treasury bills, obligations of U.S. Government agencies, notes, bonds, commercial paper (two highest ratings), repurchase agreements, bankers acceptances, pools or mutual funds with legal investments and full faith and credit U.S. agency paper.

The investment objective of the City is "**S.L.Y.**," **S**afety, **L**iquidity and **Y**ield.

The City has received certification from the Municipal Treasurer's Association of the United States and Canada, certifying that the City's Investment Policy meets the standards established by that body.

Financial Policies

The City's Investment Policy covers the following areas and topics:

- A) Objectives
- B) Combining of funds/prorating of interest among funds
- C) Delegation of authority (employees authorized to place investments)
- D) Prudence - Prudent Person Principle
- E) Ethics and Conflict of Interest
- F) Internal Control
- G) Reports and Accounting
- H) Diversification of percentages of portfolio allowed for each type of investment maturity schedule and financial institution
- I) Criteria for selecting banks and dealers
- J) Safekeeping, custody, investment procedure and internal control
- K) Glossary of terms

DEBT MANAGEMENT POLICY

The City limits short term borrowing to cover cash flow shortages through the issuance of tax anticipation notes. The issuance of long-term debt will be limited to capital improvements or projects that cannot be financed from current revenues or resources. For purposes of this policy, current resources are defined as that portion of fund balance in excess of required reserves.

The maturity of the bond issues will not exceed the useful life of the capital improvement project. Long term bonding will be considered when future citizens will receive a benefit from the improvement. The City's Statement of Legal Debt Margin calculation is located in the Debt Service Fund Section of this Budget Document.

The City will limit its general obligation long term debt to 10% of the City's State Equalized Value (Assessed Value), excluding the following bonds from the limitation:

- A) Special Assessment Bonds
- B) Mortgage Bonds
- C) Transportation Fund Bonds
- D) Revenue Bonds
- E) Bonds issued, or contract or assessment obligations, incurred to comply with an order of the Water Resources Commission or a court of competent jurisdiction
- F) Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abating pollution

Financial Policies

- G) Bonds issued for the construction, improvement or replacement of a combined sewer overflow abatement facility
- H) Bonds issued to pay premiums or establish self insurance contracts in accordance with Act 202, Public Acts of Michigan, 1943, as amended

In addition, the City will establish and follow general debt limitation guidelines for the debt capacity measures below:

- Net Debt as a Percentage of Taxable Value;
- Net Debt per Capita;
- Net Debt per Capita as a Percentage of Income per Capita;
- Annual Debt Service Expenditures as a Percentage of Annual Total Expenditures for the Governmental Activities; and
- Annual Debt Service Expenditures as a Percentage of Annual Total Revenue for the Governmental Activities.

All other bonds are not subject to financial limitations.

The City will maintain communications and relations with bond rating agencies and endeavor to improve or maintain its current bond rating annually.

TAX ABATEMENT POLICY

On February 9, 1998, the City Council adopted a Tax Abatement Policy. The Policy was revised on February 28, 2000, July 28, 2003, October 11, 2004 and January 28, 2019.

Criteria with which a business must comply in order for City Council to consider an Industrial Development District Tax Abatement Proposal

1. The abatement must include funding from a State or Federal program, unless the project is for redevelopment or rehabilitation or for new personal property only (if the new personal property request creates or retains new jobs within the City of Farmington Hills).
2. The tax abatement will not cause a negative impact on local tax revenues.
3. The business qualifying for an Industrial Development District Tax Abatement must remain within the City of Farmington Hills for twice the length of the tax abatement period and if a move out of the community should occur, the business shall repay the entire amount of the abatement and it shall be a lien on the property until paid.

PURCHASING POLICIES

On March 26, 2012, the City Council adopted a Resolution establishing the amended City Purchasing Policies and Procedures. These Policies comply with Section 9.12 of the City Charter authorizing the City Council to establish Purchasing Policies and require sealed bids to authorize all awards for goods and services over \$10,000. The Policy provides for a centralized purchasing system administered by the City's Director of Central Services, who reports to the City Manager.

All goods and services aggregating in excess of \$10,000 in a fiscal year are formally bid, which is in writing, sealed and submitted in accordance with written specifications and opened at a public bid

Financial Policies

opening. Bid awards exceeding \$10,000 are reviewed and approved by City Council. Purchase orders from \$3,000 - \$10,000 are approved by the City Manager after receipt of three written quotations. Items under \$3,000 are awarded by the Director of Central Services after solicitation of three verbal quotations.

The Policy also provides for procurement in cases of emergency situations threatening public health, welfare and safety, subject to after the fact review of the basis of the emergency and the selection of the particular vendor to be placed in the purchasing file.

The 12-page Policy Document and 17-page Procedures Document cover topics such as:

- A) Organization and Authority
 - 1) Role of the City Council
 - 2) Role of the City Manager
 - 3) Role of the Director of Central Services
- B) Standards of Conduct
- C) Policy Amendment Procedures
- D) Bid specification preparation, bidding procedures, bid opening, bid awards, correction of bids
- E) Rules against subdivision to avoid sealed bid and Council award procedures
- F) Procurement of professional services

REVENUE POLICIES

The City will strive to maintain diversified, stable sources of revenues to protect essential service delivery from short-term fluctuations in any one source.

The City will maintain sound appraisal procedures and practices to reflect current property values.

The City will minimize the impact of property tax financing for city services by seeking alternative financing such as grants, user fees, and upgrading/enhancing the property tax base.

The City will project its annual revenues based on historical data, county, state and national economics and new statutes.

The City will finance essential City services that have a city-wide benefit from revenue sources generated from a broad base, such as property taxes and state shared revenues.

The City will review fee structures to charge the cost of service to the benefiting property owners and customers serviced, while being sensitive to the needs of low-income individuals.

The City will make all current expenditures with current revenues, avoiding procedures that balance current budgets by postponing needed expenditures, accruing future revenues, or rolling over short-term debt.

GRANTS MANAGEMENT POLICY

The City has established Policies and Procedures to Administer and Manage Federal Grant Awards.

The Policies and Procedures include the requirements for the Grant Development, Application and Approval Process; Grant Program Implementation; Financial and Budgetary Compliance; Recordkeeping; Allowable and Unallowable Costs; Cash Management; Davis-Bacon Act Compliance; Grant Eligibility; Equipment and Real Property Management; Grant Matching, Level of Effort and Earmarking; Period of Availability; Procurement and Vendor Suspension and Debarment; Program Income; Real Property Relocation and Acquisition; Grant Reporting; Record Retention and Access; and Sub-recipient Monitoring.

FINANCIAL POLICY BENCHMARKS

<u>Financial Policy Benchmarks</u>	<u>Status</u>				
<p><u>Fund Balance</u> Unassigned General Fund – fund balance = 15% - 25% of General Fund Expenditures + Transfers-out.</p>	<p><u>Fund Balance</u> Unassigned General Fund - fund balance = 35.2% of Expenditures + Transfers-out (FY 2019/20 audit).</p>				
<p><u>Accounting, Auditing, Financial Reporting Policy</u> Produce Comprehensive Annual Financial Report (CAFR) in accordance with GAAP.</p>	<p><u>Accounting, Auditing, Financial Reporting Policy</u> Received the GFOA Certificate of Achievement of Excellence in Financial Reporting for the City’s FY 2019/20 CAFR, which was the 23rd consecutive year the City received this award.</p>				
<p><u>Revenue Policy</u> Maintain a diversified and stable taxable revenue base.</p>	<p><u>Revenue Policy</u> 2021 Taxable Value base comprised of:</p> <table style="margin-left: 40px;"> <tr> <td>Residential</td> <td style="text-align: right;">70%</td> </tr> <tr> <td>Non-Residential</td> <td style="text-align: right;">30%</td> </tr> </table>	Residential	70%	Non-Residential	30%
Residential	70%				
Non-Residential	30%				
<p>Maintain sound appraisal procedures and practices to reflect accurate property rates.</p>	<p>Equalization factor of 1.</p>				
<p><u>Investment Policy</u> Analyze market conditions to maximize yields while maintaining the integrity and safety of principal.</p>	<p><u>Investment Policy</u> The City’s average rate of return on investments routinely exceeds the benchmark 3-month Treasury Bill Rate and the Fed Funds Rate.</p>				
<p><u>Debt Policy</u> Maturity of bond issues will not exceed useful life of capital improvements they finance.</p>	<p><u>Debt Policy</u> No bond issue has a maturity schedule beyond 25 years.</p>				
<p>Maintain a sound relationship with major bond rating agencies and an investment grade bond rating.</p>	<p>Moody’s rating: Aa1 Standard & Poor’s rating: AAA</p>				

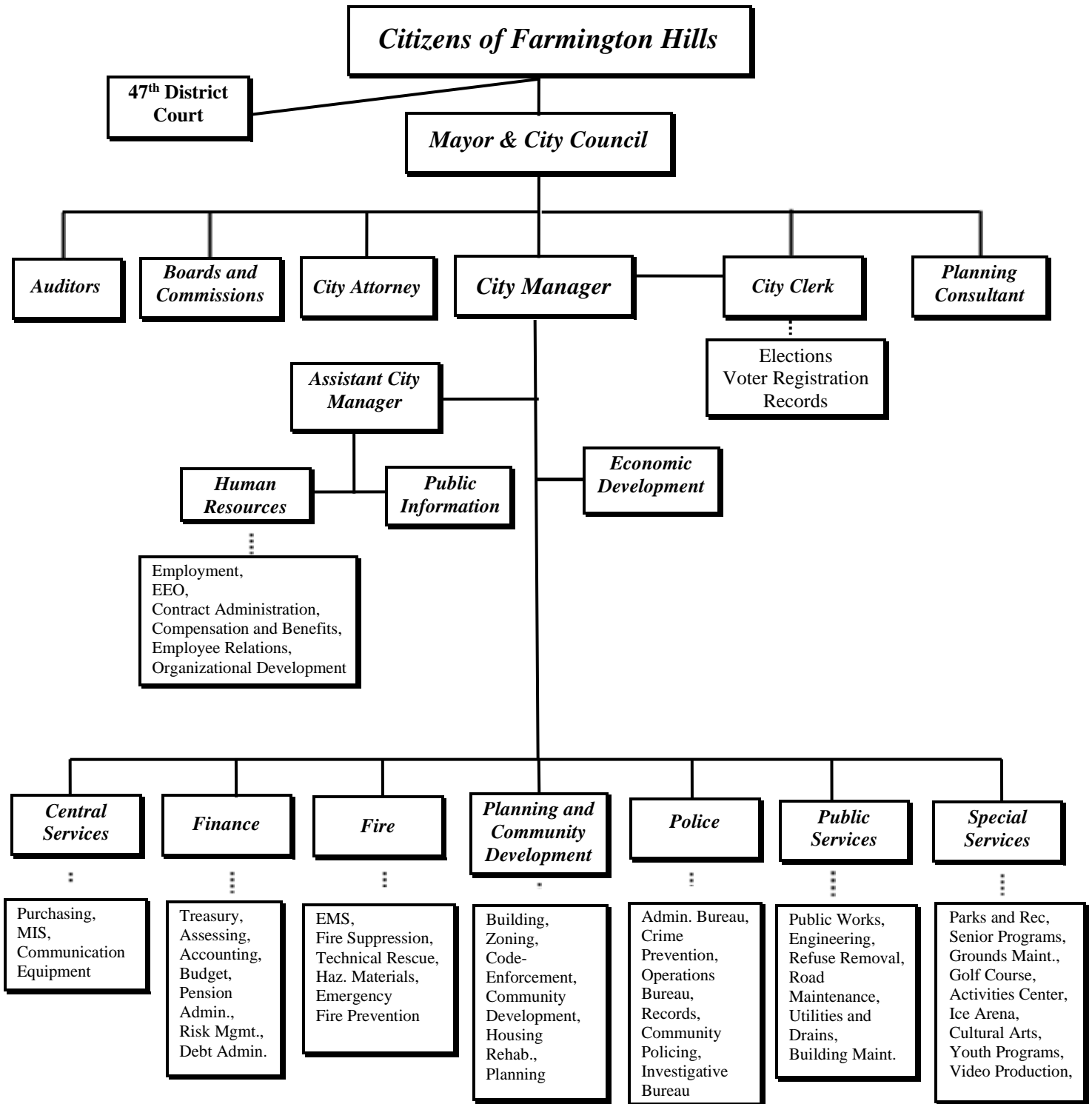
FINANCIAL POLICY BENCHMARKS (continued)

Financial Policy Benchmarks

Status

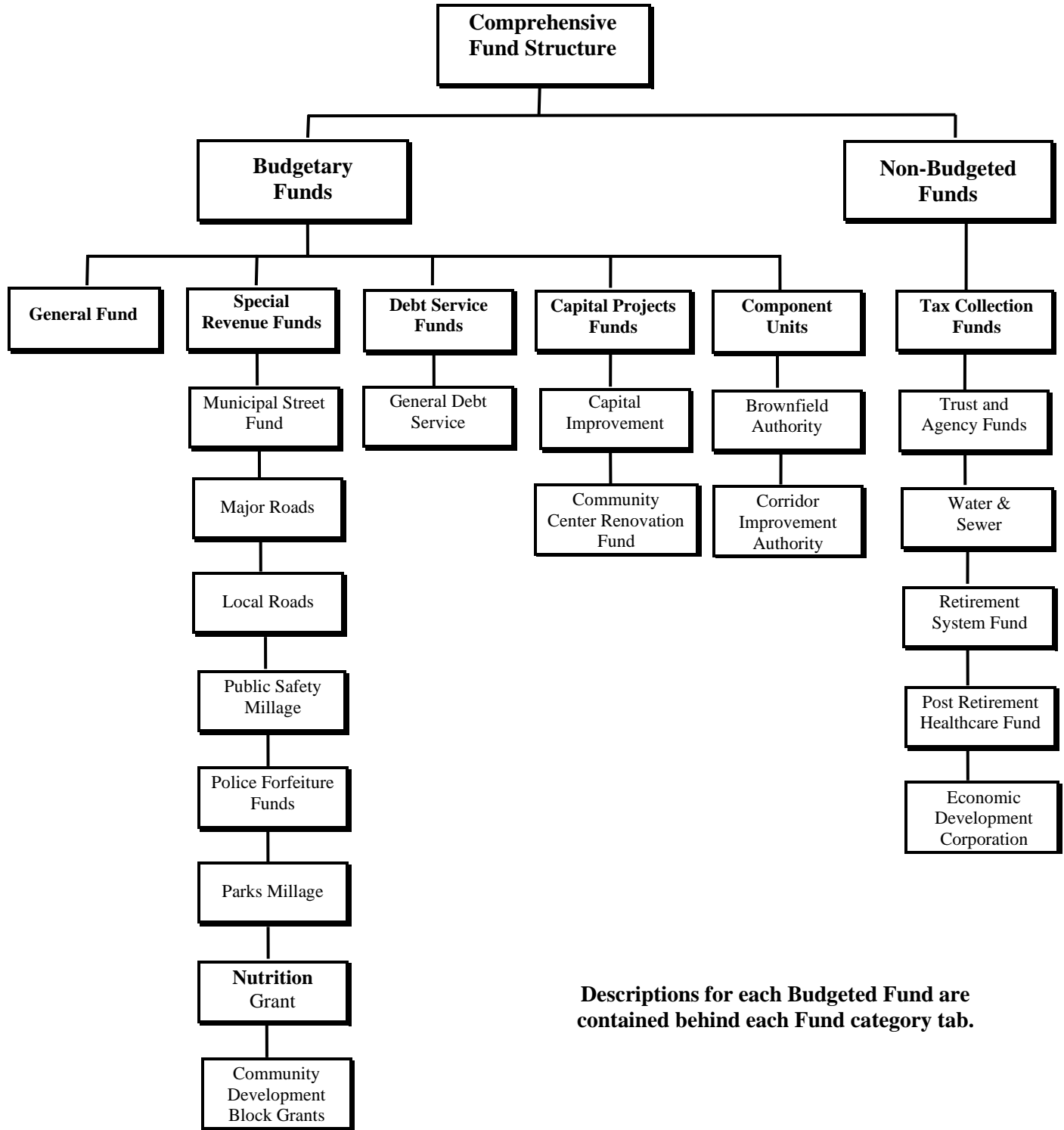
<p><u>Capital Improvement Policy</u> Maintain long range pre-planning of capital improvements and infrastructure.</p>	<p><u>Capital Improvement Policy</u> The Planning Commission annually prepares a six-year Capital Improvement Plan.</p>
<p>Implement annually capital improvements in accordance with an adopted six-year capital improvement program within revenue restraints.</p>	<p>Capital Improvements budgeted in FY 21/22: Public Facilities & Sites: \$ 2,883,800 Roads: \$25,813,760 Equipment: \$ 5,712,007 Drainage: \$ 2,524,000 Sidewalks: \$ 963,000</p>
<p><u>Financial Policy</u> Place emphasis on areas of long-term importance such as, employee relations, automation, and technology improvements.</p>	<p><u>Financial Policy</u> Funding for City-Wide technology ensures a reliable network and funding for employee development maintains positive employee relations.</p>
<p>Produce a budget document that is a policy tool, a public information document, a financial control mechanism and a management tool.</p>	<p>Received the GFOA “Distinguished” Budget Presentation award for FY 2020/21, which is the 37th consecutive year the City has received this award.</p>
<p>Integrate performance measurement and productivity indicators in the budget.</p>	<p>Continue to update budget document with performance measures including output and efficiency.</p>
<p>All budgetary funds must be balanced.</p>	<p>The budget is balanced – estimated revenue and available fund balance are equal to or greater than estimated expenditures.</p>
<p>Maintain adequate level of funding for employee retirement systems.</p>	<p>FY 2019/20 Funded Ratio (per the Actuarial Reports):</p> <ul style="list-style-type: none"> • Employees’ Retirement System – 74.5% • Post-Retirement Healthcare Fund – 108%
<p>Enhance the property tax base.</p>	<p>2020 Community investment: Residential: 20 new units valued at \$3.6 million \$10.7 million in improvements/ additions to 591 existing units. Commercial-New, Additions & Improvements: \$126.7 million.</p>

CITY OF FARMINGTON HILLS



CITY OF FARMINGTON HILLS

FINANCIAL ORGANIZATION STRUCTURE



BUDGETED FULL-TIME EMPLOYEE STATISTICS

Department/Function	FY 18/19	FY 19/20	FY 20/21	FY 2021/22		
	Full Time	Full Time	Full Time	Full Time	Part Time FTE*	Total
General Fund:						
City Administration	4	4	4	5	0.65	5.65
Public Information	4	4	4	4	1.50	5.50
Finance	19	19	19	19	1.00	20.00
City Clerk	6	6	6	6	0.38	6.38
Human Resources	4	4	4	4	1.40	5.40
Central Services	9	9	9	10	0.88	10.88
Police	142	143	143	143	11.22	154.22
Fire	59	63	63	63	30.99	93.99
Planning & Community Dev.	19	19	19	19	1.00	20.00
Public Services:						
Administration	4	4	4	4	0.00	4.00
Road Maintenance	21	21	21	22	5.49	27.49
Building Maintenance	4	4	4	4	0.00	4.00
Engineering	13	13	14	14	3.47	17.47
D.P.W. Garage	11	10	10	10	0.60	10.60
Waste Collection/Recycling	1	1	1	1	0.00	1.00
Special Services:						
Administration	12	13	14	16	23.10	39.10
Youth and Families	1	1	1	1	6.88	7.88
Senior Adults	5	5	5	5	22.96	27.96
Parks	9	11	9	10	16.55	26.55
Cultural Arts	2	2	3	3	3.41	6.41
Golf Course	2	2	2	2	10.88	12.88
Recreation	0	0	4	4	29.36	33.36
Ice Arena	3	3	3	3	10.66	13.66
TOTAL CITY	354	361	366	372	182.38	554.38

*FTE (Full Time Equivalent) Represents part-time employee hours divided by 2080.

FULL TIME EMPLOYEE STATISTICS SUMMARY

	FY 18/19	FY 19/20	FY 20/21	FY 21/22
FULL TIME	354.00	361.00	366.00	372.00
FTE	149.54	148.27	155.49	182.38
TOTAL FULL TIME & FTE	503.54	509.27	521.49	554.38

The number of full-time employees will be increased by 6 in FY 2021/22, by Adding:

- One Labor I position in Department of Public Service Road Maintenance division
- Two Building Maintenance Worker positions in Special Service Administration division
- One Information Technology Analyst 1 in Central Services Information Technology division
- One Assistant to the City Manager (DEI) in City Administration
- One Labor I position in Special Services Department Parks division

TAX OVERVIEW

The most important decision made annually by City Council is the establishment of the fiscal year tax rate levy and the allocation of this rate among the property tax supported Funds. The Tax Rate Millage for FY 2021/22 and the last four fiscal years and the taxable value for FY 2020/21 are outlined below:

Advalorem Taxable Value (subject to City taxation)* = \$3,722,663,480
IFT Taxable Value = \$221,760

Source	Purpose	Date of Election	Actual Tax Rate FY 2018/19	Actual Tax Rate FY 2019/20	Actual Tax Rate FY 2020/21	Proposed Tax Rate FY 2021/22
	Operations		6.1956	5.6431	5.5514	5.4072
	Capital		1.6695	2.0285	1.8109	2.0147
	Debt Service		0.3892	0.5216	0.7383	0.6017
Charter	Total Charter Operating Millage		8.2543	8.1932	8.1006	8.0236
PA 298	Refuse Removal		0.7608	0.7454	0.7530	0.7530
PA 359	Economic Development		0.0151	0.0144	0.0139	0.0134
Voted	Road Millage	11/4/2014	1.9593	1.9448	1.9228	1.9045
Voted	Road Millage	11/6/2018	0.0000	2.7696	2.6987	2.6730
Voted	Parks	8/17/2018	0.4781	0.4745	0.4691	0.4646
Voted	Public Safety	11/8/2011	1.6654	1.6530	1.6343	1.6187
Voted	Public Safety	11/3/2015	1.4464	1.4356	1.4193	1.4058
	Total Voted Millage		5.5492	8.2775	8.1442	8.0666
	Total City Millage		14.5794	17.2305	17.0117	16.8566

2021 TAXABLE VALUE ANALYSIS BY CLASS

CLASS	2020 Taxable	Net New	Adjustment	2021 Taxable	% of Taxable Adjustment	% of Taxable Roll
COMMERCIAL	746,753,390	14,077,861	21,514,889	782,346,140	2.88%	20.97%
INDUSTRIAL	120,726,760	1,454,640	3,472,900	125,654,300	2.88%	3.37%
RESIDENTIAL	2,517,986,910	7,229,779	70,219,731	2,595,436,420	2.79%	69.58%
REAL PROPERTY	3,385,467,060	22,762,280	95,207,520	3,503,436,860	2.81%	93.92%
PERSONAL	211,527,870	25,992,641	(10,727,111)	226,793,400	-5.07%	6.08%
GRAND TOTAL	3,596,994,930	48,754,921	84,480,409	3,730,230,260	2.35%	100.00%
GRAND TOTAL*	3,596,994,930	48,754,921	84,480,409	3,730,230,260	3.70%	100.00%

* Including Net New.

ANALYSIS OF TAX SAVINGS FROM TAXABLE VALUE (T.V.) VERSUS S.E.V.*

	2021 S.E.V.	2021 TAXABLE	S.E.V. TO T.V. REDUCTION
COMMERCIAL	1,087,397,050	782,346,140	305,050,910
INDUSTRIAL	193,778,190	125,654,300	68,123,890
RESIDENTIAL	3,400,731,900	2,595,436,420	805,295,480
REAL PROPERTY	4,681,907,140	3,503,436,860	1,178,470,280
PERSONAL	226,799,750	226,793,400	6,350
GRAND TOTAL	4,908,706,890	3,730,230,260	1,178,476,630

Property taxpayer savings (using 2020 millage rates) are:

City Taxes at 17.0117 mills	\$ 20,047,891
Total Taxes at 45.5774 mills **	\$ 53,711,901

*S.E.V. - State Equalized Value (50% of Fair Market Value)

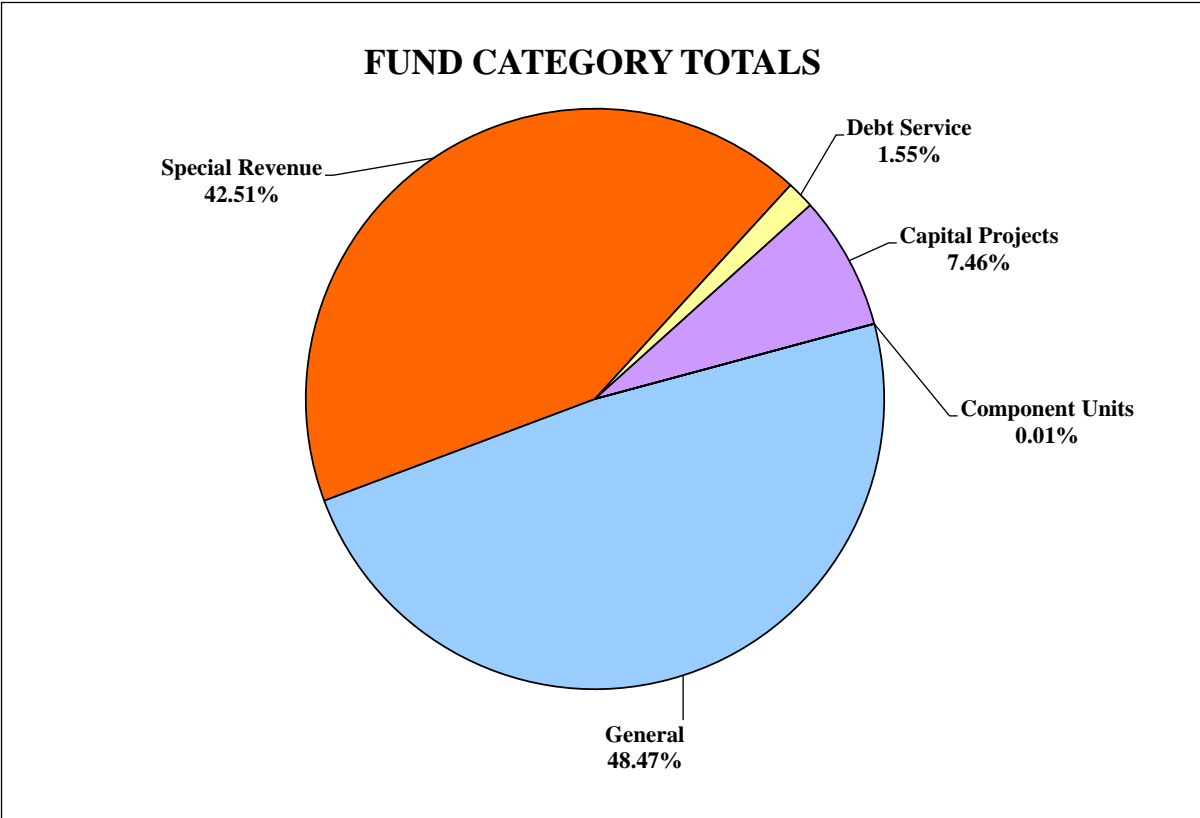
**2020 Farmington Schools Homestead tax rate

Pursuant to Michigan Law, property taxes are levied against Taxable Value, which is capped at the rate of inflation until the property is transferred. State Equalized Value represents 50% of market value and was the basis for the property tax levy until Proposal A was adopted in 1994.

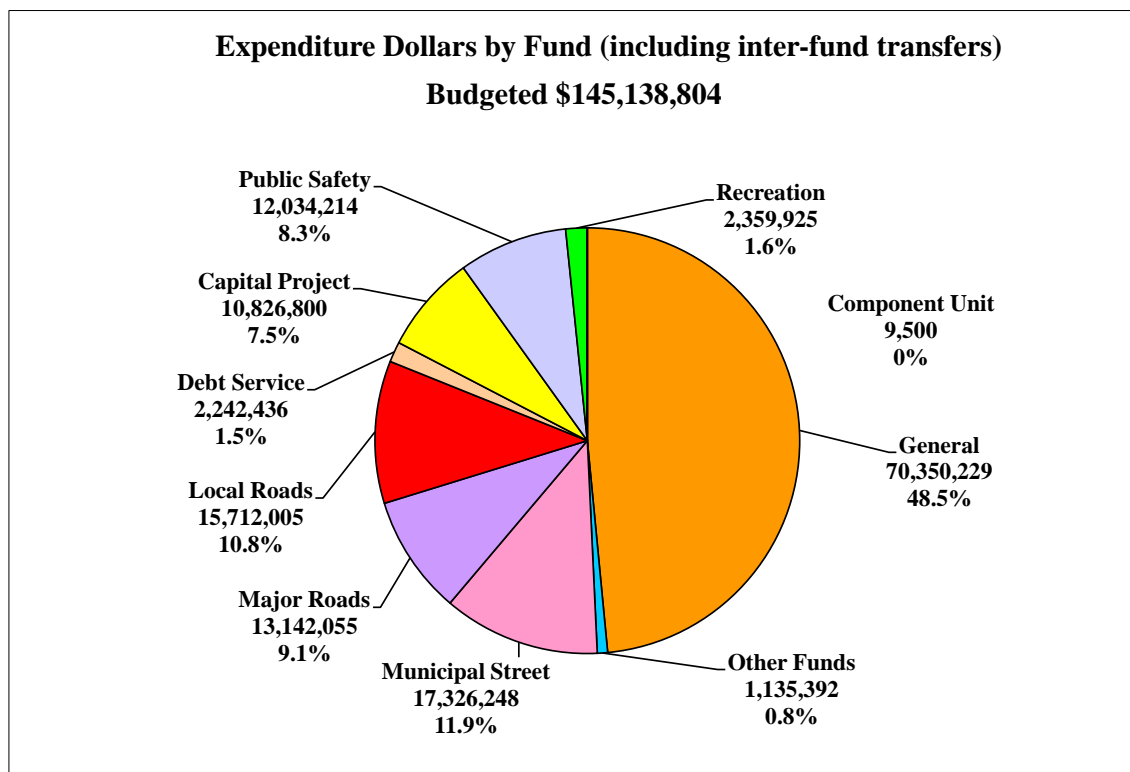
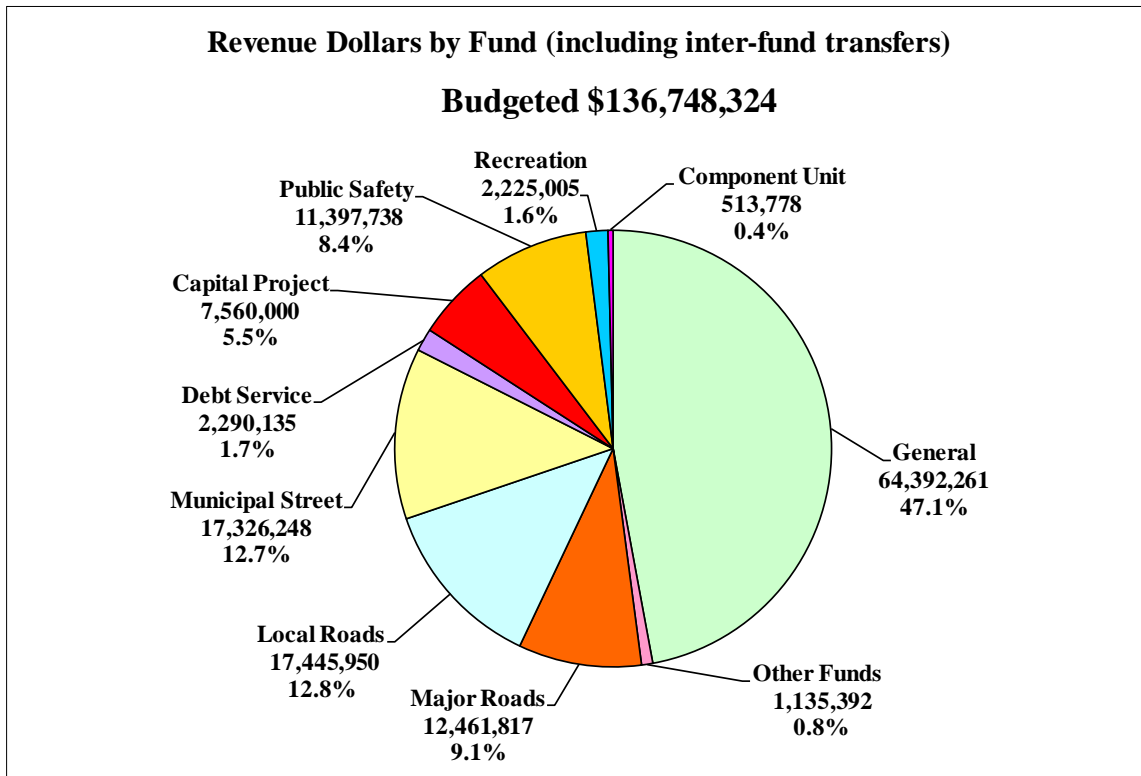
FUND OVERVIEW

The City’s General Fund accounts for 48.47% or \$70,350,229 of the total expenditure budget, including inter-fund transfers. City resources for the entire City’s operating departments are financed through the General Fund. The City Council has wide discretionary power over the financial resources attributable to this Fund. Detailed revenue and expenditures by Fund and revenue by source and expenditures by type are portrayed in schedules and graphs within this section as well as their percentage share of the total financial picture. The composition of the Fund category expenditures in the budget document including other financing uses (transfers out) are:

Fund Category	Budget	Percentage
General	\$70,350,229	48.47%
Special Revenue	61,709,838	42.51%
Debt Service	2,242,436	1.55%
Capital Projects	10,826,800	7.46%
Component Units	9,500	0.01%
Total	\$145,138,804	100.00%

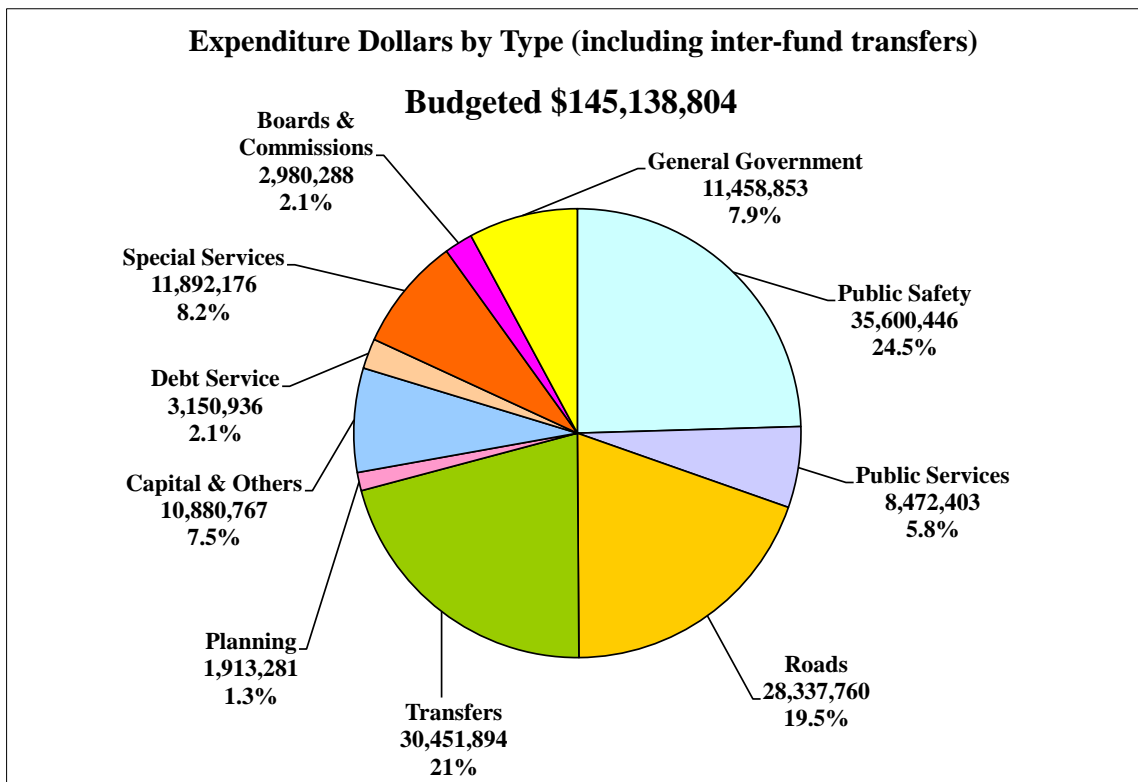
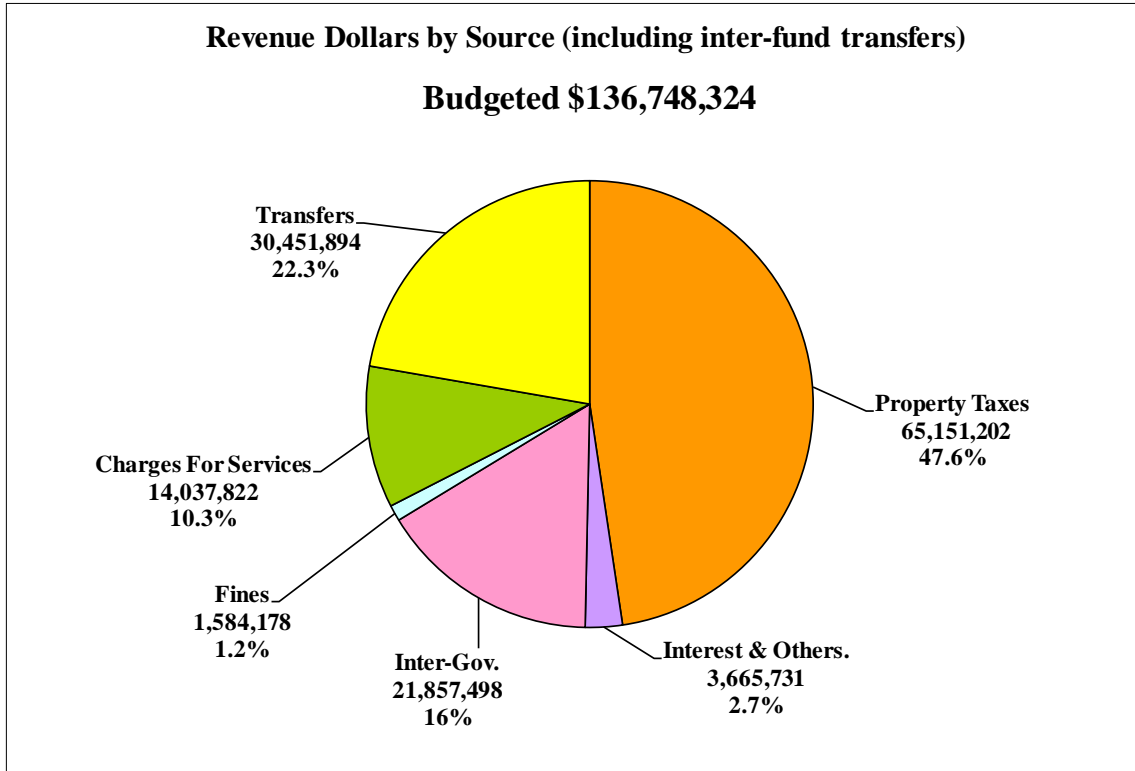


SUMMARY OF BUDGETARY FUNDS BY FUND TYPE FY 2021/22



Note: Variances between revenue and expenditures are from Fund Balance.

**SUMMARY OF BUDGETARY FUNDS
BY REVENUE SOURCE AND EXPENDITURE TYPE
FY 2021/22**



Note: Variances between revenue and expenditures are from Fund Balances.

CONSOLIDATED BUDGET SUMMARY FY 2021/22

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Component Units	Total Funds
FUND BALANCE AT JULY 1, 2021	\$43,955,821	\$11,806,250	\$83,656	\$3,497,154	\$1,286,194	\$60,629,075
REVENUES						
Property Taxes	34,957,446	29,696,923	0	0	496,833	65,151,202
Intergovernmental	9,348,332	12,459,166	50,000	0	0	21,857,498
Charges for Service	14,037,822	0	0	0	0	14,037,822
Interest Income	335,926	238,070	200	60,000	16,946	651,142
Fines and Forfeitures	1,584,178	0	0	0	0	1,584,178
Other/Miscellaneous	2,811,707	202,882	0	0	0	3,014,589
Total Revenues	63,075,411	42,597,041	50,200	60,000	513,778	106,296,430
EXPENDITURES						
Boards and Commissions	2,980,288	0	0	0	0	2,980,288
General Government	11,458,853	0	0	0	0	11,458,853
Public Safety	23,824,432	11,776,014	0	0	0	35,600,446
Planning, Community & Econ. Dev.	1,913,281	0	0	0	0	1,913,281
Public Services	8,472,403	0	0	0	0	8,472,403
Special Services	11,892,176	0	0	0	0	11,892,176
Highways and Streets	0	25,813,760	0	2,524,000	0	28,337,760
Land Acquisition, Capital Improvements and Other	0	2,574,967	2,500	8,302,800	500	10,880,767
Debt Service Principal	0	745,000	1,525,000	0	0	2,270,000
Debt Service Interest	0	166,000	714,936	0	0	880,936
Total Expenditures	60,541,433	41,075,741	2,242,436	10,826,800	500	114,686,910
Revenues over/(under) Expenditures	2,533,977	1,521,301	(2,192,236)	(10,766,800)	513,278	(8,390,480)
OTHER FINANCING SOURCES AND USES						
Transfers In	1,316,850	19,395,109	2,239,935	7,500,000	0	30,451,894
Transfers Out	(9,808,796)	(20,634,098)	0	0	(9,000)	(30,451,894)
Total	(8,491,946)	(1,238,989)	2,239,935	7,500,000	(9,000)	0
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(5,957,969)	282,312	47,699	(3,266,800)	504,278	(8,390,480)
FUND BALANCE AT JUNE 30, 2022	\$37,997,852	\$12,088,562	\$131,355	\$230,354	\$1,790,472	\$52,238,595

SCHEDULE OF INTERFUND TRANSFERS FY 2021/22

Fund Transfer From	Fund Transfer To	Amount
General Fund	Capital Improvement Fund	6,500,000 (3)
	Community Center Renovations Fund	1,000,000 (3)
	Nutrition Fund	68,861 (1)
	General Debt Service Fund	2,239,935 (2)
	Total General Fund	9,808,796
Municipal Street Fund	Major Roads Fund	4,851,349 (3)
	Local Roads Fund	12,474,898 (3)
	Total Municipal Street Fund	17,326,248
Major Road Fund	Local Road Fund	2,000,000 (4)
Parks Millage Fund	General Fund	1,307,850 (1)
Brownfield Redevelopment Authority Fund	General Fund	9,000 (1)
	Total Interfund Transfers	\$30,451,894

- (1) Transfer of discretionary funds to be used for the benefit of the community.
- (2) Transfer for debt service payments..
- (3) Transfer for Capital improvements.
- (4) Allowable transfer under Act 51.

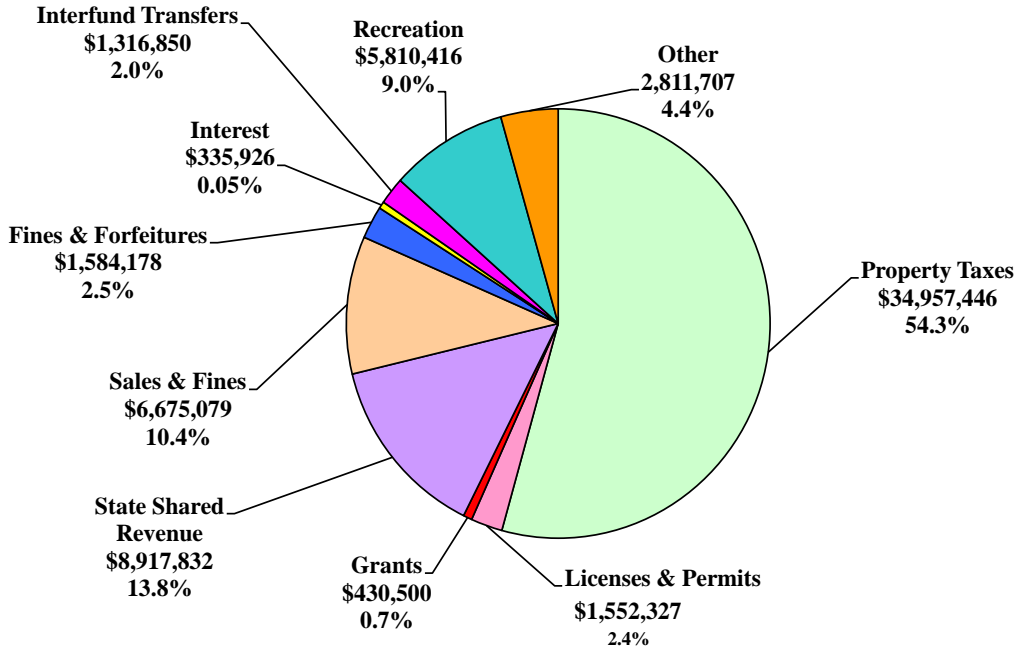
GENERAL FUND

The City's General Fund contains the budgetary and financial controls for all the City's activities and functions which are not accounted for in other specialized funds, which contain restrictions on the usage of the Fund's assets, mandated by City Charter, State Statute or bond covenants. This Fund contains budgets for all the Operating Departments of the City. A vast variety of revenues such as general property taxes, license fees, court revenues, permits, recreation user charges, investment income, service fees, State Shared Revenues and grants provide the economic resources for the operation of this Fund. City Council has broad discretionary powers over the utilization of financial resources of the General Fund.

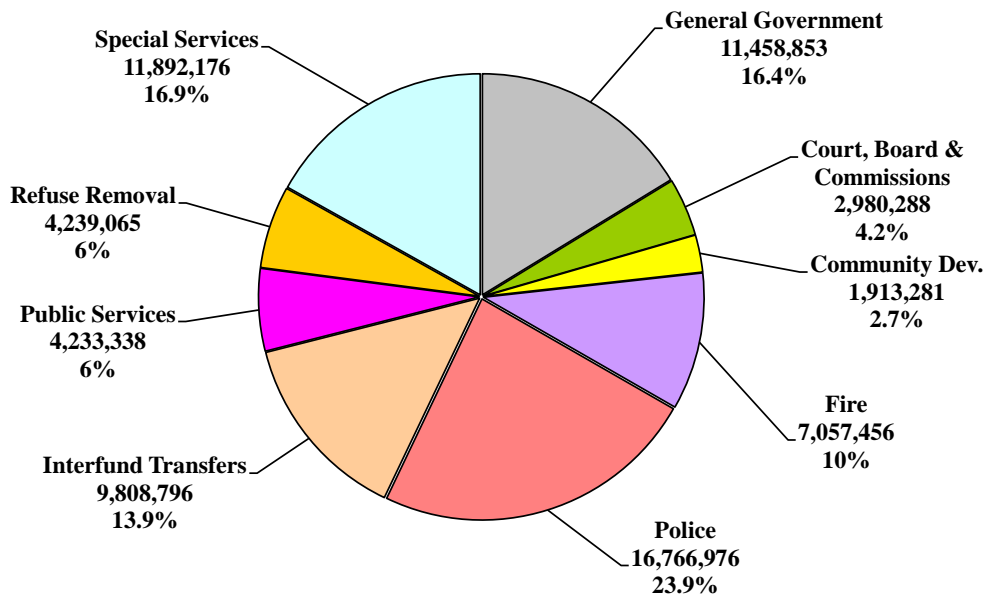


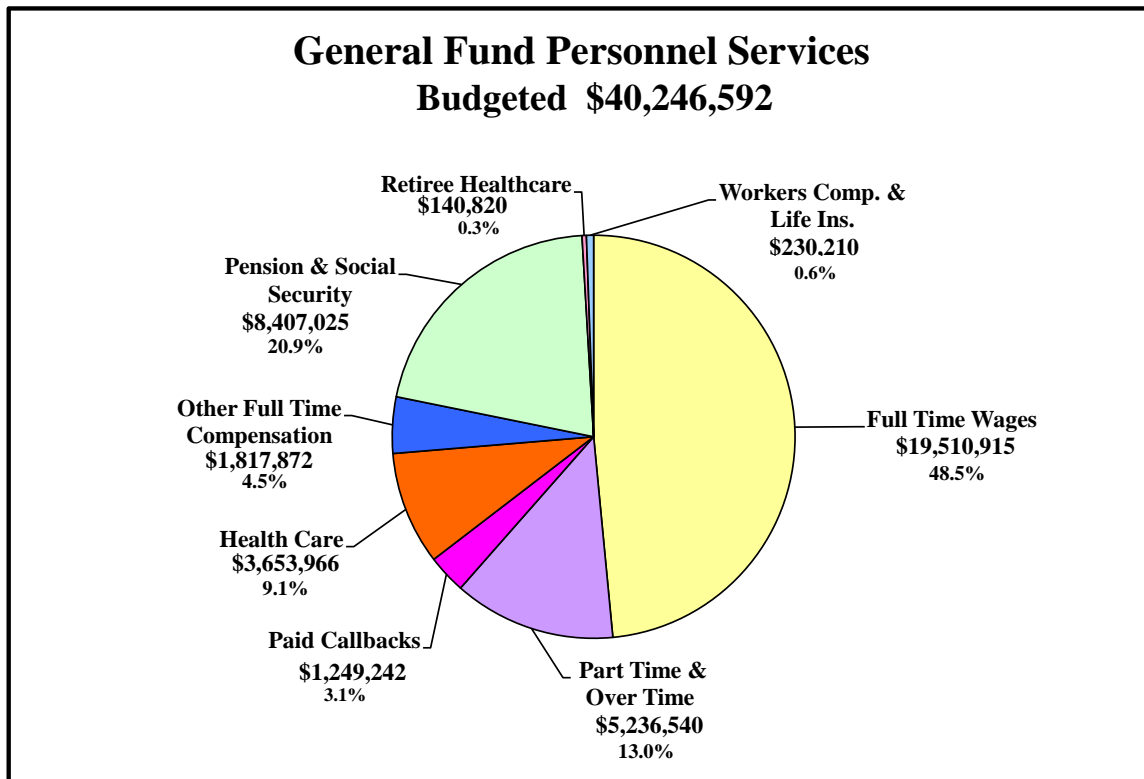
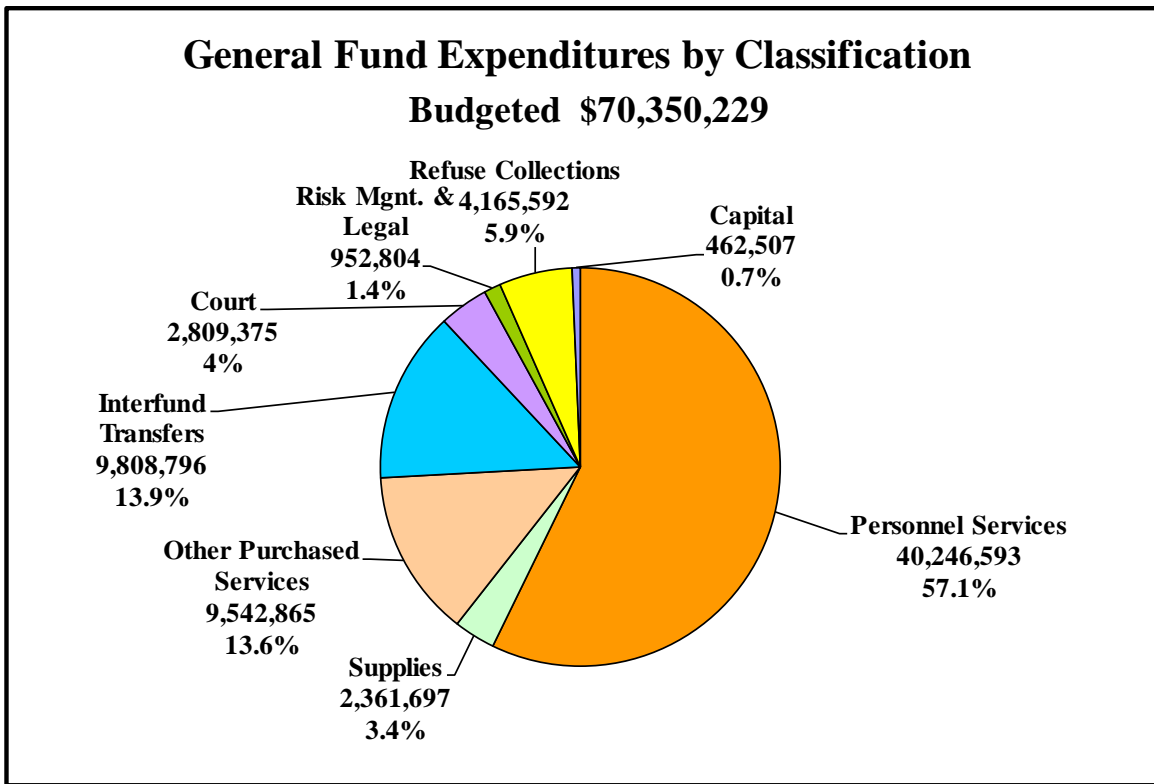
GENERAL FUND FY 2021/22

Total General Fund Revenue and Transfers In Budgeted \$64,392,261



Total General Fund Expenditures and Transfers Out Budgeted \$70,350,229





GENERAL FUND REVENUE ANALYSIS

City Property Taxes

The Major Source of Revenue for the General, Municipal Street, Public Safety Millage, General Debt Service, Capital Improvement, Park Millage, and Brownfield Redevelopment Authority Funds is generated by City Property Taxes. These taxes are levied on both real and personal property within the community. Real property is categorized in three major classifications: residential, commercial, and industrial parcels.



With the implementation of a State Constitutional Amendment commonly known as “Proposal A” (approved by the State electorate in 1994), increases in Taxable Value of individual parcels are limited to the Consumer Price Index or 5%, whichever is lower. This applies to all parcels that do not transfer ownership. Properties which change ownership or where new additions or construction takes place can be assessed at 50% of Fair Market Value.

Property Taxes are the function of two variables: Taxable Value and Tax Rate. The Total Taxable Value (less Renaissance Zone) multiplied by the Tax Rate allocated to the General Fund will calculate the total property tax for the General Fund.

Property Taxes represent 54.3% of the General Fund Revenue, down from 56% last year. The proposed General Operating Millage (\$1 per \$1,000 of Taxable Value) is 8.0236, which covers operations, debt service and capital outlays. The Taxable Value of \$3,722,663,480 for FY 2021/22 was established on 12/31/20.

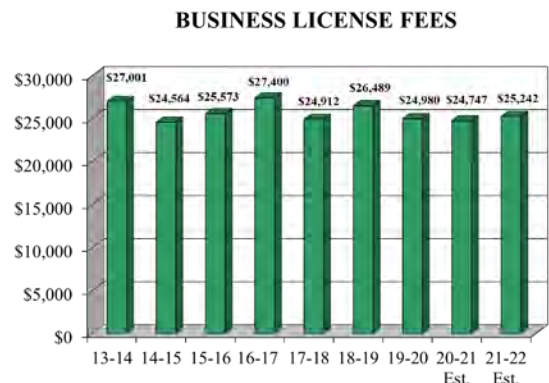
This category also consists of delinquent tax collections, penalties, interest, delinquent taxes, IFT Payments, and administration fees. Total General Fund property tax related revenues are projected at \$34,957,446 for FY 2021/22.

Real Property Taxes that are delinquent at March 1, 2021 will be sold to the County Treasurer. Therefore, real property taxes will be 100% collectable for cash flow purposes.

Business Licenses and Permits

Business licenses and permits are revenues derived from licenses issued to various classes of businesses conducting operations within the City boundaries.

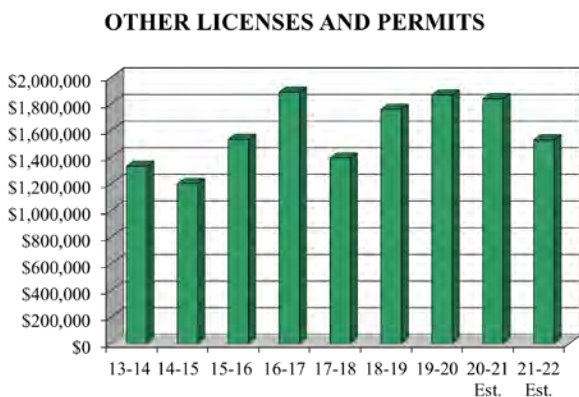
This category of revenue is projected at \$25,242 for FY 2021/22.



General Fund Revenue Analysis

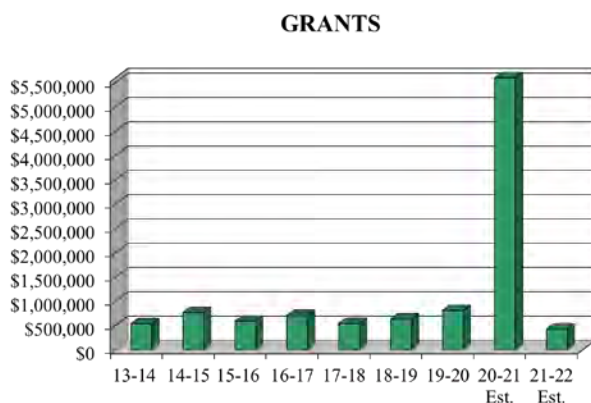
Other Licenses and Permits

This revenue source represents fees charged to owners and contractors for permits that allow the construction of new structures as well as improvements to existing structures. Mechanical permits such as heating/air conditioning, electrical, and plumbing are also included in this category. Revenue estimates for this classification are \$1,527,084 for FY 2021/22.



Grants

Grant revenue is primarily based on a Suburban Mobility Authority for Regional Transportation (SMART) Grant, and Auto Theft Grant. Grant Revenue is estimated at \$430,500 for FY 2021/22.

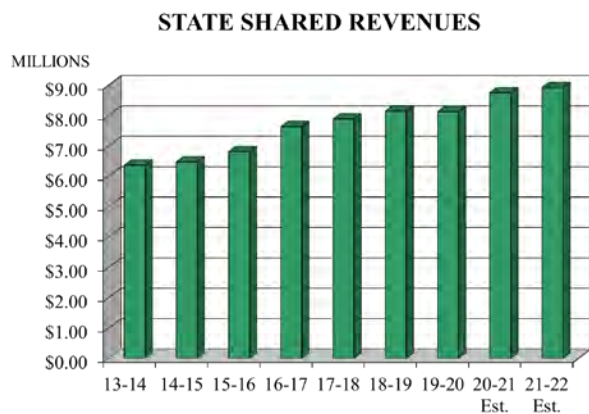


State Shared Revenues

A major source of revenue for the City is State levied and collected taxes on sales, which are shared with local units of government. The Michigan Constitution allocates a portion of the state sales tax to be distributed to local units on a per capita basis, using the last decennial census to determine population. The Legislature has allocated an additional portion of the sales tax to be distributed to the local units, based on taxable value per capita, unit type, population and yield equalization. This allocation is now based on compliance with the State's City, Village and Township Revenue Sharing (CVTRS) Program.

In addition, this revenue source now also includes the State's reimbursement of exempt personal property taxes.

The FY 2021/22 revenues are based on the State's Budget estimates. This amount is projected to be \$8,917,832 or 13.8% of the General Fund Revenue Budget, up from 9.6% last year.

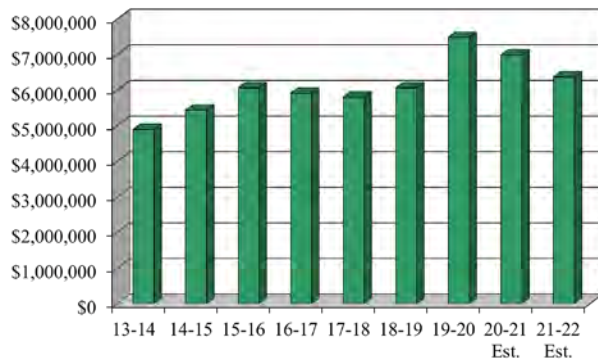


General Fund Revenue Analysis

Fees

Sources for these revenues are fees charged for various services provided by the City. This category accounts for \$6,366,760 of the General Fund Revenues. The largest revenue fee items in this group are \$1,702,129 for cable franchise fees, \$1,734,000 for advance life support fees, and \$1,541,190 for curbside recycling fees. Other revenues are estimated on anticipated development and construction and past revenue trends.

FEEES

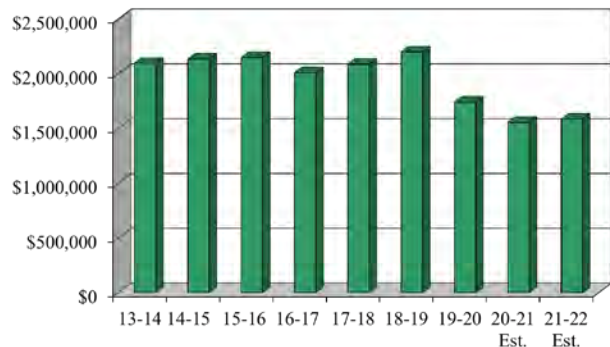


Fines and Forfeitures

These revenues are collected from the 47th District Court for fines levied on individuals, businesses, and/or corporations who have violated various State statutes, local ordinances or laws. A major portion of this activity is initiated by the Police Department for traffic violations.

These revenues are projected at \$1,584,178 for FY 2021/22 and comprise 2.5% of the General Fund Budget, down from 3.0% last year.

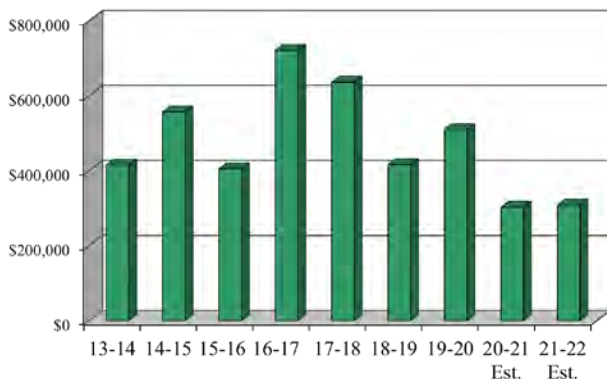
FINES AND FORFEITURES



Sales

This category of revenue is generated by the sale of various products, fixed asset sales, vital statistics (birth and death records) and radio tower rentals for cellular antennas. This category of revenue accounts for \$308,319 of the FY 2021/22 General Fund Budget.

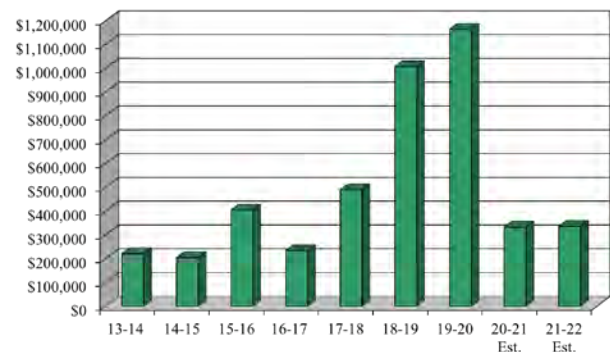
SALES



Investment Income

Investment Income is revenue derived from investing funds, which are not needed for disbursement for goods and/or services until a later date. This investment or cash management program is anticipated to add \$335,926 to the City's revenue.

INVESTMENT INCOME

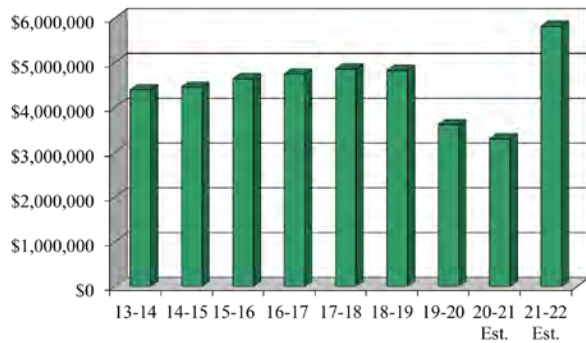


General Fund Revenue Analysis

Recreation User Charges

This category includes fees for recreation, senior, and cultural programs conducted by the Parks and Recreation Department at the Hawk, William M. Costick Center, Heritage and Founders Sports Park, Ice Arena and various school and recreational activity facilities throughout the community, including the City of Farmington. This group of revenue accounts for \$5,810,416 or 9.0% of the FY 2021/22 General Fund Revenue Budget.

RECREATION USER CHARGES

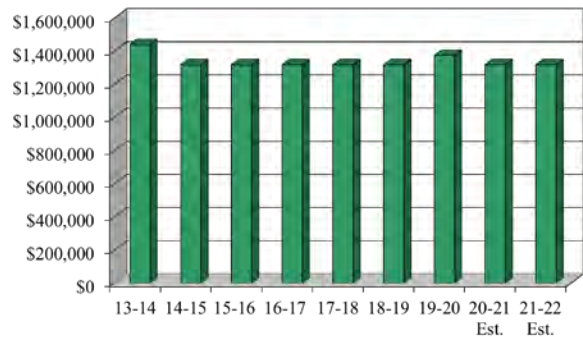


Contributions from Other Funds

This category represents the Parks Millage Fund, interfund transfers to assist in the funding of Special Service's programs for park maintenance, recreation, seniors, youth, and cultural programs contained in the General Fund. This category also includes an appropriation from the Brownfield Redevelopment Authority Fund for administrative costs of the General Fund.

FY 2021/22 contributions will be \$1,316,850 or 2.0% of the General Fund Revenue Budget.

CONTRIBUTIONS FROM OTHER FUNDS



Other Revenue

This category includes the rental fees for the Road Funds use of DPS equipment, Bond/Insurance Recoveries and Distributions, as well as various refunds, reimbursements and contributions from other governments and agencies. The Other Revenue budget for FY 2021/22 is \$2,811,707.

GENERAL FUND SUMMARY

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimated	2021/22 Adopted	2022/23 Projection	2023/24 Projection
FUND BALANCE AT JULY 1							
Nonspendable, Restricted & Assigned	20,129,723	21,581,785	19,066,390	19,066,390	28,239,195	20,410,295	13,169,331
Unassigned	14,896,434	15,684,322	20,905,683	20,905,683	15,716,626	17,587,557	18,443,958
TOTAL FUND BALANCE	35,026,157	37,266,107	39,972,073	39,972,073	43,955,821	37,997,852	31,613,289
REVENUES							
Property Taxes	31,779,255	32,952,267	33,915,664	34,086,043	34,957,446	35,893,727	36,865,558
Business Licenses & Permits	26,489	24,980	25,200	24,747	25,242	25,747	26,262
Other Licenses & Permits	1,756,674	1,865,710	1,673,000	1,836,089	1,527,084	1,557,626	1,588,778
Grants	636,351	809,706	622,000	5,620,500	430,500	370,500	370,500
State Shared Revenues	8,136,443	8,124,014	5,843,160	8,742,973	8,917,832	9,096,189	9,278,113
Fees	6,058,580	7,476,407	6,335,000	6,980,141	6,366,760	6,494,096	6,623,977
Sales	416,217	510,033	439,050	302,274	308,319	314,485	320,775
Fines & Forfeitures	2,197,948	1,740,664	1,820,000	1,553,115	1,584,178	1,615,861	1,648,178
Interest Earnings	1,007,407	1,163,370	500,000	332,600	335,926	339,285	342,678
Recreation User Charges	4,825,461	3,615,270	5,736,469	3,298,344	5,810,416	7,498,962	7,840,378
Other Revenue	2,804,595	2,485,055	2,378,966	2,756,576	2,811,707	2,867,941	2,925,300
TOTAL OPERATING REVENUE	59,645,421	60,767,476	59,288,509	65,533,402	63,075,411	66,074,420	67,830,498
EXPENDITURES							
Boards & Commissions	2,833,344	2,768,034	2,730,491	2,682,394	2,980,288	2,824,147	2,816,258
General Government	10,062,251	10,453,450	11,015,444	11,125,553	11,458,853	11,710,646	11,980,333
Public Safety	20,414,816	20,549,569	22,059,439	21,992,495	23,824,432	24,302,756	25,138,200
Planning & Community Development	1,651,997	1,659,028	1,835,277	1,852,956	1,913,281	1,922,070	1,943,453
Public Services	7,476,454	7,464,219	7,964,443	7,904,541	8,472,403	8,351,776	8,484,504
Special Services	8,088,516	7,687,859	10,234,932	8,039,703	11,892,176	12,230,616	12,447,792
TOTAL EXPENDITURES	50,527,378	50,582,159	55,840,026	53,597,643	60,541,433	61,342,011	62,810,540
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	9,118,043	10,185,317	3,448,483	11,935,759	2,533,977	4,732,409	5,019,958
OTHER FINANCING SOURCES (USES)							
Operating Transfers In	1,316,850	1,372,874	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850
Operating Transfers Out	(8,194,944)	(8,852,224)	(9,218,861)	(9,268,861)	(9,808,796)	(12,433,821)	(12,742,266)
TOTAL OTHER FINANCING SOURCES (USES)	(6,878,094)	(7,479,350)	(7,902,011)	(7,952,011)	(8,491,946)	(11,116,971)	(11,425,416)
EXCESS OF REVENUE AND FINANCING SOURCES (USES) OVER (UNDER)	2,239,949	2,705,966	(4,453,528)	3,983,748	(5,957,969)	(6,384,562)	(6,405,458)
FUND BALANCE AS OF JUNE 30							
Nonspendable, Restricted & Assigned	21,581,785	19,066,390	13,774,595	28,239,195	20,410,295	13,169,331	6,319,629
Unassigned	15,684,322	20,905,683	21,743,950	15,716,626	17,587,557	18,443,958	18,888,202
TOTAL FUND BALANCE	37,266,107	39,972,073	35,518,545	43,955,821	37,997,852	31,613,289	25,207,831
Unassigned Fund Balance							
As Percent Of Expenditures	26.7%	35.2%	33.4%	25.0%	25.0%	25.0%	25.0%

General Fund Summary

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimated	2021/22 Adopted	2022/23 Projection	2023/24 Projection
<u>Nonspendable and Restricted Fund Balance</u>							
Restricted	0	0	0	0	0	0	0
Prepays	867,649	867,649	900,000	900,000	900,000	900,000	900,000
Total Nonspendable and Restricted Fund Balance	867,649	867,649	900,000	900,000	900,000	900,000	900,000
<u>Assigned Fund Balance</u>							
Next Year's Budgeted Excess Expenditures	2,111,310	3,661,667	4,427,489	5,957,969	6,384,562	6,405,458	2,454,891
Encumbrances Carried Forward	105,491	0	0	0	0	0	0
Future Inspections	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Information Technology	0	0	0	0	0	0	0
Police Patrol Cars	0	0	0	0	0	0	0
Activities Center	0	0	0	0	0	0	0
Buses	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Stormwater	5,900,000	4,402,142	1,127,106	6,434,027	1,127,106	0	0
Sidewalks & Bikepaths	0	0	0	0	0	0	0
Corridor Improvement Authority	920,000	920,000	920,000	920,000	920,000	920,000	920,000
Citywide Facilities Imp.	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Public Safety	0	0	0	0	0	0	0
Retirement System Contribution*	10,277,335	5,000,000	5,000,000	5,000,000	5,000,000	581,042	0
Total Assigned Fund Balance	20,714,136	15,383,809	12,874,595	19,711,996	14,831,668	9,306,500	4,774,891
Total Nonspendable, Restricted & Assigned Fund Balance	21,581,785	16,251,458	13,774,595	20,611,996	15,731,668	10,206,500	5,674,891

* Over and above the annual actuarial calculated contribution.

GENERAL FUND ESTIMATED REVENUE ANALYSIS

Acct. #	Description	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimated	2021/22 Budget	2022/23 Projected	2023/24 Projected
<u>PROPERTY TAXES</u>								
403	005 Current Operating Property Tax	27,200,673	28,134,510	28,982,384	28,935,171	29,716,421	30,518,764	31,342,771
	006 Current Refuse Removal Property Tax	2,505,475	2,558,016	2,699,654	2,688,037	2,760,614	2,835,150	2,911,699
	007 Economic Development Property Tax	49,514	49,205	49,834	49,414	50,748	52,118	53,525
	010 Delinquent Property Tax	0	569	0	0	0	0	0
	020 Delinquent Personal Property	60,964	69,913	45,000	123,858	127,202	130,636	134,163
	025 Interest & Penalty	356,972	392,955	350,000	544,973	559,688	574,799	590,319
	027 Transfer Affidavit Penalty Fee	23,240	30,940	25,000	28,971	29,753	30,556	31,381
	030 Payments in Lieu of Taxes	18,053	18,553	18,000	0	0	0	0
	031 IFT Payments	4,014	2,986	3,900	2,452	2,519	2,587	2,657
	032 Administration Fee	1,555,467	1,701,299	1,739,292	1,750,587	1,797,853	1,846,395	1,896,248
	035 Trailer Taxes	2,767	2,561	2,600	2,580	2,650	2,721	2,795
	036 MTT Payments/Adjustments	2,116	(9,240)	0	(40,000)	(90,000)	(100,000)	(100,000)
	Total Property Taxes	31,779,255	32,952,267	33,915,664	34,086,043	34,957,446	35,893,727	36,865,558
<u>1.01 BUSINESS LICENSES & PERMITS</u>								
451	025 Vendor Permits	5,454	5,275	5,000	3,805	3,881	3,958	4,037
	030 Business Licenses	5,350	4,350	5,000	4,772	4,868	4,965	5,065
	050 Landfill Permit	130	130	200	0	0	0	0
	055 Residential Builders Registration	15,555	15,225	15,000	16,170	16,494	16,824	17,160
	Total Business Licenses & Permits	26,489	24,980	25,200	24,747	25,242	25,747	26,262
<u>OTHER LICENSES & PERMITS</u>								
476	006 Fire Damage Reports	493	330	400	213	217	221	226
	009 Zoning Compliance Permit	9,530	7,205	6,500	3,640	3,713	3,787	3,863
	010 Building Permits	1,170,845	1,356,583	1,200,000	1,319,339	1,000,000	1,020,000	1,040,400
	015 Electrical Permits	189,348	168,510	150,000	181,729	185,363	189,071	192,852
	020 Heating Permits	188,409	194,006	160,000	203,644	207,717	211,871	216,109
	025 Plumbing Permits	114,846	83,951	100,000	84,364	86,051	87,772	89,527
	035 Over - Size / Weight Permits	1,900	2,150	2,000	565	576	588	600
	040 Small Cell Wireless Permit	0	2,070	0	1,941	1,979	2,019	2,059
	045 Cab Card Permits	4,100	1,900	1,500	7,994	8,154	8,317	8,483
	050 Dog Licenses	3,373	1,355	3,000	729	744	759	774
	060 Sidewalk R.O.W. Utility	17,330	13,785	15,000	10,836	11,053	11,274	11,500
	065 Residential Improvement & Engineering	13,200	8,000	12,000	6,137	6,260	6,385	6,512
	066 Residential Improvement Building	1,650	1,000	1,100	767	782	798	814
	069 Rental Unit Inspection Fee	39,480	23,430	20,000	12,868	13,125	13,388	13,656
	070 Soil Erosion & Sediment	2,170	1,435	1,500	1,323	1,350	1,377	1,404
	Total Other Licenses & Permits	1,756,674	1,865,710	1,673,000	1,836,089	1,527,084	1,557,626	1,588,778
<u>GRANTS</u>								
505	004 Federal FEMA Safer Grant	131,639	264,845	250,000	250,000	60,000	0	0
	005 Homeland Security Federal Grant	38,124	0	0	0	0	0	0
	019 COVID-19 Federal Grants	0	106,506	0	5,000,000	0	0	0
	029 SMART Grant Revenue	331,068	282,292	245,000	245,000	245,000	245,000	245,000
	032 Police Training Grant, P.A. 302	17,539	16,827	19,000	16,000	16,000	16,000	16,000
	033 Dispatch Training Grant, P.A. 32	20,144	18,664	17,000	17,000	17,000	17,000	17,000
	045 Auto Theft Grant	72,799	80,195	65,000	65,000	65,000	65,000	65,000
	050 County Grants	11,253	11,253	10,000	11,500	11,500	11,500	11,500
	054 Miscellaneous Grant	13,089	28,429	15,000	15,000	15,000	15,000	15,000
	100 MMRMA Rap Grant	695	695	1,000	1,000	1,000	1,000	1,000
	Total Grants	636,351	809,706	622,000	5,620,500	430,500	370,500	370,500
<u>STATE SHARED REVENUE</u>								
574	001 LCSSA Reimb. of Exempt Personal Property	797,511	850,690	485,000	716,346	730,673	745,286	760,192
	005 Income, Sales & Intangibles	7,299,762	7,232,578	5,318,160	7,986,710	8,146,444	8,309,373	8,475,560
	010 Liquor License Tax	39,169	40,745	40,000	39,917	40,716	41,530	42,361
	Total State Shared Revenue	8,136,443	8,124,013	5,843,160	8,742,973	8,917,832	9,096,189	9,278,113

Estimated Revenue Analysis

Acct. #	Description	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimated	2021/22 Budget	2022/23 Projected	2023/24 Projected
<u>FEES</u>								
607	030 Police Accident Reports	24,809	20,067	22,000	14,849	15,146	15,449	15,758
	031 Police Services	75,882	68,243	70,000	9,345	70,000	71,400	72,828
	032 Franklin Lockup Service Fees	1,000	100	1,000	0	0	0	0
	035 Miscellaneous Police Fees	34,026	25,453	35,000	23,063	23,524	23,994	24,474
	036 False Alarms	48,856	48,955	47,000	41,232	42,057	42,898	43,756
	037 Liquor License Processing	5,880	495	5,000	6,551	6,682	6,815	6,951
	038 Fire Department Cost Recovery	7,006	25,486	0	0	0	0	0
	039 Fire Inspection	73,679	72,876	80,000	67,937	69,296	70,682	72,096
	040 Weed Cutting	6,977	6,884	6,000	12,075	12,317	12,563	12,814
	041 Advance Life Support Fees	1,660,141	2,010,210	1,740,000	1,700,000	1,734,000	1,768,680	1,804,054
	042 Animal Appeal Hearing	500	400	1,000	1,440	1,469	1,498	1,528
	045 Planning Commission	65,852	38,386	55,000	43,695	44,569	45,461	46,370
	048 Tax Abatement Application	600	0	0	0	0	0	0
	055 Zoning Board	5,160	2,306	5,000	2,203	2,247	2,292	2,337
	060 Board Up Fees	140	0	0	0	0	0	0
	065 Zoning Site Plan Review	12,858	1,750	2,000	5,156	5,259	5,364	5,471
	070 Engineering Site Plan Review	128,002	356,785	200,000	68,511	69,881	71,278	72,704
	076 In-House Engineering Fees	666,212	1,557,855	800,000	1,804,361	1,026,997	1,047,536	1,068,487
	083 Revenues Cable TV	1,756,162	1,754,390	1,766,000	1,668,754	1,702,129	1,736,171	1,770,895
	085 Recycling Fees	1,484,839	1,485,766	1,500,000	1,510,970	1,541,190	1,572,014	1,603,454
	Total Fees	6,058,580	7,476,407	6,335,000	6,980,141	6,366,760	6,494,096	6,623,977
<u>SALES</u>								
642	005 Maps & Publications	18	24	50	2	2	2	2
	009 Franklin Dispatch	53,532	54,067	54,000	17,943	18,301	18,668	19,041
	010 Auctions	7,847	3,579	15,000	(2,574)	(2,625)	(2,678)	(2,732)
	012 Fire Training Transfers	2,096	152	0	0	0	0	0
	013 Permits Expired - Uncompleted	18,050	23,200	40,000	4,182	4,266	4,351	4,438
	014 Donations	2,050	(3,000)	2,000	86	88	90	92
	015 Miscellaneous Income	61,457	77,677	65,000	51,188	52,211	53,256	54,321
	020 Vital Statistics	79,654	78,239	80,000	71,515	72,946	74,405	75,893
	021 Passport Fees	15,645	12,180	15,000	7,087	7,228	7,373	7,520
	025 Fixed Asset Sales	106,651	192,813	100,000	80,831	82,448	84,097	85,779
	056 Rental Income (Radio Tower)	69,217	70,601	68,000	72,013	73,454	74,923	76,421
	057 Phone Franchise Fees	0	500	0	0	0	0	0
	Total Sales	416,217	510,032	439,050	302,274	308,319	314,485	320,775
<u>FINES & FORFEITURES</u>								
655	001 Civil Fines	154,364	141,256	165,000	110,921	113,139	115,402	117,710
	002 Court Filing Fees	735,511	606,669	580,000	731,971	746,611	761,543	776,774
	003 Probation Fees	231,191	153,606	155,000	133,445	136,114	138,836	141,613
	004 PSI District Court	17,120	13,909	16,000	10,331	10,538	10,749	10,964
	005 Ordinance Fines	974,160	738,526	835,000	494,472	504,361	514,448	524,737
	007 Motor Carrier Fines	48,481	61,107	40,000	62,185	63,429	64,697	65,991
	015 Parking Fines	22,831	14,930	14,000	6,899	7,036	7,177	7,321
	025 Bond Forfeitures	14,290	10,662	15,000	2,891	2,949	3,008	3,068
	Total Fines & Forfeitures	2,197,948	1,740,665	1,820,000	1,553,115	1,584,178	1,615,861	1,648,178
<u>INTEREST EARNINGS</u>								
664	005 Interest Income	768,276	1,041,244	500,000	332,600	335,926	339,285	342,678
668	000 Realized Gain on Sale of Investment	178,456	0	0	0	0	0	0
668	001 Unrealized Gain/(Loss)	60,674	122,126	0	0	0	0	0
	Total Interest Earnings	1,007,407	1,163,370	500,000	332,600	335,926	339,285	342,678
<u>INTERFUND TRANSFERS</u>								
676	243 Brownfield Authority Fund Admin.	9,000	9,000	9,000	9,000	9,000	9,000	9,000
	412 Golf Course	0	56,024	0	0	0	0	0
	410 Parks Millage - Park Maint & Admin.	382,450	382,450	382,450	382,450	382,450	382,450	382,450
	410 Parks Millage - Naturalist	75,400	75,400	75,400	75,400	75,400	75,400	75,400
	410 Parks Millage - Youth	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	410 Parks Millage - Activities Center Programs	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	410 Parks Millage - Facility/Programs	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	410 Parks Millage - Cultural Arts	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Total Inter-Fund Transfers	1,316,850	1,372,874	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850

Estimated Revenue Analysis

Acct. #	Description	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimated	2021/22 Budget	2022/23 Projected	2023/24 Projected
RECREATION USER CHARGES								
695 015	Administration	11,590	430	10,900	11,930	10,900	10,900	10,900
020	Youth & Family Contributions (incl. Farmington)	147,463	99,271	156,000	10,819	99,500	100,800	102,500
027	Transportation Sponsorship	16,375	11,000	16,000	16,000	16,000	16,000	16,000
028	Kroger Transportation	11,040	8,880	14,000	0	14,000	14,000	14,000
029	Other Transportation Revenues	26,179	17,604	32,000	12,000	32,000	32,000	32,000
030	Senior Revenues	146,844	110,856	162,000	50,000	117,000	141,000	168,000
032	Senex Program Revenues	85,546	47,252	70,000	0	42,000	60,000	60,000
033	Senior Trips	3,970	508	3,000	0	2,000	4,000	4,000
034	Special Functions Revenues	9,988	5,536	13,500	1,000	7,600	13,600	15,700
035	Grounds & Recreation Rentals	37,510	35,522	50,000	28,000	40,000	48,000	48,000
040	Fitness Memberships	0	0	290,000	54,951	452,436	1,017,436	1,017,436
041	Swimming	410,045	241,668	555,528	141,010	526,788	601,902	677,402
042	Maker Space	0	0	0	0	90,000	130,000	200,000
043	Cultural Arts Tickets	0	0	138,000	0	235,000	314,250	338,750
044	Cultural Arts	398,421	221,179	360,240	116,538	467,870	620,540	620,540
045	After School Recreation	16,927	10,680	9,000	14,954	80,700	133,700	160,200
055	Day Camp	179,399	71,238	212,000	91,397	268,470	268,470	268,470
057	Gym	31,838	24,579	19,500	15,187	19,120	21,120	21,120
060	Classes	47,419	16,906	57,000	21,563	58,145	59,950	61,950
065	Tennis	5,212	616	7,825	20,030	22,805	23,216	23,647
070	Golf	6,264	8,703	6,000	14,428	18,600	18,600	18,600
071	Junior Golf League	(425)	0	0	0	0	0	0
075	Softball	3,465	125	3,600	0	3,600	3,600	3,600
085	Safety Clinic	190	0	0	0	0	0	0
105	Special Events	56,324	54,969	66,458	17,786	61,200	68,200	69,200
110	Youth Soccer	25,823	9,213	30,820	14,037	45,800	45,800	45,800
120	Youth Basketball	18,548	12,680	18,350	6,000	28,310	30,835	33,360
170	Teen Programs	46,282	31,780	38,700	21,039	40,750	41,800	41,800
201	Farmington Contributions	241,663	248,912	289,780	286,379	294,071	301,993	310,153
202	Golf Course Revenues	965,245	886,071	1,057,000	1,328,301	1,057,000	1,057,000	1,057,000
203	Farmington Hills Golf Club Concessions	7,152	11,498	10,000	10,000	10,000	10,000	10,000
206	Driving Range Fees	230,207	193,658	230,000	288,159	230,000	230,000	230,000
208	Adult Chorale	7,910	7,769	3,543	(1,957)	0	0	0
212	Nature Study	89,955	45,578	130,000	75,069	128,000	130,000	130,000
213	Archery	77,250	31,349	81,000	61,193	81,000	81,000	81,000
216	Safety Town	14,245	1,695	14,000	7,576	14,000	14,000	14,000
218	Children's Travel	48,842	4,516	62,000	0	64,750	64,750	64,750
300	Activities Center Rent	91,517	38,453	102,000	(6,997)	10,000	10,000	10,000
301	Grant Center Rental	32,788	19,758	26,725	(4,298)	15,000	15,000	15,000
302	Longacre House Rentals	73,904	56,800	85,000	6,407	50,000	50,000	50,000
303	Dog Park Revenue	14,546	10,394	10,500	7,538	10,500	10,500	10,500
304	The Hawk Rentals	0	0	55,000	5,234	80,000	200,000	300,000
305	Hawk Concessions and Merchandise				4,000	8,000	250,000	250,000
408	Heritage Rental Fees	25,438	17,980	37,500	19,000	30,000	33,000	33,000
Ice 805	Youth Hockey Contract	630,199	597,491	660,000	405,763	495,000	660,000	660,000
807	Figure Skating Contract	21,181	21,964	20,350	9,569	15,263	20,350	20,350
809	Other Ice Contract Ice	125,341	119,814	155,000	57,213	116,250	155,000	155,000
812	Misc. Hourly - Figure Skating	94,056	65,558	100,000	44,414	100,000	100,000	100,000
822	Single Usage - Shift Hockey	860	90	1,000	0	750	1,000	1,000
824	Single Usage - Open Skate	8,380	6,196	10,000	0	7,500	10,000	10,000
826	Adult Hockey	56,758	56,180	45,000	(3,071)	33,750	45,000	45,000
830	Learn to Skate	80,088	45,295	61,000	15,013	45,750	61,000	61,000
831	Non-Ice Activities	13,599	8,978	10,000	0	7,500	10,000	10,000
840	Special Events - Ice Show	4,033	830	3,000	0	2,250	3,000	3,000
841	Ice Retail Sales	212	39	500	0	375	500	500
843	Ice Tax Exempt	0	0	50	0	38	50	50
844	Ice Food Sales	69,477	53,871	80,000	0	60,000	80,000	80,000
845	Ice Arena Vending Machine Revenue	10,767	7,977	4,000	4,000	4,000	4,000	4,000
846	Ice Arena Coin Locker Revenue	78	0	100	0	75	100	100
848	Ice Arena Outside Concession	36,460	6,997	35,000	0	26,250	35,000	35,000
849	Ice Arena Room Rentals	3,055	1,900	3,000	0	2,250	3,000	3,000
850	Ice Arena Advertising	0	873	6,000	328	4,500	6,000	6,000
853	Ice Arena Skate Rental	8,024	5,592	8,000	842	6,000	8,000	8,000
Total Recreation User Charges		4,825,461	3,615,271	5,736,469	3,298,344	5,810,416	7,498,962	7,840,378

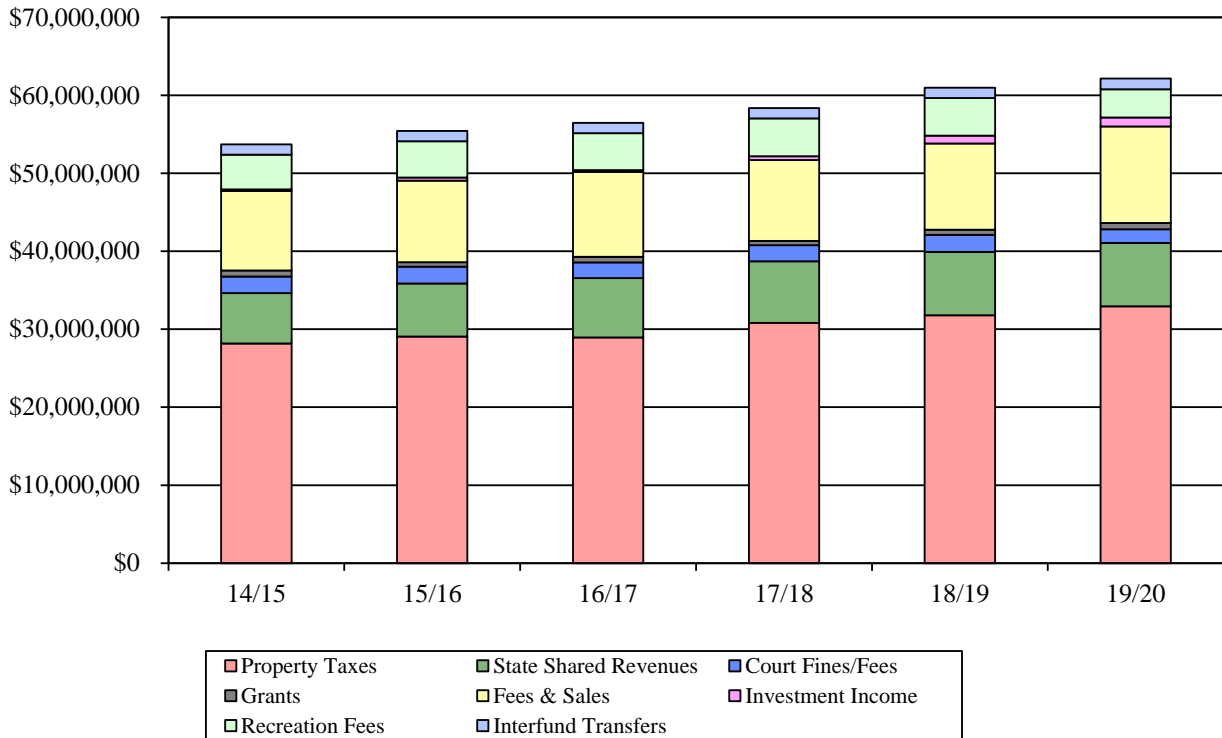
Estimated Revenue Analysis

Acct. #	Description	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimated	2021/22 Budget	2022/23 Projected	2023/24 Projected
OTHER REVENUE								
696 000	Bond/Insurance Recoveries	579,115	572,767	500,000	715,108	729,410	743,998	758,878
001	Reimbursements	0	0	10,000	0	0	0	0
002	State Reimbursement for Elections	3,496	87,853	0	0	0	0	0
003	School Reimbursement for High School Officer	90,491	62,906	90,200	159,664	162,857	166,114	169,436
004	Rx Cost Recovery Rebate	149,661	0	100,000	0	0	0	0
005	Equipment Rental - Force Account	1,559,645	1,371,143	1,300,000	1,473,362	1,502,829	1,532,885	1,563,543
006	Farmington Refuse Removal Contribution	1,042	1,310	1,300	1,632	1,664	1,698	1,732
007	Refunds	0	0	1,000	0	0	0	0
008	O.C.C. Payroll Reimbursement	2,781	422	0	0	0	0	0
009	Federal Task Force Overtime Reimbursement	33,001	22,131	30,000	30,508	31,119	31,741	32,376
011	Traffic Improvement Assoc. Bypass Reimbursement	18,680	17,340	17,000	9,486	9,676	9,869	10,067
012	Vending Machine Rebates	1,368	1,019	1,400	25	26	26	27
013	Fuel & Maintenance Reimbursement	3,318	1,438	3,066	441	450	459	468
014	Overhead Street Lighting Reimbursement	60,597	57,607	57,000	86,842	88,579	90,350	92,157
017	Contributions from Other Governments	0	0	0	0	0	0	0
018	Contribution for Dispatch Services	228,228	232,793	228,000	237,293	242,039	246,879	251,817
019	Contribution for I.T. Services	40,555	41,763	40,000	42,216	43,060	43,922	44,800
023	Trust Fund Forfeiture	32,616	14,563	0	0	0	0	0
	Total Other Revenue	2,804,595	2,485,055	2,378,966	2,756,576	2,811,707	2,867,941	2,925,300
TOTAL OPERATING REVENUE		60,962,271	62,140,350	60,605,359	66,850,252	64,392,261	67,391,270	69,147,348

General Fund Revenue Historical Trend

General Fund Actual Revenues by Source Fiscal 14/15 Through Fiscal 19/20						
Revenue Source	14/15	15/16	16/17	17/18	18/19	19/20
Property Taxes	28,164,968	29,058,007	28,934,178	30,827,096	31,779,255	32,952,267
State Shared Revenues	6,468,160	6,807,773	7,628,780	7,877,669	8,136,443	8,124,014
Court Fines/Fees	2,132,227	2,145,354	2,006,801	2,085,540	2,197,948	1,740,664
Grants	766,828	586,568	708,890	541,671	636,351	809,706
Fees & Sales	10,208,337	10,464,295	10,885,378	10,357,323	11,062,555	12,362,185
Investment Income	204,059	404,784	233,798	489,901	1,007,407	1,163,370
Recreation Fees	4,450,083	4,637,772	4,744,048	4,858,219	4,825,461	3,615,270
Interfund Transfers	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850	1,372,874
Total Revenue	53,711,512	55,421,403	56,458,723	58,354,269	60,962,270	62,140,350

**General Fund
Actual Revenues by Source**

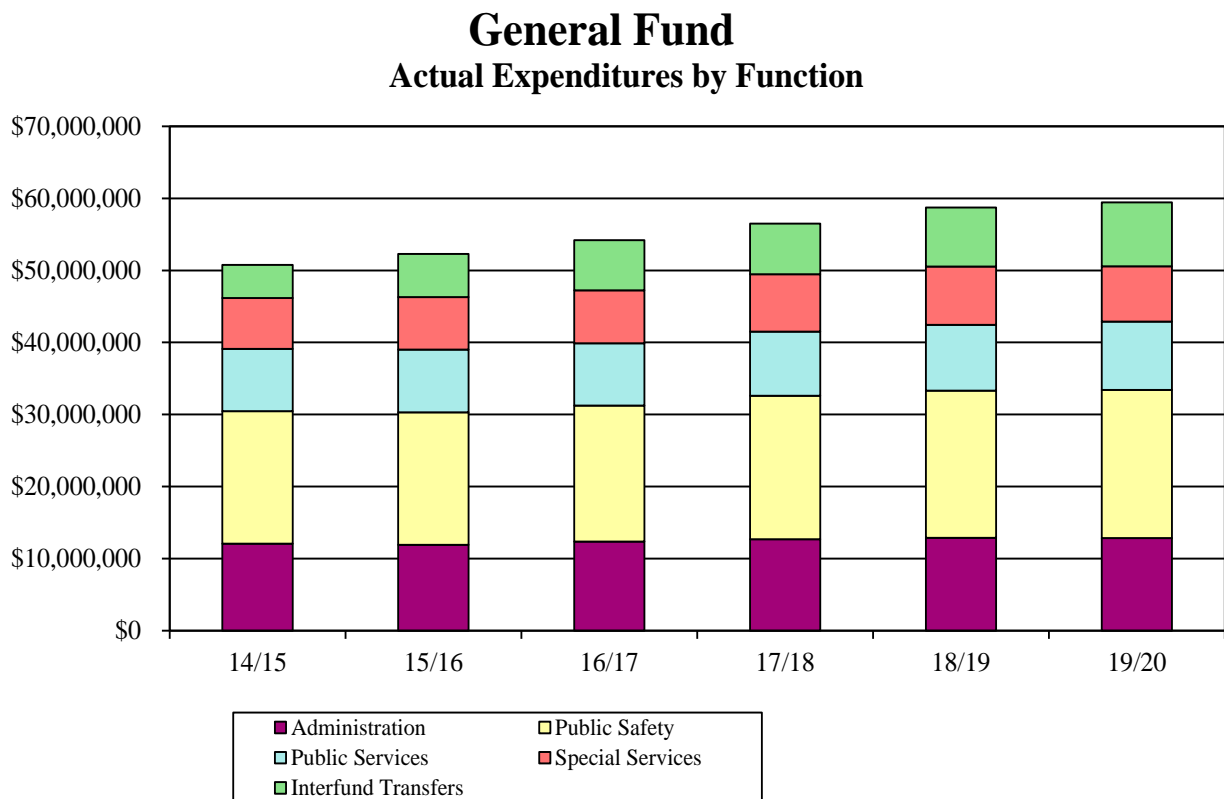


GENERAL FUND EXPENDITURE SUMMARY FY 2021/22

DIV. NO. Category and Line Item	2018/19 Actual Expenditures	2019/20 Actual Expenditures	2020/21 Current Budget	2020/21 Estimated Expenditures	2021/22 Adopted Budget	2022/23 Projected Budget	2023/24 Projected Budget
115 Boards & Commissions	2,833,344	2,814,987	2,785,728	2,682,394	2,980,288	2,824,147	2,816,258
<u>GENERAL GOVERNMENT:</u>							
101 City Council	91,633	85,545	98,300	93,729	94,059	95,219	96,403
172 City Administration	592,933	628,835	650,737	690,650	790,777	786,943	789,262
175 Public Information	382,135	419,505	438,931	390,534	456,704	459,193	460,864
202 Finance	1,825,171	1,691,664	1,904,802	1,859,542	2,029,032	2,069,777	2,083,973
210 Corporation Counsel	703,757	691,322	789,700	734,848	749,600	764,600	779,800
215 City Clerk	770,425	738,113	770,863	907,404	801,952	929,760	937,258
226 Human Resources	423,343	437,522	498,742	531,141	556,531	506,151	510,996
250 Central Services	992,432	961,117	1,002,681	1,029,802	1,173,602	1,184,883	1,196,177
290 Support Services	1,724,436	2,112,878	2,280,897	2,425,849	2,405,373	2,408,899	2,497,820
298 Post Employment Benefits	2,555,986	2,639,994	2,462,054	2,462,054	2,401,224	2,505,221	2,627,780
TOTAL GENERAL GOVERNMENT	10,062,251	10,406,495	10,897,707	11,125,553	11,458,853	11,710,646	11,980,333
<u>PUBLIC SAFETY:</u>							
300 Police	14,303,478	14,204,509	15,421,072	15,246,554	16,766,976	17,013,383	17,628,536
337 Fire	6,111,338	6,345,060	6,638,367	6,745,941	7,057,456	7,289,373	7,509,664
TOTAL PUBLIC SAFETY	20,414,816	20,549,569	22,059,439	21,992,495	23,824,432	24,302,756	25,138,200
443 Planning & Community Development	1,651,997	1,659,028	1,835,277	1,852,956	1,913,281	1,922,070	1,943,453
<u>PUBLIC SERVICES:</u>							
440 DPS Administration	376,121	524,661	473,312	516,422	493,129	496,103	498,157
442 Road Maint & Supervision	291,893	264,141	321,557	313,714	328,049	336,151	350,680
444 Building Maintenance	499,246	500,549	475,163	478,995	489,322	498,158	505,915
449 Engineering	1,151,015	1,116,318	1,305,851	1,203,215	1,411,818	1,441,054	1,457,384
450 DPW Maintenance Facility	1,233,806	1,100,730	1,219,490	1,219,324	1,511,021	1,257,333	1,263,770
523 Waste Removal	3,924,373	3,957,820	4,169,071	4,172,871	4,239,065	4,322,977	4,408,597
TOTAL PUBLIC SERVICES	7,476,454	7,464,219	7,964,443	7,904,541	8,472,403	8,351,776	8,484,504
<u>SPECIAL SERVICES:</u>							
752 Administration	2,148,748	2,330,033	3,037,810	2,450,825	3,983,359	4,041,296	4,082,121
760 Youth Services	394,459	329,194	424,601	134,819	370,272	370,678	371,056
765 Senior Services	932,400	824,831	1,023,909	687,017	1,046,814	1,088,886	1,111,255
770 Parks Maintenance	1,544,481	1,632,650	1,729,864	1,715,306	1,846,413	1,858,737	1,903,682
775 Cultural Arts	501,884	443,122	743,984	458,954	1,088,985	1,267,904	1,329,205
780 Golf Course	710,250	718,108	797,191	794,289	839,121	849,784	866,138
785 Recreation Programs	707,296	532,239	1,376,622	847,876	1,596,322	1,635,960	1,665,137
790 Ice Arena	1,139,560	877,579	1,100,751	950,617	1,120,890	1,117,371	1,119,198
TOTAL SPECIAL SERVICES	8,079,079	7,687,756	10,234,733	8,039,703	11,892,176	12,230,616	12,447,792
TOTAL EXPENDITURES	50,517,943	50,582,054	55,777,327	53,597,643	60,541,433	61,342,011	62,810,540
OTHER FINANCING USES							
299 Interfund Transfers	8,194,944	8,852,224	9,218,861	9,268,861	9,808,796	12,433,821	12,742,266
TOTAL EXPENDITURES AND OTHER FINANCING USES	58,712,886	59,434,278	64,996,188	62,866,504	70,350,229	73,775,832	75,552,806

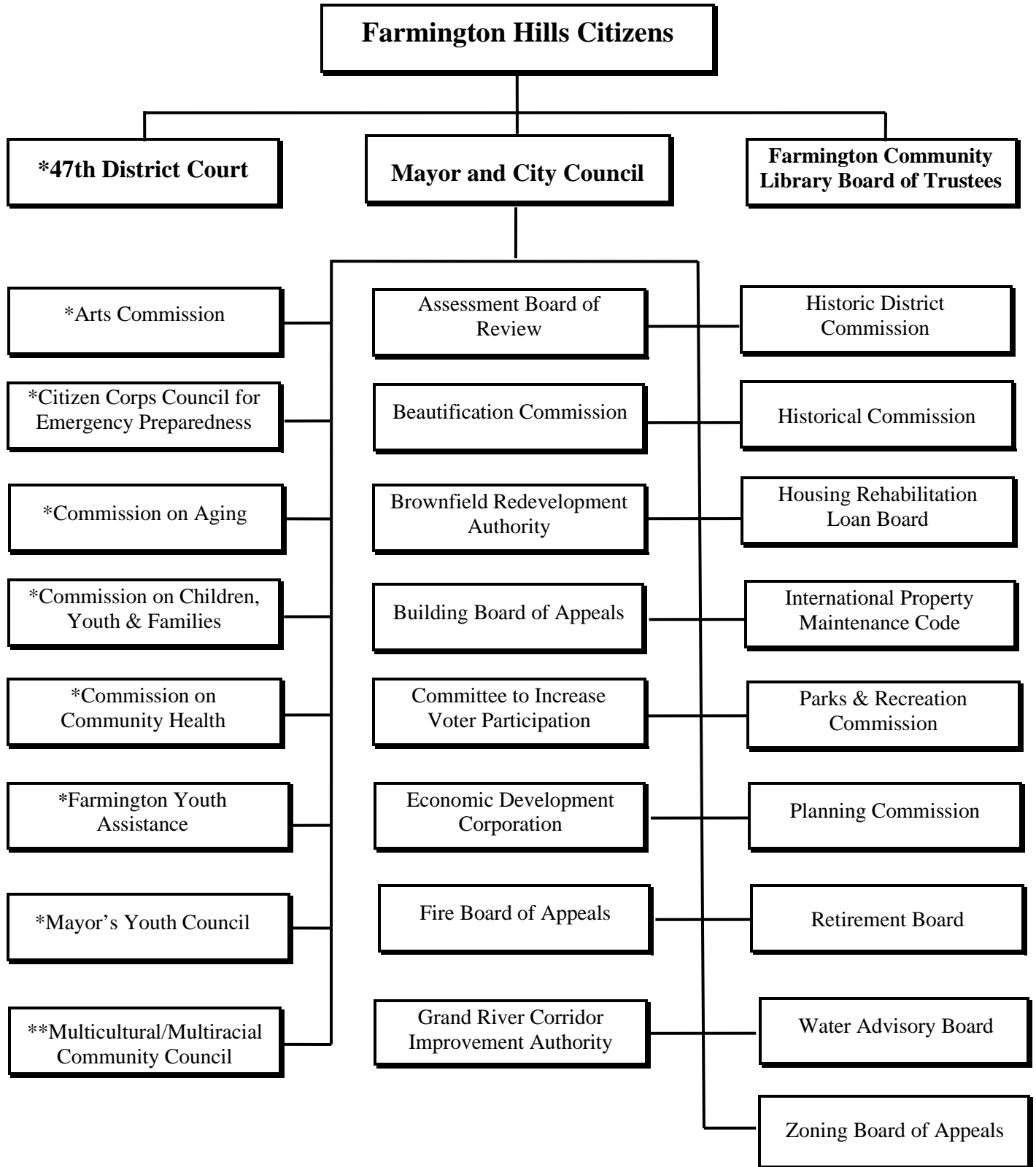
General Fund Expenditure Historical Trend

General Fund Actual Expenditures by Function Fiscal 14/15 through 19/20						
Expenditure Function	14/15	15/16	16/17	17/18	18/19	19/20
Administration	12,087,390	11,924,034	12,354,139	12,700,585	12,895,595	12,853,267
Public Safety	18,372,150	18,378,223	18,881,388	19,884,139	20,414,816	20,549,569
Public Services	8,646,250	8,699,257	8,642,077	8,911,816	9,128,450	9,491,464
Special Services	7,075,084	7,304,009	7,344,732	7,967,963	8,088,516	7,687,859
Interfund Transfers	4,589,764	5,970,849	6,955,448	7,027,485	8,194,944	8,852,224
Total Expenditures	50,770,638	52,276,372	54,177,784	56,491,988	58,722,321	59,434,383



CITY OF FARMINGTON HILLS

Boards, Commissions & Agencies



*Jointly Funded with City of Farmington

**Funded by Farmington, Farmington Hills and the School District

BOARDS, COMMISSIONS, AND AGENCIES

47th DISTRICT COURT

The 47th Judicial District Court is a limited jurisdiction court serving the cities of Farmington and Farmington Hills. The Court has jurisdiction over criminal misdemeanors, civil cases in which the amount in dispute is \$25,000 or less, parking violations, traffic violations and other civil infractions, landlord-tenant disputes, and small claims matters. In addition, the Court has initial jurisdiction on criminal felony cases for the purpose of determining probable cause.

The Court has two full-time judges elected to six-year terms. The chief judge of the Court is appointed by the Michigan Supreme Court and serves a two-year term as chief judge. The Court utilizes the services of part-time magistrates, who are appointed by the chief judge. Magistrates handle criminal arraignments, informal hearings, small claims hearings, and plea and sentencing on certain violations as permitted by law. The Court strives to provide outstanding service to the community. In establishing its goals and measuring its progress, the Court uses the following five standards:

- 1) Increasing access to court services.
- 2) Ensuring expedition and timeliness of service.
- 3) Ensuring equality, fairness, and justice.
- 4) Maintaining independence while also ensuring accountability; and
- 5) Enhancing public trust and confidence in the Court as an institution.

GOALS

- **Access to Justice:** Strive to eliminate all unnecessary barriers to service including economic, procedural, linguistic, and physical.
- **Expedition and Timeliness:** Eliminate any unnecessary delays in case management.
- **Equality, Fairness and Integrity:** Demonstrate equal and unqualified respect for the rights and concerns of all individuals who contact the court for service and/or information.
- **Independence and Accountability:** Assert and maintain the distinctiveness required of the judiciary while simultaneously working with other branches of government to ensure the most efficient and effective use of public resources.
- **Public Trust and Confidence:** Continually focus on taking actions that inform the public of the Court's efforts and build the public's trust and confidence in the judiciary.

PERFORMANCE OBJECTIVES

- Continue to provide the highest level of service to the public as measured by bi-annual public satisfaction survey results.
- Continue to identify and implement case management strategies to minimize case processing time and ensure organizational goals are met.

47th District Court

- Continue to meet all reporting demands for finances, caseload and abstract processing.
- Continue to focus efforts on the collection of outstanding receivables, taking into full consideration the ability to pay of each individual. Ongoing programs include the Court’s license clearance program and the “show cause” docket.
- Continue the Court’s Sobriety Court project.
- Post-COVID, re-establish the success of the Court’s Community Work Program (CWP), which since 1985 has provided free labor hours for work projects in Farmington and Farmington Hills.
- Continue to identify areas for improvement in courthouse security and develop and implement policies and practices to ensure public safety.
- Continue to work with the councils and administrations of both cities to address issues of mutual concern and coordinate services for the benefit of the public.
- Continue to be actively involved in the community through working with school and community groups to increase awareness of court-related issues affecting the public.
- Continue to seek ways to use technology to make court services more accessible to the public.

	Performance Indicators *	2019-20 ¹ Actual	2020-21 ¹ Projected	2021-22 Estimated
Service Level	Farm. Hills Contribution to Court Expenses	\$2,588,485	\$2,515,270	\$2,750,794
	Farmington Contribution to Court Expenses	\$472,275	\$522,496	\$571,421
	Total Revenue Disbursed to Farm. Hills	\$1,789,591	\$2,017,084	\$2,200,000
	Total Revenue Disbursed to Farmington	\$500,929	\$470,000	\$550,000
	Total Revenue Disbursed to CWP	\$46,001	38,316	100,000
	New Case Filings – Farm. Hills Venue *	15,136	9,643	13,500
	New Case Filings – Farmington Venue *	4,487	2,276	4,000
	Total Dispositions (Calendar Year) *	22,068	13,374	19,000
	Total Community Work Prog. Labor Hours*	8,280	N/A COVID	N/A COVID
Efficiency	Cost to Cities Per Case Disposition	\$143.19	\$227.14	\$174.85
	Revenue to Cities Per Case Filing (Excluding CWP Revenue)	\$116.73	\$208.67	\$157.14
	Estimated Minimum Labor Value of Community Work Program to Cities (Based on minimum wage labor rate; includes estimated insurance, supervision, and transportation costs paid).	\$139,902	N/A Due to COVID Shutdown	N/A Due to COVID Shutdown

* Caseload, CWP labor hours reported are for the calendar year 2019 actual and projected calendar year 2020 and 2021. Financial statistics reported (except CWP value) are for fiscal year July 1 – June 30.

¹ 2019-20 numbers adjusted based on dramatic new projections due to COVID-19 State of Emergency.

FARMINGTON YOUTH ASSISTANCE

Farmington Youth Assistance is a volunteer organization serving the Farmington School District Area. It is not a Board or Commission of the City; it works cooperatively with the Oakland County Probate Court, the schools, police, parents, youth, and community resources to help families and young people. Its primary goal is to prevent delinquency and neglect by providing counseling. Funding is provided by the City of Farmington Hills and the City of Farmington.

FARMINGTON COMMUNITY LIBRARY BOARD OF TRUSTEES

Under the State District Library Establishment Act [Public Act 24 of 1989], the Farmington Community Library Board of Trustees is a taxing authority with governance responsibilities for all aspects of library operation. The Board is empowered to establish, maintain, and operate a public library for the district; to appoint and remove a librarian and necessary assistants and to fix their compensation; to supervise and control library property; to adopt bylaws and regulations; to establish a district library fund, over which it shall have exclusive control; and to do any other thing necessary to conduct district library service.

ASSESSMENT BOARD OF REVIEW

The Assessment Board of Review is a statutory board responsible for the review of the tax assessment roll and hearing citizens' appeals of their assessments. The board has the authority to make corrections where necessary and to endorse the tax roll of the City for the year in which it has been prepared in accordance with Section 7.06 of the Charter.

ARTS COMMISSION

The Farmington Area Arts Commission (FAAC) supports the Cities in their commitment to ensure arts, culture and creativity are an integral component of daily life in our community. The FAAC encourages and supports the Cities' many artists, community organizations and educational efforts through its Artist in Residence program and its connection and advisory role with the Cultural Arts Division of the Special Services Department.

BUILDING BOARD OF APPEALS

The Building Board of Appeals advises City Council on building and construction codes and acts on variances to building codes. Members shall be qualified by experience or training to perform the duties necessary as members of the Board.

BEAUTIFICATION COMMISSION

The Beautification Commission advises the City Council about beautification and environmental concerns. They promote and publicize beautification and environmental projects. These projects are acknowledged at the yearly awards program.

BROWNFIELD REDEVELOPMENT AUTHORITY

The overall goals of the Brownfield Redevelopment Authority are to facilitate the redevelopment of eligible properties, to provide new jobs and/or tax base, to foster development in areas that are already served with utilities, and to prevent urban sprawl. The purpose of the Authority is to act in accordance with the provisions of Act 381 of the Public Acts of 1996.

COMMISSION ON AGING

The mission of the Commission on Aging is to promote the well-being and dignity of Farmington area older adults through education and advocacy. The Commission examines social attitudes, creates community awareness, establishes a climate for living independently and recognizes contribution made to improve the community for older adults.

COMMISSION ON CHILDREN, YOUTH & FAMILIES

The Commission on Children, Youth & Families encourages an environment where children, youth and families are happy, healthy, educated, safe and could reach their full potential.

COMMISSION ON COMMUNITY HEALTH

There is established in cooperation with the City of Farmington a Commission on Community Health having the purposes of supporting and encouraging an environment where residents have access to quality health services and wellness programs, and to the information, education, and resources necessary to promote physical and mental health and wellbeing. The Commission's purpose is to achieve a community-wide collaboration and partnership of organizations and individuals to work together to identify and develop new and innovative programs, utilize existing programs, and locate and capture funding to assist in building a healthier community.

COMMITTEE TO INCREASE VOTER PARTICIPATION

The Committee to Increase Voter Participation stimulates and improves voter participation in all elections and increases the quality and quantity of publicity and information regarding such elections.

ECONOMIC DEVELOPMENT CORPORATION

The Economic Development Corporation helps maintain an alliance between business members and property owners and to collectively address needed improvements to support the quality of life in the City.

**FARMINGTON HILLS/FARMINGTON EMERGENCY PREPAREDNESS
COMMISSION**

The mission of the Farmington Hills/Farmington Emergency Preparedness Commission is to support and enhance the efforts of local safety organizations in helping ensure that residents and business owners have the information, education, and skills necessary to protect themselves, their families, homes, and businesses in the event of a local emergency.

FIRE BOARD OF APPEALS

The Fire Board of Appeals was established to hear and decide appeals of orders, decisions or determinations made by the Fire Code Official or his/her designee relative to the application and interpretation of the currently adopted Codes and Ordinances related to Fire Prevention.

GRAND RIVER CORRIDOR IMPROVEMENT AUTHORITY

The purpose of the Grand River Corridor Improvement Authority is to correct and prevent deterioration in business districts; to encourage historic preservation; to authorize the acquisition and disposal of interests in real and personal property; to authorize the creation and implementation of development plans and development areas in the districts; to promote the economic growth of the districts; to authorize the levy and collection of taxes; and to authorize the issuance of bonds and other evidences of indebtedness.

HISTORICAL COMMISSION

The Historical Commission collects, arranges, and preserves historical material indicative of the lives, customs, dress, and resources of the early residents of the Farmington area and publishes

source material and historical studies relative to the history of the state, including materials furnished by educational institutions and the Michigan Historical Commission.

HISTORIC DISTRICT COMMISSION

The purpose of the Historic District Commission is to safeguard the heritage of Farmington Hills by establishing and preserving districts in the City which reflect elements of the cultural, social, economic, political or architectural history; stabilize and improve property values in and adjacent to such districts; promote civic beautification of structures and lands within the historic districts for historic and cultural preservation; and promote the use of historic districts and local history for the education, pleasure, and welfare of the citizens of the City.

HOUSING REHABILITATION LOAN BOARD

The Housing Rehabilitation Loan Board assists Community Development staff in reviewing applications by low-income families based on eligibility requirements established by the Federal Housing and Urban Development Office and Farmington Hills Housing Rehabilitation Program Guidelines. Families that meet these criteria may receive low interest loans for home repairs. The Loan Board members will prioritize requests and focus on home repairs that affect the health, safety, and sanitary conditions of the home.

MAYOR'S YOUTH COUNCIL

The Mayor's Youth Council is an advisory Council that makes recommendations to the Cities of Farmington Hills and Farmington concerning the needs and concerns of youth and the community.

**MULTICULTURAL/MULTIRACIAL COMMUNITY COUNCIL OF
FARMINGTON AND FARMINGTON HILLS**

The Multicultural/Multiracial Community Council of Farmington and Farmington Hills works to assure that all residents of our community enjoy a harmonious, healthy environment and that they feel welcome and comfortable in their cities, schools, and neighborhoods. The MCMR Council is dedicated to promoting awareness and acceptance of diversity in our community

PARKS AND RECREATION COMMISSION

The Parks and Recreation Commission coordinates recreational programs and improves, expands, and reflects the park and recreational needs of the community.

PLANNING COMMISSION

The Planning Commission promotes public health, safety, and general welfare; to encourages the use of resources in accordance with their character and adaptability; avoids the overcrowding of land by buildings or people; lessens congestion on roads and streets; facilitates provisions for a system of transportation, sewage disposal, safe and adequate water supply, recreation, and other public improvements. The Planning Commission is responsible for making and adopting a master plan as a guide for development, including a determination of the extent of probable future needs.

RETIREMENT BOARD

The Retirement Board has the authority to administer, manage, and operate the retirement system and to interpret and make effective the provisions of the Pension Ordinance. The Retirement System provides for the retirement of City employees.

WATER SYSTEM ADVISORY COUNCIL

The Water System Advisory Council (WSAC) was established to promote transparency regarding lead in drinking water. Members will create public awareness and education campaigns that address the needs of the community.

ZONING BOARD OF APPEALS

The Zoning Board of Appeals acts on all questions arising under the Zoning Ordinance. They must hear and decide appeals, review any order, requirement, decision, or determination made by an administrative official regarding the Zoning Ordinance.

BOARDS, COMMISSIONS, AND AGENCIES

DEPARTMENT NUMBER: 115

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(800) JOINTLY FUNDED AGENCIES								
021	Farmington Area Youth Assistance	45,013	45,013	45,013	45,013	45,013	45,013	45,013
031	47th District Court	2,669,760	2,703,501	2,629,454	2,514,805	2,817,845	2,653,234	2,645,345
033	Farmington Area Arts Commission	758	818	818	818	818	818	818
034	Commission on Aging	771	0	1,636	1,636	1,636	1,636	1,636
038	Multicultural/Multiracial Comm. Council	180	314	6,560	6,560	6,560	6,560	6,560
039	Commission on Children/Youth/Families	948	341	2,422	2,422	2,422	2,422	2,422
042	Mayor's Youth Council	4,835	4,427	5,400	5,400	5,400	5,400	5,400
043	Emergency Preparedness Commission	1,704	0	2,325	2,325	2,325	2,325	2,325
		<u>2,723,969</u>	<u>2,754,414</u>	<u>2,693,628</u>	<u>2,578,979</u>	<u>2,882,019</u>	<u>2,717,408</u>	<u>2,709,519</u>
(800) OTHER BOARDS & COMMISSIONS								
002	Zoning Board of Appeals	3,707	2,283	4,000	2,000	5,000	5,000	5,000
005	Assessment Board of Review	3,082	3,381	4,000	4,000	4,000	4,000	4,000
024	Beautification Commission	5,559	4,563	5,410	2,000	5,500	5,500	5,500
032	Historical Commission	468	0	6,606	6,000	6,000	6,000	6,000
036	Historic District Commission	5,237	462	10,261	9,000	7,000	7,000	7,000
037	Parks & Recreation Commission	1,073	1,338	4,119	4,119	4,119	4,119	4,119
040	Comm. to Increase Voter Participation	669	0	667	667	667	667	667
044	Comm. for Energy & Environ. Sustainability	4,991	0	0	0	0	0	0
045	Community Health Commission	0	1,593	1,800	1,800	1,800	1,800	1,800
109	Planning Commission	84,591	46,953	55,237	73,829	72,653	72,653	72,653
		<u>109,375</u>	<u>60,573</u>	<u>92,100</u>	<u>103,415</u>	<u>106,739</u>	<u>106,739</u>	<u>106,739</u>
DEPARTMENT TOTAL		<u>2,833,344</u>	<u>2,814,987</u>	<u>2,785,728</u>	<u>2,682,394</u>	<u>2,988,758</u>	<u>2,824,147</u>	<u>2,816,258</u>

Boards, Commissions, and Agencies comprise 4.24% of the General Fund's proposed budget.

GENERAL GOVERNMENT SUMMARY

The General Government classification of the General Fund budget represents a group of departments and functions which provide primarily legislative, administrative and logistical support for departments generally regarded as operating departments, as well as appropriations to support other Funds of the City. The operating departments provide the citizens and property owners of the community with direct services. Although most of the services performed by this General Government group are of an internal nature, some limited external public services are provided such as: election and voter services, property information, tax rates and collection, public information and employment opportunities.

A summary of the budget allocation for these components is contained in the schedule below:

DIV.		2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
NO.	Category and Line Item	Actual	Actual	Current	Estimated	Adopted	Projected	Projected
		Expenditures	Expenditures	Budget	Expenditures	Budget	Budget	Budget
GENERAL GOVERNMENT:								
101	City Council	91,633	85,545	98,300	93,729	94,059	95,219	96,403
172	City Administration	592,933	628,835	650,737	690,650	790,777	786,943	789,262
175	Public Information	382,135	419,505	438,931	390,534	456,704	459,193	460,864
202	Finance	1,825,171	1,691,664	1,904,802	1,859,542	2,029,032	2,069,777	2,083,973
210	Corporation Counsel	703,757	691,322	789,700	734,848	749,600	764,600	779,800
215	City Clerk	770,425	738,113	770,863	907,404	801,952	929,760	937,258
226	Human Resources	423,343	437,522	498,742	531,141	556,531	506,151	510,996
250	Central Services	992,432	961,117	1,002,681	1,029,802	1,173,602	1,184,883	1,196,177
290	Support Services	1,724,436	2,112,878	2,280,897	2,425,849	2,405,373	2,408,899	2,497,820
298	Post Employment Benefits	2,555,986	2,639,994	2,462,054	2,462,054	2,401,224	2,505,221	2,627,780
TOTAL GENERAL GOVERNMENT		10,062,251	10,406,495	10,897,707	11,125,553	11,458,853	11,710,646	11,980,333
OTHER FINANCING USES								
299	Interfund Transfers	8,194,944	8,852,224	9,218,861	9,268,861	9,808,796	12,433,821	12,742,266
TOTAL		18,257,195	19,258,718	20,116,568	20,394,414	21,267,649	24,144,467	24,722,599



CITY COUNCIL

MISSION STATEMENT: Provide policy leadership for the community and administration on all issues that affect the health, safety and welfare of Farmington Hills.

The citizens are represented by seven elected officials. The Mayor is elected directly by the electorate for not more than two consecutive two-year terms. The six City Council Members are elected for staggered terms of four years each. The Council meets at least twice monthly and conducts specially scheduled Study Sessions on an as-needed basis.

The Mayor and Council members are collectively responsible for establishing public policy, adopting a budget, and hiring and directing the City Manager. In addition, the Council appoints the City Clerk and the City Attorney. The City Council represents the City in various local, regional, state, and national boards, commissions, and committees. The Council also provides public leadership and communicates with constituents about the various issues of the community.

One of the primary duties of the City Council is to establish policies. Policy is established in the approval of ordinances, the adoption of resolutions, the setting of goals and objectives, the determination of priorities for public services, and the approval of programs throughout the City. Policy is also established through the approval and amendment of the operational and capital budgets, the approval of grant applications, ratification of labor contracts, and the approval of land acquisitions and major purchases.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Provide policy direction to the City Administration in the implementation and evaluation of various City programs. (1, 2)
- Ensure the City's long-term financial stability by adopting a fiscally responsible budget, monitoring expenses, and continually seeking alternative revenue sources. (2)
- Preserve and improve the City's infrastructure and economic base. (3, 5, 12, 13)
- Strengthen activities, programs, and services that give adults and children the opportunity to enrich their lives, enhance their future, and build a stronger community. (4, 6, 12, 13)
- Take an active roll in promoting energy and environmental sustainability throughout the community. (10)
- Protect home rule so that local issues are decided by the City through its residents. (14)
- Enhance communications between the residents and the City government through the City Website, cable programming, citizen/business engagement efforts, the Focus newsletter, surveys and other media. (4, 11)
- Work with state and federal officials to reduce and effectively manage legislative mandates that create administrative and financial challenges for local governments. (7, 14)
- Help shape public policy at the state and federal level by tracking pending legislation and advocating for initiatives deemed beneficial to the City. (7, 14)

PERFORMANCE OBJECTIVES

- Continue to evaluate and implement the recommendations of the Vision 2020 reports and Sustainability Study by engaging the City's boards and commissions, public, and staff to implement some, all, or parts of the recommendations as determined to be appropriate for the future long-term health of the City.
- Work towards repurposing Harrison High School into a fully functional community center.
- Develop plans to refurbish and expand the Costick Center and property into a complete senior living facility.
- Expand communication with the public through further use of technology by enhancing the City website, listservs, the low frequency radio station, and other alternatives.
- Improve public bus transportation by engaging and partnering with SMART.
- Continue to evaluate further cooperative relationships with regional communities such as Farmington, Livonia, Novi and Southfield.
- Educate the public regarding emergency preparedness through the Emergency Preparedness Commission to increase the City's ability to respond in the event of a major emergency.
- Continue the implementation of tools and policies that encourage private sector reinvestment and redevelopment along the East Grand River, Eight Mile Road, and Orchard Lake Road corridors to improve the long-term viability of these areas.
- Involve high school age students in City government through the Mayor's Youth Council and work to engage both students and millennial residents (age 18 – 35) in the local government process.
- Work with City Administration to market city owned properties where appropriate.
- Address strategic policy issues in the areas of public safety, transportation infrastructure (incl. non-motorized), traffic, economic development/redevelopment, neighborhoods, telecommunications, transportation, and technology.
- Equitably administer the City's tax abatement policy and encourage economic development while protecting the long-term financial interests of the City.
- Encourage redevelopment throughout the City by continuing to support policies that streamline permitting, simplify the PUD process, and make way for current and future residential and commercial building needs.
- Work with City Administration to efficiently and effectively implement the City's road millage and review the levied amount annually.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Regular Meetings Held	22	23	23
	Special Meetings Held-(Joint/Other)	2	3	3
	Goals Sessions	1	1	1
	Study Sessions	17	17	17
	Public Hearings	10	20	20
	Ordinances Enacted	9	15	10
	Agenda Items Requiring Action / Resolutions Adopted	202	200	200
Efficiency	Activity Expenditures as a % of General Fund	0.14%	0.15%	0.13%

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$4,571 or 4.65% decrease from the current budget.
- This decrease is from lower conference & workshops.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$330 or 0.35% increase from the FY 20/21 year-end projection and a \$4,241 or 4.31% decrease from the FY 20/21 current budget.
- The budget-to-budget decrease results primarily from conference & workshops expenditures.

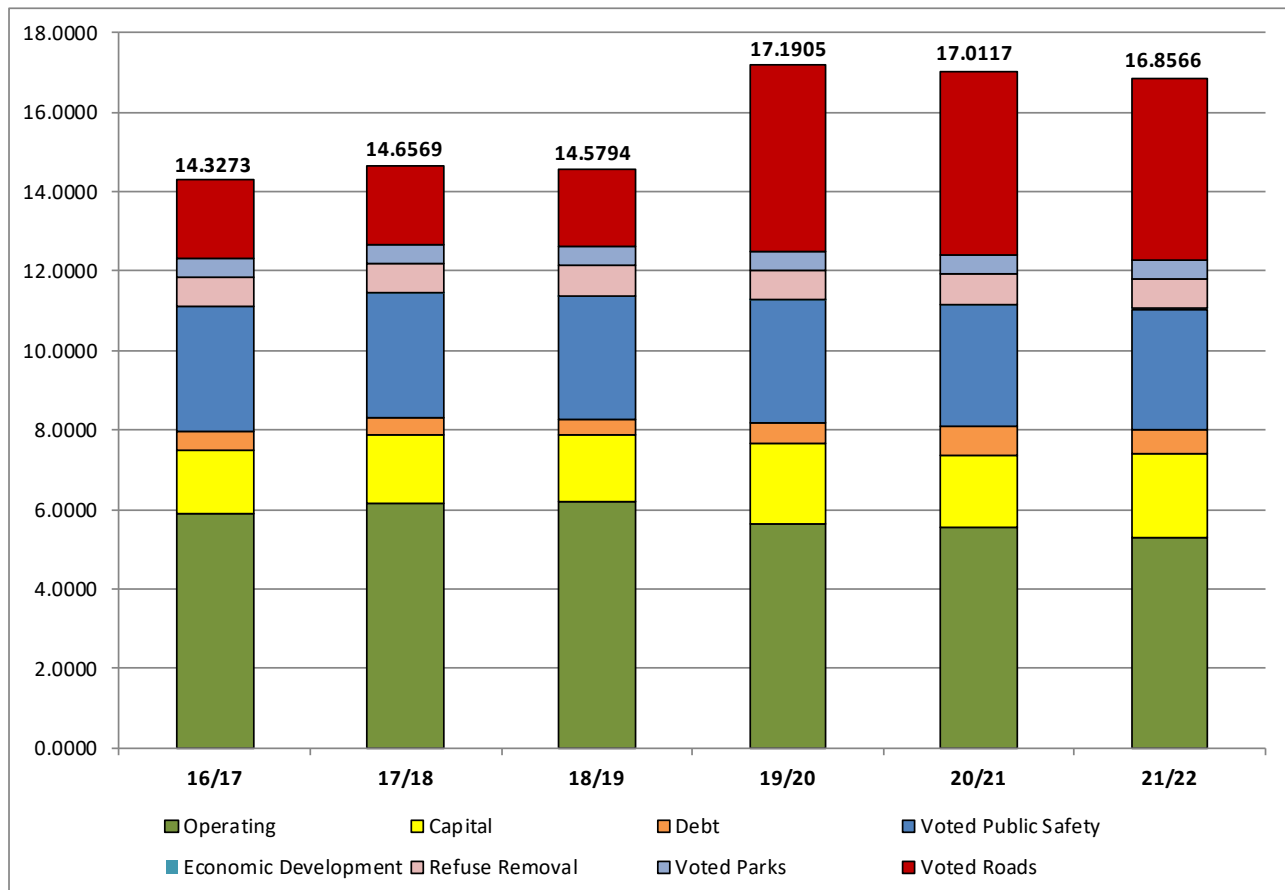
	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$55,520	\$56,402	\$56,553	\$57,435	\$58,009	\$59,169	\$60,353
Professional & Contractual	36,113	29,143	41,747	36,294	36,050	36,050	36,050
Total City Council	\$91,633	\$85,545	\$98,300	\$93,729	\$94,059	\$95,219	\$96,403

City Council

DEPARTMENT NUMBER: 101

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL								
010	Wages	51,473	52,328	52,503	53,322	53,855	54,932	56,031
200	Social Security	3,938	4,017	4,017	4,080	4,121	4,203	4,287
350	Workers Compensation	109	57	33	33	33	34	34
	Category Total	55,520	56,402	56,553	57,435	58,009	59,169	60,353
(801) PROFESSIONAL & CONTRACTUAL								
001	Conference & Workshops	4,247	2,358	12,125	7,500	5,725	5,725	5,725
002	Memberships & Licenses	28,358	24,675	25,622	24,794	25,325	25,325	25,325
070	Miscellaneous Expense	3,508	2,110	4,000	4,000	5,000	5,000	5,000
	Category Total	36,113	29,143	41,747	36,294	36,050	36,050	36,050
DEPARTMENT TOTAL		91,633	85,545	98,300	93,729	94,059	95,219	96,403

Tax Rate History



CITY ADMINISTRATION

MISSION STATEMENT: Under the direction of the City Council, provide administrative leadership and management of the daily operations of the City government.

The City Manager's Office is responsible for the day-to-day administration of the municipal organization under the leadership of the City Manager. This office also provides staff support for the City Council. The Office undertakes special projects, handles citizens' inquiries, customer requests for service, and communications from other governments and agencies. The City Manager approves key purchases and personnel actions. This office provides direct supervision to the City departments noted on the Organization Chart.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

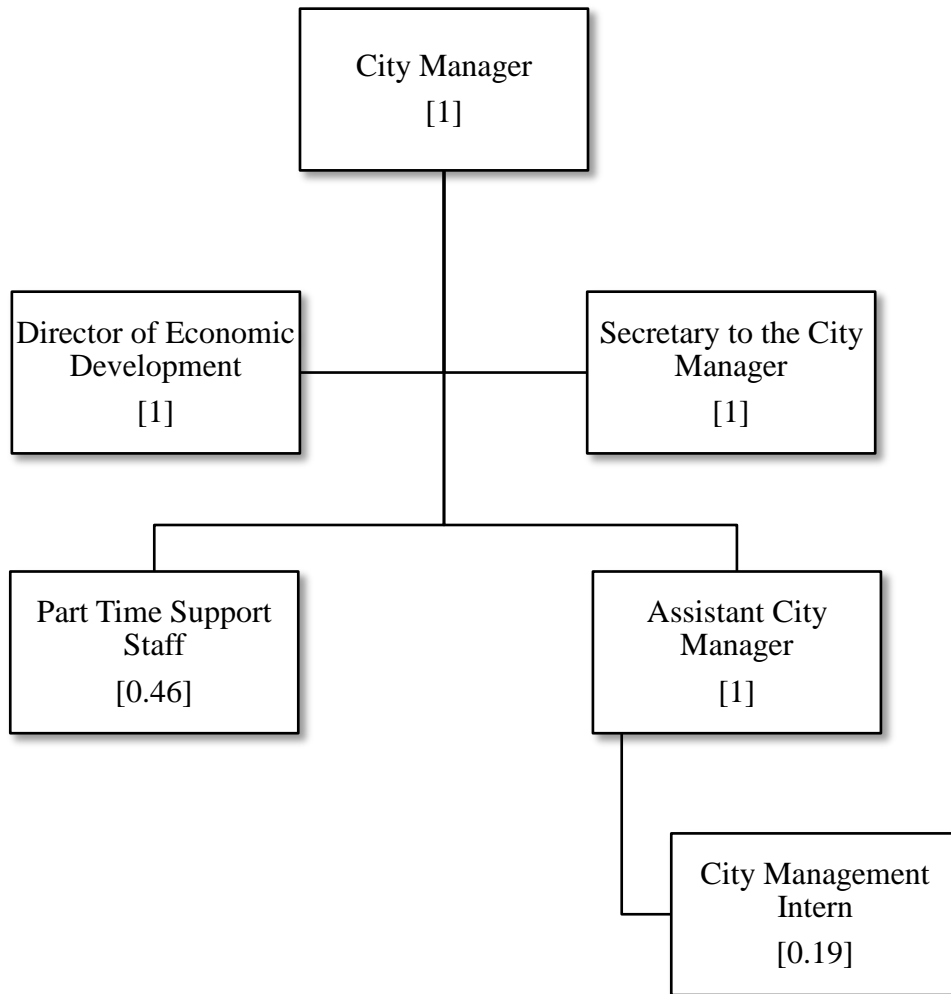
- Continue to develop and maintain Farmington Hills as a quality community for future generations. (1-14)
- Identify key priorities and establish procedures that ensure effective management of available resources. (2)
- Identify and implement innovative strategies and priorities that move Farmington Hills beyond economic recovery into growth. (1-14)
- Develop a budget for City operations and capital improvements that encourages investment, creativity, accountability, and fiscal responsibility. (2, 9, 10, 12, 13)
- Provide effective leadership to administrative departments maintaining a climate of positive employee relations that facilitates excellent service to the public. (8)
- Develop and implement a brand story and marketing effort that sets Farmington Hills apart from its peers to attract new residential and commercial interest and investment. (5,11)
- Provide pertinent and timely information to City Council regarding local, state, and federal issues to protect the interests of the City and its residents. (7, 14)
- Work in partnership with City Council to achieve the City's mission and goals. (1-14)
- Through Human Resources, continue efforts to have staff reflect the community. (11)
- Perform the Managerial Audit as prescribed in the City Charter. (1,2,4,9,10)
- Redesign of Farmington FOCUS and other City publications. (4,11)
- Enhance communication through the City website and social media. (11)

PERFORMANCE OBJECTIVES

- Continue to systematically review operations and services for greater efficiency.
- Promote and pursue additional outside funding for infrastructure improvements, capital items, and other special projects.
- Strive to address issues identified by City Council through its annual Goals Setting Session.
- Continue to analyze and evaluate recommendations of the Vision 2020 Reports and Sustainability Study and direct the implementation of some, all, or portions of the recommendations as determined to be appropriate by the City Council.
- Work with state, county, and local officials to continue and improve the City’s business retention and growth efforts.
- Continue to work with SMART, particularly as it relates to the Grand River Corridor, with the objective of improving and expanding the availability of public transportation services.
- Work with the Corridor Improvement Authority (CIA) Board of Directors, Grand River Avenue stakeholders, City of Farmington CIA Board of Directors, to implement the CIA Development and Tax Increment Financing Plans and the Grand River Corridor Vision Plan.
- Work with the City Council, Community Stakeholders, Non-Profit Organizations, such as the Michigan Municipal League, Southeast Michigan Council of Governments, and other appropriate parties to develop a comprehensive place making strategy designed to attract and retain knowledge-based workers, entrepreneurs and growing sectors of the economy.
- Develop and deliver a brand message that reinforces the core attributes of Farmington Hills as a residential location.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Council, Board, and Commission Meetings Staffed	81	81	81
	City Council Agenda Items prepared for Council Action	235	195	195
	Executive Staff Meetings	48	48	48
	Administrative Policies Implemented	3	2	2
Efficiency	Average Response Time to Citizen Inquiry	4 Hours	4 Hours	4 Hours
	Activity Expenditures as a % of General Fund	1.06%	1.1%	1.12%

CITY ADMINISTRATION



Total Full Time Equivalent [4.65]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	City Manager	1	1	1	1
	Assistant to the City Manager (DEI)	0	0	1	1
	Assistant City Manager	1	1	1	1
	Economic Development Director	1	1	1	1
	Secretary to the City Manager	1	1	1	1
		4	4	5	5
(038)	Part-time (FTE)	0.65	0.65	0.65	0.65
	Department Total	4.65	4.65	5.65	5.65

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$39,913 or 6.13% increase from the current budget.
- The increase results primarily from increased consultant costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$100,126 or 14.5% increase from the FY 20/21 year-end projection and \$140,040 or 21.52% increase from the FY 20/21 budget.
- The increase results primarily from increased personnel costs and consultant costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$571,798	\$598,753	\$607,504	\$615,550	\$750,469	\$751,376	\$753,424
Operating Supplies	5,322	6,141	9,909	59,107	9,499	9,695	9,900
Professional & Contractual	15,813	23,941	33,324	15,993	25,809	25,872	25,938
Total City Administration	\$592,933	\$628,835	\$650,737	\$690,650	\$790,777	\$786,943	\$789,262

City Administration

DEPARTMENT NUMBER: 172

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL								
010	Administrative & Clerical	411,988	436,712	433,429	390,053	513,408	513,408	513,408
038	Part-time	18,882	12,710	20,250	16,000	19,372	19,372	19,372
106	Sick & Vacation	3,692	6,170	4,922	60,948	4,000	4,000	4,000
200	Social Security	31,191	32,865	33,828	31,636	40,245	39,175	39,175
250	Blue Cross/Optical/Dental	57,382	58,685	61,409	60,550	73,638	75,479	77,366
275	Life Insurance	2,876	3,204	3,444	3,274	3,932	4,070	4,212
300	Pension - DC	30,433	31,041	32,669	36,370	87,514	87,514	87,514
325	Longevity	13,473	16,350	17,018	16,168	7,736	7,736	7,736
350	Worker's Compensation	1,881	1,016	535	551	624	622	641
	Category Total	<u>571,798</u>	<u>598,753</u>	<u>607,504</u>	<u>615,550</u>	<u>750,469</u>	<u>751,376</u>	<u>753,424</u>
(740) OPERATING SUPPLIES								
001	Gas & Oil	3,597	2,771	4,215	3,413	3,910	4,106	4,311
002	Books & Subscriptions	79	127	394	394	289	289	289
008	Supplies	1,169	2,979	5,000	5,000	5,000	5,000	5,000
040	Miscellaneous Expense	477	264	300	300	300	300	300
066	Consultants	0	0	0	50,000	50,000	50,000	50,000
	Category Total	<u>5,322</u>	<u>6,141</u>	<u>9,909</u>	<u>59,107</u>	<u>9,499</u>	<u>9,695</u>	<u>9,900</u>
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	4,332	12,270	20,605	5,000	12,310	12,310	12,310
002	Memberships & Licenses	3,567	3,575	4,128	4,128	4,108	4,108	4,108
005	Fleet Insurance	1,414	656	761	761	761	799	839
006	Vehicle Maintenance	496	1,266	700	204	500	525	551
013	Education & Training	838	509	1,530	1,000	2,530	2,530	2,530
041	Vehicle Allowance	3,600	4,440	4,400	4,400	4,400	4,400	4,400
042	Mileage Reimbursement	1,566	1,225	1,200	500	1,200	1,200	1,200
	Category Total	<u>15,813</u>	<u>23,941</u>	<u>33,324</u>	<u>15,993</u>	<u>25,809</u>	<u>25,872</u>	<u>25,938</u>
(970) CAPITAL OUTLAY								
002	Office Equipment	0	0	0	0	5,000	0	0
	Category Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>5,000</u>	<u>0</u>	<u>0</u>
DEPARTMENT TOTAL		<u>592,933</u>	<u>628,835</u>	<u>650,737</u>	<u>690,650</u>	<u>790,777</u>	<u>786,943</u>	<u>789,262</u>

CAPITAL OUTLAY

Acct. 970	Quantity	Item Description	Unit Cost	Budget Request	Manager's Budget Quantity	Amount
		OFFICE EQUIPMENT		5,000		5,000
CAPITAL OUTLAY TOTAL				<u>5,000</u>		<u>5,000</u>

PUBLIC INFORMATION

MISSION STATEMENT: Disseminate information on City activities to the public through the most appropriate media available, including the City website, Facebook, YouTube, Instagram, listserv, Focus newsletter, print media, TV, radio, online publications, the City's local cable Channels, AM radio station, and electronic signs.

Keeping the public informed about City services is essential to maintaining the continued trust of those we serve. The two components of public information in the City, Public Relations and Video Production, function together under the direction of the City Manager's Office and Department of Special Services. This cohesive, focused approach provides a comprehensive public information program.

The municipal cable Channel 203 and the City's YouTube Channel provide City information and video programming 24 hours a day, seven days a week. Television programming from all City departments is a valuable tool to inform viewers of local issues. The City Council meetings can be viewed on Channel 203 and also on the City's website at

<http://www.fhgov.com/Government/Reference/Video-on-Demand.aspx>

The City website, Facebook, and listserv provide regular updates on City news and events. News releases promote the City in local media outlets. The Focus newsletter informs residents of City activities, programs, and services and is merged with the Special Services Activities Guide, which is distributed three (3) times per year.

GOALS

The number in parentheses shows the link between the departmental goal and the City goals.

- Keep residents, businesses, and organizations informed about municipal activities, programs, and projects. (11)
- Continue to enhance public confidence and trust in City government. (1-14)
- Promote a vibrant and viable community. (11)
- Reinforce residents' confidence and pride in a City that cares about the needs of the community. (4-11)
- Give departments, boards, and commissions the opportunity to use Channel 203, Spectrum and AT&T for promotional and educational purposes. (11)
- Promote City events and services, and present City information and issues through various media. (11)
- Use social media as a means to increase the dissemination of public information. (4, 11)
- Inform listeners about emergencies, weather, traffic, and road conditions through broadcasts on 1650 AM. (3,11)

PERFORMANCE OBJECTIVES

- Promote the benefits of living and working in the City of Farmington Hills.
- Provide information to assist residents in making informed decisions about City government.
- Disseminate information on City services, City events, and emergency conditions.
- Develop new, primarily online, topical and informative programming targeting young professionals and families.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Total Video Division programs produced	200	150	220
	Resolutions and proclamations produced	28	30	30
	News releases/flyers produced and/or disseminated	456	350	350
	Speeches written	13	12	12
	Newsletters/annual report produced	3	3	3
	Construction listservs edited and disseminated	89	100	100
Efficiency	Number of programs produced per full time staff	57	50	65
	Activity Expenditures as a % of General Fund	0.71%	0.62%	0.65%

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Video Prod. Manager	1	1	1	1
	Production Specialist	2	2	2	2
	Public Information Coordinator	1	1	1	1
		4	4	4	4
(038) Part-time (FTE)					
		1.50	1.50	1.50	1.50
	Department Total	5.50	5.50	5.50	5.50

Public Information

FY 20-21 YEAR-END PROJECTION vs. FY 20-21 CURRENT BUDGET

- \$48,397 or 11.03% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted part-time personnel costs, office rental and newsletter.

FY 21-22 PROPOSED BUDGET vs. FY 20-21 YEAR-END PROJECTION

- \$66,170 or 16.94% increase from the FY 20/21 year-end projection and \$17,773 or 4.05% increase from the FY 20/21 budget.
- The budget to budget increase results primarily from increased part-time personnel, supplies, and newsletter costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$364,104	\$384,061	\$392,422	\$357,314	\$410,240	\$412,659	\$414,257
Operating Supplies	3,600	5,453	13,358	13,084	20,163	20,177	20,193
Professional & Contractual	14,431	29,991	33,151	20,136	26,301	26,357	26,415
Total Public Information	\$382,135	\$419,505	\$438,931	\$390,534	\$456,704	\$459,193	\$460,864



Public Information

PUBLIC INFORMATION

DEPARTMENT NUMBER: 175

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL								
010	Salary - Full Time	217,361	225,638	226,258	232,930	241,735	242,535	242,535
038	Part-time Technicians	39,015	49,880	56,160	19,890	56,160	56,160	56,160
106	Sick & Vacation	1,453	2,191	2,400	0	0	0	0
112	Overtime	1,915	2,229	1,200	0	0	0	0
200	Social Security	20,096	21,662	22,564	19,880	23,629	23,689	23,689
250	Blue Cross/Optical/Dental	60,279	58,053	58,011	58,702	59,812	61,307	62,840
275	Life Insurance	945	956	1,273	956	1,330	1,377	1,425
300	Pension - DC	14,391	14,157	15,105	15,359	16,049	16,049	16,049
325	Longevity	7,224	8,451	8,926	9,180	10,970	10,970	10,970
350	Worker's Compensation	1,425	844	525	417	555	572	589
	Category Total	364,104	384,061	392,422	357,314	410,240	412,659	414,257
(740) OPERATING SUPPLIES								
001	Gas and Oil	254	188	383	109	288	302	318
002	Books & Subscriptions	0	199	0	0	0	0	0
008	Supplies	3,346	5,066	12,975	12,975	19,875	19,875	19,875
	Category Total	3,600	5,453	13,358	13,084	20,163	20,177	20,193
(801) PROFESSIONAL & CONTRACTUAL								
005	Fleet Insurance	574	656	761	761	761	799	839
006	Vehicle Maintenance	211	653	300	350	350	368	386
007	Equipment Maintenance	4,728	5,102	6,040	6,375	6,040	6,040	6,040
015	Office Rental	2,300	17,250	6,900	0	0	0	0
016	Phone Expense	618	622	650	650	650	650	650
024	Newsletter	0	5,708	6,500	0	6,500	6,500	6,500
066	Contractual Services	6,000	0	12,000	12,000	12,000	12,000	12,000
	Category Total	14,431	29,991	33,151	20,136	26,301	26,357	26,415
DEPARTMENT TOTAL		382,135	419,505	438,931	390,534	456,704	459,193	460,864

FINANCE DEPARTMENT

MISSION STATEMENT: Maintain accurate and complete records of all financial transactions, assets and liabilities, safeguard City assets, prepare financial statements and reports and maintain investment grade status for City issued debt instruments with rating agencies. To ensure that all ad valorem assessments and taxable values in the City of Farmington Hills are accurate, uniform, equitable and made in conformance with all applicable State directives and statutes.

The Finance Department is comprised of the Administration, Accounting, Assessing and Treasury Divisions. At the direction of the Finance Director/Treasurer, the Finance Department's service to the community is assigned either by State Statute, City Charter, City Ordinances, City Council Resolutions or direction from the City Manager.

The fiduciary and accounting functions include the control and accountability for all the monies received, disbursed or held in trust for all the financial activity of the City, which includes 15 separate budgeted accounting Funds. The Treasury's responsibilities, in addition to recording all City receipts/money, include a cash management program aimed at maximizing investment income while safeguarding the principal. The Finance Department also maintains relationships with the financial institutions servicing the City, which also serve as a liaison with national rating agencies that rate the City's bond issues.

The Assessing Division's primary responsibility is to annually prepare the property tax assessment roll. This function requires the Division to maintain accurate and complete records of all taxable real and personal property in the City. In light of many mandates in assessment administration, the Assessing Division has had to continually monitor and comply with ever changing requirements in assessment administration including the classification of homestead and non-homestead exemptions, the filing and recording of property transfer affidavits, and now the filing and recording of personal property exemption affidavits. For 2021, the City had approximately 27,830 real parcels (of which 728 are tax-exempt) and 3,631 personal property descriptions (of which 2,110 have no tax, due to the annual filing of the small parcel exemption affidavit). The Assessing Division provides accurate maintenance of the assessment rolls by field inspections of building permits issued by the City, random reviews of existing assessment records, as well as provides information and assistance to taxpayers of the City by phone, email and in person.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Issue the Comprehensive Annual Financial Report (CAFR) in accordance with Generally Accepted Accounting Principles (GAAP) that meets the Government Finance Officers Association (GFOA) Certification program for excellence in financial reporting. (9)
- Provide accurate and timely financial and accounting services to internal and external customers. (9)
- Provide accurate and timely payroll to employees and fulfill all federal and state reporting requirements. (8,9)

Finance Department

- Provide timely payments to vendors within appropriate internal approvals. (9)
- Ensure customer service and easy access to our property records. (1)
- Ensure compliance with financial reporting standards set by the Governmental Accounting Standards Board (GASB) and State of Michigan Public Acts. (9)
- Provide risk management activities, which will safeguard all City assets in the most cost-effective manner. (2,9)
- Ensure a competent audit firm performs an annual audit and that the City's CAFR is published and made available to the general public on the City's website. (9)
- Maintain an investment grade bond rating of an "AA" or above. (9)
- Provide professional money managers to manage and administer the City's Pension and Post-Retirement benefits. (2-9)
- Assist in developing and implementing needed programs to reduce costs, increase revenues, and add efficiencies. (2)
- Support the continuous professional development and empowerment of staff. (8)
- Provide programs and procedures that ensure a fair and equitable assessment administration system, according to the City Charter and the Michigan General Property Tax Laws. (9)
- Provide professionally certified and educated staff to meet objectives. (8)
- Prepare the staff for professional advancement opportunities. (8)

PERFORMANCE OBJECTIVES

- Continue work on developing "best practice" policies and procedures of key financial functions.
- Continue to train/cross-train all staff and maintain/update Standard Operating Procedures in order to better serve internal and external users.
- Improve on the efficiency and effectiveness of the Accounts Payable function by offering more vendors the option to receive their payment via the City's Purchasing/Credit Card.
- Expand the functional use of a credit card service provider for City-wide point of collection options for non-tax receipts.
- Manage the City's Debt to leverage funding for long-term capital projects while continuing to maintain or enhance the City's strong bond ratings.
- Account for all City financial transactions timely and accurately to limit the number of auditor adjusted journal entries.
- Work with the City's Auditor to keep updated on new and pending GASB Statements impacting the City and develop a long-term plan to manage the resulting workload. This will include the implementation of GASB 84 & 87, new Standards for the accounting and financial reporting of Fiduciary Activities and Leases.

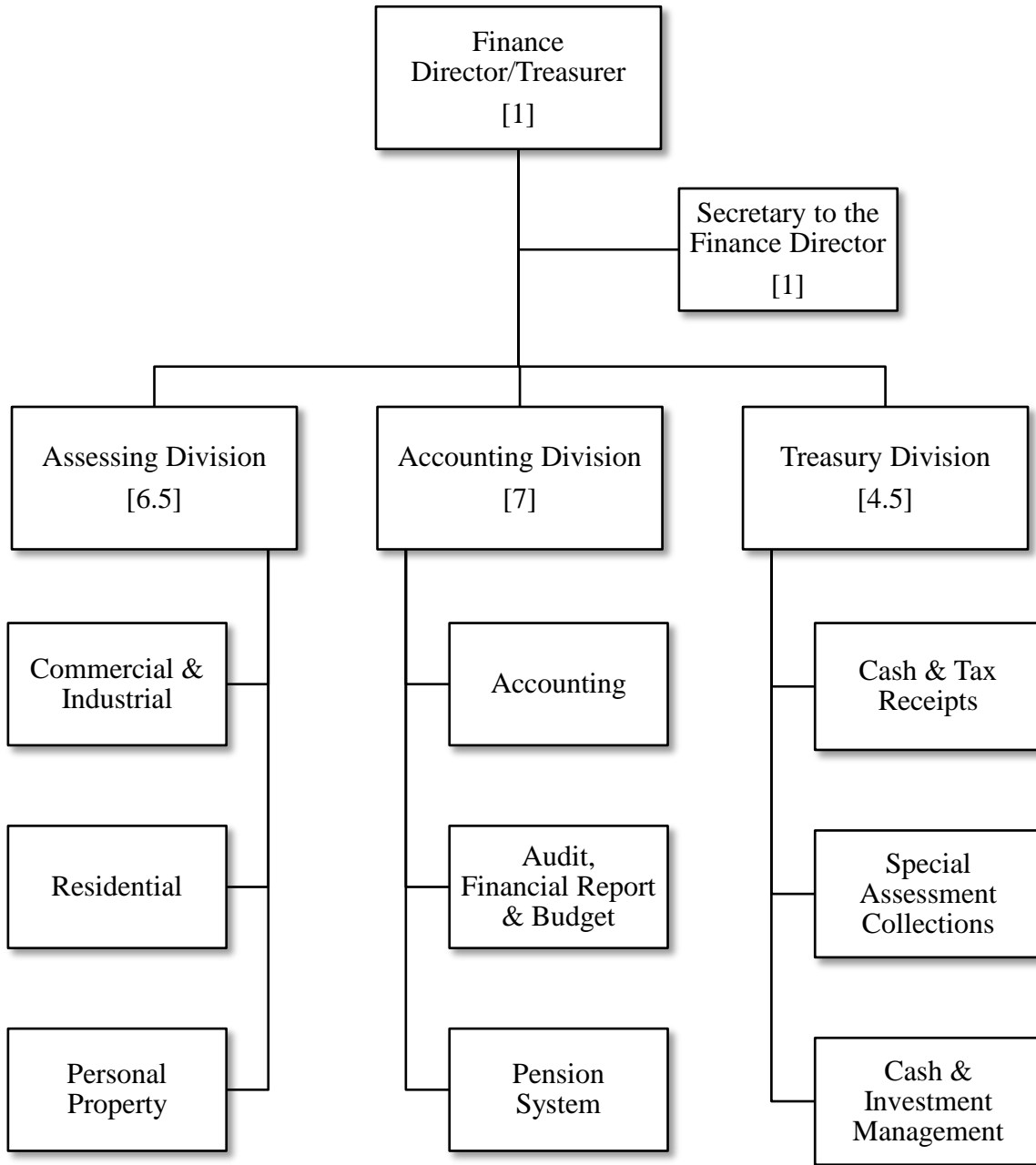
Finance Department

- Per the recommendation of the City Auditor, and with the advice and counsel of the City Attorney, continue a long-term process to close out the files of old development projects and clean-up the accounting for the related performance bonds held in trust by the City.
- Manage the City's Investments, in order of priority; to safeguard the assets, provide adequate liquidity and maximize yield, including the streamlining of bank accounts to provide improved staff and accounting efficiencies.
- Manage the City's General Liability and Property Insurance to protect the City from unexpected liability and property losses.
- Utilize GIS information for greater departmental efficiency and expand the options through which the public can access property record information.
- Continue to accept Passport Applications according to the requirements of the U.S. Department of State.
- Continue to improve the Department's document retention, storage and retrieval and disposal practices.
- Administer the Employees' Retirement System and Post-Retirement Healthcare Fund to the benefit of its members and beneficiaries, including a review and analysis of the Retirement Board's Investment Policy, which drives its Investment Return Assumptions, and make adjustments where warranted to realistically and reasonably fund the System's unfunded liabilities, within the City's budgetary constraints.
- Continue developing a Finance Department staff Succession Plan, including possible functional restructuring and related work area improvements.

Finance Department

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated	
Service Level	Number of Passport Applications Processed	346	250	400	
	Number of Pension Estimates Prepared	67	78	62	
	Net Retirement System & Post-Retirement Healthcare Fund Position Held in Trust	\$230,557,190	\$232,000,000	\$235,000,000	
	Interest Income	\$2,207,078	\$627,915	\$634,196	
	City taxes billed/levied (adjusted)	\$59,200,687	\$60,959,352	\$62,605,439	
	Ad Valorem Original Taxable Value	\$3,459,569,360	\$3,596,994,930	\$3,722,663,480	
	Cash and Cash Equivalents at June 30 th	\$50,078,883	\$126,000,000	\$120,000,000	
	Number of Payroll Direct Deposits Issued	15,607	16,000	16,800	
	Number of Payroll Checks Issued	579	600	600	
	Number of Accounts Payable Checks Issued	5,847	6,000	6,000	
	Number of Vendor Invoices Paid	11,632	11,500	11,500	
	Commercial/Industrial property appraisals	53	38	50	
	Residential property appraisals	1,375	899	1,000	
	Board of Review Appeals	432	327	400	
	Preparation of Special Assessment Rolls	0	0	2	
	Property splits/combinations processed	4	5	7	
	Homestead exemption affidavits processed	1,341	1,204	1,300	
	Property Transfer Affidavits	2,066	1,837	2,000	
	Efficiency	City's bond rating – Moody's	Aa1	Aa1	Aa1
		City's bond rating – Standard & Poor's	AAA	AAA	AAA
Total percent of tax levy collected.		98.75%	98.46%	98.50%	
Number of years G.F.O.A. Distinguished Budget Presentation Award received		36	37	38	
Number of years G.F.O.A Certificate of Achievement for Excellence in Financial Reporting received		23	24	25	
Average Rate of Return on Investments		1.67%	0.55%	0.50%	
Retirement System – Funded Ratio		74.5%	75%	75%	
Post-Retirement Healthcare Fund – Funded Ratio		108%	103%	100%	
Activity Expenditures as a % of General Fund		2.85%	2.96%	2.86%	

FINANCE DEPARTMENT



Total Full Time Equivalent [20]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
202	ADMINISTRATIVE				
	Finance Director/Treasurer	1	1	1	1
	Secretary to Finance Director	1	1	1	1
	ADMINISTRATIVE TOTAL	2	2	2	2
207	ACCOUNTING				
	Asst. Finance Director	1	0	0	0
	Controller	0	1	1	1
	Senior Pension Accountant	0	1	1	1
	Senior Accountant	0	1	1	1
	Accountant	3	1	1	1
	Payroll Coordinator	1	1	1	1
	AP - Accounting Technician	1	1	1	1
	AP - Account Clerk II	0	1	1	1
	AP - Account Clerk I	1	0	0	0
	ACCOUNTING TOTAL	7	7	7	7
208	TREASURY				
	Deputy Treasurer	1	1	1	1
	Account Processing Supervisor	1	1	1	1
	Account Clerk II	0	1	0	0
	Account Clerk I	2	1	2	2
	Total	4	4	4	4
	Part Time (FTE)	0.50	0.12	0.50	0.50
	TREASURY TOTAL	4.50	4.12	4.50	4.50
209	ASSESSING				
	City Assessor	1	1	1	1
	Assessor III	2	2	3	3
	Assessor II	1	2	1	1
	Assessor I	1	0	0	0
	Department Technician	0	1	1	1
	Clerk Typist II	0	0	0	0
	Clerk Typist I	1	0	0	0
	Total	6	6	6	6
	Part Time (FTE)	0.50	0.50	0.50	0.50
	ASSESSING TOTAL	6.50	6.50	6.50	6.50
FINANCE DEPARTMENT TOTAL		20.00	19.62	20.00	20.00

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$45,260 or 2.38% decrease from the current budget.
- The decrease results primarily from decreased consultant costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$169,490 or 9.11% increase from the FY 20/21 year-end projection, and \$124,230 or 6.52% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from increased personnel costs and increased consultants' costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$1,555,922	\$1,588,036	\$1,668,469	\$1,701,779	\$1,786,213	\$1,843,466	\$1,856,036
Operating Supplies	20,417	16,213	21,345	22,682	23,914	24,461	25,028
Professional & Contractual	248,832	87,212	214,988	134,871	214,515	201,851	202,909
Capital Outlay	0	203	0	210	4,390	0	0
Total Finance	\$1,825,171	\$1,691,664	\$1,904,802	\$1,859,542	\$2,029,032	\$2,069,777	\$2,083,973

Finance Department

DEPARTMENT NUMBER: 202 - ADMINISTRATION

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Administrative Salaries	169,135	132,058	172,517	180,074	184,687	184,687	184,687
038 Part-Time	0	15,268	0	0	0	0	0
106 Sick & Vacation	0	8,907	0	2,300	22,500	0	0
112 Overtime	603	1,191	600	1,000	1,000	1,000	1,000
200 Social Security	13,245	12,232	13,799	13,820	16,568	14,469	14,469
250 Blue Cross/Optical/Dental	26,090	24,885	35,524	33,000	27,170	28,121	29,105
275 Life Insurance	1,235	883	1,344	886	1,423	1,473	1,524
300 Pension - DC	12,970	7,895	13,194	13,784	14,126	14,126	14,126
325 Longevity	2,277	2,323	2,323	2,389	3,448	3,448	3,448
350 Worker's Compensation	736	347	198	210	238	214	214
591 Allocate 5% of All to Water fund	(11,315)	(10,331)	(11,975)	(12,087)	(13,558)	(12,377)	(12,429)
592 Allocate 5% of All to Sewer fund	(11,315)	(10,331)	(11,975)	(12,087)	(13,558)	(12,377)	(12,429)
731 Allocate 13.5% of Sec. to Pension Fund	(16,871)	(12,325)	(17,139)	(11,901)	(12,232)	(12,232)	(12,232)
736 Allocate 6.5% of Sec. to Pension HC Fund	0	(5,935)	0	(5,730)	(5,890)	(5,890)	(5,890)
Category Total	186,791	167,067	198,410	205,658	225,922	204,662	205,594
(740) OPERATING SUPPLIES							
001 Gas & Oil	1,739	939	1,724	3,625	3,910	4,106	4,311
008 Supplies	2,269	4,387	8,275	8,275	8,275	8,275	8,275
041 Over & Short	-38	23	0	0	0	0	0
Category Total	3,970	5,349	9,999	11,900	12,185	12,381	12,586
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	70	1,369	2,460	500	2,460	2,460	2,460
002 Memberships & Licenses	1,803	1,355	1,600	1,600	1,600	1,600	1,600
004 Consultants	66,618	2,185	3,000	3,000	20,000	3,000	3,000
005 Fleet Insurance	840	0	0	0	0	0	0
006 Vehicle Maintenance	10	0	0	0	0	0	0
013 Education & Training	569	155	1,200	1,200	1,200	1,200	1,200
024 Printing Services	0	270	0	0	0	0	0
041 Auto Allowance	3,600	2,590	4,400	4,440	4,440	4,440	4,440
042 Mileage Reimbursement	0	0	100	100	100	100	100
Category Total	73,510	7,924	12,760	10,840	29,800	12,800	12,800
FINANCE - ADMIN. TOTAL	264,271	180,340	221,169	228,398	267,907	229,843	230,980

Finance Department

DEPARTMENT NUMBER: 207 - ACCOUNTING

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Accounting Salaries	410,905	435,298	418,348	430,852	451,049	466,070	475,391
038 Part-Time	150	0	0	0	0	0	0
106 Sick & Vacation	2,498	43,385	3,000	5,000	7,000	4,000	30,000
112 Overtime	1,012	1,396	2,000	2,500	2,500	2,500	2,500
200 Social Security	30,864	33,017	33,172	33,088	35,782	36,712	39,425
250 Blue Cross/Optical/Dental	85,559	68,513	94,074	89,094	80,367	83,180	86,091
275 Life Insurance	1,036	1,100	1,324	1,324	1,363	1,411	1,460
300 Pension - DC	42,207	42,057	54,148	54,664	58,072	59,233	60,418
325 Longevity	9,409	12,131	10,274	10,317	7,181	7,325	7,471
350 Worker's Compensation	1,755	983	477	504	520	544	584
591 Allocate 2.5% of All to Water fund	(14,651)	(15,350)	(15,420)	(15,684)	(16,096)	(16,524)	(17,584)
592 Allocate 2.5% of All to Sewer fund	(14,651)	(15,350)	(15,420)	(15,684)	(16,096)	(16,524)	(17,584)
731 Allocate 67% of Acct. to Pension Fund	(63,321)	(65,142)	(67,887)	(71,192)	(73,430)	(74,899)	(76,397)
736 Allocate 13% of Acct. to Pension HC Fund	0	(12,639)	(13,172)	(13,813)	(14,248)	(14,533)	(14,824)
Category Total	492,773	529,399	504,918	510,971	523,964	538,494	576,954
(740) OPERATING SUPPLIES							
008 Supplies	2,405	0	0	0	0	0	0
Category Total	2,405	0	0	0	0	0	0
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	776	944	2,000	1,000	3,000	3,000	3,000
002 Memberships & Licenses	785	870	1,300	500	1,000	1,000	1,000
013 Education & Training	1,233	363	3,000	1,500	3,000	3,000	3,000
021 Audit Services	67,875	34,925	45,000	40,000	45,000	46,000	47,000
024 Printing Services	468	37	1,000	500	500	500	500
042 Mileage Reimbursement	91	149	300	300	300	300	300
Category Total	71,228	37,287	52,600	43,800	52,800	53,800	54,800
FINANCE-ACCOUNTING TOTAL	566,405	566,686	557,518	554,771	576,764	592,294	631,754

Finance Department

DEPARTMENT NUMBER: 208 - TREASURY

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Treasury Salaries	197,596	204,148	214,002	213,471	229,000	231,290	233,603
038 Part-time Salary	8,416	0	4,000	11,280	17,340	17,687	18,041
106 Sick & Vacation	860	6,445	3,793	8,528	5,854	45,900	1,224
112 Overtime	1,097	2,048	3,623	2,700	3,600	3,600	3,600
200 Social Security	15,749	16,025	17,545	17,965	20,033	23,302	20,093
250 Blue Cross/Optical/Dental	35,101	39,365	51,770	47,175	47,365	49,023	50,739
275 Life Insurance	675	688	727	672	746	772	799
300 Pension - DC	17,333	16,390	18,412	17,992	19,483	19,678	19,875
325 Longevity	3,327	3,722	3,940	4,050	6,066	6,127	6,188
350 Worker's Compensation	916	478	263	361	299	345	307
Category Total	281,070	289,309	318,075	324,194	349,786	397,723	354,467
(740) OPERATING SUPPLIES							
008 Supplies	2,928	0	0	0	0	0	0
Category Total	2,928	0	0	0	0	0	0
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	1,379	788	1,720	0	1,720	1,720	1,720
002 Memberships & Licenses	20	95	95	75	95	95	95
013 Education & Training	50	568	65	620	75	75	75
024 Printing Services	7,877	7,423	8,400	8,000	8,000	8,000	8,000
042 Mileage Reimbursement	53	0	152	0	148	148	148
500 Bank Service Fees	64,025	25,908	30,000	24,520	51,720	55,000	55,000
Category Total	73,404	34,782	40,432	33,215	61,758	65,038	65,038
(970) CAPITAL OUTLAY							
002 Office Equipment	0	203	0	210	4,390	0	0
Category Total	0	203	0	210	4,390	0	0
FINANCE - TREASURY TOTAL	357,402	324,294	358,507	357,619	415,934	462,761	419,505

Finance Department

DEPARTMENT NUMBER: 209 - ASSESSING

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Administrative & Clerical	399,110	406,137	436,822	446,712	470,531	479,942	489,540
038 Part-time	11,475	13,180	17,663	16,095	18,777	19,880	21,048
106 Sick & Vacation	3,227	6,473	2,220	4,332	2,270	2,316	2,362
112 Overtime	2,587	1,537	2,600	2,600	2,600	2,600	2,600
200 Social Security	31,917	32,884	36,314	36,483	39,096	39,930	40,783
250 Blue Cross/Optical/Dental	101,222	97,791	102,651	104,951	100,413	103,927	107,565
275 Life Insurance	985	977	1,046	1,000	1,071	1,108	1,147
300 Pension - DC	28,545	26,484	31,486	32,038	33,911	34,589	35,281
325 Longevity	12,954	15,153	15,382	15,812	16,881	17,219	17,563
350 Worker's Compensation	3,265	1,645	882	933	991	1,075	1,131
Category Total	<u>595,288</u>	<u>602,261</u>	<u>647,066</u>	<u>660,956</u>	<u>686,541</u>	<u>702,586</u>	<u>719,021</u>
(740) OPERATING SUPPLIES							
001 Gas & Oil	313	153	287	239	345	362	380
002 Books & Subscriptions	9,785	10,656	11,059	10,543	11,384	11,718	12,062
008 Supplies	1,017	55	0	0	0	0	0
Category Total	<u>11,115</u>	<u>10,864</u>	<u>11,346</u>	<u>10,782</u>	<u>11,729</u>	<u>12,080</u>	<u>12,442</u>
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	1,421	1,415	2,770	0	2,821	2,821	2,821
002 Memberships & Licenses	1,645	1,660	1,665	2,105	2,425	2,425	2,425
005 Fleet Insurance	574	656	761	761	761	799	839
006 Vehicle Maintenance	108	94	200	500	350	368	386
009 Consultants	22,450	0	100,000	40,000	60,000	60,000	60,000
013 Education & Training	985	639	750	750	750	750	750
024 Printing Services	3,507	2,755	3,050	2,900	3,050	3,050	3,050
999 Tax Tribunal Refunds	0	0	0	0	0	0	0
Category Total	<u>30,690</u>	<u>7,219</u>	<u>109,196</u>	<u>47,016</u>	<u>70,157</u>	<u>70,213</u>	<u>70,271</u>
FINANCE - ASSESSING TOTAL	<u>637,093</u>	<u>620,344</u>	<u>767,608</u>	<u>718,754</u>	<u>768,427</u>	<u>784,879</u>	<u>801,734</u>

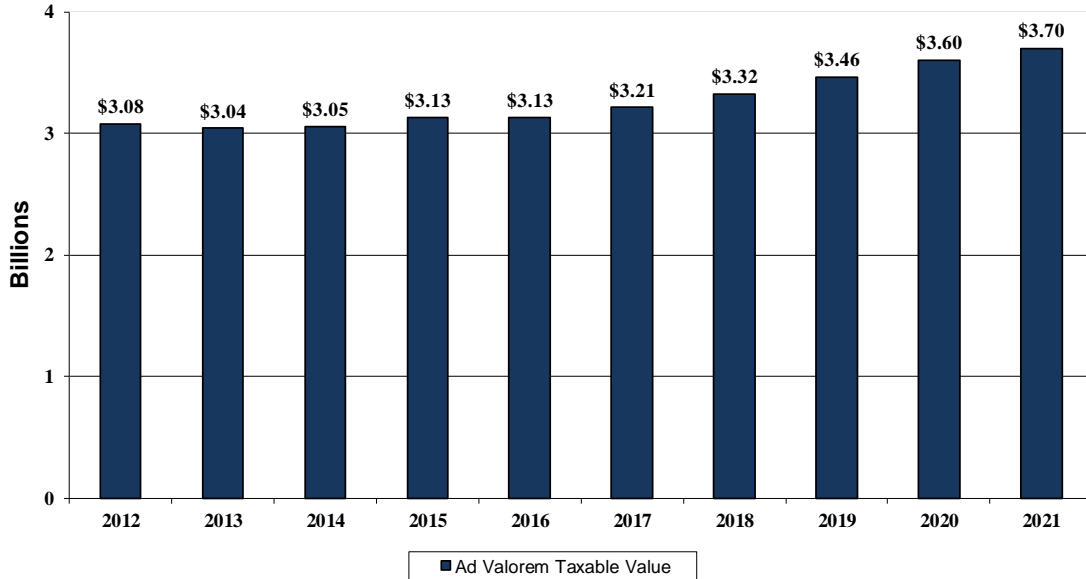
TOTAL FINANCE DEPARTMENT **1,825,171** **1,691,664** **1,904,802** **1,859,542** **2,029,032** **2,069,777** **2,083,973**

CAPITAL OUTLAY

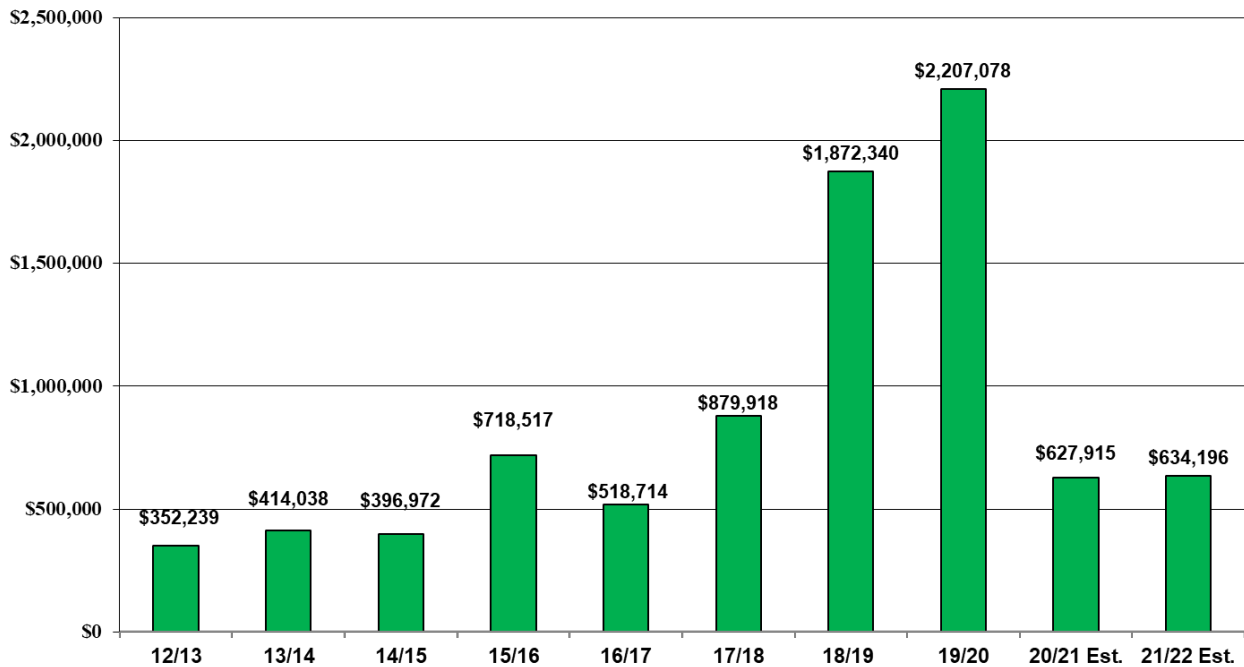
Acct.	Quantity	Item Description	Unit Cost	Budget Request	Manager's Budget	
					Quantity	Amount
TREASURY DIVISION						
002		Office Equipment		4,390		4,390
CAPITAL OUTLAY TOTAL				<u>4,390</u>		<u>4,390</u>

KEY DEPARTMENTAL TRENDS

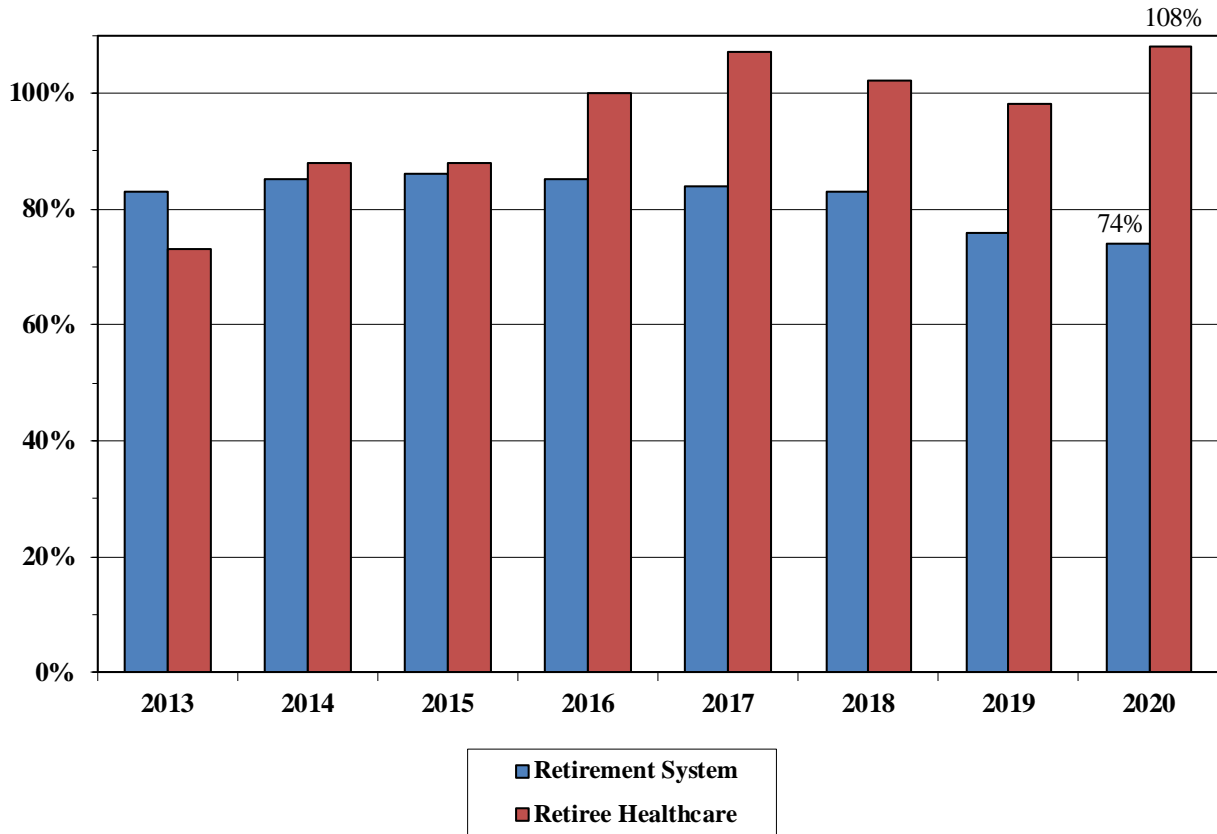
City of Farmington Hills
Taxable Value History
2012 - 2021



City of Farmington Hills
Governmental Activities - Investment Earnings History/Projection
at June 30th



City of Farmington Hills
Retirement System and Retiree Healthcare
Funded Ratio History at June 30th



CORPORATION COUNSEL

MISSION STATEMENT: Advise and represent the City Council and Administration in all legal matters.

Legal Services are provided through a contract with a private firm. Legal services include acting as legal advisor to the City Council, Boards and Commissions, and City Staff; preparing all legal documents; preparing for enactment all additions and amendments to the City's Code of Ordinances; and representing the City in all legal proceedings in which the City may have an interest. There are no city employees in this budget. Legal Services comprise 1.21% of the General Fund's proposed budget.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- To provide legal services in an efficient, competent and cost-effective manner. (2,9)
- To identify key legal priorities of the City. (2)
- To assist the City Council and other Boards and Commissions regarding legal issues that may arise at meetings. (2,7)
- To establish legal procedures, guidelines and standards in support of the City Council and City Administration's missions and goals. (1-14)
- To advise and counsel the City regarding developing state and federal legislation, as well as recent court decisions. (7)

PERFORMANCE OBJECTIVES

- To provide the necessary support to diligently prosecute all ordinances as required by the City of Farmington Hills.
- To provide the necessary support for handling all civil litigation involving the City in State and Federal Courts and administrative agencies.
- To render legal opinions, to prepare and review contracts, and to prepare ordinances in a timely manner.

Corporation Counsel

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$54,852 or 6.95% decrease from the current budget.
- The decrease results primarily from projected decreased legal fees in the areas of court defense, MTT legal fees and special projects, partially offset by increased labor relations.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$14,752 or 1.87% increase from the FY 20/21 year-end projection and a \$40,100 or 1.87% decrease from the FY 19/20 current budget.
- The budget-to-budget decrease results from decreased costs for services related to special projects, MTT legal fees and court defense, partially offset by increased labor relation fees.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Professional & Contractual	\$703,757	\$691,322	\$789,700	\$734,848	\$749,600	\$764,600	\$779,800
Total Corporation Counsel	\$703,757	\$691,322	\$789,700	\$734,848	\$749,600	\$764,600	\$779,800

DEPARTMENT NUMBER: 210

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(801) PROFESSIONAL & CONTRACTUAL							
008 Legal Retainer	215,829	221,000	225,500	225,500	230,000	234,600	239,300
009 Prosecution	276,804	292,205	336,600	348,305	355,300	362,400	369,600
010 Court Defense	75,257	82,730	95,000	28,620	29,200	29,800	30,400
011 Labor Relations	32,138	15,326	20,400	57,853	59,000	60,200	61,400
012 MTT Professional Services	36,172	20,773	40,800	15,300	15,600	15,900	16,200
071 Special Projects	67,558	59,288	71,400	59,270	60,500	61,700	62,900
DEPARTMENT TOTAL	703,757	691,322	789,700	734,848	749,600	764,600	779,800

CITY CLERK

MISSION STATEMENT: To serve the public, City Departments and City Council by efficiently providing up-to-date information on the many diverse functions of City Hall and the City Clerk's Office and by maintaining accurate and complete records of all business transactions and to conduct in an orderly manner, all federal, state, county and local elections.

The City Clerk's Office is responsible for many diverse functions and serves as the main information office of the City. The City Clerk attends and records all meetings of the City Council; a summary report of Council's actions is then prepared and distributed to City staff and the public and minutes of the meeting are prepared by the Clerk and posted to the City's website in accordance with the Open Meeting Act (OMA). The City Clerk also prepares the tentative and final City Council meeting agendas and electronic information packets in conjunction with the City Manager. The City Clerk serves as the City's Freedom of Information Act (FOIA) Coordinator processing request for public records. The City Clerk's Office is responsible for posting and publishing all public hearing and legal notices and legal advertising for the City, maintaining city records and policies, maintenance of all voter registrations and administering all Election held within the City. The City Clerk's Office maintains the City Code of Ordinances, resolutions and other legal documents. In addition, the Clerk's Office processes birth and death records, certain business registrations/permits, easements and agreements, street/alley vacations, and is responsible for recording documents with the Oakland County Register of Deeds. The City Clerk functions as Secretary to the City Council as well as the Building and Hospital Authorities and provides direct recording secretarial services to the Planning Commission and Zoning Board of Appeals and clerical support services for agendas, notices and minutes for all City Boards and Commissions and various Ad-Hoc Committees.

During the FY 2021-22 budget, one Election will be conducted – the City General Election on November 2, 2021.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

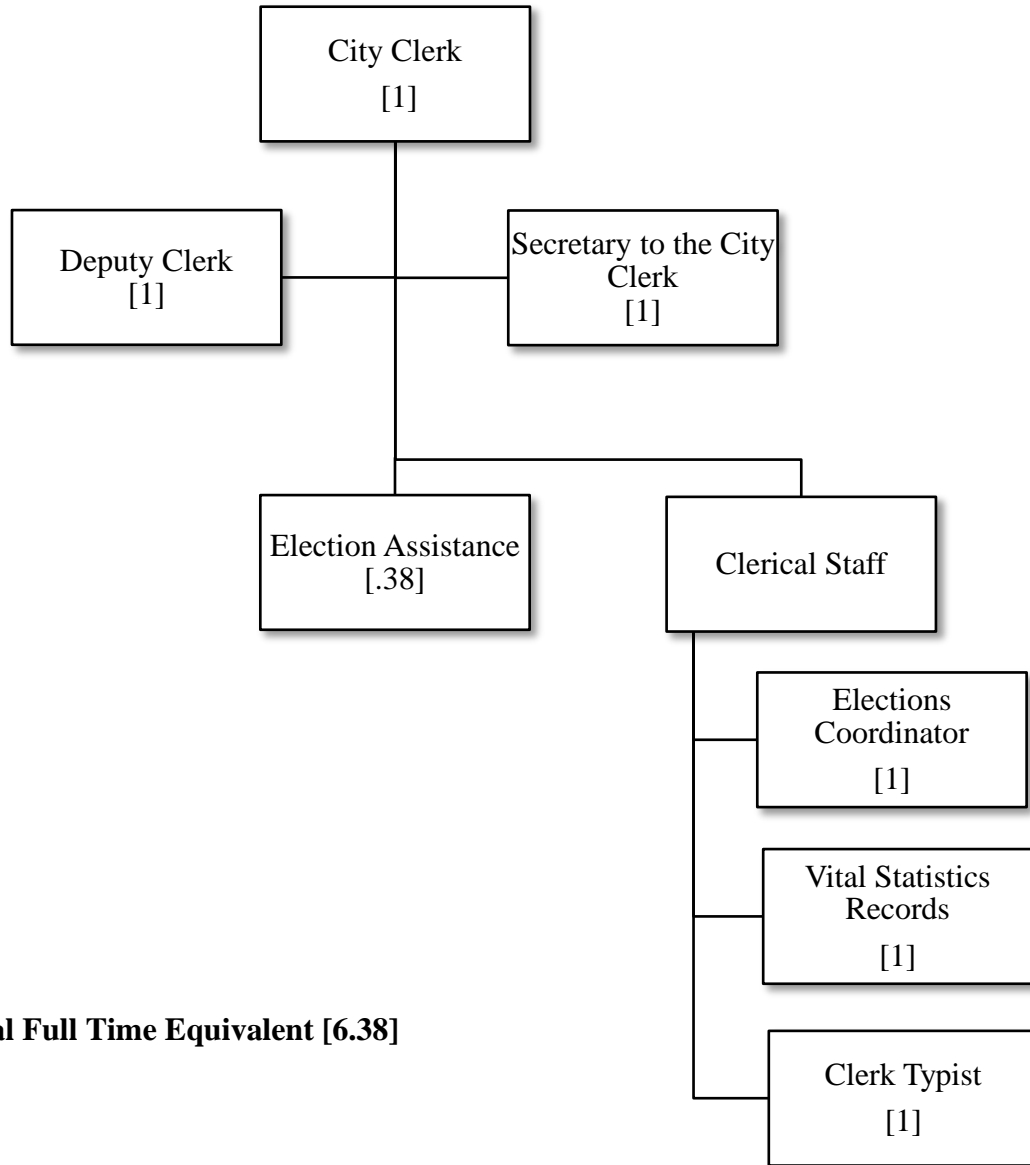
- Revise Election processes, including election worker scheduling and internal payroll procedures based on legislative and system changes. (2,9)
- Public outreach to improve transparency in Elections through social media, Committee To Increase Voter Participation and other outlets. (1,2,9,11)
- Expand our pool of Election Inspectors and include city staff going forward when necessary. (1,4,8)
- Work with the Secretary of State and legislators to promote legislation to improve Election efficiency for clerks and provide more transparency for voters. (1,7,9)
- Work with Finance and other Departments to implement fillable forms and on-line payments for permits, applications and registrations issued through the Clerk's Office. (1,2)
- Streamlining document retention and working with departments to eliminate duplication. (2,9)

PERFORMANCE OBJECTIVES

- Provide agendas, minutes and documents within the time frame required by law.
- Provide updated City Clerk Department information on the City’s website.
- Update and accurately maintain the city’s voter registration system.
- Respond to FOIA requests within the time frame(s) required by law.
- Process permits and licenses in a timely manner and schedule before Council as required
- Update and maintain voter registration records and the permanent absent voter list.
- Update and maintain the City Code of Ordinances.
- Maintain accurate counts and documentation of all birth and death records filed with the city.
- Conduct the General election in a thorough, transparent and efficient manner.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Levels	Birth Records Processed	759	367 to date	N/A
	Death Records Processed	1237	564 to date	N/A
	Freedom of Information Act (FOIA) Requests Processed	266	275	250+
	Ordinances Enacted	14	10	10
	City Council Minutes (includes study sessions, special meetings) prepared	36	46	48
	Planning Commission Minutes prepared	11	6	11
	Zoning Board of Appeals Minutes prepared	6	2	7
	Agendas & Minutes posted and filed for other various board/commission and committees	270	168	270
	Voter Registration Records Processed – *Under new legislation, persons 18+ are automatically registered when obtaining a DL or Personal ID	5,444	6,753	5,500+
	Absentee Ballots Issued - *Increased numbers based on no-reason absentee legislation	27,124	61,683	15,000
	Council Packets Prepared	23	24	24
	No. of Elections Conducted	2	2	1
	No. of Public Notices Published	46	70+	100+
	No. of Documents Recorded	29	40	40
	No. of Liquor License Requests approved by City Council (New, transfers, One-Day, etc.)	1	1	1
	No. of Permits Issued- Special Events, Temporary Outdoor Sales, Massage Businesses, Home Daycare, Peddler/Solicitor	90	79	90
Efficiency	Activity Expenditures as a % of General Fund	1.24%	1.44%	1.14%

CITY CLERK



Total Full Time Equivalent [6.38]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	City Clerk	1	1	1	1
	Deputy Clerk	1	1	1	1
	Secretary to the Clerk	1	1	1	1
	Department Aid	1	1	1	1
	Clerk Typist II	1	1	1	1
	Clerk Typist I	0	0	0	0
	Election Coordinator	1	1	1	1
	Total	6	6	6	6
(038)	Part-time (FTE)				
	Election Help	0.78	0.65	0.38	0.38
	Department Total	6.78	6.65	6.38	6.38

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$136,541 or 17.71% increase from the current budget.
- The increase primarily results from additional personnel and supplies costs associated with the Presidential Election during the COVID pandemic.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$105,453 or 11.62% decrease from the FY 20/21 year-end projection and \$31,088 or 4.03% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from required election equipment maintenance and additional ballot printing costs offset by reduce election worker personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$627,743	\$646,387	\$696,972	\$800,234	\$644,694	\$781,743	\$754,631
Operating Supplies	21,878	41,684	22,966	47,935	41,768	25,927	50,538
Professional & Contractual	32,649	50,042	50,925	59,235	115,490	122,090	132,090
Capital Outlay	88,155	0	0	0	0	0	0
Total City Clerk	\$770,425	\$738,113	\$770,863	\$907,404	\$801,952	\$929,760	\$937,258

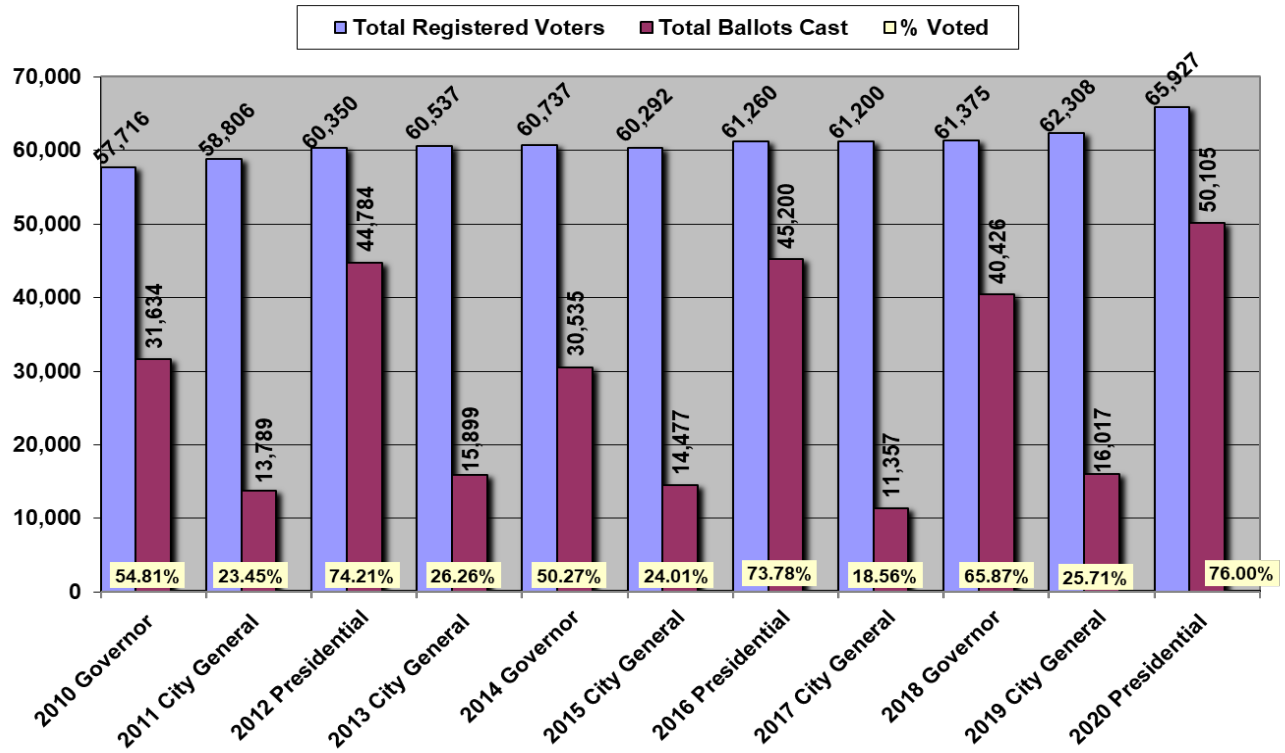
City Clerk

DEPARTMENT NUMBER: 215

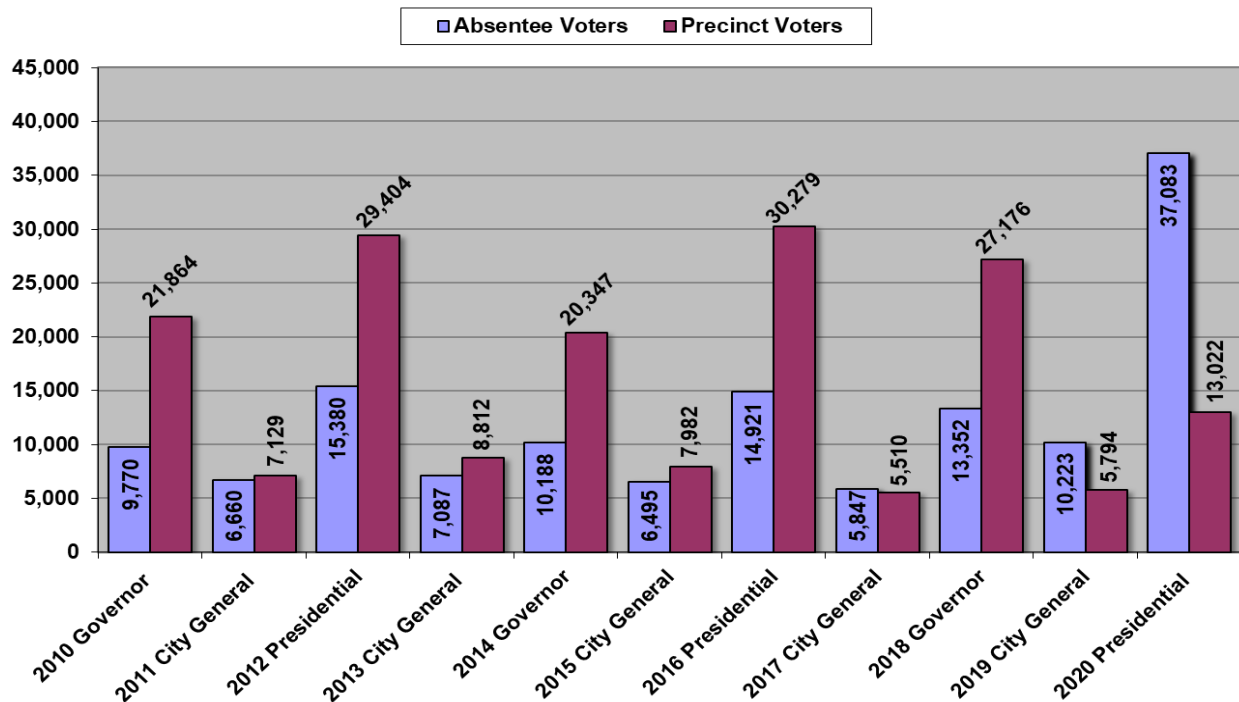
Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Administrative & Clerical	367,585	384,325	385,658	400,148	409,378	412,378	415,378
038 Part-time	10,791	20,844	18,360	28,497	10,800	30,000	25,000
039 Election Workers	94,961	84,006	122,795	183,240	59,070	145,000	125,000
106 Sick & Vacation	0	6,280	11,445	12,351	1,543	1,573	1,605
112 Overtime	14,935	20,367	19,505	30,532	9,167	32,000	25,000
200 Social Security	31,140	34,265	34,924	37,451	34,777	38,287	37,601
250 Blue Cross/Optical/Dental	61,150	48,924	54,893	57,288	66,540	68,204	69,909
275 Life Insurance	1,925	1,961	2,054	1,988	2,144	2,187	2,231
300 Pension - DC	27,484	27,265	29,132	30,073	30,684	31,451	32,237
325 Longevity	16,077	17,188	17,698	18,024	20,091	20,091	20,091
350 Worker's Compensation	1,695	962	508	642	500	572	579
Category Total	627,743	646,387	696,972	800,234	644,694	781,743	754,631
(740) OPERATING SUPPLIES							
001 Gas & Oil	809	601	766	890	978	1,007	1,038
008 Supplies	3,535	4,464	3,200	3,500	5,090	3,920	4,500
012 Election Supplies	17,534	36,619	19,000	43,545	35,700	21,000	45,000
Category Total	21,878	41,684	22,966	47,935	41,768	25,927	50,538
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	2,833	789	6,500	4,700	5,100	5,500	5,500
002 Memberships & Licenses	500	685	685	700	700	700	700
004 Consultants	5,062	4,225	7,500	15,500	8,500	8,500	8,500
005 Fleet Insurance	840	0	0	0	0	0	0
007 Office Equip. Maintenance	3,487	2,627	4,300	5,232	51,550	68,000	68,000
012 Codification	975	7,620	6,000	7,150	8,475	7,000	7,000
013 Education & Training	1,950	2,510	500	150	500	500	500
014 Legal Notices	6,012	7,422	8,000	8,000	8,000	8,000	8,000
015 Election Site Rentals	3,230	2,900	3,000	3,125	1,725	3,450	3,450
024 Printing Services	4,100	16,865	9,000	9,238	25,500	15,000	25,000
041 Vehicle Allowance	3,600	4,440	4,440	4,440	4,440	4,440	4,440
078 Recording Fees	60	-41	1,000	1,000	1,000	1,000	1,000
Category Total	32,649	50,042	50,925	59,235	115,490	122,090	132,090
(970) CAPITAL OUTLAY							
007 Election Equipment	88,155	0	0	0	0	0	0
Category Total	88,155	0	0	0	0	0	0
DEPARTMENT TOTAL	770,425	738,113	770,863	907,404	801,952	929,760	937,258

KEY DEPARTMENTAL TRENDS

Total Votes Cast



Total Voters By Election



HUMAN RESOURCES

MISSION STATEMENT: Provide comprehensive personnel and organizational development services to the employees and operating units of the City.

The Human Resources Department provides service, consultation, and control in the areas of employment and recruitment, compensation administration, employee and labor relations, benefits administration, worker's compensation, safety, unemployment compensation, employee education and development, performance evaluations, discipline, union collective bargaining and contract administration, employment related outside agency complaints, state and federal labor law compliance, personnel records maintenance, organizational development, service and recognition, equal employment opportunity, Title VI compliance and other personnel related issues.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- To champion the City's effort to ensure that diversity within the workforce appropriately reflects the Farmington Hills community. (8)
- To assist departments in cost saving measures through reorganization and personnel management. (1, 2)
- Maintain the Employee Safety Program and the careful administration of the worker's compensation program. (2, 8)
- To continue to effectively manage the HRIS software and encourage appropriate departmental utilization of the database. (2)
- To continue to receive an award for having the lowest experience modification factor among cities of comparable size by the Michigan Municipal League Worker's Compensation Fund. (2, 8)
- Revise and develop additional Standard Practice Policies to ensure uniform administration of policies, benefits and procedures. (8, 9)
- To partner with employee groups and continue to provide a positive, productive and satisfying work environment. (8)
- Update and maintain job descriptions for all employee groups. (8)
- To provide quality, efficient employee relations and personnel services to departments and be recognized as a business partner for such. (8)
- Administer the Fit for Life program to encourage employees and spouses to maintain healthy lifestyles. (2, 8)
- Recruit and hire the most qualified candidates using performance-based criteria and equal opportunity. (8)

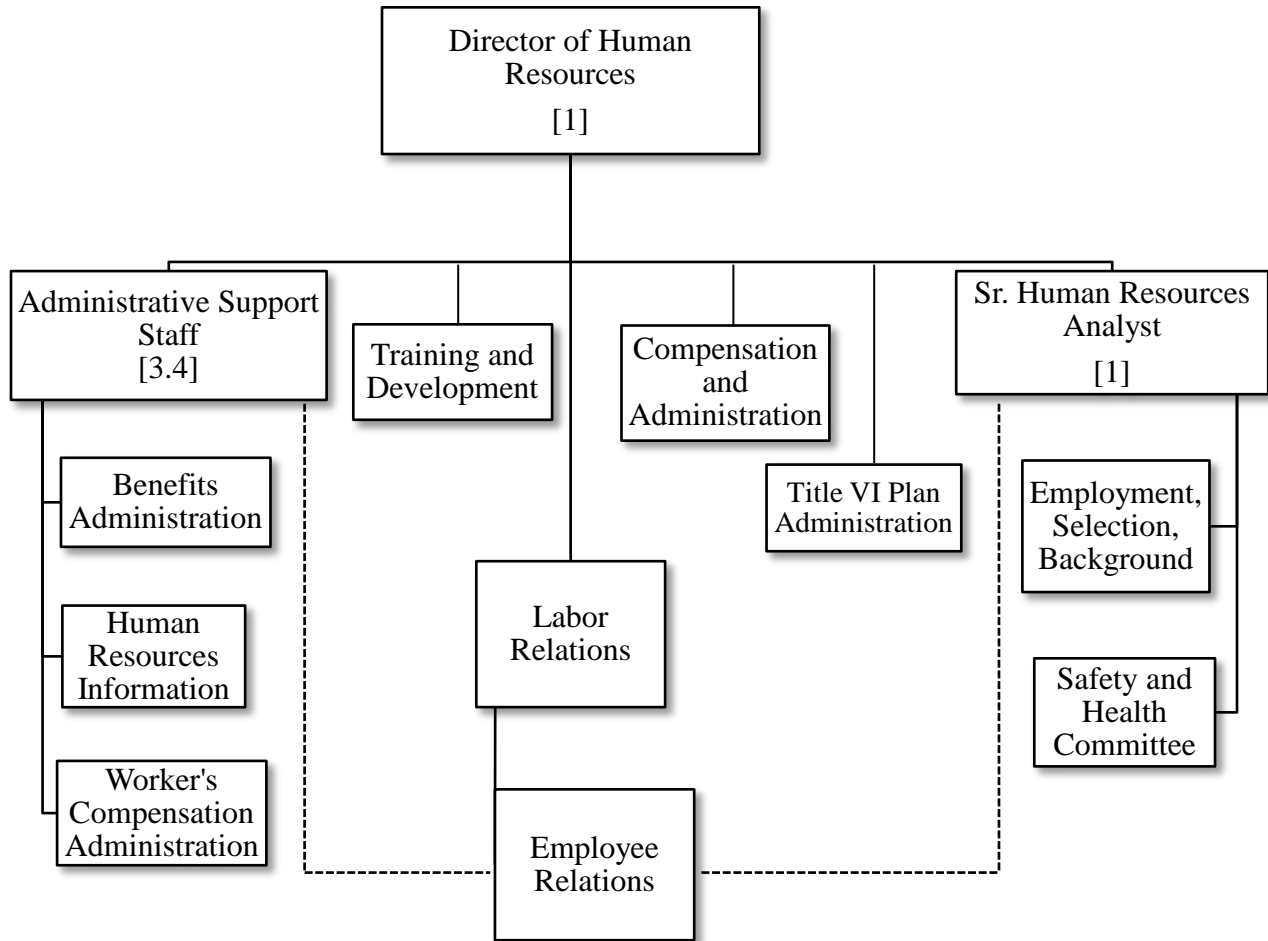
Human Resources

- Develop and support programs that promote morale amongst the workforce and highlight the City as an employer of choice. (8)
- To actively manage the benefit plans and discover cost savings opportunities. (2)
- Maintain the intranet as a critical source of information to employees regarding employment, benefits, polices programs and procedures. (2, 8)

PERFORMANCE OBJECTIVES

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Full-time new hires	19	30	27
	Part-time/seasonal new hires	132	95	130
	Full-time terminations/Retirements	23	30	32
	Part-time/seasonal terminations	95	88	112
	Health Insurance Administration (including FT, COBRA and retirees)	603	640	670
	Applications received	1,408	1,776	1,676
	Payroll changes processed	564	500	520
	Occupational injuries or illnesses	40	40	39
	Driver’s license checks processed	304	230	320
	Criminal checks processed	306	232	322
	Benefit changes processed	390	400	339
	Employee consultations	3,600	5001	4879
	Participation in Fit for Life Program	40%	10%	40%
Efficiency	Number of years awarded MML Lowest Modification Factor for Workers Compensation	21	21	22+
	Average # work days to complete internal recruitment	24	18	18
	Average # work days to complete external recruitment	60	48	54
	% Labor grievances resolved before arbitration	100%	79%	100%
	Full-time employee turnover rate (excluding retirements)	0.03%	0.03%	0.03%
	% Minorities in Work Force	13%	15%	16%
	Activity Expenditures as a % of General Fund	0.74%	0.84%	0.79%

HUMAN RESOURCES



Total Full Time Equivalent [5.4]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	Director of Human Resources	1	1	1	1
	Sr. Human Resources Analyst	1	1	1	1
	Benefits Coordinator	1	1	1	1
	Human Resources Department Aide	1	1	1	1
		4	4	4	4
(038)	Part-time (FTE)	0.14	0.14	1.40	1.40
	DEPARTMENT TOTAL	4.14	4.14	5.40	5.40

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$32,399 or 6.5% increase from the current budget.
- The increase results primarily from increased personnel advertising costs and personnel costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$25,390 or 4.78% increase from the FY 20/21 year-end projection and \$57,789 or 11.59% increase from the FY 20/21 current budget.
- The budget to budget increase results primarily from higher personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$401,305	\$415,489	\$417,551	\$432,441	\$471,450	\$475,848	\$480,659
Operating Supplies	4,423	4,670	10,316	28,685	8,666	8,889	8,922
Professional & Contractual	17,615	17,363	70,875	70,015	76,415	21,415	21,415
Total Human Resources	\$423,343	\$437,522	\$498,742	\$531,141	\$556,531	\$506,151	\$510,996

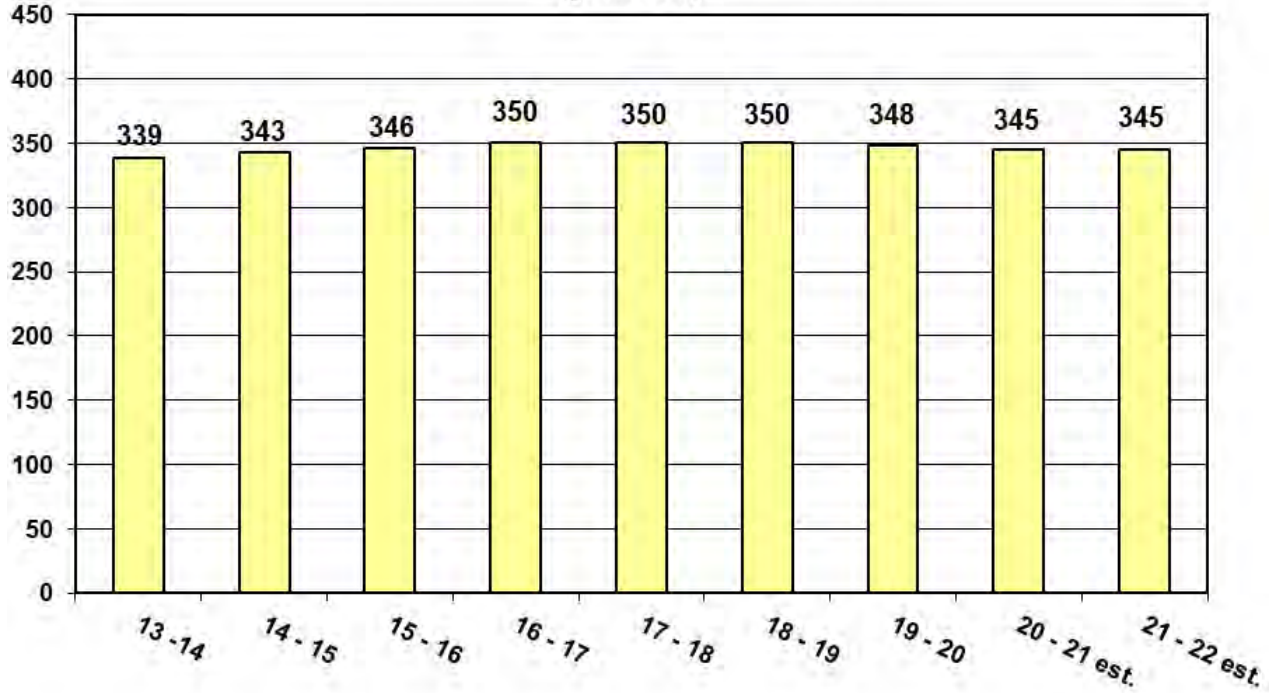
Human Resources

DEPARTMENT NUMBER: 226

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL								
010	Administrative Salaries	272,877	280,313	279,278	288,875	303,030	305,530	308,030
038	Part-time	3,948	2,034	4,300	8,500	26,200	26,200	26,200
106	Sick & Vacation	8,948	11,183	8,113	8,113	8,288	8,520	8,763
112	Overtime	0	0	500	500	500	500	500
200	Social Security	21,514	22,492	23,105	23,507	26,643	26,497	26,706
250	Blue Cross/Optical/Dental	59,856	66,496	67,127	67,014	68,991	70,716	72,484
275	Life Insurance	1,844	1,747	1,956	1,838	2,074	2,147	2,222
300	Pension - DC	27,024	26,026	27,656	28,411	29,725	29,725	29,725
325	Longevity	4,080	4,546	5,180	5,327	5,611	5,611	5,611
350	Worker's Compensation	1,214	652	336	356	388	403	418
	Category Total	401,305	415,489	417,551	432,441	471,450	475,848	480,659
(740) OPERATING SUPPLIES								
001	Gas & Oil	1,324	1,108	1,245	1,085	1,495	1,118	1,151
003	Personnel Testing	208	838	1,000	900	900	900	900
004	Personnel Advertising	1,461	1,599	6,500	25,300	5,000	5,600	5,600
008	Supplies	1,430	1,125	1,571	1,400	1,271	1,271	1,271
	Category Total	4,423	4,670	10,316	28,685	8,666	8,889	8,922
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	737	984	1,220	700	1,220	1,220	1,220
002	Memberships & Licenses	547	555	755	755	755	755	755
004	Consultants/CDL	1,822	1,833	53,200	53,200	53,200	3,200	3,200
005	Fleet Insurance	840	0	0	0	0	0	0
013	Education & Training	659	1,436	4,100	4,100	4,100	4,100	4,100
024	Printing Services	39	286	0	120	0	0	0
025	Safety & Health Committee	5,860	3,784	3,700	3,500	9,000	4,000	4,000
026	Physical Exams	3,511	4,045	3,500	3,200	3,700	3,700	3,700
041	Auto Allowance	3,600	4,440	4,400	4,440	4,440	4,440	4,440
	Category Total	17,615	17,363	70,875	70,015	76,415	21,415	21,415
DEPARTMENT TOTAL		423,343	437,522	498,742	531,141	556,531	506,151	510,996

KEY DEPARTMENTAL TRENDS

ACTUAL FULL TIME EMPLOYEES (positions)



CENTRAL SERVICES

MISSION STATEMENT: Provide the highest quality, efficient internal support for Information Technology, Geospatial Analysis, Purchasing and Telecommunications.

The Department of Central Services provides internal support for Information Technology, Purchasing, Mail Services and Telecommunications. Information Technology staff provides technical support and maintenance of information systems, telecommunications systems and Geographic Information Systems (GIS). Supplies and services are procured by purchasing staff for all departments and divisions within the City. Purchasing staff also dispose of surplus City owned property. Mail services for incoming and outgoing mail are managed by Central Services staff.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Streamline routine workflow with the use of technology. (2,8)
- Maintain a stable, reliable and efficient computer network. (2,8,9)
- Provide software training opportunities for employees. (2,8)
- Replace obsolete and ineffective technology equipment prior to it becoming a support problem. (2)
- Promote the use of e-Procurement and expand the membership of vendors and agencies. (2)
- Expand the use of cooperative purchasing. (2,9, 11)
- Replace paper based sealed bidding process with electronic process. (2,8)
- Review, promote and implement creative ways to save money and improve operations. (2)
- Educate staff about the purchasing process. (2,8,9)
- Expand the use of GIS technology. (2,8)
- Promote, support and expand network communications system. (2, 3, 8)
- Promote, educate and expand the use of the p-card program. (2,8)
- Implement Green purchasing procedures. (2,10)
- Maintain existing service and support levels with added responsibilities. (1,8)
- Review consolidation opportunities.(2,10)
- Manage additional responsibilities (Farmington IT). (2)

PERFORMANCE OBJECTIVES

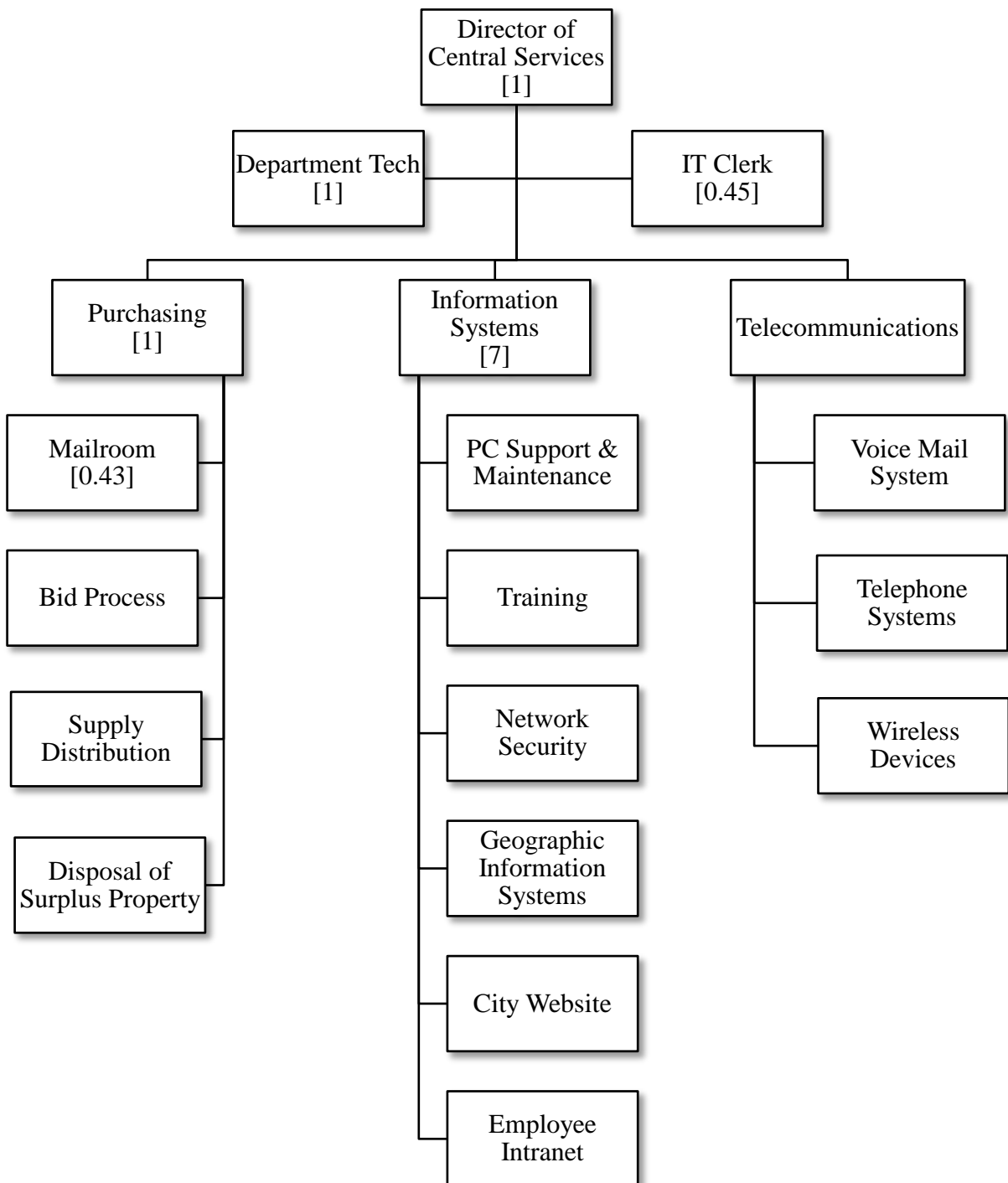
- Maintain and improve growing services levels within assigned resources.
- To promote the use of technology to improve the delivery of City services.

Central Services

- To support end users in a timely and professional manner without secondary visits.
- Expand the use of the City website and to disseminate information about the City.
- Expand and promote the use of the employee intranet.
- Implement pro-active contracts with multi-year renewal options.
- Eliminate redundancy of information maintenance and promote information sharing.
- Expand the use of document imaging.
- Encourage, expand and promote cooperative purchasing.
- Support and maintain data network to provide uninterrupted work for staff.
- Secure the City's network infrastructure to ensure continuity of service.
- Encourage and promote the use of existing software systems to their fullest capacity.
- Leverage the use of GIS Technology to better serve staff, local business & residents.

Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Software Systems Supported	200	200	210
Software Training Classes Provided	12	15	15
GIS Enhanced Applications	9	9	15
Computer Hardware Supported (PC's)	465	462	450
Helpdesk/Support incidents	1,020	1,060	1,200
Multi-Function Network Printers	55	55	60
Network & Local Printers	34	34	34
Portable PC's Supported	90	85	150
Virtual Servers Maintained	54	51	55
Smart phone devices	297	312	320
Smart phone Users	269	275	320
Ratio of PC's to IT Analysts	95:1	90:1	110:1
Sealed Bids/RFP's Issued	80	85	90
MITN e-Procurement members	244	250	255
City Manager Reports	71	80	85
Purchase Orders Issued	782	840	845
General Fund Expenditures	\$2,317,228	\$2,500,000	\$2,700,000
Total Amount Purchased	\$22,420,000	\$25,000,000	\$30,000,000
Purchasing Net Aggregate Savings	\$440,000	\$485,000	\$490,000
Total Dollars purchased with p-card	\$1,631,781	\$2,700,000	2,800,000
Total number of p-card transactions	6079	7,600	7,700
Total sold through MITN auction	\$71,229	\$184,000	\$186,00
Number of items sold through MITN auction	77	130	135
Outbound U.S. Mail Spend	\$131,000	\$135,000	\$137,000
Average Amount of Purchase Order	\$28,670	\$29,762	\$35,503
Savings per \$1 expended	\$0.025	\$0.028	\$0.030
Average p-card transaction	\$268.43	\$355.26	\$363.64
Activity Expenditures as % of General Fund	1.62%	1.64%	1.67%

CENTRAL SERVICES



Total Full Time Equivalent [10.88]

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	Director of Central Services	1	1	1	1
	Senior Buyer	0	0	1	1
	Buyer	1	1	0	0
	Manager of Information Technology	1	1	1	1
	Senior Information Systems Analyst	2	2	2	2
	Information Systems Analyst II	1	1	1	1
	Information Systems Analyst I	1	1	2	2
	GIS Technician	1	1	1	1
	Department Technician	1	1	1	1
	Total	9	9	10	10
(038)	Part-time (FTE)				
	Mail Clerk	0.43	0.43	0.43	0.43
	IT Clerk	0.54	0.45	0.45	0.45
	Total	0.97	0.88	0.88	0.88
	Department Total	9.97	9.88	10.88	10.88

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$27,121 or 2.7% increase from the current budget.
- The increase results primarily from personnel costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$143,800 or 13.96% increase from the FY 20/21 year-end projection and \$170,921 or 17.05% increase from the FY 20/21 current budget.
- The budget-to-budget increase is due to increased personnel costs.

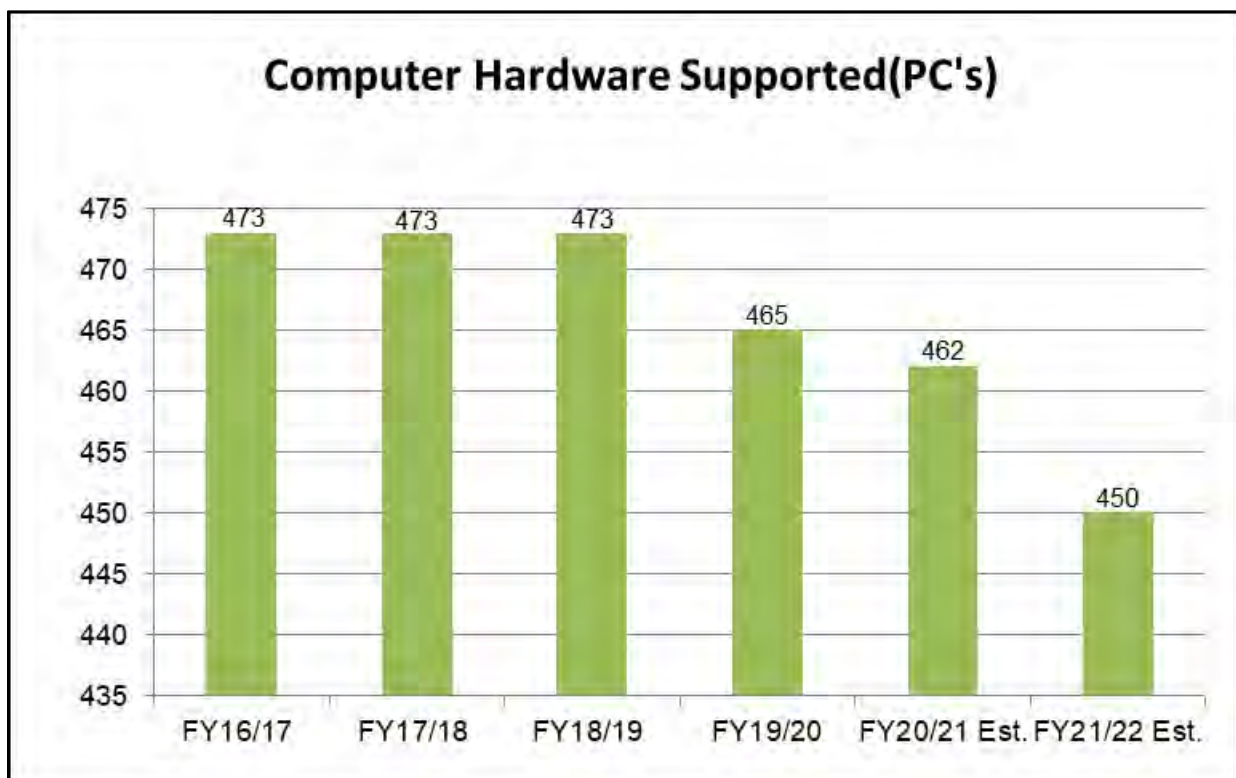
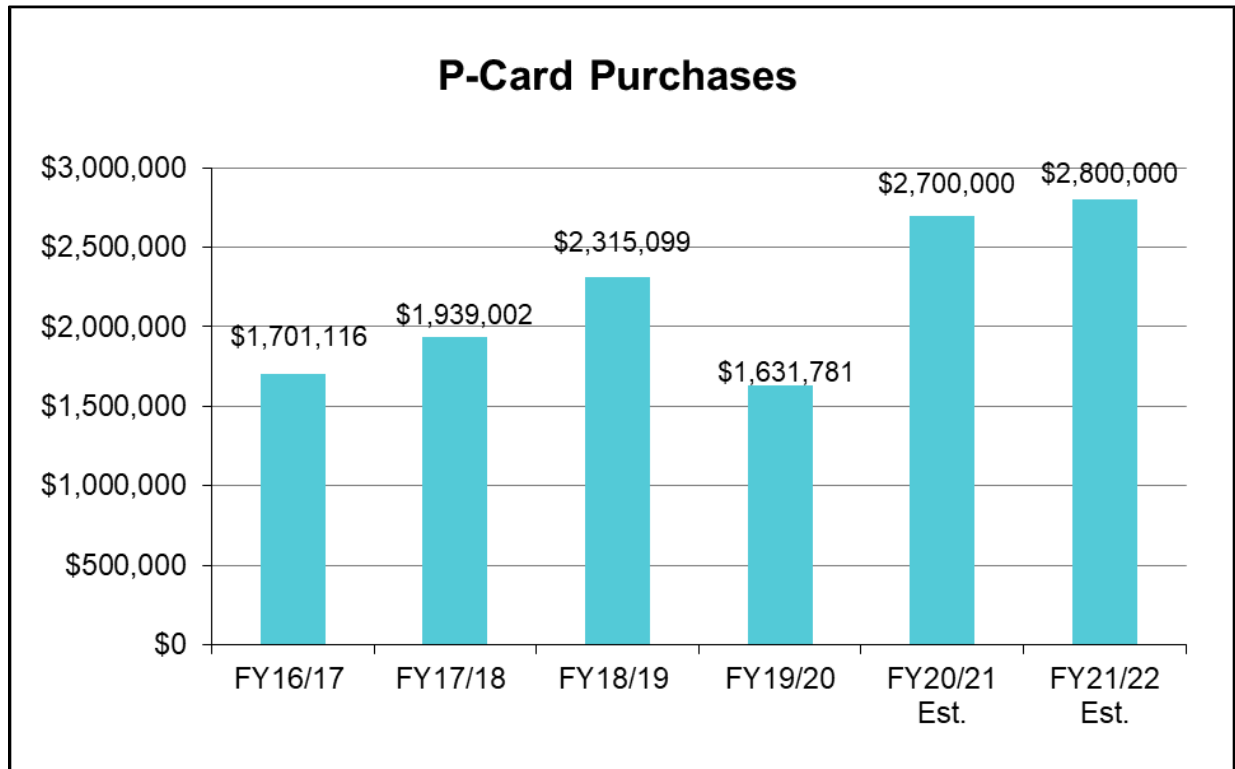
	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$932,093	\$920,054	\$954,730	\$989,951	\$1,125,399	\$1,136,435	\$1,147,699
Operating Supplies	4,548	3,098	3,166	2,651	3,378	3,407	3,438
Prof. & Contractual	55,791	37,965	44,785	37,200	44,825	45,040	45,040
Total Central Services	\$992,432	\$961,117	\$1,002,681	\$1,029,802	\$1,173,602	\$1,184,883	\$1,196,177

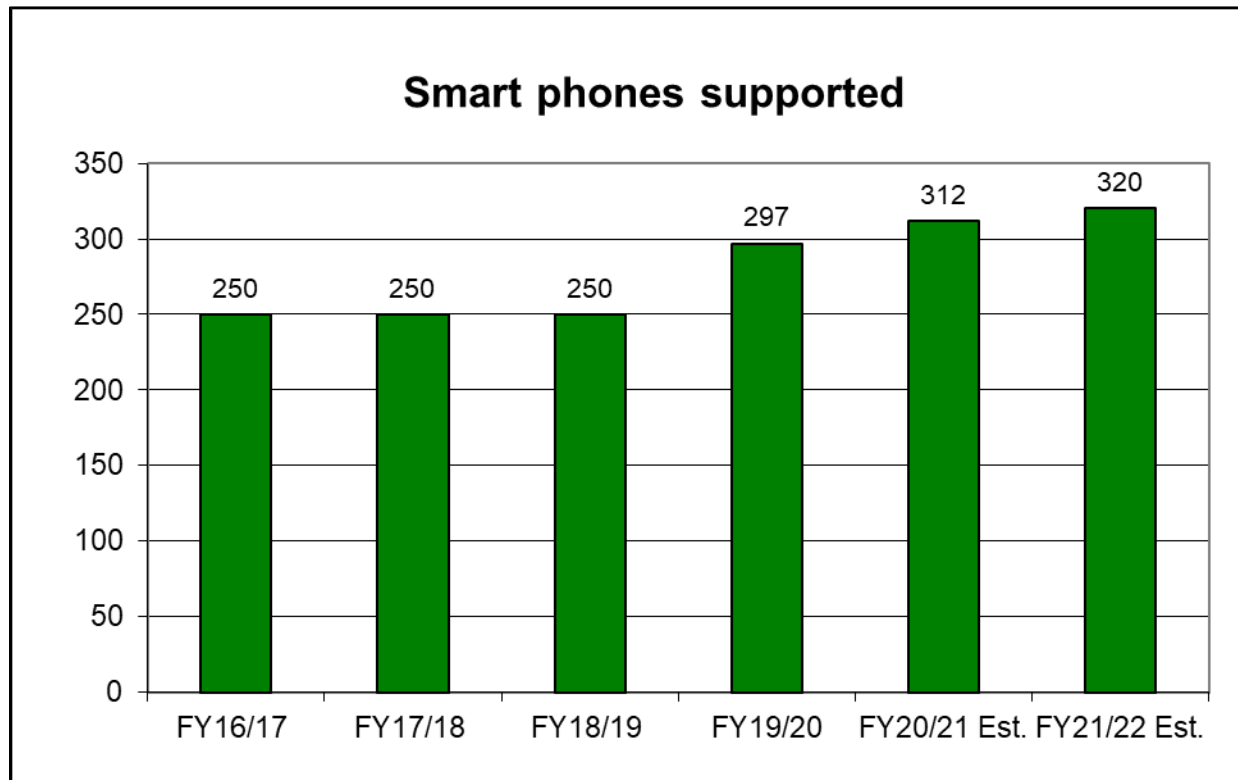
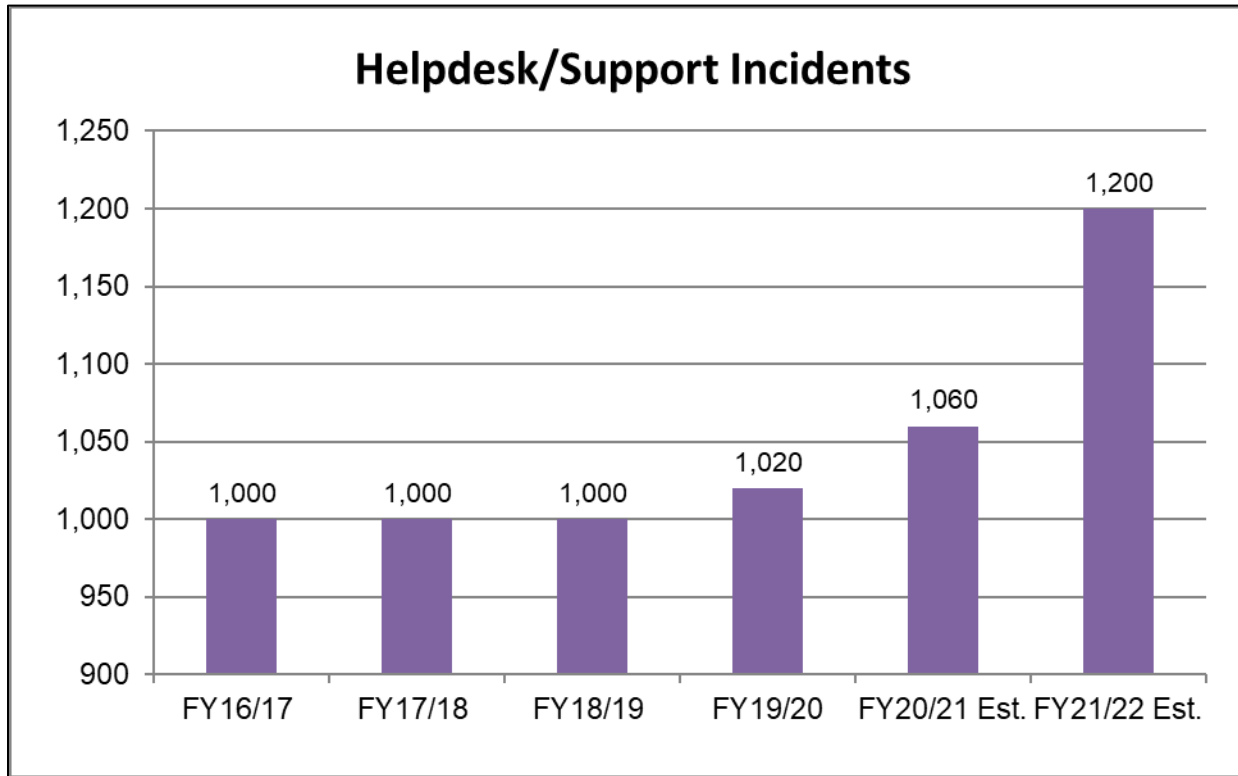
Central Services

DEPARTMENT NUMBER: 250

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL								
010	Administrative Salaries	663,517	645,282	683,408	705,102	791,518	797,518	803,518
038	Part-time	18,816	23,777	25,364	24,916	26,203	26,858	27,529
106	Sick & Vacation	18,593	21,276	4,300	10,654	6,000	6,000	6,000
112	Overtime	4,583	8,809	8,000	7,200	8,000	8,000	8,000
200	Social Security	54,621	56,150	58,095	59,121	66,925	67,325	67,835
250	Blue Cross/Optical/Dental	119,067	109,180	115,432	121,490	151,993	155,793	159,688
275	Life Insurance	3,545	3,439	3,826	3,654	4,361	4,514	4,672
300	Pension - DC	14,505	17,027	22,844	23,448	32,184	32,184	32,184
325	Longevity	31,843	33,512	32,617	33,486	37,248	37,248	37,248
350	Worker's Compensation	3,003	1,602	844	880	967	996	1,026
	Category Total	932,093	920,054	954,730	989,951	1,125,399	1,136,435	1,147,699
(740) OPERATING SUPPLIES								
001	Gas & Oil	858	542	766	651	978	1,007	1,038
008	Supplies	3,690	2,556	2,400	2,000	2,400	2,400	2,400
	Category Total	4,548	3,098	3,166	2,651	3,378	3,407	3,438
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	1,661	880	3,785	940	3,785	4,000	4,000
002	Memberships & Licenses	1,365	2,195	1,200	1,200	1,200	1,200	1,200
004	Consultants/Website Dev.	31,138	25,414	25,000	22,500	25,000	25,000	25,000
005	Fleet Insurance	840	0	0	0	0	0	0
007	Office Equip. Maintenance	11,231	0	3,000	1,800	3,000	3,000	3,000
013	Education & Training	5,956	5,000	7,200	6,200	7,200	7,200	7,200
024	Printing Services	0	36	200	120	200	200	200
041	Auto Allowance	3,600	4,440	4,400	4,440	4,440	4,440	4,440
	Category Total	55,791	37,965	44,785	37,200	44,825	45,040	45,040
DEPARTMENT TOTAL		992,432	961,117	1,002,681	1,029,802	1,173,602	1,184,883	1,196,177

KEY DEPARTMENTAL TRENDS





SUPPORT SERVICES

MISSION STATEMENT: Provide those services and activities necessary to the overall day-to-day operation of the City government.

Support Services refers to services that are provided to support the overall operation of the City. This cost center provides support for the entire organization and accounts for all general costs that cannot be allocated to any one particular department. Budget funding covers general liability and property insurance, telecommunications, overhead street lighting, copiers, beautification projects, staff vehicles, postage and other administrative functions. There are no employees in this budget.

This Department's operations, which are approximately 3.42% of the General Fund's proposed budget, are partially supported by a \$88,579 Reimbursement for Overhead Street Lighting from various affected subdivisions and properties.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$144,952 or a 6.36% increase from the current budget.
- The increase results primarily from additional COVID-19 supplies expenses, increased consultant costs, broadband study, and insurable property repairs partially offset by decreased general liability insurance.

FY 20/21 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$20,476 or 0.84% decrease from the FY 20/21 year-end projection and \$124,476 or 5.46% increase from the FY 20/21 budget.
- The budget to budget increase is due to COVID-19 supplies expenses, increased costs for membership, licensing and network security costs, partially offset by decreased general liability insurance and unemployment compensation costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Operating Supplies	\$15,310	\$154,254	\$48,394	\$153,553	\$94,270	\$49,604	\$45,154
Professional & Contractual	1,709,126	1,958,624	2,232,503	2,272,296	2,311,103	2,359,296	2,452,666
Total Support Services	\$1,724,436	\$2,112,878	\$2,280,897	\$2,425,849	\$2,405,373	\$2,408,899	\$2,497,820

Support Services

DEPARTMENT NUMBER: 290

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(740) OPERATING SUPPLIES							
001 Gas & Oil Pool Cars	5,729	4,111	6,514	3,689	6,670	7,004	7,354
008 Miscellaneous Expense	4,712	1,797	9,000	4,200	4,800	4,800	5,000
014 Copier Supplies	4,663	5,647	6,000	4,200	6,000	6,000	6,000
019 COVID-19 Supplies	0	136,099	0	94,358	50,000	0	0
034 Publications for Resale	0	0	0	4,676	0	5,000	0
046 City-Wide Beautification	206	6,600	26,880	42,430	26,800	26,800	26,800
Category Total	15,310	154,254	48,394	153,553	94,270	49,604	45,154
(801) PROFESSIONAL & CONTRACTUAL							
002 Membership, Licenses & Network Security	279,006	414,702	495,000	533,750	650,000	684,250	754,668
003 Public Relations	39,133	32,765	42,000	20,000	40,000	40,000	40,000
004 Consultants	27,254	7,984	37,000	103,896	50,000	50,000	50,000
005 Fleet Insurance	7,816	8,992	10,353	10,353	10,353	10,871	11,414
006 Vehicle Maintenance	2,937	3,721	4,900	2,230	3,500	3,675	3,859
007 Office Equip. Maintenance	1,560	16,401	18,500	15,000	18,500	18,500	18,500
010 Broadband Study	0	11,516	0	42,617	0	0	0
015 Copier Rental	34,991	25,041	36,500	36,500	36,500	36,500	41,975
016 Phone Expense	176,865	194,940	190,000	190,000	198,000	200,000	205,000
018 Postage & Machine Rental	82,330	113,678	120,000	135,000	120,000	120,000	120,000
019 Gen. Liability & Contents	656,257	707,994	825,000	700,000	700,000	700,000	700,000
022 Insurable Property Repairs	108,725	67,180	50,000	104,500	80,000	80,000	80,000
027 Radio Maintenance	1,250	0	1,250	1,250	1,250	1,250	1,250
050 Overhead Lighting Utilities	213,562	217,865	210,000	215,000	225,000	236,250	248,000
052 Document Imaging Management	37,299	11,200	50,000	31,000	50,000	50,000	50,000
082 Unemployment Compensation	32,636	24,601	75,000	50,000	30,000	30,000	30,000
083 Disability Funding	762	5,845	10,000	5,000	10,000	10,000	10,000
084 Pest Abatement	15,928	16,553	13,000	13,000	13,000	13,000	13,000
085 Cobra Insurance	11,063	18,421	6,000	20,000	20,000	20,000	20,000
086 Health IBNR	(29,205)	51,838	25,000	25,000	25,000	25,000	25,000
087 Wellness Program	4,586	7,666	9,000	15,000	26,000	26,000	26,000
089 State Hlth. Insurance Claims Tax	1,608	274	1,000	200	1,000	1,000	1,000
998 Disaster Emergency Fund	2,209	0	3,000	3,000	3,000	3,000	3,000
999 Tax Tribunal Refunds	554	(554)	0	0	0	0	0
Category Total	1,709,126	1,958,624	2,232,503	2,272,296	2,311,103	2,359,296	2,452,666
DEPARTMENT TOTAL	1,724,436	2,112,878	2,280,897	2,425,849	2,405,373	2,408,899	2,497,820

POST-EMPLOYMENT BENEFITS

Post-Employment Benefits are contributions made to the City’s Defined Benefit Retirement System and Retiree Healthcare Plan for the Closed General Member Group. Prior to FY 2013/14, these contributions were allocated to the various representative Departments. However, due to the General Group being closed to new members since FY 2006/07, it became increasingly more difficult to accurately allocate these contributions, as new hires have been placed in Defined Contribution plans. Post-employment Benefits comprise 3.41% of the General Fund’s proposed budget.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- No change.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$60,830 or 2.47% decrease from the FY 20/21 budget.
- The City-wide combined Employees’ Retirement System and Post-Retirement Healthcare Fund’s actuarial calculated contributions decreased in FY 21/22 from FY 20/21 resulting from the June 30, 2020 actuary study.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$2,555,986	\$2,639,994	\$2,462,054	\$2,462,054	\$2,401,224	\$2,505,221	\$2,627,780
Total Post Employment Benefits	\$2,555,986	\$2,639,994	\$2,462,054	\$2,462,054	\$2,401,224	\$2,505,221	\$2,627,780

DEPARTMENT NUMBER: 298

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
305 General Group DB Pension	2,365,004	2,314,162	2,152,007	2,152,007	2,334,458	2,451,181	2,573,740
308 General Group DB Retiree Healthcare	190,982	325,832	310,047	310,047	66,766	54,040	54,040
DEPARTMENT TOTAL	2,555,986	2,639,994	2,462,054	2,462,054	2,401,224	2,505,221	2,627,780

INTERFUND TRANSFERS

In accordance with generally accepted accounting principles, the Interfund Transfers section of the budget provides appropriations for the City's General Fund contributions to the General Debt Service Fund for existing debt issues, the Nutrition Fund for operations, the Capital Improvement and Community Center Renovations Funds for various capital improvements.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$50,000 or 0.54% increase from the current budget.
- The increase results from increased transfers to the General Debt Service Fund.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$539,935 or 5.83% increase from the FY 20/21 year-end projection and \$589,935 or 6.4% increase from the FY 20/21 budget.
- The budget-to-budget increase results from increased transfers to the Community Center Renovations Funds for on-going capital needs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Interfund Transfers	\$8,194,944	\$8,852,224	\$9,218,861	\$9,268,861	\$9,808,796	\$12,433,821	\$12,742,266
Total Interfund Transfers	\$8,194,944	\$8,852,224	\$9,218,861	\$9,268,861	\$9,808,796	\$12,433,821	\$12,742,266

Interfund Transfers comprise 13.94% of the General Fund's proposed budget.

DEPARTMENT NUMBER: 299

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
INTERFUND TRANSFERS							
213 To Federal Forfeiture Fund	53,356	26,916	0	0	0	0	0
281 To Nutrition Fund	29,590	25,308	68,861	68,861	68,861	68,861	68,861
301 To General Debt Service Fund	1,282,046	1,800,000	2,650,000	2,700,000	2,239,935	2,214,960	2,223,405
404 To Capital Improvement Fund	6,000,000	7,000,000	6,500,000	6,500,000	6,500,000	9,000,000	9,300,000
406 To Community Center Renovations Fund	800,000	0	0	0	1,000,000	1,150,000	1,150,000
412 To Golf Course Capital Improv. Fund	29,952	0	0	0	0	0	0
Total Operating Budget	8,194,944	8,852,224	9,218,861	9,268,861	9,808,796	12,433,821	12,742,266
DEPARTMENT TOTAL	8,194,944	8,852,224	9,218,861	9,268,861	9,808,796	12,433,821	12,742,266

PUBLIC SAFETY SUMMARY

DIV.	2018/19 Actual	2019/20 Actual	2020/21 Current	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
NO. Category and Line Item	Expenditures	Expenditures	Budget	Expenditures	Budget	Budget	Budget
PUBLIC SAFETY:							
300 Police	14,303,478	14,204,509	15,421,072	15,246,554	16,766,976	17,013,383	17,628,536
337 Fire	6,111,338	6,345,060	6,638,367	6,745,941	7,057,456	7,289,373	7,509,664
TOTAL PUBLIC SAFETY	20,414,816	20,549,569	22,059,439	21,992,495	23,824,432	24,302,756	25,138,200



POLICE DEPARTMENT

MISSION STATEMENT: *The Farmington Hills Police Department is committed to maintaining the safety and quality of life of this community through the delivery of superior police services without prejudice or partiality.*

Criminal activity, as it pertains to Group A crimes continues in a downward trend. These crimes have decreased by more than 4% over the past year. Armed Robberies (3) were the lowest in City history. The number of Burglaries (70), Auto Thefts (53), and Larceny from Autos (143), decreased in 2020, and are amongst the lowest levels recorded in City history.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Maintain Department accreditation through the Michigan Association of Chiefs of Police. (1,9,12)
- Department wide training in “Fair and Impartial Policing”, and “Implicit Bias” to further improve the superior police services provided to our community. (1,3,8,13)
- Continue successful efforts to reduce crime, increase community and inter-agency cooperation thereby enhancing the quality of life for City residents and visitors. (2,4,7,8,13)
- Continue the development of the Department’s ability to gather, analyze and utilize critical crime trend data toward effective deployment of personnel and crime prevention tactics. (1,2)
- Department wide commitment to staff development through training and continued education. (1,8,10,11)
- Continue to build upon law enforcement community connections through several key crime prevention programs. (2,3,11,13)
- Replace marked patrol vehicles and unmarked vehicles that have reached their end of law enforcement use. (1,3,10)
- Install interior and exterior security upgrades to include additional audio/video security, exterior signage, and security devices. (1,2,3,13)
- Continue successful efforts to recruit, hire, and retain quality police employees, while seeking to add diversity to the workforce. (1,8,13)
- Increase reality-based training involving the utilization of de-escalation techniques while training in use-of-force options. (1,8)
- Implementation of body worn cameras for accountability, transparency and to enhance community trust. (1,3)

PERFORMANCE OBJECTIVES

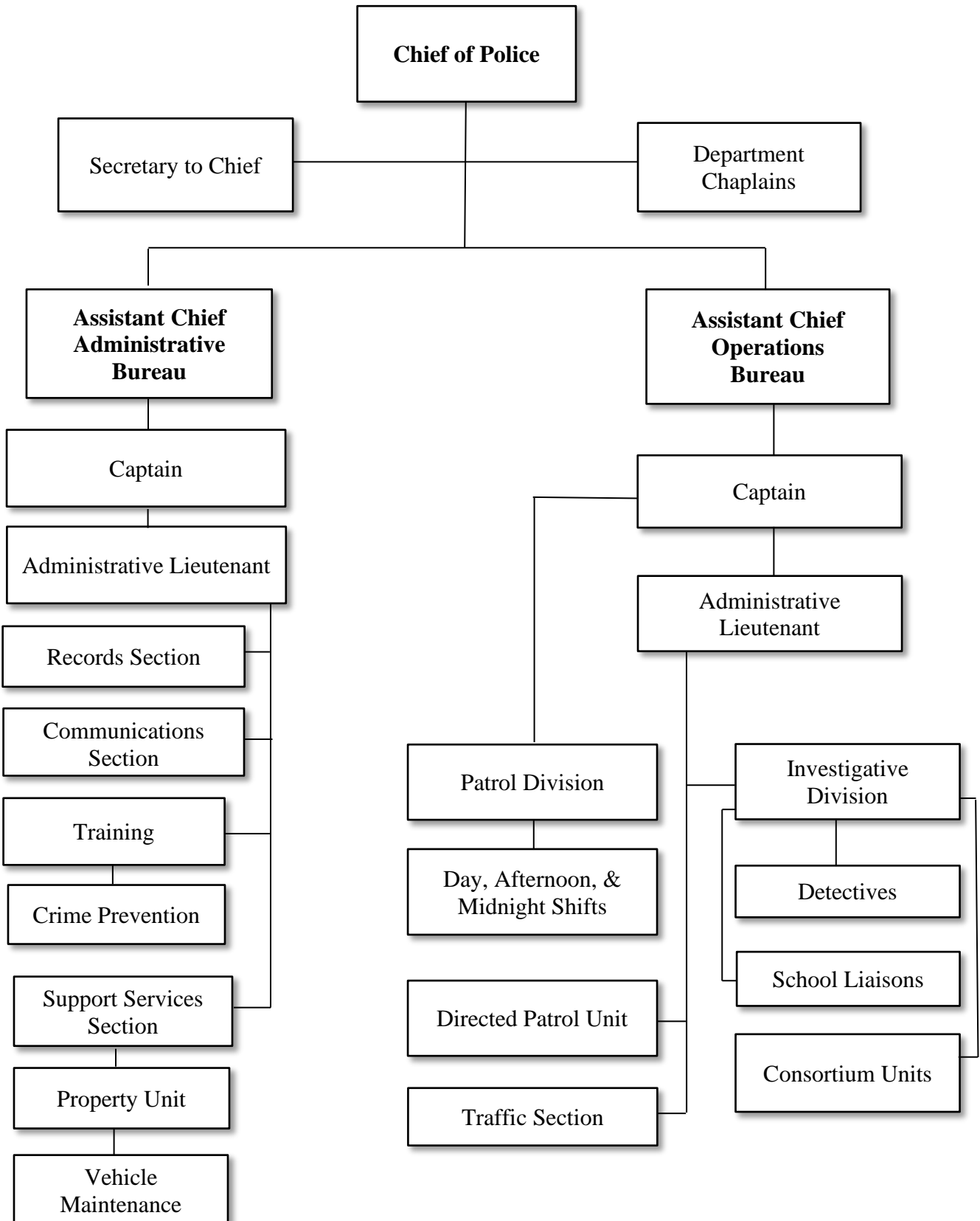
	Performance Indicators	2019 Actual	2020 Actual	2021 Projected
Service Level	Neighborhood Watch Groups	56	56	56
	Speech/Service Requests	86	135	108
	False Alarm Fees Collected [2,4]	\$49,700	\$43,045	\$42,010
	Report Copy Requests [4]	1,033	583	917
	Pistol Permits Processed	1,874	2,920	2,067
	Investigative Division Cases	3,059	4,213	3,755
	Investigative Division Arrest Warrants [4]	383	310	381
	Investigative Division Juvenile Petitions[4]	31	10	36
	Fire Service Calls [4]	10,383	10,484	10,122
	Adults Arrested	2,027	1,318	1,970
	Juveniles Arrested	28	24	32
	O.U.I.L. Arrests	158	126	151
	Dispatched Runs (FHPD/FHFD/FDPS/FVPD)[3]	45,333	40,867	43,950
	Group A Crimes per 1,000 Population [5]	22.99	22.14	23.77
	Group B Crimes/Activities per 1,000 Population	8.83	7.65	8.77
	Villages of Franklin & Bingham Farms Dispatched Calls for Service [3]	3,101	1,905	N/A
	City of Farmington Dispatched Calls for Service	6,177	4,516	5,588
	Burglaries-residential [1]	66	41	55
	Burglaries-commercial [1]	79	29	46
	Robberies [6]	7	9	8
	Moving Violations (Hazardous) [4]	4,770	2,685	4,452
	Non-Moving Violations (Non- Hazardous) [4]	2,206	1,138	2,741
	Residential Burglaries/1,000 Housing Units	1.78	1.14	1.52
Efficiency	Cases Closed	2,730	3,181	3,550
	Activity Expenditures as a % of General Fund	23.9%	24.25%	23.83%

- [1] Includes entry by forcible and non-forcible (unsecured) means
- [2] Alarm Billing Software
- [3] Villages of Franklin & Bingham Farms discontinued dispatch services September 2020
- [4] Numbers believed to be affected by COVID 19
- [5] U.S Census population as of July 1, 2019 (80,615)
- [6] Robberies (armed and unarmed)

Department Budgetary Accomplishments

- Hired twelve new Police Officers to fill vacancies
- Hired four full-time Dispatchers to fill vacancies
- Hired one Operations Clerk
- Hired eight Police Service Aides
- Completed Public Safety Communications Center and integrated Executive Command and Conference Center project (Delayed due to COVID)
- Purchased and equipped four marked patrol vehicles to replace vehicles being removed from the Department's fleet
- Purchased four unmarked investigative staff vehicles to replace vehicles being removed from the Department's fleet
- Purchased 24 next generation AED's (Delayed due to COVID)
- Purchased a portable light trailer (Delayed due to COVID)
- Purchased 28 "5G" in-car lap top computers
- Purchased supporting equipment for the s-UAS program
- Purchased Watch Guard integrated in-car / body camera system (Delayed due to COVID)
- Purchase of FOIA compliant video redaction software
- Purchased 25 sets of mobile field force equipment
- Purchased Dispatcher pre-employment testing software
- Purchased 40 next generation Tasers
- Purchased 10 Life Lock Preliminary Breath Test Devices
- Purchased two FLIR Breach multifunctional thermal imaging binoculars
- Re-upholstered 30 chairs
- Purchased Evidence Technician Video Camera
- Created and implemented a new vehicle graphics package for our marked patrol fleet
- Purchased and implemented "Guardian Tracking" personnel management software

POLICE DEPARTMENT



STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
<u>GENERAL FUND</u>					
(010)	Administrative & Clerical				
	Chief of Police	1	1	1	1
	Secretary to the Chief of Police	1	1	1	1
	Records Division Supervisor	1	1	1	1
	Secretary	3	3	3	3
	Teleprocessing Operator	0	0	0	0
	Crime Analyst	1	0	0	0
	Clerk Typist II	3	4	4	4
	Clerk Typist I	1	1	1	1
	Community Service Officer	1	1	1	1
	Administrative Secretary	3	3	3	3
	Police Service Technician	1	1	1	1
	Records Section Coordinator	1	1	1	1
	Crime Prevention Technician	1	1	1	1
	Department Aide	2	2	2	2
	Total	20	20	20	20
(012)	Dispatchers				
	Dispatcher	9	9	9	9
	Dispatch Coordinator	3	3	3	3
	Total	12	12	12	12
(017)	Assistant Chief	2	2	2	2
(018)	Captain	2	2	2	2
(019)	Lieutenant	5	5	5	5
(020)	Sergeant	16	16	16	16
(021)	Police Officer	45	45	45	45
(051)	Crossing Guard (FTE)	1.22	1.22	1.22	1.22
(038)	Part-time (Dispatch & Clerical) (FTE)	9.25	10	10	10
	Total	80.47	81.22	81.22	81.22
	Total General Fund	112.47	113.22	113.22	113.22
705	<u>PUBLIC SAFETY MILLAGE</u>				
(010)	Administrative & Clerical				
	Communications Supervisor (Civilian)	1	1	1	1
(012)	Dispatchers	5	5	5	5
(021)	Police Officer	35	35	35	35
	Total Public Safety Millage Fund	41.00	41.00	41.00	41.00
	Department Total	153.47	154.22	154.22	154.22

Police Department

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$174,518 or 1.13% decrease from the current budget.
- The decrease results from projected lower than budgeted costs for personnel and vehicle maintenance.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$1,520,422 or 9.97% increase from the FY 20/21 year-end projection and \$1,345,904 or 8.73% increase over the FY 20/21 current budget.
- The budget-to-budget increase results primarily from automotive purchases, higher personnel, gas & oil, telephone expense, and building maintenance costs, partially offset by decreased vehicle maintenance.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$13,254,415	\$13,281,677	\$14,293,938	\$14,170,675	\$15,008,781	\$15,807,870	\$16,383,300
Operating Supplies	464,975	381,398	411,159	430,340	445,655	459,612	477,361
Professional & Contractual	575,830	541,434	715,975	645,539	868,923	745,901	767,875
Capital Outlay	8,258	0	0	0	443,617	0	0
Total Police	\$14,303,478	\$14,204,509	\$15,421,072	\$15,246,554	\$16,766,976	\$17,013,383	\$17,628,536

Police Department

DEPARTMENT NUMBER: 300

Acct.		2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
No.	Category and Line Item	Actual	Actual	Budgeted	Estimated	Adopted	Projected	Projected
(702) PERSONNEL								
010	Administrative & Clerical	1,573,489	889,629	981,326	979,909	1,058,302	1,116,464	1,176,283
012	Dispatchers	0	574,751	670,946	686,299	711,066	745,331	780,573
017	Assistant Chiefs	286,273	220,289	222,980	229,500	235,871	242,593	249,507
018	Commanders	135,859	216,481	215,071	221,367	227,504	233,988	240,657
019	Lieutenants	467,769	480,658	484,875	504,173	512,907	527,525	542,559
020	Sergeants	1,375,788	1,446,646	1,423,399	1,477,758	1,505,689	1,548,601	1,592,736
021	Patrol	3,105,048	3,255,688	3,408,918	3,274,000	3,479,118	3,704,273	3,935,845
038	Part-time	362,491	279,125	362,100	325,000	372,419	383,033	393,950
041	Court Time	110,388	76,597	120,360	76,586	120,500	123,934	127,466
042	Holiday Pay	317,974	329,560	339,568	329,360	352,685	362,737	373,075
051	Crossing Guards	15,330	10,140	17,000	8,500	17,484	17,982	18,494
106	Sick/Personal/Vacation	215,615	528,987	400,000	365,180	570,040	488,378	424,434
108	Hazard Pay	0	78,000	0	0	0	0	0
112	Overtime	674,804	605,117	675,000	720,020	700,000	719,950	740,468
115	Grant - dispatch Training Wages	704	1,201	2,000	2,000	2,100	2,200	2,300
117	OHSP Ped & Bike Enforcement	0	0	0	7,967	0	0	0
200	Social Security	685,364	707,626	751,941	725,780	792,366	821,111	851,608
250	Blue Cross/Optical/Dental	1,265,959	1,167,604	1,329,525	1,268,228	1,291,656	1,323,947	1,357,046
275	Life Insurance	14,476	14,353	15,298	14,915	15,475	16,017	16,577
300	Pension - DC	205,227	201,940	238,649	246,652	253,926	262,813	272,012
305	Pension - DB	1,524,496	1,644,133	2,091,632	2,265,935	2,248,466	2,327,162	2,408,613
308	Post Retirement Healthcare	263,532	0	0	0	0	280,000	300,000
325	Longevity	458,976	447,976	484,548	384,677	477,571	494,286	511,586
350	Worker's Compensation	194,853	105,176	58,802	56,869	63,636	65,545	67,511
	Category Total	13,254,415	13,281,677	14,293,938	14,170,675	15,008,781	15,807,870	16,383,300
(705) PUBLIC SAFETY MILLAGE								
010	Administrative & Clerical	304,878	349,337	346,531	364,112	374,535	389,209	404,302
021	Patrol	2,415,354	2,445,952	2,554,077	2,539,594	2,738,302	2,878,344	2,995,376
041	Court Time	67,522	45,417	92,520	15,000	95,156	97,868	100,658
042	Holiday Pay	135,661	142,092	152,135	140,831	157,418	161,904	166,519
106	Sick/Personal/Vacation	20,610	119,595	38,858	19,429	39,965	41,104	42,275
108	Hazard Pay	0	37,000	0	0	0	0	0
112	Overtime	302,521	267,989	283,500	135,500	281,579	299,889	308,436
115	Grant-Dispatch	1,335	485	2,000	1,000	2,100	2,200	2,300
200	Social Security	250,961	264,735	274,910	251,232	292,448	306,853	318,655
250	Blue Cross/Optical/Dental	516,218	485,833	507,016	516,783	497,111	509,539	522,277
275	Life Insurance	4,525	4,537	5,081	4,681	5,081	5,259	5,443
300	Pension - DC	70,631	72,356	84,698	83,706	89,446	92,577	95,817
305	Pension - DB	677,502	734,108	924,450	1,001,488	996,969	1,031,863	1,067,978
308	Post Retirement Healthcare	60,005	0	0	0	0	65,000	70,000
325	Longevity	94,565	110,230	125,916	100,126	135,876	140,632	145,554
350	Worker's Compensation	77,687	41,703	22,785	21,847	24,980	25,729	26,501
	Realloc. to P.S. Millage Fund	(4,999,975)	(5,121,369)	(5,414,477)	(5,195,329)	(5,730,966)	(6,047,969)	(6,272,090)
	Category Total	0	0	0	0	0	0	0

Police Department

DEPARTMENT NUMBER: 300

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(740) OPERATING SUPPLIES								
001	Gas & Oil	173,665	130,605	153,269	173,600	188,600	198,030	207,932
002	Books & Subscriptions	7,612	3,671	6,400	1,500	2,155	2,220	2,286
003	Pers. Testing & Advert.	10,031	2,024	11,000	11,000	8,500	8,755	9,018
008	Supplies	79,439	73,913	59,950	59,950	60,000	61,800	63,654
011	Rental Equipment	26,947	20,211	28,000	27,000	27,810	28,644	29,504
018	Ammunition & Weapons	37,682	33,373	38,790	38,790	46,340	47,730	49,162
019	Uniforms/Uniform Equip.	124,504	106,047	102,650	110,000	106,150	106,150	109,335
040	Miscellaneous Expense	5,210	11,556	11,100	8,500	6,100	6,283	6,471
041	Over and Short	(115)	(2)	0	0	0	0	0
	Category Total	464,975	381,398	411,159	430,340	445,655	459,612	477,361
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	4,118	4,171	6,220	6,220	6,150	6,335	6,525
002	Memberships & Licenses	2,350	2,365	4,520	4,520	4,665	4,805	4,949
005	Fleet Insurance	47,426	50,981	61,054	61,054	64,107	67,312	70,678
006	Vehicle Maintenance	91,712	59,011	91,800	50,995	58,000	60,900	63,945
007	Office Equip. Maint.	4,883	9,265	6,000	3,000	4,000	4,120	4,244
008	Firearms Range Maint.	2,130	2,798	5,500	4,500	5,500	5,665	5,835
009	In-car Maint	2,715	0	80,000	80,000	80,000	82,400	84,872
012	Training	0	0	0	0	42,900	42,900	42,900
013	Education	37,699	65,090	62,900	62,900	56,000	56,000	56,000
014	State Act 302 Training	25,135	9,255	20,000	20,000	20,000	20,600	21,218
015	State Act 32 Training	11,246	5,988	17,000	17,000	17,000	17,510	18,035
016	Telephone Expense	34,127	31,355	39,240	38,000	145,515	52,815	54,400
023	Data Processing	116,972	105,104	119,301	118,000	122,506	126,181	129,967
024	Printing Services	3,627	6,753	8,550	4,850	8,550	8,807	9,071
026	Physical Examinations	16,406	25,046	18,000	18,000	18,000	18,540	19,096
027	Vehicle Radio Maint.	4,037	4,713	6,200	6,200	6,200	6,386	6,578
028	Prisoner Care	10,982	7,313	12,000	6,000	9,000	9,270	9,548
029	Building Maintenance	32,588	19,558	13,510	16,000	63,010	13,400	13,802
041	Auto Allowances	17,550	21,830	22,200	22,200	22,200	22,866	23,552
043	Auto Washing	6,204	6,376	6,000	5,000	6,000	6,180	6,365
044	Towing	664	589	1,000	1,000	600	618	637
056	Utilities	58,806	62,546	70,000	62,500	62,500	64,375	66,306
065	Uniform Cleaning	19,185	16,629	18,500	15,000	18,500	19,055	19,627
070	Crime Prevention	3,425	4,596	4,500	1,600	2,125	2,189	2,254
097	Live Scan Application	12,550	11,496	12,500	12,500	12,500	12,875	13,261
098	Investigative Services	9,293	8,606	9,480	8,500	13,395	13,797	14,211
	Category Total	575,830	541,434	715,975	645,539	868,923	745,901	767,875
(970) CAPITAL OUTLAY								
001	Office Furniture	8,258	0	0	0	0	0	0
015	Automotive/Auto Equip.	0	0	0	0	443,617	0	0
	Category Total	8,258	0	0	0	443,617	0	0
DEPARTMENT TOTAL		14,303,478	14,204,509	15,421,072	15,246,554	16,766,976	17,013,383	17,628,536

Over \$400,000 of various General Fund Grants, Fees & Contributions help support the cost of providing Police Services throughout the City.

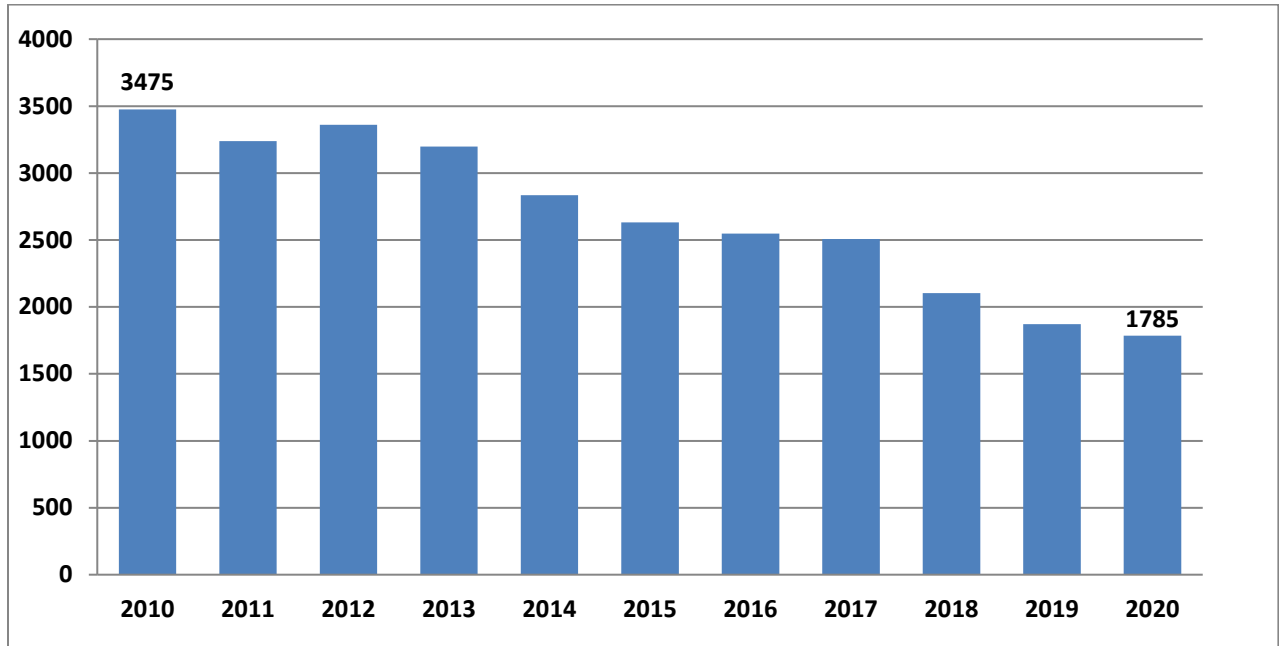
CAPITAL OUTLAY

Department Number: 300

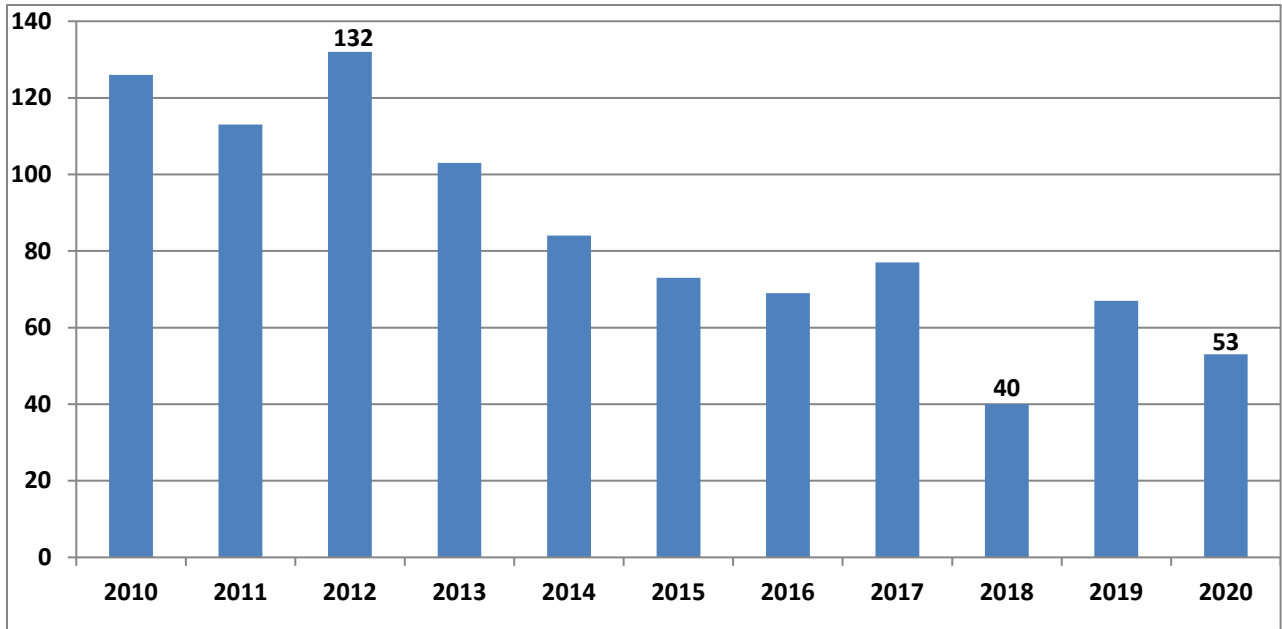
Acct.	Quantity	Item Description	Unit Cost	Budget Request	Manager's Budget Quantity	Manager's Budget Amount
015	Automotive/Auto Equip.					
	11	Automotive/Auto. Equipment		443,617		443,617
		Total Automotive/Auto. Equipment		443,617		443,617
		CAPITAL OUTLAY TOTAL		443,617		443,617

Key Department Trends

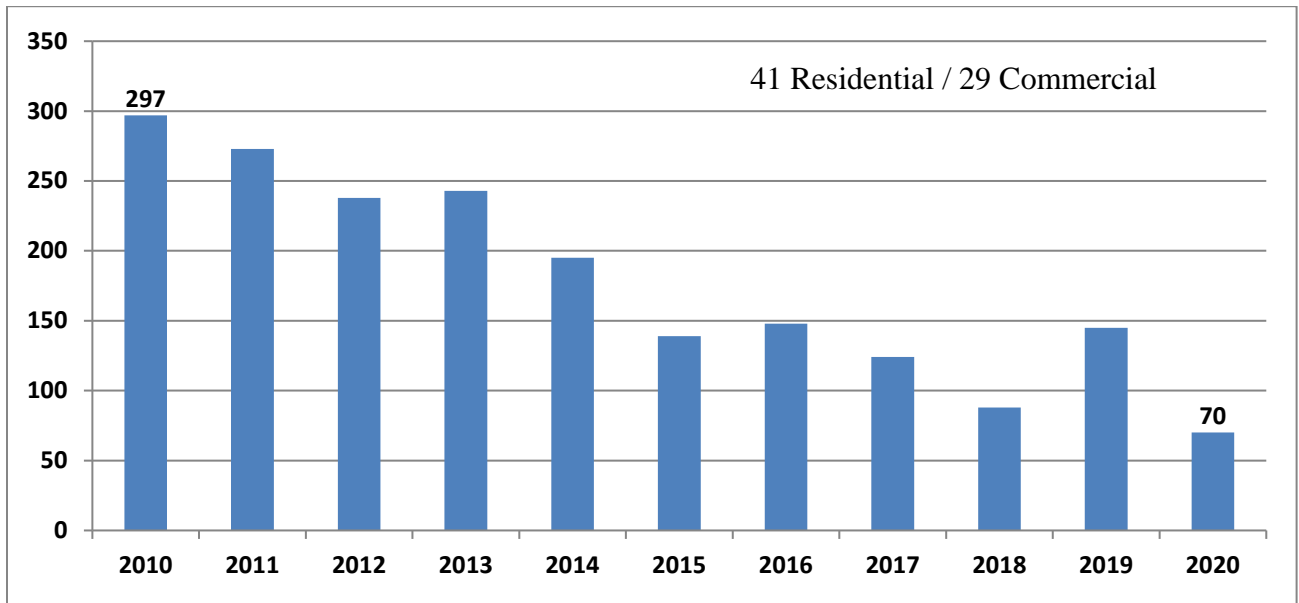
Lowest Group “A” Crime in City History



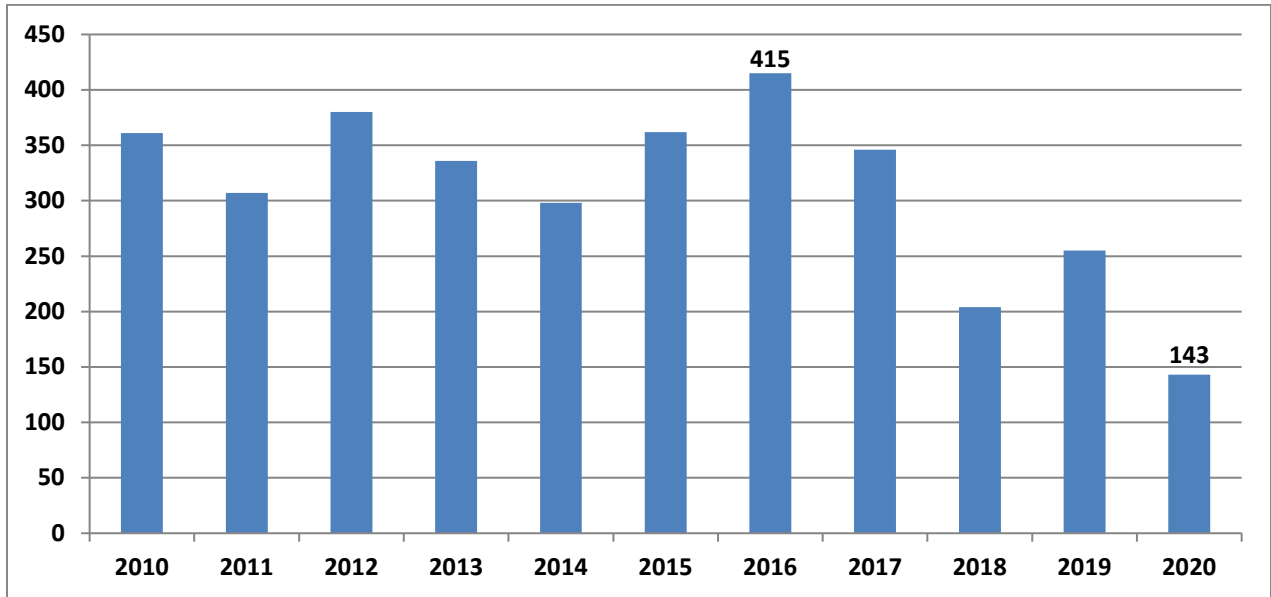
Unlawful Driving Away of Automobiles 2nd Lowest in City History



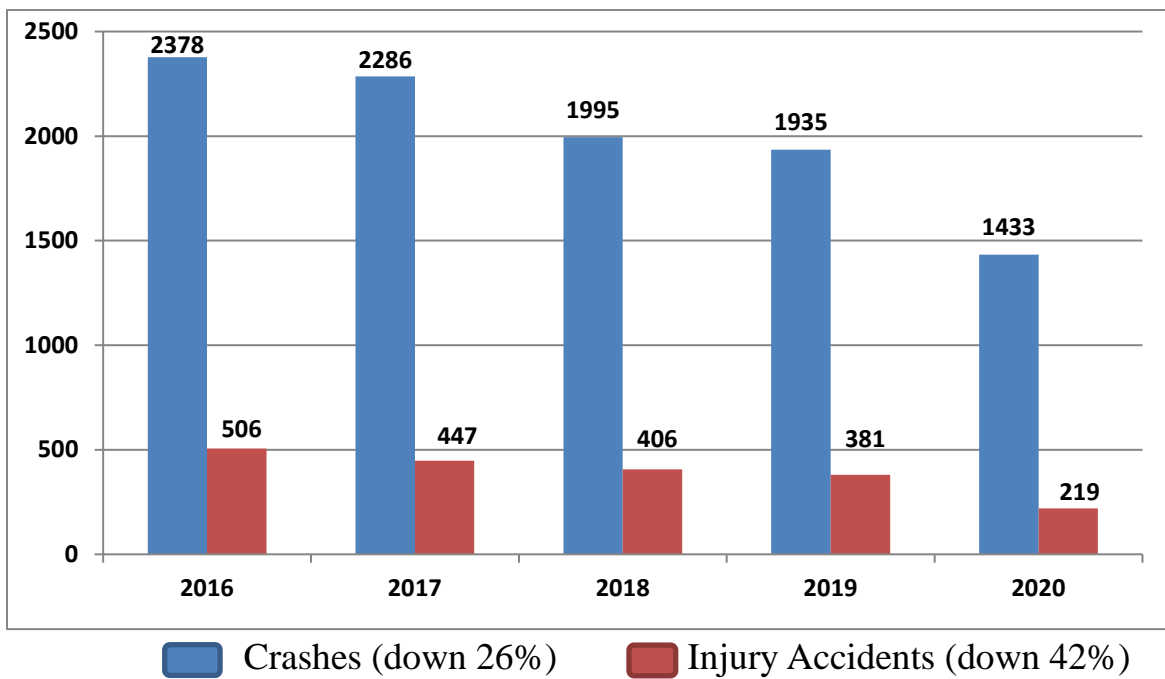
Residential and Commercial Burglaries Lowest in City History



Larceny from Autos Lowest in City History



5 Year History - Traffic Crashes



FIRE DEPARTMENT

MISSION STATEMENT: The Farmington Hills Fire Department, utilizing a combination of career and part-paid personnel in an efficient and effective manner, has the responsibility to preserve the resources of the community through fire prevention and suppression, to reduce the adverse effects of injury or sudden illness through quality emergency medical service as first responders, to provide the necessary services during natural or man-made disasters and to respond to the community as requested in the spirit of the fire service.

The Fire Department serves the community in four primary areas: fire suppression, fire prevention, EMS/rescue services, and emergency management. Fire suppression includes the response to fires and the other preparation needed to be ready and capable, including training and equipment maintenance. Fire prevention includes inspection, plan review, public safety education and fire investigation. The code enforcement functions are coordinated with other appropriate departments of the City to create and maintain safe conditions in buildings and during events. The Fire Department also responds to all incidents for emergency medical services and rescue situations using vehicles that have been equipped with Basic and Advanced Life Support (ALS) capabilities. Fire Fighter/Paramedics respond and provide ALS on the scene and transport the patient, if necessary, to the hospital.

Emergency Management involves the preparation for, and response to, natural or man-made disasters. The Emergency Manager within the Fire Department, along with City Management, have taken significant steps to prepare for such events by conducting Incident Management System training for Fire, Police, DPW, Special Services, and Emergency Operations Center personnel, as well as the planning and coordination of regular exercises. The Emergency Manager is also responsible for the coordination of all of the programs that are conducted under the auspice of Department of Homeland Security grants.

The Fire Department has been and continues to be a very cost effective and an efficient method to deliver service to the community. Because the Fire Department is a combination Department, the annual budget is significantly less than other cities of comparable size and services provided.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- To continually evaluate all aspects of the Department's activities for effectiveness and efficiency. (2,3)
- To provide service to the community during emergency, non-emergency and disaster events. (1,3)
- To maintain and expand personnel training levels in order to meet the ever-changing response needs of the community. (3,8)
- To emphasize personal and team safety in all tasks performed. (8)
- To prepare the Department and City Staff to safely and effectively handle all hazards in the community through continued education and necessary equipment. (3,12)
- To provide City-wide planning and coordination of governmental services in the event of a catastrophic event. (3)
- To educate children and adults in fire and other safety principles and practices. (3,12)

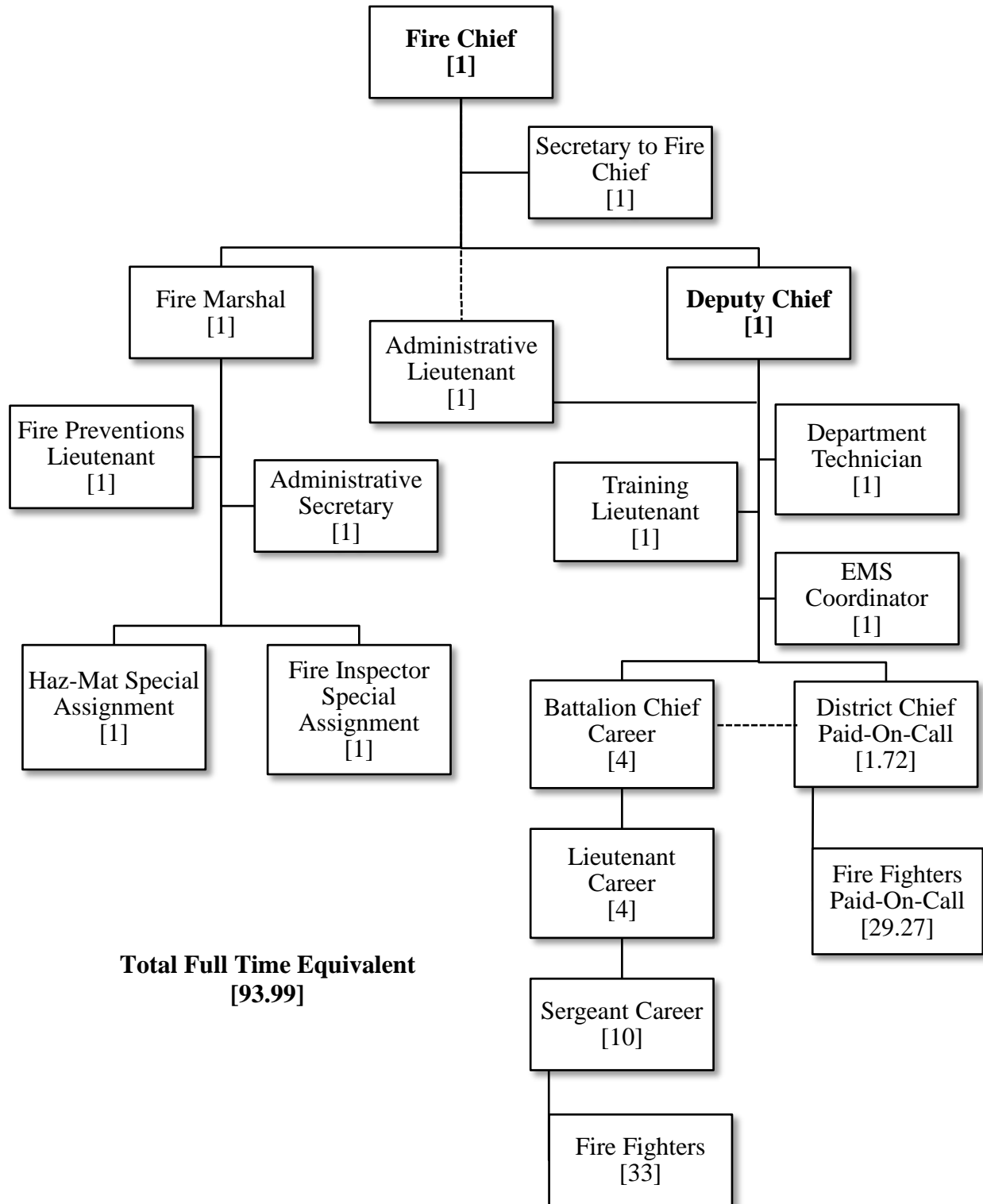
PERFORMANCE OBJECTIVES

- Develop and implement personnel career paths and training criteria for succession planning.
- Evaluate individual and team skill levels to ensure performance is at the expected standards.
- Continue to emphasize safety on the fire ground and emergency scenes by training personnel in hazard recognition, self-survival and emergency communications techniques.
- Continue the integration of the National Incident Management System criteria for both Fire Department and other critical City personnel.
- Participate in local, regional, and State exercises to test and refine disaster preparedness capabilities.
- Enhance the wellness/fitness awareness of all Department personnel and encourage healthy lifestyles thereby minimizing the frequency and severity of job-related injury and illness.

	Performance Indicators	FY 2020/2021 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Number of Incidents	10,481	10,693	10,906
	Number of Emergency Medical Incidents	7,084	7,226	7,370
	Number of Public Education Programs	138	140	140
	Number of Training Hours	25,153	25,000	25,000
Efficiency	Activity Expenditures as a % of General Fund	10.68%	10.73%	10.03%



FIRE DEPARTMENT



Total Full Time Equivalent
[93.99]

Fire Department

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
<u>GENERAL FUND</u>					
(010) Administrative & Clerical					
	Lieutenant	3	3	3	3
	Fire Marshal	1	1	1	1
	Secretary to the Fire Chief	1	1	1	1
	Administrative Secretary	1	1	1	1
	Department Tech.	1	1	1	1
	Station Sergeant	2	2	2	2
	Shift Sergeant	2	3	3	3
	Full-time Fire Fighter	16	15	16	16
	Fire Fighter/Inspector	1	1	1	1
	Hazardous Material Specialist	1	1	1	1
	Total	29	29	30	30
	(038) Administrative & Clerical	0	0.72	0.72	0.72
	(025) Paid Callback System (FTE)				
	Paid Callback	24.98	23.42	24.42	24.42
	Total	24.98	23.42	24.42	24.42
<u>PUBLIC SAFETY MILLAGE FUND</u>					
(010) Administrative & Clerical					
	Fire Chief	1	1	1	1
	Deputy Chief	1	1	1	1
	Battalion Chief	4	4	4	4
	Shift Lieutenant	4	4	4	4
	Shift Sergeant	6	5	5	5
	Full-time Fire Fighter	17	18	17	17
	EMS Coordinator	1	1	1	1
	Total	34	34	33	33
	(025) Paid Callback System (FTE)				
	Paid Callback	4.83	5.85	5.85	5.85
	Total	4.83	5.85	5.85	5.85
	Department Total	92.81	92.99	93.99	93.99

Fire Department

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$107,574 or 1.62% increase from the current budget.
- The increase results from projected higher than budgeted personnel costs, medical supplies and physical examinations.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$311,515 or 4.62% increase from the FY 20/21 year-end projection and \$419,089 or 6.31% increase over FY 20/21 current budget.
- The budget-to-budget increase primarily results from higher personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$4,951,039	\$5,339,886	\$5,494,677	\$5,582,659	\$5,865,182	\$6,076,122	\$6,270,147
Operating Supplies	367,845	315,066	369,562	387,545	384,374	391,901	399,578
Professional & Contractual	792,454	690,108	774,128	775,737	807,900	821,351	839,940
Total Fire Department	\$6,111,338	\$6,345,060	\$6,638,367	\$6,745,941	\$7,057,456	\$7,289,373	\$7,509,664

Fire Department

DEPARTMENT NUMBER: 337

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Administrative & Clerical	2,058,982	2,315,978	2,285,796	2,384,977	2,498,476	2,593,683	2,691,603
025 Paid Callback Wages	1,207,392	1,178,767	1,214,625	1,185,000	1,249,242	1,284,845	1,321,463
038 Part-time	22,774	29,801	39,975	30,000	41,115	42,287	43,492
042 Holiday Pay	33,745	62,731	64,865	69,546	78,518	80,756	83,057
106 Sick & Vacation	11,681	103,717	94,325	129,325	94,325	115,000	115,000
108 Hazard Payment	0	26,000	0	0	0	0	0
112 Overtime	226,919	232,154	250,124	174,534	257,253	264,585	272,125
200 Social Security	274,426	298,025	310,011	304,945	331,036	343,683	355,063
250 Blue Cross/Optical/Dental	368,094	377,160	427,611	444,102	437,232	448,163	459,367
275 Life Insurance	3,379	3,698	3,845	3,604	3,985	4,124	4,269
300 Pension - DC	34,587	36,120	38,482	40,456	42,681	43,897	45,148
305 Pension - DB	385,234	416,868	533,773	578,254	590,935	607,777	625,098
308 Post Retirement Healthcare	72,607	72,480	75,384	81,666	74,054	76,165	78,335
325 Longevity	77,663	89,484	102,750	102,326	108,348	111,436	114,612
350 Workers Compensation	173,556	96,903	53,111	53,924	57,982	59,721	61,513
Category Total	4,951,039	5,339,886	5,494,677	5,582,659	5,865,182	6,076,122	6,270,147
(705) PUBLIC SAFETY MILLAGE							
010 Full Time Wages	2,602,665	2,799,988	2,808,979	2,782,918	2,884,763	2,991,979	3,102,250
025 Paid Callback Wages	233,250	237,000	243,863	237,000	250,813	257,961	265,313
042 Holiday	145,272	156,495	160,652	159,359	163,864	168,534	173,337
106 Sick & Vacation	95,650	162,675	172,225	120,000	198,376	120,000	120,000
108 Hazard Payment	0	34,000	0	0	0	0	0
112 Overtime	505,382	415,184	480,000	479,874	493,680	507,750	522,221
200 Social Security	276,655	295,467	306,200	295,820	315,779	320,218	330,995
250 Blue Cross/Optical/Dental	428,994	429,215	465,252	479,226	468,943	480,667	492,683
275 Life Insurance	5,005	5,414	5,638	5,127	5,593	5,789	5,991
300 Pension - DC	32,932	38,690	40,228	41,888	39,239	40,357	41,507
305 Pension - DB	546,818	556,613	695,514	753,474	720,056	740,578	761,684
308 Post Retirement Healthcare	122,936	122,169	119,021	128,939	123,412	126,929	130,547
325 Longevity	136,825	137,655	136,341	135,383	135,762	139,631	143,611
350 Workers Compensation	154,384	87,008	46,555	42,320	49,262	50,740	52,262
Realloc. to P.S. Millage Fund	(5,286,768)	(5,477,573)	(5,680,468)	(5,661,328)	(5,849,542)	(5,951,132)	(6,142,402)
Category Total	0	0	0	0	0	0	0
(740) OPERATING SUPPLIES							
001 Gas & Oil	86,001	68,188	88,963	82,520	94,800	96,696	98,630
002 Books & Subscriptions	9,055	7,459	10,425	10,425	10,425	10,634	10,846
008 Supplies	101,505	87,357	82,000	87,000	91,000	92,820	94,676
011 Medical Supplies	93,509	90,206	90,000	111,000	90,000	91,800	93,636
019 Uniforms	35,227	26,428	49,000	49,000	49,000	49,980	50,980
020 Protective Clothing	5,649	3,753	9,000	9,000	9,000	9,180	9,364
040 Miscellaneous	6,404	6,115	8,049	6,500	8,049	8,049	8,049
075 Fire Equipment Repair Parts	24,717	19,793	25,325	25,300	25,300	25,806	26,322
076 Fire Prevention Materials	5,778	5,767	6,800	6,800	6,800	6,936	7,075
Category Total	367,845	315,066	369,562	387,545	384,374	391,901	399,578

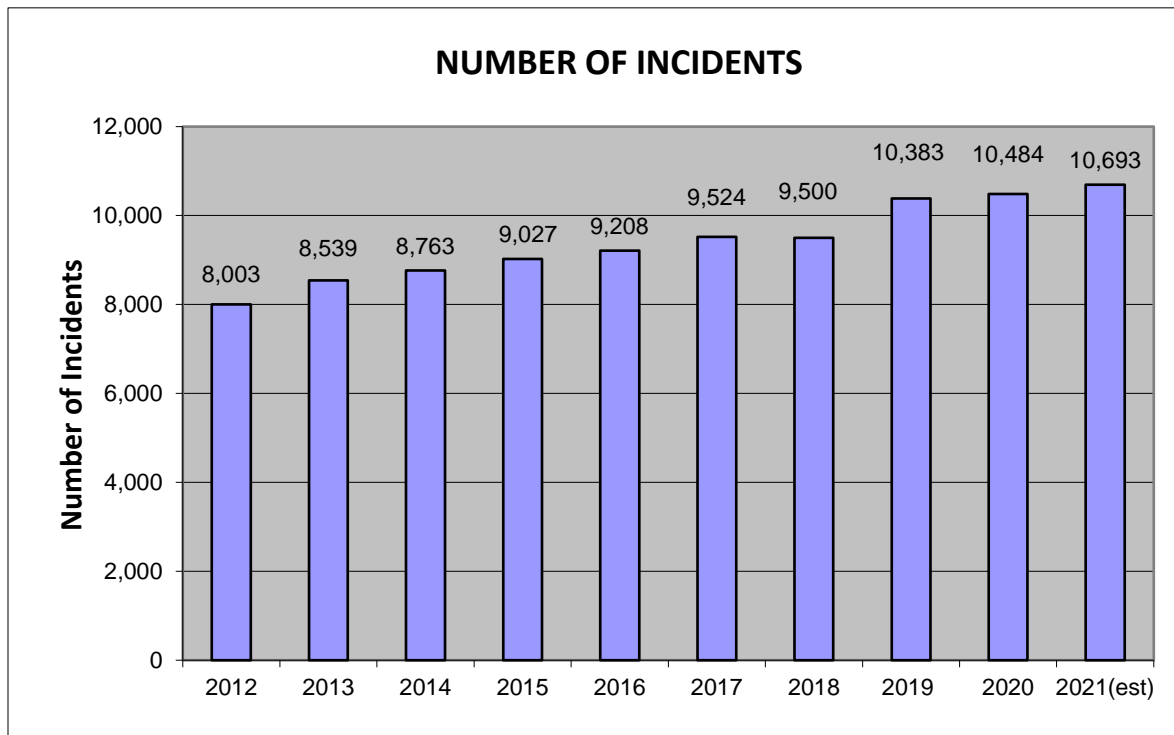
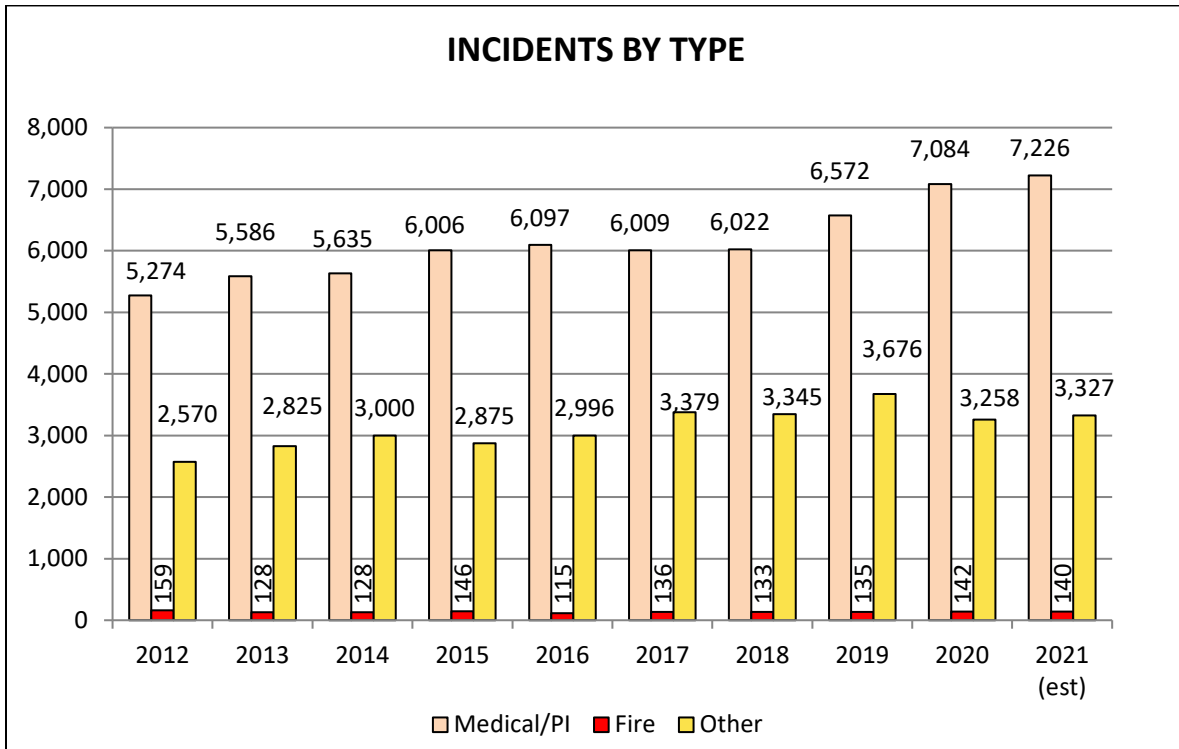
Fire Department

DEPARTMENT NUMBER: 337

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	10,600	4,707	15,824	4,000	15,290	15,596	15,908
002 Memberships & Licenses	49,648	25,885	28,466	39,000	39,000	39,000	39,000
005 Fleet Insurance	68,283	80,447	88,942	88,942	93,389	98,059	102,961
006 Vehicle Maintenance	62,738	40,241	51,000	54,025	56,000	57,120	58,262
007 Office Equip. Maintenance	8,196	6,147	10,500	10,000	10,500	10,710	10,924
009 Consultants	66,889	74,561	70,000	50,000	63,660	64,933	66,232
013 Education and Training	69,795	48,989	62,500	62,500	62,500	63,750	65,025
016 Phone Expense	44,232	44,324	27,500	38,000	48,000	45,000	45,900
023 Data Processing	21,580	36,999	38,451	34,888	38,451	38,451	39,220
025 Utilities	117,750	117,298	128,000	121,750	128,000	130,560	133,171
026 Physical Examinations	47,938	24,288	43,500	63,022	43,500	44,370	45,257
027 Radio Maintenance	1,968	109	2,000	2,000	2,000	2,040	2,081
029 Building Maintenance	82,949	91,549	85,600	85,600	85,600	87,312	89,058
030 Michigan Transportation Fee	0	16,383	17,000	17,000	17,000	17,340	17,687
031 Fire Hydrant Rentals	25,845	25,930	25,845	26,010	26,010	26,530	27,061
032 Fire Equip. Maintenance	114,043	52,251	79,000	79,000	79,000	80,580	82,192
Category Total	792,454	690,108	774,128	775,737	807,900	821,351	839,940
DEPARTMENT TOTAL	6,111,338	6,345,060	6,638,367	6,745,941	7,057,456	7,289,373	7,509,664

Various General Fund Licenses & Permits and User Fee Revenue helps to support the cost of providing Fire Services throughout the City. The most significant revenue is Advance Life Support Fees (ambulance transport) which is expected to generate over \$1.9 million for the City in FY 21/22.

KEY DEPARTMENTAL TRENDS



PLANNING AND COMMUNITY DEVELOPMENT

MISSION STATEMENT: Provide professional planning and community development services as directed by the City's codes and ordinances with an appreciation for a participatory approach to community change involving residents and property owners.

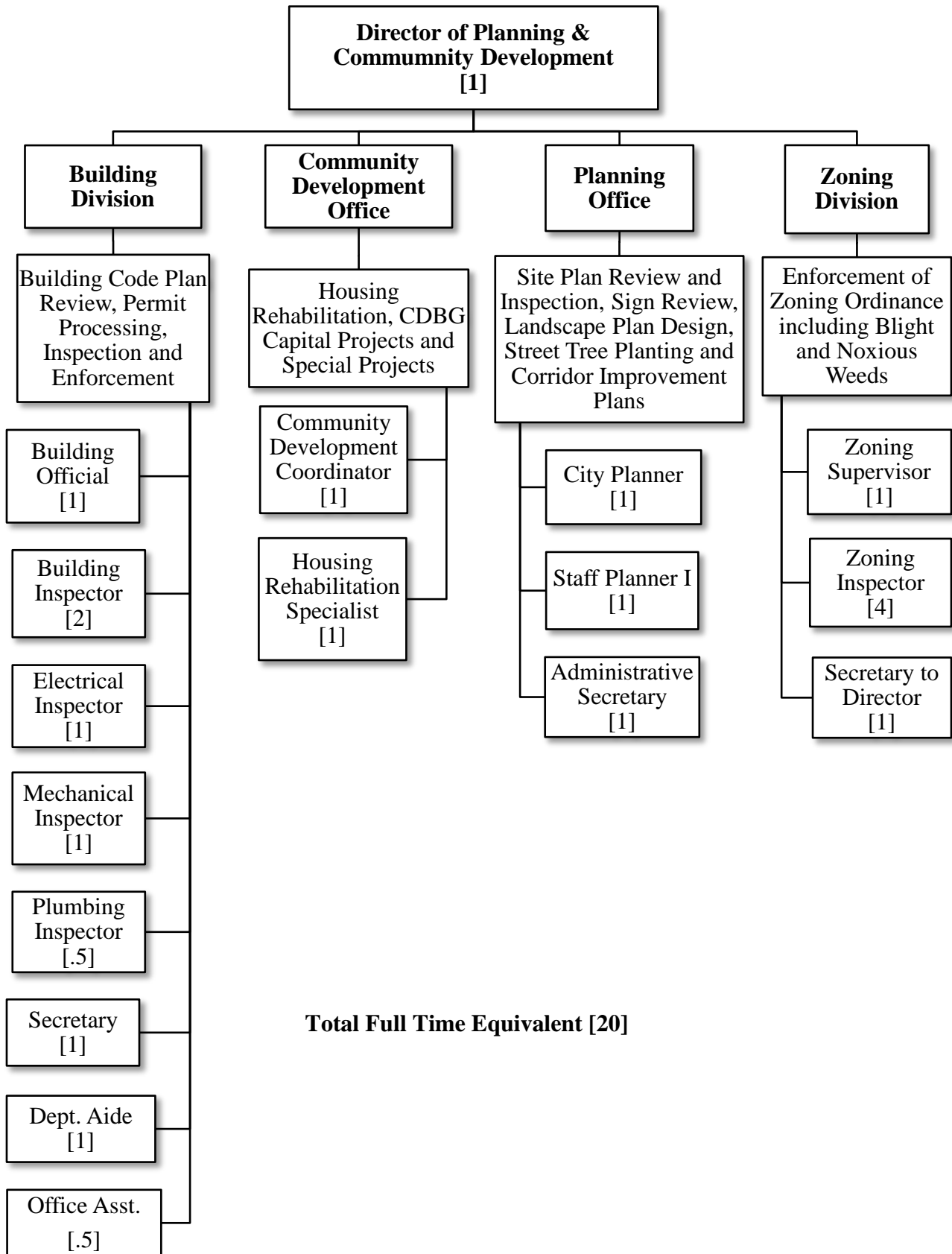
ADMINISTRATION

The Department of Planning and Community Development is comprised of the Building Division, Zoning and Code Enforcement Division, Community Development Office, and Planning Office. Under the Director, the primary responsibility of the department is to monitor the City's development, redevelopment, and property maintenance through enforcement of all applicable codes and ordinances. The department as well undertakes special planning projects and assignments as directed by the City Manager. Nineteen full time equivalent employees make the department an efficient operation. Funding for the department continues to be in large part supported by permit fees. The department provides professional staff support to City Council, Planning Commission, Zoning Board of Appeals, Beautification Commission, Historic District Commission, Historical Commission, Housing Rehabilitation Loan Board and Building Boards.



Sringeri Vidya Bharati Foundation North

PLANNING AND COMMUNITY DEVELOPMENT



STAFFING LEVELS

Acct.	Title or Position	Authorized		Requested	Authorized
		Positions	Positions	Positions	Positions
443		19/20	20/21	21/22	21/22
		Budget	Budget	Budget	Budget
(010)	Administrative & Clerical				
	Community Development Director	1	1	1	1
	Community Development Coordinator	1	1	1	1
	Building Official	1	1	1	1
	City Planner	1	1	1	1
	Zoning Office Supervisor	1	1	1	1
	Staff Planner I	1	1	1	1
	Housing Rehab Specialist	1	1	1	1
	Secretary to the Director	1	1	1	1
	Administrative Secretary	1	1	1	1
	Secretary	1	1	1	1
	Clerk Typist I	1	0	0	0
	Department Aide	0	1	1	1
	Total	11	11	11	11
(032)	Code Inspectors				
	Building Inspector	2	2	2	2
	Electrical Inspector	1	1	1	1
	Mechanical Inspector	1	1	1	1
	Zoning Code Inspector	4	4	4	4
	Total	8	8	8	8
(038)	Part-time (FTE)				
	Office Assistant	0.00	0.40	0.50	0.50
	Plumbing Inspector	0.50	0.50	0.50	0.50
	Total Part-time	0.50	0.90	1.00	1.00
	Department Total	19.50	19.90	20.00	20.00

BUILDING DIVISION

The Building Division's primary duties include the review of construction plans and documents, the issuance of building, electrical, mechanical and plumbing permits and the inspection of new and renovated structures for compliance with applicable codes and standards. The Building Official oversees a staff of six full time employees: 2 Building Inspectors; 1 Electrical Inspector; 1 Part Time Plumbing and 1 Mechanical Inspector; 1 Building Secretary; and 1 Department Aide. Additional duties include the registration of all contractors performing work within the city and responding to service requests from residents. Statistical reports are sent monthly to the U. S. Census Bureau, the F. W. Dodge Report and the Southeastern Michigan Council of Governments (SEMCOG) in addition to other city departments. The Building Division maintains permit and plan records in accordance with the State of Michigan record retention schedule and receives numerous requests for copies of plans and construction documents each year. The Building Division also responds to resident complaints pertaining to substandard housing and dangerous buildings as well as property maintenance issues. Inspection staff initiates enforcement action through District Court when warranted.

GOALS

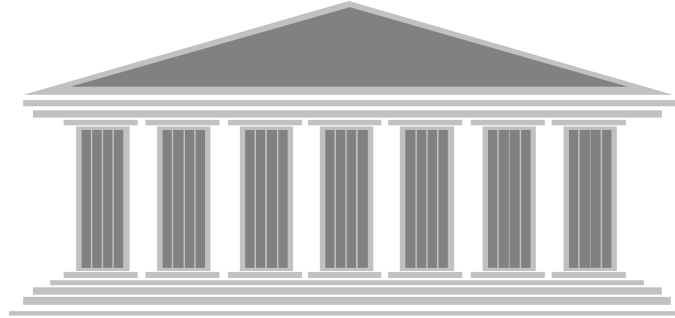
The number in parenthesis shows the link between the departmental goal and the City goals.

- Enforce the Property Maintenance Code to ensure protection of the City's housing stock. (1,12,13)
- Provide on-going training to inspectors necessary to maintain State registrations. (8)
- Improve process efficiency to shorten turnaround time of permit requests. (1,2)
- Move forward with real-time inspection results. (1,12,13)
- The Building Department has launched on-line permitting for contractors and homeowners. The process will be a continuing effort to stream-line and eventually process all permits via on-line and electronically. (1,2)

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Building Permits Issued	1,606	2,142	2,100
	Electrical Permits Issued	821	1,020	990
	HVAC Permits Issued	1,301	1,614	1,400
	Plumbing Permits Issued	677	844	750
	Change of Occupancy Permits	58	62	55
	Demolition Permits Issued	30	14	20
	Certificates of Occupancy Issued	1,652	1,598	1,600
	Building Inspections	3,541	4,150	4,050
	Electrical Inspections	1,719	1,874	1,800
	HVAC Inspections	1,622	1,860	1,750
Plumbing Inspections	1,077	1,208	1,150	
Efficiency	Inspections/Inspector/Year	1,990	2,220	2,200
	Inspections Performed within 24 hrs.	97%	98%	98%
	Permit Fees Collected	1,727,855	1,882,612	1,600,000

Building Permits at Market Value

Ten Year History 2011-2020 (Calendar Year)



Residential

Year	New Construction		Additions and Improvements		Total Value
	Number	Value	Number	Value	
2011	18	5,573,463	1,182	9,678,290	15,251,753
2012	39	14,948,935	1,167	12,561,971	27,510,906
2013	75	25,526,217	1,203	13,953,649	39,479,866
2014	78	26,231,580	1,104	10,265,886	36,497,466
2015	22	6,750,578	1,450	16,195,759	22,946,337
2016	11	5,647,600	1,403	20,017,495	25,665,095
2017	22	9,189,930	1,851	23,578,910	32,768,840
2018	31	10,527,994	1,373	24,076,279	34,604,273
2019	46	12,130,528	1,701	25,840,114	37,970,642
2020	20	3,631,681	591	10,734,318	14,365,999

Commercial

2011	3	858,623	150	18,191,427	19,050,050
2012	5	15,286,092	168	34,915,575	50,201,667
2013	5	7,229,192	188	30,661,877	37,891,069
2014	5	3,479,190	197	35,239,862	38,719,052
2015	5	7,658,502	206	30,694,871	38,353,373
2016	6	38,212,748	216	38,908,951	77,121,699
2017	6	54,696,559	184	32,050,256	86,746,815
2018	2	10,900,000	196	43,324,590	54,224,590
2019	4	6,378,167	144	48,442,984	54,821,151
2020	7	106,108,597	150	20,588,041	126,696,638

Source: Building Division records

COMMUNITY DEVELOPMENT OFFICE

The Community Development Coordinator administers the Community Development Block Grant (CDBG) Program, provides professional assistance to the Beautification Commission and oversees various special projects. The purpose of the CDBG program is to provide assistance to low- and moderate-income families at their homes and in eligible areas. There are many aspects to the program: Housing Rehabilitation Program, participating in the non-profit Rebuilding Together, capital projects, assisting the administration of CDBG funding from City of Farmington, participation in the HOME Consortium with Oakland County and administration of the Single-Family Rental Inspection Program.

In the program year 2020, 7 homes were rehabilitated through the Housing Rehabilitation Program. The Community Development Office partnered with Rebuilding Together to provide funding for home repair but that program was put on hold due to the impact of the coronavirus. We are hopeful the program will restart in 2021. Administration of CDBG funds from the City of Farmington is provided by this office for the Costick Activities Center Senior Adult program, including building costs and staffing.

The City of Farmington Hills has continued its relationship with the Oakland County HOME Consortium. The funding for home repairs available through the HOME Consortium has been made available to eligible Farmington Hills families. The Community Development Office has referred Housing Rehabilitation clients that fit the Oakland County criteria. The Oakland County HOME Consortium has seen a significant change in staffing. The information on number of completed home repairs for Farmington Hills families in 2020 has been requested but not yet received. Oakland County has indicated a reduction in funding for home repair through the HOME Consortium. Farmington Hills has sufficient funding for 2021/2022 to meet the anticipated requests.

The Single-Family Rental Inspection ordinance has been in effect for five years. The initial notification of non-homestead property owners has been completed. In 2020, the number of rental homes inspected was 150. In 2021 the Community Development Office will begin process renewals for rental certifications and newly converted rentals. We believe the majority of previously certified rental property owners will continue renting and will require re-inspection. This will put the number of yearly inspections around 300 houses.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Administer CDBG funds in accordance with HUD regulations. (5, 9, 12, 13)
- Provide staff assistance to the Beautification Commission. (1, 12)
- Assist the City of Farmington with the expenditure of their CDBG funds at the Costick Activities Center. (2, 9)
- Administer the Single-Family Rental Inspection code to prevent blight and property deterioration of the City's housing stock. (1, 3, 9, 12)

PERFORMANCE OBJECTIVES

- Rehabilitate 21 homes with a budget of \$272,674.
- Successfully coordinate with Oakland County HOME Consortium.
- Complete capital projects within one year of letting contract.
- Successfully coordinate special projects including Rebuilding Together.
- Administer the Single-Family Rental Inspection Program, completing inspections on 300 homes.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Housing Rehabilitations Completed	7	20	21
	Housing Rehabilitation	\$182,172	\$240,000	\$272,674
	CDBG Capital	\$6,193	\$168,758	\$400,000
	CDBG Loan Board Meetings	5	9	9
	Special Project Meetings/Beautification Commission Meetings	7	9	10
Efficiency	Single-Family Rental Inspections	200	300	300
	% of CDBG Admin. Cost/Total Entitlement (below HUD 20% guideline)	20%	20%	20%
	% of Capital Projects completed within one year	50%	100%	100%
	Dollars/Housing Rehab Completed	\$26,024	\$12,000	\$12,984

PLANNING OFFICE

The Planning Office is responsible for the long-range land use planning for the city including review of all development and redevelopment activity. The office consists of two professional planners and a secretary. The office provides professional staff to the Planning Commission, Historic District Commission, Historical Commission and other commissions as required. Administrative duties to those commissions include preparation of agendas, coordination of reviews and public notification. Additional staff duties in conjunction with the City's planning consultant involve site plan and landscape plan review, site development inspection, tree removal permit review and inspection, city-wide addressing, review of construction permits for zoning ordinance compliance, special landscape project design and implementation, and processing of all rezoning and development requests. Planning is also responsible for maintenance and updating of the Zoning Ordinance and Master Plan as well as preparation of the annual Capital Improvements Plan (CIP).

In 2022 the Planning Commission will begin the process of a comprehensive review and update of the City's Master Plan for Future Land Use. The current master plan, adopted in 2009, was reaffirmed and updated to include the Farmington Hills/Farmington Corridor Improvement Authority's "Grand River Corridor Vision Plan" as a subplan in 2017.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Provide professional planning assistance to residents, property owners and land developers. (1,12)
- Provide professional staff assistance to the Planning Commission, the Zoning Board of Appeals, the Historic District Commission and Historical Commission. (1,12)
- Lead the effort to encourage redevelopment and reinvestment in the community by updating the planning standards. (1,2)
- Maintain and update the Master Plan for Future Land Use. (4,5,10,12,15)

PERFORMANCE OBJECTIVES

- Expand opportunities for web-based applications for review by the Planning Office.
- Provide professional assistance in the adaptive reuse of commercial and industrial buildings and properties.
- Efficient processing of all planning applications.

Planning and Community Development

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Planning Commission meetings	11	16	18
	Historic District Commission meetings	8	8	12
	PUD Plans	0	6	3
	Site Plans	12	20	25
	Rezoning Requests	1	3	2
	Zoning Text and City Code Amendments	3	2	3
	Landscape Plans	25	18	30
	Lot Splits	5	3	4
	Land Transfers/Combinations	3	4	4
	Plat/Site Condominium	1	1	1
	Cluster Options	1	2	2
	PUD Option Qualification	1	6	3
	New Building Permits (off., comm., ind.)	11	10	12
	Tree Permits	96	88	120
	Residential Permits	36	44	90
	Re-Occupancy Permits	62	60	60
Efficiency	Miscellaneous Permits	384	370	400
	% of tree permits reviewed within 5 days	100%	100%	100%
	% of permit requests reviewed within 5 days	100%	100%	100%



Future Rose Senior Living Center

ZONING DIVISION

The Zoning and Code Enforcement Division is responsible for the enforcement of the Zoning Ordinance and of those parts of the City Code that relate to property, including the blight ordinance and the noxious weed ordinance. The division is comprised of a supervisor, four field inspectors, and a secretary. The division conducts inspections and contacts residents and business owners to obtain compliance with the City Code. If necessary, violators are taken to district court for a hearing before a magistrate or a judge. The magistrate or judge is empowered to order abatement of the violations that are civil infractions. The Zoning Division coordinates the court ordered clean ups, weed cutting and towing of illegal vehicles. The Zoning Division and Building Division work cooperatively to remove dangerous buildings and to upgrade the housing stock in the City by responding to residents' complaints and observed violations. The division also provides staff support for the Zoning Board of Appeals. This included site review, case preparation, notification mailings, and presentation of all agenda items before the Board.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Participate in forums to educate the public about code requirements and how enforcement sustains property values. (11,12)
 - Update ordinance language when changes are required to meet or enhance community standards. (12)
- Improve code enforcement tracking and reporting with updated software. (2,12)
 - Neighborhood stabilization through enforcement of property maintenance codes. (12)

PERFORMANCE OBJECTIVES

- Respond within 24 hours of a report of a violation of a city code.
- Enhance operational efficiency by use of code enforcement tracking system

Service Level	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
	ZBA-Regular Meetings		4	7
ZBA-Special Meetings		1	1	1
ZBA Cases		12	20	22
ZBA Mailings		414	750	850
Junk Vehicles Inspections		1,065	1,250	1,250
Blight Inspections		4,181	6,000	6,000
Sign Inspections		547	800	600
Zoning Inspections		960	2,000	2,000
Total Number of Inspections		6,810	10,050	10,000
Efficiency	Average # of Inspections/Inspector	1,702.50	2,512.50	2,500
	Number of Abatements	1,942	2,300	2,600

Planning and Community Development

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$17,679 or 0.96% increase from the current budget.
- The increase results primarily from budget savings in personnel costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$60,325 or 3.26% increase from the FY 20/21 year-end projection, and \$78,004 or 4.25% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from higher personnel costs and contractual services partially offset by lower IT software and equipment costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$1,604,761	\$1,614,408	\$1,756,801	\$1,790,424	\$1,838,251	\$1,858,201	\$1,878,609
Operating Supplies	16,931	13,785	19,348	18,194	19,530	19,965	20,412
Professional & Contractual	30,305	30,835	43,328	28,538	55,500	43,904	44,432
Capital Outlay	0	0	15,800	15,800	0	0	0
Total Planning & Community Development	\$1,651,997	\$1,659,028	\$1,835,277	\$1,852,956	\$1,913,281	\$1,922,070	\$1,943,453

Planning and Community Development comprises 2.72% of the General Fund's proposed budget.

\$1,500,000 of building-related licenses and permits revenue supports the costs of the Planning and Community Development Department.

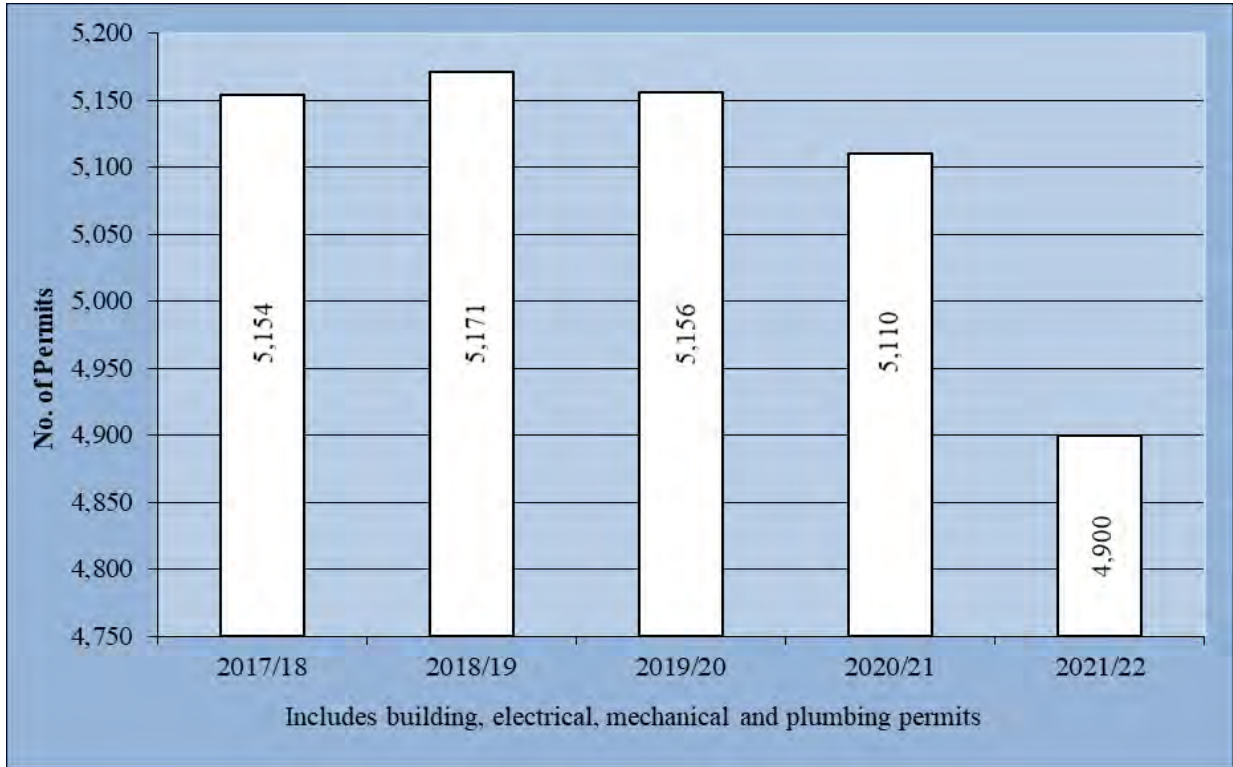
Planning and Community Development

DEPARTMENT NUMBER: 443

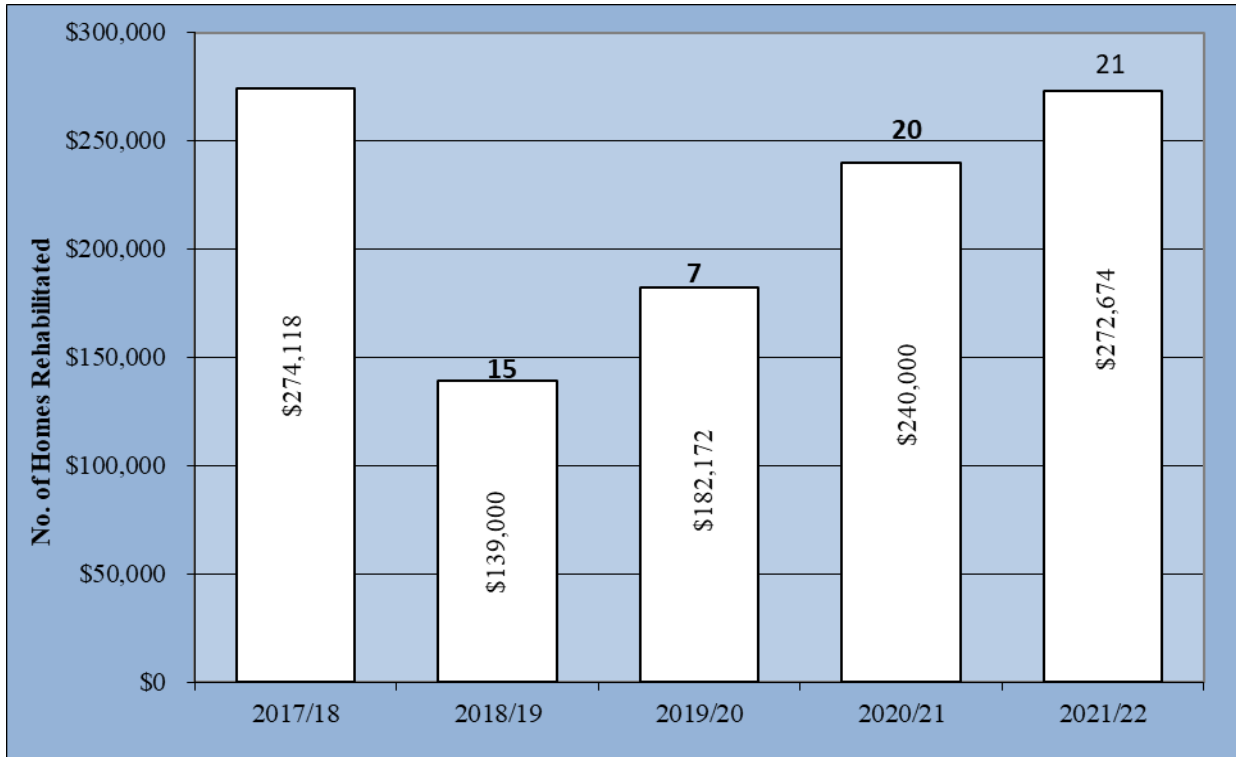
Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) PERSONNEL							
010 Administrative & Clerical	714,358	740,653	758,019	780,362	801,562	801,562	801,562
032 Code Inspectors	445,925	487,513	497,570	508,452	525,316	535,822	546,539
038 Part-time	32,853	28,596	47,600	44,000	45,000	45,000	45,000
106 Sick & Vacation	16,763	21,951	55,000	56,860	55,000	55,000	55,000
112 Overtime	4,687	3,322	6,000	3,500	6,000	6,000	6,000
200 Social Security	93,261	97,393	108,068	107,574	113,846	113,846	113,846
250 Blue Cross/Optical/Dental	264,350	206,958	247,626	261,442	253,794	260,139	266,642
275 Life Insurance	3,181	3,225	3,383	3,250	3,466	3,587	3,713
300 Pension - DC	83,416	88,774	97,024	98,858	101,631	104,527	107,507
325 Longevity	42,043	39,573	43,135	43,666	49,942	49,942	49,942
350 Worker's Compensation	9,418	4,924	2,466	2,460	2,694	2,775	2,858
700 Cost allocate to CDBG	(105,494)	(108,474)	(109,090)	(120,000)	(120,000)	(120,000)	(120,000)
Category Total	1,604,761	1,614,408	1,756,801	1,790,424	1,838,251	1,858,201	1,878,609
(740) OPERATING SUPPLIES							
001 Gas & Oil	11,957	9,072	11,878	13,454	14,490	14,925	15,372
002 Books & Subscriptions	40	40	900	40	40	40	40
008 Supplies	4,934	4,673	6,570	4,700	5,000	5,000	5,000
Category Total	16,931	13,785	19,348	18,194	19,530	19,965	20,412
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	0	490	1,000	500	1,000	1,000	1,000
002 Memberships & Licenses	1,040	1,320	1,400	2,460	4,560	2,460	2,460
004 Engineering Consultant	0	0	3,000	4,800	3,000	3,000	3,000
005 Fleet Insurance	6,163	7,013	8,238	8,238	8,650	9,082	9,537
006 Vehicle Maintenance	7,209	5,803	5,000	3,500	3,600	3,672	3,745
013 Education & Training	1,164	785	750	100	750	750	750
024 Printing Services	594	509	500	500	500	500	500
041 Vehicle Allowance	3,600	4,440	4,440	4,440	4,440	4,440	4,440
066 Contractual Services	0	0	2,500	0	12,500	2,500	2,500
085 Weed Cutting	2,843	6,625	4,000	3,000	4,000	4,000	4,000
086 Building Board-Up	0	3,850	2,500	1,000	2,500	2,500	2,500
087 Building Demolition	7,692	0	10,000	0	10,000	10,000	10,000
Category Total	30,305	30,835	43,328	28,538	55,500	43,904	44,432
(970) CAPITAL OUTLAY							
008 IT Software & Equipment	0	0	15,800	15,800	0	0	0
Category Total	0	0	15,800	15,800	0	0	0
DEPARTMENT TOTAL	1,651,997	1,659,028	1,835,277	1,852,956	1,913,281	1,922,070	1,943,453

KEY DEPARTMENTAL TRENDS

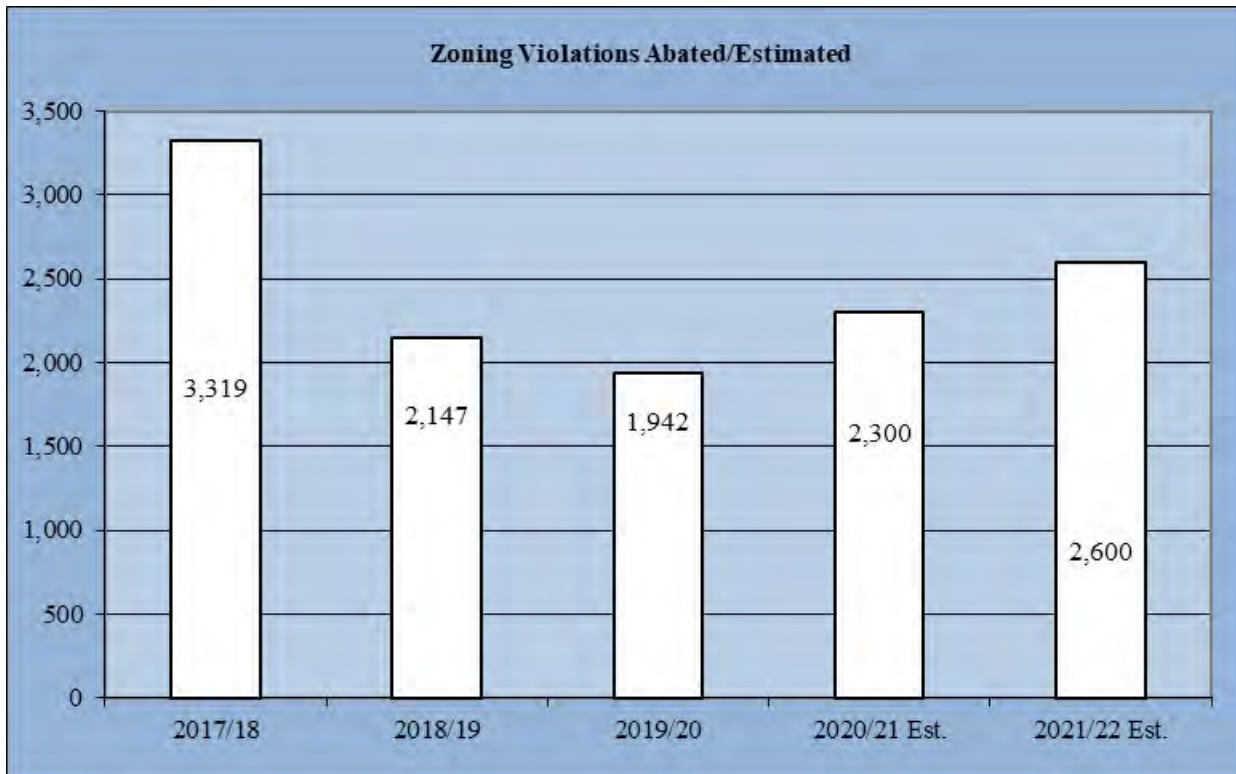
All Permits Issued/Estimated



Housing Rehabilitation Program
Homes Assisted/Projected



KEY DEPARTMENTAL TRENDS (Continued)



PUBLIC SERVICES SUMMARY

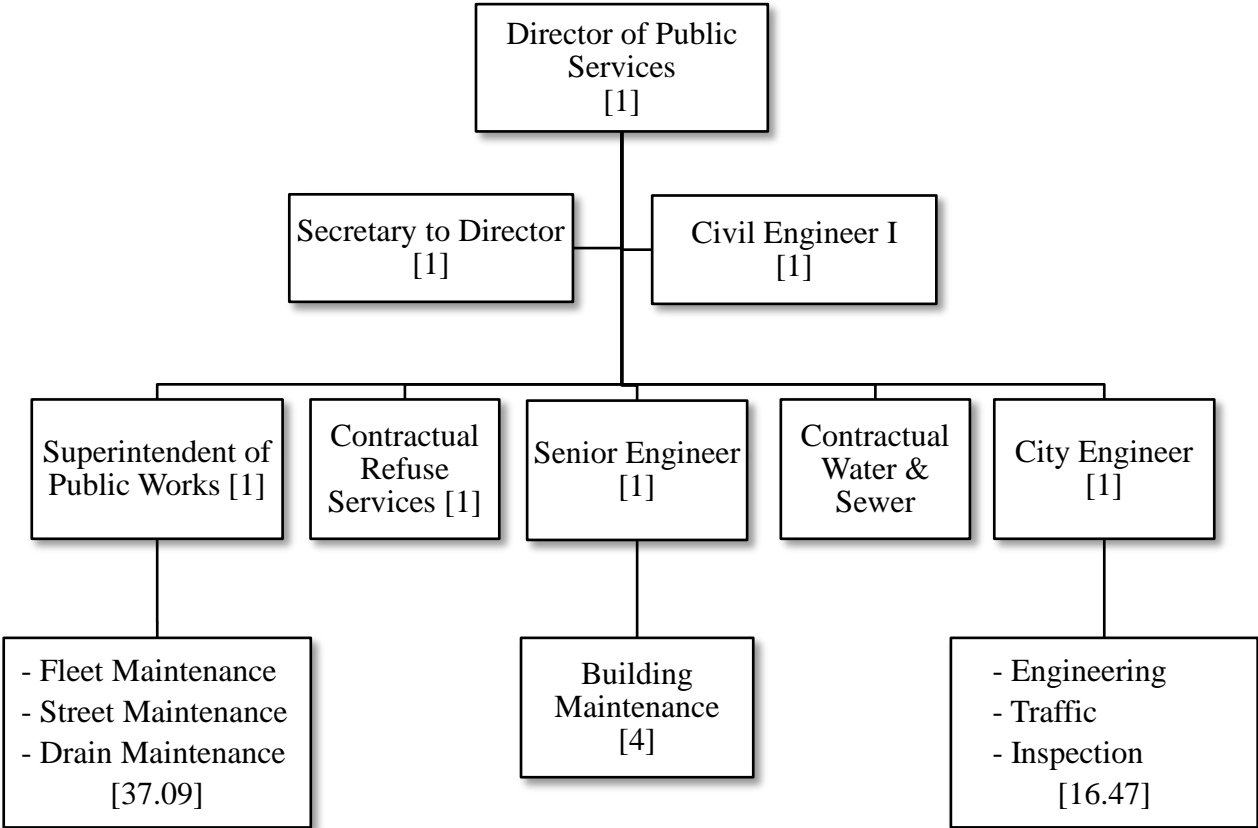
DIV.		2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Actual	Actual	Current	Estimated	Adopted	Projected	Projected
NO.	Category and Line Item	Expenditures	Expenditures	Budget	Expenditures	Budget	Budget	Budget
PUBLIC SERVICES:								
440	DPS Administration	376,121	524,661	473,312	516,422	493,129	496,103	498,157
442	Road Maint & Supervision	291,893	264,141	321,557	313,714	328,049	336,151	350,680
444	Building Maintenance	499,246	500,549	475,163	478,995	489,322	498,158	505,915
449	Engineering	1,151,015	1,116,318	1,305,851	1,203,215	1,411,818	1,441,054	1,457,384
450	DPW Maintenance Facility	1,233,806	1,100,730	1,219,490	1,219,324	1,511,021	1,257,333	1,263,770
523	Waste Removal	3,924,373	3,957,820	4,169,071	4,172,871	4,239,065	4,322,977	4,408,597
TOTAL PUBLIC SERVICES		7,476,454	7,464,219	7,964,443	7,904,541	8,472,403	8,351,776	8,484,504

The Public Services Department comprises 12.04% of the General Fund's Proposed Budget.



PUBLIC SERVICES

MISSION STATEMENT: The mission of the Department of Public Services is to provide technical expertise and assistance to our residents as well as maintain accurate records. We strive to improve efficiency and customer service through embracing innovation, resulting in superior quality of life for those in our community. We plan, design, construct and preserve city buildings, roads, public utilities and community mobility in a safe and environmentally sensitive manner. In addition we provide refuse removal as well as maintain city vehicles and equipment.



Total Full Time Equivalent [64.56]

DPS ADMINISTRATION

The Department of Public Services Administration provides the overall management for the Department's three operating divisions: Public Works, Engineering and Building Maintenance. The department consists of the Director and three administrative staff members. The salaries of these employees are partially reimbursed from the water and sewer funds.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- To provide administration for the Department of Public Services including refuse disposal within the City, maintenance and repair of all public streets, public utilities, review and inspection of all right-of-way installations, and the maintenance of public buildings and properties. (1,13)
- To represent the City's interests with federal, state, county and other agencies coordinating programs relative to the roads, sewers, drainage, water supply, solid waste, and public facilities. (9,13)
- To eliminate inefficiencies and redundancies for all City buildings and properties regarding construction and maintenance projects. (2)
- To develop and implement a citywide geographical information system (GIS). (2)
- To understand the condition of the Cities streets, drainage, water and sewer systems to ensure timely and cost effective management of these vital assets. (2,11)
- To report to City Manager and City Council regarding City infrastructure and departmental activities. (1,12)
- To achieve high levels of service despite budget cuts by cross training and innovative practices. (1,3,8)
- To participate in sound management practices to protect and enhance the Rouge River Watershed. (9,10,12)

PERFORMANCE OBJECTIVES

- Coordinate the construction and maintenance for all City buildings and properties including materials, personnel and equipment.
- Enroll staff in classes, seminars, conventions, etc. which highlight current state-of-the-art technology and information.
- Work with Rouge River Watershed communities and the Michigan Department of Environment, Great Lakes & Energy (EGLE) on the NPDES Storm Water Permit.
- Work with Oakland County to develop base maps for the GIS system and implementation of a Collaborative Asset Management System (CAMS).
- Pursue and promote additional funding for road maintenance and improvement utilizing the pavement management system.
- Pursue and promote additional funding for maintaining existing drainage systems and capital improvement projects for new drainage systems.
- Update the Master Drainage Plan.
- Evaluate the Oakland County Evergreen/Farmington system and complete the master sanitary sewer plan.
- Complete the Stormwater, Asset Management, and Wastewater program (SAW) grant work.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Reports to council	71	60	60
	Meetings attended impacting the delivery of public services	540	540	550
Efficiency	% of City Council meetings attended	82%	85%	85%
	% of tap fees requests reviewed within 48 hours	85%	85%	85%
	Activity Expenditures as a % of General Fund	0.88%	0.82%	0.70%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Director of Public Services	1	1	1	1
	Assistant to Director	1	0	0	0
	Senior Engineer	0	1	1	1
	Secretary to Director of Public Services	1	1	1	1
	Civil Engineer I	1	1	1	1
	Department Total	4	4	4	4

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$43,111 or 9.11% increase from the current budget.
- The increase results primarily from higher than budgeted consultant costs which were carried over from unspent funds in the prior year.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$23,293 or 4.51% decrease from the FY 20/21 year-end projection and \$19,817 or 4.19% increase from the FY 20/21 budget.
- The budget to budget increase results primarily from higher personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$300,235	\$339,315	\$330,478	\$327,931	\$348,873	\$350,788	\$352,782
Operating Supplies	2,814	3,647	5,833	4,658	6,255	6,314	6,374
Professional & Contractual	73,072	181,699	137,001	183,833	138,001	139,001	139,001
Total DPS Admin	\$376,121	\$524,661	\$473,312	\$516,422	\$493,129	\$496,103	\$498,157

DPS Administration

DEPARTMENT NUMBER: 440

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) SALARIES & WAGES								
010	Administrative & Clerical	302,214	331,383	330,963	311,706	350,097	350,097	350,097
106	Sick & Vacation	3,854	18,123	3,769	13,360	3,877	3,973	4,073
112	Overtime	3,369	5,267	7,406	7,189	8,888	9,110	9,338
200	Social Security	23,960	27,226	27,432	26,378	29,042	29,089	29,148
250	Blue Cross/Optical/Dental	32,098	33,209	35,006	31,376	35,710	36,603	37,518
275	Life Insurance	1,905	2,059	2,152	1,757	2,253	2,332	2,413
300	Pension - DC	19,848	20,495	21,750	18,632	22,771	23,568	24,393
325	Longevity	9,503	11,381	11,680	11,677	12,010	12,430	12,865
350	Worker's Compensation	1,632	900	477	514	515	515	531
591	Reallocation to Water Funds	(49,074)	(55,364)	(55,079)	(47,329)	(58,145)	(58,465)	(58,797)
592	Reallocation to Sewer Funds	(49,074)	(55,364)	(55,079)	(47,329)	(58,145)	(58,465)	(58,797)
	Category Total	300,235	339,315	330,478	327,931	348,873	350,788	352,782
(740) OPERATING SUPPLIES								
001	Gas & Oil	1,498	1,306	1,533	1,758	1,955	2,014	2,074
002	Books & Subscriptions	169	0	300	200	300	300	300
004	Recruiting	0	650	1,000	700	1,000	1,000	1,000
008	Supplies	1,147	1,691	3,000	2,000	3,000	3,000	3,000
	Category Total	2,814	3,647	5,833	4,658	6,255	6,314	6,374
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	1,615	2,747	5,995	2,270	6,235	6,235	6,235
002	Memberships & Licenses	37,260	37,811	38,745	38,745	39,460	39,460	39,460
004	Consultants	29,547	136,236	86,406	137,878	85,281	86,281	86,281
005	Fleet Insurance	840	0	0	0	0	0	0
006	Vehicle Maintenance	0	5	0	0	0	0	0
013	Education & Training	210	460	1,415	500	2,585	2,585	2,585
041	Auto Allowance	3,600	4,440	4,440	4,440	4,440	4,440	4,440
	Category Total	73,072	181,699	137,001	183,833	138,001	139,001	139,001
DEPARTMENT TOTAL		376,121	524,661	473,312	516,422	493,129	496,103	498,157

ROAD MAINTENANCE

The road maintenance and supervision budget provides funding for the staff assigned to right-of-way maintenance activities in support of the Department's Vision and Mission Statements. The City's street network currently includes approximately 58 miles of major streets and 247 miles of local streets. Farmington Hills has the ninth largest municipal street network in the State of Michigan and the largest municipal network in Oakland County. Routine maintenance of the City's street system includes pavement patching, road grading, litter control, forestry maintenance, storm drain maintenance and improvements, sign maintenance and snow/ice control. Additionally, City crews provide mowing and litter control services to 40 miles of State and County roads. The road maintenance utilizes automated vehicle location equipment on the road maintenance fleet to improve operations efficiency and better serve the residents of the City.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Improve road safety. (1,3,13)
- Reduce complaints. (8,11,13)
- Improve efficiency of the snow and ice control operations. (3,10,13)
- Improve the efficiency of road maintenance services. (2,12)
- Maintain a safe work environment. (8)
- Contribute to the City's beautification. (12,13)
- Increase participation in community engagement and outreach events. (4, 11)
- Utilize the Pavement Management System to improve the efficiency and planning of road maintenance operations. (12,13)
- Implement and utilize modern Asset Management software. (2,8)
- Maintain APWA self-assessment certification (1)
- Improve the contract preparation, scheduling and oversight of contracted road and right-of-way maintenance services. (1,3)

PERFORMANCE OBJECTIVES

- Dedicate training time to staff development and safety programs.
- Utilize best (maintenance) management practices.
- Improve response to service requests.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Maintenance Contracts Completed	29	29	29
	Emergency Call-Ins (supervisor response)	71	75	75
	Winter Maintenance Events (November 1-April 30)	25	34	35
Efficiency	Miles of Gravel Road Graded	290	330	320
	Community Outreach Events	8	2	16
	Lineal Feet of Re-ditching	4,629	8,950	10,500
	Miles per Road Maintenance Personnel	14.5	14.5	14.5
	Gallons of Liquid De-Icer	175,000	200,000	225,000
	Tons of Salt Used	3,500	3,500	4,000
	Tons of Cold Patch Material Placed	314	200	200
	Activity Expenditures as a % of General Fund	0.44%	0.50%	0.47%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	Supervisor	3	3	3	3
	Equipment Operator III	5	5	5	5
	Sign Shop Technician	1	1	1	1
	Equipment Operator II	9	10	6	6
	Equipment Operator I	1	1	4	4
	Laborer II	2	1	1	1
	Laborer I	0	0	2	2
	Total	21	21	22	22
(038)	Seasonal Aide (FTE)	5.49	5.49	5.49	5.49
	Department Total	26.49	26.49	27.49	27.49

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$7,843 or 2.44% decrease from current budget.
- The decrease is primarily the result of projected less than budgeted gas and oil expenses.

FY 22/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$14,335 or 4.57% increase from the FY 20/21 year-end projection and \$6,492 or 2.02% increase from the FY 20/21 budget.
- The budget-to-budget increase results from a increase in gas and oil expenses and education and training partially offset by decreased capital outlay costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$2,039,510	\$2,027,245	\$2,159,761	\$2,049,464	\$2,213,194	\$2,266,344	\$2,321,209
Operating Supplies	147,674	108,631	141,407	130,615	162,400	166,450	170,450
Professional & Contractual	108,513	117,893	150,150	144,899	165,649	169,701	180,230
Capital Outlay	35,706	37,617	30,000	38,200	0	0	0
Less Road Funds Reimburse.	(2,039,510)	(2,027,245)	(2,159,761)	(2,049,464)	(2,213,194)	(2,266,344)	(2,321,209)
Total Road Maint & Superv.	\$291,893	\$264,141	\$321,557	\$313,714	\$328,049	\$336,151	\$350,680

Road Maintenance

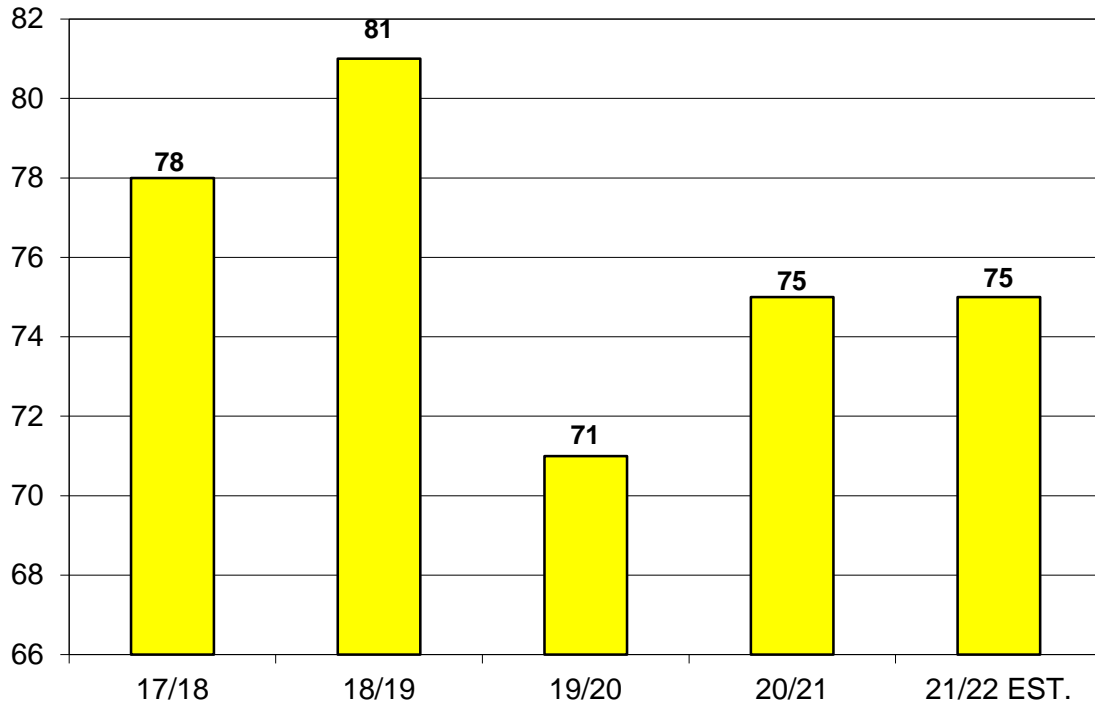
DEPARTMENT NUMBER: 442

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) SALARIES & WAGES							
010 Administrative & Clerical	1,186,408	1,234,859	1,219,367	1,143,077	1,299,002	1,324,982	1,351,482
015 Seasonal Aides	99,497	101,533	144,600	125,000	144,600	147,500	150,400
106 Sick & Vacation	4,834	44,854	76,519	80,101	25,142	28,730	32,070
112 Overtime	123,541	96,477	143,394	142,186	145,584	149,900	154,500
200 Social Security	109,520	112,045	126,069	116,494	127,201	130,145	133,135
250 Blue Cross/Optical/Dental	300,649	267,383	289,318	282,640	294,952	302,326	309,884
275 Life Insurance	2,074	2,066	2,163	1,927	2,266	2,345	2,427
300 Pension - DC	55,515	54,791	64,476	72,171	95,324	98,660	102,113
325 Longevity	58,590	61,469	64,095	57,876	48,430	50,125	51,879
350 Worker's Compensation	98,882	51,768	29,760	27,992	30,693	31,630	33,318
Category Total	2,039,510	2,027,245	2,159,761	2,049,464	2,213,194	2,266,344	2,321,209
(740) OPERATING SUPPLIES							
001 Gas & Oil	114,343	73,451	98,542	90,050	118,350	121,900	125,500
002 Books & Subscriptions	0	0	150	150	150	150	150
008 Supplies	295	400	1,800	1,800	1,800	1,800	1,800
019 Uniforms	16,096	16,603	19,615	19,615	20,800	21,300	21,700
030 Tools & Misc. Small Equip.	7,016	11,627	9,000	9,000	9,000	9,000	9,000
034 Safety Equipment	9,924	6,550	12,300	10,000	12,300	12,300	12,300
Category Total	147,674	108,631	141,407	130,615	162,400	166,450	170,450
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	6,741	4,716	6,850	1,000	9,850	10,150	10,350
002 Memberships & Licenses	1,436	1,145	1,435	1,435	1,435	1,435	1,435
005 Fleet Insurance	22,521	25,489	31,040	31,039	31,039	32,591	34,220
006 Vehicle Maintenance	66,171	73,450	85,000	81,000	84,000	85,700	87,400
008 Equipment Maintenance	1,533	1,834	2,500	2,500	2,500	3,000	3,000
013 Education & Training	6,573	3,327	4,225	8,125	20,725	20,725	20,725
029 Cemetery Maintenance	0	219	1,000	2,000	5,000	5,000	5,000
030 Emergency Meal Allowance	1,038	838	1,100	800	1,100	1,100	1,100
071 Contractual Projects	2,500	6,875	17,000	17,000	10,000	10,000	17,000
Category Total	108,513	117,893	150,150	144,899	165,649	169,701	180,230
(970) CAPITAL OUTLAY							
058 Trucks	35,706	0	0	0	0	0	0
060 Cemetery Fence Replacement	0	37,617	30,000	38,200	0	0	0
Category Total	35,706	37,617	30,000	38,200	0	0	0
GROSS DEPARTMENT TOTAL	2,331,403	2,291,386	2,481,318	2,363,178	2,541,243	2,602,495	2,671,889
Less: Road Funds Reimbursement	(2,039,510)	(2,027,245)	(2,159,761)	(2,049,464)	(2,213,194)	(2,266,344)	(2,321,209)
NET DEPARTMENT TOTAL	291,893	264,141	321,557	313,714	328,049	336,151	350,680

In addition to the Road Fund's Reimbursement for Personnel Costs netted above, General Fund Revenue reflects Fees from the Road Fund's for Equipment Rental.

KEY DEPARTMENTAL TRENDS

Emergency Call-Ins (Roads)
(Supervisor Response)



BUILDING MAINTENANCE

The operation and maintenance expenses for City Hall are charged to this account. Principal expenses are for salaries and supplies to keep the building in good repair. The building maintenance staff is responsible for managing maintenance contracts, monitoring/inspecting all heating, ventilation and air conditioning (HVAC) equipment, completing preventative maintenance programs, and providing general maintenance and repair for 13 City-owned buildings.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Create an organized environment for all departments for record storage and retrieval. (2,8)
- Meet all safety standards prescribed by the State and Federal regulations. (8,9)
- Continue to utilize the Community Service Work Program for various maintenance projects. (2)
- Provide preventative maintenance programs on all mechanical, electrical, and plumbing equipment for all City buildings. (2,8)
- To operate efficiently, reduce unnecessary spending and effectively maintain the City’s facilities. (2,8)
- Ensure that residents and employees have clean and safe facilities to carry on their day-to-day business. (3,8,13)
- Become experts in Green Technology. (2)

PERFORMANCE OBJECTIVES

- To maintain within the budgetary framework, 14 City facilities in a safe, clean and economical manner.
- To test and maintain backflow prevention devices for all City facilities.
- To conduct monthly preventative maintenance inspections on a timely basis and oversee quarterly inspections performed by contractors.
- To coordinate the storage or disposal of any unused furniture or equipment for City auctions.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Community Work Program workdays supervised	34	12	24
	Number of monthly inspections (HVAC)	168	168	168
	Number of buildings maintained	13	13	13
	Number of maintenance contracts managed	11	11	11
Efficiency	Percentage of emergency call-ins responded to within 30 minutes	95%	95%	95%
	Activity Expenditures as a % of General Fund	0.84%	0.76%	0.70%

Building Maintenance

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Building Maintenance Supervisor	1	1	1	1
	Building Maintenance Technician	1	1	1	1
	Building Maintenance Worker	2	2	2	2
	Department Total	4	4	4	4

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$3,832 or 0.81% increase from the current budget.
- This increase results primarily from projected higher personnel costs and supplies costs than budgeted.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$10,327 or 2.16% increase from the FY 20/21 year-end projection and \$14,159 or 2.98% increase over the FY 20/21 budget.
- The budget to budget increase is due primarily to increased personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$350,030	\$314,826	\$331,245	\$333,171	\$342,324	\$349,749	\$357,420
Operating Supplies	17,615	15,226	13,404	16,711	15,384	16,748	16,786
Prof. & Contractual	131,601	170,497	130,514	129,113	131,614	131,661	131,710
Total Building Maintenance	\$499,246	\$500,549	\$475,163	\$478,995	\$489,322	\$498,158	\$505,915

Building Maintenance

DEPARTMENT NUMBER: 444

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) SALARIES & WAGES							
010 Salaries	201,496	207,370	205,826	211,043	215,377	219,685	224,078
106 Sick & Vacation	3,264	6,157	4,430	3,647	6,474	6,636	6,802
112 Overtime	7,345	4,463	8,694	4,184	5,209	5,339	5,472
200 Social Security	17,927	17,055	18,724	17,198	19,328	19,697	20,073
250 Blue Cross/Optical/Dental	85,076	52,819	68,120	71,147	70,211	71,966	73,765
275 Life Insurance	467	394	412	394	412	424	437
300 Pension - DC	11,280	10,942	11,518	11,694	11,848	12,263	12,692
325 Longevity	12,692	10,696	10,829	11,094	10,609	10,821	11,038
350 Worker's Compensation	10,483	4,930	2,692	2,770	2,856	2,917	3,062
Category Total	350,030	314,826	331,245	333,171	342,324	349,749	357,420
(740) OPERATING SUPPLIES							
001 Gas & Oil	1,153	743	1,054	911	1,208	1,244	1,282
008 Supplies	14,775	12,665	10,550	14,000	12,376	13,704	13,704
019 Uniforms	1,687	1,818	1,800	1,800	1,800	1,800	1,800
Category Total	17,615	15,226	13,404	16,711	15,384	16,748	16,786
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	695	524	1,500	0	1,500	1,500	1,500
002 Memberships & Licenses	0	1,025	300	300	300	300	300
005 Fleet Insurance	632	747	894	894	894	939	986
006 Vehicle Maintenance	85	1,840	500	1,279	100	102	104
013 Education & Training	0	264	1,000	320	500	500	500
025 Utilities	59,648	59,024	60,000	60,000	62,000	62,000	62,000
029 Building Maintenance	70,541	107,073	66,320	66,320	66,320	66,320	66,320
Category Total	131,601	170,497	130,514	129,113	131,614	131,661	131,710
DEPARTMENT TOTAL	499,246	500,549	475,163	478,995	489,322	498,158	505,915

ENGINEERING DIVISION

Activities of the Engineering Division include municipal project design and administration, as well as plan review and inspection of new developments. In addition, the Division addresses traffic concerns and considerable requests for information by engineers, builders and residents. The Division strives to improve the safety and mobility of the transportation system of the City.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Maintain accurate records. Make available to public. (1, 10, 12, 13)
 - Improve condition of city water system by replacing old water main. (13)
 - Pursue grant funds for aging infrastructure. (5)
 - Improve the overall PASER score for Major and Local road networks (1, 2, 12, 13)
- Incorporate and improve GIS technology into delivery of engineering services. (2, 8)
 - Address storm water quality concerns and pursue innovative “green” practices. (10, 13)
 - Maintain quality engineering services including design review and analysis. (1, 2)

PERFORMANCE OBJECTIVES

- Reduce initial review time for sites and subdivisions.
- Complete requested and budgeted capital improvement projects.
- Reduce vehicle crash rate citywide.
- Assist neighborhoods with Traffic SAFE-TE³ Program implementations (Safety Awareness for Everyone through Education, Enforcement and Engineering).

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Contracts Let (number)	18	7	18
	Contracts Let (amount)	\$30,000,000	20,000,000	28,820,000
	Site Plans Reviewed (commercial)	19	22	20
	Subdivision/Locations Participating in SAFE-TE ³	12	12	14
	Citizen Service Requests	319	355	390
Efficiency	Percent first reviews within four weeks	26%	50%	80%
	Activity Expenditures as a % of General Fund	1.88%	1.91%	2.01%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	City Engineer	1	1	1	1
	Chief Engineering Inspector	1	1	1	1
	Design Technician	1	0	0	0
	Traffic Engineer	1	0	0	0
	Senior Traffic Engineer	0	1	1	1
	Civil Engineer II	1	1	1	1
	Civil Engineer I	2	3	3	3
	Construction Inspector IV	1	1	1	1
	Construction Inspector III	0	0	1	1
	Construction Inspector II	2	3	1	1
	Construction Inspector I	1	1	2	2
	Clerk Typist I	1	0	0	0
	Clerk Typist II	0	0	0	0
	Department Aide	0	1	1	1
	Administrative Secretary	1	1	1	1
	Total	13	14	14	14
(038)	Part-time (FTE)				
	Part-time	2.99	2.9	3.47	3.47
	Total	2.99	2.9	3.47	3.47
	Department Total	15.99	16.9	17.47	17.47

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$102,636 or 7.86% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted personnel costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$208,603 or 17.34% increase from the FY 20/21 year-end projection and \$105,967 or 8.11% increase from the FY 20/21 budget.
- The budget-to-budget increase results from higher personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$1,017,405	\$1,080,898	\$1,244,519	\$1,134,080	\$1,341,073	\$1,369,249	\$1,384,484
Operating Supplies	25,564	20,654	24,327	31,248	31,915	32,591	33,288
Prof. & Contractual	27,360	14,766	37,005	37,887	38,830	39,214	39,613
Capital Outlay	80,686	0	0	0	0	0	0
Total Engineering	\$1,151,015	\$1,116,318	\$1,305,851	\$1,203,215	\$1,411,818	\$1,441,054	\$1,457,384

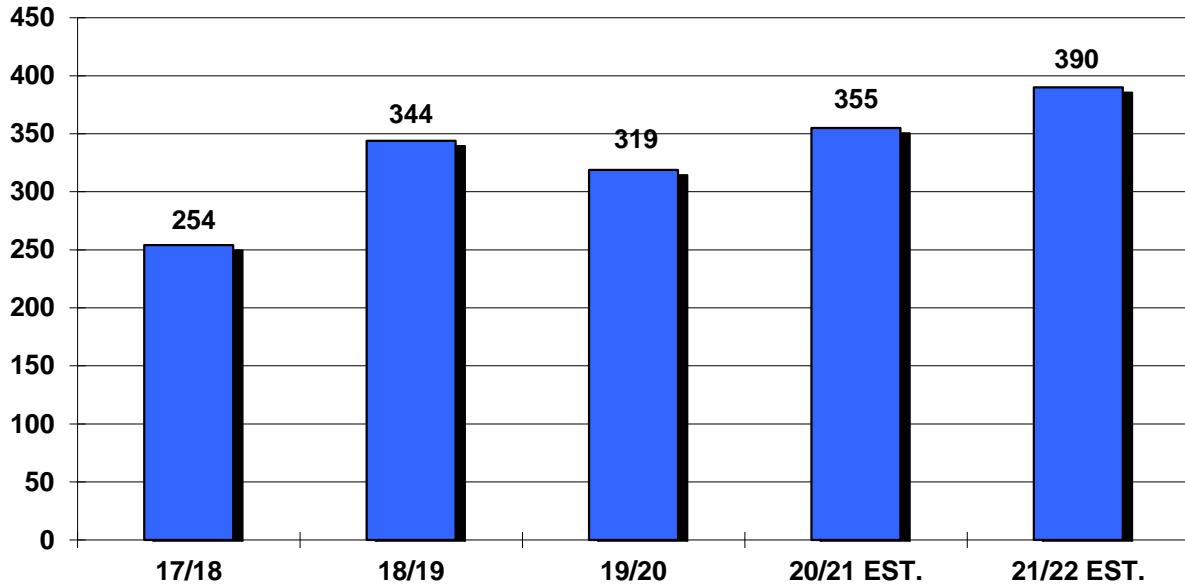
Engineering Division

DEPARTMENT NUMBER: 449

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) SALARIES & WAGES								
010	Salaries & Wages	778,869	808,423	905,690	813,332	951,357	971,357	976,357
038	Part-time	49,172	75,618	97,392	99,533	134,300	134,300	134,300
106	Sick & Vacation	40,570	42,031	17,971	26,083	21,643	22,184	22,739
112	Overtime	107,455	94,644	151,851	102,299	142,577	146,141	149,795
200	Social Security	73,947	80,383	92,344	81,623	98,403	100,334	101,127
250	Blue Cross/Optical/Dental	139,060	126,870	143,325	129,380	172,944	177,268	181,699
275	Life Insurance	3,061	3,337	4,234	2,867	4,361	4,514	4,672
300	Pension - DC	49,954	55,849	72,875	59,750	75,350	77,987	80,717
325	Longevity	31,731	31,407	29,759	30,428	32,007	33,127	34,287
350	Worker's Compensation	7,647	3,997	2,265	3,142	2,513	2,604	2,703
	Realloc. to Water Fund	(226,338)	(201,384)	(227,656)	(178,631)	(245,318)	(250,472)	(253,259)
	Realloc. to Sewer Fund	(37,723)	(40,277)	(45,531)	(35,726)	(49,064)	(50,094)	(50,652)
	Category Total	1,017,405	1,080,898	1,244,519	1,134,080	1,341,073	1,369,249	1,384,484
(740) OPERATING SUPPLIES								
001	Gas & Oil	14,407	11,836	15,327	21,048	22,540	23,216	23,913
002	Books & Subscriptions	0	0	500	0	500	500	500
008	Supplies	11,157	8,818	8,500	10,200	8,875	8,875	8,875
	Category Total	25,564	20,654	24,327	31,248	31,915	32,591	33,288
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	2,086	1,674	6,875	1,705	6,975	6,975	6,975
002	Memberships & Licenses	791	1,113	2,375	1,679	2,965	2,965	2,965
004	Consultants	8,550	0	2,100	14,124	1,000	1,000	1,000
005	Fleet Insurance	3,728	3,362	5,195	5,195	5,195	5,455	5,727
006	Vehicle Maintenance	5,031	2,373	4,000	6,082	6,200	6,324	6,450
007	Equip. Maintenance	752	0	2,015	915	2,100	2,100	2,100
009	Consulting & Review Fee	0	0	500	0	500	500	500
013	Education & Training	2,756	735	9,445	3,700	9,395	9,395	9,395
024	Printing Services	67	1,069	100	87	100	100	100
041	Auto Allowance	3,600	4,440	4,400	4,400	4,400	4,400	4,400
	Category Total	27,360	14,766	37,005	37,887	38,830	39,214	39,613
(970) CAPITAL OUTLAY								
008	IT Equipment	44,980	0	0	0	0	0	0
015	Inspection Vehicles	35,706	0	0	0	0	0	0
	Category Total	80,686	0	0	0	0	0	0
DEPARTMENT TOTAL		1,151,015	1,116,318	1,305,851	1,203,215	1,411,818	1,441,054	1,457,384

KEY DEPARTMENTAL TRENDS

Citizens Service Requests



DPW MAINTENANCE FACILITY

The DPW maintenance facility budget provides funding for the administrative office and fleet maintenance operations. The office staff processes all service requests and inquiries from residents for street, drainage, roadside maintenance, as well as refuse/recycling services. The office staff also serves as the communications link between residents and the DPW field staff, via cell phones and two-way radio, ensuring a quick response to citizen service requests. All of this activity is in support of the Department's Vision and Mission Statements.

The DPW's garage is responsible for maintaining the City's fleet of approximately 400 vehicles and pieces of equipment, which includes passenger vehicles, patrol vehicles, pick-up trucks, light trucks, utility vehicles, heavy trucks, private vehicles, vans/buses, multi-purpose vehicles, heavy road equipment, and small equipment. New emission control requirements, fuel economy standards, computerized engine controls, safety enhancements, and an aging fleet all contribute significantly to the fleet maintenance workload.

The cornerstone of the DPW garage is the preventative maintenance (PM) program. The objective of preventative maintenance is to extend the service life of equipment, minimize downtime and avoid equipment failures through scheduled inspection and service.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Improve fleet safety, reliability, and equipment longevity. (2,8)
- Promote alternative fuels within the fleet. (2)
- Promote more shared use of City fleet by all departments through the use of higher-quality pool vehicles. (2)
- Provide adequate maintenance and upgrades to the DPW facility to ensure maximum benefit and longevity. (1,2)
- Ensure a safe work environment. (8)

PERFORMANCE OBJECTIVES

- Reduce vehicle down-time.
- Improve vehicle lifecycle costs.
- More balanced use of the fleet.
- Improve equipment versatility.
- Improve the quality of the automobiles in the fleet.

DPW Maintenance Facility

Service Level	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
	Parts Issued	\$154,822	\$185,200	\$201,500
	Work Orders	1,175	1,400	1,600
	Fuel Gallons	215,258	217,900	244,200
	Number of Vehicles and Equipment	465	465	465
	Average Age of Vehicles and Equipment	5.85	5.5	5.0
	New Vehicles and Equipment Purchased	29	25	27
	Efficiency	Activity Expenditures as a % of General Fund	1.85%	1.94%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(015) Supervision/Secretary/Mechanics					
	DPW Superintendent	1	1	1	1
	Secretary	1	1	1	1
	DPW Contract Technician	1	1	1	1
	Fleet & Facility Maintenance Supervisor	1	1	1	1
	Mechanic III	1	1	1	1
	Mechanic II	3	3	3	3
	Inventory & Repair Coordinator	1	1	1	1
	Building Maint Mechanic	0	0	1	1
	Building Maint Technician	1	1	0	0
	Total Full-time	10	10	10	10
(038)	Part-time (FTE)	0.60	0.60	0.60	0.60
	Department Total	10.60	10.60	10.60	10.60

DPW Maintenance Facility

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$166 or 0.01% decrease from the current budget.
- The decrease results from projected budget savings in personnel, fuel and oil inventory and subcontract repairs partially offset by higher auto/ truck parts, radio maintenance costs and education and training costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$291,697 or 23.92% increase from the FY20/21 year-end projection and a \$291,531 or 23.91% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from higher personnel, fuel and oil, auto/ truck parts costs and building maintenance costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$983,213	\$938,792	\$1,012,955	\$1,005,331	\$1,107,946	\$1,048,624	\$1,071,473
Operating Supplies	661,367	571,239	707,899	725,445	829,455	851,727	874,602
Prof.& Contractual	170,366	163,949	221,570	199,480	375,650	209,089	212,407
Capital Outlay	157,881	0	0	0	9,500	0	0
Less: Interdepartment Billings	(739,021)	(573,250)	(722,934)	(710,932)	(811,530)	(852,107)	(894,712)
Total Maintenance Facility	\$1,233,806	\$1,100,730	\$1,219,490	\$1,219,324	\$1,511,021	\$1,257,333	\$1,263,770

DPW Maintenance Facility

DEPARTMENT NUMBER: 450

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) SALARIES & WAGES								
015	Supervision/Sec./Mech.	605,939	628,215	627,517	643,787	666,136	679,459	693,048
038	Part-time	34,946	33,969	34,320	34,320	34,944	34,944	34,944
106	Sick & Vacation	15,413	10,509	44,290	7,400	85,283	9,721	10,036
112	Overtime	41,699	32,448	51,666	51,260	52,523	54,100	55,700
200	Social Security	52,953	55,139	60,020	57,463	66,131	61,560	62,817
250	Blue Cross/Optical/Dental	145,985	95,276	110,109	127,535	116,144	119,048	122,024
275	Life Insurance	1,379	1,387	1,449	1,387	1,474	1,526	1,579
300	Pension - DC	42,777	47,695	51,661	52,310	53,819	55,703	57,652
325	Longevity	24,114	24,735	26,793	24,122	25,581	26,476	27,403
350	Worker's Compensation	18,008	9,419	5,130	5,747	5,911	6,088	6,271
	Category Total	983,213	938,792	1,012,955	1,005,331	1,107,946	1,048,624	1,071,473
(740) OPERATING SUPPLIES								
001	Fuel & Oil Inventory	465,040	397,835	486,000	480,625	568,995	586,100	603,600
002	Books & Subscriptions	2,951	1,428	1,900	1,900	1,900	1,900	1,900
008	Supplies	7,742	8,055	9,000	9,000	9,000	9,000	9,000
009	Gas & Oil	2,926	1,686	2,874	2,387	3,335	3,502	3,677
012	Mechanics Tool Allowance	3,032	3,060	3,125	3,125	3,125	3,125	3,125
076	Auto/Truck Parts	167,080	142,672	189,000	212,408	226,600	231,100	235,800
085	Misc. Auto/Truck Supplies	12,596	16,503	16,000	16,000	16,500	17,000	17,500
	Category Total	661,367	571,239	707,899	725,445	829,455	851,727	874,602
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	4,037	1,410	5,620	5,620	5,620	5,620	5,620
002	Memberships & Licenses	1,334	2,639	1,210	1,210	1,120	1,190	1,130
005	Fleet Insurance	1,444	1,681	1,985	1,985	1,985	2,084	2,188
006	Vehicle Maintenance	2,816	822	700	2,032	1,400	1,470	1,544
007	Office Equip. Maintenance	4,017	3,013	5,500	5,500	5,500	5,500	5,500
008	Garage Equip. Maintenance	1,898	6,159	13,600	13,600	13,600	13,600	13,600
013	Education & Training	2,282	1,448	2,255	6,255	6,255	6,255	6,255
025	Utilities Expense	67,717	58,966	72,100	72,100	74,300	76,500	78,800
027	Radio Maintenance	0	0	2,000	7,000	2,000	2,000	2,000
029	Building Maintenance	46,823	39,263	40,500	40,500	221,570	51,570	51,570
046	Custodial Contract	11,540	12,689	16,100	16,100	16,100	16,600	17,100
056	Refuse Removal	7,746	7,405	9,000	9,000	9,000	9,100	9,200
104	Subcontract Repairs	18,712	28,454	51,000	18,578	17,200	17,600	17,900
	Category Total	170,366	163,949	221,570	199,480	375,650	209,089	212,407
(970) CAPITAL OUTLAY								
007	Garage Equipment	40,322	0	0	0	0	0	0
015	Vehicles	117,559	0	0	0	0	0	0
036	Building Improvements	0	0	0	0	9,500	0	0
	Category Total	157,881	0	0	0	9,500	0	0
	Total Expenditures	1,972,827	1,673,980	1,942,424	1,930,256	2,322,551	2,109,440	2,158,482
	Less Interdepartment Billings	(739,021)	(573,250)	(722,934)	(710,932)	(811,530)	(852,107)	(894,712)
	DEPARTMENT TOTAL	1,233,806	1,100,730	1,219,490	1,219,324	1,511,021	1,257,333	1,263,770

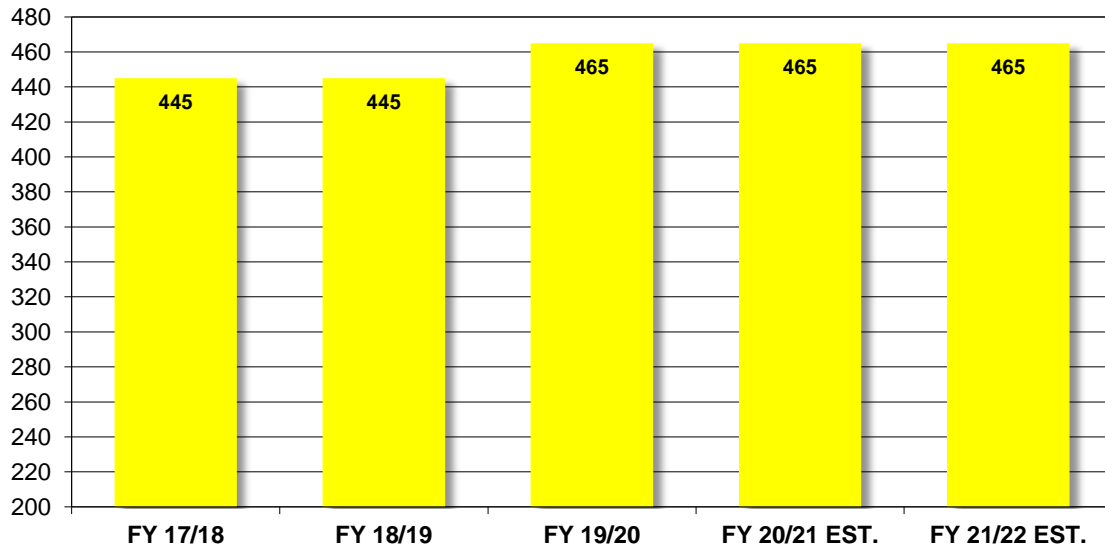
This Division's operations are partially supported by Reimbursements for Fuel & Maintenance costs from other local governments.

CAPITAL OUTLAY

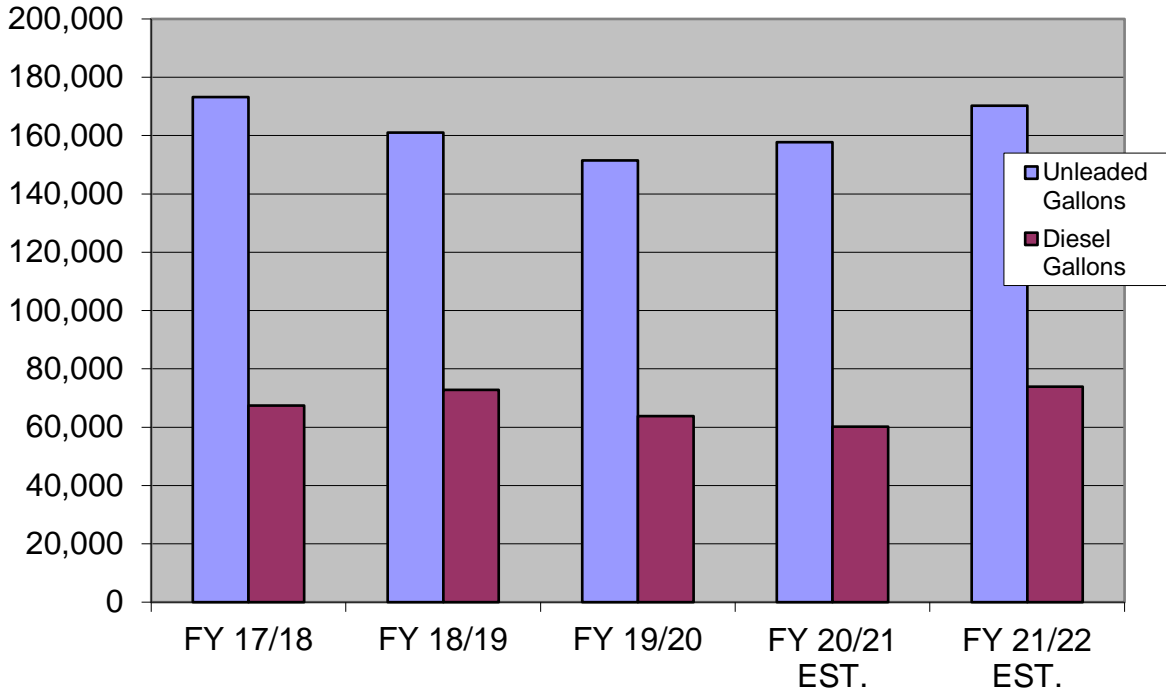
Acct.	Quantity	Item Description	Unit Cost	Budget Request	Manager's Budget	
					Quantity	Amount
970						
036		Building Improvements		9,500		9,500
		CAPITAL OUTLAY TOTAL		9,500		9,500

KEY DEPARTMENTAL TRENDS

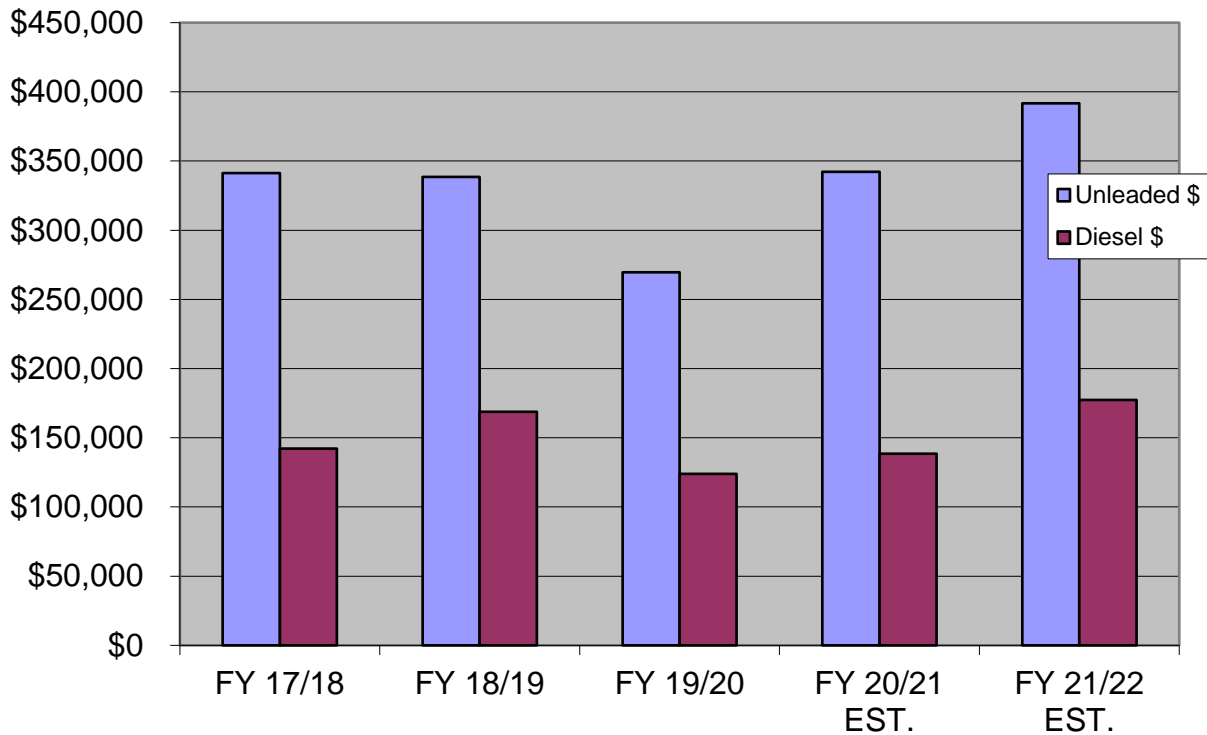
Number of Vehicles and Equipment Maintained



UNLEADED AND DIESEL FUEL USAGE (gallons)



UNLEADED AND DIESEL FUEL USAGE (\$)



WASTE COLLECTION/RECYCLING

In 2012, the City extended the contract for refuse, recycling and yard waste collection with Waste Management, Inc. to 2022, which broadens the range of recyclable materials and improves collection methods. This agreement was made possible through the efforts of the Resource Recovery and Recycling Authority of Southwest Oakland County (RRRASOC). The City is one of nine member communities that participated in a private/public partnership and operates a Materials Recovery Facility (MRF) on Eight Mile Road in Southfield.

The DPW is responsible for monitoring day-to-day refuse/recycling services, dispatching complaints to the contractor’s supervisory staff, and responding to questions and special requests from residents. Beginning in 1999, the Hazardous Materials Collection program was expanded to allow Farmington Hills residents to participate in other RRRASOC member Hazardous Materials Collection events, with seven events scheduled for 2021. This program enables residents to properly dispose of oil-based paint, pesticides, chemicals, solvents, used computer equipment, and other hazardous materials.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Provide the most cost-effective waste collection, recycling, and yard waste collection program. (1,2,10,12,13)
 - Increase recycling and yard waste diversion rate. (1,2,10,12,13)
- Improve the attendance and quality of materials collected at the Household Hazardous Waste Day events. (1,2)

PERFORMANCE OBJECTIVES

Service Level	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Pounds of waste per household	2,480	2,400	2,400
	Dwelling units served	23,393	23,423	23,450
Efficiency	Diversion rate	36.0%	40%	42%
	Waste Landfilled	64%	62%	60%
	Farmington Hills attendance at all Household Hazardous Waste events	669	2,980	2,600
	Activity Expenditures as a % of General Fund	6.66%	6.64%	6.03%

STAFFING LEVELS

Acct.	702 Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Clerk Typist II	1	1	1	1
	Total	1	1	1	1
Department Total		1	1	1	1

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$3,800 or 0.09% increase from the current budget.
- The increase is primarily due to projected higher than budgeted disposal of household hazardous materials costs and recycling center costs offset partially by waste collection contract costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$66,194 or 1.59% increase from the FY 20/21 year-end projection and \$69,994 or 1.68% increase from the FY 20/21 budget.
- The budget-to-budget increase is primarily due to increases in the contractual annual fee.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$64,073	\$67,329	\$67,709	\$70,489	\$69,773	\$71,355	\$72,975
Operating Supplies	4,225	2,496	3,700	3,700	3,700	3,700	3,700
Prof. & Contractual	3,856,075	3,887,995	4,097,662	4,098,682	4,165,592	4,247,922	4,331,922
Total Waste Collection	\$3,924,373	\$3,957,820	\$4,169,071	\$4,172,871	\$4,239,065	\$4,322,977	\$4,408,597

Waste Collection/Recycling

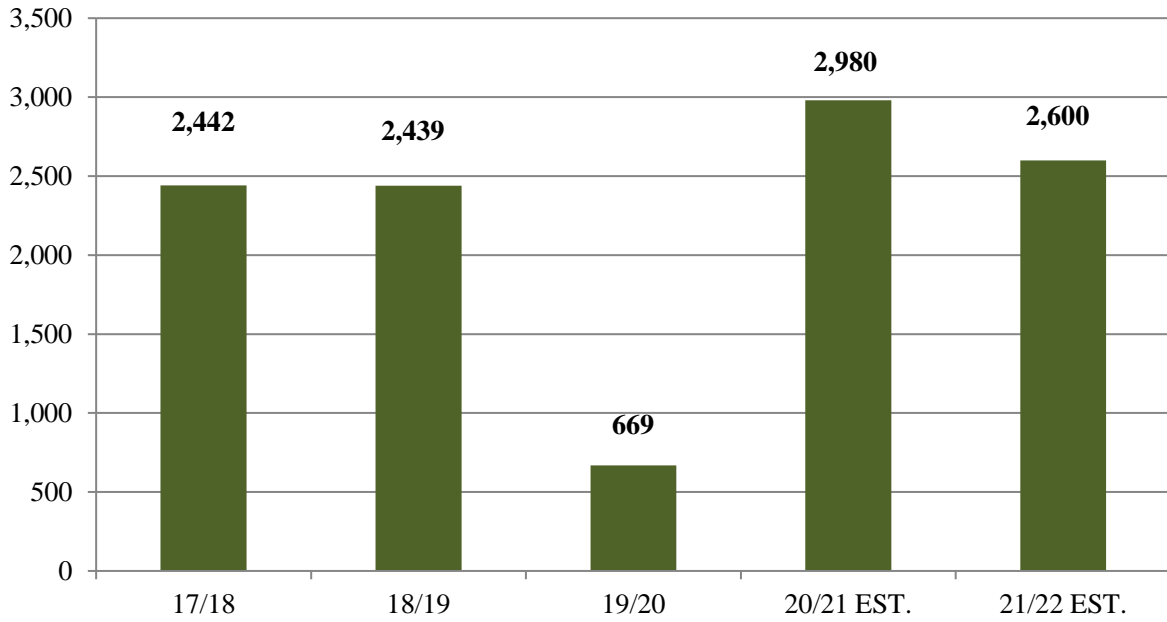
DEPARTMENT NUMBER: 523

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) SALARIES & WAGES								
010	Salaries & Wages	39,032	41,409	41,866	42,867	43,556	44,427	45,316
106	Sick and vacation	0	322	0	0	0	0	0
112	Overtime	167	0	0	200	0	0	0
200	Social Security	2,928	3,120	3,235	3,254	3,390	3,459	3,529
250	Blue Cross/Optical/Dental	15,823	16,328	16,035	17,515	15,711	16,104	16,506
275	Life Insurance	98	98	128	98	128	132	137
300	Pension - DC	5,672	5,610	5,979	6,079	6,181	6,397	6,621
325	Longevity	193	353	419	427	758	785	812
350	Workers Compensation	160	89	47	49	49	51	54
	Category Total	<u>64,073</u>	<u>67,329</u>	<u>67,709</u>	<u>70,489</u>	<u>69,773</u>	<u>71,355</u>	<u>72,975</u>
(740) OPERATING SUPPLIES								
008	Miscellaneous	4,225	2,496	3,700	3,700	3,700	3,700	3,700
	Category Total	<u>4,225</u>	<u>2,496</u>	<u>3,700</u>	<u>3,700</u>	<u>3,700</u>	<u>3,700</u>	<u>3,700</u>
(801) PROFESSIONAL & CONTRACTUAL								
056	Collection Contract	3,663,402	3,740,753	3,836,440	3,811,460	3,892,370	3,970,200	4,049,600
058	Recycling Center	14,942	6,544	16,800	22,000	21,800	21,800	21,900
059	Contribution to RRRASOC	99,675	99,675	103,622	103,622	103,622	103,622	103,622
060	Disposal of Household Hazardous Materials	78,057	41,023	140,800	161,600	147,800	152,300	156,800
	Category Total	<u>3,856,075</u>	<u>3,887,995</u>	<u>4,097,662</u>	<u>4,098,682</u>	<u>4,165,592</u>	<u>4,247,922</u>	<u>4,331,922</u>
	Total Refuse Removal Expenditures	<u>3,924,373</u>	<u>3,957,820</u>	<u>4,169,071</u>	<u>4,172,871</u>	<u>4,239,065</u>	<u>4,322,977</u>	<u>4,408,597</u>

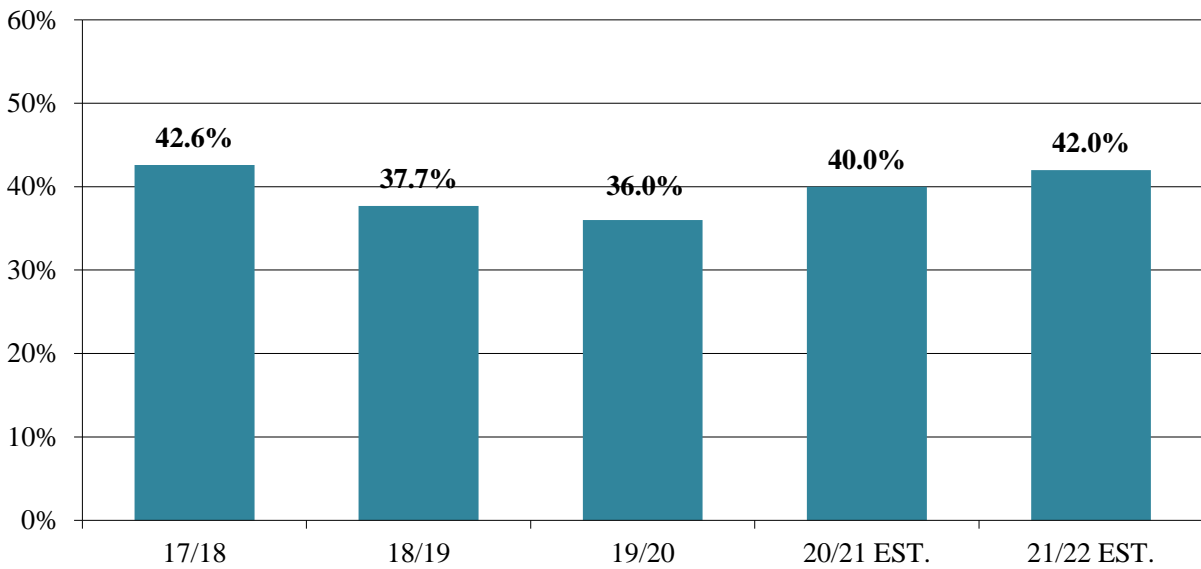
This Division is supported primarily by a Refuse Collection & Disposal Dedicated Millage and Recycling User Fees.

KEY DEPARTMENTAL TRENDS

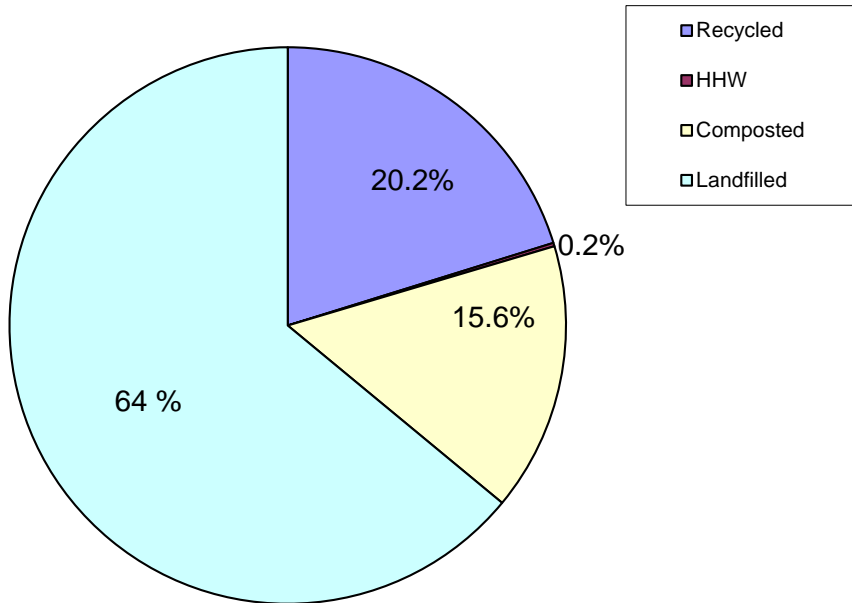
Number of Cars Participating in HazMat Events



Percent of Recycled and Composted Materials Diverted from Landfill



Diversion Rate - 2020



SPECIAL SERVICES SUMMARY

DIV.		2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
		Actual	Actual	Current	Estimated	Adopted	Projected	Projected
NO.	Category and Line Item	Expenditures	Expenditures	Budget	Expenditures	Budget	Budget	Budget
752	Administration	2,148,748	2,330,033	3,037,810	2,450,825	3,983,359	4,041,296	4,082,121
760	Youth Services	394,459	329,194	424,601	134,819	370,272	370,678	371,056
765	Senior Services	932,400	824,831	1,023,909	687,017	1,046,814	1,088,886	1,111,255
770	Parks Maintenance	1,544,481	1,632,650	1,729,864	1,715,306	1,846,413	1,858,737	1,903,682
775	Cultural Arts	501,884	443,122	743,984	458,954	1,088,985	1,267,904	1,329,205
780	Golf Course	710,250	718,108	797,191	794,289	839,121	849,784	866,138
785	Recreation Programs	707,296	532,239	1,376,622	847,876	1,596,322	1,635,960	1,665,137
790	Ice Arena	1,139,560	877,579	1,100,751	950,617	1,120,890	1,117,371	1,119,198
TOTAL SPECIAL SERVICES		8,079,078	7,687,756	10,234,733	8,039,703	11,892,176	12,230,616	12,447,792

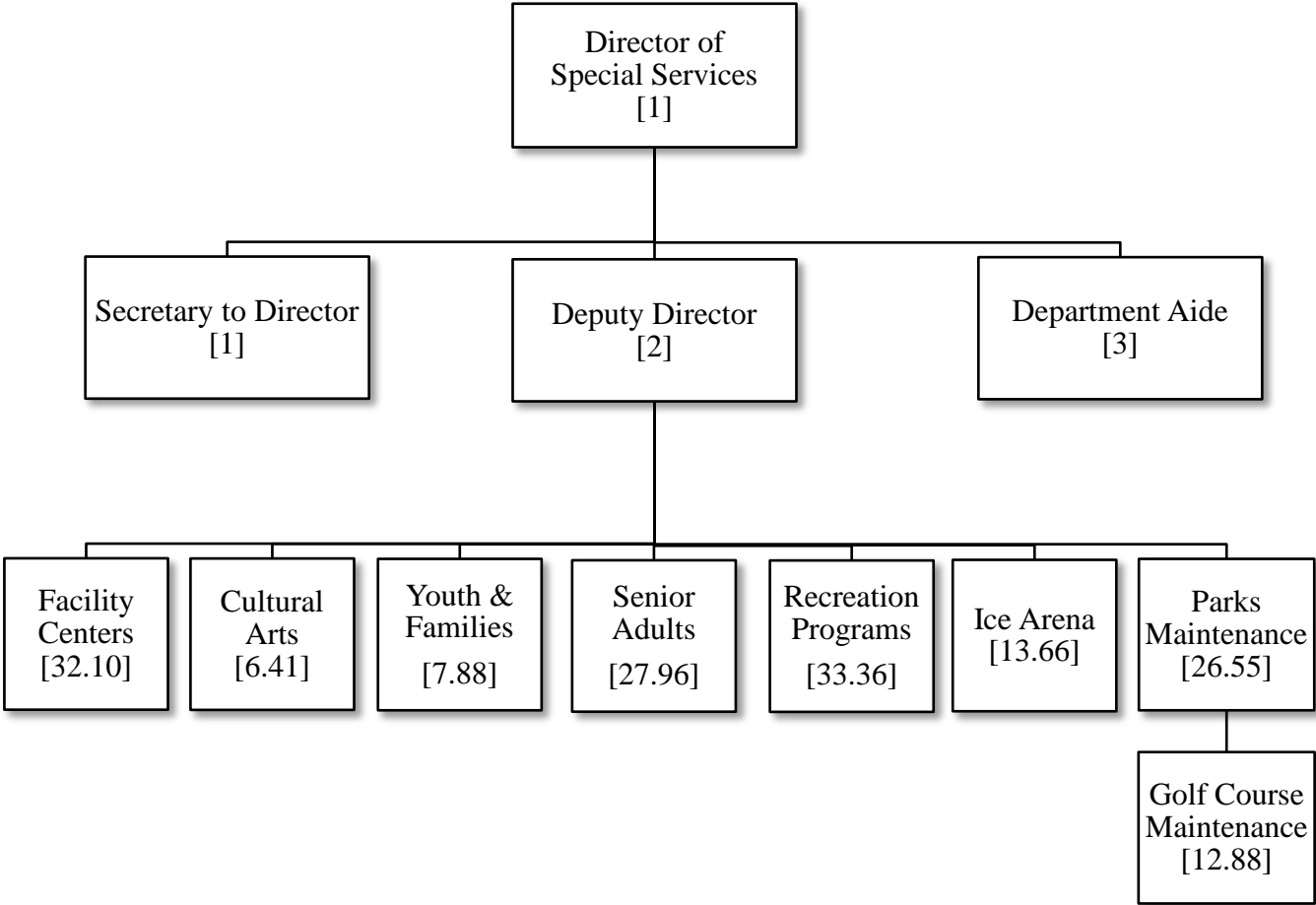
The Special Services Department comprises 16.9% of the General Fund's 2021/22 Proposed Budget and is supported primarily from Recreation User Fees (\$5,810,416), an appropriation from the Parks Millage (\$1,307,850), and a SMART Grant (\$245,000).



SPECIAL SERVICES

MISSION STATEMENT: Provide municipal services for the physical, recreational, leisure and cultural well-being of the residents of the City of Farmington Hills. The Department provides activities, services and facilities for fitness, athletics, cultural arts, conservation and general open space use in a safe and enjoyable environment for all ages, abilities and interests.

SPECIAL SERVICES



Total Full Time Equivalent [167.8]

ADMINISTRATION

The Department has gradually evolved from the Farmington Area Recreation Commission (established in 1948) to the Parks and Recreation Department in 1978 and finally by authority of the City Council as stated in the City Charter, to the Department of Special Services in 1985. The Department consists of eight divisions including Administration, Cultural Arts, Senior Division, Youth and Families Division, Recreation Division, Parks & Golf Division, Facilities Division and the Ice Arena. The Administration Division is 5.66% of the General Fund Budget in FY 2021/22.

The Department provides a wide variety of programs, services and facilities to the residents. The City has experienced rapid growth since the early 1980's, and the Department is endeavoring to keep pace with the growing and diverse requests for leisure activities and facilities. Land acquisition, facility development, program expansion and diversification have always been paramount and still are today.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Provide administrative oversight and support to each Division within the Department so that staff are empowered to provide the best services for our residents/customers. (8)
- Continue to promote and enhance web-based registration system for department's programs, classes and ticket sales. (2)
- Manage planning, design, repurposing, organizing and opening of new Community Center (formally Harrison High School). (2)
- Provide proper protective equipment and training for staff so that they may complete their duties in a safe and efficient manner. (2,8)
- Research and pursue Federal, State and private grants, and other funding sources to maximize spending dollars for capital growth and land improvements. (2,7)
- Strengthen existing and create new partnerships. (2)
- Provide high quality programs, facilities and services. (1,6,13)
- Proactively respond to emerging trends and issues in order to remain a vital force in the community. (6,12,13)
- Preserve and enhance attractive and valuable natural resources within the community and maximize accessibility for all users. (2,6)
- Provide direction to the Video Division and enhance video productions. Develop and implement a Department-wide Marketing & Communications Plan aligned with City's overall brand. (11)
- Continue to seek new strategies to promote our programs, facilities and services. (2)
- Continue to work closely with other City Departments to ensure the delivery of high-quality services to our residents and customers. (1,13)

Administration

STAFFING LEVELS

Acct. 752	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Director	1	1	1	1
	Deputy Director	1	1	2	2
	Assistant to Director	0	1	0	0
	Facilities Supervisor	1	1	1	1
	Secretary to the Director	1	1	1	1
	Bldg. Maintenance Tech.	1	2	2	2
	Department Aide	2	3	3	3
	Marketing Specialist	1	1	1	1
	Maintenance Worker	0	0	2	2
	Aquatic Facilities Supervisor	1	1	1	1
	Health and Fitness Coordinator	0	1	1	1
	Aquatics Coordinator	0	1	1	1
		9	14	16	16
(038) Part-time (FTE)		10.00	13.31	23.10	23.10
Department Total		19.00	27.31	39.10	39.10

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$586,965 or 19.32% decrease from the current budget.
- The decrease results from lower personnel due to moving program management to the recreation budget, utilities, supplies, office equipment maintenance and rental, printing, maintenance and repair and credit card costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$1,532,534 or 62.53% increase from the FY 20/21 year-end projection and \$945,549 or 31.13% increase from the FY 20/21 budget.
- The budget to budget increase results primarily from increased personnel, supplies, concession supplies, office equipment maintenance and rental, maintenance and repair and contracted services resulting from the opening of The Hawk Community Center.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$1,367,512	\$1,402,283	\$1,510,035	\$1,234,136	\$2,089,341	\$2,114,808	\$2,142,690
Operating Supplies	118,000	103,812	150,155	153,776	349,988	350,198	350,418
Professional & Contractual	663,236	823,938	1,377,620	1,062,913	1,544,030	1,576,291	1,589,012
Total Special Services Administration	\$2,148,748	\$2,330,033	\$3,037,810	\$2,450,825	\$3,983,359	\$4,041,296	\$4,082,121

Administration

DEPARTMENT NUMBER: 752

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Personnel							
010 Administrative & Clerical	485,208	554,844	646,258	700,495	976,086	994,086	1,014,086
011 Program Management	239,904	237,987	121,463	0	0	0	0
038 Part-time	257,752	234,432	360,000	178,104	616,824	616,824	616,824
106 Sick & Vacation	22,916	27,107	3,800	7,354	7,354	7,354	7,354
112 Overtime	5,642	2,839	1,762	1,506	1,798	1,836	1,860
200 Social Security	78,719	82,299	88,694	67,145	124,655	126,011	127,203
250 Blue Cross/Optical/Dental	180,767	169,822	193,787	183,719	239,258	245,239	251,370
275 Life Insurance	2,678	3,405	3,295	3,054	3,849	3,984	4,123
300 Pension - DC	48,764	54,491	63,927	67,897	87,502	87,502	87,502
325 Longevity	23,917	26,308	21,338	20,659	22,665	22,665	22,665
350 Worker's Compensation	21,245	8,749	5,711	4,203	9,350	9,306	9,702
Category Total	1,367,512	1,402,283	1,510,035	1,234,136	2,089,341	2,114,808	2,142,690
(740) Operating Supplies							
001 Gas & Oil	3,699	2,741	4,790	3,689	4,198	4,408	4,628
005 Sustainability	0	14,842	20,000	30,207	20,000	20,000	20,000
008 Supplies	114,301	86,229	125,365	98,880	164,790	164,790	164,790
016 Concession Supplies	0	0	0	21,000	161,000	161,000	161,000
Category Total	118,000	103,812	150,155	153,776	349,988	350,198	350,418
(801) Professional & Contractual							
001 Conferences & Workshops	3,512	2,425	3,075	3,006	6,150	6,150	6,150
002 Memberships & Licenses	8,753	11,553	11,610	18,743	19,705	19,705	19,705
004 Personnel Advertisement	0	690	0	1,500	1,000	1,000	1,000
005 Fleet Insurance	2,620	2,059	2,415	2,415	2,415	2,536	2,663
006 Vehicle Maintenance	865	1,464	1,100	1,800	1,800	1,890	1,985
007 Office Equip. Maint. & Rent	31,395	24,515	81,565	51,565	96,565	96,565	96,565
013 Education & Training	742	4,046	9,500	5,050	10,100	10,100	10,100
016 Telephone	20,425	16,508	13,200	12,000	17,900	17,900	17,900
018 Postage & Bulk Mailing	21,795	17,652	23,500	23,500	23,500	23,500	23,500
024 Printing Costs	64,053	49,665	90,250	69,250	98,250	98,250	98,250
025 Utilities	221,347	394,832	600,100	389,140	600,100	600,100	600,100
029 Maintenance & Repair	118,073	129,183	243,230	207,159	288,230	298,230	308,230
035 Credit Card Fees	64,987	56,981	80,000	59,200	80,000	80,000	80,000
041 Auto Allowance	3,600	4,440	4,440	4,440	4,440	4,440	4,440
066 Contract Services	80,228	87,366	180,100	181,310	250,340	272,390	274,890
067 Scholarships	10,000	10,000	10,000	10,000	20,000	20,000	20,000
068 ADA Accommodations	3,207	2,746	3,500	2,800	3,500	3,500	3,500
072 Special Projects	7,634	7,813	20,035	20,035	20,035	20,035	20,035
Category Total	663,236	823,938	1,377,620	1,062,913	1,544,030	1,576,291	1,589,012
ADMINISTRATION TOTAL	2,148,748	2,330,033	3,037,810	2,450,825	3,983,359	4,041,296	4,082,121

YOUTH & FAMILY SERVICES – AFTER SCHOOL PROGRAM

MISSION STATEMENT: Provide an after-school and summer program for middle school youth that offers a safe, fun environment, free from inappropriate influences. Reduce the use and abuse of alcohol, tobacco, and drugs by middle school youth.

Farmington Hills Area Youth & Family Services has successfully developed and implemented a structured program for youth in middle school which began 1995-1996. We are proud to have had the program operating for over 25 years, where we have provided a fun, secure environment where young people can be actively involved in physical, social and educational activities while learning important lifelong lessons. The program targets youth that would benefit from supervised after-school activities consisting of educational tutoring, group discussions, recreation, and social skills development. Throughout its history, the program has been a model of innovation and a place where the youth want to be after school.

Our After School Youth Centers offer opportunities to middle school age youth in Farmington Hills and Farmington during the hour's right after school till 5:30 pm, five days a week. Over 15,000 youth have taken part in the youth center program since its beginning. In 2020, we had to postpone operations of our Youth Centers due to the Covid-19 pandemic. Our plan moving forward is to prepare for the 2021-22 school year and open a Youth Center at the Farmington Hills Ice Arena, and the new Farmington Hills Community Center -The Hawk.

We consistently seek input from youth members in creating and implementing programs, while simultaneously providing leadership opportunities for participants. A new Youth Center location at The Hawk will provide many new amenities and program opportunities for youth center participants. We will continue our partnership with Club Z! Tutoring, assisting the youth with homework and healthy study habits.



GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Maintain and work to increase enrollment for the After School. (1,2)
- Continue our affiliation with Farmington Public Schools becoming stronger as we work together supporting our youth through tutoring and awareness of positive mental health. (1)
- Explore new opportunities on ways to reach families not participating in after school programs by partnering with local faith organizations, youth publications, cable shows and social media. (4)
- Continue our partnership with PKC Group and Busch's to provide 500 individuals with a Thanksgiving Dinner. (1,2)
- Create leadership opportunities at each youth center by creating work groups that provide services to senior citizens and/or families in need. (1,2,3)
- Continue to offer new programs, meeting with growing businesses that expose our youth to activities that get them moving and off of their digital devices. (1,2,6)
- Develop more unique activities for youth of all interests and abilities. (2)
- Maintain our staff/youth member relationship and trust. Create more mentoring opportunities. (1,6,8)
- Sustain our partnership with Oakland Early College which provides volunteer students to assist at the Youth Centers. (1,2,8)



- Expand the tutoring program through our partnership with Club Z! Tutoring, a professional tutoring organization. Increase enrichment opportunities to include study skills training for youth members. (1)
- Continuously evaluate our focus on health and fitness with the help of our personal technology devices and working together with fitness goals. (1)

PERFORMANCE OBJECTIVES

- Communicate with parents/guardians of our youth to continue to evaluate their needs and program interests.
- In partnership with Oakland Early College, recruit, train and utilize volunteers to work at the After School at no cost to the City of Farmington Hills.
- The total number of hours spent by youth members in the After School and Summer Drop-In Programs is as follows:

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level School Year	Total number of enrolled After School youth members (6 th – 9 th Grade)	0	0	450
	Total number of days program is offered	0	0	170
	Daily average participation	0	0	175
	Total youth center school year program visits (All Youth Centers)	0	0	29,000
Efficiency	Activity Expenditures as a % of General Fund	0.55%	0.21%	0.53%

STAFFING LEVELS

Acct.	760 Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Youth Services Supervisor	1	1	1	1
	Total	1	1	1	1
(038) Part-time (FTE)					
		8.73	8.73	6.88	6.88
Department Total		9.73	9.73	7.88	7.88

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$289,782 or 68.25% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted personnel, supplies and professional and contractual costs due to COVID-19.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR END PROJECTION

- \$235,453 or 174.64% increase from the FY 20/21 year-end projection and \$54,329 or 12.8% decrease from the FY 20/21 budget.
- The budget to budget decrease results from lower personnel costs and contractual services.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$334,855	\$283,655	\$360,318	\$117,040	\$317,372	\$317,778	\$318,156
Operating Supplies	42,873	35,518	36,483	16,569	36,100	36,100	36,100
Prof. & Contractual	16,731	10,021	27,800	1,210	16,800	16,800	16,800
Total Youth & Families	\$394,459	\$329,194	\$424,601	\$134,819	\$370,272	\$370,678	\$371,056

Youth & Family Services

DEPARTMENT NUMBER: 760

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Personnel							
010 Administrative & Clerical	69,608	71,533	71,000	73,027	75,105	75,105	75,105
038 Part-time	214,592	167,691	237,500	12,600	194,570	194,570	194,570
106 Sick & Vacation	4,016	3,021	4,880	3,000	3,500	3,500	3,500
200 Social Security	22,334	18,837	24,408	7,173	21,357	21,357	21,357
250 Blue Cross/Optical/Dental	10,943	13,492	14,380	14,608	14,608	14,973	15,348
275 Life Insurance	98	98	103	98	103	107	110
325 Longevity	5,569	5,680	5,680	5,842	6,008	6,008	6,008
350 Worker's Compensation	7,695	3,303	2,367	692	2,121	2,158	2,158
Category Total	<u>334,855</u>	<u>283,655</u>	<u>360,318</u>	<u>117,040</u>	<u>317,372</u>	<u>317,778</u>	<u>318,156</u>
(740) Operating Supplies							
001 Gas & Oil	0	159	383	0	0	0	0
002 Books & Subscriptions	0	0	100	0	100	100	100
008 Supplies	42,873	35,359	36,000	16,569	36,000	36,000	36,000
Category Total	<u>42,873</u>	<u>35,518</u>	<u>36,483</u>	<u>16,569</u>	<u>36,100</u>	<u>36,100</u>	<u>36,100</u>
(801) Professional & Contractual							
001 Conferences & Workshops	45	0	200	0	200	200	200
002 Memberships & Licenses	590	540	1,000	160	1,000	1,000	1,000
007 Office Equip. Maint. & Rent	1,012	1,129	1,500	950	1,500	1,500	1,500
013 Education & Training	75	80	100	100	100	100	100
066 Contractual Services	15,009	8,272	25,000	0	14,000	14,000	14,000
Category Total	<u>16,731</u>	<u>10,021</u>	<u>27,800</u>	<u>1,210</u>	<u>16,800</u>	<u>16,800</u>	<u>16,800</u>
Total Youth & Families	<u>394,459</u>	<u>329,194</u>	<u>424,601</u>	<u>134,819</u>	<u>370,272</u>	<u>370,678</u>	<u>371,056</u>

SENIOR SERVICES DIVISION

MISSION STATEMENT: The Farmington Hills Senior Services Division provides Adults 50 & Better with recreation, education, socialization, volunteer opportunities, referrals and services.

The Farmington Hills Senior Services Division serves residents 50 years of age and over by providing programs and services designed to foster independent and healthy lifestyles. Emphasis is placed on innovative programming targeting aging baby boomers as well as older adults. The wide variety of programs encompasses physical, social, educational, and recreational activities to include older adults age 50 & better regardless of ability. Community-based service programs are designed for adult residents requiring assistance with transportation, chore services, home delivered meals, nutritional supplements, adult day program and food assistance programs. A variety of community partnerships enhance the ability of the Senior Division to provide quality programs and services.

The Senior Services Division offers a place to gain the skills, resources and connections needed to respond to the personal and community challenges that face the older adult. Planned events are scheduled daily including evenings and weekends at the Costick Activities Center and Longacre House. The Senior Services Division comprises 1.49% of the General Fund's FY 2021/2022 Proposed Budget.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Expand programming to serve the growing older adult population. (1,3,6)
- Continue to provide transportation services to medical and dialysis appointments. (1,12,13)
- Increase recipients of the Home Delivered Meals Program (Meals on Wheels). Provide nutritious and delicious meals (1, 12)
- Program physical activities, such as exercise classes, bicycling and pickleball to encourage Baby Boomers to be active before retirement. (6,13)
- Create and enhance programs and services to ensure seniors in the community are able to maintain a quality of life that makes retirement years full and dignified. (1,6,13)
- Continue to improve the quality of life for older adults with dementia by providing workshops and support groups for family caregivers and SENEX Adult Day Program. (1,13)
- Work with area senior living facilities and social groups to encourage participation in Senior Division special events, lifelong learning classes and pool activities. (1,12,13)
- Enhance accessibility for older adults and people with a disability to participate as an active member of the community through a comprehensive transportation program. (1, 12, 13)

PERFORMANCE OBJECTIVES

- Promote and expand innovative programs to attract greater number of older adults.
- Create more opportunities for volunteers to enhance services for Farmington area older adults.
- Expand programs to promote independence, health and wellness for adults of all abilities.

Senior Division Monthly Attendance Totals 2019-2020

	Card Swipe	Nutrition	Outreach	Trips and Travel	Senex	Transportation	Chore	Aquatics	Exercise	Clubs	Special Events	Service	Support Groups	Dance	Activities, Speakers & Classes	Totals
July 2019	1,412	9,502	841	22	150	1,599	10	1,118	1,302	507	174	41	56	82	528	17,344
August 2019	1,390	9,783	732	17	194	1,852	8	915	1,150	550	76	31	52	93	384	17,227
September 2019	1,373	9,469	846	16	159	1,745	12	1,063	1,088	449	336	27	72	50	838	17,543
October 2019	1,486	9,875	964	6	191	1,604	7	1,163	1,395	709	162	52	62	116	798	18,590
November 2019	1,287	8,806	1,032	20	151	1,479	21	852	1,198	399	297	29	31	85	411	16,098
December 2019	1,120	8,841	1,777	6	154	1,517	8	695	884	576	237	36	35	65	190	16,141
January 2020	1,296	9,335	497	0	174	1,688	7	1,007	1,059	552	76	36	21	107	283	16,138
February 2020	1,369	8,473	512	6	112	1,496	8	1,935	2,154	1,034	303	374	53	235	836	18,900
March 2020	687	9,208	1,137	7	70	1,092	5	220	458	131	200	147	31	62	53	13,508
April 2020	0	7,932	1,022	0	0	320	4	0	0	0	0	0	0	0	0	9,278
May 2020	0	8,163	1,015	0	0	388	5	0	0	0	0	0	0	0	0	9,571
June 2020	0	8,976	954	0	0	509	4	0	0	0	0	0	0	0	0	10,443
TOTALS	11,420	108,363	11,329	100	1,355	15,289	99	8,968	10,688	4,907	1,861	773	413	895	4,321	180,781

STAFFING LEVELS

Acct. 765	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Senior Adult Program Supervisor	1	1	1	1
	Senior Adult Supervisor	2	2	2	2
	Senior Adult Specialist - Programming	1	1	1	1
	Senior Adult Nutrition Coordinator	1	1	1	1
	Total	5	5	5	5
(038) Part-time (FTE)					
	Part-time	4.90	4.71	5.61	5.61
	Part-time Nutrition Grant	6.05	6.05	6.29	6.29
	Maintenance	0.24	0.24	0.24	0.24
	Part-time Transportation Grant	10.82	10.82	10.82	10.82
	Total	22.01	21.82	22.96	22.96
	Department Total	27.01	26.82	27.96	27.96

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$336,892 or 32.9% decrease from the current budget.
- The decrease results from across the board estimated lower than budgeted costs due to COVID-19.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$359,797 or 52.37% increase from the FY 20/21 year-end projected budget and \$22,905 or 2.24% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from increased personnel costs partially offset by decreased supplies costs and SMART transportation costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$754,299	\$677,450	\$814,019	\$568,786	\$852,844	\$878,960	\$894,068
Operating Supplies	29,276	37,164	38,950	23,300	30,950	32,550	34,350
Professional & Contractual	148,825	110,217	170,940	94,931	163,020	177,376	182,836
Total Senior Adults	\$932,400	\$824,831	\$1,023,909	\$687,017	\$1,046,814	\$1,088,886	\$1,111,255

Senior Services Division

DEPARTMENT NUMBER: 765

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Salaries & Wages							
010 Administrative & Clerical	282,991	278,468	276,270	261,711	294,713	298,389	302,241
038 Part-time	119,185	91,964	131,970	40,000	116,028	129,100	129,100
039 Part-time Nutrition Grant	144,417	147,188	165,192	165,192	167,999	171,000	174,000
040 Maintenance	4,367	4,297	4,973	4,974	5,081	5,200	5,300
075 Part-time Transportation	242,199	205,857	288,750	176,100	307,500	310,000	315,000
106 Sick & Vacation	4,116	14,358	4,165	5,239	5,000	5,000	5,000
112 Overtime	785	3,576	2,000	3,000	0	0	0
200 Social Security	60,667	56,579	67,323	50,283	69,220	70,797	71,727
250 Blue Cross/Optical/Dental	59,829	53,412	61,261	54,120	77,983	79,933	81,931
275 Life Insurance	657	646	692	614	702	727	752
300 Pension - DC	29,432	26,930	28,687	26,181	30,204	30,204	30,204
325 Longevity	6,275	7,022	6,732	6,911	8,509	8,509	8,509
350 Worker's Compensation	21,186	9,811	6,242	4,699	6,563	6,760	6,963
Reallocate to Nutrition Grant Fund	(221,807)	(222,658)	(230,238)	(230,238)	(236,658)	(236,658)	(236,658)
Category Total	754,299	677,450	814,019	568,786	852,844	878,960	894,068
(740) Operating Supplies							
008 Supplies	18,953	17,233	27,900	22,300	19,900	21,500	23,300
009 Kitchen Food & Supplies	292,093	301,434	285,812	291,207	289,531	303,000	311,000
010 Special Events	563	722	2,000	0	2,000	2,000	2,000
072 Special Function Expense	9,832	7,891	9,050	1,000	9,050	9,050	9,050
Reallocate to Nutrition Grant Fund	(292,165)	(290,116)	(285,812)	(291,207)	(289,531)	(303,000)	(311,000)
Category Total	29,276	37,164	38,950	23,300	30,950	32,550	34,350
(801) Professional & Contractual							
001 Conferences & Workshops	340	450	1,500	400	1,500	1,500	1,500
002 Memberships & Licenses	908	734	1,120	1,200	1,200	1,220	1,250
005 Fleet Insurance	11,860	14,819	17,720	17,720	17,720	18,606	19,536
013 Education & Training	90	0	250	250	250	250	250
024 Printing Costs	2,554	1,508	3,050	50	3,050	3,050	3,050
066 Contract Services	63,057	45,343	75,300	33,100	75,300	85,750	87,100
075 SMART Transportation	68,667	47,363	68,000	38,211	60,000	63,000	66,150
076 Dial - A - Ride	1,349	0	4,000	4,000	4,000	4,000	4,000
Category Total	148,825	110,217	170,940	94,931	163,020	177,376	182,836
Total Senior Adults	932,400	824,831	1,023,909	687,017	1,046,814	1,088,886	1,111,255

PARKS DIVISION

The Parks Division operates, maintains and provides security for over 650 acres of parkland, including 69 athletic fields. This includes turf management on all sites, grading, re-building, dragging, and lining of baseball diamonds; layout, lining, goal and net replacement on soccer, lacrosse, field hockey, and flag football fields; mowing; landscaping; trash pickup and disposal; and the care and replacement of amenities at all park and municipal sites. The Parks Division also provides for leaf removal, seasonal cleanup, snow and ice removal at all municipal sites, including Police and Fire stations. Riley Skate Park, the Heritage Splash Pad, William Grace Dog Park, Riley Archery Range and the soon to be completed Farmington Hills Community Center – The Hawk, have increased user participation in park activities and maintenance demands. The Costick Center, Grant Community Center, Longacre House, Visitors Center, Day Camp Building, Heritage History Museum, and the Nature Center at Heritage Park are operated and maintained by the Parks Division. Assistance to park users and security for all sites is provided by the Park Ranger Service 365 days a year.

The Parks Division works very closely with other Divisions of the Department of Special Services, other City departments, the City of Farmington, Farmington Public Schools, football, baseball and soccer associations and various community groups to provide a wide variety of athletic, recreational, and special needs for the citizens of the community. Some examples of the diverse functions of the Parks Division include the pickup and distribution of food commodities for the Senior Adult Division, and the pickup, installation, removal and storage of voting devices at all precincts for city, state and national elections. The Division is also responsible for the set-up and takedown for many special events such as the holiday lighting, banners, Art on the Grand, Founder's Festival, Festival of the Arts, Hay Day, Special Olympics, and special tournaments for baseball and soccer.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Monitor landscape and drainage improvements at the Heritage Stable Studio and Heritage History Center area in conjunction with Riley Archery Range. (3,13)
- Explore feasibility of the renovation of the Heritage History House to provide for public access and long-term viability.(3,6)
- Add more interpretive and educational features to trail system at Heritage Park. (1,13)
- Supplement and improve equipment maintenance procedures through utilization of dedicated full-time personnel. (1,2)
- Attract and retain employees for part time roles. (2,6,8,10)
- Find areas where equipment, supplies, and practices can be made more environmentally sustainable using green practices established by certification under the Michigan Turfgrass Environmental Stewardship Program. (2,3)
- Enhance site security at various parks. (2,13)
- Continue planning and implementation of trail master plan as developed with 2019 P & R Master Plan. (3,13)
- Continue training and coordination of personnel to mitigate the effects of the retirement of Division employees. (1, 8)
- Develop and implement comprehensive facility preventative maintenance plan to save on repair costs and improve facility condition. (2,3,10)

PERFORMANCE OBJECTIVES

- Continue development and maintenance of the instructional planting areas at Heritage Park.
- Adjust scheduling and maintenance of athletic fields to reflect loss of Soccer/Soccer site.
- Continue landscaping around Heritage equipment storage area.
- Increase removal and replacement of dead or dangerous trees in all park sites.
- Enlarge ‘no mow’ areas around ponds and in certain parks to further reduce maintenance costs and environmental impact.
- Expand use of the City of Farmington Hills recycling program in all parks and buildings.
- Expand invasive species removal plan and incorporate winter mowing at Heritage Park.
- Coordinate and develop projects involving the increased use of corporate and casual volunteer groups in all parks.
- Begin exterior maintenance programs on The Hawk grounds, beds, athletic fields and pavements.
- Continue construction to implement interconnecting trail system within Heritage Park.
- Complete trail bridge relocation and build at Heritage Park.
- Continue work with Farmington Public Schools and user groups to optimize scheduling and maintenance on athletic fields.
- Continue construction on new agility course amenities at the William Grace Dog Park.
- Explore installation of user monitoring systems within the parks to better understand frequency and seasonality of park visits
- Resurface/repair trails at Heritage & Woodland Hills Parks.
- Utilize in house mechanic to improve operation and longevity of equipment.
- Work in conjunction with the Historical Commission to complete repairs on the exterior of the Spicer House

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Fields Maintained	60	69	73
	Total acreage maintained	528	552	552
	Flower beds maintained (Square feet)	24,435	24,285	36,335
	Acres mowed	148	155	155
Efficiency	Numbers of acres maintained per FTE	20.57	20.59	20.59
	Acres of parkland per 1,000 population	7.47	7.47	7.81
	Activity Expenditures as a % of General Fund	2.75%	2.73%	2.62%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	Parks & Golf Superintendent	1	1	0	0
	Facilities Maintenance Supervisor	0	0	1	1
	Park Maintenance Supervisor	1	1	1	1
	Building Maintenance Mechanic	1	0	0	0
	Laborer III	1	1	1	1
	Laborer II	2	1	1	1
	Laborer I	2	3	4	4
	Park Maintenance Technician	2	0	0	0
	Park Maintenance Mechanic	0	1	1	1
	Small Engine Mech.	0	1	1	1
	Recreation Specialist	1	0	0	0
	Total	11	9	10	10
(038)	Part-time (EFT)	15.92	15.92	16.55	16.55
	Department Total	26.92	24.92	26.55	26.55

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$14,558 or 0.84% decrease from the current budget.
- The decrease results from estimated lower than budgeted personnel and vehicle maintenance costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$131,107 or 7.64% increase from the FY 20/21 year-end projected budget and \$116,549 or 6.74% increase from the FY 20/21 budget.
- The budget to budget increase results primarily from higher personnel, supplies costs and park buildings maintenance partially offset by lower vehicle maintenance costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$1,137,608	\$1,269,880	\$1,263,966	\$1,250,640	\$1,350,595	\$1,368,360	\$1,403,744
Operating Supplies	151,963	134,329	183,151	183,281	197,557	199,846	202,248
Prof. & Contractual	254,910	228,441	282,748	281,385	298,261	290,532	297,689
Total Parks Division	\$1,544,481	\$1,632,650	\$1,729,864	\$1,715,306	\$1,846,413	\$1,858,737	\$1,903,682

Parks Division

Department Number: 770

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Personnel								
010	Salaries & Wages	450,239	567,609	481,396	505,035	534,055	552,736	563,791
038	Part-time	345,228	305,147	410,506	376,656	425,200	436,050	452,673
106	Sick & Vacation	25,745	69,961	60,772	10,470	28,809	10,470	10,470
112	Overtime	81,862	76,806	85,000	85,000	85,850	86,709	87,576
200	Social Security	69,693	75,693	80,870	75,040	82,963	83,902	86,103
250	Blue Cross/Optical/Dental	95,177	98,818	85,713	122,483	117,445	120,381	123,391
275	Life Insurance	828	1,041	927	916	1,030	1,066	1,103
300	Pension-DC	21,421	37,405	31,539	50,015	56,456	57,585	58,737
325	Longevity	24,016	23,697	19,473	17,635	10,588	10,800	11,016
350	Worker's Compensation	23,399	13,703	7,770	7,390	8,199	8,661	8,886
	Category Total	1,137,608	1,269,880	1,263,966	1,250,640	1,350,595	1,368,360	1,403,744
(740) Operating Supplies								
001	Gas & Oil	40,932	32,719	42,316	42,446	45,770	48,059	50,461
008	Supplies	79,800	63,209	77,250	77,250	83,900	83,900	83,900
014	Chemical Supplies	22,380	28,281	52,800	52,800	56,050	56,050	56,050
019	Uniforms & Clothing	7,170	8,624	7,160	7,160	8,212	8,212	8,212
030	Miscellaneous Tools	1,681	1,496	3,625	3,625	3,625	3,625	3,625
	Category Total	151,963	134,329	183,151	183,281	197,557	199,846	202,248
(801) Professional & Contractual								
001	Conferences & Workshops	270	273	680	680	1,930	1,930	1,930
002	Memberships & License	713	945	970	1,165	1,710	1,450	1,435
005	Fleet Insurance	10,798	11,437	14,161	14,161	14,161	14,161	14,161
006	Vehicle Maintenance	18,006	9,963	19,000	12,653	12,500	13,125	13,781
007	Equipment Maintenance	19,581	14,174	21,000	21,000	21,000	22,000	23,000
013	Education & Training	586	1,642	900	900	900	900	900
025	Utilities	91,434	87,071	91,050	91,050	95,150	99,250	103,350
029	Park Bldgs. Maintenance	15,727	23,136	9,500	11,875	24,500	9,500	9,500
056	Refuse Dumpster	7,894	7,456	10,787	10,786	11,110	11,416	11,732
066	Contract Services	89,901	72,344	114,700	117,115	115,300	116,800	117,900
	Category Total	254,910	228,441	282,748	281,385	298,261	290,532	297,689
DEPARTMENT TOTAL		1,544,481	1,632,650	1,729,864	1,715,306	1,846,413	1,858,737	1,903,682

CULTURAL ARTS DIVISION

The Special Services' Cultural Arts Division supports the positive influence of arts and culture in our community, both economically and socially, by answering the wants and needs expressed by our citizens. The Division offers a widely varied selection of educational and entertainment opportunities in all areas of the arts, seeking out high-quality professional instructors and performers. Division offerings include art, dance, music and theater classes and productions, a wide range of summer camps, workshops and lessons, a concert series, and free summer concerts at Heritage Park.

The Division's Public Art Program at the Farmington Hills City Hall opened the fifth exhibition in January 2019 (open through November 2021), showcasing over 90 works of art from both local and regional artists. The Division also presents ongoing art exhibits, as well as Art on the Grand, the annual fine arts fair in downtown Farmington, bringing over 100 artists to the area from across the country. The Division supports the Festival of the Arts, in conjunction with the Farmington Community Arts Council and the Farmington Public Schools, and programs such as the Artist in Residence, Student Art Awards and Art of the Matter conference.

The Division works with other cultural organizations in the State, such as the Michigan Council for the Arts and Cultural Affairs, as well as the Detroit Institute of Arts, Farmington Area Art Commission, the Farmington Community Arts Council, KickstART Farmington, Farmington Public Schools and PTA, media and residents, and seeks funding in the form of grants from various sources in order to enhance and support the presence of the arts in our State by means of strategic planning, information, education, arts advocacy and the sharing of resources.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals

- Work with the community to establish Farmington Hills as an arts and cultural destination in Southeast Michigan.(1, 6, 11)
- Exponentially grow free and fee-based programs for community members of all ages and abilities. (1, 2, 4, 6)
- Serve as an advocate for and creative connector of local arts-based talent including students, hobbyists, professionals, entrepreneurs, businesses and organizations. (4, 11)
- Grow and expand all Division programs to be more inclusive and accessible. (1,4,6,12)

PERFORMANCE OBJECTIVES

- Provide high quality educational programs, performances, exhibitions and festivals to reflect the cultural identities of the greater community.
- Remain fiscally responsible, competitively priced and affordable, while researching methods to reduce economic barriers to access of programs.

Cultural Arts Division

- Program space at The Farmington Hills Community Center (The Hawk) and facilities at Heritage Park other City properties to include an increased number of visual and performing arts classes, camps, performances, exhibitions and special events. Spaces may include, but are not limited to: theatre, black box, recording studio, music rooms, dance studios, maker space, 2D and 3D art studios.
- Share resources and opportunities by way of open communication with individuals and community organizations.
- Develop substantial growth in Youth Theatre programming through productions, camps, and specialty workshops by utilizing the Farmington Hills Community Center performance spaces
- Expand the Public Art Program and exhibitions throughout the city.
- Create a dedicated Maker Space with adjacent 2D and 3D art studios to empower makers and artists of all ages and abilities; cultivating creatively engaged citizens and driving economic development.
- Collaborate with city and regional organizations to continue cultural activities integral to our community while fostering new and exciting initiatives in the performance spaces, classrooms and dance studios.
- Redesign the Festival of the Arts* to become a city-wide celebration building relationships between individuals, organizations and businesses committed to bolstering the arts in our community. *Newly designed festival will debut in 2022-2023.
- Collaborate with the City of Farmington to produce Art on the Grand which introduces thousands of new visitors to our community each year.
- Work closely with the Farmington Area Art Commission to ensure the arts and cultural heritage are integral components of daily life in our communities.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Art, Dance and Music Class Participants	136	130	1300
	Professional Concert Series, Special Events, Youth Theatre attendance	4,225	2,375*	16,100
	Summer Concerts Attendance (est.)	2,000	600	4,000
	Performance Classes, Youth Theatre	415	75	640
	Festival of the Arts Attendance (est.) Artist Awards, Art Receptions	0	0	0
	Art on the Grand Attendance (est.)	0	TBD	40,000
	Instrumental Lessons	236	0	375
	Efficiency	Activity Expenditures as a % of General fund	0.75%	0.73%

*2020/21 Youth Theatre attendance includes virtual performance views

STAFFING LEVELS

Acct. 702	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Administrative & Clerical					
	Cultural Arts Supervisor	1	1	1	1
	Cultural Arts Coordinator	1	2	2	2
		2	3	3	3
(038) Part-time (FTE)					
		1.47	2.56	3.41	3.41
Department Total		3.47	5.56	6.41	6.41

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$285,030 or 38.31% decrease from the FY 20/21 current budget.
- The decrease results primary from projected lower personnel costs, special functions and contractual services due to COVID-19.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$630,031 or 137.28% increase from the FY 20/21 year-end projection and \$345,001 increase or 46.37% increase from the FY 20/21 budget.
- The budget-to-budget increase results from increased personnel, operating supplies and makerspace costs with the opening of The Hawk Community Center.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$267,144	\$255,610	\$353,395	\$345,129	\$610,477	\$667,767	\$678,068
Operating Supplies	79,036	42,882	84,529	75,279	202,228	262,930	313,930
Prof. & Contractual	155,704	144,630	306,060	38,546	276,280	337,207	337,207
Total Cultural Arts Division	\$501,884	\$443,122	\$743,984	\$458,954	\$1,088,985	\$1,267,904	\$1,329,205

Cultural Arts Division

DEPARTMENT NUMBER: 775

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Salaries & Wages							
010 Administrative & Clerical	130,769	134,385	169,714	137,185	198,741	202,417	206,269
038 Part-time	55,773	48,669	87,334	125,661	285,888	333,443	337,553
106 Sick & Vacation	2,352	1,949	0	0	0	0	0
112 Overtime	0	75	0	0	0	0	0
200 Social Security	13,983	13,913	19,929	20,121	37,368	41,288	41,897
250 Blue Cross/Optical/Dental	47,852	42,924	57,896	47,960	64,660	66,277	67,933
275 Life Insurance	197	197	275	197	309	320	331
300 Pension - DC	7,897	7,641	12,851	8,423	15,949	15,949	15,949
325 Longevity	0	3,239	3,464	3,563	3,849	3,849	3,849
350 Worker's Compensation	5,231	2,618	1,932	2,019	3,713	4,225	4,287
Category Total	267,144	255,610	353,395	345,129	610,477	667,767	678,068
(740) Operating Supplies							
008 Supplies	41,519	26,715	64,329	60,329	159,178	198,880	198,880
010 Special Functions	37,517	16,167	20,200	10,950	27,050	47,050	47,050
042 Makerspace	0	0	0	4,000	16,000	17,000	68,000
Category Total	79,036	42,882	84,529	75,279	202,228	262,930	313,930
(801) Professional & Contractual							
002 Memberships & Licenses	651	529	700	700	770	847	847
013 Education & Training	0	30	0	0	0	0	0
066 Contractual Services	155,053	144,071	305,360	37,846	275,510	336,360	336,360
Category Total	155,704	144,630	306,060	38,546	276,280	337,207	337,207
Total Cultural Arts	501,884	443,122	743,984	458,954	1,088,985	1,267,904	1,329,205

GOLF DIVISION

The beautiful, 175-acre Farmington Hills Golf Club was established in 2002. Renovation was completed in 2005 with all 18 holes open for play. The Golf Club, located at 11 Mile and Halsted, presents one of the best golfing venues in the area. The Golf Club offers 18 championship holes, measuring 6,413 yards. A 32-station driving range, located in the middle of the front nine, is very accessible from the parking lot. A tunnel connects two distinctively different nines, each offering remarkable beauty and character with bent grass tees, fairways, and greens. The full-service clubhouse offers dining, a pro shop, outdoor patio and wonderful views of the course.

The number of rounds played per year is holding steady, except for weather related fluctuations. This further serves to verify the excellent reputation that the golf course and driving range have achieved since the conversion to an 18-hole facility.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Continue to add and maintain new tree plantings and control invasive species to enhance the future ambience and sustainability of the property. (6,13)
- Continue monitoring for Oak Wilt Disease on golf course and adjoining properties. Remove any hazardous trees. (10)
- Market the golf course and driving range to expand revenues and maximize exposure for the facility. Including opening the grass tee area for improved practice. (11)
- Continue comprehensive maintenance program to insure longevity and serviceability of golf cart fleet and maintenance equipment. (1,2)
- Continue to research the latest products available for turf maintenance to assure the best cost ratio and environmental sustainability. (1,2)
- Create a plan and execute it for the improvement of #1 green complex.
- Repair the cart paths on 1, 2, 8 and 9. (1,2)

PERFORMANCE OBJECTIVES

- Create a plan for #1 Green Complex upgrade for improved playability.
- Continue parking lot maintenance around Clubhouse.
- Replace and patch the cart paths on Front 9 and begin on back 9.
- Open Driving Range grass surface for practice every two-three weeks.
- Rebuild the Forward Tee on Hole 6 and repair the Tees on 5 & 13.
- Removal of dying/dead trees, which may present a hazard/safety concern.
- Improve the turf playing conditions especially on the front 9 where it is bare.
- Irrigation upgrades to make the system more efficient and control wet areas.
- Continue with maintenance program on cart rental fleet and other equipment.
- Improve bunker playability and daily maintenance.
- Add drainage in multiple areas to help dry the course out after rain occurrences.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Total number of rounds	39,924	41,000	42,500
	Resident	28,432	31,000	31,500
	Non-Resident	11,492	10,000	11,000
	9/18 Holes Weekdays	29,909	30,500	32,000
	9/18 Holes Weekend	10,015	10,500	10,500
	Seniors 9/18 hole	14,598	14,500	15,000
Efficiency	Total Revenue	\$1,195,452	\$1,328,301	\$1,057,000
	Cost for 9 holes of golf (weekday resident)	\$15.00	\$16.00	\$16.00
	Activity Expenditures as a % of General Fund	1.21%	1.26%	1.19%

STAFFING LEVELS

Acct. 780	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010) Full-time					
	Golf Supervisor	1	1	1	1
	Laborer II	1	1	1	1
	Total	2	2	2	2
(038) Part-time (FTE)					
		11.43	11.43	10.88	10.88
Department Total		13.43	13.43	12.88	12.88

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$2,902 or 0.36% decrease over the current budget.
- The decrease results from projected lower than budgeted personnel costs offset partially by higher equipment maintenance and contractual services costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$44,832 or 5.64% increase from the FY 20/21 year-end projection and \$41,930 or 5.26% increase from the FY 20/21 budget.
- The budget to budget increase results primarily from increased personnel, gas & oil, supplies, and fertilizer & insect control costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$428,183	\$444,433	\$486,647	\$470,451	\$500,594	\$503,001	\$516,529
Operating Supplies	116,176	124,324	130,416	133,095	152,298	155,793	156,303
Prof. & Contractual	165,891	149,351	180,128	190,743	186,229	190,990	193,305
Total Golf Division	\$710,250	\$718,108	\$797,191	\$794,289	\$839,121	\$849,784	\$866,138

Golf Division

DEPARTMENT NUMBER: 780

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
<u>GOLF DIVISION</u>								
(702) Personnel								
010	Salaries & Wages	108,710	101,362	111,119	106,161	118,111	119,292	120,485
038	Part-time	228,105	214,655	259,385	259,385	269,015	279,103	289,570
106	Sick & Vacation	3,470	43,675	22,100	0	0	0	0
112	Overtime	23,651	23,874	24,000	24,000	24,000	24,000	24,000
200	Social Security	28,241	28,124	32,251	30,207	31,483	32,345	33,237
250	Blue Cross/Optical/Dental	23,480	20,559	24,394	33,295	40,185	29,600	30,340
275	Life Insurance	197	180	206	189	206	213	221
300	Pension - DC	0	2,566	6,598	12,648	15,352	15,506	15,661
325	Longevity	6,230	6,346	3,984	2,742	412	416	420
350	Worker's Compensation	6,099	3,092	2,610	1,824	1,830	2,526	2,596
	Category Total	<u>428,183</u>	<u>444,433</u>	<u>486,647</u>	<u>470,451</u>	<u>500,594</u>	<u>503,001</u>	<u>516,529</u>
(740) Operating Supplies								
001	Gas & Oil	9,155	8,099	12,828	15,507	16,510	17,005	17,515
008	Supplies	35,244	40,192	34,100	34,100	40,000	40,000	40,000
009	Golf Pro Shop Merchandise	28,399	26,361	30,000	30,000	30,000	30,000	30,000
014	Fertilizer & Insect Control	40,380	46,983	49,700	49,700	62,000	65,000	65,000
019	Uniforms	2,998	2,689	3,788	3,788	3,788	3,788	3,788
	Category Total	<u>116,176</u>	<u>124,324</u>	<u>130,416</u>	<u>133,095</u>	<u>152,298</u>	<u>155,793</u>	<u>156,303</u>
(801) Professional & Contractual								
001	Conferences & Workshops	0	0	0	0	1,500	1,500	1,500
002	Memberships & Licenses	450	275	1,295	1,295	1,590	1,590	1,590
005	Fleet Insurance	435	512	613	613	613	644	676
007	Equipment Maintenance	33,399	27,024	25,550	30,340	27,750	29,850	32,000
013	Education & Training	0	30	500	500	1,500	1,500	1,500
024	Printing Costs	2,688	1,228	2,800	2,800	2,800	2,800	2,800
025	Utilities	68,096	60,995	88,200	88,200	88,200	88,200	88,200
029	Maint. & Building Repairs	6,077	8,867	6,520	6,520	7,500	10,000	10,000
056	Refuse Dumpster	1,637	2,699	4,200	4,200	4,326	4,456	4,589
066	Contractual Services	53,109	47,721	50,450	56,275	50,450	50,450	50,450
	Category Total	<u>165,891</u>	<u>149,351</u>	<u>180,128</u>	<u>190,743</u>	<u>186,229</u>	<u>190,990</u>	<u>193,305</u>
GOLF TOTAL		<u>710,250</u>	<u>718,108</u>	<u>797,191</u>	<u>794,289</u>	<u>839,121</u>	<u>849,784</u>	<u>866,138</u>

RECREATION DIVISION

The Recreation Division continued to be a leader of programming in the community in 2020 with excellent participation numbers. The Recreation Division increased the number, quality, and variety of programs offered, in addition to still providing classic outdoor programming, special events, camps, fitness programs, and classes to support people of all ages, abilities, and interests. The Recreation Division sustained and established new community partnerships with local businesses through financial and in-kind donations along with volunteerism.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Expand/support current programs with addition of the new Hawk facilities. (1)
- Continue developing sponsorships & collaborations. (2)
- Continue successful identification and implementation of new revenue producing programs. (2,6)
- Utilize available marketing resources. (2)
- Perform annual review of existing programs to continue, modify, eliminate or replace. (2,6)
- Continue to develop facilities and amenities to meet the needs of residents. (6)

PERFORMANCE OBJECTIVES

- Creation of 10 new programs.
- Creation of 5 new sponsorships/partnerships.
- Increase number of participants.
- Retain seasonal staff to reduce training costs
- Continue to market utilizing existing and new resources.

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Total participation hours	224,300	179,900	310,111
	Recreation programs offered	1,760	1,420	2,850
	Number of people participating in programs	21,708	17,466	31,105
	Number of new programs created	17	17	31
	Number of athletic field reservations	4500	2537	5500
	Volunteer hours donated	5,104	4,118	7,895
Efficiency	Activity Expenditures as a % of General Fund	0.9%	1.35%	2.27%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
(010)	Administrative & Clerical				
	Recreation Superintendent	0	1	1	1
	Recreation Supervisor	0	1	1	1
	Recreation Specialist	0	2	2	2
	Total	0	4	4	4
(038)	Part-time (FTE)	13.15	15.52	29.36	29.36
	Department Total	13.15	19.52	33.36	33.36

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$528,746 or 38.41% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted costs due to COVID-19.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$748,446 or 88.27% increase from the FY 20/21 year-end projection and \$219,700 or 15.96% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from a projected increase in personnel and recreation programs costs due to the opening of The Hawk Community Center. Additionally, full-time recreation staff has been transferred from the Administration Division in the 2020/21 budget. It is projected that additional program revenue will partially offset the additional expenditures.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$0	\$0	\$383,022	\$347,923	\$354,881	\$360,454	\$364,982
Recreation Programs	\$707,296	\$532,239	\$993,600	\$499,953	\$1,241,441	\$1,275,506	\$1,300,155
Total Recreation Programs	\$707,296	\$532,239	\$1,376,622	\$847,876	\$1,596,322	\$1,635,960	\$1,665,137

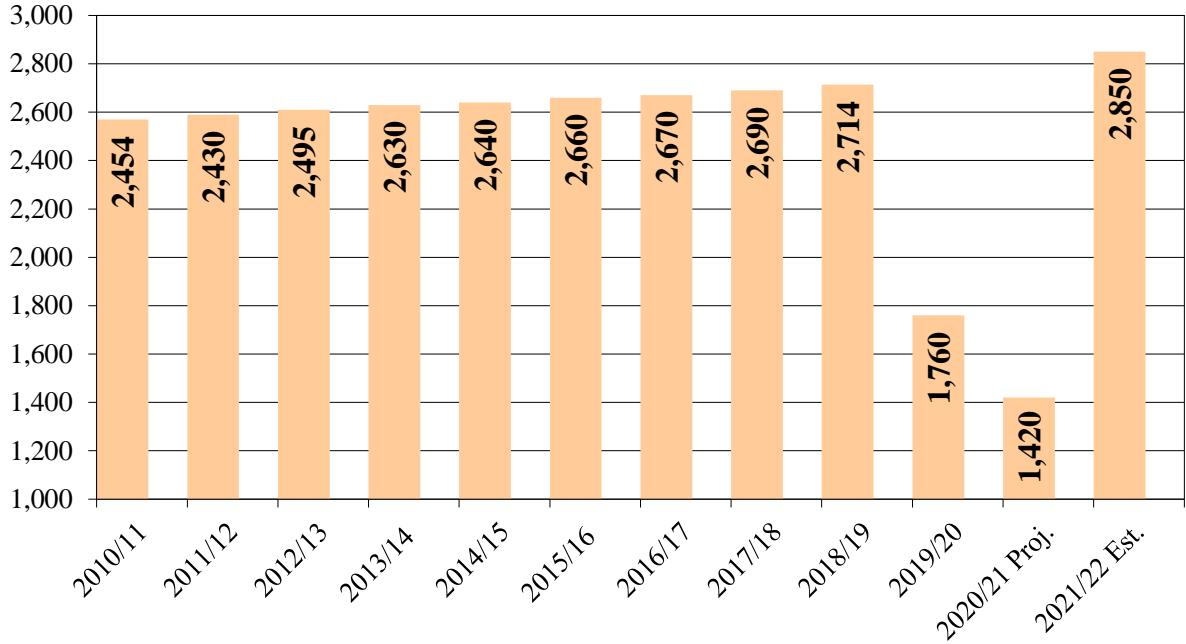
Recreation Division

DEPARTMENT NUMBER: 785

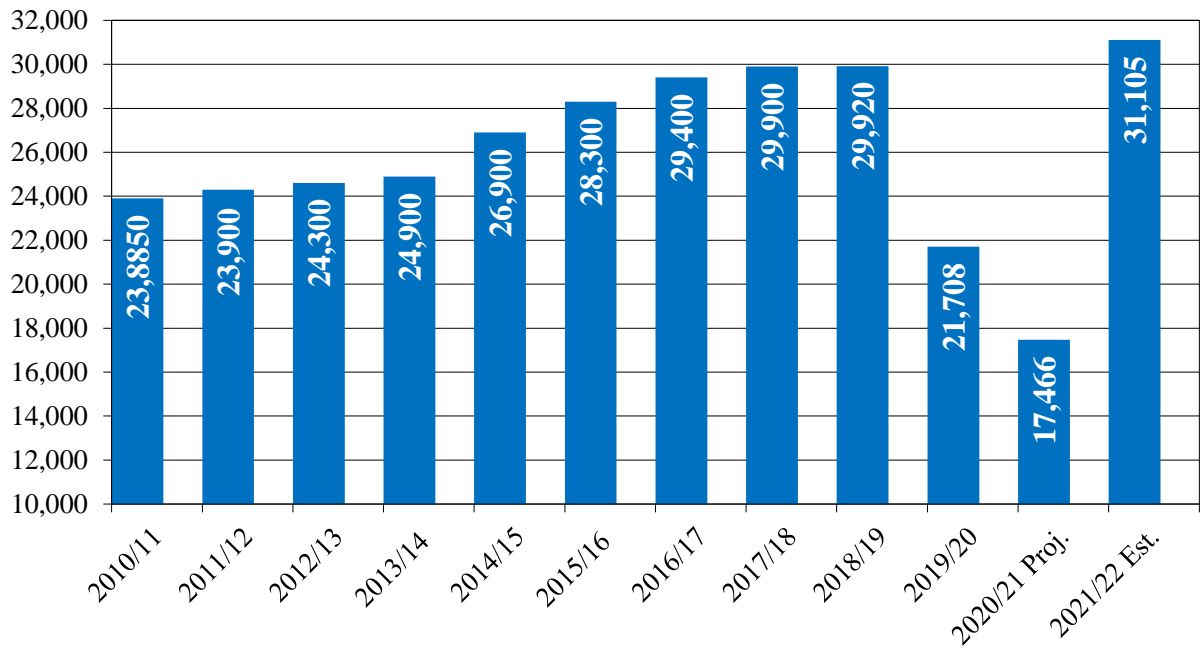
Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Salaries & Wages							
010 Administrative & Clerical	0	0	244,254	244,018	253,956	257,956	260,956
038 Part-time	0	0	32,000	0	0	0	0
106 Sick & Vacation	0	0	3,200	0	0	0	0
112 Overtime	0	0	0	0	0	0	0
200 Social Security	0	0	21,932	18,934	20,050	20,356	20,586
250 Blue Cross/Optical/Dental	0	0	48,044	52,556	48,029	49,230	50,460
275 Life Insurance	0	0	412	443	412	426	441
300 Pension - DC	0	0	23,661	23,334	22,583	22,583	22,583
325 Longevity	0	0	7,233	6,983	8,138	8,138	8,138
350 Worker's Compensation	0	0	2,286	1,655	1,713	1,764	1,817
Category Total	0	0	383,022	347,923	354,881	360,454	364,982
(965) RECREATION PROGRAMS							
001 Over & Short	(1,414)	(40)	0	(1,000)	0	0	0
306 Hawks Nest	0	0	0	3,507	56,641	56,641	56,641
041 Swimming	205,057	155,165	452,225	177,487	549,560	563,084	570,819
045 After School Recreation	13,283	8,981	5,011	8,469	56,208	68,680	82,416
055 Day Camp	100,563	74,805	116,973	56,471	128,230	132,230	132,230
057 Gym	17,449	11,892	19,100	24,316	10,374	10,374	10,374
060 Classes	29,014	25,866	38,600	18,871	32,243	33,326	34,526
065 Tennis Lessons	3,799	1,276	7,913	15,459	19,265	19,954	20,299
070 Golf	6,839	5,494	5,750	10,007	13,020	13,020	13,020
075 Softball	2,167	375	2,195	0	2,195	2,195	2,195
105 Special Events	40,604	37,428	45,862	21,957	45,862	45,862	45,862
110 Youth Soccer	6,729	3,645	9,360	10,198	21,580	21,730	21,880
120 Youth Basketball	11,662	6,066	12,088	5,200	15,913	17,360	18,843
170 Teen Programs	38,573	23,051	27,041	15,606	25,172	25,872	25,872
200 Social Security	26,519	20,741	40,687	25,000	45,000	45,000	45,000
208 Adult Chorus	6,252	5,514	3,543	0	0	0	0
212 Nature Study	76,910	70,318	78,492	54,223	84,492	84,492	84,492
213 Archery	64,706	40,936	64,000	49,325	64,000	64,000	64,000
216 Safety Town	7,848	6,495	9,848	2,155	9,848	9,848	9,848
218 Children's Travel	43,022	31,154	47,910	202	53,538	53,538	53,538
350 Worker's Compensation	7,714	3,077	7,002	2,500	8,300	8,300	8,300
Category Total	707,296	532,239	993,600	499,953	1,241,441	1,275,506	1,300,155
TOTAL REC. PROGRAMS	707,296	532,239	1,376,622	847,876	1,596,322	1,635,960	1,665,137

KEY DEPARTMENT TRENDS

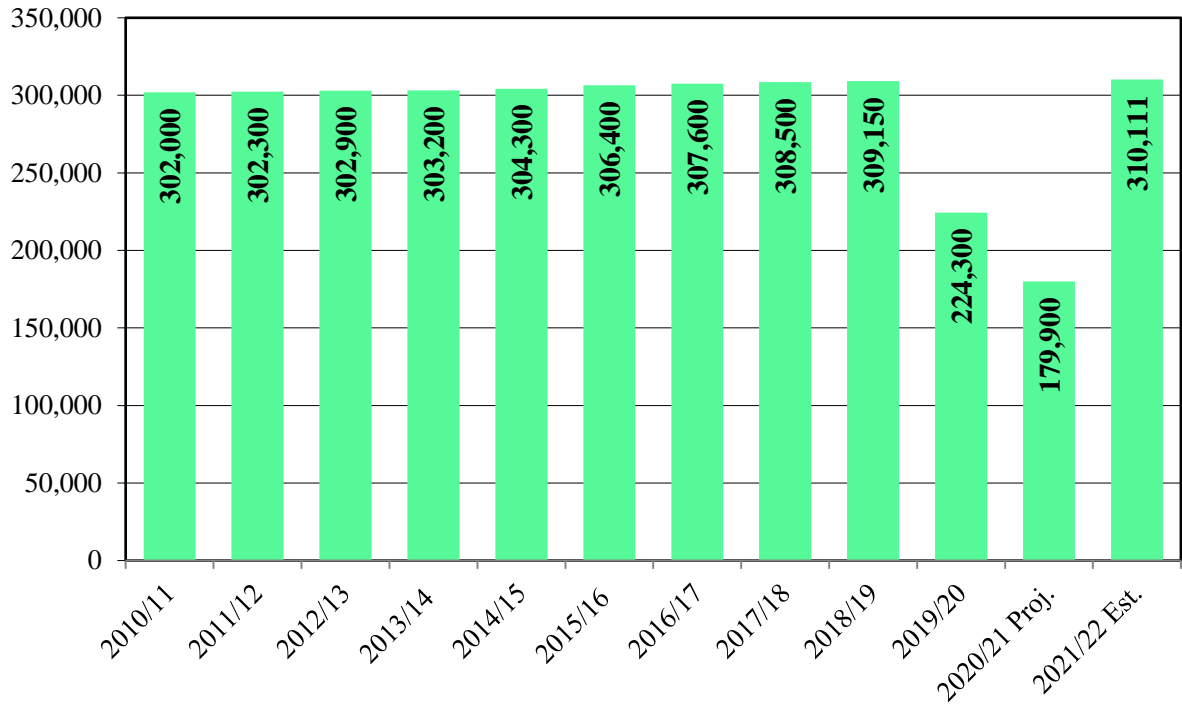
TOTAL PROGRAM ACTIVITIES



NUMBER OF PROGRAM ENROLLEES



PROGRAM PARTICIPATION HOURS



ICE ARENA DIVISION

MISSION STATEMENT: Provide the public of all ages with the best possible environment in which to enjoy ice skating and related activities.

On September 1, 1995, the City opened a 70,000 square foot Ice Arena facility containing two ice surfaces, seating capacity for 1,200, concession facilities, locker rooms, lockers, meeting rooms, administrative offices, and a pro-shop. The facility provides recreational and competitive skating for youth and adult hockey associations, public skating, instructional skating, figure skating, and general private contracted rentals. The facility was financed by \$6,000,000 in Limited Tax General Obligations Bonds approved by the voters.

The Farmington Hills Ice Arena is a division of the Special Services Department. The facility serves the community primarily through various ice skating activities. Additional services include: The Club 2nd Floor for middle school and high school youth, room rentals for various meetings and parties, snack bar concession operations both in the arena and at Founders Sports Park.

The following programs comprise the arena on-ice activities, serving the public of all ages:

- Learn-to-Skate Instructional Programs
- Youth Hockey Leagues
- Figure Skating Club
- Private Contract Ice time
- High School Hockey Teams
- High School Figure Skating Teams
- Adult Hockey Leagues
- Public Open Skating Sessions
- Hockey Clinics and Schools
- Youth Center Ice Time

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Utilize mobile options (e-mail, texting, etc.) for booking ice time, registration receipts, confirmations, communications and promotion of programs and activities. (2)
- Upgrade outdated equipment to be more efficient, cost effective, and sustainable. (10)
- Continue to provide the community with a first-class facility offering the best in programming and services at an affordable price. (1, 2, 6)
- Continue to improve and promote web-based registration for Arena programs through the city website. (2)
- Increase program enrollment by proactively promoting and marketing through specialized flyers, emails, mailing, and other various media forms. (2, 11)
- Identify and implement new revenue producing programs, activities, and events. (2)

Ice Arena

- Work cooperatively with Recreation and Youth & Family Services to promote the After School Program. (2, 6)
- Continue collaboration and develop enhanced partnerships with user associations. (2, 6)
- Utilize social media for publicizing, communications and promotion of programs and activities. (2)
- Research and analyze current data from ice arenas around the country for benchmarks and best practices. (2, 6)
- Continue to explore opportunities presented by the Riley Skate Park near the Ice Arena, the baseball diamonds, the disc golf course, the fishing pier, and the soccer fields. (1, 2, 6)

PERFORMANCE OBJECTIVES

- Renovate and upgrade the 25-year-old arena to maintain its state-of-the-art attractiveness
- Aggressively market the use of ice rentals during the months of March through August to increase revenue during the off-season.
- Increase exposure of the Arena as a destination facility to the public thru events and tournaments, including hosting State and National Tournaments and events.
- Increase new skater registration in Arena programs and activities in partnership with the Little Caesars Farmington Hills Hockey Association, Farmington Hills Figure Skating Club, and Lawrence Tech University.
- Promote efficient and effective operations to provide the most affordable skating activities and programs.
- Teach and grow the sport of skating, for all ability levels, in a safe and enjoyable environment.
- Provide Youth Hockey Association activities and programs that meet the needs of both house and travel players to increase membership and participation.
- Host United States Ice Rink Association Training events.
- Continue to grow offerings to the Adult Hockey League players

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Learn to Skate Revenue	\$45,295	\$15,013	\$61,000
	Learn to Skate Class Participation	587	200	700
Efficiency	Inside concession revenue	\$53,871	\$0	\$60,000
	Outside concession revenue	\$6,997	\$0	\$26,250
	Activity Expenditures as a % of General Fund	1.48%	1.51%	1.59%

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		19/20 Budget	20/21 Budget	21/22 Budget	21/22 Budget
702	ICE ARENA ADMINISTRATION				
(010)	Administrative & Clerical				
	Ice Arena Manager	1	1	1	1
	Arena Maintenance Supervisor	1	1	1	1
	Ice arena Supervisor	1	1	1	1
	Total	3	3	3	3
(038)	Part-time (FTE)	7.38	7.38	7.38	7.38
	Total	10.38	10.38	10.38	10.38
703	ICE ARENA CONCESSION STAND				
(038)	Part-time (FTE)	3.28	3.28	3.28	3.28
	Total	3.28	3.28	3.28	3.28
	Department Total	13.66	13.66	13.66	13.66

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$150,134 or 13.64% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted personnel, supplies and utility costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$170,273 or 17.91% increase from the FY 20/21 year-end projection and \$20,139 or 1.83% increase over the FY 20/21 budget.
- The budget to budget increase is primarily from higher personnel costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Personnel	\$526,677	\$465,971	\$579,451	\$510,142	\$600,590	\$597,071	\$598,898
Operating Supplies	94,755	71,616	104,780	82,425	103,780	103,780	103,780
Professional & Contractu	408,132	339,992	416,520	358,050	416,520	416,520	416,520
Capital Outlay	109,996	0	0	0	0	0	0
Total Ice Arena	\$1,139,560	\$877,579	\$1,100,751	\$950,617	\$1,120,890	\$1,117,371	\$1,119,198

Ice Arena

DEPARTMENT NUMBER: 790

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(702) Admin. Personnel							
010 Administrative & Clerical	173,277	178,069	176,742	181,813	195,701	195,701	195,701
038 Part-time	180,445	127,716	201,539	147,419	201,539	201,539	201,539
106 Sick & Vacation	8,575	12,886	8,150	5,964	0	0	0
200 Social Security	27,903	24,471	30,358	25,903	36,615	31,316	31,316
250 Blue Cross/Optical/Dental	63,878	53,444	67,996	70,215	69,859	71,605	73,396
275 Life Insurance	729	738	770	738	797	825	854
300 Pension - DC	7,033	6,812	7,165	7,320	7,521	7,521	7,521
325 Longevity	0	10,322	10,386	10,683	12,117	12,117	12,117
350 Worker's Compensation	5,257	2,376	1,508	1,322	1,596	1,602	1,602
Category Total	467,097	416,834	504,614	451,377	525,745	522,226	524,045
(703) Concession Personnel							
038 Part-time	54,604	45,330	69,274	54,397	69,274	69,274	69,274
112 Overtime	0	0	0	0	0	0	0
200 Social Security	4,177	3,468	5,300	4,161	5,299	5,299	5,299
350 Worker's Compensation	799	339	263	207	271	271	279
Category Total	59,580	49,137	74,837	58,765	74,845	74,845	74,853
(740) Operating Supplies							
001 Gas & Oil	1,166	892	1,500	925	1,500	1,500	1,500
002 Books & Subscriptions	200	200	150	200	200	200	200
008 Supplies	86,088	63,303	95,580	76,500	94,480	94,480	94,480
019 Uniforms & Cleaning	529	1,352	850	500	1,000	1,000	1,000
030 Miscellaneous Tools	0	0	100	0	0	0	0
035 Bank Credit Card Charges	6,772	5,869	6,600	4,300	6,600	6,600	6,600
Category Total	94,755	71,616	104,780	82,425	103,780	103,780	103,780
(801) Professional & Contractual							
001 Conference and Workshop	0	0	0	0	0	0	0
002 Memberships & Licenses	4,858	5,579	5,000	3,875	5,000	5,000	5,000
007 Office Equip. Maintenance	4,048	4,306	4,500	4,200	4,500	4,500	4,500
008 Arena Equip. Maintenance	6,987	7,167	11,000	7,000	12,000	12,000	12,000
013 Education & Training	0	0	300	300	300	300	300
024 Printing Costs	21	1,375	4,000	3,355	3,000	3,000	3,000
025 Utilities	302,048	241,193	291,380	251,380	291,380	291,380	291,380
029 Building Maintenance	41,920	33,450	50,440	42,040	50,440	50,440	50,440
066 Contract Services	47,990	46,412	48,800	44,800	48,800	48,800	48,800
068 Non-Ice Activities	260	510	1,100	1,100	1,100	1,100	1,100
Category Total	408,132	339,992	416,520	358,050	416,520	416,520	416,520
(970) Capital Outlay							
004 Recreation Equipment	109,996	0	0	0	0	0	0
036 Building Improvements	0	0	0	0	0	0	0
Category Total	109,996	0	0	0	0	0	0
TOTAL	1,139,560	877,579	1,100,751	950,617	1,120,890	1,117,371	1,119,198

SPECIAL REVENUE FUNDS

Special Revenue Funds are maintained to account for specific revenue sources that are legally restricted to expenditures for specific functions or activities. The legal restrictions are imposed by State Statute or Constitution, City Council Resolution or action of the City's electorate through the approval of special dedicated millages.

Funds budgeted in this group can be categorized as follows:

Infrastructure

Major and Local Road Funds are restricted by State Statute to finance the maintenance and construction of the major and local street system. Funds are derived from State levied and collected gas taxes and vehicle registration fees shared with local units of government, as well as City Road Millage Property Taxes.

The Municipal Street Fund was established to account for up to a 2.00 mill Special Road Millage approved in 2014 and the 2.75 mill Special Local Road Millage approved in 2018. The 2014 millage was approved by the electorate in November 2014, effective July 2015 for ten years. The 2018 millage was approved by the electorate in November 2018, effective July 2019, and is a perpetual millage.

These funds are dedicated for the City's local match to Major Road grant funded Projects and for Local Road construction projects, as well as preventative maintenance treatments on both Major and Local Roads.

Recreation

The Parks Millage Fund provides for the accounting and budgeting of up to 0.5000 Mill (\$0.5000 per \$1,000 of Taxable Value). The initial millage was approved in June of 1986. These funds are dedicated to the acquisition, development and equipping of parks and recreational and cultural facilities in the City, as well as supporting the senior program. Voters approved a 10-year renewal in August 2018 which will run July 2019 – June 2029.

The Nutrition Grant Fund for meals and services to seniors is financed primarily by Federal Grants.

Public Safety

The Public Safety Millage Fund was originally established to account for up to a 1 Mill (\$1.00 per \$1,000 of Taxable Value) levy approved by the electorate of the City in November 1995. This millage has been utilized to fund the Police and Fire Departments. The original millage was renewed in November 2003 for a ten-year period beginning July 2006. Up to an additional 0.5 mill was also approved at that time. The renewed and additional millage became effective with the July 2006 levy. In November 2015 voters passed a renewal of the Headlee Rolled back 1.4764 millage. This renewal becomes effective in July 2016 and expires June 30, 2026. An additional 1.7 mills were approved in 2011, effective July 2012 for ten years and expires June 30, 2022.

Special Revenue Funds

The Police Forfeiture Funds into which all monies seized in arrests for illegal drug activities are deposited.

Grants

Community Development Block Grant for assistance to low and moderate-income individuals for housing rehabilitation work and for capital improvements in eligible areas. The grant funds come from the U.S. Department of Housing and Urban Development (HUD).

Revenue

The primary revenue sources for major Special Revenue Funds are summarized in the following paragraphs:

Road Funds

Sales tax on gasoline use, diesel fuel, driver's license fees, and vehicle registration fees are collected at the State level and are the funding mechanism for the construction and maintenance of municipal roads. These State revenues are shared with the City based on miles of roads and population. Projections are based on estimates prepared by the Michigan Department of Transportation. These revenues can be leveraged with Federal and State grants and locally assessed Special Assessments to benefiting properties. In July 1997, the State Legislature increased the gas tax by 4 cents per gallon. The revenues generated by the additional four cents per gallon are to be distributed to the following formula: one cent to the critical bridge fund for state projects only; three cents through the current Act 51 distribution formula.

Voted Millage

The electorate of the community has approved five special millages:

- Up to 0.5000 Mill (\$0.50 per \$1,000 Taxable Value) for Parks acquisition and development.
- Up to 1.4764 (\$1.4764 per \$1,000 Taxable Value) for Police and Fire Public Safety.
- Up to 1.7000 (\$1.7000 per \$1,000 Taxable Value) for Police and Fire Public Safety.
- Up to 2.0000 Mills (\$2.00 per \$1,000 Taxable Value) for Major and Local Roads.
- Up to 2.7500 Mills (\$2.75 per \$1,000 Taxable Value) for Local Roads.

These millages have been or could be reduced and capped per the cumulative impact of the Headlee Millage Reduction Factor Calculation. The revenue generated from these millages is calculated by multiplying the Taxable Values by the Millage rate and reducing the figure for estimated delinquent taxes.

Other revenue sources include bonds and grants.

SPECIAL REVENUE FUNDS SUMMARY

	Total Infrastructure Funds	Total Recreation Funds	Public Safety Funds	C.D.B.G Fund #275	Total Special Revenue Funds
FUND BALANCE AT JULY 1, 2021	\$7,769,064	\$555,662	\$3,481,524	\$0	\$11,806,250
REVENUES					
Property Taxes	16,871,066	1,688,230	11,137,627	0	29,696,923
Intergovernmental	10,865,870	311,722	196,582	1,084,992	12,459,166
Interest Income	170,642	3,500	63,528	400	238,070
Miscellaneous	190	152,692	0	50,000	202,882
Total Revenues	27,907,768	2,156,144	11,397,738	1,135,392	42,597,041
EXPENDITURES					
Highways & Streets	25,813,760	0	0	0	25,813,760
Public Safety	0	0	11,776,014	0	11,776,014
Debt Service - Principal	745,000	0	0	0	745,000
Debt Service - Interest	166,000	0	0	0	166,000
Land Acquisition, Capital Improvements and Other	129,300	1,052,075	258,200	1,135,392	2,574,967
Total Expenditures	26,854,060	1,052,075	12,034,214	1,135,392	41,075,741
Revenues over/(under) Expenditures	1,053,708	1,104,069	(636,476)	0	1,521,301
OTHER FINANCING SOURCES AND USES					
Transfers In	19,326,248	68,861	0	0	19,395,109
Transfers Out	(19,326,248)	(1,307,850)	0	0	(20,634,098)
Total	0	(1,238,989)	0	0	(1,238,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	1,053,708	(134,920)	(636,476)	0	282,312
FUND BALANCE AT JUNE 30, 2022	\$8,822,772	\$420,742	\$2,845,047	\$0	\$12,088,561

SPECIAL REVENUE FUNDS INFRASTRUCTURE FUNDS SUMMARY

	Municipal Street Fund #201	Major Roads Fund #202	Local Roads Fund #203	Total Infrastructure Funds
FUND BALANCE AT JULY 1, 2021	\$353,882	\$6,250,706	\$1,164,476	\$7,769,064
REVENUES				
Property Taxes	16,871,066	0	0	16,871,066
Intergovernmental	434,540	7,535,278	2,896,052	10,865,870
Interest Income	20,642	75,000	75,000	170,642
Miscellaneous	0	190	0	190
Total Revenues	17,326,248	7,610,468	2,971,052	27,907,768
EXPENDITURES				
Highways & Streets	0	11,050,355	14,763,405	25,813,760
Debt Service - Principal	0	0	745,000	745,000
Debt Service - Interest	0	0	166,000	166,000
Other	0	91,700	37,600	129,300
Total Expenditures	0	11,142,055	15,712,005	26,854,060
Revenues over/(under) Expenditures	17,326,248	(3,531,587)	(12,740,953)	1,053,708
OTHER FINANCING SOURCES AND USES				
Transfers In	0	4,851,349	14,474,898	19,326,248
Transfers Out	(17,326,248)	(2,000,000)	0	(19,326,248)
	(17,326,248)	2,851,349	14,474,898	0
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(680,238)	1,733,946	1,053,708
FUND BALANCE AT JUNE 30, 2022	\$353,882	\$5,570,469	\$2,898,421	\$8,822,772

SPECIAL REVENUE FUNDS RECREATION FUNDS SUMMARY

	Nutrition Fund #281	Parks & Recreation Millage Fund #410	Total Recreation Funds
FUND BALANCE AT JULY 1, 2021	\$0	\$555,662	\$555,662
REVENUES			
Property Taxes	0	1,688,230	1,688,230
Intergovernmental	286,722	25,000	311,722
Interest Income	500	3,000	3,500
Miscellaneous	152,692	0	152,692
Total Revenues	439,914	1,716,230	2,156,144
EXPENDITURES			
Land Acquisition, Capital Improvements and Other	508,775	543,300	1,052,075
Total Expenditures	508,775	543,300	1,052,075
Revenues over/(under) Expenditures	(68,861)	1,172,930	1,104,069
OTHER FINANCING SOURCES AND USES			
Transfers In	68,861	0	68,861
Transfers Out	0	(1,307,850)	(1,307,850)
Total	68,861	(1,307,850)	(1,238,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(134,920)	(134,920)
FUND BALANCE AT JUNE 30, 2022	\$0	\$420,742	\$420,742

SPECIAL REVENUE FUNDS PUBLIC SAFETY FUNDS SUMMARY
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	Public Safety Fund #205	Federal Forfeiture Fund #213	State Forfeiture Fund #214	Total Public Safety Funds
FUND BALANCE AT JULY 1, 2021	2,339,089	\$901,348	\$241,087	\$3,481,524
REVENUES				
Property Taxes	11,137,627	0	0	11,137,627
Intergovernmental	196,582	0	0	196,582
Interest Income	62,528	0	1,000	63,528
Miscellaneous	0	0	0	0
Total Revenues	11,396,738	0	1,000	11,397,738
EXPENDITURES				
Public Safety	11,580,508	183,556	11,950	11,776,014
Land Acquisition, Capital Improvements and Other	8,000	250,200	0	258,200
Total Expenditures	11,588,508	433,756	11,950	12,034,214
Revenues over/(under) Expenditures	(191,770)	(433,756)	(10,950)	(636,476)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(191,770)	(433,756)	(10,950)	(636,476)
FUND BALANCE AT JUNE 30, 2022	\$2,147,318	\$467,592	\$230,137	\$2,845,047

MUNICIPAL STREET FUND

This Fund provides for the accounting and budgeting of the 2.00 mill Special Road Millage approved in 2014 and the 2.75 mill Special Local Road Millage approved in 2018. Revenue is calculated by multiplying the eligible taxable value by the millage rate approved by City Council and reducing the figure for estimated delinquent personal property taxes. The 2014 millage was approved by the electorate in November 2014, effective July 2015 for ten years. The 2018 millage was approved by the electorate in November 2018, effective July 2019 and is a perpetual millage.

Revenue

This Fund receives revenue from the special millage levy, industrial facilities tax payments and interest income. Overall tax revenue will increase from an increase in taxable value along with the new local road millage mentioned above, partially offset by a Headlee Rollback of the millages, as shown below.

CITY OF FARMINGTON HILLS
MUNICIPAL STREET FUND

	FY 20/21		FY 21/22	
	2014 Millage	2018 Millage	2014 Millage	2018 Millage
<u>Ad Valorem</u>				
<u>Real Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$3,377,907,230	\$3,377,907,230	\$3,495,877,030	\$3,495,877,030
Millage Rate	1.9228	2.6987	1.9045	2.6730
Real Property Tax Levy	\$6,495,040	\$9,115,958	\$6,657,898	\$9,344,479
<u>Personal Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$211,520,920	\$211,520,920	\$226,786,450	\$226,786,450
Millage Rate	1.9228	2.6987	1.9045	2.6730
Personal Property Tax Levy	\$406,712	\$570,832	\$431,915	\$606,200
Estimated Collections after Delinquencies	\$398,578	\$559,415	\$423,276	\$594,076
Total Ad Valorem	\$6,893,618	\$9,675,373	\$7,081,174	\$9,938,555
<u>IFT</u>				
<u>Real Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$0	\$0	\$0	\$0
Millage Rate	0.9614	1.3494	0.9523	1.3365
Real Property Tax Levy	\$0	\$0	\$0	\$0
<u>Personal Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$603,160	\$603,160	\$221,760	\$221,760
Millage Rate	0.9614	1.3494	0.9523	1.3365
Personal Property Tax Levy	\$580	\$814	\$211	\$296
Estimated Collections after Delinquencies	\$568	\$798	\$207	\$290
Total IFT	\$568	\$798	\$207	\$290

Municipal Street Fund

Expenditures

The Municipal Street Fund intends to appropriate 100% of its tax revenue to the Major and Local Road Funds in FY 2021/22 for the City's local match to Major Road grant funded Projects as well as preventative maintenance treatments on both Major and Local Roads.

Fund Balance

Fund Balance is projected to be \$353,882 at June 30, 2022.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- No change.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$635,891 or 3.81% increase from the FY 20/21 year-end projection. This is due to additional transfers to the Major and Local Roads from the increased revenue.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Municipal Street Fund	\$6,651,512	\$16,265,482	\$16,690,357	\$16,690,357	\$17,326,248	\$17,706,512	\$18,095,124

Municipal Street Fund

MUNICIPAL STREET FUND

FUND NUMBER: 201

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	37,468	38,593	90,088	90,088	353,882	353,882	353,882
REVENUES							
403-008 Road Millage Property Tax	6,443,068	16,018,501	16,568,991	16,506,630	16,869,776	17,240,911	17,620,211
403-031 IFT Payments	829	1,559	1,366	1,265	1,290	1,316	1,343
574-001 LCSA Reimb. of Exempt Pers. Prop. Tax	173,623	234,756	100,000	426,019	434,540	443,231	452,095
664-005 Interest Income	35,117	62,161	20,000	20,237	20,642	21,055	21,476
TOTAL REVENUES	6,652,637	16,316,977	16,690,357	16,954,152	17,326,248	17,706,512	18,095,124
(500) EXPENDITURES							
996-003 Audit Fees	750	0	0	0	0	0	0
TOTAL EXPENDITURES	750	0	0	0	0	0	0
(299) OTHER FINANCING USES							
801-202 Transfer to Major Road Fund	4,425,762	4,405,618	4,673,300	4,673,300	4,851,349	4,957,823	5,066,635
801-203 Transfer to Local Road Fund	2,225,000	11,859,864	12,017,057	12,017,057	12,474,898	12,748,689	13,028,490
TOTAL OTHER FINANCING USES	6,650,762	16,265,482	16,690,357	16,690,357	17,326,248	17,706,512	18,095,124
TOTAL EXPENDITURES AND OTHER FINANCING USES	6,651,512	16,265,482	16,690,357	16,690,357	17,326,248	17,706,512	18,095,124
Revenue over/(under) Expenditures	1,125	51,495	0	263,795	0	0	0
FUND BALANCE AT JUNE 30	38,593	90,088	90,088	353,882	353,882	353,882	353,882

MAJOR ROADS

Ensuring safe driving conditions is the primary objective of the street maintenance program. Maintaining the aesthetic quality of Farmington Hills' street network is also a high priority. In order to meet these objectives, routine maintenance of the City's approximately 58-mile major road system includes pavement patching and replacement, shoulder grading, litter control, roadside mowing, landscaping, forestry services, storm drain maintenance, street sweeping, ditching, sign installation and repair, snow/ice control, and a variety of emergency activities.

The DPW supplements the work performed by the staff with the services of private contractors. Contracted programs include pavement striping and marking, crack sealing, catch basin cleaning, forestry services, landscape maintenance, signal maintenance, guardrail replacement, and street sweeping.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Improve the safety of motorized and non-motorized travel. (3,12,13)
- Extend the service life of the major road infrastructure by implementing industry Best Management Practices for asset management. (2,12,13)
- Utilize the Pavement Management System to improve the efficiency of road maintenance operations and planning. (2,13)
- Improve snow and ice control services while reducing costs by implementing industry best management practices for winter roadway maintenance. (10,12,13)
- Improve the efficiency of road maintenance services. (1)
- Fulfill National Pollutant Discharge Elimination System (NPDES) permit requirements. (9,10,12)
- Improve storm drain maintenance services- reduce frequency and severity of roadway flooding and icing. (10,12,13)

PERFORMANCE OBJECTIVES

- Improve street safety by replacing deteriorating pavement and repairing/replacing infrastructure that has reached the end of its useful life.
- Improve effectiveness of street signs by utilizing state-of-the-art reflective sign sheeting materials.
- Fulfill NPDES mandate, adopt Best Management (maintenance) Practices.
- Improve cost effectiveness of road maintenance activities by using Best Maintenance Practices of the industry and continually searching for new and improved products and methods.

Major Roads

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Pothole Patching - tons of cold patch	134	75	75
	Pavement Replacement - tons of asphalt	6,273	5,500	5,500
	Pavement Replacement - yards of 8" concrete	5,108	7,500	10,000
	Joint Sealing/Overband - pounds	54,570	75,000	80,000
	Flex Seal – Lineal Feet	22,572	54,300	60,000
	Sweeping – curb miles	395	400	415
	Snow/Ice Control – tons of salt	3,500	3,900	4,000
	Storm Drain Structure Repairs – each	18	35	40
	Ditching – lineal feet	855	1,100	1,500
	Traffic Counts – # of intersections	17	30	35
	Roadside Cleanup – roadside miles	678	750	750
	Roadside Mowing – swath mile (5 ft. wide cut)	323	310	315
	Lawn Mowing – acres (DPW staff)	199	250	260
	Sign Install/Repair – each	75	100	120
Efficiency	Maintenance cost/major road mile (58 miles)	75,200	86,900	88,400
	Miles per Road Maintenance personnel	2.8	2.8	2.6
	Major Road mileage	58	58	58

REVENUE/OTHER FINANCING SOURCES – FY 2021/22

All Major Road funds are restricted by state statute to finance the maintenance and construction of the major street system.

Intergovernmental Revenue:

Gas & Weight Tax (Act 51) – This comes from state levied and collected gas taxes, drivers license and vehicle registration fees and are shared with local units of government based on population, miles and classification of road types. Gas & Weight Tax revenue, which comprises approximately 55.5% of the budgeted resources needed to fund the Major Road Fund, is budgeted based on MDOT estimates of Gas & Weight Tax.

Build Michigan Program Revenue - This is money from the Michigan Department of Transportation for road and bridge infrastructure improvements. It has remained relatively consistent over the years.

METRO Act Franchise Fees – This is an annual maintenance fee assessed on all telecommunications providers operating in the City's Right-of-Way (R.O.W.). The fee, which is collected by the State and distributed to the City once each year, is five cents per linear foot of public right-of-way used. The fees collected can only be used for City right-of-way purposes.

Other Government Contributions - This source of revenue is primarily from Oakland County for jointly funded Road Projects.

Major Roads

Federal/State Grants – No grant revenue projected for 21/22

Other Revenue:

Miscellaneous Income – Minimal revenue is projected in 21/22.

Interest on Investments – Decreased investment income is projected for 21/22.

Other Financing Sources:

Municipal Street Fund – This is an appropriation of the Road Millage property tax funds to pay for preventative maintenance treatments and the City’s local match to Grant funded infrastructure projects.

EXPENDITURES/OTHER FINANCING USES

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$4,548,959 or 34.1% decrease from the current budget.
- The decrease results primarily from lower projected construction expenditures.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$4,349,145 or 49.46% increase from the FY 20/21 year-end projection, and \$199,813 or 1.5% decrease from the FY 20/21 budget.
- The budget to budget decrease results primarily from decreased construction costs partially offset by a contribution to local roads.
- Fund balance is projected to be \$5,570,469 or 42.39% of Total Expenditures and Other Financing Uses at June 30, 2022.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Major Road Fund	\$10,824,684	\$15,316,082	\$13,341,868	\$8,792,910	\$13,142,055	\$10,820,100	\$10,425,400

Major Roads

MAJOR ROAD FUND

FUND NUMBER: 202

Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	6,216,156	6,770,763	3,003,878	3,003,878	6,250,706	5,570,469	7,306,536
REVENUES							
Intergovernmental Revenues							
Gas & Weight Tax (Act 51)	6,122,082	6,401,765	5,272,767	6,727,431	6,918,578	7,110,454	7,288,215
Build Michigan Program Revenue	132,737	132,773	132,700	132,700	132,700	132,700	132,700
Metro Act Franchise	283,560	313,389	280,000	280,000	280,000	280,000	280,000
Other Government	15,367	16,688	309,000	151,117	204,000	0	0
Federal Grants	220,732	136,077	240,000	0	0	0	0
Total Intergovernmental Revenues	6,774,478	7,000,692	6,234,467	7,291,248	7,535,278	7,523,154	7,700,915
Miscellaneous Income	254	261	190	190	190	190	190
Interest on Investments	178,797	142,626	75,000	75,000	75,000	75,000	75,000
Total Other Revenues	179,051	142,887	75,190	75,190	75,190	75,190	75,190
TOTAL REVENUES	6,953,529	7,143,579	6,309,657	7,366,438	7,610,468	7,598,344	7,776,105
OTHER FINANCING SOURCES							
Municipal Street Fund	4,425,762	4,405,618	4,673,300	4,673,300	4,851,349	4,957,823	5,066,635
TOTAL OTHER FINANCING SOURCES	4,425,762	4,405,618	4,673,300	4,673,300	4,851,349	4,957,823	5,066,635
TOTAL REVENUES AND OTHER FINANCING SOURCES	11,379,291	11,549,197	10,982,957	12,039,738	12,461,817	12,556,167	12,842,740

Major Roads

FUND NUMBER: 202

Acct.		2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
No.	Category and Line Item	Actual	Actual	Budgeted	Estimated	Adopted	Projected	Projected
EXPENDITURES								
(451) CONSTRUCTION								
	Category Total	5,547,233	9,090,635	8,246,754	3,669,418	5,925,139	5,000,000	5,000,000
(463) ROUTINE MAINTENANCE								
011	Surface Maint - Labor	441,932	434,735	443,806	439,200	459,282	470,300	481,700
012	Surface Maint - Equip Rent	150,555	92,471	124,500	270,661	281,590	287,200	293,000
013	Surface Maint - Materials	48,981	6,347	56,700	56,700	56,700	57,800	59,000
014	Joint Sealing Program	94,589	261,086	300,000	300,000	250,000	250,000	250,000
015	Pavement Replacement	1,664,915	999,604	1,060,000	1,060,000	1,060,000	1,060,000	1,060,000
016	Surface Maint - Contract	15,209	24,532	35,000	25,000	30,000	30,000	30,000
021	Guard Rails - Labor	0	0	2,225	2,049	2,143	2,200	2,200
022	Guard Rails - Equipment	0	0	1,100	1,459	1,623	1,700	1,700
023	Guard Rails - Materials	100	0	500	500	500	500	500
024	Guard Rails - Contract	55,818	29,933	50,000	30,000	50,000	52,000	54,100
031	Sweep & Flush - Labor	31,951	31,518	34,934	28,897	30,219	31,000	31,700
032	Sweep & Flush - Equip Rent	44,099	40,588	42,900	17,808	18,527	18,900	19,300
033	Sweep & Flush - Materials	0	2,403	3,000	3,000	3,000	3,000	3,000
034	Sweep & Flush - Contract	19,674	24,052	28,300	28,300	29,400	30,600	31,700
041	Shoulder Maint - Labor	7,064	16,784	10,013	17,011	17,788	18,200	18,700
042	Shoulder Maint - Equip Rent	10,081	21,428	5,000	10,483	10,906	11,100	11,300
051	Forestry Maint - Labor	62,695	89,624	101,688	90,586	94,728	97,000	99,400
052	Forestry Maint - Equip Rent	39,639	59,516	52,500	55,825	58,079	59,200	60,400
054	Forestry Maint - Contract	103,030	111,144	133,300	133,300	138,500	143,900	149,500
061	Drain Structures - Labor	128,659	93,365	103,245	94,480	98,800	101,200	103,600
062	Drain Structures - Equip	79,067	53,869	45,000	58,224	60,575	61,800	63,000
063	Drain Structures - Mat	221	250	5,000	4,000	5,000	5,000	5,000
064	Drain Structures - Contract	24,000	19,120	43,100	43,100	44,400	45,800	47,700
066	Sump Pump & Catch Basin Rehab - Contract	76,190	25,720	80,000	80,000	80,000	80,000	80,000
071	Ditching & Bk Slope - Labor	24,421	21,794	30,262	22,134	23,146	23,700	24,300
072	Ditching & Bk Slope - Equip	25,162	22,695	37,800	40,000	41,600	43,200	45,000
073	Ditching & Bk Slope - Mat	12,007	6,182	16,400	16,400	16,800	17,300	17,800
081	Road Cleanup - Labor	72,291	77,010	78,769	77,880	81,441	83,400	85,400
082	Road Cleanup - Equip Rent	24,560	23,426	15,200	22,000	22,000	22,000	22,000
091	Grass/Weed - Labor	59,086	68,730	64,528	69,477	72,654	74,400	76,200
092	Grass/Weed - Equip Rental	47,039	46,990	40,000	42,800	45,500	46,000	46,000
093	Grass/Weed - Materials	1,485	2,968	2,600	2,600	2,700	2,800	2,900
094	Grass/Weed - Contract	264,286	269,722	309,000	309,000	321,400	332,200	343,500
	Category Total	3,628,805	2,977,606	3,356,370	3,452,874	3,509,001	3,563,400	3,619,600

Major Roads

FUND NUMBER: 202

Acct.	2018/19	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
No. Category and Line Item	Actual	Actual	Budgeted	Estimated	Adopted	Projected	Projected
(474) TRAFFIC SERVICES - MAINT.							
011 Sign Maint - Labor	86,581	99,075	84,554	100,424	105,015	107,500	110,200
012 Sign Maint - Equip Rent	10,455	12,973	11,000	12,500	13,000	13,500	13,500
013 Sign Maint - Materials	25,753	16,261	28,600	28,600	29,700	30,900	32,200
024 Signal Maint - Contract	141,727	129,732	172,000	150,000	150,000	160,000	170,000
031 Pavement Striping - Labor	796	185	890	410	429	500	500
032 Pavement Striping - Equip	372	73	1,000	500	500	500	500
033 Pavement Striping - Mat.	0	0	500	500	500	500	500
034 Pavement Striping - Contract	211,250	102,256	191,500	172,500	175,800	179,200	182,600
041 Traffic Count - Labor	9,295	2,779	10,236	5,329	5,572	5,700	5,800
042 Traffic Count - Equip Rent	6,544	999	7,000	3,300	3,400	3,500	3,600
043 Traffic Counts - Other	1,229	244	4,500	4,500	4,500	4,500	4,500
050 Overhead Lighting	0	-2,208	10,000	27,125	5,000	5,000	5,000
Category Total	494,003	362,369	521,780	505,688	493,416	511,300	528,900
(478) WINTER MAINTENANCE							
001 Snow/Ice Control - Labor	398,272	361,436	434,564	365,010	381,699	390,900	400,400
002 Snow/Ice Control - Equip	267,786	180,429	220,000	225,000	234,000	238,700	243,500
003 Snow/Ice Control - Mat	432,954	298,454	492,300	492,300	507,100	522,300	538,000
Category Total	1,099,011	840,319	1,146,864	1,082,310	1,122,799	1,151,900	1,181,900
(482) ADMIN., RECORDS, ENGINEERING							
001 Admin., Records, Eng.	13,476	0	5,000	25,000	25,000	25,000	25,000
002 Traffic Improvement Assoc.	29,295	29,295	30,800	30,800	32,300	33,900	35,300
003 Pavement Management update	12,862	10,608	13,900	13,900	13,900	14,000	14,000
012 Third Party Equipment Rental	0	0	15,000	7,500	15,000	15,000	15,000
021 Audit Fees	0	5,250	5,400	5,420	5,500	5,600	5,700
Category Total	55,633	45,153	70,100	82,620	91,700	93,500	95,000
TOTAL EXPENDITURES	10,824,684	13,316,082	13,341,868	8,792,910	11,142,055	10,320,100	10,425,400
(485) OTHER FINANCING USES							
Contributions to Other Funds:							
001 Local Roads	0	2,000,000	0	0	2,000,000	500,000	0
TOTAL OTHER FINANCING USES	0	2,000,000	0	0	2,000,000	500,000	0
TOTAL EXPENDITURES AND OTHER FINANCING USES	10,824,684	15,316,082	13,341,868	8,792,910	13,142,055	10,820,100	10,425,400
Revenues over/(under) Expenditures	554,607	(3,766,885)	(2,358,911)	3,246,828	(680,238)	1,736,067	2,417,340
FUND BALANCE AT JUNE 30	6,770,763	3,003,878	644,967	6,250,706	5,570,469	7,306,536	9,723,876

Major Roads

MAJOR ROAD CONSTRUCTION DETAIL

PRIOR YEAR(S) PROJECTS	Total Cost	Spent Through 6/30/2020	Project Commitment Remaining	To Be Expended in 20/21			To be Spent in 21/22 and Beyond
				Act 51/ Road Millage	Federal Grants	Other Govt. (OC, State)	
<u>2015/2016</u>							
Orchard Lk Rd, 13 Mile to 14 Mile Road - DESIGN	625,000	396,800	228,200	0	0	0	228,200
13 Mile, Haggerty to Halsted (MDOT) - CONSTRUCTION	590,594	570,594	20,000	0	0	0	20,000
13 Mile, Farmington to Orchard Lake (MDOT) - CONSTRUCTION	596,687	576,687	20,000	0	0	0	20,000
Drake, 13 Mile to 14 Mile (MDOT) - CONSTRUCTION	421,426	401,426	20,000	0	0	0	20,000
<u>2016/2017</u>							
11 Mile, Middlebelt to Orchard Lake (MDOT) - CONSTRUCTION	1,078,584	1,058,584	20,000	0	0	0	20,000
<u>2017/2018</u>							
13 Mile, Drake to Farmington (MDOT) - CONSTRUCTION	1,044,947	869,191	175,756	155,756	0	0	20,000
<u>2019/2020</u>							
Halsted, 12 Mile to I-696 - CONSTRUCTION	2,158,659	2,024,882	133,777	133,777	0	0	0
9 Mile, Hawthorne to Middlebelt (MDOT) - CONSTRUCTION	714,129	694,129	20,000	10,000	0	0	10,000
Orchard Lake Road Right-of-Way Acquisition Services	382,500	191,250	191,250	0	0	0	191,250
Grand River, 10 Mile - Haggerty - Mill & Fill - CONSTRUCTION	895,883	539,643	356,240	356,240	0	0	0
14 Mile, Middlebelt to Inkster - CONSTRUCTION	3,496,155	1,783,376	1,712,779	1,712,779	0	0	0
2019 HMA Major - Halsted, Grand River to 11 Mile - CONSTRUCTION	514,537	435,781	78,756	78,756	0	0	0
11 Mile Rd, Middlebelt to Inkster - DESIGN	280,796	226,796	54,000	54,000	0	0	0
FFIP No. 1, 2, 3 (Farmington Freeway Industrial Park) - DESIGN	190,343	128,095	62,248	31,124	0	0	31,124
Hathaway Street - CONSTRUCTION	1,330,800	1,188,130	142,670	142,670	0	0	0
	14,321,040	11,085,364	3,235,676	2,675,102	0	0	560,574

Prior Year(s) Funds Held over for 20/21 Project Completion

2,675,102

FY 2020/2021 PROJECTS

Bi-Party 2019 (Oakland County)	302,234	0	302,234	151,117	0	151,117	0
Major Road ADA	45,000	0	45,000	45,000	0	0	0
Major Road Geotech	10,000	0	10,000	10,000	0	0	0
Shiawassee Rd, Hawthorne to 9 Mile - DESIGN	130,000	0	130,000	65,000	0	0	65,000
14 Mile, Farmington to Orchard Lake - TRAFFIC STUDY	17,031	0	17,031	17,031	0	0	0
14 Mile, Farmington to Orchard Lake - DESIGN	200,000	0	200,000	125,000	0	0	75,000
14 Mile, Drake to Farmington - DESIGN	143,101	0	143,101	71,551	0	0	71,550
11 Mile, Middlebelt to Inkster - CONSTRUCTION	897,000	0	897,000	299,000	0	0	598,000
Industrial Road - Whitlock - DESIGN	59,500	0	59,500	59,500	0	0	0
	1,803,866	0	1,803,866	843,199	0	151,117	809,550

2020/2021 Project Costs

994,316

FY 2020/2021 Total Project Costs by source

3,518,301 0 151,117

FY 2020/2021 Total Project Costs

3,669,418

Major Roads

MAJOR ROAD CONSTRUCTION DETAIL

PRIOR YEARS(S) PROJECTS CARRYOVER	Total Cost	Spent Through 6/30/2020	Project Commitment Remaining	To Be Expended in 21/22			To be Spent in 2022/23 and Beyond
				Act 51/ Road Millage	Federal Grants	Other Govt. (OC, State)	
Orchard Lake, 13 Mile to 14 Mile - DESIGN	625,000	396,800	228,200	228,200	0	0	0
13 Mile, Haggerty to Halsted (MDOT) - CONSTRUCTION	590,594	570,594	20,000	10,000	0	0	10,000
13 Mile, Farmington to Orchard Lake (MDOT) - CONSTRUCTION	596,687	576,687	20,000	10,000	0	0	10,000
Drake, 13 Mile to 14 Mile (MDOT) - CONSTRUCTION	421,426	401,426	20,000	10,000	0	0	10,000
11 Mile, Middlebelt to Orchard Lake (MDOT) - CONSTRUCTION	1,078,584	1,058,584	20,000	10,000	0	0	10,000
13 Mile, Drake to Farmington (MDOT) - CONSTRUCTION	1,044,947	1,024,947	20,000	10,000	0	0	10,000
9 Mile, Hawthorne to Middlebelt (MDOT) - CONSTRUCTION	714,129	704,129	10,000	5,000	0	0	5,000
Orchard Lake, 13 Mile to 14 Mile - Right-of-Way Acquisition Services	382,500	191,250	191,250	0	0	0	191,250
FFIP No. 1, 2, 3 (Farmington Freeway Industrial Park) - DESIGN	190,343	159,219	31,124	31,124	0	0	0
Shiawassee, Hawthorne to 9 Mile - DESIGN	130,000	65,000	65,000	65,000	0	0	0
14 Mile, Farmington to Orchard Lake - DESIGN	200,000	125,000	75,000	75,000	0	0	0
14 Mile, Drake to Farmington - DESIGN	143,101	71,551	71,550	71,550	0	0	0
11 Mile, Middlebelt to Inkster - CONSTRUCTION	897,000	299,000	598,000	548,000	0	0	50,000
	7,014,311	5,644,187	1,370,124	1,073,874	0	0	296,250

Prior Year(s) Funds Held over for 2021/2022 Project Completion 1,073,874

FY 2021/2022 PROJECTS

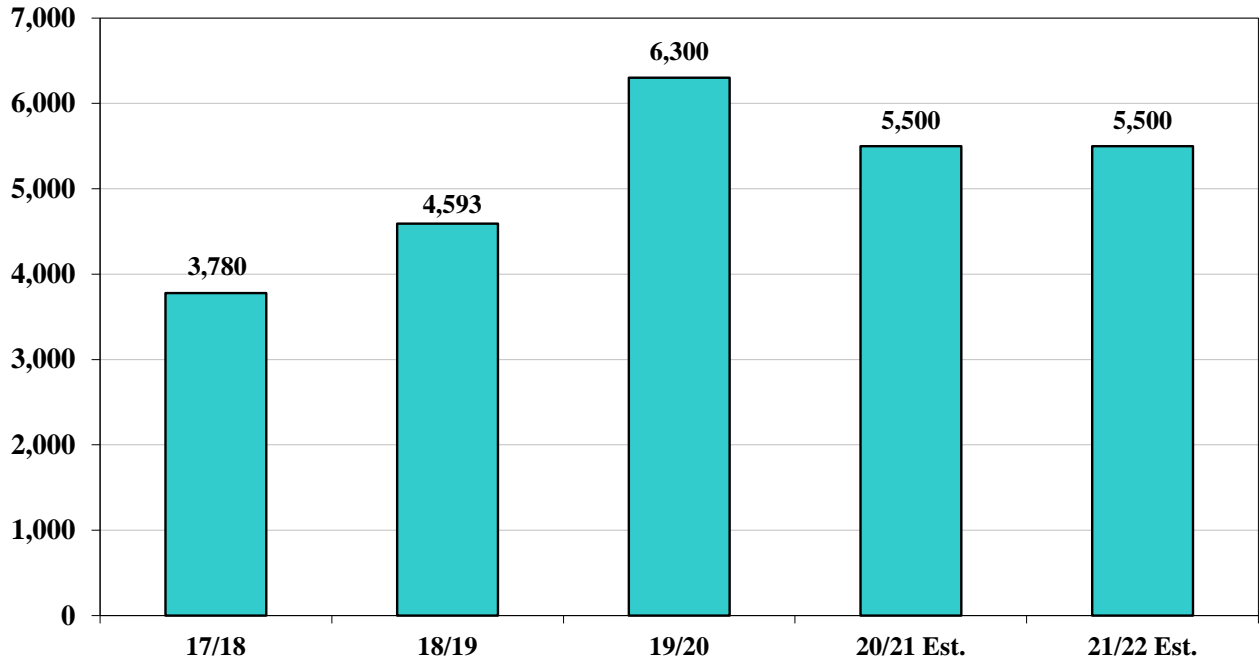
Major Road ADA	45,000	0	45,000	45,000	0	0	0
Major Road Geotech	50,000	0	50,000	50,000	0	0	0
FFIP South (Farmington Freeway Industrial Park) - DESIGN	100,000	0	100,000	50,000	0	0	50,000
Industrial Road - TBD - DESIGN	75,000	0	75,000	37,500	0	0	37,500
Farmington, 12 Mile to 13 Mile - DESIGN	200,000	0	200,000	100,000	0	0	100,000
14 Mile, Farmington to Orchard Lake - CONSTRUCTION	3,260,000	0	3,260,000	978,000	0	0	2,282,000
Orchard Lake, 13 Mile to 14 Mile - CONSTRUCTION	559,383	0	559,383	273,565	0	0	285,818
Bi-Party 2020	408,000	0	408,000	204,000	0	204,000	0
Industrial Road - TBD - CONSTRUCTION	420,000	0	420,000	126,000	0	0	294,000
Shiawassee, Hawthorne to 9 Mile - CONSTRUCTION	4,500,000	0	4,500,000	1,350,000	0	0	3,150,000
FFIP No. 1, 2, 3 & South (Phase 1 of 4) - CONSTRUCTION	3,194,000	0	3,194,000	958,200	0	0	2,235,800
Major Road Design - TBD	200,000	0	200,000	200,000	0	0	0
Major Signal Upgrade	100,000	0	100,000	100,000	0	0	0
12 Mile Resurfacing, Farmington to Orchard Lake, City Share	175,000	0	175,000	175,000	0	0	0
	13,286,383	0	13,286,383	4,647,265	0	204,000	8,435,118

FY 21/22 Total Project Costs 4,851,265

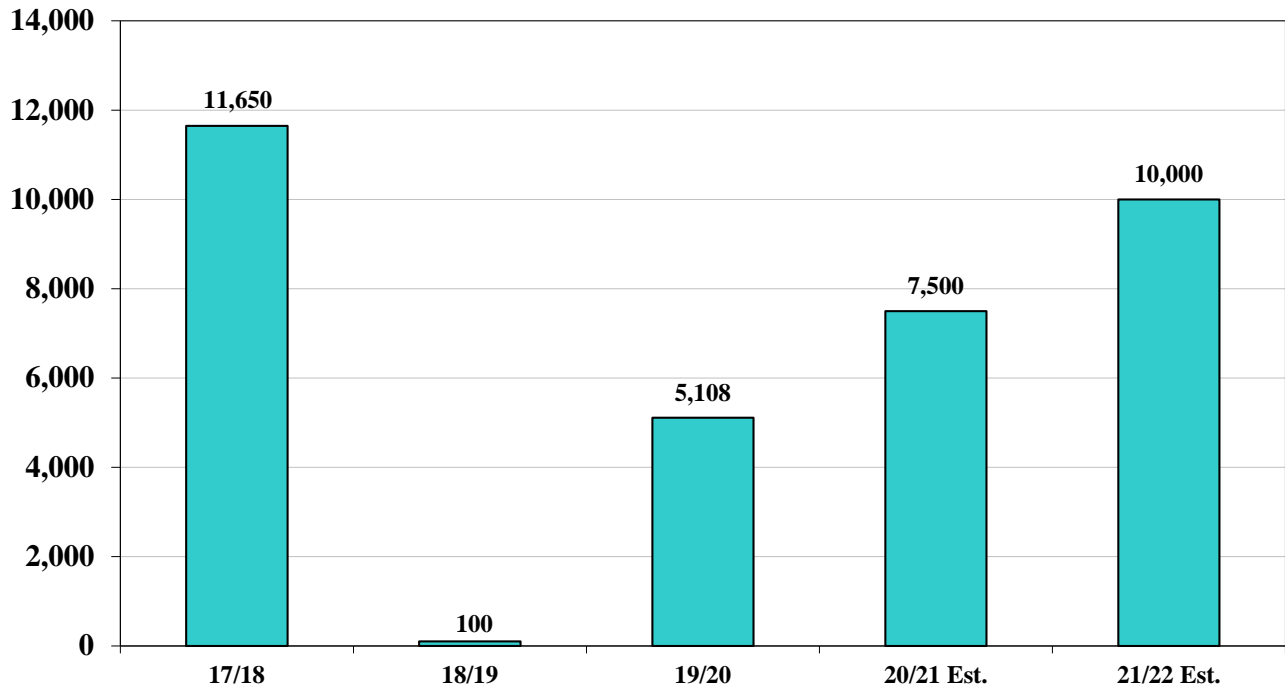
TO BE EXPENDED IN 21/22 **5,925,139** 5,721,139 0 204,000

KEY DEPARTMENTAL TRENDS

ASPHALT REMOVED AND REPLACED (Tons)

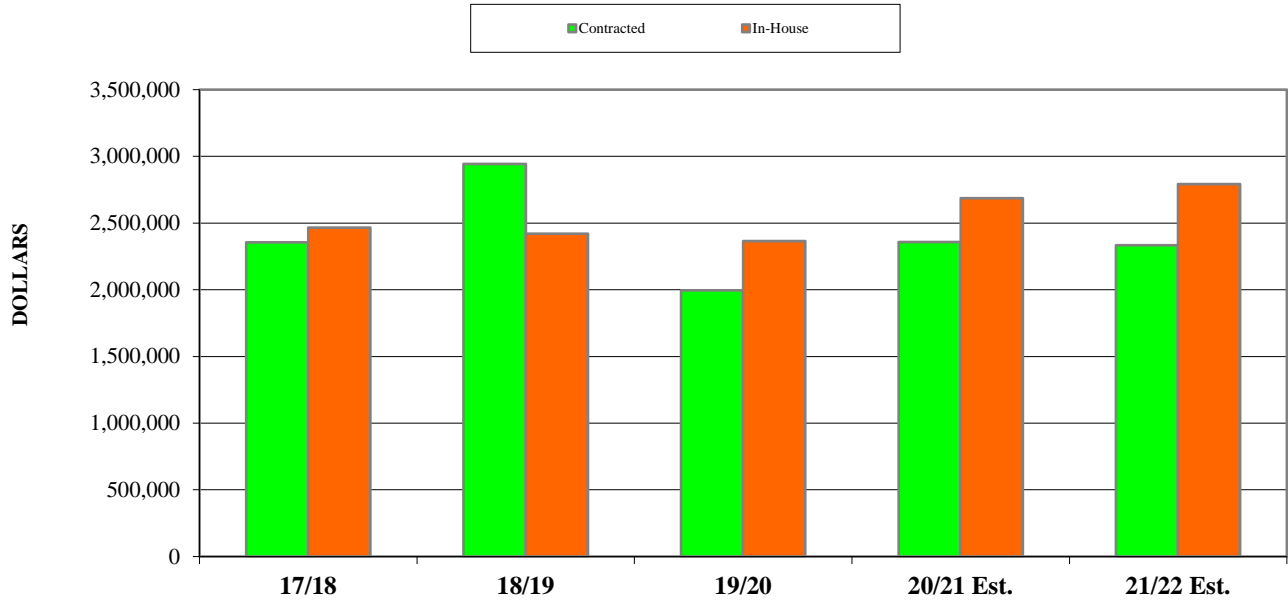


CONCRETE REMOVED AND REPLACED (Square Yards)



KEY DEPARTMENTAL TRENDS (continued)

CONTRACTED VS. IN-HOUSE MAINTENANCE



LOCAL ROADS

The Local Road Fund budget provides funding for the maintenance of the City's 247 miles of paved and unpaved local streets. Local street services include pavement patching/replacement, road grading, dust control, forestry maintenance, storm drain maintenance, sign repair, guardrail and fence repairs, snow/ice control, roadside mowing and litter control. The DPW supervisory staff establishes pavement repair priorities in consultation with the Engineering Division.

Private contractors are used to supplement the work performed by the DPW staff. Contracted services include crack/joint sealing, catch basin cleaning, dust control, street sweeping, forestry services, pavement replacement, catch basin repair, and sump pump connections.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Improve local road safety. (3,12,13)
- Extend the service life of the local road infrastructure by implementing industry Best Management Practices for asset management. (2,12,13)
- Improve snow & ice control services by using the industry's best management practices.(3)
- Fulfill National Pollutant Discharge Elimination System (NPDES) permit requirements. (9,10,12)
- Improve storm drain maintenance services—reduce frequency and severity of local street flooding. (10,12,13)
- Improve the efficiency of maintenance operations by using automated vehicle location and reporting services. (2)

PERFORMANCE OBJECTIVES

- Improve street safety by replacing deteriorated pavement, repairing guardrails, and upgrading intersection signs.
- Improve effectiveness of street signs by utilizing state-of-the-art reflective sign sheeting materials.
- Fulfill NPDES mandate, adopt best management (maintenance) practices.
- Improve cost effectiveness of road maintenance activities by using Best Maintenance Practices of the industry and continually searching for new and improved products and methods.

Local Roads

	Performance Indicators	FY 2019/20 Actual	FY 2020/21 Projected	FY 2021/22 Estimated
Service Level	Pothole Patching – tons of cold patch	179	125	125
	Pavement Replacement – tons of asphalt	1,045	1,500	1,500
	Pavement Replacement – yards of 8” concrete	9,278	8,000	5,000
	Gravel Road Grading – miles	290	330	320
	Joint Sealing/Overbanding - pounds	96,815	100,000	100,000
	Flex Seal – Lineal Feet	64,789	105,000	140,000
	Sweeping – curb miles	1,800	2,000	2,000
	Storm Drain Structure Repairs	123	95	105
	Ditching – lineal feet	3,774	7,900	9,000
	Plowing – # of complete plowing of local roads	4	6	7
	Culvert Installations	21	35	45
	Roadside Mowing – swath mile (5 ft. wide cut)	43	100	110
	Lawn Mowing – acres (DPW staff)	66	85	95
	Sign Installations and Repairs	295	350	350
	Traffic Counts – # of intersections	16	20	20
Efficiency	Maintenance cost/local road mile (247)	12,624	11,000	10,900
	Miles per Road Maintenance personnel	11.8	11.8	11.2

REVENUE/OTHER FINANCING SOURCES – FY 2021/22

All Local Road funds are restricted by the State to finance the maintenance and construction of the local street system.

Gas & Weight Tax (Act 51) – This comes from state levied and collected gas taxes, drivers license and vehicle registration fees and are shared with local units of government based on population, miles and classification of road type. Gas & Weight Tax revenue, which comprises 16% of the budgeted resources needed to fund the Local Road Fund, is budgeted based on MDOT estimates of Gas & Weight Tax.

Build Michigan Fund - This is money from the Michigan Department of Transportation for road and bridge infrastructure improvements. It has remained relatively consistent over the years.

Interest on Investments – An equal amount of investment income is projected for 2021/22 compared to the 2020/21 year-end projection.

Municipal Street Fund – This is an appropriation of the Road Millage property tax funds to pay for preventative maintenance treatments and local road construction projects.

EXPENDITURES/OTHER FINANCING USES

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$1,049,189 or 5.18% decrease from the current budget.
- The decrease results primarily from lower construction costs and pavement replacement costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$3,506,012 or 18.24% decrease from the FY 20/21 year-end projection and \$4,555,201 or 22.48% decrease from the FY 20/21 current budget.
- The budget-to-budget decrease results primarily from lower construction costs and pavement replacement costs.
- Fund balance is projected to be \$2,898,421 or 18.45% of Total Expenditures and Other Financing Uses at June 30, 2022.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Local Road Fund	\$10,843,788	\$17,744,941	\$20,267,206	\$19,218,017	\$15,712,005	\$16,173,350	\$16,197,950

Local Roads

LOCAL ROAD FUND

FUND NUMBER: 203

Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	6,166,799	6,856,705	5,472,890	5,472,890	1,164,476	2,898,421	3,023,618
REVENUES							
Intergovernmental Revenues:							
Gas & Weight Tax (Act 51)	3,175,920	2,280,421	1,878,230	2,770,289	2,848,796	2,927,602	3,000,792
Build Michigan Fund	47,261	47,296	47,256	47,256	47,256	47,256	47,256
Total	3,223,181	2,327,717	1,925,486	2,817,545	2,896,052	2,974,858	3,048,048
Other Revenues:							
Special Assessment Principal	899,599	0	0	0	0	0	0
Special Assessment Interest	190,007	0	0	0	0	0	0
Interest on Investments	185,613	173,545	75,000	75,000	75,000	75,000	75,000
Total	1,275,220	173,545	75,000	75,000	75,000	75,000	75,000
TOTAL REVENUES	4,498,400	2,501,262	2,000,486	2,892,545	2,971,052	3,049,858	3,123,048
OTHER FINANCING SOURCES							
Contributions from Other Funds:							
Municipal Street Fund	2,225,000	11,859,864	12,017,057	12,017,057	12,474,898	12,748,689	13,028,490
Major Roads	0	2,000,000	0	0	2,000,000	500,000	0
Local Road SAD Revolving (247)	3,221,517	0	0	0	0	0	0
Def Contribution (255)	53,796	0	0	0	0	0	0
SAD Roads (813)	1,534,980	0	0	0	0	0	0
TOTAL OTHER FINANCING SOURCES	7,035,293	13,859,864	12,017,057	12,017,057	14,474,898	13,248,689	13,028,490
TOTAL REVENUES AND OTHER FINANCING SOURCES	11,533,694	16,361,126	14,017,543	14,909,602	17,445,950	16,298,547	16,151,538

Local Roads

LOCAL ROAD FUND

FUND NUMBER: 203

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
EXPENDITURES							
(451) CONSTRUCTION							
Category Total	3,969,293	12,770,389	16,242,959	15,478,414	12,058,849	12,500,000	12,500,000
(463) ROUTINE MAINTENANCE							
011 Surface Maint - Labor	222,146	205,868	223,127	208,226	217,746	223,000	228,400
012 Surface Maint - Equip Rent	294,805	255,925	190,800	128,300	133,500	136,200	138,900
013 Surface Maint - Materials	127,970	79,292	118,100	118,100	118,100	122,400	125,800
014 Joint Sealing Program	228,026	452,481	302,500	302,500	240,000	240,000	240,000
015 Pavement Replacement	481,924	604,880	578,000	378,000	378,000	378,000	378,000
016 Surface Main - Contract	5,070	8,182	15,900	10,000	10,000	10,300	10,600
021 Rails/Posts - Labor	487	0	445	410	429	450	450
022 Rails/Posts - Equip Rent	76	0	1,000	500	500	500	500
023 Rails/Posts - Materials	0	0	500	500	500	500	500
024 Rails/Posts - Contract	9,523	789	12,400	10,000	12,400	12,700	13,000
031 Sweep & Flush - Labor	28,294	32,100	32,042	32,382	33,862	34,700	35,500
032 Sweep & Flush - Equip Rent	54,347	52,879	55,000	60,000	62,000	64,900	67,500
034 Sweep & Flush - Contract	58,926	72,036	77,300	77,300	80,400	83,600	87,000
041 Shoulder Maint - Labor	9,175	0	10,013	410	429	450	450
042 Shoulder Maint - Equip Rent	10,105	0	9,500	500	500	500	500
051 Forestry Maint - Labor	65,003	108,842	70,759	109,441	114,445	117,200	120,000
052 Forestry Maint - Equip Rent	43,618	68,703	55,000	67,000	67,500	68,000	68,500
054 Forestry Maint - Contract	73,656	90,285	88,900	92,000	95,700	99,500	103,500
061 Drain Structures - Labor	31,350	29,452	34,267	44,268	46,293	47,400	48,600
062 Drain Structures - Equip	25,577	33,315	28,500	38,900	39,700	40,500	41,300
063 Drain Structures - Mat	2,920	0	7,400	7,400	7,600	7,800	8,000
064 Drain Structures - Contract	58,811	53,843	66,700	66,400	68,600	69,700	70,800
066 Sump Pump & Catch Basin Rehab - Contract	33,791	62,414	155,000	155,000	155,000	155,000	155,000
071 Ditching & Bk Slope - Labor	173,146	165,803	188,022	167,851	175,526	179,800	184,100
072 Ditching & Bk Slope - Equip	206,157	197,303	185,400	185,400	185,400	185,400	185,400
073 Ditching & Bk Slope - Mat	36,094	45,702	47,700	46,400	47,700	49,200	50,700
081 Road Cleanup - Labor	0	0	890	410	429	450	450
082 Road Cleanup - Equip Rent	0	0	500	500	500	500	500
091 Grass/Weed - Labor	16,525	16,304	18,023	16,396	17,145	17,600	18,000
092 Grass/Weed - Equip Rental	16,635	15,511	12,000	10,500	10,500	10,700	11,000
093 Grass/Weed - Materials	0	972	4,300	2,000	4,300	4,500	4,500
104 Dust Control - Contract	12,242	89,285	66,600	66,600	68,600	70,700	72,800
Category Total	2,326,398	2,742,166	2,656,588	2,403,594	2,393,304	2,432,150	2,470,250

Local Roads

LOCAL ROAD FUND

FUND NUMBER: 203

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
(474) TRAFFIC SERVICES - MAINT.							
011 Sign Maint - Labor	39,018	35,192	62,526	33,816	35,362	36,200	37,100
012 Sign Maint - Equip Rent	4,470	3,139	6,000	6,000	6,000	6,000	6,000
013 Sign Maint -Materials	11,198	2,847	6,500	9,000	9,300	9,600	9,900
Category Total	<u>54,686</u>	<u>41,178</u>	<u>75,026</u>	<u>48,816</u>	<u>50,662</u>	<u>51,800</u>	<u>53,000</u>
(478) WINTER MAINTENANCE							
001 Snow/Ice Control - Labor	130,392	136,649	119,933	122,968	128,590	131,700	134,900
002 Snow/Ice Control - Equip	200,567	198,160	132,000	132,000	132,000	132,000	132,000
003 Snow/Ice Control - Material	0	75	0	0	0	0	0
Category Total	<u>330,959</u>	<u>334,884</u>	<u>251,933</u>	<u>254,968</u>	<u>260,590</u>	<u>263,700</u>	<u>266,900</u>
(482) ADMIN., RECORDS, ENGINEERING							
001 Admin., Records, Eng.	5,300	0	1,000	5,000	10,000	10,000	15,000
003 Pav't Mgt System Update	5,558	5,130	8,500	8,500	8,500	8,500	8,500
004 Debt Payment-Principal	725,000	1,525,000	740,000	740,000	745,000	750,000	755,000
005 Debt Payment-Interest	229,713	219,688	187,200	187,000	166,000	138,000	110,000
012 Third-Party Equip. Rental	0	0	15,000	10,000	15,000	15,000	15,000
015 Special Assessment District Refunds	2,939,969	21,236	0	0	0	0	0
021 Audit Fees	0	3,870	4,000	4,000	4,100	4,200	4,300
Category Total	<u>3,905,539</u>	<u>1,774,924</u>	<u>955,700</u>	<u>954,500</u>	<u>948,600</u>	<u>925,700</u>	<u>907,800</u>
(485) OTHER FINANCING USES							
Transfers to Other Funds							
Local Road SAD Revolving Fund	174,013	0	0	0	0	0	0
General Debt Service Fund	82,900	81,400	85,000	77,725	0	0	0
Category Total	<u>256,913</u>	<u>81,400</u>	<u>85,000</u>	<u>77,725</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL EXPENDITURES AND OTHER FINANCING USES							
	<u>10,843,788</u>	<u>17,744,941</u>	<u>20,267,206</u>	<u>19,218,017</u>	<u>15,712,005</u>	<u>16,173,350</u>	<u>16,197,950</u>
Revenues over/(under) Expenditures	<u>689,906</u>	<u>(1,383,815)</u>	<u>(6,249,663)</u>	<u>(4,308,415)</u>	<u>1,733,946</u>	<u>125,197</u>	<u>(46,412)</u>
FUND BALANCE AT JUNE 30	<u>6,856,705</u>	<u>5,472,890</u>	<u>(776,772)</u>	<u>1,164,476</u>	<u>2,898,421</u>	<u>3,023,618</u>	<u>2,977,205</u>

Local Roads

LOCAL ROAD CONSTRUCTION DETAIL

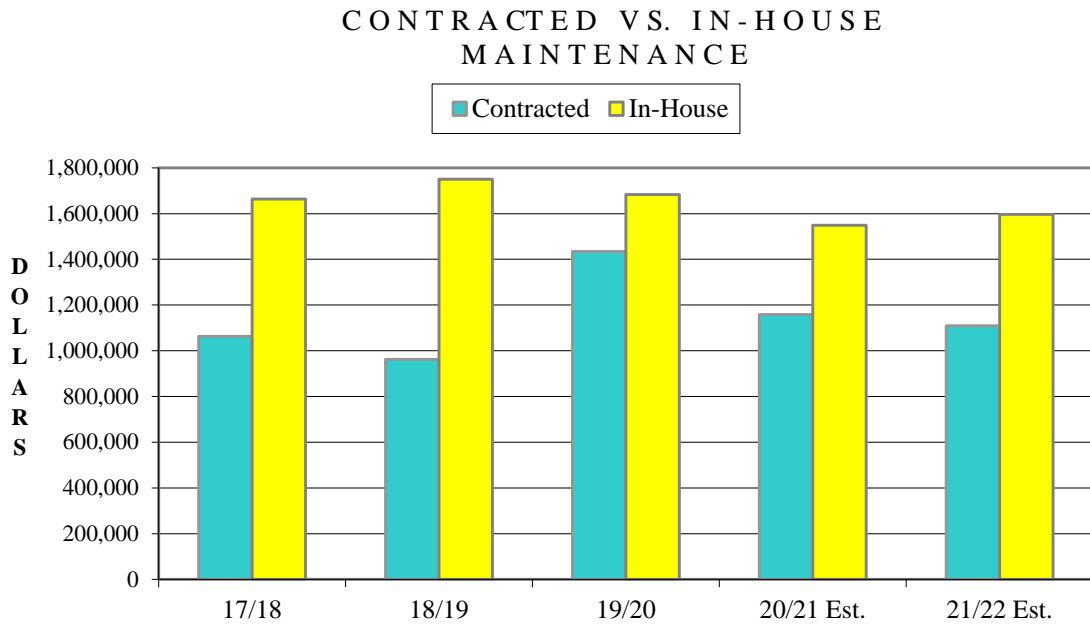
PROJECTS	Total Project Cost	Spent through 06/30/2020	Project Commitment Remaining	To Be Expended in 2020/21		To be Spent in 2021/22 and Beyond
				Act 51/ Road Millage	Bond Proceeds	
<u>2020/2021</u>						
Independence Commons Subdivision	7,926,112	7,920,437	5,675	0	5,675	0
Richland Gardens Area - Design	227,715	185,486	42,229	0	0	42,229
Cora & Haynes - Construction	1,407,485	667,105	740,380	740,380	0	0
Stone Creek & Westlake Subdivisions - Phase 1 - Construction	5,766,640	1,989,294	3,777,346	3,777,346	0	0
Stone Creek & Westlake Subdivisions - Phase 2 - Construction	6,782,640	0	6,782,640	3,391,320	0	3,391,320
Heritage Hills/Wedgewood Commons - Design	417,852	211,407	206,445	103,222	0	103,223
Residential Speed Control	6,000	0	6,000	6,000	0	0
Local Road Geotech	57,500	0	57,500	57,500	0	0
Tarabusi Roseland Gardens, Flemings Roseland Gardens and Portions of Farmington Acres - Construction	5,183,152	4,446,315	736,837	736,837	0	0
Country Club Drive	1,903,100	1,280,249	19,533	19,533	0	0
Pleasant Valley Farms #1 & #2 and Old Homestead #1 - Construction	2,024,002	1,867,424	156,578	156,578	0	0
Hemlock, Medbury, Geraldine, Omenwood - Construction	1,473,126	1,410,688	62,438	62,438	0	0
Greening Street - Construction	1,241,543	1,193,908	47,635	47,635	0	0
Stonewood Court - Construction	963,960	0	963,960	963,960	0	0
Canterbury West Subdivision - Construction	752,018	658,626	93,392	93,392	0	0
Edythe Drive - Construction	636,990	79,150	557,840	557,840	0	0
Belfast Street - Construction	491,115	336,034	155,081	155,081	0	0
Canfield Avenue - Construction	915,084	107,733	807,351	807,351	0	0
Woodland Trails Subdivision - Construction	1,222,912	1,058,924	163,988	163,988	0	0
Arbor Park Subdivision - Construction	1,353,098	260,909	1,092,189	1,092,189	0	0
Woodcreek Hills Rd Rehab - Design	181,800	0	181,800	90,900	0	90,900
Normandy Hills Road Rehab - Design	165,103	0	165,103	82,552	0	82,552
Quaker Valley Farms - Design	160,000	0	160,000	80,000	0	80,000
Park Hill Gravel Road Conversion - Design	98,531	0	98,531	98,531	0	0
Whitlock Gravel Road Conversion - Design	74,500	0	74,500	37,250	0	37,250
Local Road Mill and Fill - Design	42,500	0	42,500	42,500	0	0
Park Hill Gravel Road Conversion - Construction	1,346,762	0	1,346,762	269,352	0	1,077,410
Heritage Hills Phase 1 - Construction	4,088,881	0	4,088,881	1,226,664	0	2,862,217
Local Road Mill & Fill - Indianbrook Sub - Construction	708,000	0	708,000	212,400	0	495,600
Local Road Mill & Fill - Cadillac, Power, Mayfield & Karen - Construction	1,250,000	0	1,250,000	375,000	0	875,000
PASER Study	25,000	0	25,000	25,000	0	0
	48,893,121	23,673,689	24,616,114	15,472,739	5,675	9,137,701
			15,478,414			

Local Roads

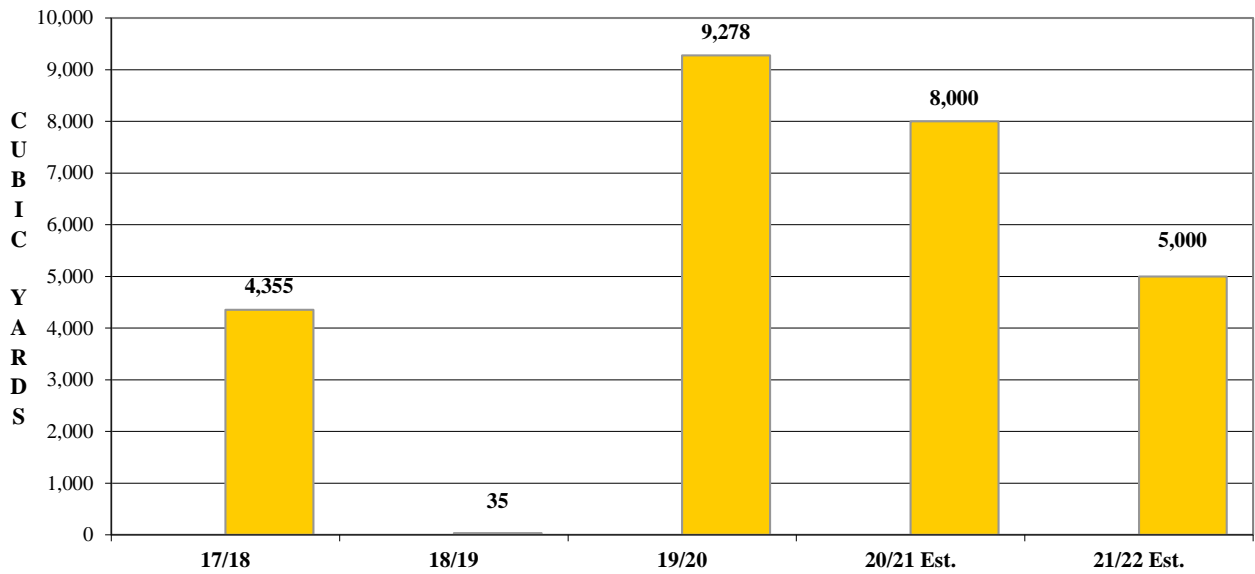
LOCAL ROAD CONSTRUCTION DETAIL

	Total Project Cost	Spent through 06/30/2021	Project Commitment Remaining	To Be Expended in 2021/22		To be Spent in 2022/23 and Beyond
				Act 51/ Road Millage	Bond Proceeds	
<u>2021/2022</u>						
Richland Gardens Area - Design	227,715	185,486	42,229	21,114	0	21,115
Stone Creek & Westlake Estates Phase 2 - Construction	6,782,640	3,391,320	3,391,320	3,391,320	0	0
Heritage Hills/Wedgewood Commons - Design	417,852	314,629	103,223	51,612	0	51,612
Woodcreek Hills Rd Rehab - Design	181,800	90,900	90,900	45,450	0	45,450
Normandy Hills Road Rehab - Design	165,103	82,552	82,551	41,276	0	41,275
Quaker Valley Farms - Design	160,000	80,000	80,000	40,000	0	40,000
Whitlock Gravel Road Conversion - Design	74,500	37,250	37,250	37,250	0	0
Park Hill Gravel Road Conversion - Construction	1,346,762	269,352	1,077,410	1,077,410	0	0
Heritage Hills Phase 1 - Construction	4,088,881	1,226,664	2,862,217	2,862,217	0	0
Local Road Mill & Fill - Indianbrook Sub - Construction	708,000	212,400	495,600	495,600	0	0
Local Road Mill & Fill - Cadillac, Power, Mayfield & Karen - Construction	1,250,000	375,000	875,000	875,000	0	0
Local Road Mill & Fill Resurfacing 2021 - Design (TBD)	50,000	0	50,000	50,000	0	0
Local Road & Gravel Road Conversion Projects - Design (TBD)	200,000	0	200,000	200,000	0	0
Residential Speed Control	25,000	0	25,000	25,000	0	0
Heritage Hills Phase 2 - Construction	5,978,000	0	5,978,000	1,195,600	0	4,782,400
Local Road Mill and Fill - Construction (TBD)	1,000,000	0	1,000,000	300,000	0	700,000
Local Road - Construction (TBD)	3,000,000	0	3,000,000	1,000,000	0	2,000,000
Gravel Road Conversion - Construction (TBD)	1,000,000	0	1,000,000	300,000	0	700,000
Local Road Geotech	50,000	0	50,000	50,000	0	0
	<u>26,706,253</u>	<u>6,265,553</u>	<u>20,440,700</u>	<u>12,058,849</u>	<u>0</u>	<u>8,381,852</u>
Total Project Costs for 2021/2022				<u>12,058,849</u>		

KEY DEPARTMENTAL TRENDS

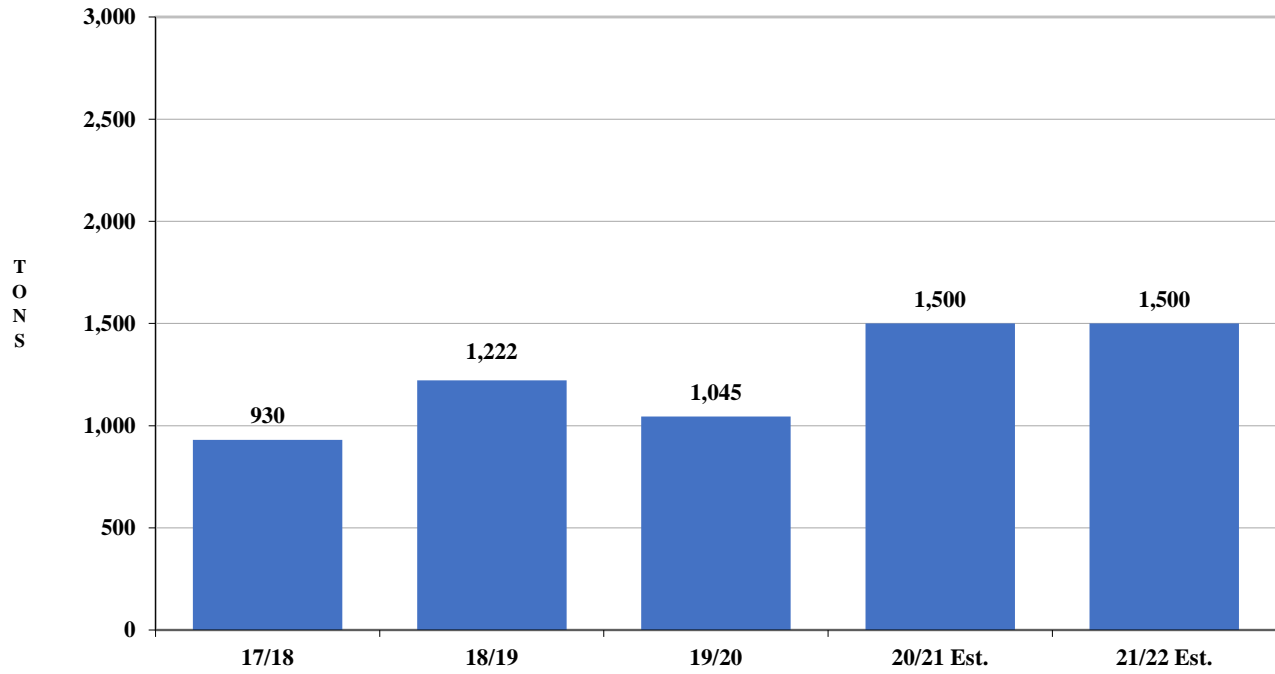


CONCRETE REMOVED AND REPLACED (Square yards)



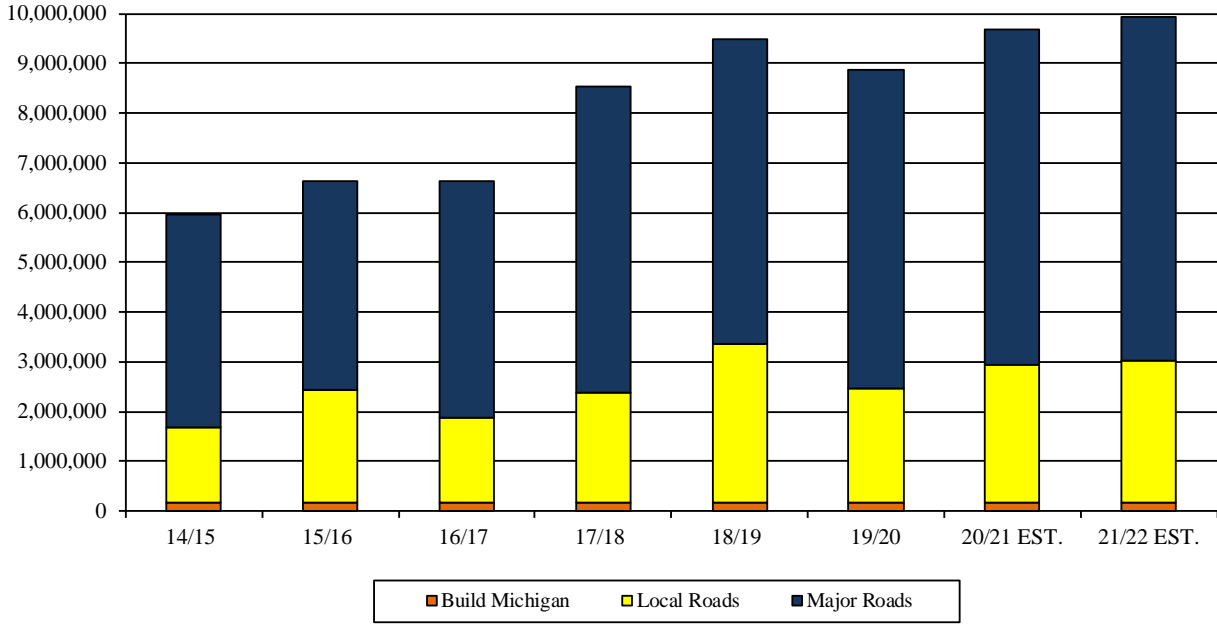
KEY DEPARTMENTAL TRENDS (continued)

ASPHALT REMOVED AND REPLACED (TONS)

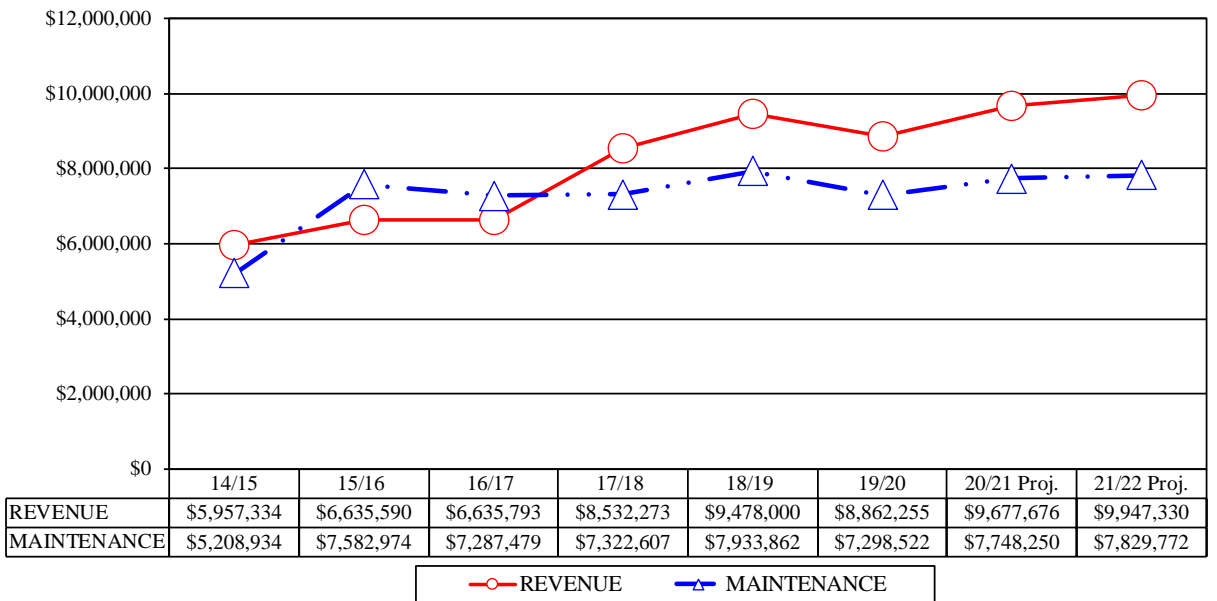


MAJOR AND LOCAL ROAD FUNDS SUMMARY

GAS AND WEIGHT TAX HISTORY



MAJOR & LOCAL ROAD STATE SHARED REVENUE VS. MAINTENANCE



Major and Local Road Funds Summary

Road Funds Summary Of Revenue & Expenditures FY 2021/22

Category	Major Roads	Local Roads	Total Road Funds
Revenues			
Gas & Weight Funds (Act 51)	7,051,278	2,896,052	9,947,330
Contributions From Other Governments	484,000	0	484,000
Transfer From Municipal Street Fund	4,851,349	12,474,898	17,326,248
Transfer From Major Street Fund	0	2,000,000	2,000,000
Interest Income	75,000	75,000	150,000
Miscellaneous Income	190	0	190
Appropriation (To)/From Fund Balance	680,238	(1,733,946)	(1,053,708)
Total Revenues	13,142,055	15,712,005	28,854,060
Expenditures			
Construction	5,925,139	12,058,849	17,983,988
Routine Maintenance	3,509,001	2,393,304	5,902,305
Traffic Services Maintenance	493,416	50,662	544,078
Winter Maintenance	1,122,799	260,590	1,383,389
Transfer to Local Road Fund	2,000,000	0	2,000,000
Debt Payment	0	911,000	911,000
Admin., Records, Engineering	91,700	37,600	129,300
Total Maintenance	7,216,916	3,653,156	10,870,072
Total Expenditures	13,142,055	15,712,005	28,854,060

Major and Local Road Funds Summary

TRANSPORTATION

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures are shown in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Gravel to Pave Conversion (Local Roads)	6,000,000	6,000,000	NC	100% City	1,000 WGM	1,000 WGM	1,000 WGM	1,000 WGM	1,000 WGM	1,000 WGM	
2	Local Road Rehabilitation, (See Local Road sheet)	60,000,000	60,000,000	NC	100% City	10,000 WGM	10,000 WGM	10,000 WGM	10,000 WGM	10,000 WGM	10,000 WGM	
3	Tri-Party TBD	2,070,000	690,000	NC	33% City 33% OC 33% RCOC	115 WGM	115 WGM	115 WGM	115 WGM	115 WGM	115 WGM	
4	Fourteen Mile, Orchard Lake to Farmington Road	3,800,000	2,800,000	NC	25% FG 75% City	2,800 WGM						
5	Major Road Capital Preventative Maintenance Projects (see Major Road Capital Preventative Maintenance Sheet)	8,975,000	8,975,000	NC	100% City		1,350 WGM	450 WGM	1,000 WGM	1,250 WGM	625 WGM	4,300 WGM
6	Industrial/Commercial Rd Rehabilitation (See Industrial/Commercial spreadsheet)	19,035,000	19,035,000	NC	100% City		4,000 WGM	4,500 WGM	1,785 WGM	2,000 WGM	1,100 WGM	5,650 WGM
7	Orchard Lake Boulevard, Thirteen to Fourteen Mile - ROW & Construction	13,250,000	850,000	NC	58% FG 35.5% RCOC 6.5% City		850 WGM					
8	Fourteen Mile, Drake to Farmington Road	3,800,000	2,600,000	NC	32% FG 68% City		2,600 WGM					
9	Farmington, Twelve Mile to Thirteen Mile	4,000,000	2,460,000	NC	39% Fed 61% City			2,460 WGM				
10	Shiawassee, Hawthorne to Middlebelt Road	2,400,000	2,400,000	NC	100% City				2,400 WGM			
11	Nine Mile, Walsingham Dr. to Drake	2,000,000	2,000,000	NC	100% City					2,000 WGM		
12	Nine Mile Road, Drake to Gill, Reconstruction	1,900,000	1,900,000	NC	100% City					1,900 WGM		
13	Nine Mile Road, Gill Road to Farmington Road	2,000,000	2,000,000	NC	100% City						2,000 WGM	
14	Folsom Road, Nine Mile to Orchard Lake	2,275,000	2,275,000	NC	100% City						2,275 WGM	
15	Twelve Mile Widening, Inkster to Middlebelt	12,500,000	1,875,000	NC	70% FG 15% RCOC 15% CITY							1,875 WGM
16	Ten Mile/Grand River/M-5 Phase II	25,000,000	1,250,000	NC	5% City 95% SG							1,250 WGM
17	Orchard Lake Boulevard, Twelve to Thirteen Mile	40,000,000	4,000,000	NC	80% FG 10% RCOC 10% CITY							4,000 WGM
18	Folsom, Orchard Lake Road to Tuck Road	1,300,000	1,300,000	NC	100% City							1,300 WGM
19	Tuck Road, Folsom Road to Eight Mile Road	1,900,000	1,900,000	NC	100% City							1,900 WGM
20	Tuck Road, Grand River to Shiawassee	1,900,000	1,900,000	NC	100% City							1,900 WGM
21	Halsted Road, Eight Mile Road to Nine Mile Road	4,000,000	4,000,000	NC	100% City							4,000 WGM
22	Metroview Dr., Eight Mile to Green Hill Rd	1,000,000	1,000,000	NC	100% City							1,000 WGM
23	Drake Road, Nine Mile to M-5	1,000,000	1,000,000	NC	100% City							1,000 WGM
24	Farmington Road, Thirteen Mile to Fourteen Mile Road	4,000,000	4,000,000	NC	100% City							4,000 WGM
25	Shiawassee, Inkster Road to Middlebelt Road	3,300,000	3,300,000	NC	100% City							3,300 WGM
SUB-TOTAL:		\$227,405,000	\$139,510,000	NC		13,915	19,915	18,525	16,300	18,265	17,115	35,475

FG: Federal Grant
 O: Other
 OC: Oakland County
 NC: No Change
 SG: State Grant
 RCOC: Road Commission for Oakland County
 WG: Weight & Gas Revenue
 M: Millage

* This chart shows the identified public structures and improvements in the general order of their priority.

Major and Local Road Funds Summary

LOCAL ROADS

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures are shown in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Local Road Capital Preventative Maintenance Projects	7,000,000	7,000,000	NC	100% City	1,000 M	1,000 M	1,000 M	1,000 M	1,000 M	1,000 M	1,000 M
2	Westlake/Stone Creek Subdivision Phase II	5,000,000	5,000,000	NC	100% City	5,000 M						
3	Heritage Hills	12,000,000	12,000,000	NC	100% City	3,000 M	3,000 M	3,000 M	3,000 M			
4	Wedgewood Commons	3,600,000	3,600,000	NC	100% City	900 M	900 M	900 M	900 M			
5	Franklin Oaks (Rockridge Ln.)	700,000	700,000	NC	100% City		700 M					
6	Richland Gardens Project	11,000,000	11,000,000	NC	100% City		5,500 M	5,500 M				
7	Fairgreen Hills (Fairway Hills Dr.)	550,000	550,000	NC	100% City		550 M					
8	Coventry (Chatsworth Rd, Scottsdale Rd.)	900,000	900,000	NC	100% City		900 M					
9	Normandy Hills	2,700,000	2,700,000	NC	100% City		2,700 M					
10	Supervisors Plat #12 & Fendt Farms (Rhonswood, Fendt St.)	2,400,000	2,400,000	NC	100% City			2,400 M				
11	Supervisor's Sub #8 (Goldsmith)	1,200,000	1,200,000	NC	100% City			1,200 M				
12	Woodcreek Hills Subdivision	4,000,000	4,000,000	NC	100% City			4,000 M				
13	Country Corner (Gramercy Ct.)	400,000	400,000	NC	100% City			400 M				
14	Supervisor's Plat of Quaker Valley Farms	3,500,000	3,500,000	NC	100% City				3,500 M			
15	Farmington Hills Subdivision (Broadview Dr., Dohany Dr.)	2,600,000	2,600,000	NC	100% City				2,600 M			
16	Camelot Courts / Farm Meadows Subdivision	8,500,000	8,500,000	NC	100% City					4,250 M	4,250 M	
17	Farmington Hills Hunt Club 1 & 2	7,500,000	7,500,000	NC	100% City						3,750 M	3,750 M
18	Halsted Estates Condos (Wintergreen N.)	575,000	575,000	NC	100% City							575 M
19	Krave's Grand River Heights	5,700,000	5,700,000	NC	100% City							5,700 M
20	Meadowbrook Heights Subdivision	1,700,000	1,700,000	NC	100% City							1,700 M
21	Hunters Pointe Colony	600,000	600,000	NC	100% City							600 M
22	Grand River Homes	5,500,000	5,500,000	NC	100% City							5,500 M
23	Woodstream Farms Subdivision	4,000,000	4,000,000	NC	100% City							4,000 M
24	Barbizon Estates	3,000,000	3,000,000	NC	100% City							3,000 M
25	Wilcove Estates/Foxmoor	4,000,000	4,000,000	NC	100% City							4,000 M
26	Churchill Estates/Acorn Valley Subdivision	8,000,000	8,000,000	NC	100% City							8,000 M
27	Franklin Fairways	1,000,000	1,000,000	NC	100% City							1,000 M
28	Normandy Hills (HMA)	2,700,000	2,700,000	NC	100% City							2,700 M
29	Brook Hills Estates	3,300,000	3,300,000	NC	100% City							3,300 M
30	Meadowbrook Forest (HMA)	7,000,000	7,000,000	NC	100% City							7,000 M
SUB-TOTAL:		\$120,625,000	\$120,625,000	NC		9,900	15,250	18,400	11,000	5,250	9,000	51,825

NC: No Change
M: Milla
ge

* This chart shows the identified public structures and improvements in the general order of their priority.

Major and Local Road Funds Summary

INDUSTRIAL/COMMERCIAL ROADS

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures are shown in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Farmington Freeway Industrial Park 3	4,000,000	4,000,000	NC	100% City		4,000 WGM					
2	Farmington Freeway Industrial Park, 1	4,500,000	4,500,000	NC	100% City			4,500 WGM				
3	Farmington Freeway Industrial Park, 2	1,785,000	1,785,000	NC	100% City				1,785 WGM			
4	Farmington Interchange Industrial Park (Interchange Dr. & Ct.)	2,000,000	2,000,000	NC	100% City					2,000 M		
5	North Industrial Drive	1,100,000	1,100,000	NC	100% City						1,100 WGM	
6	Sinacola Industrial Park	850,000	850,000	NC	100% City							850 WGM
7	Farmington Hills IRO Park North (Enterprise Ct.)	700,000	700,000	NC	100% City							700 WGM
8	Farmington Freedom Industrial Park South	3,000,000	3,000,000	NC	100% City							3,000 WGM
9	Hallwood/Hallwood Court	1,100,000	1,100,000	NC	100% City							1,100 WGM
TOTAL:		\$19,035,000	\$19,035,000	NC			4,000	4,500	1,785	2,000	1,100	5,650

M: Millage
WG: Weight & Gas Revenue

* This chart shows the identified public structures and improvements in the general order of their priority.

PARKS MILLAGE FUND

Overview

This Fund provides for the accounting and budgeting of the voter approved up to 0.50 mill special parks millage. Revenue is calculated by multiplying the eligible taxable value by the Headlee adjusted millage rate and reducing the figure for estimated tax captures and delinquent taxes. The initial millage was approved in 1986 and renewed for a ten-year period in 1997. Voters approved a 10-year renewal in August 2018 which will run July 2019 – June 2029.

Revenue Assumptions

This Fund historically receives revenue from the special millage levy, industrial facilities tax payments and interest income. Beginning in FY 16/17, this Fund also received a reimbursement from the State of Michigan for the exemption of certain personal property taxes, per the State's phased-in personal property tax reform. Overall tax revenue will increase by 2.5% in FY 21/22 from an increase in taxable value, partially offset by a Headlee Rollback of the millage, as shown below.

CITY OF FARMINGTON HILLS PARKS & RECREATION MILLAGE

Ad Valorem

Real Property:

	FY 20/21	FY 21/22
Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$3,377,907,230	\$3,495,877,030
Millage Rate	0.4691	0.4646
Real Property Tax Levy	\$1,584,576	\$1,624,184

Personal Property:

Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$211,520,920	\$226,786,450
Millage Rate	0.4691	0.4646
Personal Property Tax Levy	\$99,224	\$105,365
Estimated Collections after Delinquencies	\$97,240	\$103,258

Total Ad Valorem	\$1,681,816	\$1,727,442
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IFT

Real Property:

	FY 20/21	FY 21/22
Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$0	\$0
Millage Rate	0.2345	0.2323
Real Property Tax Levy	\$0	\$0

Personal Property:

Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$603,160	\$221,760
Millage Rate	0.2345	0.2323
Personal Property Tax Levy	\$141	\$52
Estimated Collections after Delinquencies	\$139	\$50

Total IFT	\$139	\$50
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Parks Millage Fund

Expenditures

Financial support this year will continue for various Capital Improvements and General Fund support for Park Maintenance, the Nature Center, Senior Programs, Youth and Family Programs, Cultural Arts, and various Facility Programs.

Fund Balance

Fund balance is projected to decrease by \$134,920 to \$420,742 at June 30, 2022, which is 22.73% of Total Expenditures and Other Financing Uses.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$117,368 or 5.83% increase from the current budget primarily due to the additional of a contribution to the capital improvement fund.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$279,784 or 13.13% decrease from the FY 20/21 year-end projection and \$162,416 or 8.7% decrease from the FY 20/21 budget.
- The budget-to-budget increase results from decreased capital outlay expenditures.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Parks Millage Fund	\$1,470,453	\$1,635,001	\$2,013,566	\$2,130,934	\$1,851,150	\$1,937,150	\$1,585,150

Parks Millage Fund

PARKS MILLAGE FUND

FUND NUMBER: 410

Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	705,904	884,237	1,000,731	1,000,731	555,662	420,742	250,464
REVENUES							
Special Levy	1,575,770	1,629,625	1,681,816	1,651,742	1,688,080	1,738,722	1,790,884
IFT Payments	202	158	139	128	150	150	150
LCSSA Reimb. of Exempt Pers. Property	42,372	57,285	25,000	22,359	25,000	25,000	25,000
Sale of Fixed Assets	0	37,528	0	9,860	0	0	0
Interest on Investments	30,443	26,899	25,000	1,776	3,000	3,000	3,000
TOTAL REVENUES	1,648,787	1,751,495	1,731,955	1,685,865	1,716,230	1,766,872	1,819,034
EXPENDITURES							
Operations:							
Audit & Legal Fees	750	1,200	1,250	1,300	1,300	1,300	1,300
Portable Bathroom units	7,165	5,392	8,000	6,000	8,000	8,000	8,000
Players Bam Contract	23,100	0	0	0	0	0	0
Total Operations	31,015	6,592	9,250	7,300	9,300	9,300	9,300
Capital:							
Heritage Park (YAC)	26,773	0	0	0	0	0	0
Heritage Park- Splash Pad	0	82,682	0	7,318	0	0	0
Athletic Fields	0	0	0	0	0	0	0
Infrastructure	0	0	0	0	250,000	300,000	65,000
Equipment	74,838	158,489	378,250	378,250	284,000	320,000	203,000
Site Improvements	0	0	0	0	0	0	0
The Hawk Equipment	0	0	318,216	0	0	0	0
Trail & Wayfinding	720	25,800	0	0	0	0	0
Activities Centers Improvements	29,258	53,588	0	0	0	0	0
Total Capital	131,589	320,559	696,466	385,568	534,000	620,000	268,000
Total Expenditures	162,603	327,151	705,716	392,868	543,300	629,300	277,300
OTHER FINANCING USES							
General Fund							
Park Maintenance/Operations	382,450	382,450	382,450	382,450	382,450	382,450	382,450
Nature Center	75,400	75,400	75,400	75,400	75,400	75,400	75,400
Youth Services	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Activities Center/Seniors	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Cultural Arts	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Facility/Programs	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Capital Improvement Fund	0	0	0	112,000	0	0	0
Community Center Renovations Fund	0	0	0	318,216	0	0	0
Total Other Financing Uses	1,307,850	1,307,850	1,307,850	1,738,066	1,307,850	1,307,850	1,307,850
TOTAL EXPENDITURES AND OTHER FINANCING USES (OFU)							
	1,470,453	1,635,001	2,013,566	2,130,934	1,851,150	1,937,150	1,585,150
Revenues over/(under) Expenditures	178,334	116,494	(281,611)	(445,069)	(134,920)	(170,278)	233,884
FUND BALANCE AT JUNE 30	884,237	1,000,731	719,120	555,662	420,742	250,464	484,348

CAPITAL PROJECTS DETAIL

	FY 2020/21	FY 2020/21	FY 2021/22
	Budget	Estimated	Budget
HERITAGE PARK			
Heritage Park-Splash Pad Resurfacing	0	7,318	0
Total Heritage Park	0	7,318	0
EQUIPMENT-PARKS/GOLF			
Infrastructure	0	0	250,000
Equipment	378,250	378,250	284,000
Total Equipment	378,250	378,250	534,000
EQUIPMENT-THE HAWK COMMUNITY CENTER			
Equipment	318,216	0	0
Total Equipment	318,216	0	0
TOTAL CAPITAL	\$696,466	\$385,568	\$534,000

NUTRITION GRANT FUND

Overview

The Nutrition Grant Fund provides meals to Farmington/Farmington Hills residents, 60 years and over and is funded primarily by Federal Grants from the U.S. Department of Health and Human Services passed through the Area Agency on Aging. The Federal Grants are subject to Federal compliance audits. The Senior Division of the Special Services Department provides nutrition services for both congregate (on site) meals offered at the Center for Active Adults located in the Costick Center, and to homebound older adults unable to prepare their own meals.

The congregate and home delivered meals are designed to meet one-third of the recommended daily dietary requirement focusing on nutritional needs through careful menu planning, quality food and nutrition education.

The Home Delivered Meal (HDM) program mandates the delivery of one hot meal on five or more days a week at least one meal per day, may consist of a hot meal, cold meal, frozen meal, shelf stable or supplemental foods. Six shelf stable meals are required to be in every HDM client's home in the event of an emergency that would prohibit the daily meal delivery. (i.e., inclement weather, power failure, etc. preventing the preparation and delivery of meals). All daily meals are delivered to the home by volunteers.

Holiday Meals are prepared in the Costick Center Kitchen and delivered by staff and volunteers on Thanksgiving, Christmas and Easter Day. A total of 107,184 meals were served in FY 2019/20. A projection of 102,912 meals is estimated for the FY 2020/21 contract year.

Revenue Assumptions

Funding is primarily provided by Federal Grants and program income for both congregate and homebound meals. A local grant match is also required from the City. Additional funding comes from donations and interest income.

Expenditures

Personnel, supplies, and utility/rent expenditures are used to provide congregate and homebound meals to those 60 years and older.

Fund Balance

Fund balance is projected to be \$0 at June 30, 2022.

Nutrition Grant Fund

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- A minor increase of \$649 from the current budget is expected due to increased homebound meals.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- A decrease of \$649 from the FY 20/21 projection is expected due to decreased homebound meals.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Nutrition Grant Fund	\$553,801	\$561,993	\$508,775	\$509,424	\$508,775	\$508,775	\$508,775

Nutrition Grant Fund

FUND NUMBER: 281

Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	0	0	0	0	0	0	0
REVENUES							
Federal Grant	374,329	390,085	286,722	287,371	286,722	286,722	286,722
Program Income	109,523	102,066	120,834	120,834	120,834	120,834	120,834
Interest Income	830	500	500	500	500	500	500
Local Match	39,529	44,034	31,858	31,858	31,858	31,858	31,858
Other Income - GF contribution	29,590	25,308	68,861	68,861	68,861	68,861	68,861
Total Revenues	553,801	561,993	508,775	509,424	508,775	508,775	508,775
EXPENDITURES							
Audit Fees	300	400	410	410	410	410	410
Congregate Meals	95,828	80,154	90,590	90,590	90,590	90,590	90,590
Homebound Meals	457,673	481,439	417,775	417,775	417,775	417,775	417,775
FFCRA Homebound Meals	0	0	0	649	0	0	0
Total Expenditures	553,801	561,993	508,775	509,424	508,775	508,775	508,775
Revenues over/(under) Expenditures	0	0	0	0	0	0	0
FUND BALANCE AT JUNE 30	0	0	0	0	0	0	0

PUBLIC SAFETY MILLAGE FUND

In November 2015 voters passed a renewal of the 1.4764 millage. This renewal became effective in July 2016 and expires June 30, 2026. An additional 1.70 mills was approved by the electorate in 2011, effective in July 2012 and expires June 30, 2022. Revenue is calculated by multiplying the eligible taxable value by the Headlee adjusted millage rate and reducing the figure for estimated tax captures and delinquent taxes.

Revenue Assumptions

This Fund historically receives revenue from the special millage levy, industrial facilities tax payments and interest income. Beginning in FY 16/17, this Fund also received a reimbursement from the State of Michigan for the exemption of certain personal property taxes, per the State's phased-in personal property tax reform. Overall tax revenue will increase by approximately 2.72% in FY 21/22 from an increase in taxable value, partially offset by a Headlee Rollback of the millage, as shown below.

CITY OF FARMINGTON HILLS
PUBLIC SAFETY MILLAGE

Ad Valorem

Real Property:

	FY 20/21	FY 21/22
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$3,377,907,230	\$3,495,877,030
Millage Rate	3.0536	3.0245
Real Property Tax Levy	\$10,314,778	\$10,573,280

Personal Property:

Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$211,520,920	\$226,786,450
Millage Rate	3.0536	3.0245
Personal Property Tax Levy	\$645,900	\$685,916
Estimated Collections after Delinquencies	\$632,982	\$672,197

Total Ad Valorem	\$10,947,760	\$11,245,477
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IFT

Real Property:

	FY 20/21	FY 21/22
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$0	\$0
Millage Rate	1.5268	1.5122
Real Property Tax Levy	\$0	\$0

Personal Property:

Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$603,160	\$221,760
Millage Rate	1.5268	1.5122
Personal Property Tax Levy	\$921	\$335
Estimated Collections after Delinquencies	\$902	\$329

Total IFT	\$902	\$329
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Public Safety Millage

Expenditures

The public safety millage funds the following expenditures in FY 2021/22:

Police

- 35 sworn police officers
- 5 full-time police dispatchers, required for delivery of Emergency Medical Dispatch services
- 1 full-time civilian police dispatch supervisor

Fire

- 1 Fire Chief
- 1 Deputy Chief (Fire)
- 4 Battalion Chiefs
- 4 Shift Lieutenants (Fire)
- 5 Shift Sergeants (Fire)
- 17 Full-time fire fighters (Career)
- 1 EMS Coordinator
- 5.85 FTE Paid Callback Fire Fighters

Fund Balance

Fund Balance is projected to be approximately \$2.15 million or 18.53% of expenditures at June 30, 2022. The \$191,770 reduction in fund balance is due to planned appropriations for Public Safety purposes, while maintaining an adequate fund balance available for emergencies and/or revenue shortfalls.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$227,016 or 1.97% decrease from the current budget.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$278,302 or 2.46% increase from the FY 20/21 year-end projection and \$51,286 or 0.44% increase from the FY 20/21 budget.
- The budget-to-budget increase results from more personnel expenditures for both the Police and Fire Departments.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Public Safety Fund	\$10,324,828	\$10,931,380	\$11,537,222	\$11,310,206	\$11,588,508	\$12,007,102	\$12,422,492

Public Safety Millage

PUBLIC SAFETY MILLAGE

FUND NUMBER: 205

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1		2,132,321	2,501,576	2,497,389	2,497,389	2,339,089	2,147,318	1,787,163
REVENUES								
403-005	Public Safety Millage	10,244,045	10,595,266	10,947,760	10,897,039	11,136,774	11,381,783	11,632,183
403-031	IFT Payments	1,317	1,030	902	836	853	870	887
574-001	LCSSA Reimb. of Exempt Pers. Property	275,737	167,338	125,000	192,728	196,582	200,514	204,524
664-005	Interest Income	172,985	163,559	75,000	61,302	62,528	63,779	65,055
TOTAL REVENUES		10,694,083	10,927,193	11,148,662	11,151,905	11,396,738	11,646,946	11,902,648
EXPENDITURES								
(445) REIMBURSEMENTS TO GENERAL FUND								
300	Police Department							
702	Salaries and Wages	4,999,975	5,121,369	5,414,477	5,195,329	5,730,966	6,047,969	6,272,090
	Audit Fees	550	4,020	4,125	3,828	4,000	4,000	4,000
970-058	Capital Outlay	0	324,397	434,027	445,894	0	0	0
Total Police Department		5,000,525	5,449,786	5,852,629	5,645,051	5,734,966	6,051,969	6,276,090
337	Fire Department							
	Salaries and Wages	5,286,768	5,477,574	5,680,468	5,661,328	5,849,542	5,951,132	6,142,402
	Audit Fees	550	4,020	4,125	3,828	4,000	4,000	4,000
970-058	Capital Outlay	36,985	0	0	0	0	0	0
Total Fire Department		5,324,303	5,481,594	5,684,593	5,665,156	5,853,542	5,955,132	6,146,402
TOTAL EXPENDITURES		10,324,828	10,931,380	11,537,222	11,310,206	11,588,508	12,007,102	12,422,492
Excess Revenues over Expenditures		369,255	(4,187)	(388,560)	(158,301)	(191,770)	(360,156)	(519,844)
FUND BALANCE AT JUNE 30		2,501,576	2,497,389	2,108,830	2,339,089	2,147,318	1,787,163	1,267,319

FEDERAL FORFEITURE FUND

Overview

This Fund was established in 2007, to comply with the guidelines of the Uniform Budgeting Act of 1978. It obtains its funding from the distribution of forfeited assets seized in drug arrests under federal statutes. Its forfeiture funds are considered Federal Grants for purposes of compliance with Federal Grant regulations.

Revenue Assumptions

Revenue is difficult to predict given that it comes solely from seizures subsequent to drug-related arrests. Acquisitions are not made until sufficient funds have been secured to cover them.

Expenditures

In FY 2021/22, available resources will be utilized to:

- Replace the radio system replacement in the Police Department
- Replace the uniforms, vest carriers and suspender systems in the Police Department
- Purchase duty and training ammunition
- Purchase K9 supplies and veterinarian care
- Fund other necessary expenditures not available in the Department’s General Fund base budget.

Fund Balance

Fund balance is projected to be \$467,592 at June 30, 2022. The \$433,756 reduction in fund balance is due to an agency requirement to not budget for revenue. Therefore, all budgeted expenditures are covered by available fund balance.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$277,244 or 97.71% decrease from the current budget.
- The increase results primarily from lower than budgeted capital outlay expenditures for equipment.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$427,258 increase from the FY 20/21 year-end projection, and \$150,014 or 52.87% increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from increased ammunition and uniform costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Federal Forfeiture Fund	\$20,403	\$104,182	\$283,742	\$6,498	\$433,756	\$433,756	\$200

Federal Forfeiture Fund

FEDERAL FORFEITURE FUND

FUND NUMBER: 213

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	485,681	619,274	817,375	817,375	901,348	467,592	467,392
REVENUES							
010 Auction	10,113	4,513	0	5,250	0	0	0
012 Federal Treasury Forfeiture	0	1,681	0	0	0	0	0
013 Federal Forfeiture	49,954	249,814	0	72,000	0	0	0
014 Fixed Asset Disposal	26,360	3,090	0	13,221	0	0	0
015 Miscellaneous Income	0	0	0	0	0	0	0
664 Interest Income	14,213	16,268	0	0	0	0	0
Total Revenues	100,640	275,367	0	90,471	0	0	0
OTHER FINANCING SOURCES							
Transfer from General Fund	53,356	26,917	0	0	0	0	0
Total Other Financing Sources	53,356	26,917	0	0	0	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES							
	153,996	302,283	0	90,471	0	0	0
EXPENDITURES							
(740) OPERATING SUPPLIES							
008 Drug Education	0	0	1,100	0	1,000	0	0
009 Evidence Lab Supplies	0	8,668	5,100	0	0	0	0
018 Ammunition & Weapons	0	0	4,542	0	26,056	0	0
019 Uniform	14,003	15,834	5,000	3,000	150,000	0	0
040 Miscellaneous	0	42,782	17,500	3,000	6,500	0	0
Category Total	14,003	67,285	33,242	6,000	183,556	0	0
(801) PROFESSIONAL & CONTRACTUAL							
006 Vehicle Maintenance	0	35,910	0	0	0	0	0
021 Audit Fee	6,400	60	500	148	200	200	200
098 Polygraph/DNA Services	0	927	0	350	0	0	0
Category Total	6,400	36,897	500	498	200	200	200
(970) CAPITAL OUTLAY							
002 Equipment	0	0	250,000	0	250,000	0	0
Category Total	0	0	250,000	0	250,000	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES							
	20,403	104,182	283,742	6,498	433,756	200	200
Revenues over/(under) Expenditures	133,593	198,101	(283,742)	83,973	(433,756)	(200)	(200)
FUND BALANCE AS OF JUNE 30	619,274	817,375	533,633	901,348	467,592	467,392	467,192

Federal Forfeiture Fund

CAPITAL OUTLAY

Acct.		Unit	Budget	<u>Manager's Budget</u>	
970	Item Description	Cost	Request	Quantity	Amount
002	EQUIPMENT				
	Complete Radio System Replacement		\$250,000		\$250,000
	CAPITAL OUTLAY TOTAL		<u>\$250,000</u>		<u>\$250,000</u>

STATE FORFEITURE FUND

Overview

The State Forfeiture fund was established in 1989, to comply with the guidelines of the Uniform Budgeting Act of 1978. This Fund obtains its funding from the distribution of forfeited assets seized in drug arrests under state statutes.

Revenue Assumptions

Revenue is difficult to predict given that it comes solely from seizures subsequent to drug-related arrests. Acquisitions are not made until sufficient funds have been secured to cover them.

Expenditures

In FY 2021/22, available resources will be utilized to:

- Purchase three (3) radar units
- Purchase four (4) ballistic vests
- Purchase replacement batteries for weapons systems light

Fund Balance

Fund balance is projected to be \$230,137 at June 30, 2022.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$2,125 increase from the current budget.
- The increase results primarily from higher than budgeted miscellaneous supplies.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$9,800 increase from the FY 20/21 year-end projection and \$11,925 increase from the FY 20/21 budget.
- The budget-to-budget increase results primarily from increased uniform costs and increased miscellaneous supplies costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total State Forfeiture Fund	\$65,807	\$355,805	\$25	\$2,150	\$11,950	\$200	\$200

State Forfeiture Fund

STATE FORFEITURE FUND

FUND NUMBER: 214

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	471,476	446,159	207,273	207,273	241,087	230,137	230,937
REVENUES							
014 State Forfeiture	26,847	106,683	0	34,964	0	0	0
025 Sale of Fixed Assets	324	0	0	0	0	0	0
664 Interest Income	13,319	10,236	0	1,000	1,000	1,000	1,000
TOTAL REVENUE	40,490	116,919	0	35,964	1,000	1,000	1,000
EXPENDITURES							
(740) OPERATING SUPPLIES							
008 Drug Education	600	602	0	0	1,000	0	0
018 Ammunition & Weapons	11,809	0	0	0	750	0	0
019 Uniform	0	0	0	0	4,000	0	0
040 Miscellaneous	19,771	2,342	0	2,000	6,000	0	0
Total Operating Supplies	32,180	2,944	0	2,000	11,750	0	0
(801) PROFESSIONAL & CONTRACTUAL							
013 Education & Training	1,600	400	0	0	0	0	0
021 Audit Fees	400	20	25	150	200	200	200
Total Professional & Contractual	2,000	420	25	150	200	200	200
(970) CAPITAL OUTLAY							
002 Equipment	31,142	0	0	0	0	0	0
036 Building Improvements	485	352,441	0	0	0	0	0
Total Capital Outlay	31,627	352,441	0	0	0	0	0
TOTAL EXPENDITURES	65,807	355,805	25	2,150	11,950	200	200
TOTAL EXPENDITURES AND OTHER FINANCING USES	65,807	355,805	25	2,150	11,950	200	200
Revenues over/(under) Expenditures	(25,317)	(238,886)	(25)	33,814	(10,950)	800	800
FUND BALANCE AS OF JUNE 30	446,159	207,273	207,248	241,087	230,137	230,937	231,737

**COMMUNITY DEVELOPMENT BLOCK
GRANT (CDBG) FUND**

Overview

Annually, Farmington Hills receives CDBG funds from the United States Department of Housing and Urban Development (HUD). The Federal Grants are subject to Federal compliance audits. The funds are used to provide assistance to low- and moderate-income individuals for housing rehabilitation work and for capital improvements in eligible areas.

Revenue Assumptions

This Fund receives revenue from the Community Development Block Grant Program, block grant carryover which is unused money from the previous year, and program loan receipts or payments made upon the sale of property which received a deferred loan. Block grant carryover and loan receipts are unpredictable and fluctuate from year to year.

Expenditures

In FY 2021/22, approximately 20 homes will be rehabilitated at a cost of \$272,674 as part of the Housing Rehabilitation Program.

Fund Balance

Fund balance is projected to be \$0 at June 30, 2022.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$423,003 or 103.66% increase from the current budget. The increase is higher than budgeted due to a large increase in program income and additional funding to address the COVID-19 pandemic utilized for eligible expenditures.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$304,309 or 36.62% increase from the FY 20/21 year-end projection, and \$727,312 or 178.23% increase from the FY 20/21 budget.
- The budget-to-budget increase results in increased COVID-19 subrecipients and increased capital outlay expenditures.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Community Development Block Grant Fund	\$492,478	\$310,133	\$408,080	\$831,083	\$1,135,392	\$408,026	\$408,026

Community Development Block Grant Fund

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

FUND NUMBER: 275

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1		0	0	0	0	0	0	0
REVENUES								
	Community Development							
	Block Grant	442,478	213,859	357,680	705,783	1,084,992	357,626	357,626
	Housing Rehabilitation							
	Program Loan Receipts	50,000	96,047	50,000	125,000	50,000	50,000	50,000
	Interest Income	0	227	400	300	400	400	400
	Total Revenues	492,478	310,133	408,080	831,083	1,135,392	408,026	408,026
EXPENDITURES								
ADMINISTRATION								
	Salaries & Wages	30,500	23,350	22,000	22,000	22,000	22,000	22,000
	Fringe Benefits	15,000	27,033	25,000	25,000	25,000	25,000	25,000
	Rehab Programs	44,800	50,078	50,000	50,000	50,000	50,000	50,000
	Covid Admin Costs	0	8,013	0	26,987	36,000	0	0
	Supplies	100	0	100	0	100	100	100
	Conferences & Workshops	800	256	800	200	200	200	200
	Memberships & Dues	3,540	3,840	3,800	3,800	3,800	3,800	3,800
	Education & Training	600	119	500	200	500	500	500
	Legal Notices	1,500	731	1,500	1,500	1,500	1,500	1,500
	Common Ground	2,500	5,000	5,000	5,000	5,000	5,000	5,000
	Haven	5,500	10,000	10,000	10,000	10,000	10,000	10,000
	South Oakland Shelter	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	CARES	0	0	0	52,600	50,000	0	0
	COVID-19 Subrecipients	0	0	0	89,538	248,118	0	0
	Audit Fees	6,150	2,000	3,000	3,000	3,000	3,000	3,000
	Category Total	118,490	137,920	129,200	297,325	462,718	128,600	128,600
CAPITAL OUTLAY								
	Housing Rehab. Grants	50,000	41,706	128,880	100,000	100,000	100,000	100,000
	Housing Rehabilitation	73,988	124,314	100,000	140,000	122,674	129,426	129,426
	Housing Rehab. Income Est.	0	0	50,000	125,000	50,000	50,000	50,000
	Capital Projects	250,000	6,193	0	168,758	400,000	0	0
	Category Total	373,988	172,213	278,880	533,758	672,674	279,426	279,426
	Total Expenditures	492,478	310,133	408,080	831,083	1,135,392	408,026	408,026
TOTAL EXPENDITURES AND OTHER FINANCING USES		492,478	310,133	408,080	831,083	1,135,392	408,026	408,026
	Excess Revenue over Expenditures	0	0	0	0	0	0	0
FUND BALANCE AT JUNE 30		0	0	0	0	0	0	0

DEBT SERVICE FUNDS

Debt Service Funds are established by State Statute and bond covenants to account for the recording of the collection and expenditure of resources earmarked for the retirement of debt issued directly by the City or for which the City agreed, by contract, to make debt payments on bonds issued by other units of government on the City's behalf. The City has two Debt Service Funds: the General Debt Service Fund and the Building Authority Debt Service Fund. Water and Sewer Debt is accounted for within the Water and Sewer Enterprise Fund.

General Debt Service Fund

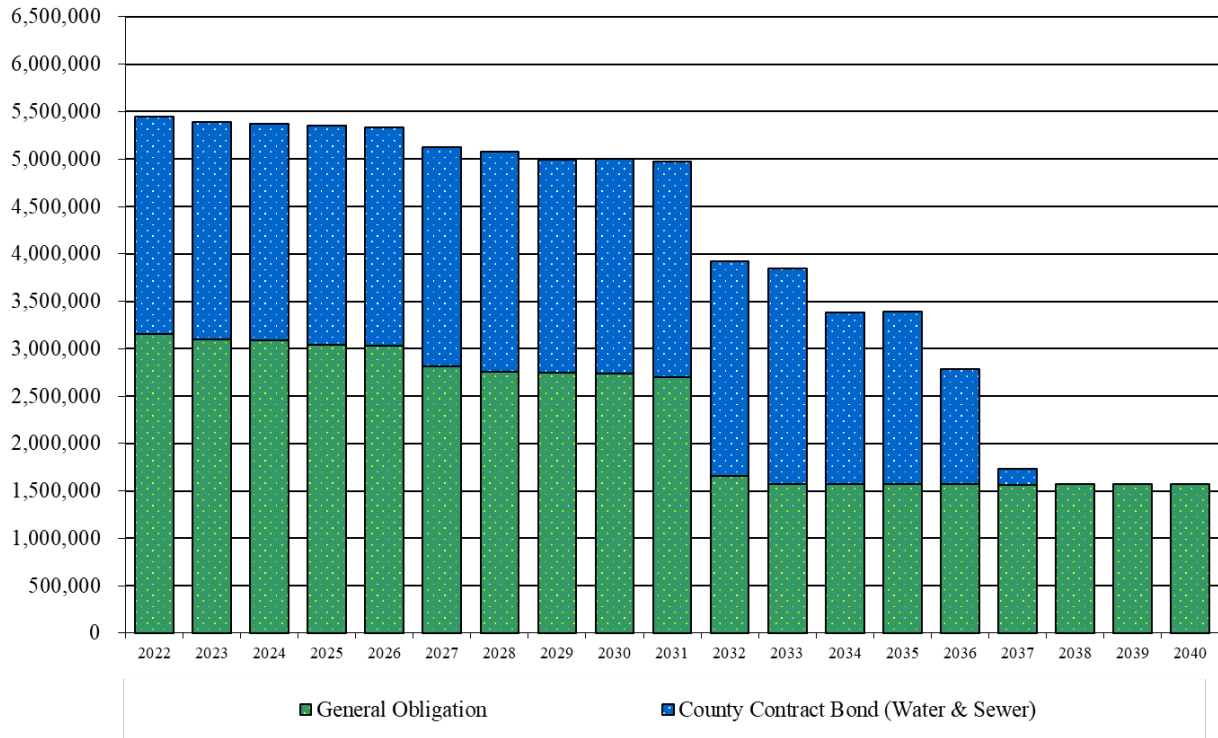
This Fund was established in FY 1994/95 for all the debt service payments to be funded with local property tax revenue. The bond issues to be serviced by this Fund fall into the following categories: G.O. Tax Limited Capital Improvement Bonds, Storm Drain Bonds, Highway Bonds, and Building Authority Bonds, although the service of the Building Authority Bonds is just a pass through from the General Fund to the Building Authority Debt Service Fund. Bonds are payable on the City-at-large share of Local Road SAD's through 2032, the Golf Club through 2031, and the community center through 2040.

Building Authority Debt Service Fund

The City of Farmington Hills Building Authority is a financing vehicle utilized in Michigan to finance facilities through the issuance of bonded debt. This separate Authority issues debt, builds the facility and enters into lease agreements for the facilities with the community. The annual lease payments are in amounts equal to the annual debt service requirements. The operating tax levy support for debt service is budgeted in the General Fund and appropriated ultimately to the Building Authority Debt Service Fund. Lease payments are made to the Building Authority and the Building Authority renders payment to the bond paying agent. The City is currently financing the 47th District Court Facility through the City of Farmington Hills Building Authority.

The City of Farmington Hills' Debt Management Policies are outlined in the Financial Policies Section of this Budget Document. The following Chart reflects the Schedule of Debt Retirement for Existing Debt.

**Schedule of Existing Debt Service (as of June 30, 2021)
for Fiscal Years Ending June 30, 2022 - 2040**



DEBT SERVICE FUNDS SUMMARY

	General Debt Service Fund #301	Building Authority Debt Fund #662	Total Debt Service Funds
FUND BALANCE AT JULY 1, 2021	\$83,656	\$0	\$83,656
REVENUES			
Interest Income	200	0	200
Intergovernmental Revenues	50,000	0	50,000
Total Revenues	50,200	0	50,200
EXPENDITURES			
Bond Principal Payments	1,525,000	0	1,525,000
Interest and Fiscal Charges	714,936	0	714,936
Miscellaneous	2,500	0	2,500
Total Expenditures	2,242,436	0	2,242,436
Revenues over/(under) Expenditures	(2,192,236)	0	(2,192,236)
OTHER FINANCING SOURCES AND USES			
Transfers In			
-General Fund	2,239,935	0	2,239,935
Total Transfers In	2,239,935	0	2,239,935
Total Other Financing Sources and Uses	2,239,935	0	2,239,935
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	47,699	0	47,699
FUND BALANCE AT JUNE 30, 2022	\$131,355	\$0	\$131,355

Debt Service Funds

GENERAL DEBT SERVICE FUND

FUND NUMBER: 301

Acct. No. Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	137,329	146,526	273,328	273,328	83,656	131,355	179,055
REVENUES							
(664) Interest Income	10,673	7,380	5,000	200	200	200	200
(655) Contribution from Farmington - Court	159,005	159,148	175,350	175,252	0	0	0
(655) District Court Building Fund	81,174	63,554	70,000	48,000	50,000	50,000	50,000
(695) Proceeds from Bond Sale	0	0	0	4,125,000	0	0	0
Total Revenues	250,852	230,082	250,350	4,348,452	50,200	50,200	50,200
OTHER FINANCING SOURCES							
(676) Transfers From Other Funds:							
General Fund	1,282,046	1,800,000	2,650,000	2,700,000	2,239,935	2,214,960	2,223,405
Local Road Fund	82,900	81,400	85,000	77,725	0	0	0
	1,364,946	1,881,400	2,735,000	2,777,725	2,239,935	2,214,960	2,223,405
TOTAL REVENUES AND OTHER FINANCING SOURCES	1,615,798	2,111,482	2,985,350	7,126,177	2,290,135	2,265,160	2,273,605
EXPENDITURES							
GENERAL DEBT ISSUES:							
(990) Interest:							
Minnow Pond interest	0	7,725	0	0	0	0	0
2012 G.O. Limited Capital Impr. Bonds	17,700	8,375	14,665	7,725	0	0	0
2013 Golf Refunding Bond	173,363	161,813	150,413	92,413	24,463	15,544	5,438
2019 G.O. Limited Capital Impr. Bonds	0	328,900	648,250	648,250	628,950	609,300	589,350
2020 G.O. Limited Refunding Bonds	0	0	0	15,725	61,523	60,116	58,618
Total	191,063	506,813	813,328	764,113	714,936	684,960	653,406
(995) Principal:							
2012 G.O. Limited Capital Impr. Bonds	65,000	65,000	70,000	70,000	0	0	0
2013 Golf Refunding Bond	360,000	380,000	380,000	380,000	425,000	415,000	435,000
2019 G.O. Limited Capital Impr. Bonds	0	0	955,000	955,000	975,000	990,000	1,005,000
2020 G.O. Limited Refunding Bonds	0	0	0	0	125,000	125,000	130,000
Total	425,000	445,000	1,405,000	1,405,000	1,525,000	1,530,000	1,570,000
TOTAL GENERAL DEBT	616,063	951,813	2,218,328	2,169,113	2,239,936	2,214,960	2,223,406
(996) Miscellaneous/Audit Expense	900	1,950	2,160	2,500	2,500	2,500	2,500
Bond Issuance Costs	0	0	0	45,201	0	0	0
Transfer to Escrow Agent	0	0	0	4,079,799	0	0	0
Total Expenditures	616,963	953,763	2,220,488	6,296,613	2,242,436	2,217,460	2,225,906

Debt Service Funds

GENERAL DEBT SERVICE FUND

FUND NUMBER: 301

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
OTHER FINANCING USES								
(905)	Contribution to Building Authority							
	Interest:							
	47th District Court - Refunding	48,638	35,917	19,500	19,236	0	0	0
	Total	48,638	35,917	19,500	19,236	0	0	0
	Principal:							
	47th District Court - Refunding	940,000	995,000	1,000,000	1,000,000	0	0	0
	Total	940,000	995,000	1,000,000	1,000,000	0	0	0
	Miscellaneous/Audit Expense	1,000	0	0	0	0	0	0
	Total Contribution to Building Auth.	989,638	1,030,917	1,019,500	1,019,236	0	0	0
	Total Other Financing Uses	989,638	1,030,917	1,019,500	1,019,236	0	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES		1,606,601	1,984,680	3,239,988	7,315,849	2,242,436	2,217,460	2,225,906
	Revenues Over/(Under) Expenditures	9,197	126,802	(254,638)	(189,672)	47,699	47,700	47,699
	FUND BALANCE AT JUNE 30	146,526	273,328	18,690	83,656	131,355	179,055	226,754

Debt Service Funds

BUILDING AUTHORITY FUND

FUND NUMBER: 662

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1		153	258	264	264	0	0	0
REVENUES								
(664)	Interest Income	5	7	0	0	0	0	0
	Total Revenues	5	7	0	0	0	0	0
OTHER FINANCING SOURCES								
Transfers from Other Funds:								
(301)	General Debt Service Fund	989,638	1,030,917	1,019,660	1,019,236	0	0	0
	Total Other Financing Sources	989,638	1,030,917	1,019,660	1,019,236	0	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES		989,643	1,030,924	1,019,660	1,019,236	0	0	0
EXPENDITURES								
	Bond Principal	940,000	995,000	1,000,000	1,000,000	0	0	0
	Bond Interest:							
	47th District Court - Refunding	48,638	35,918	19,500	19,500	0	0	0
	Total Interest	48,638	35,918	19,500	19,500	0	0	0
	Total Debt Service	988,638	1,030,918	1,019,500	1,019,500	0	0	0
	Fees	900	0	500	0			
TOTAL EXPENDITURES		989,538	1,030,918	1,020,000	1,019,500	0	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES		989,538	1,030,918	1,020,000	1,019,500	0	0	0
Revenues Over/(Under) Expenditures		105	6	(340)	(264)	0	0	0
FUND BALANCE AT JUNE 30		258	264	(76)	0	0	0	0

Debt Service Funds

<p>CALCULATION OF DEBT LEVY FY 2021/22 GENERAL DEBT SERVICE FUND</p>

<i>Description of Debt</i>	<i>Fund Servicing Debt</i>	<i>Final Maturity</i>	<i>Debt Outstanding Year Ended 6/30/21</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>	<i>Millage*</i>
Farmington Hills Golf Club:		23-24	1,275,000	425,000	24,463	449,463	0.1207
2019 G.O. Limited Capital Impr. Bonds		39-40	22,970,000	975,000	628,950	1,603,950	0.4309
2020 G.O. Limited Refunding Bonds		30-31	4,125,000	125,000	61,523	186,523	0.0501
GRAND TOTAL			28,370,000	1,525,000	714,935	2,239,935	0.6017
			<u>Net</u>	<u>Debt</u>			
			<u>Amount</u>	<u>Millage</u>			
	DEBT LEVY:		2,239,935	0.6017			
	Taxable Value less Ren.Zone		3,722,663,480				

* Debt issued prior to the State Constitutional Amendment in December, 1978, or approved by the vote of the electorate since that time, is exempt from Charter Millage Limitation. Debt issued without a vote of the electorate since then is subject to Charter Millage Limitations. All current bond issues and related debt service is subject to the Charter limits.

Debt Service Funds

DEBT SUMMARY FY 2021/22

Description of Existing Debt	Fund Servicing Debt	Existing Debt Outstanding at June 30, 2021	Principal	Interest	Total
General Obligation:					
Farmington Golf Club	Debt Service	1,275,000	425,000	24,463	449,463
Local Roads - Assesseees	Local Road	6,845,000	745,000	165,238	910,238
Capital Imp. - Comm. Ctr.	Debt Service	22,970,000	975,000	628,950	1,603,950
Refunding Bond	Debt Service	4,125,000	125,000	61,523	186,523
County Contract Bonds	* Water and Sewer	26,994,019	1,609,735	684,171	2,293,906
TOTAL		62,209,019	3,879,735	1,564,345	5,444,080

* Included in the City's Water and Sewer Funds

**STATEMENT OF LEGAL DEBT MARGIN
AS OF JUNE 30, 2021**

Act 279, Public Acts of Michigan of 1909, as amended, provides that the net indebtedness of the City shall not exceed 10 percent of all assessed valuation as shown by the last preceding assessment roll of the City. In accordance with Act 279, the following bonds are excluded from the computation of net indebtedness:

- Special Assessment Bonds
- Mortgage Bonds
- Revenue Bonds
- Bonds issued, or contracts or assessment obligations incurred, to comply with an order of the Water Resources Commission or a court of competent jurisdiction.
- Other obligations incurred for water supply, drainage, sewerage, or refuse disposal projects necessary to protect the public health by abating pollution.

The Municipal Finance Act provides that the total debt in Special Assessment Bonds, which would require that the City pledge its full faith and credit, shall not exceed 12 percent of the assessed valuation of taxable property of the City, nor shall such bonds be issued in excess of three percent in any calendar year unless voted. The Special Assessment Bond percent is in addition to the above described 10 percent limit provided in Act 279, Public Acts of Michigan of 1909, as amended. The following is the Legal Debt Margin calculation:

2021 State Equalized Value (SEV)		<u>\$4,908,706,890</u>
Debt Limited (10% of State Equalized Valuation and Equivalent)		490,870,689
Amount of Outstanding Debt *	62,209,019	
Less:		
Special Assessment Bonds		<u>0 62,209,019</u>
LEGAL DEBT MARGIN		<u>\$428,661,670</u>
Percentage of Legal Debt Limit Utilized		12.67%

*Inclusive of Water and Sewer Funds Debt.

CAPITAL PROJECTS FUNDS

Capital Projects Funds are maintained to account for financial resources that are restricted, committed or assigned to expenditures for capital outlays; including the acquisition or construction of major capital facilities or outlays, other than those of Roads funded by Gas & Weight Taxes/Millage, Parks & Recreation, Forfeiture Funds, and Water & Sewer Utilities, which are accounted for in separate Special Revenue and Enterprise Funds. Budget Funds in this group include:

- **The Capital Improvement Fund**, which is a major Fund by the criteria of GASB 34 and is used to account for the development of capital projects, facilities and equipment.
- **The Community Center Renovations Fund**, which was established in 2018 and is used to account for the acquisition, renovations and ongoing capital projects and equipment for the Community Center.

The following summarizes the City's CIP requests for the Capital Project Funds (without the costs from non-City funding sources):

CIP (Non-roads/Non-utilities) Summary 2021/2022- 2026/2027

DEPARTMENT	City cost figures shown are in thousands of dollars.						FUTURE
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
Public Facilities	2,528	1,761	1,441	1,075	1,075	1,075	0
Tech & Comm	2,500	900	900	900	900	900	900
Parks & Recreation	1,766	620	268	353	188	0	15,325
Fire Equipment	1,335	1,020	1,045	1,085	750	0	0
DPW Equipment	835	822	920	903	947	905	0
Fleet Motor Pool Veh	213	221	229	237	244	254	0
Drainage	2,524	2,883	2,612	2,848	1,048	2,920	6,244
Sidewalks	1,038	374	764	312	170	344	7,111
TOTALS:	\$12,739	\$8,601	\$8,179	\$7,713	\$5,322	\$6,398	\$29,580

* Cost figures shown are in thousands of dollars

CAPITAL PROJECTS FUNDS SUMMARY

	Capital Improvement Fund #404	Community Center Renovations Fund #406	Total Capital Project Funds
FUND BALANCE AT JULY 1, 2021	\$3,240,261	\$256,893	\$3,497,154
REVENUES			
Interest Income	30,000	30,000	60,000
Total Revenues	30,000	30,000	60,000
EXPENDITURES			
Public Facilities	1,383,000	1,250,000	2,633,000
Drainage	2,524,000	0	2,524,000
Sidewalks	963,000	0	963,000
Equipment	4,706,000	0	4,706,000
Administration & Miscellaneous	500	300	800
Total Expenditures	9,576,500	1,250,300	10,826,800
Revenues over/(under) Expenditures	(9,546,500)	(1,220,300)	(10,766,800)
OTHER FINANCING SOURCES AND USES			
Transfer from General Fund	6,500,000	1,000,000	7,500,000
Total Other Financing Sources and Uses	6,500,000	1,000,000	7,500,000
Revenues and Other Financing Sources Over/(Under) Expenditures and Other Uses	(3,046,500)	(220,300)	(3,266,800)
FUND BALANCE AT JUNE 30, 2022	\$193,761	\$36,593	\$230,354

CAPITAL IMPROVEMENT FUND

Overview

In 1982, the City Council established the Capital Improvement Fund for the purpose of providing financing for the acquisition and construction of infrastructure improvements and equipment acquisitions generally in excess of \$25,000 to maintain the quality of service in Farmington Hills. The annual Capital Improvement Fund Budget is the financial means by which the first year of the Capital Improvement Program (CIP) is implemented to the extent revenues are available.

Capital Improvement Plan

The City Charter (Sections 3.07 and 6.08) charges the City Manager with the responsibility of submitting a Capital Improvements Plan to the City Council. Public Act 285 of the Public Acts of 1931 of the State of Michigan requires cities with Planning Commissions to prepare a Six-Year Capital Improvements Plan.

The goal in developing a multi-year Capital Improvement Program is to plan for and establish guidelines and priorities for capital improvements and expenditures in a fiscally sound manner. This program sets forward the basis for annual fiscal capital projects budgeted in the budgetary funds such as the Capital Improvement Fund, Road Funds and dedicated millage funds for Public Safety and Parks and Recreation development. The CIP helps track multi-year projects that may require planning, design, land acquisition, construction and future operating costs. The projects identified in the CIP represent the City's plan to serve residents and anticipate the needs of our dynamic community. It is updated annually by the Planning Commission and presented to the City Council for their consideration. The following documents are considered in the preparation of the CIP:

- Five Year Departmental Plans
- Capital Improvements Plan
- The Master Plan for Future Land Use
- The Parks and Recreation Master Plan
- The Economic Development Plan
- The Master Storm Drainage Plan
- The Sustainability Study
- The Technology Master Plan
- The Municipal Complex Master Plan

Within each of these plans, a prioritization process is described that outlines how specific projects are ranked. Each year the Planning Commission, with staff input, prioritizes the projects in the Capital Improvements Plan. The establishment of priorities is indicated by the fiscal year in which the projects are scheduled to be implemented.

The Plan is reviewed by the Planning Commission at a study session and then set for public review at a public hearing. The finalized document becomes the "City of Farmington Hills Six Year Capital Improvements Plan". This formal document is not static but is used as a basis for next year's plan.

Capital Improvement Fund

As used in this document, the term Capital Improvements Plan is intended to reflect a complete list of all major capital projects with estimates anticipated in both capital and future operating costs over the next six-year period that will be necessary to serve existing and new development in the City. All of these public facilities, utility and service projects are listed on a priority basis, which reflects the fiscal year in which they are proposed. This six-year program also includes a discussion for providing the financial means for implementing the projects so that the City can provide, as adequately as possible, for the public health, safety and general welfare of all the people of the City and economic activities that support them.

Relationship between the Capital and Operating Budgets

The Capital and Operating budgets are closely interrelated. The allocation of the total millage between operating expenditures in the General Fund, capital expenditures in the Capital Improvement Fund, and debt service on bond issues, whose proceeds were utilized to fund prior capital improvements, has a direct impact on funding committed for operations and capital improvements.

Capital expenditures impact the operating budget both positively and negatively. Paving and resurfacing roads reduces maintenance costs as does major refurbishing of City facilities. Sidewalk and bike path construction, storm drainage improvements, and DPW equipment replacement do not add any significant operating costs. However, the construction of new facilities and expansions of existing facilities will increase utility, building maintenance and custodial costs. See the Project Detail section for specific information on the operating impact of funded capital projects.

Revenue

Operating Millage appropriated to this Fund from within the City Charter millage is the primary source of revenue. The property tax appropriation stays the same in FY 21/22 as compared to FY 20/21 to fund the proposed Capital Projects.

Expenditures

The annual Capital Improvement Fund budget is the financial means by which the first year of the Capital Improvement Program is implemented to the extent revenues are available. For FY 20/21, there were \$1,803,807 of project expenditures encumbered and carried forward from FY 19/20. For FY 21/22, in addition to the capital projects contained in the Road Funds, Forfeiture Funds, Parks Millage Fund, Brownfield Redevelopment Authority Fund, Community Center Renovations Fund, and Public Safety Millage Fund budgets, the City plans to expend approximately \$9.5 million for capital improvements in this Fund benefiting the entire community. This program is comprised of facility and site improvements, sidewalk construction, drainage improvements, technology enhancements, and the acquisition of various equipment for the Clerk, Public Services, Police and Fire Departments. The project detail pages describe the capital projects.

Fund Balance:

The projected fund balance will decrease by \$3,046,500 to \$193,761 at June 30, 2022. All available fund balance is assumed to be used in conjunction with the City's limited taxing authority since General Fund tax dollars is the primary funding source for this Fund.

Capital Improvement Fund

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

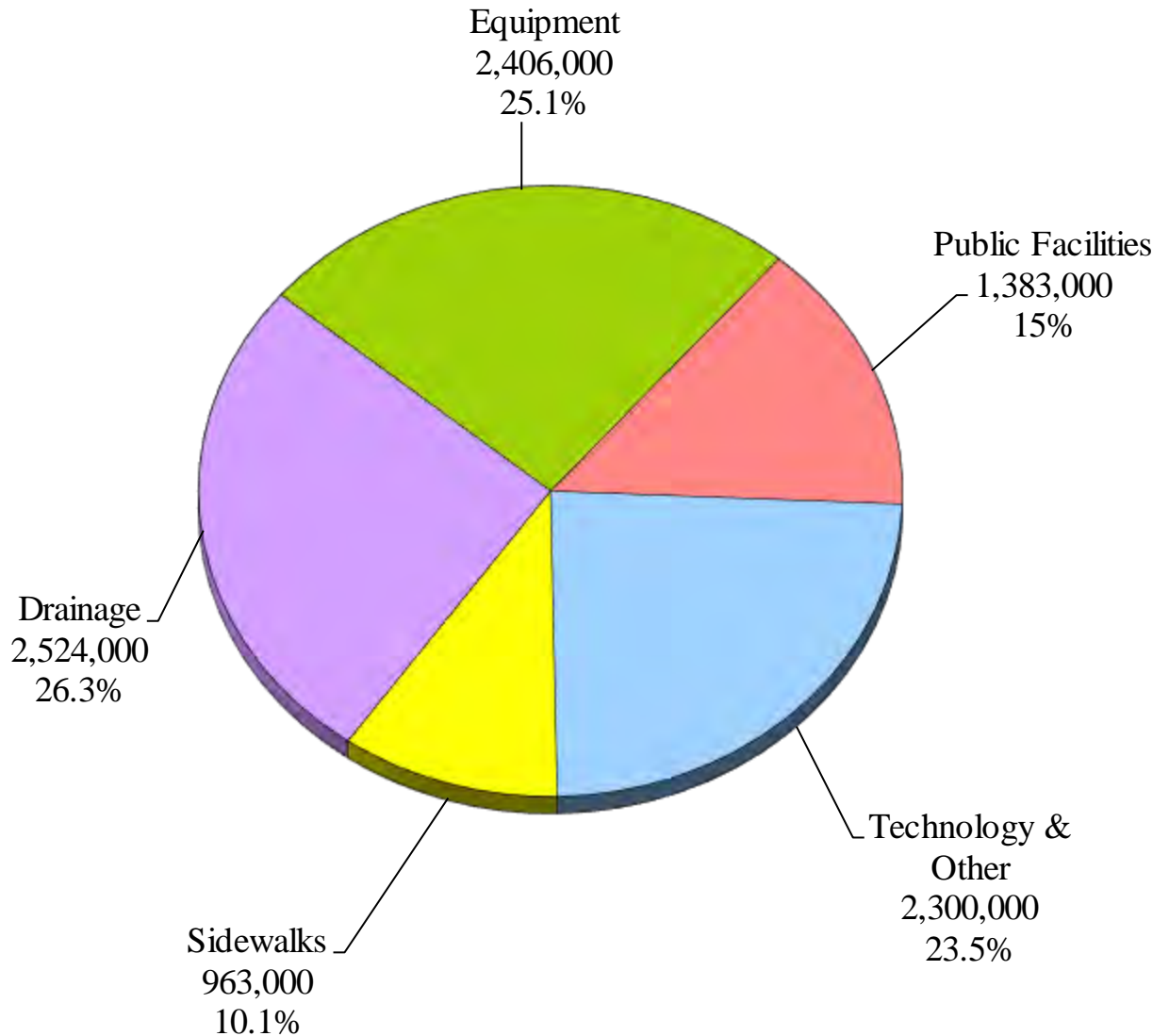
- \$3,811,515 or 61.82% increase from the current budget.
- The increase results from additional drainage projects, additional equipment purchases, and additional facilities improvement.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$400,865 or 4.02% decrease from the FY 20/21 year-end projection and \$3,410,650 or 55.32% increase from the FY 20/21 budget.
- The budget-to-budget increase results from increased drainage projects, sidewalk projects, equipment purchases and increased facilities improvement.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Capital Improvement Fund	\$6,659,672	\$5,698,425	\$6,165,850	\$9,977,365	\$9,576,500	\$9,045,600	\$9,295,000

Capital Improvement Fund Expenditures \$9,576,000



Capital Improvement Fund

CAPITAL IMPROVEMENT FUND

FUND NUMBER: 404

Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	3,781,070	3,624,291	5,485,307	5,485,307	3,240,261	193,761	178,161
REVENUES							
Interest on Investments	97,916	92,669	30,000	30,000	30,000	30,000	30,000
Sale of Fixed Assets	34,100	33,203	-	6,091	-	-	-
Grants	370,877	433,003	-	792,011	-	-	-
Donation	-	-	-	235,000	-	-	-
Miscellaneous	-	566	-	57,217	-	-	-
Total Revenues	502,893	559,441	30,000	1,120,319	30,000	30,000	30,000
OTHER FINANCING SOURCES							
Contribution From:							
Parks Millage Fund	0	0	0	112,000	0	0	0
General Fund - Property Tax Allocation	6,000,000	7,000,000	6,500,000	6,500,000	6,500,000	9,000,000	9,300,000
Total Other Financing Sources	6,000,000	7,000,000	6,500,000	6,612,000	6,500,000	9,000,000	9,300,000
TOTAL REVENUES AND OTHER FINANCING SOURCES	6,502,893	7,559,441	6,530,000	7,732,319	6,530,000	9,030,000	9,330,000
EXPENDITURES							
DRAINAGE	2,694,187	1,874,138	2,061,000	2,407,041	2,524,000	2,883,000	2,612,000
SIDEWALKS	219,598	398,282	100,000	115,019	963,000	374,000	764,000
EQUIPMENT							
Fire Vehicles and Equipment	660,132	1,080,124	815,000	1,495,809	1,158,000	1,020,000	1,045,000
Police Vehicles and Equipment	291,604	9,924	154,000	530,223	0	0	0
Unified Technology & Communications	292,972	949,670	900,000	1,335,396	1,300,000	600,000	600,000
D.P.W. Vehicles and Equipment	827,470	915,964	1,040,500	1,630,546	1,048,000	1,043,100	1,148,500
Election Equipment and Software	0	62,777	0	109,380	0	0	0
Lift and Trailer	0	0	0	50,000	0	0	0
City Hall Generator	0	0	0	109,000	0	0	0
ERP/Financial Software	0	0	0	88,790	1,000,000	300,000	300,000
Security System CCTV Cameras	0	0	0	0	200,000	0	0
Total Equipment	2,072,178	3,018,459	2,909,500	5,349,144	4,706,000	2,963,100	3,093,500
PUBLIC FACILITIES							
City-Wide Facility Improvements	0	0	1,000,000	0	0	2,064,000	2,384,000
City-Wide Air Conditioning Replacements	125,892	0	0	0	0	0	0
City-Wide Facilities Audit	77,562	9,660	0	0	0	0	0
Early Weather Warning Sirens	0	31,624	0	0	0	0	0
Barrier Free (ADA) Improvements	26,428	1,899	5,000	27,462	25,000	25,000	25,000
Parks (City-Wide)-Trail and Wayfinding Signs	29,136	59,397	0	24,120	0	0	0
City Hall-Replace North Parking Lots	0	2,290	0	0	195,000	0	0
City Hall-Replace South Parking Lots	0	0	0	0	201,000	0	0
City Hall-Replace West Parking Lots	0	0	0	0	0	361,000	0
Courthouse Parking Lot	0	0	0	0	0	0	366,000
Costick Center - Parking Lot/Drive Improvements (Gate 4)	51,470	0	0	0	0	0	0
Fire Station Building and Site Improvements	134,014	162,779	50,000	37,500	50,000	50,000	50,000
Police Building and Site Improvements	63,317	11,883	40,000	359,582	137,000	0	0
DPW Improvement	70,033	0	0	130,910	0	0	0
Costick Center Improvements/Mechanical Replacements	75,420	34,310	0	464,704	0	0	0
City-Wide Signage	37,705	0	0	0	0	0	0
Ice Arena Building Improvements	168,750	93,354	0	415,433	0	0	0
Heritage Park Bridge	0	0	0	347,000	0	0	0
Harrison Acquisition	503,118	0	0	0	0	0	0
City Hall Building Improvements	0	0	0	259,050	25,000	0	0
Citywide HVAC Improvements	0	0	0	40,000	200,000	0	0
City Hall/Police Department Underground Fuel Tank Replacement	0	0	0	0	0	325,000	0
Interior Lighting Fixture Replacement	0	0	0	0	300,000	0	0
Fire Alarm System Replacement	0	0	0	0	250,000	0	0
William Grace Acquisition	309,014	0	0	0	0	0	0
Total Public Facilities	1,671,859	407,196	1,095,000	2,105,761	1,383,000	2,825,000	2,825,000
ADMINISTRATIVE							
Audit Fees	1,850	350	350	400	500	500	500
Total Administrative	1,850	350	350	400	500	500	500
TOTAL EXPENDITURES	6,659,672	5,698,425	6,165,850	9,977,365	9,576,500	9,045,600	9,295,000
TOTAL EXPENDITURES AND OTHER FINANCING USES							
6,659,672	5,698,425	6,165,850	9,977,365	9,576,500	9,045,600	9,295,000	
Revenues Over/(under) Expenditures	(156,779)	1,861,016	364,150	(2,245,046)	(3,046,500)	(15,600)	35,000
FUND BALANCE AT JUNE 30	3,624,291	5,485,307	5,849,457	3,240,261	193,761	178,161	213,161

PROJECT DESCRIPTIONS

Drainage

Drainage projects improve the drainage courses outlined in the Master Storm Drainage Plan and are supplemented by storm water quality considerations required under the City’s National Pollutant Discharge Elimination System storm water permit. Priority criteria are:

- Integrating water quantity issues with water quality issues;
- Immediate flood peak reduction to solve the most significant flooding concerns;
- Integration with other improvements including water main, sanitary sewer, paving and building construction;
- Ensuring the continued development and redevelopment of the City; and
- Encouragement of riparian stewardship and maintenance.

In FY 21/22, drainage expenditures of \$2,524,000 will be as follows:

	DRAINAGE PROJECTS	21/22 BUDGET	MAINTENANCE COSTS	OTHER OPERATING COSTS
1.	Storm Water NPDES Permit Program	105,000	No Change	No Change
2.	Miscellaneous Storm Sewer Repair, Maintenance and Improvement Program	270,000	No Change	No Change
3.	City-owned Storm Water Basin Maintenance	25,000	No Change	No Change
4.	Quaker Valley Road Culvert Replacement	1,102,000	No Change	No Change
5.	Rockridge Lane Storm Sewer	797,000	No Change	No Change
6.	Heritage Hills and Wedgewood Commons Storm Sewer	225,000	No Change	No Change

1. Storm Water NPDES Permit Program

An NPDES permit was obtained from the MDEQ. As a requirement of the permit, a watershed management plan is needed. A major component of this plan is the Storm Water Management Plan. The SWMP requires that certain projects and procedures be adopted that will ultimately lead to a cleaner Rouge River in accordance with the Federal Clean Water Act. Projects may include erosion controls in the open watercourses in Farmington Hills and siltation basins to remove suspended sediment from storm water.

Under the current NPDES storm water permit, the City has a continuous requirement to identify and remove illegal discharges into City owned drainage systems. This includes sanitary system corrections, drainage system sampling and monitoring, education programs, pollution investigative efforts, etc, that are related to the City owned drainage system

2. Miscellaneous Storm Sewer Repair, Maintenance and Improvement Program

This involves:

- A. Construction and improvements of storage facilities, pipe and culvert enclosures and channel improvements throughout most of the drainage districts in the City. It also includes projects that are necessitated from inspection programs.

Capital Improvement Fund

B. Ninety percent of the City's drainage system is in open channels. Most of these major drainage courses have not been cleaned since their original construction. This program represents a continuous program for maintenance of these drainage courses.

C. Emergency replacement and repair of major culverts in the public right-of-way.

D. Throughout this City many subdivisions are being considered for Directed Special Assessments. In addition, several of the areas where the roads are not candidates for local reconstruction have storm sewers in need of rehabilitation. The storm sewer system in these areas as determined by the DPS will be televised and inspected. If deemed necessary an appropriate cleaning, repair, replacement, lining and rehabilitation program will be implemented at the time of or prior to the road reconstruction.

E. The Oakland County Water Resources Commission (WRC) has jurisdiction of a number of drains in the City that have been legally established under the Michigan Drain Code. The Drain Code provides a means of apportionment and assessment based on tributary area and runoff from these districts. Periodically, WRC will advise of maintenance needs and corresponding assessments, which the City is responsible for.

3. **City Owned Storm Water Basin Maintenance**

The City owns nine storm water detention and retention basins. These basins are required to be maintained in accordance with the Federal Clean Water Act to control urban pollutants. This project provides improvement for all nine City owned basins. The improvements include select vegetation removal, sedimentation removal, and inlet/outlet pipe maintenance. In conjunction with the Capital Improvement Plan, the project is intended to provide annual maintenance and upkeep.

4. **Quaker Valley Road Culvert Replacement**

This project includes the improvement of the two areas along Quaker Valley Road where the Minnow Pond Drain crosses. The existing 48" concrete culvert to the east of Quaker Valley Lane and the 14' by 7' metal arch culvert to the east of Hunter's Row. Both are reaching the end of their useful life due to joint separations and pipe deterioration.

5. **Rockridge Lane Storm Sewer**

This project involves installing a storm sewer along Rockridge Lane and connecting to a newly installed storm sewer system along Fourteen Mile Road.

6. **Heritage Hills and Wedgewood Commons Storm Sewer**

This project involves providing improved drainage by installing additional storm sewers laterals in Heritage Hills and Wedgewood Commons and connecting to the existing storm sewer system.

Financial Impact: Drainage improvements do not have a significant impact on operating budgets. The cost of the capital improvements is distributed over many years and ensures continued improvement, thereby having the potential to save millions of dollars in flood damage in the future.

Non-financial Impact: The City is required to install various improvements in accordance with the United States Clean Water Act. All projects are consistent with the City's federal permit. Funding projects in the Master Storm Drainage Plan promotes an improved quality of life.

Capital Improvement Fund

Public Facilities

The Municipal Complex Master Plan defines space requirements necessary to alleviate overcrowding and provides the technological requirements that are necessary for the City to provide services.

In FY 21/22, public facilities expenditures of \$1,383,000 will be as follows:

	PUBLIC FACILITIES	21/22 BUDGET	MAINTENANCE COSTS	OTHER OPERATING COSTS
1.	City-wide Facilities Improvements	750,000	No Change	No Change
2.	Fire Station Improvements	50,000	No Change	No Change
3.	Police Access Control Study	100,000	No Change	No Change
4.	Live Scan Finger Print Stations	37,000	No Change	No Change
5.	City Fuel System Panel Upgrade	25,000	No Change	No Change
6.	North Parking Lots of City Hall Campus	195,000	No Change	No Change
7.	South Parking Lot of City Hall Campus	201,000	No Change	No Change
8.	Barrier Free (ADA) Improvements	25,000	No Change	No Change

1. Citywide Facilities Improvements

In order to better plan for capital expenditures, a comprehensive facility's condition assessment was completed at 32 City buildings. Accruent was hired to objectively evaluate each building's assets based upon usage, age, condition, predicted useful life and estimate replacement value. This information was entered into database which was used to analyze and report any major repairs, upgrades and replacements which are anticipated to occur within the next 5 years. A committee made of up of City staff members from multiple departments, reviewed the detailed report and helped create a list of specific requirements used to prioritize the list of projects. The prioritization was based up several factors such as Facility Condition Index (FCI), type of system, reason for repair/replacement, impact on occupants, and contributions to water and energy savings. Based upon the prioritization, the following projects are proposed for FY 2021/2022:

- Interior Lighting Fixture Replacement at Varied Locations
- Fire Alarm System Replacement at Varied Locations
- HVAC Replacement/Upgrades at Varied Locations

2. Fire Station Improvements

The concrete aprons, driveways, sidewalks, parking lots and catch basins are deteriorating at fire stations and are in need of replacement and/or repairs (Engineering is evaluating this fiscal year). The estimated total for this project in 2020/21 is \$50,000.

3. Police Access Control Study

The police department's property contains emergency infrastructure and equipment critical to providing continuous emergency services. Open access to this area exposes this equipment and infrastructure to sabotage or vandalism, which would render these items and our department ineffective. In addition, the critical areas are currently prohibited for public access by signage only, for security and safety purposes. Access control improvements would be designed to decrease accessibility to these sensitive areas and improve employee safety and infrastructure security.

Capital Improvement Fund

Area Police Departments have experienced safety and security related issues at their facilities. These issues include encounters with armed individuals, persons with mental health issues engaging police employees, vandalism, theft, assault, trespassing and compromised undercover operations. Farmington Hills has also experienced several problems resulting from breaches in security. Two examples include a subject armed with a knife, who indicated her intent to stab a police officer and another subject who stated his intent to force a police officer to shoot him. A study is warranted to produce vehicle and pedestrian barriers, significantly limiting unauthorized access and improving staff and infrastructure security. The estimated total for this study in 2021/22 is \$100,000.

4. Live Scan Finger Printing Workstations

The departments Live Scan finger printing machines, both in the Booking Room and in the Records Section, are due to be replaced. CLEMIS has advised that these machines are outdated and are required to be replaced by December 31, 2021, in order to be compatible with the County wide network. The Live Scan machines are priced as a desktop version (Records Section) and as a cabinet system (Booking Room). The price for the desktop version is \$14,000 and the cabinet version is \$17,000. Additionally, annual service contracts covering both pieces of equipment cost \$5,500. The estimated total for this project in 2021/22 is \$36,500.

5. City Fuel System Panel Upgrade

The three (3) City fuel sites have fuel tank monitoring devices to calculate the quantity of fuels in the underground tanks. Changes in technology and the age of these panels require their replacement.

6. North Parking Lots of City Hall Campus

Reconstruction/rehabilitation of the parking lot between city hall and the Police Stations, as well as the section immediately north of these buildings.

7. South Parking Lot of City Hall Campus

Reconstruction/rehabilitation of the south parking lot between City Hall and the Fire Station.

8. Barrier Free (ADA) Improvements.

The City conducted a survey of architectural barriers in its buildings, facilities, and parks in the spring and summer of 2008. The survey identified physical barriers in City buildings, facilities, and parks built prior to 1992 based on Michigan Barrier Free Design standards. Recognizing that the City has limited funds and cannot immediately make all buildings, facilities, and parks fully accessible, the City has prioritized barriers based on a barrier's level of impact on a person's ability to access City facilities and/or programs

Financial Impact: Some of these public facility improvements/replacements are expected to provide energy savings cost reductions.

Non-financial Impact: Improved employee working conditions are expected to increase employee efficiency, effectiveness and morale.

Capital Improvement Fund

Sidewalks and Bike Paths

Providing safe pedestrian travel along major traffic corridors is a priority of the City Council, School Board, staff and residents. Developers have installed sidewalks as a requirement of development. In many cases, sidewalk gaps have resulted. Annually, pedestrian traffic generators and sidewalk gaps are identified in preparation of the Capital Improvements Plan. These areas continue to be a priority. In FY 21/22, sidewalks and bike path expenditures of \$963,000 will be as follows:

	SIDEWALKS AND BIKE PATHS	21/22 BUDGET	MAINTENANCE COSTS	OTHER OPERATING COSTS
1.	Sidewalk replacement along major roads including brick paver repair/replace	100,000	No Change	No Change
2.	Fourteen Mile, south side, Pear Ridge to Clubhouse	297,000	No Change	No Change
3.	Eleven Mile, south side, Lyncroft to Inkster Road	516,000	No Change	No Change
4.	Pedestrian Concrete Sidewalk Replacement at Varied Locations	50,000	No Change	No Change

Financial Impact: Providing sidewalks and bike paths does not have a significant impact on operating budgets.

Non-financial Impact: Sidewalks and bike paths add to the attractiveness of the City, appeal to families, and signal a resident-friendly community. They contribute positively to the community's environment and image. They provide safe pedestrian travel to schools, shopping centers, and recreational areas.

Equipment

In FY 21/22, equipment in the amount of \$4,706,000 will be purchased.

	EQUIPMENT	21/22 BUDGET	MAINT. COSTS	OTHER OPERATING COSTS
	Technology			
1.	Unified Technology & Communications	1,300,000	No Change	No Change
2.	ERP/Financial Software	1,000,000	No Change	No Change
3.	Security System CCTV Camera	200,000	No Change	No Change
	Fire Department			
4.	Purchase replacement Quint for Ladder #4	990,000	No Change	No Change
5.	Purchase one (1) utility vehicle to replace fleet vehicle	50,000	No Change	No Change
6.	Purchase two (2) power stretchers with power load units	118,000	No Change	No Change
	Public Service Department			
7.	Replace two (2) 10-Yard Live Bottom Truck	660,000	No Change	No Change
8.	Replace 3-yard Dump Truck	125,000	No Change	No Change
9.	Replacement of three (3) pickup trucks and plow	129,000	No Change	No Change
10.	Replacement of three (3) fleet vehicles	84,000	No Change	No Change
11.	Refurbish existing equipment	50,000	No Change	No Change

Capital Improvement Fund

1. Unified Technology & Communications

The City completed a Technology Master Plan that included the installation of a WAN/LAN in 1998. Various enterprise wide software applications have been installed including land file, geographical information systems, recreation registration, financial management, document imaging and the creation of a city website and employee intranet. During Fiscal Year 2021/2022 the following projects are proposed

- PC & Notebook replacements for various departments.
- Continued Implementation of Virtual Desktop functionality for various departments.
- Infrastructure and software enhancements to support various departmental initiatives.
- Updating audio visual & computer equipment in City Council Chambers.
- Replace current on-premises network storage system to meet current space, speed and security requirements.
- Continued upgrades to the network security infrastructure.

Unified communications (UC) are a framework for integrating various asynchronous and realtime communication tools, with the goal of enhancing business communication, collaboration and productivity. Unified communications do not represent a singular technology; rather, it describes an interconnected system of enterprise communication devices and applications that can be used in concert. In order to better address all of the City's needs appropriate systems will be planned & implemented as part of an integrated program. During Fiscal Year 2021/2022 the following projects are proposed

• Video Surveillance Equipment

The City of Farmington Hills faces the challenge of reassuring residents, visitors and employees that safety on City property is a priority. This is accomplished by preventing and minimizing potential threats. These include vandalism, burglary and all other forms of crime. Security in common areas like parks and City buildings has become of vital importance and video surveillance is a critical tool needed to secure City sites. When complete, will be designed to work in conjunction with other systems on a unified platform. In order to successfully implement this program capital investment of \$400,000 is requested for fiscal year 2021/22 and 250,000 per year is requested for, 2023/24, 2024/25 & 2025/26.

2. ERP/Financial Software

- A new Core ERP system (GL, Budgeting, PR, AP, HR, Purchasing, Capital Assets; \$700k up front, \$100k annual maintenance)
- A new Financial Reporting, Performance Management, and Transparency software like OpenGov, Questica, Socrata.... (\$100k annual lease)
- A new Time and Labor Management software for timekeeping (\$100k annual lease)
- A new Applicant Tracking software for recruiting, hiring, etc. (\$100k annual lease)

3. – 11. Police, Fire and Public Service Department Equipment

Due to the expense of major equipment purchases for the City, a continuous provision must be made annually for new equipment and to replace worn out and unserviceable equipment. Priority is given based on mileage, safety, body/interior condition, functionality, mechanical condition, and service record.

Financial Impact: Purchasing equipment does not have a significant impact on the operating budget.

Non-financial Impact: Having reliable equipment is essential to maintain roads and for the safety of our residents.

Capital Improvement Fund

PROJECT LIST

	PROPOSED BUDGET FY 2021/22
<u>DRAINS</u>	
Storm Water NPDES Permit Program	105,000
Miscellaneous Storm Sewer Repair, Maintenance and Improvement Pro	270,000
City Owned Storm Water Basin Mainenance	25,000
Quaker Valley Road Culvert Replacement	1,102,000
Rockridge Lane Storm Sewer	797,000
Heritage Hills and Wedgewood Commons Storm Sewer	225,000
TOTAL DRAINAGE	2,524,000
<u>PUBLIC FACILITIES</u>	
City Wide Facilities Improvements:	
• Pedestrian Concrete Sidewalk Replacement at Varied Locations	50,000
• Security System CCTV Camera Replacement and New Installation at	200,000
• Interior Lighting Fixture Replacement at Varied Locations	300,000
• Fire Alarm System Replacement at Varied Locations	250,000
• HVAC Replacement/Upgrades at Varied Locations	200,000
Barrier Free (ADA) Improvements	25,000
Fire Station Improvements	50,000
Police Access Control Study	100,000
Live Scan Finger Print Stations	37,000
City Fuel System Panel Upgrade	25,000
North Parking Lots of City Hall Campus	195,000
South Parking Lot of City Hall Campus	201,000
TOTAL PUBLIC FACILITIES	1,633,000
<u>SIDEWALK PROGRAM</u>	
Sidewalk replacement along major roads including brick paver repair/rej	100,000
Fourteen Mile, south side, Pear Ridge to Clubhouse	297,000
Eleven Mile, south side, Lyncroft to Inkster Road	516,000
TOTAL SIDEWALK PROGRAM	913,000
<u>EQUIPMENT</u>	
Technology	
Unified Technology & Communications	1,300,000
ERP/Financial Software	1,000,000
Total Technology	2,300,000
Fire Equipment:	
Purchase replacement Quint for Ladder #4	990,000
Purchase one (1) utility vehicle to replace fleet vehicle	50,000
Purchase two (2) power stretchers with power load units	118,000
Total Fire Equipment	1,158,000
D.P.W. Equipment:	
Two 10-Yard Live Bottom Truck – Replacement	660,000
Refurbish existing Equipment	50,000
3-yard Dump Truck – Replacement	125,000
3-Fleet and Pool Vehicles – Replacement	84,000
1-Pickup Truck and Plow - Road Maintenance	43,000
1-Pickup Truck and Plow – DPW Maintenance	43,000
1-Pickup Truck and Plow – Engineering Division	43,000
Total DPW Equipment	1,048,000
TOTAL EQUIPMENT	4,506,000
TOTAL Capital Improvement Fund	9,576,000

Capital Improvement Fund

DRAINAGE

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures shown in thousands of dollars						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Storm Water NPDES Permit Program	630,000	630,000	NC	100% City	105 CF	105 CF	105 CF	105 CF	105 CF	105 CF	
2	Miscellaneous Storm Sewer Repair, Maintenance and Improvement Program	1,620,000	1,620,000	NC	100% City	270 CF	270 CF	270 CF	270 CF	270 CF	270 CF	
3	City Owned Storm Water Basin Mainenance	150,000	150,000	NC	100% City	25 CF	25 CF	25 CF	25 CF	25 CF	25 CF	
4	Quaker Valley Road Culvert Replacement	1,102,000	1,102,000	NC	100% City	1,102 CF						
5	Rockridge Lane Storm Sewer	797,000	797,000	NC	100% City	797 CF						
6	Heritage Hills and Wedgewood Commons Storm Sewer	900,000	900,000	NC	100% City	225 CF	225 CF	225 CF	225 CF			
7	Whitlock Street Storm Sewer	383,000	383,000	NC	100% City		383 CF					
8	Woodcreek Hills Subdivision Drainage	3,503,000	3,503,000	NC	100% City		1,752 CF	1,751 CF				
9	Farmington Freeway Industrial Park Storm Sewer	369,000	369,000	NC	100% City		123 CF	123 CF	123 CF			
10	Hanwich Dr. Drainage Improvement	113,000	113,000	NC	100% City			113 CF				
11	Caddell Drain, Nine Mile at Drake	3,500,000	2,100,000	NC	60% City 40% O				2,100 CF			
12	Caddell Drain Improvements - Phase II	1,079,000	648,000	NC	60% City 40% O					648 CF		
13	Hearthstone Road Culvert Rehab/Replacement	1,020,000	1,020,000	NC	100% City						1,020 CF	
14	Biddestone Lane Culvert	1,500,000	1,500,000	NC	100% City						1,500 CF	
15	Robinson and Parker Culvert Rehab south of Colfax	717,000	717,000	NC	100% City							717 CF
16	Folsom Road Box Culvert Rehab East of Randall	2,026,000	2,026,000	NC	100% City							2,026 CF
17	Raleigh Road side yard Drainage	510,000	510,000	NC	100% City							510 CF
18	Minnow Pond Drain, Miron north of Thirteen Mile Road	269,000	259,000	NC	96% City 4% O							259 CF
19	Windwood Pointe Subdivision Drainage	297,000	149,000	NC	50% City 50% O							149 CF
20	Vacri Lane Rear Yard Drainage Improvements	83,000	83,000	5,000 AC	100% City							83 CF
21	Tuck Road Bridge Rehab south of Folsom	2,500,000	2,500,000	NC	100% City							2,500 CF
SUB-TOTAL:		\$23,068,000	\$21,079,000	\$5,000		2,524	2,883	2,612	2,848	1,048	2,920	6,244

S: State
 NC: No Change
 O: Other
 CF: Capital Fund
 AC: Annual Cost

*This chart shows the identified public structures and improvements in the general order of their priority.

Capital Improvement Fund

PUBLIC FACILITIES

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures shown are in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	City Wide Facilities Improvements	6,000,000	6,000,000	NC	100% City	1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	
2	Barrier Free (ADA) Improvements	150,000	150,000	NC	100% City	25 CF	25 CF	25 CF	25 CF	25 CF	25 CF	
3	Fire Station Improvements	450,000	450,000	NC	100% City	200 CF	50 CF	50 CF	50 CF	50 CF	50 CF	
4	The Hawk Public Safety Traingin Center	150,000	150,000	NC	100% City	150 CF						
5	Police Access Control	150,000	150,000	NC	100% City	150 CF						
6	Mobile Command Post Vehicle	275,000	275,000	NC	100% City	275 CF						
7	Police Department Building Maintenance	50,000	50,000	NC	100% City	50 CF						
8	Live Scan Finger Print Stations	37,000	37,000	NC	100% City	37 CF						
9	Police Department Womans Locker Room	50,000	50,000	NC	100% City	50 CF						
10	DPW Garage Interior Paint & Seal	170,000	170,000	NC	100% City	170 CF						
11	City Fuel System Panel Upgrade	25,000	25,000	NC	100% City	25 CF						
12	North Parking Lots of City Hall Campus	195,000	195,000	NC	100% City	195 CF						
13	South Parking Lot of City Hall Campus	201,000	201,000	NC	100% City	201 CF						
14	City Hall/Police Department Underground Fuel Tank Replacement	325,000	325,000	NC	100% City		325 CF					
15	West Parking Lot of City Hall Campus	361,000	361,000	NC	100% City		361 CF					
16	Courthouse Parking Lot	366,000	366,000	NC	100% City			366 CF				
TOTAL:		\$8,955,000	\$8,955,000	NC		2,528	1,761	1,441	1,075	1,075	1,075	0

CF: Capital Fund
NC: No Change

* This chart shows the identified public structures and improvements in the general order of their priority.

TECHNOLOGY AND COMMUNICATIONS

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures shown are in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	City-Wide Technology	2,950,000	2,950,000	60,000 AC	100% City	850 CF	350 CF	350 CF	350 CF	350 CF	350 CF	350 CF
2	Unified Communications	1,900,000	1,900,000	40,000 AC	100% City	400 CF	250 CF	250 CF	250 CF	250 CF	250 CF	250 CF
3	Police and Fire Departments Complete Radio System Replacement	250,000	250,000	NC	100% City	250 CF						
4	ERP/Financial Software	2,800,000	2,800,000	175,000 AC	100% City	1,000 CF	300 CF	300 CF	300 CF	300 CF	300 CF	300 CF
TOTAL:		\$7,900,000	\$7,900,000	\$275,000		2,500	900	900	900	900	900	900

CF: Capital Fund
AC: Annual Cost
NC: No Change

* This chart shows the identified public structures and improvements in the general order of their priority.

Capital Improvement Fund

SIDEWALKS

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures are shown in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Sidewalk replacement along major roads including brick paver repair/replace	600,000	600,000	NC	100% City	100 CF	100 CF	100 CF	100 CF	100 CF	100 CF	
2	Non-motorized Master Plan	125,000	125,000	NC	100% City	125 CF						
3	Fourteen Mile, south side, Pear Ridge to Clubhouse	297,000	297,000	NC	100% City	297 CF						
4	Eleven Mile, south side, Lyncroft to Inkster Road	516,000	516,000	NC	100% City	516 CF						
5	Nine Mile, south side, across 38505 frontage	97,000	97,000	NC	100% City		97 CF					
6	Scottsdale north, to south of Fourteen Mile Road	47,000	47,000	NC	100% City		47 CF					
7	Inkster Road from Eleven Mile to -Hystone Dr.	130,000	130,000	NC	100% City		130 CF					
8	Inkster Road, west side, Hystone Dr. to the north end of the I-696 overpass (south property line of 27777 Inkster Road)	396,000	396,000	NC	100% City			396 CF				
9	Farmington Road, west side, Twelve Mile to Bayberry Street	268,000	268,000	NC	100% City			268 CF				
10	Ten Mile from 30265 to 30701 Ten Mile Road	212,000	212,000	NC	100% City				212 CF			
11	Ten Mile Road from S. Duncan to Creekside Dr.	70,000	70,000	NC	100% City					70 CF		
12	Eleven Mile Road, north side, Old Homestead to Drake Road	244,000	244,000	NC	100% City						244 CF	
13	Nine Mile, south side, Drake to Farmington	502,000	251,000	NC	50% City 50% CDBG							251 CF
14	Farmington, east side, Glenmuer to Fourteen Mile	320,000	320,000	NC	100% City							320 CF
15	Eleven Mile, north side, Old Homestead to Farmington Hills, Golf Club	174,000	174,000	NC	100% City							174 CF
16	Inkster Road, west side, Nine Mile to Eleven Mile Road	1,338,000	1,338,000	NC	100% City							1,338 CF
17	Inkster, west side, Twelve Mile to north property line of 27777 Inkster Road	422,000	422,000	NC	100% City							422 CF
18	Halsted Road, east side, Brookwood to Fourteen Mile Road	436,000	436,000	NC	100% City							436 CF
19	Halsted, west side, Nine Mile to Windwood, City ROW only	115,000	115,000	NC	100% City							115 CF
20	Thirteen Mile, south side, Drake to Bellcrest St.	216,000	216,000	NC	100% City							216 CF
21	Inkster Road, west side, Thirteen Mile to Old Colony Street (Valley Dr.)	437,000	437,000	NC	100% City							437 CF
22	Folsom, south side, Orchard Lake to Power	387,000	194,000	NC	50% City 50% CDBG							194 CF
23	Folsom, south side, Tuck to Orchard Lake Road	1,008,000	504,000	NC	50% City 50% CDBG							504 CF
24	Hills Tech Bike Path ** (Halsted Road)	974,000	974,000	NC	100% City							974 CF
25	Country Club, Haggerty to Twelve Mile	620,000	620,000	NC	100% City							620 CF
26	Halsted Road, Twelve Mile to Hills Tech Drive upgrade to Bike Path	330,000	330,000	NC	100% City							330 CF
27	Haggerty, east side, Hills Tech Drive to Twelve Mile Road**	590,000	590,000	NC	100% City							590 CF
28	Orchard Lake Road, east side,-Freedom to Grand River	498,000	0	NC	100% CDBG							0
29	Ten Mile, south side, Stoney Creek to Inkster	379,000	190,000	NC	50% City 50% CDBG							190 CF
SUB-TOTAL:		\$11,748,000	\$10,113,000	NC		1,038	374	764	312	170	344	7,111

CF: Capital Fund
AC: Annual Costs
NC: No Change
CDBG: Community Development Block Grant

* This chart shows the identified public structures and improvements in the general order of their priority.

Capital Improvement Fund

DPW EQUIPMENT

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures shown are in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	2021/2022 DPW Equipment	835,000	835,000	NC	100% City	835 CF						
2	2022/2023 DPW Equipment	822,000	822,000	NC	100% City		822 CF					
3	2023/2024 DPW Equipment	920,000	920,000	NC	100% City			920 CF				
4	2024/2025 DPW Equipment	903,000	903,000	NC	100% City				903 CF			
5	2025/2026 DPW Equipment	947,000	947,000	NC	100% City					947 CF		
6	2026/2027 DPW Equipment	905,000	905,000	NC	100% City						905 CF	
TOTAL:		\$5,332,000	\$5,332,000	NC		835	822	920	903	947	905	0

CF: Capital Fund
NC: No Change

FIRE EQUIPMENT

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures shown are in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	2021/2022 Fire Equipment and Apparatus	1,335,000	1,335,000	NC	100% City	1,335 CF						
2	2022/2023 Fire Equipment and Apparatus	1,020,000	1,020,000	NC	100% City		1,020 CF					
3	2023/2024 Fire Equipment and Apparatus	1,045,000	1,045,000	NC	100% City			1,045 CF				
4	2024/2025 Fire Equipment and Apparatus	1,085,000	1,085,000	NC	100% City				1,085 CF			
5	2025/2026 Fire Equipment and Apparatus	750,000	750,000	NC	100% City					750 CF		
TOTAL:		\$5,235,000	\$5,235,000	NC		1,335	1,020	1,045	1,085	750	0	0

NC: No Change
CF: Capital Fund

PARKS & RECREATION

Ref. No.	PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures shown are in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Harrison High School Acquisition and Repurposing	7,000,000	7,000,000	315,000 AC	100% City	1,175 CF						5,825 CF
2	2021/2022 Vehicles, Equipment and Infrastructure	591,000	591,000	NC	100% City	591 CF						
3	2022/2023 Vehicles, Equipment and Infrastructure	620,000	620,000	NC	100% City		620 CF					
4	2023/2024 Vehicles, Equipment and Infrastructure	268,000	268,000	NC	100% City			268 CF				
5	2024/2025 Vehicles, Equipment and Infrastructure	353,000	353,000	NC	100% City				353 CF			
6	2025/2026 Vehicles, Equipment and Infrastructure	188,000	188,000	NC	100% City					188 CF		
7	Acquisition of Park Land	1,500,000	1,500,000	NC	100% City							1,500 CF
8	Costick Center	8,000,000	8,000,000	155,000	100% City							8,000 CF
TOTAL:		\$18,520,000	\$18,520,000	\$470,000		1,766	620	268	353	188		15,325

NC: No Change
CF: Capital Fund
AC: Annual Cost

* These charts shows the identified public structures and improvements in the general order of their priority.

COMMUNITY CENTER RENOVATIONS FUND

Overview

This Capital Projects Fund was established in 2018 and is used to account for the renovation of Harrison High School for use as a Community Center.

Revenue Assumptions

This Fund has received revenue from proceeds of the sale of bonds in FY 19/20. Operating Millage appropriated to this Fund from within the City Charter millage is the primary source of revenue for FY 21/22. The property tax appropriation will be \$1,000,000.

Expenditures

In FY 21/22, expenditures are planned for the on going capital needs for the repurposing of Harrison High School into a Community Center.

Fund Balance

The fund balance is projected to be \$36,593 at June 30, 2022.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- The \$2,784,171 increase is a result of higher construction & professional fees in FY 20/21 compared to the original budget.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- The \$16,461,399 decrease is a result of construction and professional fees to be incurred in FY 20/21 as construction is expected to be completed in June of 2021.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Total Community Center Renovations Fund	\$743,701	\$9,631,982	\$14,927,528	\$17,711,699	\$1,250,300	\$1,175,300	\$1,175,300

Community Center Renovations Fund

Community Center Renovations Fund

FUND NUMBER: 406

Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1	50,200	116,947	15,953,360	15,953,360	256,893	36,593	41,293
REVENUES							
Donations	0	0	0	105,110	0	0	0
Interest Income	10,448	347,173	30,000	30,000	30,000	30,000	30,000
Total Revenues	10,448	347,173	30,000	135,110	30,000	30,000	30,000
OTHER FINANCING SOURCES							
Proceeds from Sale of Bonds	0	25,121,222	0	0	0	0	0
Transfer from Brownfield Redevelopment	0	0	0	1,561,906	0	0	0
Transfer from Parks Millage Fund	0	0	0	318,216	0	0	0
Transfer from General Fund	800,000	0	0	0	1,000,000	1,150,000	1,150,000
Total Other Financing Sources	800,000	25,121,222	0	1,880,122	1,000,000	1,150,000	1,150,000
TOTAL REVENUES AND OTHER FINANCING SOURCES	810,448	25,468,395	30,000	2,015,232	1,030,000	1,180,000	1,180,000
EXPENDITURES							
Construction & Professional Fees	743,701	9,516,186	13,827,528	16,728,212	0	0	0
Furniture, Fixtures & Equipment	0	0	1,100,000	0	0	0	0
Fitness Room Equipment	0	0	0	250,652	0	0	0
Café Equipment	0	0	0	55,469	0	0	0
Audio Visual Equipment & Security Cam	0	0	0	150,153	0	0	0
VFA Facilities Assessment	0	0	0	45,838	0	0	0
Lighting	0	0	0	6,833	0	0	0
Building Improvements	0	0	0	50,955	0	1,175,000	1,175,000
Theatre Equipment	0	0	0	423,326	0	0	0
Turf Fields	0	0	0	0	1,100,000	0	0
3rd Floor Improvements	0	0	0	0	150,000	0	0
Bond Issuance Costs	0	115,796	0	0	0	0	0
Audit Fees	0	0	0	260	300	300	300
TOTAL EXPENDITURES	743,701	9,631,982	14,927,528	17,711,699	1,250,300	1,175,300	1,175,300
Revenues and Other Financing Sources							
Over/(Under) Expenditures	66,747	15,836,413	(14,897,528)	(15,696,467)	(220,300)	4,700	4,700
FUND BALANCE AT JUNE 30	116,947	15,953,360	1,055,832	256,893	36,593	41,293	45,993

COMPONENT UNITS

Component Units are legally separate entities for which the City is financially accountable. The Brownfield Redevelopment Authority Fund and Corridor Improvement Authority Fund are included in this group and are included in the City's government-wide financial statements.

	Corridor Improvement Authority Fund #242	Brownfield Redevelopment Authority Fund #243	Total Component Units
FUND BALANCE AT JULY 1, 2021	\$308,464	\$977,730	\$1,286,194
REVENUES			
Property Taxes	130,491	366,341	496,833
Intergovernmental	0	0	0
Interest Income	306	16,640	16,946
Total Revenues	130,797	382,981	513,778
EXPENDITURES			
Audit Fees	100	0	100
Marketing	0	0	0
Business Improvement Grant	0	0	0
Miscellaneous/Others	0	400	400
Consultants	0	0	0
Total Expenditures	100	400	500
Revenues over/(under) Expenditures	130,697	382,581	513,278
OTHER FINANCING SOURCES AND USES			
Transfer to General Fund	0	(9,000)	(9,000)
Total Transfers Out	0	(9,000)	(9,000)
Total Other Financing Sources and Uses	0	(9,000)	(9,000)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	130,697	373,581	504,278
FUND BALANCE AT JUNE 30, 2022	\$439,161	\$1,351,311	\$1,790,472

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

The Brownfield Redevelopment Authority Fund is a Component Unit of the City created to facilitate the implementation of plans for the identification, treatment and revitalization of environmentally distressed areas within the City designated as Brownfield Redevelopment Zones.

Revenue

Revenue is currently derived primarily from tax increments captured from incremental cumulative increases in taxable value applied to the operating millage rates of the various taxing units, exclusive of the Farmington Schools, State Education Tax, Zoo Authority and Art Institute; as shown below:

BROWNFIELD REDEVELOPMENT AUTHORITY TAX INCREMENT REVENUE

	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Captured Taxable Value	11,792,710	12,157,820	12,703,800	14,495,830
Property Taxes By Taxing Unit:				
City of Farmington Hills	167,346	202,845	206,734	235,629
Oakland County/HCMA	52,923	54,499	58,188	65,846
Oakland ISD	38,695	39,560	41,008	46,404
Oakland Community College	18,197	18,605	19,289	21,828
Farmington District Library	18,299	18,715	19,321	21,837
Oakland County PTA	11,793	12,069	12,515	14,161
Total	307,253	346,292	357,056	405,705
Millages				
City of Farmington Hills	14.1906	16.6843	16.2734	16.2549
Oakland County Operating/Parks/HCM	4.4878	4.4826	4.5804	4.5424
Oakland ISD	3.2813	3.2539	3.2280	3.2012
Oakland Community College	1.5431	1.5303	1.5184	1.5058
Farmington District Library	1.5517	1.5393	1.5209	1.5065
Oakland County PTA	1.0000	0.9927	0.9851	0.9769
Total	26.0545	28.4831	28.1062	27.9877

Brownfield Redevelopment Authority

Expenditures

Expenditures primarily reflect funds allocated for planned projects, assessments and administrative/operating expenditures.

Fund Balance

Fund balance is projected to be \$1,351,311 at June 30, 2022. Brownfield funds are to be expended during the life of the Brownfield Plan.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$1,336,916 or 515.59% increase from the current budget. The increase results primarily from higher than originally budgeted capital outlay expenditures for The Hawk Community Center.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$1,586,816 or 99.41% decrease from the FY 20/21 year-end projection, and \$249,900 or 96.37% decrease from the FY 20/21 budget.
- The budget-to-budget decrease results primarily from anticipated lower contracted services.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Brownfield Redevelopment Authority Fund	\$12,000	\$127,251	\$259,300	\$1,596,216	\$9,400	\$9,400	\$9,400

Brownfield Redevelopment Authority

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

FUND NUMBER: 243

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1		1,571,441	1,918,433	2,199,177	2,199,177	977,730	1,351,311	1,733,284
REVENUES								
403-001	Property Taxes	311,838	352,471	324,528	358,455	366,341	374,401	382,638
505-001	Federal Grant	2,000	4,000	0	0	0	0	0
664-005	Interest Income	32,282	42,533	15,000	16,313	16,640	16,972	17,312
668-001	Unrealized Gain/(loss)	12,871	8,991	0	0	0	0	0
TOTAL REVENUES		358,992	407,995	339,528	374,769	382,981	391,373	399,950
EXPENDITURES								
996-001	Miscellaneous	1,000	6,880	300	310	400	400	400
	Building Demolition	0	0	0	0	0	0	0
440-008	Assessments	2,000	4,000	0	0	0	0	0
	Other Contracted Services	0	107,371	250,000	25,000	0	0	0
(970)	Capital Outlay	0	0	0	0	0	0	0
TOTAL EXPENDITURES		3,000	118,251	250,300	25,310	400	400	400
OTHER FINANCING USES								
	Transfer to General Fund	9,000	9,000	9,000	9,000	9,000	9,000	9,000
	Transfer to Community Center Renovations	0	0	0	1,561,906	0	0	0
TOTAL OTHER FINANCING USES		9,000	9,000	9,000	1,570,906	9,000	9,000	9,000
TOTAL EXPENDITURES AND OTHER FINANCING USES		12,000	127,251	259,300	1,596,216	9,400	9,400	9,400
Revenues Over/(Under) Expenditures		346,992	280,744	80,228	(1,221,447)	373,581	381,973	390,550
FUND BALANCE AT JUNE 30		1,918,433	2,199,177	2,279,405	977,730	1,351,311	1,733,284	2,123,834

CORRIDOR IMPROVEMENT AUTHORITY FUND

The Corridor Improvement Authority (CIA) Fund is a Component Unit of the City created to correct and prevent deterioration in business districts, encourage historic preservation, and promote economic growth. The Authority was created in collaboration with the City of Farmington in sharing a corridor to leverage investments by defraying some of the costs of redevelopment and sharing resources that can be invested in improvements. The Authority, among other things, can secure funding for improvement projects; acquire, improve and operate real property; and develop plans to protect the properties from deterioration and promote economic growth in the development area. These initiatives can serve to improve the aesthetics of the corridor by installing new landscaping, improving building façades and implementing design guidelines. The authority can also work to improve the function of the corridor by marketing and supporting corridor businesses, improving transportation systems, and improving wayfinding.

GOALS

The number in parenthesis shows the link between the departmental goal and the City goals.

- Implement the priorities identified in the Grand River Corridor Vision Plan and the Development/Tax Increment Finance Plan. (3, 5, 6, 10, 12, 13)
- Work cooperatively with the Michigan Department of Transportation to study road design alternatives that facilitate the Vision Plan. (3, 5, 6, 10, 12, 13)
- Develop a strategy to re-engage the Rouge River Corridor. (5, 6, 10)
- Actively promote Corridor revitalization efforts and projects. (4)

Revenue

On November 24, 2014 the City Council approved the CIA's Development and Tax Increment Financing Plan, setting tax year 2014 as the base year. Beginning in FY 2015/16 (tax year 2015), tax increments were eligible to be captured from incremental cumulative increases in taxable value from the base year, applied to the operating millage rates of the participating taxing units.

Tax increment revenue is projected to be \$130,389 in FY 2021/22, which will be generated from the City of Farmington Hills, Oakland County, the Oakland County Public Transportation Authority and Schoolcraft Community College.

Expenditures

Expenditures include supplies, legal notices, professional service fees and funds set aside for potential projects that are in the planning phase.

Corridor Improvement Authority

Fund Balance

Fund balance is projected to be \$439,261 at June 30, 2022. The \$130,697 increase in fund balance is primarily the result of unplanned projects and expenditures to date for FY 21/22.

FY 20/21 YEAR-END PROJECTION vs. FY 20/21 CURRENT BUDGET

- \$44,870 or 99.68% decrease from the current budget.
- The increase results from no anticipated planned project costs.

FY 21/22 PROPOSED BUDGET vs. FY 20/21 YEAR-END PROJECTION

- \$45 or 31.03% decrease from the FY 20/21 year-end estimate, and \$44,915 or 99.78% decrease from the FY 20/21 budget.
- The budget-to-budget decrease results from no anticipated planned project costs.

	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
Corridor Improvement Fund	\$3,500	\$100	\$45,015	\$145	\$100	\$100	\$100

Corridor Improvement Authority

CORRIDOR IMPROVEMENT AUTHORITY FUND

FUND NUMBER: 242

Acct. No.	Category and Line Item	2018/19 Actual	2019/20 Actual	2020/21 Budgeted	2020/21 Estimated	2021/22 Adopted	2022/23 Projected	2023/24 Projected
FUND BALANCE AT JULY 1		110,118	122,348	180,627	180,627	308,464	439,161	572,735
REVENUES								
403-001	Property Taxes	12,343	55,384	127,583	127,583	130,389	133,258	136,190
403-020	Delinquent Personal Property	100	1,016	500	100	102	104	106
664-005	Interest Income	3,288	1,979	1,000	300	306	312	318
TOTAL REVENUES		15,730	58,379	129,083	127,982	130,797	133,674	136,614
EXPENDITURES								
801-004	Consultants	0	0	0	0	0	0	0
801-021	Audit Fees	500	10	15	45	100	100	100
801-033	Marketing	0	0	10,000	0	0	0	0
801-034	Business Improvement Grant	0	0	30,000	0	0	0	0
996-003	Miscellaneous	3,000	90	5,000	100	0	0	0
TOTAL EXPENDITURES		3,500	100	45,015	145	100	100	100
Revenues Over/(Under) Expenditures		12,230	58,279	33,050	127,837	130,697	133,574	136,514
FUND BALANCE AT JUNE 30		122,348	180,627	213,677	308,464	439,161	572,735	709,249

BUDGET RESOLUTION

WHEREAS, the appropriate City Officers have submitted to the City Manager an itemized estimate of expenditures for FY 2020/21 for the respective departments and/or activities under his/her direction; and,

WHEREAS, the City Manager has prepared a complete itemized budget proposal for FY 2021/22 including the General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds and the Component Units, and has submitted the same to the City Council pursuant to Article VI of the City Charter; and,

WHEREAS, a Public Hearing was held on the combined budgets for FY 2021/22 on June 14, 2021 and the property tax millage rate to be levied to support the FY 2021/22 budget; and,

WHEREAS, an appropriate public notice was published on May 27, 2021, notifying citizens of the Public Hearing on the proposed FY 2021/22 Budget and the proposed property tax levy to support these budgets and the City Council's intention to adopt the budgets and establish the property tax rates on June 14, 2021 after the Public Hearing; and,

WHEREAS, all necessary proceedings have been taken by the City of Farmington Hills, Oakland County, Michigan, for the adoption of its Budget for the FY 2021/22;

THEREFORE, be it resolved by the City Council as follows:

- 1) That the City Council for the City of Farmington Hills hereby adopts the General Fund Budget for FY 2021/22 in the aggregate amount of \$70,350,229 for expenditures and transfers-out funded by \$64,392,261 in revenues and transfers-in.
- 2) That the City Council for the City of Farmington Hills hereby appropriates the sum of \$70,350,229 in expenditures and transfers-out for FY 2021/22 for General Fund purposes on a departmental and activity total basis as follows:

Boards & Commissions	\$2,980,288
General Government	\$11,458,853
Public Safety	\$23,824,432
Planning & Community Development	\$1,913,281
Public Services	\$8,472,403
Special Services	\$11,892,176
Operating Transfers Out	\$9,808,796
Total Expenditures + Transfers-out	<u>\$70,350,229</u>

- 3) That the City of Farmington Hills shall levy 5.4072 mills ad valorem tax on the Taxable Value of all Real and Personal Property subject to taxation in the City of Farmington Hills for the FY 2021/22 for general operating purposes.
- 4) That the City of Farmington Hills shall levy 0.6017 mills ad valorem tax on the Taxable Value of all Real and Personal Property subject to taxation in the City of Farmington Hills for the FY 2021/22 for general debt service requirements (all 0.6017

mills are from within the City Charter Limit) and to adopt the 2021/22 Debt Service Fund Budgets schedule as attached below.

- 5) That the City of Farmington Hills shall levy 2.0147 mills ad valorem tax on the Taxable Value of all Real and Personal Property subject to taxation in the City of Farmington Hills for the FY 2021/22 for Capital Improvements of which 0.4646 mills will be dedicated to Parks Development as approved by the electorate in August 2018 and to adopt the 2021/22 Capital Improvement Fund Budget and Parks & Recreation Capital Development Funds Budget as attached below.
- 6) That the City of Farmington Hills shall levy 3.0245 mills ad valorem (as approved by the electorate in November 2011 and November 2015) on the taxable value of all real and personal property subject to taxation in the City of Farmington Hills for the FY 2021/22 for the purposes of public safety.
- 7) That the City of Farmington Hills shall levy 0.7530 mills ad valorem tax on the Taxable Value of all Real and Personal Property subject to taxation in the City of Farmington Hills for the FY 2021/22 for refuse removal and disposal.
- 8) That the City of Farmington Hills shall levy 0.0134 mills ad valorem tax on the Taxable Value of all Real and Personal Property subject to taxation in the City of Farmington Hills for the FY 2021/22 for economic development and public information.
- 9) That the City of Farmington Hills shall levy 4.5775 mills ad valorem tax (as approved by the electorate in November 2014 and in November 2018) on the Taxable Value of all Real and Personal Property subject to taxation in the City of Farmington Hills for the FY 2021/22 for the City's local match to Major Road grant funded projects as well as preventative maintenance treatments on both Major and Local Roads.
- 10) That the City of Farmington Hills shall levy a total of 16.8566 mills ad valorem on the taxable value of all real and personal property subject to taxation in the City of Farmington Hills for FY 2021/22.
- 11) That the City of Farmington Hills estimates General Fund Revenues and transfers-in for the FY 2021/22 to total \$64,392,261, as follows:

Property Taxes	\$34,957,446
Business Licenses & Permits	\$25,242
Other Licenses & Permits	\$1,527,084
Grants	\$430,500
State Shared Revenues	\$8,917,832
Fees	\$6,366,760
Sales	\$308,319
Fines & Forfeitures	\$1,584,178
Interest Earnings	\$335,926
Recreation User Charges	\$5,810,416
Other Revenue	\$2,811,707
Operating Transfers In	\$1,316,850
Total Revenue + Transfers-in	<u>\$64,392,261</u>

- 12) That the City of Farmington Hills adopts the Special Revenue Funds Budgets for the FY 2021/22 as follows:

SPECIAL REVENUE FUNDS SUMMARY

	Total Infrastructure Funds	Total Recreation Funds	Public Safety Funds	C.D.B.G Fund #275	Total Special Revenue Funds
FUND BALANCE AT JULY 1, 2021	\$7,769,064	\$555,662	\$3,481,524	\$0	\$11,806,250
REVENUES					
Property Taxes	16,871,066	1,688,230	11,137,627	0	29,696,923
Intergovernmental	10,865,870	311,722	196,582	1,084,992	12,459,166
Interest Income	170,642	3,500	63,528	400	238,070
Miscellaneous	190	152,692	0	50,000	202,882
Total Revenues	27,907,768	2,156,144	11,397,738	1,135,392	42,597,041
EXPENDITURES					
Highways & Streets	25,813,760	0	0	0	25,813,760
Public Safety	0	0	11,776,014	0	11,776,014
Debt Service - Principal	745,000	0	0	0	745,000
Debt Service - Interest	166,000	0	0	0	166,000
Land Acquisition, Capital Improvements and Other	129,300	1,052,075	258,200	1,135,392	2,574,967
Total Expenditures	26,854,060	1,052,075	12,034,214	1,135,392	41,075,741
Revenues over/(under) Expenditures	1,053,708	1,104,069	(636,476)	0	1,521,301
OTHER FINANCING SOURCES AND USES					
Transfers In	19,326,248	68,861	0	0	19,395,109
Transfers Out	(19,326,248)	(1,307,850)	0	0	(20,634,098)
Total	0	(1,238,989)	0	0	(1,238,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	1,053,708	(134,920)	(636,476)	0	282,312
FUND BALANCE AT JUNE 30, 2022	\$8,822,772	\$420,742	\$2,845,047	\$0	\$12,088,561

SPECIAL REVENUE FUNDS INFRASTRUCTURE FUNDS SUMMARY

	Municipal Street Fund #201	Major Roads Fund #202	Local Roads Fund #203	Total Infrastructure Funds
FUND BALANCE AT JULY 1, 2021	\$353,882	\$6,250,706	\$1,164,476	\$7,769,064
REVENUES				
Property Taxes	16,871,066	0	0	16,871,066
Intergovernmental	434,540	7,535,278	2,896,052	10,865,870
Interest Income	20,642	75,000	75,000	170,642
Miscellaneous	0	190	0	190
Total Revenues	17,326,248	7,610,468	2,971,052	27,907,768
EXPENDITURES				
Highways & Streets	0	11,050,355	14,763,405	25,813,760
Debt Service - Principal	0	0	745,000	745,000
Debt Service - Interest	0	0	166,000	166,000
Other	0	91,700	37,600	129,300
Total Expenditures	0	11,142,055	15,712,005	26,854,060
Revenues over/(under) Expenditures	17,326,248	(3,531,587)	(12,740,953)	1,053,708
OTHER FINANCING SOURCES AND USES				
Transfers In	0	4,851,349	14,474,898	19,326,248
Transfers Out	(17,326,248)	(2,000,000)	0	(19,326,248)
	(17,326,248)	2,851,349	14,474,898	0
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(680,238)	1,733,946	1,053,708
FUND BALANCE AT JUNE 30, 2022	\$353,882	\$5,570,469	\$2,898,421	\$8,822,772

SPECIAL REVENUE FUNDS RECREATION FUNDS SUMMARY

	Nutrition Fund #281	Parks & Recreation Millage Fund #410	Total Recreation Funds
FUND BALANCE AT JULY 1, 2021	\$0	\$555,662	\$555,662
REVENUES			
Property Taxes	0	1,688,230	1,688,230
Intergovernmental	286,722	25,000	311,722
Interest Income	500	3,000	3,500
Miscellaneous	152,692	0	152,692
Total Revenues	439,914	1,716,230	2,156,144
EXPENDITURES			
Land Acquisition, Capital Improvements and Other	508,775	543,300	1,052,075
Total Expenditures	508,775	543,300	1,052,075
Revenues over/(under) Expenditures	(68,861)	1,172,930	1,104,069
OTHER FINANCING SOURCES AND USES			
Transfers In	68,861	0	68,861
Transfers Out	0	(1,307,850)	(1,307,850)
Total	68,861	(1,307,850)	(1,238,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(134,920)	(134,920)
FUND BALANCE AT JUNE 30, 2022	\$0	\$420,742	\$420,742

SPECIAL REVENUE FUNDS PUBLIC SAFETY FUNDS SUMMARY
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	Public Safety Fund #205	Federal Forfeiture Fund #213	State Forfeiture Fund #214	Total Public Safety Funds
FUND BALANCE AT JULY 1, 2021	2,339,089	\$901,348	\$241,087	\$3,481,524
REVENUES				
Property Taxes	11,137,627	0	0	11,137,627
Intergovernmental	196,582	0	0	196,582
Interest Income	62,528	0	1,000	63,528
Miscellaneous	0	0	0	0
Total Revenues	11,396,738	0	1,000	11,397,738
EXPENDITURES				
Public Safety	11,580,508	183,556	11,950	11,776,014
Land Acquisition, Capital Improvements and Other	8,000	250,200	0	258,200
Total Expenditures	11,588,508	433,756	11,950	12,034,214
Revenues over/(under) Expenditures	(191,770)	(433,756)	(10,950)	(636,476)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(191,770)	(433,756)	(10,950)	(636,476)
FUND BALANCE AT JUNE 30, 2022	\$2,147,318	\$467,592	\$230,137	\$2,845,047

- 13) That the City of Farmington Hills adopts the 2021/22 Debt Service Fund Budgets as follows:

DEBT SERVICE FUNDS SUMMARY

	General Debt Service Fund #301	Building Authority Debt Fund #662	Total Debt Service Funds
FUND BALANCE AT JULY 1, 2021	\$83,656	\$0	\$83,656
REVENUES			
Interest Income	200	0	200
Intergovernmental Revenues	50,000	0	50,000
Total Revenues	50,200	0	50,200
EXPENDITURES			
Bond Principal Payments	1,525,000	0	1,525,000
Interest and Fiscal Charges	714,936	0	714,936
Miscellaneous	2,500	0	2,500
Total Expenditures	2,242,436	0	2,242,436
Revenues over/(under) Expenditures	(2,192,236)	0	(2,192,236)
OTHER FINANCING SOURCES AND USES			
Transfers In			
-General Fund	2,239,935	0	2,239,935
Total Transfers In	2,239,935	0	2,239,935
Total Other Financing Sources and Uses	2,239,935	0	2,239,935
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	47,699	0	47,699
FUND BALANCE AT JUNE 30, 2022	\$131,355	\$0	\$131,355

- 14) That the City of Farmington Hills adopts the 2021/22 Capital Projects Funds Budgets as follows:

CAPITAL PROJECTS FUNDS SUMMARY

	Capital Improvement Fund #404	Community Center Renovations Fund #406	Total Capital Project Funds
FUND BALANCE AT JULY 1, 2021	\$3,240,261	\$256,893	\$3,497,154
REVENUES			
Interest Income	30,000	30,000	60,000
Total Revenues	30,000	30,000	60,000
EXPENDITURES			
Public Facilities	1,383,000	1,250,000	2,633,000
Drainage	2,524,000	0	2,524,000
Sidewalks	963,000	0	963,000
Equipment	4,706,000	0	4,706,000
Administration & Miscellaneous	500	300	800
Total Expenditures	9,576,500	1,250,300	10,826,800
Revenues over/(under)			
Expenditures	(9,546,500)	(1,220,300)	(10,766,800)
OTHER FINANCING SOURCES AND USES			
Transfer from General Fund	6,500,000	1,000,000	7,500,000
Total Other Financing Sources and Uses	6,500,000	1,000,000	7,500,000
Revenues and Other			
Financing Sources Over/(Under)			
Expenditures and Other Uses	(3,046,500)	(220,300)	(3,266,800)
FUND BALANCE AT JUNE 30, 2022	\$193,761	\$36,593	\$230,354

- 15) That the City of Farmington Hills adopts the 2021/22 Component Unit Funds Budgets as follows:

COMPONENT UNIT FUNDS SUMMARY

	Corridor Improvement Authority Fund #242	Brownfield Redevelopment Authority Fund #243	Total Component Units
FUND BALANCE AT JULY 1, 2021	\$308,464	\$977,730	\$1,286,194
REVENUES			
Property Taxes	130,491	366,341	496,833
Intergovernmental	0	0	0
Interest Income	306	16,640	16,946
Total Revenues	130,797	382,981	513,778
EXPENDITURES			
Audit Fees	100	0	100
Marketing	0	0	0
Business Improvement Grant	0	0	0
Miscellaneous/Others	0	400	400
Consultants	0	0	0
Total Expenditures	100	400	500
Revenues over/(under) Expenditures	130,697	382,581	513,278
OTHER FINANCING SOURCES AND USES			
Transfer to General Fund	0	(9,000)	(9,000)
Total Transfers Out	0	(9,000)	(9,000)
Total Other Financing Sources and Uses	0	(9,000)	(9,000)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	130,697	373,581	504,278
FUND BALANCE AT JUNE 30, 2022	\$439,161	\$1,351,311	\$1,790,472

- 16) That the City Council hereby authorizes the City Manager to make budgetary transfers within the appropriation centers established through the budget and that all transfers between appropriation centers may be made only by further action by the City Council, pursuant to the provisions of the Michigan Uniform Accounting and Budgeting Act.
- 17) That the FY 2021/22 Budgets of the General Fund, Special Revenue Funds and Capital Projects Funds shall be automatically amended on July 1, 2021 to re-appropriate fund balances for certain outstanding encumbrances and/or available capital project budget balances at June 30, 2021, as authorized by the City Manager.
- 18) That the City Council hereby authorizes the City Manager to assign General Fund – fund balance for future City budget amendment appropriations, which may be made only by further action by the City Council, pursuant to the provisions of the Michigan Uniform Accounting and Budgeting Act.
- 19) That the FY 2020/21 departmental and activity budget amounts for the General Fund be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2021/22, as may be updated by the Finance Director:

Revenues	
Property Taxes	\$34,086,043
Business Licenses & Permits	\$24,747
Other Licenses & Permits	\$1,836,089
Grants	\$5,620,500
State Shared Revenues	\$8,742,973
Fees	\$6,980,141
Sales	\$302,274
Fines & Forfeitures	\$1,553,115
Interest Earnings	\$332,600
Recreation User Charges	\$3,298,344
Other Revenue	\$2,756,576
Operating Transfers In	\$1,316,850
Total Revenue + Transfers-in	\$66,850,252

Expenditures	
Boards & Commissions	\$2,682,394
General Government	\$11,125,553
Public Safety	\$21,992,495
Planning & Community Development	\$1,852,956
Public Services	\$7,904,541
Special Services	\$8,039,703
Operating Transfers Out	\$9,268,861
Total Expenditures + Transfers-out	\$62,866,504

20) That the FY 2020/21 Special Revenue Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2021/22, as may be updated by the Finance Director:

SPECIAL REVENUE FUNDS

	Total Infrastructure Funds	Total Recreation Funds	Public Safety Funds	C.D.B.G Fund #275	Total Special Revenue Funds
FUND BALANCE AT JULY 1, 2020	\$8,566,856	\$1,000,731	\$3,522,037	\$0	\$13,089,624
REVENUES					
Property Taxes	16,507,895	1,651,870	10,897,875	0	29,057,640
Intergovernmental	10,534,812	309,730	299,692	705,783	11,850,017
Interest Income	170,237	2,276	62,302	300	235,115
Miscellaneous	190	162,552	18,471	125,000	306,213
Total Revenues	27,213,135	2,126,428	11,278,341	831,083	41,448,986
EXPENDITURES					
Highways & Streets	26,896,081	0	0	0	26,896,081
Public Safety	0	0	10,864,807	0	10,864,807
Debt Service - Principal	740,000	0	0	0	740,000
Debt Service - Interest	187,000	0	0	0	187,000
Land Acquisition, Capital Improvements and Other	110,120	1,220,508	454,047	831,083	2,615,758
Total Expenditures	27,933,201	1,220,508	11,318,854	831,083	41,303,646
Revenues over/(under) Expenditures	(720,067)	905,920	(40,513)	0	145,339
OTHER FINANCING SOURCES AND USES					
Transfers In	16,690,357	68,861	0	0	16,759,218
Transfers Out	(16,768,082)	(1,419,850)	0	0	(18,187,932)
Total	(77,725)	(1,350,989)	0	0	(1,428,714)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(797,792)	(445,069)	(40,513)	0	(1,283,375)
FUND BALANCE AT JUNE 30, 2021	\$7,769,064	\$555,662	\$3,481,524	\$0	\$11,806,250

SPECIAL REVENUE FUNDS INFRASTRUCTURE FUNDS SUMMARY

	Municipal Street Fund #201	Major Roads Fund #202	Local Roads Fund #203	Total Infrastructure Funds
FUND BALANCE AT JULY 1, 2020	\$90,088	\$3,003,878	\$5,472,890	\$8,566,856
REVENUES				
Property Taxes	16,507,895	0	0	16,507,895
Intergovernmental	426,019	7,291,248	2,817,545	10,534,812
Interest Income	20,237	75,000	75,000	170,237
Miscellaneous	0	190	0	190
Total Revenues	16,954,152	7,366,438	2,892,545	27,213,135
EXPENDITURES				
Highways & Streets	0	8,710,290	18,185,792	26,896,081
Debt Service - Principal	0	0	740,000	740,000
Debt Service - Interest	0	0	187,000	187,000
Other	0	82,620	27,500	110,120
Total Expenditures	0	8,792,910	19,140,292	27,933,201
Revenues over/(under) Expenditures	16,954,152	(1,426,472)	(16,247,747)	(720,067)
OTHER FINANCING SOURCES AND USES				
Transfers In	0	4,673,300	12,017,057	16,690,357
Transfers Out	(16,690,357)	0	(77,725)	(16,768,082)
	(16,690,357)	4,673,300	11,939,332	(77,725)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	263,795	3,246,828	(4,308,415)	(797,792)
FUND BALANCE AT JUNE 30, 2021	\$353,882	\$6,250,706	\$1,164,476	\$7,769,064

SPECIAL REVENUE FUNDS RECREATION FUNDS SUMMARY

	Nutrition Fund #281	Parks & Recreation Millage Fund #410	Total Recreation Funds
FUND BALANCE AT JULY 1, 2020	\$0	\$1,000,731	\$1,000,731
REVENUES			
Property Taxes	0	1,651,870	1,651,870
Intergovernmental	287,371	22,359	309,730
Interest Income	500	1,776	2,276
Miscellaneous	152,692	9,860	162,552
Total Revenues	440,563	1,685,865	2,126,428
EXPENDITURES			
Land Acquisition, Capital Improvements and Other	509,424	711,084	1,220,508
Total Expenditures	509,424	711,084	1,220,508
Revenues over/(under) Expenditures	(68,861)	974,781	905,920
OTHER FINANCING SOURCES AND USES			
Transfers In	68,861	0	68,861
Transfers Out	0	(1,419,850)	(1,419,850)
Total	68,861	(1,419,850)	(1,350,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(445,069)	(445,069)
FUND BALANCE AT JUNE 30, 2021	\$0	\$555,662	\$555,662

SPECIAL REVENUE FUNDS PUBLIC SAFETY FUNDS SUMMARY
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	Public Safety Fund #205	Federal Forfeiture Fund #213	State Forfeiture Fund #214	Total Public Safety Funds
FUND BALANCE AT JULY 1, 2020	2,497,389	\$817,375	\$207,273	\$3,522,037
REVENUES				
Property Taxes	10,897,875	0	0	10,897,875
Intergovernmental	192,728	72,000	34,964	299,692
Interest Income	61,302	0	1,000	62,302
Miscellaneous	0	18,471	0	18,471
Total Revenues	11,151,905	90,471	35,964	11,278,341
EXPENDITURES				
Public Safety	10,856,657	6,000	2,150	10,864,807
Land Acquisition, Capital Improvements and Other	453,549	498	0	454,047
Total Expenditures	11,310,206	6,498	2,150	11,318,854
Revenues over/(under) Expenditures	(158,301)	83,973	33,814	(40,513)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(158,301)	83,973	33,814	(40,513)
FUND BALANCE AT JUNE 30, 2021	\$2,339,089	\$901,348	\$241,087	\$3,481,524

- 21) That the FY 2020/21 Debt Service Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2021/22, as may be updated by the Finance Director:

DEBT SERVICE FUNDS SUMMARY

	General Debt Service Fund #301	Building Authority Debt Fund #662	Total Debt Service Funds
FUND BALANCE AT JULY 1, 2020	\$273,328	\$264	\$273,592
REVENUES			
Interest Income	200	0	200
Proceeds from Bond Sale	4,125,000	0	4,125,000
Intergovernmental Revenues	223,252	0	223,252
Total Revenues	4,348,452	0	4,348,452
EXPENDITURES			
Bond Principal Payments	1,405,000	1,000,000	2,405,000
Interest and Fiscal Charges	764,113	19,500	783,613
Transfer to Escrow Agent	4,079,799	0	4,079,799
Miscellaneous	47,701	0	47,701
Total Expenditures	6,296,613	1,019,500	7,316,113
Revenues over/(under) Expenditures	(1,948,161)	(1,019,500)	(2,967,661)
OTHER FINANCING SOURCES AND USES			
Transfers In			
-General Fund	2,700,000	0	2,700,000
-Local Road Fund	77,725	0	77,725
-General Debt Fund	0	1,019,236	1,019,236
Total Transfers In	2,777,725	1,019,236	3,796,961
Transfers Out			
-Building Authority Fund	(1,019,236)	0	(1,019,236)
Total Transfers out	(1,019,236)	0	(1,019,236)
Total Other Financing Sources and Uses	1,758,489	1,019,236	2,777,725
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(189,672)	(264)	(189,936)
FUND BALANCE AT JUNE 30, 2021	\$83,656	\$0	\$83,656

- 22) That the FY 2020/21 Capital Projects Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2021/22, as may be updated by the Finance Director:

CAPITAL PROJECTS FUNDS SUMMARY

	Capital Improvement Fund #404	Community Center Renovations Fund #406	Total Capital Project Funds
FUND BALANCE AT JULY 1, 2020	\$5,485,307	\$15,953,360	\$21,438,667
REVENUES			
Interest on Investments	30,000	30,000	60,000
Sale of Fixed Assets	6,091	0	6,091
Grants	792,011	0	792,011
Donation	235,000	105,110	340,110
Miscellaneous	57,217	0	57,217
Total Revenues	1,120,319	135,110	1,255,429
EXPENDITURES			
Public Facilities	2,105,761	16,831,839	18,937,600
Drainage	2,407,041	0	2,407,041
Sidewalks	115,019	0	115,019
Equipment	5,349,144	879,600	6,228,744
Administration & Miscellaneous	400	260	660
Total Expenditures	9,977,365	17,711,699	27,689,064
Revenues over/(under)			
Expenditures	(8,857,046)	(17,576,589)	(26,433,635)
OTHER FINANCING SOURCES AND USES			
Parks Millage Fund	112,000	318,216	430,216
Transfer from Brownfield Redevelopment	0	1,561,906	1,561,906
Transfer from General Fund	6,500,000	0	6,500,000
Total Other Financing Sources and Uses	6,612,000	1,880,122	8,492,122
Revenues and Other Financing Sources Over/(Under)			
Expenditures and Other Uses	(2,245,046)	(15,696,467)	(17,941,513)
FUND BALANCE AT JUNE 30, 2021	\$3,240,261	\$256,893	\$3,497,154

- 23) That the FY 2020/21 Component Units Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2021/22, as may be updated by the Finance Director:

COMPONENT UNITS FUNDS SUMMARY

	Corridor Improvement Authority Fund #242	Brownfield Redevelopment Authority Fund #243	Total Component Units
FUND BALANCE AT JULY 1, 2020	\$180,627	\$2,199,177	\$2,379,804
REVENUES			
Property Taxes	127,682	358,455	486,138
Grant	0	0	0
Interest Income	300	16,313	16,613
Total Revenues	127,982	374,769	502,751
EXPENDITURES			
Audit Fees	45	310	355
Capital Outlay	0	0	0
Miscellaneous	100	25,000	25,100
Total Expenditures	145	25,310	25,455
Revenues over/(under) Expenditures	127,837	349,459	477,296
OTHER FINANCING SOURCES AND USES			
Transfers Out-Community Center Renc	0	(1,561,906)	(1,561,906)
Transfers Out-General Fund	0	(9,000)	(9,000)
Total Transfers out	0	(1,570,906)	(1,570,906)
Total Other Financing Sources and Uses	0	(1,570,906)	(1,570,906)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	127,837	(1,221,447)	(1,093,610)
FUND BALANCE AT JUNE 30, 2021	\$308,464	\$977,730	\$1,286,194

WATER & SEWER FUND

MISSION STATEMENT:

Provide an uninterrupted supply of clean, safe and clear water to its customers in sufficient amount to meet their needs and demands throughout the entire year. Provide for the collection, treatment and proper discharge of domestic, commercial and industrial wastewater in accordance with the State of Michigan National Pollutants Discharge Elimination System (NPDES) Discharge Permit and United States Environmental Protection Agency regulations.

The Water and Sewer Fund accounts for the operational, capital and related debt service activity of water distribution and sanitary sewage collection systems in the City, which are supplied by the Great Lakes Water Authority (GLWA), and operated, maintained and administered by the Oakland County Water Resources Commission (WRC). The costs of providing utility services to the general public on a continuing basis are financed or recovered primarily through user charges and/or capital contributions.

On September 9, 2014, the City of Detroit, the Counties of Macomb, Oakland and Wayne, and the State of Michigan signed a Memorandum of Understanding (MOU) which paved the way for the formation of the Great Lakes Water Authority (GLWA) designed to leverage the assets of the Detroit-owned water and sewerage systems. The GLWA was formally approved on October 10, 2014. A six-person board was established for the GLWA, comprised of one member from each County, one from the State of Michigan and two from the City of Detroit.

Effective January 1, 2016 the GLWA assumed responsibility for the management, operations, and maintenance of the City of Detroit's water and sewer infrastructure supplying wholesale customers across the region, including the City of Farmington Hills. In exchange for the management of the utility systems, the GLWA will provide annual lease payments of \$50 million a year for 40 years to the City of Detroit. The City of Detroit will use these funds to overhaul its aging infrastructure. The lease also provides for a \$4.5 million Water Residential Assistance Program to help low-income customers of GLWA customer communities pay their water and sewer bills.

The Water and Sewer Funds distinguish between current and non-current assets and liabilities. The measure of Working Capital (i.e., current assets less current liabilities) reflects the relatively liquid portion of total Water and Sewer Fund capital, which constitutes a margin or buffer for meeting obligations. It is essential that the City maintain an adequate level of Working Capital in its Water and Sewer Funds to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenses) and to ensure stable services and fees. Working capital is a crucial consideration, too, in long-term financial planning. Credit rating agencies consider the availability of working capital in their evaluations of continued creditworthiness. Likewise, relevant laws and regulations look to appropriate levels of working capital for Water and Sewer Funds.

Water & Sewer Fund

The Government Finance Officers Association (GFOA) recommends that under no circumstances should the target for working capital be less than forty-five (45) days' worth of annual operating expenses and other working capital needs of the utility funds. In order to arrive at a customized target amount of working capital for the City, we reviewed the following characteristics of the Water & Sewer Fund:

- Support from general government.
- Transfers out.
- Cash cycles.
- Customer concentration.
- Demand for services.
- Control over rates and revenues.
- Asset age and condition.
- Volatility of expenses.
- Control over expenses.
- Management plans for working capital.
- Separate targets for operating and capital needs.
- Debt position.

Based on a review of the above characteristics of the Water and Sewer Fund, we have targeted to have a Water and Sewer Fund Working Capital balance of no less than 25% of total expenses and transfers-out, exclusive of depreciation, a non-cash item. In this context, a target working capital balance equal to approximately one quarter of the fiscal year's cash based expenses provides a reasonable cushion to pay for ongoing expenses in the event of revenue shortfalls, or emergencies requiring unexpected outlays of cash. While a 25% working capital is sufficient to cover potential revenue shortfalls, it is not sufficient to cover planned capital improvements.

The WRC bills approximately 23,110 City water customers and approximately 22,783 City sewer customers on a quarterly basis. There are approximately 456 miles of water main and over 5,100 fire hydrants in the City. There are approximately 330 miles of sanitary sewer main in the City.

With the exception of some interest earnings on City investments, virtually all other funding sources (revenue/capital contributions) are generated by WRC utility billings fee collections. Annually, water and sewer user fee rates for City customers are developed by the WRC, with input and assistance from City staff, and then subsequently recommended to the City Council for adoption.

With the exception of some City administrative, accounting and engineering labor costs, as well as utility contributions associated with City Road Projects, virtually all other funding uses (expenses/capital assets) are paid by the WRC.

Water & Sewer Fund

FY 20/21 YEAR-END PROJECTION vs. FY 19/20 ACTUAL

- Total revenue is projected to decrease by approximately \$744,202 or 2.58% from the previous year, primarily due to a decrease in estimated interest income.
- Total expenses (excluding purchases of capital assets) are projected to increase by approximately \$1,239,074 or 4.29% from the previous year, primarily due to an increase in cost of water and sewage treatment.
- Revenue from capital contributions is unpredictable and unknown at this time.
- The impact from the above results in a projected decrease of \$7,031,317 in Working Capital to \$68,374,130 at June 30, 2021, which is 268% of total projected expenses and transfers-out (less depreciation) for FY 20/21. While this is well above the Working Capital Minimum Target of 25% of Total Expenses plus Transfers-out, less Depreciation, it should be noted that the Working Capital is intended to provide for capital improvements and maintenance costs in addition to working capital minimums.

FY 21/22 PROPOSED FINANCIAL PLAN vs. FY 20/21 YEAR-END PROJECTION

- Total Revenue is projected to increase by approximately \$818,572 or 2.91% from the prior year.
- Total Expenses (excluding purchases of capital assets) are projected to increase by approximately \$887,334 or 2.94% from the prior year.
- Expenditures for Capital Assets are projected to be approximately \$28,162,000 which is a \$19,935,500 increase or 242.33% from the prior year. This is primarily due to a significant number of capital improvement projects that are scheduled in FY 21/22. These projects consist of water main and sanitary sewer projects included in the City's Capital Improvement Plan (see below chart).
- The impact from the above results in a projected \$27,066,819 decrease in Working Capital to \$41,307,311 at June 30, 2022, which is 156% of total projected expenses and transfers-out (less depreciation) for FY 21/22. While this is well above the Working Capital Minimum Target of 25% of Total Expenses plus Transfers-out, less Depreciation, it should be noted that the Working Capital is intended to provide for capital improvements and maintenance costs in addition to working capital minimums, and the Working Capital at June 30, 2022 is inadequate to meet the anticipated needs over the next eight (8) years.

Water & Sewer Fund

CITY OF FARMINGTON HILLS FINANCIAL SUMMARY WATER & SEWER FUND

	2018/19 Actual	2019/20 Actual	2020/21 Year-End Projection	2021/22 Proposed Budget	2022/23 Projected Budget	2023/24 Projected Budget
REVENUES						
Sale of Water	13,118,227	12,552,859	12,759,020	13,048,910	13,345,386	13,648,599
Sewage Disposal Charges	11,593,758	11,630,406	12,078,400	12,712,740	13,380,395	14,083,113
Other Operating Revenue	2,424,816	636,368	100,000	100,000	100,000	100,000
Total Operating Revenue	27,136,801	24,819,633	24,937,420	25,861,650	26,825,781	27,831,712
Other Non-operating Revenue						
Interest Income	1,825,495	1,690,092	800,000	700,000	600,000	600,000
Debt Service Charge	2,410,092	2,343,936	2,372,039	2,366,381	2,360,736	2,355,105
TOTAL REVENUES	31,372,388	28,853,661	28,109,459	28,928,031	29,786,518	30,786,818
EXPENSES						
Cost of Water	9,777,611	7,201,991	8,912,840	9,181,920	9,459,124	9,744,696
Cost of Sewage Treatment	9,684,153	10,282,101	10,669,420	11,217,310	11,793,335	12,398,940
Other Operation and Maintenance	4,921,434	4,280,697	3,792,500	3,780,730	3,768,997	3,757,299
Billing and Administrative Costs*	1,192,123	1,906,498	1,463,630	1,581,690	1,709,273	1,847,147
Depreciation	4,484,838	4,497,097	4,600,000	4,600,000	4,600,000	4,600,000
Total Operating Expenses	30,060,159	28,168,384	29,438,390	30,361,650	31,330,728	32,348,082
Other Non-operating Expenses						
Interest Expense	980,526	747,083	716,151	680,225	646,101	613,689
TOTAL EXPENSES	31,040,685	28,915,467	30,154,541	31,041,875	31,976,829	32,961,771
Income/(Loss) Before Contributions	331,703	(61,806)	(2,045,082)	(2,113,844)	(2,190,312)	(2,174,954)
Capital Contributions:						
Tap-in Fees	245,000	542,245	100,000	100,000	100,000	100,000
Contributed Capital	468,391	640,050	150,000	150,000	150,000	150,000
Total Capital Contributions	713,391	1,182,295	250,000	250,000	250,000	250,000
CHANGE IN NET POSITION	1,045,094	1,120,489	(1,795,082)	(1,863,844)	(1,940,312)	(1,924,954)
Capital Assets	(2,791,641)	(5,590,007)	(8,226,500)	(28,162,000)	(6,811,000)	(8,330,000)
Depreciation	4,484,838	4,497,097	4,600,000	4,600,000	4,600,000	4,600,000
Bond Proceeds	174,036	12,057	-	-	-	-
Current Portion of Long-term Debt	(1,527,255)	(1,558,495)	(1,609,735)	(1,640,975)	(1,640,975)	(1,640,975)
CHANGE IN WORKING CAPITAL	1,385,072	(1,518,859)	(7,031,317)	(27,066,819)	(5,792,287)	(7,295,929)
WORKING CAPITAL-BEGINNING	75,539,234	76,924,306	75,405,447	68,374,130	41,307,311	35,515,024
WORKING CAPITAL-ENDING	76,924,306	75,405,447	68,374,130	41,307,311	35,515,024	28,219,096
Working Capital as a % of Expenses plus Transfers Out Less Depreciation	290%	309%	268%	156%	130%	99%

* Includes City Labor Costs associated with Accounting and Project Engineering.

Water & Sewer Fund

WATER MAINS

Ref No.	WATER MAIN PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures are shown in thousands of dollars.						
						2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	FUTURE
1	Fire Protection lines in subdivisions without Water Main	3,000,000	3,000,000	GF	100% City	500 GF	500 GF	500 GF	500 GF	500 GF	500 GF	
2	Quaker Valley Subdivision, 8" and 12" Water Main Extension	1,533,000	1,533,000	NC	100% PB	1,533 PB						
3	Farmington Road, 30465 Farmington Road south to stub (8" loop)	124,000	124,000	NC	100% City	124 WS						
4	Normandy Hills and Normandy Hills Subdivision No. 1, New 8" & 12" extension	4,327,000	4,327,000	NC	100% PB	4,327 PB						
5	Salvador Street, New 8" extension	192,000	192,000	NC	100% PB	192 PB						
6	Pressure Reducing Valve (PRV) Installation	1,310,000	1,310,000	NC	100% City	1,310 WS						
7	Orchard Lake Road Water Main Replacement (Ludden to Hunter's Circle)	255,000	255,000	NC	100% City		255 WS					
8	Kimberley Subdivision, Replace existing 6" & 8" with 8" & 12"	5,847,000	5,847,000	NC	100% City		5,847 WS					
9	Westbrooke Plaza, replace/relocate existing 6" with 8"	491,000	491,000	NC	100% City			491 WS				
10	Westbrooke Manor Subdivision, Replace existing 6" & 8" with 8"/12" with 12"	2,634,000	2,634,000	NC	100% City			2,634 WS				
11	Kendallwood/Kendallwood Subdivision No. 1, Replace existing 6" & 8" with 8"/12" with 12"	6,072,000	6,072,000	NC	100% City			3,036 WS	3,036 WS			
12	Westbrooke Manor Subdivision No. 1, Replace existing 4", 6" & 8" with 8"	2,172,000	2,172,000	NC	100% City					2,172 WS		
13	Kendallwood Subdivision No. 2, Replace existing 6" & 8" with 8"/12" with 12"	3,696,000	3,696,000	NC	100% City					3,696 WS		
14	Biddestone Lane, 8" Water Main loop/extension	963,000	963,000	NC	100% PB					963 PB		
15	Kendallwood Subdivision No. 3, Replace existing 6" & 8" with 8"/12" with 12"	3,901,000	3,901,000	NC	100% City					3,901 WS		
16	Westbrooke Manor Subdivision No. 2, Replace existing 6" & 8" with 8"/12" with 12"	2,599,000	2,599,000	NC	100% City					2,599 WS		
17	Westbrooke Manor Subdivision No. 3, Replace existing 6" & 8" with 8"	1,113,000	1,113,000	NC	100% City						1,113 WS	
18	Westbrooke Manor Subdivision No. 4, Replace existing 6" & 8" with 8"	1,035,000	1,035,000	NC	100% City						1,035 WS	
19	Kendallwood Subdivision No. 4, Replace existing 6" & 8" with 8"/12" with 12"	2,108,000	2,108,000	NC	100% City						2,108 WS	
20	Muer Cove Subdivision 8" & 12" Water Main Extension	1,200,000	1,200,000	NC	100% PB						1,200 PB	
21	Rockshire Avenue, Edgemoor Street, and Bramwell Street, New 8"-12" extension	1,449,000	1,449,000	NC	100% PB							1,449 PB
22	Old Homestead Subdivision replace existing 6" & 8" with 8"/12" with 12"	4,682,000	4,682,000	NC	100% City							4,682 WS
23	Colwell Water Main, Shiawassee to Sedalia (8" loop)	748,000	748,000	NC	100% City							748 WS
24	Cora Water Main, north of Fink (8" loop)	343,000	343,000	NC	100% PB							343 PB
25	Fink Avenue Water Main, Orchard Lake to Cora (8" loop)	476,000	476,000	NC	100% City							476 WS
TOTAL:		\$52,270,000	\$52,270,000	NC		7,986	6,602	6,661	3,536	13,831	5,956	7,698

SAD: Special Assessment District

WS: Water System Fund

NC: No Charge

PB: Payback District

GF: General Fund

*This chart shows the identified public structures and improvements in the general order of their priority.

Revised: 1-4-2021

Water & Sewer Fund

SANITARY SEWERS

Ref. No.	SANITARY SEWER PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	PROJECTED FUNDING & SOURCE	City Cost figures are shown in thousands of dollars.						
						2021/22	2022/23	2023/24	24/25	2025/26	2026/27	FUTURE
1	Evergreen/Farmington CAP - Phase 2 Projects	80,000,000	19,200,000	NC	24% City 76% O	19,200 SS						
2	Rockridge Lane Sanitary Sewer	976,000	976,000	NC	100% PB	976 PB						
3	Salvador Street Sanitary Sewer, Whitlock Street to Hugo Avenue	209,000	209,000	NC	100% PB		209 PB					
4	Goldsmith Street Area Sanitary Sewer	1,669,000	1,669,000	NC	100% PB			1,669 PB				
5	Rockshire Avenue and Edgemoor Street Sanitary Sewer	314,000	314,000	NC	100% PB				314 PB			
6	Eleven Mile Road Sanitary Sewer, west of Pillsbury Street to City Hall Campus	2,201,000	2,201,000	NC	100% PB				2,201 PB			
7	Biddestone Lane Sanitary Sewer (Southeast area)	537,000	537,000	NC	100% PB					537 PB		
8	Muer Cove Subdivision Sanitary Sewer	1,600,000	1,600,000	NC	100% PB						1,600 PB	
9	Fourteen Mile Road Sanitary Sewer, Ten Hill Road to Inkster Road	952,000	952,000	NC	100% PB							952 PB
TOTAL:		\$88,458,000	\$27,658,000	NC		20,176	209	1,669	2,515	537	1,600	952

SS: Sewerage
O: Other
NC: No Change
PB: Payback District

* This chart shows the identified public structures and improvements in the general order of their priority.

YOUR 2020 TAX DOLLAR

Based on Principal Residence (Homestead) Rate

<u>School District</u>	<u>County/Other</u>	<u>Education*</u>	<u>City</u>
Farmington	16.18%	46.50%	37.32%
Walled Lake	17.86%	40.94%	41.20%
Clarenceville	18.33%	39.38%	42.29%

*Local Schools (including State support) + Oakland Intermediate Schools + Community College

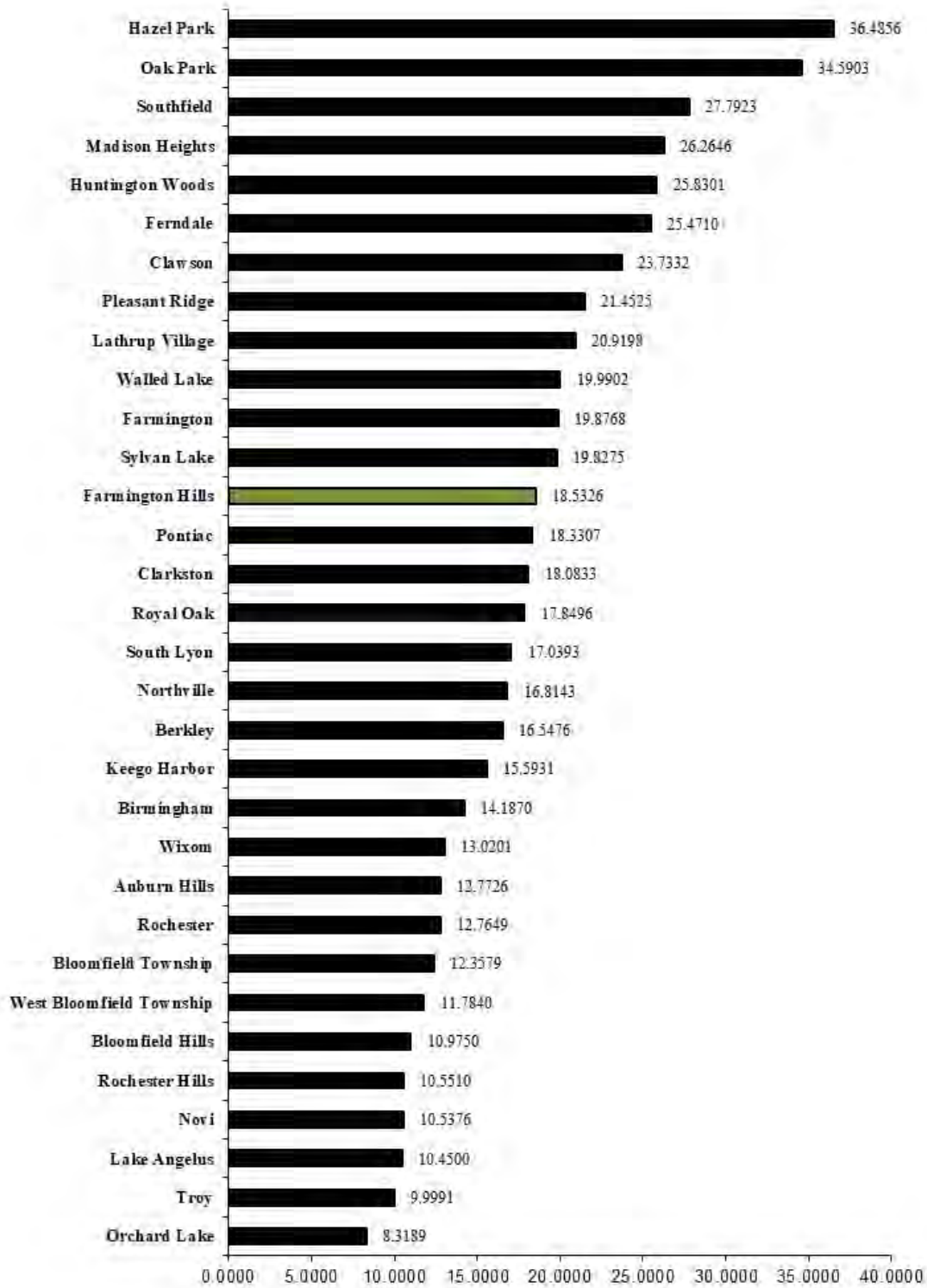


County/Other
16.18%

Education
46.50%

City
37.32%

2019 Local Unit Tax Rates
For all Cities and Major townships in Oakland



Note: Tax rates include the local library millage

2020 Tax Comparison for All Cities and Major Townships in Oakland County

<u>Local Taxing Unit</u>	2020 <u>Millage*</u>	2020 <u>Taxable Value</u>	2020 <u>City Taxes</u>
Southfield	27.7923	2,621,420,310	72,855,300
Farmington Hills**	18.5326	3,589,428,150	66,521,436
Royal Oak	17.8496	3,015,052,890	53,817,488
Troy	9.9991	5,265,784,420	52,653,105
Bloomfield Township	12.3579	4,091,548,158	50,562,943
West Bloomfield Township	11.7840	3,876,830,440	45,684,570
Novi	10.5376	4,038,736,310	42,558,588
Rochester Hills	10.5510	3,785,426,246	39,940,032
Birmingham	14.1870	2,638,284,320	37,429,340
Madison Heights	26.2646	862,934,860	22,664,639
Auburn Hills	12.7726	1,748,676,190	22,335,142
Oak Park	34.5903	531,097,490	18,370,822
Ferndale	25.4710	698,419,470	17,789,442
Pontiac	18.3307	796,243,960	14,595,709
Berkley	16.5476	636,482,900	10,532,264
Rochester	12.7649	824,282,130	10,521,879
Wixom	13.0201	796,073,330	10,364,954
Bloomfield Hills	10.9750	920,978,210	10,107,736
Huntington Woods	25.8301	389,052,710	10,049,270
Clawson	23.7332	395,013,130	9,374,926
Hazel Park	36.4856	226,836,950	8,276,282
Farmington	19.8768	377,563,230	7,504,749
South Lyon	17.0393	399,130,480	6,800,904
Walled Lake	19.9902	221,490,810	4,427,646
Pleasant Ridge	21.4525	166,963,640	3,581,787
Orchard Lake	8.3189	408,756,720	3,400,406
Lathrup Village	20.9198	150,615,310	3,150,842
Northville	16.8143	179,141,555	3,012,140
Sylvan Lake	19.8275	102,727,640	2,036,832
Keego Harbor	15.5931	107,182,930	1,671,314
Lake Angelus	10.4500	84,088,710	878,727
Clarkston	18.0833	46,562,240	841,999

* Includes the local library millage

** Less Renaissance Zone and Senior Housing

Source: **Original Taxable Value** from Oakland County Equalization Department

CITY PROPERTY TAX RATE, LEVY & COLLECTIONS HISTORY BY TAX YEAR

<u>Millage Type</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Operations	7.2148	6.6396	6.7084	6.5206	5.9466
Capital	0.2400	0.7467	0.6163	0.7986	1.5606
Debt	0.5012	0.5697	0.6313	0.6368	0.4488
Total Charter	7.9560	7.9560	7.9560	7.9560	7.9560
Refuse	0.6822	0.7138	0.7168	0.7436	0.7542
Econ. Develop.	0.0152	0.0162	0.0164	0.0164	0.0160
Parks	0.4882	0.4882	0.4882	0.4882	0.4882
Roads	0.0000	0.0000	0.0000	0.0000	2.0000
Public Safety	1.4764	3.1764	3.1764	3.1764	3.1764
Total City Millage	10.6180	12.3506	12.3538	12.3806	14.3908
Taxable Value*	\$3,281,707,580	\$3,077,626,770	\$3,040,696,350	\$3,051,369,420	\$3,125,682,070
Tax Levy	\$34,845,171	\$38,010,476	\$37,564,155	\$37,777,784	\$44,981,066
Tax Collections**	\$33,353,601	\$36,891,023	\$36,922,255	\$36,898,832	\$44,025,306
Percent Collected***	95.72%	97.05%	98.29%	97.67%	97.88%

<u>Millage Type</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Operations	5.8911	6.1549	6.1956	5.6431	5.5514
Capital	1.5978	1.7168	1.6695	2.0285	1.8109
Debt	0.4671	0.4434	0.3892	0.5216	0.7383
Total Charter	7.9560	8.3151	8.2543	8.1932	8.1006
Refuse	0.7169	0.7359	0.7608	0.7454	0.7530
Econ. Develop.	0.0160	0.0156	0.0151	0.0144	0.0139
Parks	0.4859	0.4817	0.4781	0.4745	0.4691
Roads	1.9908	1.9738	1.9593	4.6744	4.6215
Public Safety	3.1617	3.1348	3.1118	3.0886	3.0536
Total City Millage	14.3273	14.6569	14.5794	17.1905	17.0117
Taxable Value*	\$3,125,760,110	\$3,208,788,930	\$3,316,996,180	\$3,460,236,390	\$3,597,598,090
Tax Levy	\$44,783,703	\$47,030,898	\$48,359,814	\$59,483,194	\$61,201,259
Tax Collections**	\$43,893,096	\$45,999,617	\$47,389,469	\$58,164,762	\$59,930,627
Percent Collected***	98.01%	97.81%	97.99%	97.78%	97.92%

* From the Original Ad valorem Tax Roll less Renaissance Zone.

** From the Adjusted Ad valorem Tax Roll. Exclusive of non-City Taxes collected for the Brownfield Redevelopment Authority.

*** Collections through February each year. 100% of the delinquent real property taxes are remitted to the City from the County Delinquent Tax Fund by the end of each fiscal year.

HISTORICAL REAL PROPERTY TAX RATES FOR ALL TAXING UNITS BY TAX YEAR

Farmington School District

<u>Millage Type</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
City	10.6180	12.3506	12.3538	12.3806	14.3908
Local Schools P.R.E.	12.3334	13.3810	13.3810	11.7472	12.4418
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5844	1.5844	1.5844	1.5844	1.5819
Intermediate Schools	3.3690	3.3690	3.3690	3.3690	3.3633
County	4.6461	4.6461	4.6461	4.6461	4.5456
Library	1.5856	1.5856	1.5856	1.5856	1.5856
Transit Authority	0.5900	0.5900	0.5900	1.0000	0.9998
Zoo	0.1000	0.1000	0.1000	0.1000	0.0998
Art Institute	0.0000	0.2000	0.2000	0.2000	0.1996
Total P.R.E. Millage	40.8265	43.8067	43.8099	42.6129	45.2082
Local Schools Non-P.R.E.	7.8466	7.1790	7.1790	8.5128	8.9982
Total Non-P.R.E. Millage	48.6731	50.9857	50.9889	51.1257	54.2064

Walled Lake School District

<u>Millage Type</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
City	10.6180	12.3506	12.3538	12.3806	14.3908
Local Schools P.R.E.	6.8812	7.0254	7.0254	7.6843	7.2841
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5844	1.5844	1.5844	1.5844	1.5819
Intermediate Schools	3.3690	3.3690	3.3690	3.3690	3.3633
County	4.6461	4.6461	4.6461	4.6461	4.5456
Library	1.5856	1.5856	1.5856	1.5856	1.5856
Transit Authority	0.5900	0.5900	0.5900	1.0000	0.9998
Zoo	0.1000	0.1000	0.1000	0.1000	0.0998
Art Institute	0.0000	0.2000	0.2000	0.2000	0.1996
Total P.R.E. Millage	35.3743	37.4511	37.4543	38.5500	40.0505
Local Schools Non-P.R.E.	15.6188	15.5346	15.5346	15.8029	15.8339
Total Non-P.R.E. Millage	50.9931	52.9857	52.9889	54.3529	55.8844

Clarenceville School District

<u>Millage Type</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
City	10.6180	12.3506	12.3538	12.3806	14.3908
Local Schools P.R.E.	4.5000	4.5000	4.5000	4.5000	4.5000
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Schoolcraft College	1.7967	1.7967	1.7967	1.7967	1.7967
Intermediate Schools	3.3690	3.3690	3.3690	3.3690	3.3633
County	4.6461	4.6461	4.6461	4.6461	4.5456
Library	1.5856	1.5856	1.5856	1.5856	1.5856
Transit Authority	0.5900	0.5900	0.5900	1.0000	0.9998
Zoo	0.1000	0.1000	0.1000	0.1000	0.0998
Art Institute	0.0000	0.2000	0.2000	0.2000	0.1996
Total P.R.E. Millage	33.2054	35.1380	35.1412	35.5780	37.4812
Local Schools Non-P.R.E.	18.0000	18.0000	18.0000	18.0000	18.0000
Total Non-P.R.E. Millage	51.2054	53.1380	53.1412	53.5780	55.4812

HISTORICAL REAL PROPERTY TAX RATES FOR ALL TAXING UNITS BY TAX YEAR (last 5 years)

Farmington School District

<u>Millage Type</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
City	14.3273	14.6569	14.5794	17.1905	17.0117
Local Schools P.R.E.	12.1482	11.4268	11.3026	10.8634	10.4451
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5707	1.5555	1.5431	1.5303	1.5184
Intermediate Schools	3.3398	3.3079	3.2813	3.2539	3.2280
County	4.4938	4.4908	4.4878	4.4846	4.5804
Library	1.5781	1.5644	1.5517	1.5393	1.5209
Transit Authority	0.9941	0.9863	1.0000	0.9927	0.9851
Zoo	0.0990	0.0980	0.0982	0.0973	0.0965
Art Institute	0.1981	0.1961	0.1945	0.1929	0.1913
Total P.R.E. Millage	44.7491	44.2827	44.0386	46.1449	45.5774
Local Schools Non-P.R.E.	9.2918	9.8732	9.9974	10.4366	10.7549
Total Non-P.R.E. Millage	54.0409	54.1559	54.0360	56.5815	56.3323

Walled Lake School District

<u>Millage Type</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
City	14.3273	14.6569	14.5794	17.1905	17.0117
Local Schools P.R.E.	7.0150	6.9458	6.7968	6.2300	6.1582
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5707	1.5555	1.5431	1.5303	1.5184
Intermediate Schools	3.3398	3.3079	3.2813	3.2539	3.2280
County	4.4938	4.4908	4.4878	4.4846	4.5804
Library	1.5781	1.5644	1.5517	1.5393	1.5209
Transit Authority	0.9941	0.9863	1.0000	0.9927	0.9851
Zoo	0.0990	0.0980	0.0982	0.0973	0.0965
Art Institute	0.1981	0.1961	0.1945	0.1929	0.1913
Total P.R.E. Millage	39.6159	39.8017	39.5328	41.5115	41.2905
Local Schools Non-P.R.E.	15.9129	15.8134	15.7675	15.7231	15.5753
Total Non-P.R.E. Millage	55.5288	55.6151	55.3003	57.2346	56.8658

Clarenceville School District

<u>Millage Type</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
City	14.3273	14.6569	14.5794	17.1905	17.0117
Local Schools P.R.E.	4.5000	4.5000	4.4626	4.3831	4.3261
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Schoolcraft College	1.7880	1.7766	1.7662	2.2516	2.2877
Intermediate Schools	3.3398	3.3079	3.2813	3.2539	3.2280
County	4.4938	4.4908	4.4878	4.4846	4.5804
Library	1.5781	1.5644	1.5517	1.5393	1.5209
Transit Authority	0.9941	0.9863	1.0000	0.9927	0.9851
Zoo	0.0990	0.0980	0.0982	0.0973	0.0965
Art Institute	0.1981	0.1961	0.1945	0.1929	0.1913
Total P.R.E. Millage	37.3182	37.5770	37.4217	40.3859	40.2277
Local Schools Non-P.R.E.	18.0000	18.0000	18.0000	18.0000	18.0000
Total Non-P.R.E. Millage	55.3182	55.5770	55.4217	58.3859	58.2277

Retirement System & Retiree Healthcare Plan Funding Progress

CITY OF FARMINGTON HILLS EMPLOYEES' RETIREMENT SYSTEM

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded AAL (UAAL)	Funded Ratio	*Future Annual Contribution	Active Members	Benefit Recipients
6/30/08	\$117,994,843	\$131,182,445	\$13,187,602	89.9%	\$3,710,289	402	166
6/30/09	\$123,309,158	\$140,261,150	\$16,951,992	87.9%	\$4,008,049	386	173
6/30/10	\$122,384,733	\$149,204,540	\$26,819,807	82.0%	\$4,482,745	327	229
6/30/11	\$126,993,894	\$152,271,739	\$25,277,845	83.4%	\$4,302,129	318	230
6/30/12	\$127,759,371	\$157,810,232	\$30,050,861	81.0%	\$4,557,473	301	244
6/30/13	\$135,447,393	\$163,515,916	\$28,068,523	82.8%	\$4,882,377	299	265
6/30/14	\$142,635,461	\$168,555,933	\$25,920,472	84.6%	\$4,710,931	288	279
6/30/15	\$148,299,323	\$171,958,385	\$23,659,062	86.2%	\$4,710,485	283	283
6/30/16	\$150,257,018	\$179,218,630	\$28,961,612	83.8%	\$5,370,490	277	293
6/30/17	\$155,325,541	\$185,538,016	\$30,212,475	83.7%	\$5,577,463	269	307
6/30/18	\$159,892,090	\$192,830,969	\$32,938,879	82.9%	\$5,927,589	259	318
6/30/19	\$160,957,615	\$210,577,317	\$49,619,702	76.4%	\$5,762,354	260	333
6/30/20	\$161,481,646	\$216,876,439	\$55,394,793	74.5%	\$7,180,321	247	347

Note: The above data includes the 47th District Court.

* Annual Contribution to be made in the 2nd subsequent fiscal year from the Valuation Date.

CITY OF FARMINGTON HILLS POST-RETIREMENT HEALTHCARE FINANCE FUND

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded AAL (UAAL)	Funded Ratio	**Future Annual Contribution	Covered Members	Covered Benefit Recipients
6/30/08	\$40,551,585	\$57,063,627	\$16,512,042	71.1%	\$2,971,747	402	108
6/30/09	\$41,318,305	\$59,275,315	\$17,957,010	69.7%	\$3,186,426	386	115
6/30/10	\$44,004,631	\$74,937,594	\$30,932,963	58.7%	\$3,311,150	323	121
6/30/10*	\$44,004,631	\$72,230,135	\$28,225,504	60.9%	\$3,375,239	323	169
6/30/12	\$50,982,851	\$69,722,666	\$18,739,815	73.1%	\$4,292,810	292	177
6/30/13	\$51,000,000	\$69,700,000	\$18,700,000	73.2%	\$2,890,875	292	177
6/30/14	\$62,830,994	\$71,356,286	\$8,525,292	88.1%	\$1,808,068	255	203
6/30/15	\$62,830,994	\$71,356,286	\$8,525,292	88.1%	\$1,794,724	255	203
6/30/16	\$71,438,401	\$71,198,513	(\$239,888)	100.3%	\$776,762	233	214
6/30/17	\$73,176,327	\$71,198,513	(\$1,977,814)	102.8%	\$767,528	233	214
6/30/18	\$77,153,010	\$77,551,254	\$398,244	102.0%	\$559,360	204	235
6/30/19	\$79,006,858	\$80,445,593	\$1,438,735	98.2%	\$540,667	190	245
6/30/20	\$82,722,745	\$76,657,758	(\$6,064,987)	108.0%	\$307,862	176	254

Note: The above data includes the 47th District Court.

* Revised the 2010 valuation using revised assumptions, as of June 30, 2011.

** Annual Contribution made in the 2nd subsequent fiscal year from the Valuation Date.

COMMUNITY DEMOGRAPHIC STATISTICS

Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Population</u>	<u>Number of Households</u>	<u>School Enrollment</u>	<u>Annual Average Unemployment Rate</u>
2011/12	79,740	33,559	11,490	9.2
2012/13	79,777	33,591	11,296	8.0
2013/14	80,895	34,255	10,838	7.6
2014/15	81,798	34,755	10,875	6.8
2015/16	81,910	35,138	10,039	5.8
2016/17	81,412	34,963	9,653	5.1
2017/18	81,803	34,910	9,610	3.9
2018/19	81,129	34,185	9,456	4.1
2019/20	81,093	34,646	9,327	3.8
2020/21	80,612	33,957	9,031	16.3

2021 TOP TWENTY PRINCIPAL TAXPAYERS

<u>COMPANY NAME</u>	<u>PRODUCT / SERVICE</u>	<u>REAL TAXABLE VALUATION</u>	<u>PERSONAL TAXABLE VALUATION</u>	<u>TOTAL TAXABLE VALUATION</u>	<u>PERCENT OF TOTAL CITY VALUATION</u>
Oakland Management Co.	Property management	69,557,540	\$ 233,510	\$ 69,791,050	1.87
Detroit Edison	Public utility	1,036,930	39,649,620	40,686,550	1.09
Consumers Energy	Public utility	198,430	33,012,470	33,210,900	0.89
Independence Green Apts.	Apartment complex	24,523,080	-	24,523,080	0.66
FH Corporate Investors (Kojaian)	Property management	21,316,240	-	21,316,240	0.57
Green Hill Apartments	Apartment complex	19,107,900	-	19,107,900	0.51
Nissan Corp.	Automotive research & development	15,834,600	457,600	16,292,200	0.44
Ramco/Lion Venture LP	Property management	14,124,210	-	14,124,210	0.38
Finsilver Friedman	Office Complexes	13,890,670	148,000	14,038,670	0.38
Hartman & Tyner	Apartment complex	13,836,620	-	13,836,620	0.37
FREG Farmington Hills	Apartment complex	12,357,160	-	12,357,160	0.33
Robert Bosch Corp	Automotive research & development	10,985,590	600,400	11,585,990	0.31
Edward Rose	Property management	10,731,030	-	10,731,030	0.29
LREH	Property management	10,650,490	-	10,650,490	0.29
Frankel, Stuart	Property management	9,463,500	-	9,463,500	0.25
Fenton Mgmt Co	Apartments	9,390,360	-	9,390,360	0.25
HCG CH LLC	Apartments	9,156,210	-	9,156,210	0.25
Arie Liebowitz/Lion Investment	Property management	9,124,740	-	9,124,740	0.24
Hitachi Automotive Products	Automotive research & development	2,921,390	5,903,680	8,825,070	0.24
Kaftan Enterprises	Apartment complexes	8,863,250	-	8,863,250	0.24
		287,069,940	\$80,005,280	\$367,075,220	9.84%

GLOSSARY OF TERMS

ACCRUAL BASIS The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

ACTIVITY The budgetary expenditure level adopted in the Budget Resolution. An activity is generally a department organization for budgetary purposes. An activity is further broken down into object classes of expenditures: Personal Services, Operating Supplies, Professional & Contractual and Capital Outlay. These are defined within this Glossary.

AD VALOREM TAXES Commonly referred to as property taxes. These taxes are levied on both real and personal property according to the property's valuation and the tax rate.

APPROPRIATION A legal authorization to incur obligations and to make expenditures for specific purposes.

APPROVED BUDGET The revenue and expenditure plan for the City for the fiscal year as reviewed and formally adopted by City Council Budget Resolution.

ASSESSED VALUATION The value placed upon property equal to 50% of fair market value, as required by State law.

ASSETS Resources owned or held by a government that have monetary value.

AUDIT Prepared by an independent certified public accountant, the primary objective of an audit is to determine if the city's financial statements present fairly the city's financial position and results of operations in conformity with generally accepted accounting principles. It is customary that a Management Letter be issued.

BALANCED BUDGET A budget in which estimated revenues are equal to or greater than estimated expenditures.

BOND A long-term IOU or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date, the maturity date. Bonds are primarily used to finance capital projects.

BUDGET A plan of financial activity for a specified period of time, indicating all planned revenues and expenses for the budget period.

BUDGET AMENDMENT Adjustment made to the budget during the fiscal year by the City Council to properly account for unanticipated changes which occur in revenues and/or expenditures and for program initiatives approved during the fiscal year. The adjustment is made by formally amending the approved budget.

Glossary of Terms

BUDGET CALENDAR The schedule of key dates a government follows in the preparations and adoption of the budget.

BUDGET POLICIES General and specific guidelines that govern financial plan preparation and administration.

BUDGET RESOLUTION The formal Resolution by which the City Council adopts the recommended budget and establishes the millage rate for taxation of property during the budget year.

CAPITAL BUDGET The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

CAPITAL EXPENDITURE Expenditures relating to the purchase of equipment, facility modifications, land or other fixed assets. To be categorized as a capital outlay item (fixed asset), the purchase must have a value of at least \$1,000 and a useful life of more than one fiscal year. If an item is \$25,000 or more, it is budgeted out of the Capital Improvement Fund.

CAPITAL IMPROVEMENT PLAN (CIP) A six (6) year plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term plans.

COMMUNITY DEVELOPMENT BLOCK PROGRAM - CDBG A program of the U.S. Department of Housing and Urban Development designed to benefit low and moderate-income persons by providing revitalization and human services to communities.

COMPONENT UNIT Legally separate entities for which the City is financially accountable.

DEBT SERVICE Expenditures relating to the retirement of long-term debt principal and interest.

DEBT SERVICE FUNDS Used to account for the payment of general long-term debt principal and interest. Budgeted Debt Service Funds are General Debt Service Fund, Building Authority, and Special Assessments.

EFFICIENCY INDICATORS Quantifies the relationship between input and output.

ENTERPRISE FUNDS Used to account for operations financed and operated in a manner similar to private business enterprises. An Enterprise Fund is established when the intention is that the costs of providing goods or services is financed or recovered primarily through user charges.

EXPENDITURES Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Glossary of Terms

EXPENSES Outflows or other using up of assets or incurrences of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations.

FIDUCIARY FUND Activities carried out for the benefit of individuals and other agencies outside the government such as employee groups, members of the public, and other governments.

FISCAL YEAR A twelve-month period designated as the operating year for an entity. The fiscal year for the City is July 1 through June 30.

FTE (Full Time Equivalent) represents part-time employee hours divided by 2080.

FUND An independent fiscal entity with a self-balancing set of accounts recording cash and other resources, together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Funds are categorized for budgeting purposes as General, Special Revenue, Debt Service, Capital Project, and Component Unit. Funds are defined in the Uniform Chart of Accounts for Counties and Local Units of Government in Michigan.

FUND BALANCE An accumulated excess of revenues over expenditures segregated by fund. Exception: Proprietary Funds (Enterprise, Internal Service) are accounted for in the same manner as private businesses and record retained earnings as opposed to fund balances. The budgets for these funds are prepared on a net working capital basis, which equates to fund balances.

FUND BALANCE, AVAILABLE (UNASSIGNED) The funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

GENERAL FUND The fund used to account for all financial transactions except those required to be accounted for in another fund.

GOAL A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) A private non-governmental organization that creates accounting reporting standards, or generally accepted accounting principles (GAAP), for state and local governments in the United States.

GOVERNMENTAL FUND Used to account for activities primarily supported by taxes, grants, and similar revenue sources.

GRANTS Contributions by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

HEADLEE ROLLBACK Refers to the 1978 passage of the Headlee Amendment to Michigan's Constitution. Headlee requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation

Glossary of Terms

INTERFUND TRANSFERS Budgeted allocations of the resources of one fund transferred to another fund. This is typical for those funds which do not receive sufficient revenues to pay for necessary expenditures incurred in their operations. Transfers are also made from certain operating funds to debt retirement funds to retire debt related to the operations of the transferring fund.

INFRASTRUCTURE The basic physical framework or foundation of the City, referring to its buildings, roads, bridges, sidewalks, water system and sewer systems.

MAJOR FUND Funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

MILL A taxation unit equal to one dollar of tax obligation for every \$1,000 of assessed valuation of property.

MILLAGE The total tax obligation per \$1,000 of assessed valuation of property.

MODIFIED ACCRUAL BASIS The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the fund liability is incurred except for inventories of materials and supplies that may be considered expenditures either when purchased or when used, and prepaid insurance and similar items that may be considered expenditures either when paid for or when consumed. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

NET WORKING CAPITAL The excess of cash, accounts receivable and inventory over accounts payable and other short-term liabilities. See Fund Balance.

OPERATING SUPPLIES Expenditures relating to the purchase of expendable items utilized in service delivery such as office supplies, gas and oil and parts and repair items.

ORGANIZATION CHART A chart representing the authority, responsibility and relationships of departmental entities within the City organization.

PERFORMANCE INDICATORS The measurement of how a program is accomplishing its mission through the delivery of products or service.

PERFORMANCE OBJECTIVES The desired output oriented accomplishments that can be measured within a given time period.

PROFESSIONAL & CONTRACTUAL Expenditures relating to services rendered to the City of external providers of legal services, auditing and architectural services, as well as other private contractors providing telephone service, utilities, insurance and printing.

Glossary of Terms

PROPOSAL “A” A State Constitutional Amendment approved by the electorate in 1994 that limits increases in Taxable Value of individual parcels to the Consumer Price Index or 5%, whichever is lower. This applies to all parcels that do not transfer ownership. Properties that change ownership or where new additions or construction takes place can be assessed at 50% of Fair Market Value.

RECOMMENDED BUDGET The City's revenue and expenditure plan for the fiscal year as prepared and recommended by the City Manager for consideration by City Council.

RETAINED EARNINGS An accumulated excess of revenues over expenditures for proprietary funds (Enterprise, Internal Service) equates to fund balance for governmental funds.

REVENUES Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Also, general long-term debt proceeds and operating transfers in are classified as “other financing sources” rather than as revenues.

SPECIAL ASSESSMENT DISTRICT (SAD) A method of financing public improvements by distributing the cost of a project to those properties realizing a direct benefit. Types of projects most often financed through Special Assessments include sanitary sewers, water mains, road construction and reconstruction and sidewalk construction.

SPECIAL REVENUE FUNDS Used to account for the proceeds of specific revenue sources or to finance specified activities in accordance with statutory or administrative requirements. Budgeted special revenue funds are Major Roads, Local Roads, Senior Center, Community Development Block Grant, Parks Capital Development, Capital Improvement Fund, Revolving Special Assessment, Nutrition and Police Forfeiture Fund.

STATE EQUALIZED VALUE (SEV) The assessed valuation of property in the City as determined by the City Assessor subject to review by higher levels of government to assure that it equals 50% of fair market value, as required by State law.

TAXABLE VALUE In March 1994, the electorate of the State of Michigan approved Proposal A, which added new terminology to property tax administration. This terminology was "Taxable Value." Taxable Value is the State Equalized Value at December 31, 1994, adjusted for changes in fair market value, the cost of living index or 5%, whichever provides the lower Taxable Value for calculation of taxes.

TAX BASE The total value of taxable property in the City.

TRANSFERS OUT See Interfund Transfers.

TRUST AND AGENCY FUNDS Used to account for assets held by the City as trustee.