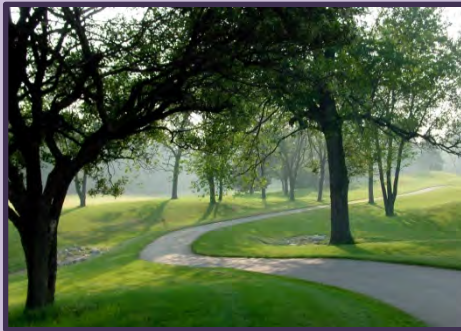


CITY OF FARMINGTON HILLS, MI FY 2020/21 ANNUAL BUDGET



City of Farmington Hills, Michigan
Annual Budget
Fiscal Year
July 1, 2020 - June 30, 2021



Farmington Hills City Council

Standing (l-r): Michael Bridges, Samantha Steckloff, Ken Massey, Jackie Boleware
Seated (l-r): Valerie Knol, Mayor Vicki Barnett, Mary Newlin

City Manager

Dave Boyer

Executive Management Team

Steve Barr, Finance
Ed Gardiner, Planning and Community Development
Jeff King, Police
Gary Mekjian, Assistant City Manager
Karen Mondora, Public Services
Kelly Monico, Central Services
John Randle, Human Resources
Ellen Schnackel, Special Services
Pam Smith, City Clerk
Samantha Seimer, Economic Development
Jon Unruh, Fire

Budget Preparation Staff

Steve Barr, Finance Director
Shu-Fen Lin, Assistant Finance Director
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. She is the Council liaison to the Arts Commission and the Committee to Increase Voter Participation, 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 has served in leadership roles with 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. He currently serves as the Council liaison to the Farmington Area Commission on Aging. His term expires in 2021.

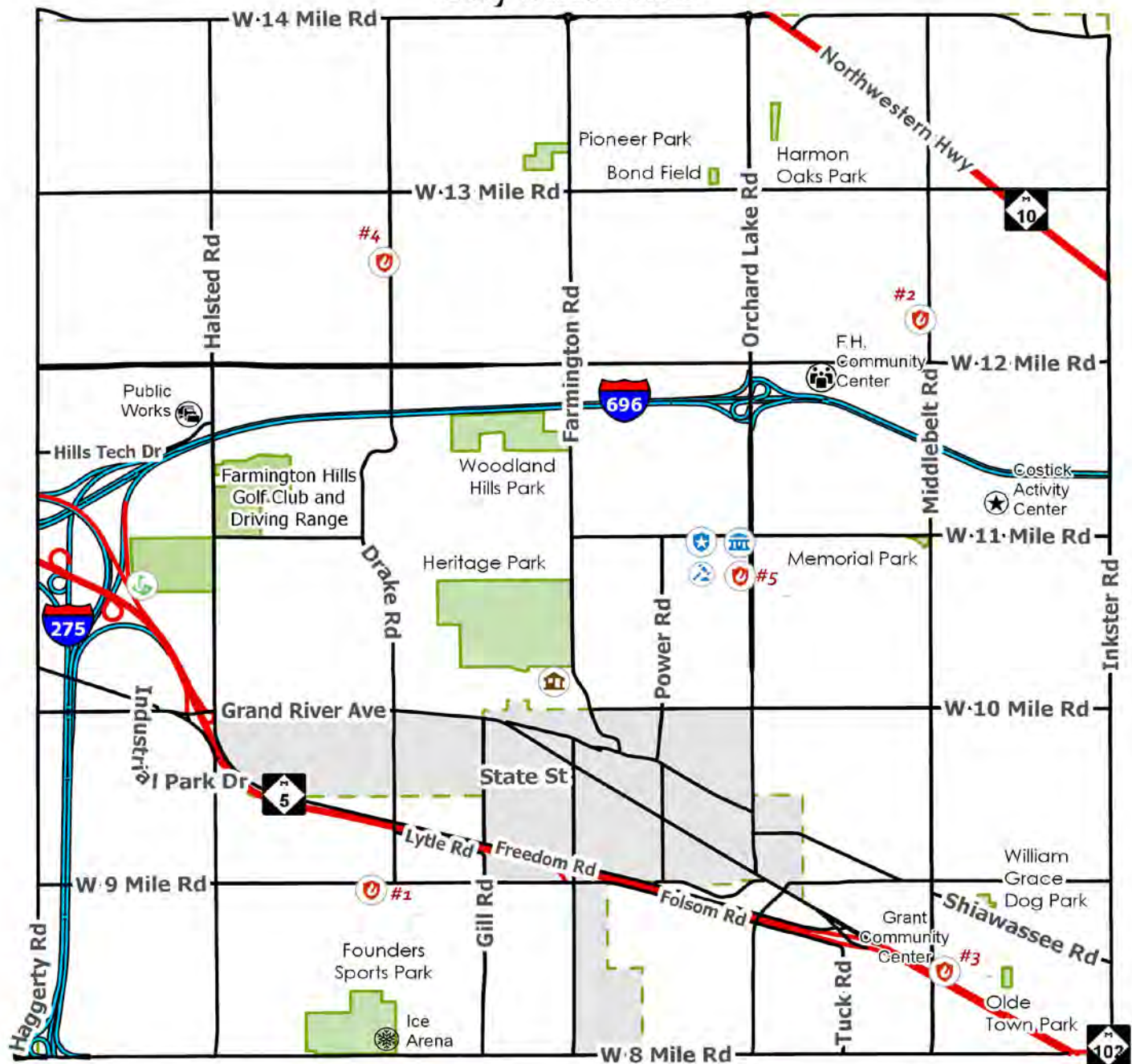
Valerie Knol was elected to City Council in 2013 and 2017. She served as Mayor Pro Tem in 2016 and currently serves as Mayor Pro Tem in 2020. She is the Council liaison to the Historic District Commission, Historical Commission, and the Beautification Commission. She was on the Farmington City Council for eight years and served as Mayor of Farmington from 2007-09. She served on the Board of the Farmington Players Theatre, the American Association of University Women, the Farmington YMCA, the 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. He served as Mayor Pro Tem in 2006, 2010, and 2015, as Mayor from 2015 to 2019, and was re-elected to City Council in 2019. 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 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.

Samantha Steckloff was elected to City Council in 2013 and 2017, and served as Mayor Pro Tem in 2017. She is the Council liaison to the Commission on Community Health and the Parks and Recreation Commission. Prior to being elected to Council, she served on the Parks and Recreation Commission and the Committee to Increase Voter Participation. She was one of the first participants in the Farmington Hills After-School Program. Her term expires in 2021.

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 | | |



DESCRIPTION OF THE CITY



Farmington Hills is a 34 square mile suburban community with a pastoral and gently rolling terrain in Oakland County, MI. 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 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 University Research 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. 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, meeting the needs and style demands of those who live here. 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 located in Heritage Park.

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. Twelve 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.

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, 2019

Christopher P. Morrill

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, 2019.

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 36th consecutive award the City of Farmington Hills has received.

TABLE OF CONTENTS

Mayor and City Council	i
City Facilities Map	ii
Description of the City	iii
How to use this Budget Document	iv
GFOA Budget Award.....	vi

TABLE OF CONTENTS

Table of Contents	vii
-------------------------	-----

BUDGET OVERVIEW

City Manager’s Budget Message	1
Mid-Term and Long-Term Goals.....	9
Long-Term Financial Plans	10
The Budgeting Process	11
Budget Calendar.....	15
Financial Policies	16
Financial Policy Benchmarks.....	25
City-Wide Organization Chart	27
Financial Organization Structure	28
Full Time Employee Statistics	29
Tax Overview	30
Taxable Value Analysis	31
Fund Overview.....	32
Summary of Budgetary Funds	33
Consolidated Budget Summary.....	35
Schedule of Interfund Transfers.....	36

GENERAL FUND

Fund Description	37
Pie Charts	38
General Fund Revenue Analysis.....	40
General Fund Summary	44
General Fund Revenues	46
General Fund Revenue Historical Trend.....	50
General Fund Expenditure Summary	51
General Fund Expenditure Historical Trend	52

BOARDS, COMMISSIONS AND AGENCIES

Table of Boards and Commissions	53
47 th District Court	54
Descriptions of Various Boards and Commissions	56
Expenditure Detail	59

TABLE OF CONTENTS

GENERAL GOVERNMENT

Expenditure Summary	60
City Council	61
City Administration	65
Public Information	70
Finance Department	74
Corporation Counsel	87
City Clerk	89
Human Resources	95
Central Services	101
Support Services	108
Post Employment Benefits	110
Inter-fund Transfers	111

PUBLIC SAFETY

Expenditure Summary	112
Police Department	113
Fire Department	124

PLANNING AND COMMUNITY DEVELOPMENT

Planning and Community Development Administration	132
Organizational Chart/Staffing Level	133
Building Division	135
Community Development Office	137
Planning Office	139
Zoning Division	141
Expenditure Detail	143

PUBLIC SERVICES

Department Expenditure Summary	146
Organizational Chart	147
DPS Administration	148
Road Maintenance	152
Building Maintenance	157
Engineering	160
DPW Maintenance Facility	164
Waste Collection/Recycling	170

TABLE OF CONTENTS

SPECIAL SERVICES

Department Expenditure Summary	175
Organizational Chart.....	176
Special Services Administration	177
Youth & Families Services Division	180
Senior Services Division	186
Parks Division	190
Cultural Arts Division	194
Golf Division	198
Recreation Division	202
Ice Arena	207

SPECIAL REVENUE FUNDS

Funds Description.....	211
Special Revenue Funds Summary.....	213
Infrastructure Funds Summary.....	214
Recreation Funds Summary	215
Public Safety Funds Summary.....	216
Municipal Street Fund	217
Major Roads Fund.....	220
Local Roads Fund.....	230
Major and Local Road Funds Summary	239
Parks Millage Fund.....	244
Nutrition Grant Fund.....	248
Public Safety Millage Fund	250
Federal Forfeiture Fund	253
State Forfeiture Fund.....	256
Community Development Block Grant (CDBG) Fund	258

DEBT SERVICE FUNDS

Funds Description	260
Debt Maturity Graph	261
Debt Service Funds Summary	262
General Debt Service Fund	263
Building Authority Debt Fund.....	265
Calculation of Debt Levy	266
Debt Summary and Legal Debt Margin	267

TABLE OF CONTENTS

CAPITAL PROJECTS FUNDS

Funds Description.....	268
Funds Summary.....	269
Capital Improvement Fund	270
Capital Improvement Fund Projects Detail	275
Six Year Capital Improvement Plan	281
Community Center Renovations Fund.....	285
Golf Course Capital Improvement Fund.....	287

COMPONENT UNITS

Component Units Summary	289
Brownfield Authority Fund	290
Corridor Improvement Authority Fund	293

SUPPLEMENTAL INFORMATION

Budget Resolution	296
Water and Sewer Fund	313
Your Tax Dollar	319
County Local Unit Tax Rates	320
County Local Unit Tax Levy Comparisons	321
City Tax Rate, Levy and Collections History	322
Real Property Tax Rates for All Taxing Units in the City	323
Retirement System & Retiree Healthcare Plan Funding Progress	325
Community Demographics	326
Glossary	327



OFFICE OF CITY MANAGER

June 2020

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

INTRODUCTION

With this letter I am transmitting the fiscal 2020/21 budget for the City of Farmington Hills. The budget is one of the most important documents the City prepares since it identifies the services to be provided over the next year and how those services are to be financed. It describes in detail how each City department, activity, and function will invest the City's resources for the benefit of the community.

The budget includes input from City Council, as well as from residents, staff, consultants, and the City's planning program documents. This input assists us in prioritizing and directing our resources toward those programs, projects and activities that have the greatest potential for helping us successfully achieve our goals while addressing the City's most pressing needs. Building community understanding and support for the budget and for the services and programs that we provide is essential. The budget addresses current and future community needs and balances service demands with conservative financial management. It supports the following goals:

1. Employ a multi-disciplined, well-planned strategic approach to address the financial, social, and environmental dimensions of sustainability for the City of Farmington Hills.
2. Provide high quality, dependable public services that residents and businesses expect in order to enjoy a City that is safe and clean. This includes effective fire and police protection, advanced life-support services, safe and efficient water and sewer systems, and refuse pickup including curbside recycling and composting.
3. Support social, cultural, and recreational programs and services that enhance the lives of our residents, help build strong families, and showcase Farmington Hills as a desirable place to live, work, play and learn.
4. Increase the tax base by maintaining a healthy business climate by working cooperatively with federal, state, county, and local agencies to provide assistance to new and existing businesses in the community.
5. Define and establish long-term funding strategies for Major and Local Road Improvements.

This Budget maintains all City services with some cost increases and by making improvements in areas where previous budget cuts have made it difficult to keep up with work load demands and/or new mandated work requirements.

I am optimistic about the City of Farmington Hills and where we are headed. There is opportunity in this time of fiscal challenge. Farmington Hills is a great place to live, work, play and learn. We offer a high quality of life and a high level of service to our residents. The fiscal

limitations we face can be met through more collaboration with surrounding Communities, and smarter ways of doing business. Over the past years, we have cut back, done without, and changed how we do some things. This has resulted in cost savings and efficiencies. While the response and effort of each department has been excellent, we continue to seek ways to reduce spending.

BUDGET OVERVIEW

Total Ad Valorem taxable value increased by 3.97% in 2020 compared to the 2019 tax roll. The increase in taxable value is the net result of a 4.10% increase in real property taxable value and a 1.91% increase in personal property taxable value. The increase in real property taxable value is the result of a 3.85% increase in residential values, a 7.82% increase in commercial values, and a 7.21% increase in industrial values.

Personal property taxable value accounts for approximately 5.88% of the 2020 tax base for FY 2020/21, down from 6.00% in 2019. We expect personal property taxable values to decline as a percentage of the total tax base, as the phase-out of eligible manufacturing personal property continues through FY 2022/23. The City expects to receive reimbursement from the State of Michigan in FY 2020/21 for the loss of personal property taxes due to the exemptions of the phased-out personal property to-date.

The City will be impacted for the fifth consecutive year by a Headlee Millage Rollback in FY 2020/21. The General Operating, Road, Parks and the Public Safety Millages will be reduced by 1.13% in FY 2020/21. Although taxable value growth is projected to be approximately 3.97% 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 \$4.9 million for FY 2020/21. The City’s Defined Benefit Pension and Retiree Healthcare Contributions are approximately \$6.9 million for FY 2020/21.

GENERAL FUND REVENUE

The total General Fund Revenue Budget of \$60,605,359 for FY 2020/21 (including transfers-in from other Funds) decreased by \$20,628 or 0.03% compared to the FY 2019/20 Adopted Budget of \$60,625,987 and increased by \$1,837,461 or 3.13% compared to the FY 2019/20 Year-end Projection of \$58,767,898. In comparing the FY 2020/21 Revenue Budget to the FY 2019/20 year-end Revenue Projection, Property Taxes increased 2.94%, Grants decreased by 11.82%, State Shared Revenue decreased by 16.17%, Fees decreased by 1.48% (Recycling Fees will remain at the FY 2019/20 level), Sales decreased by 17.47%, Fines and Forfeitures increased by 17.72%, Interest Earnings decreased by 33.33%, Inter-fund Transfers-in remained the same, Recreation User Charges increased by 58.80%, and Other Revenue increased by 0.01%.

GENERAL FUND EXPENDITURES

For FY 2019/20, total General Fund Expenditures plus Transfers to Other Funds is projected to end the year lower by approximately \$1,196,138 or 1.91% compared to the Current Budget. The FY 2020/21 Proposed Budget for total General Fund Expenditures plus Transfers to Other Funds is higher than the FY 2019/20 Budget by approximately \$2,322,000 or 3.7%. The Budget over Budget increase is the result of increases in most functional categories, partially offset by decreases in Boards & Commissions, General government and Planning & Community.

GENERAL FUND – FUND BALANCE

The FY 2020/21 General Fund Budget is balanced with the use of \$4,453,528 of Fund Balance. Total Fund Balance in the General Fund is estimated to be approximately \$30 million or 46.2% of total General Fund Expenditures plus Transfers-out at June 30, 2021. Of that amount, approximately \$13.8 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 \$16.3 million is equivalent to 25% of total General Fund Expenditures plus Transfers-out at June 30, 2021.

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%) and industrial (3%) and personal property (6%). The average residential property taxable value increased by 3.8% from \$93,695 in 2019 to \$97,300 in 2020 which includes adjustments to existing properties plus the addition of new residential properties. Using the 2019 millage rates, this equates to an overall average property tax increase of \$166.35 per principal residential owner, of which \$61.97 would be increased from City taxes. The budget is based on a property tax rate of 17.0117 mills, a 0.1788 millage decrease from FY 2019/20. This millage decrease results by a Headlee Rollback on the General Operating Millage (0.0926 mills), Road Millages (0.0529 mills), Parks Millage (0.0054 mills), and the Public Safety Millage (0.035 mills), as well as a small decrease in the Economic Development Millage (0.0005) and partially offset by a small increase in the Refuse Millage (0.0076 mills). This millage decrease will result in a \$17.40 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 \$43.93 in City property taxes from the average residential taxpayer compared to FY 2019/20.

ALL BUDGETED FUNDS

The total Budgeted Expenditures for all Budgeted Funds (excluding interfund transfers) for FY 2020/21 is approximately \$127.4 million compared to \$131.1 million for FY 2019/20, and \$94.4 million for FY 2018/19. This represents a 2.8% decrease in expenditures from FY 2019/20. The approximate \$3.7 million decrease in overall City expenditures is primarily due to decreases in the Capital Projects, Debt Service and Components Funds, partially offset by increases in General, Major Road, Local Road, and Public Safety Funds.

BUDGET HIGHLIGHTS

Through fiscal responsibility, we have been able to implement programs that strengthen our community and enhance the lives of our residents. The following is a brief summary of major programs and projects that are completed, ongoing and included in the FY 2020/21 budget. They are broken down into FY 2019/20 accomplishments and current, ongoing projects and FY 2020/21 programs.

Ongoing or Fiscal Year 19/20 Accomplishments

- **Safe City** – Criminal activity in 2019, 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 11% over the past year and by 49% over the past decade. Armed Robberies (7) were the lowest in City history. The number of Burglaries (145), Auto Thefts (67),

and Larceny from Autos (255), increased slightly, however these are still amongst the lowest levels recorded in City history.

- **City-Wide Open House** – The tradition of holding a City-Wide Open House was reinstated in 2018 and continued with an open house 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.
- **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 2019/20:
 - Construction of a 24’ by 8’ box culvert as road culvert replacement/upsizing on Brittany Drive at the Upper River Rouge crossing west of Farmington Road.
 - Construction of two separate Power Road crossings of a tributary of the Main Ravine Drains
 - Replacement of 44” by 72” culvert on Lundy Drive crossing of the North Pebble Creek.
 - Constructed a new 36” x 60” culvert on Geraldine Road crossing of the Main Ravines Drain.
 - Constructed outfall storm sewers on Park Hill Street and Hemlock Avenue.
- **Repaving of Major Roads** – The following significant major road projects were completed in FY 2019/20:
 - Halsted Road from I-696 to 12 Mile Road
 - Power Road from Ten Mile to Eleven Mile Road
 - Halsted Road from Grand River Avenue to Eleven Mile Road
 - Nine Mile Road from Hawthorne to Middlebelt Road
- **Repaving of Local Roads** – The following significant major road projects were completed in FY 2019/20:
 - Flemings Roseland Park
 - Tarabusi Roseland Gardens
 - Farmington View Sub
 - Old Homestead Subdivision and Pleasant Valley Farms #1 and #2
 - Oakland Hills Orchard
 - Fendt’s Hillsdale Subdivision (Bridgeman)
 - Supervisor’s Middlebelt & Ten Mile Road Plat #2
 - Farmington Acres (Lundy)
 - Supervisor’s Plat #13 (Sunnydale)
- **Sidewalks/Pathways** – In addition to the ongoing sidewalk replacement and maintenance program, sidewalk work was completed on Nine Mile Road (Hawthorne to Middlebelt), Colfax between Mayfield Avenue and Riverwalk Subdivision I, and paved bike lane shoulders on Power Road (Ten Mile to Eleven Mile Road).
- **New Development and Improvements** – In 2019, the Planning and Community Development Department oversaw the construction of 46 new residential units with a

value of over \$12.1 million. Permits for \$25.8 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 \$54.8 million.

- **New Equipment** – The following significant equipment was or will be placed into service in FY 2019/20:
 - Public Services: Replacements of single and tandem axle dump trucks, storm sewer jet truck, 4-ton cold patch trailer, and the vehicle maintenance service truck, one (1) motor pool vehicle, three (3) pickup trucks with plows, and three (3) fleet vehicles.
 - Technology: Purchase of two (2) new election scanners and software and various technology and unified communications upgrades and improvements.
 - Special Services: Replacements of a pickup truck with plow, diesel utility cart, rotary brush cutter, bunker rake, and a leaf blower/vacuum.
 - Police: Replacements of four (4) marked police cars and four (4) unmarked Police Cars.
 - Fire: Replacements of an engine truck, a pickup truck, mobile computers, air compressors, extrication equipment and cardiac monitors.

- **Public Facilities** – The following significant public facility improvements were or are expected to be completed in FY 2019/20:
 - Replacement of thirteen (13) HVAC units at the Ice Arena
 - Replacement of the ice pit heat exchanger at the Ice Arena
 - Replacement of the emergency battery pack lights at the Ice Arena
 - Upgrade and replacement of the fire alarm system at the Ice Arena
 - Building improvements completed to Fire Station #2 in order to minimize ice accumulation
 - Numerous police department improvements
 - Numerous fire station improvements
 - Barrier-free (ADA) improvements

In-Progress or FY 2020/21 Program Goals

- **2020 Visioning** – The City will continue to follow up on the ideas generated from the 2020 Visioning Process for the development of a long-range plan for a sustainable City.

- **Economic Development** – The City will continue to seek out ways to promote and market the City for businesses to locate.

- **Special Services Capital Projects** – The Parks & Recreation Millage Fund will fund approximately \$696,000 of capital projects/outlays for The Hawk Community Center and various types of equipment.

- **Forfeiture Fund Capital Projects** – The Federal Forfeiture Fund will fund \$250,000 for the replacement of the radio system. The State Forfeiture Fund has no planned capital projects in FY 2020/21.

- **Sidewalks/Pathways** – Sidewalk replacement along major roads will continue in FY 2020/21.

- **Construction Projects** – The Major and Local Road Funds combined will expend approximately \$24.5 million in road improvements in FY 2020/21. The projects to be completed, which are primarily funded by Act 51 and road millage funds, are as follows:

Major Roads:

- Hathaway Street
- Grand River (10 Mile to Haggerty)
- 14 Mile Road (Middlebelt to Inkster)

Local Roads:

- Stone Creek & Westlake Estates Phase 1
- Stone Creek & Westlake Estates Phase 2
- Stonewood Court
- Canterbury West Subdivision
- Edythe Drive
- Cora & Haynes
- Belfast Street
- Canfield Avenue
- Woodland Trails Subdivision
- Arbor Park Subdivision

COMMUNITY CENTER RENOVATIONS FUND

During FY 2020/21, the City will be completing performing significant renovations The Hawk Community Center. The cost of the renovations and purchase of furniture and equipment is estimated to be approximately \$23.7 million with anticipated opening in the winter of 2020. This major city project will receive funding of approximately \$1.6 million from the Brownfield Redevelopment Authority Fund.

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 \$6.2 million in FY 20/21 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 which will concentrate on various culvert replacements and repairs and updates to the City's Master Storm Drainage Plan.
- Multiple city-wide facility improvements including the replacement and/or upgrade of the CCTV security system, city hall generator, city hall foundation wall and footings, fire station improvements, and lighting fixtures at the public works building and golf course clubhouse.
- Equipment for the Fire Department including the replacements of self-contained breathing apparatus and three (3) cardiac monitors.
- Equipment for the Police Department including ballistic vests and in-car laptop computers.

- Equipment for the Public Services Department including replacements of a 10-Yard dump truck with slip-in V-Box, Gradall excavator, 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 dollar amount of budgeted capital expenditures for FY 2020/21 is \$47,009,034, which is \$1,717,839 lower than budgeted in FY 2019/20. The majority of the decreased capital expenditures in FY 2020/21 results from decreased Road Funds projects and the renovation costs associated with the new Community Center. Of the total capital expenditures for FY 2020/21, approximately \$24.5 million is for Major and Local Road construction projects, \$6.2 million is for infrastructure/capital improvements/equipment included in the Capital Improvement Fund, \$15 million is for work related to the renovations of the new Community Center and recorded in the Community Center Renovations Fund, \$700,000 is for Parks & Recreation, \$434,000 is for vehicles and building improvement in the Public Safety Millage Fund, and \$250,000 is budgeted in the Forfeiture Fund. Specific information about the capital projects is included in each respective Fund/Department.

PERSONNEL COSTS AND STAFFING

As we have gone through the transition of significantly less staff resources over the last several years, we have restructured operations where appropriate to better utilize existing staff resources to maintain a base level of City services. The full-time staff added for FY 20/21 are one (1) construction inspector in the Engineering division, and four (4) staff in the Special Services department. The full-time staffing level is down by 9% from FY 2007/08. Additionally, part-time staff has been increased by 7.22 FTE's from 148.27 FTE's in FY 2019/20 to 155.49 FTE's in FY 2020/2021. 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 proposed budget includes a 2.85% pay increase for Police officers under POAM and 0% pay increase for all other 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:

- Teresa Jergovich, Senior adult supervisor in the Special Services Department, was named Employee of the Year. Four other staff were named Outstanding Employees:
 - Ethen Amolsch, Construction Inspector IV, Public Services Department
 - Jenessa Rankin, Equipment Operator II, Public Services Department
 - Lindsay Santilli, Administrative Secretary, Police Department
 - Susan Hardy, Senior pension accountant, Finance Department

- Officer Paulo Hernandez and Lieutenant Brian Moore were named Police Officers of the Year.
- Shift Lieutenant Andre Gardenhire was named Firefighter of the Year.
- The City received the Distinguished Budget Presentation Award from the Government Finance Officers' Association (GFOA) for the FY 2019/20 Budget. This is the 36th 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, 2019, which was the 22nd consecutive year the City has received this award.

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 acknowledging the economic realities and uncertainties facing us and budgeting accordingly. We remain committed to the core values of health and safety for our residents and customers. Mindful of the current economic challenges, our eyes are also trained on the future of our fine City. I am proud of the team effort that went into producing this lean budget which holds down operating expenditures while maintaining core services. Thanks also to those who have worked hard on putting together this budget.

Steve Barr, Finance Director/Treasurer
 Ed Gardiner, Director of Planning and Community Development
 Elizabeth Gaines, Controller
 Jeff King, Police Chief
 Shu-Fen Lin, Assistant Finance Director
 Gary Mekjian, Assistant City Manager
 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
 Samantha Seimer, Economic Development Director
 Pam Smith, City Clerk
 Jon Unruh, Fire Chief



Dave Boyer
 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 2020/21</p>

November-December 2019	Finance Department prepares budget documents and instructions for Department Directors
January 6-8, 2020	Electronic distribution of budget documents and instructions and forms to Department Directors
January 6-10, 2020	Finance Pre-submittal Meetings with Departments (optional) as requested by department heads
January 11, 2020	City Council Goal Setting Meeting
By January 31, 2020	Departmental Budget Requests submitted to Finance Department
By February 28, 2020	Major and Local Road Budgets submitted to Finance Department
March 2-March 5, 2020	Finance Department Budget Review Meetings with Departments
March 23-25, 2020	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 22, 2020	Budget Document Preparation
April 27, 2020	Budget Overview presented to City Council at Study Session
April 30, 2020	Transmittal of FY 2020/21 draft budget document to City Council
May 4-5, 2020	Budget review study sessions with City Council
May 2020	Public Notice of Public Hearing on FY 2020/21 proposed budget and tax rate.
June 8, 2020	Public Hearing and Adoption of FY 2020/21 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 under GASB 34 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 by the criteria of GASB 34 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 by the criteria of GASB 34.

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 by the criteria of GASB 34 and is used to account for the development of capital facilities other than those for Roads, Utilities and Parks & Recreation.

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) The assets of the Building Authority 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 in the Capital Assets.
- D) Remaining amounts due on bonds issued by the Building Authority are reported in the non-current liabilities.

CAPITAL IMPROVEMENT BUDGET POLICIES

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

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

In addition to the Six Year Capital Improvement Program, the City will prepare a Capital Improvement Budget, which will implement to the extent of available resources, the first year of the Capital Improvement Program.

FINANCIAL REPORTING & AUDITING POLICIES

In accordance with Section 6.10 of the City Charter, an independent audit of all City funds will be conducted annually by a Certified Public Accounting Firm.

The Comprehensive Annual Financial Report (CAFR) shall be subject to the annual audit. The annual audit will be conducted in accordance with generally accepted auditing standards. 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 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 will establish and maintain a high standard of accounting practices. Accounting standards will conform to generally accepted accounting principles as established by the Governmental Accounting Standards Board.

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

The Finance Department will prepare monthly budget and financial reports for internal management purposes. In addition to financial audits, every five years, the City will conduct a Managerial Audit. These audits will be conducted by an independent consultant or consultants chosen by City Council, who will determine the scope of the audit and the nature of the report to be 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 document 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 will limit 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

Financial Policies

- 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
- 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 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.

Financial Policies

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 = 26.7% of Expenditures + Transfers-out (FY 2018/19 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 2018/19 CAFR, which was the 22nd 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> 2020 Taxable Value base comprised of: Residential 70% Non-Residential 30%</p>
<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>

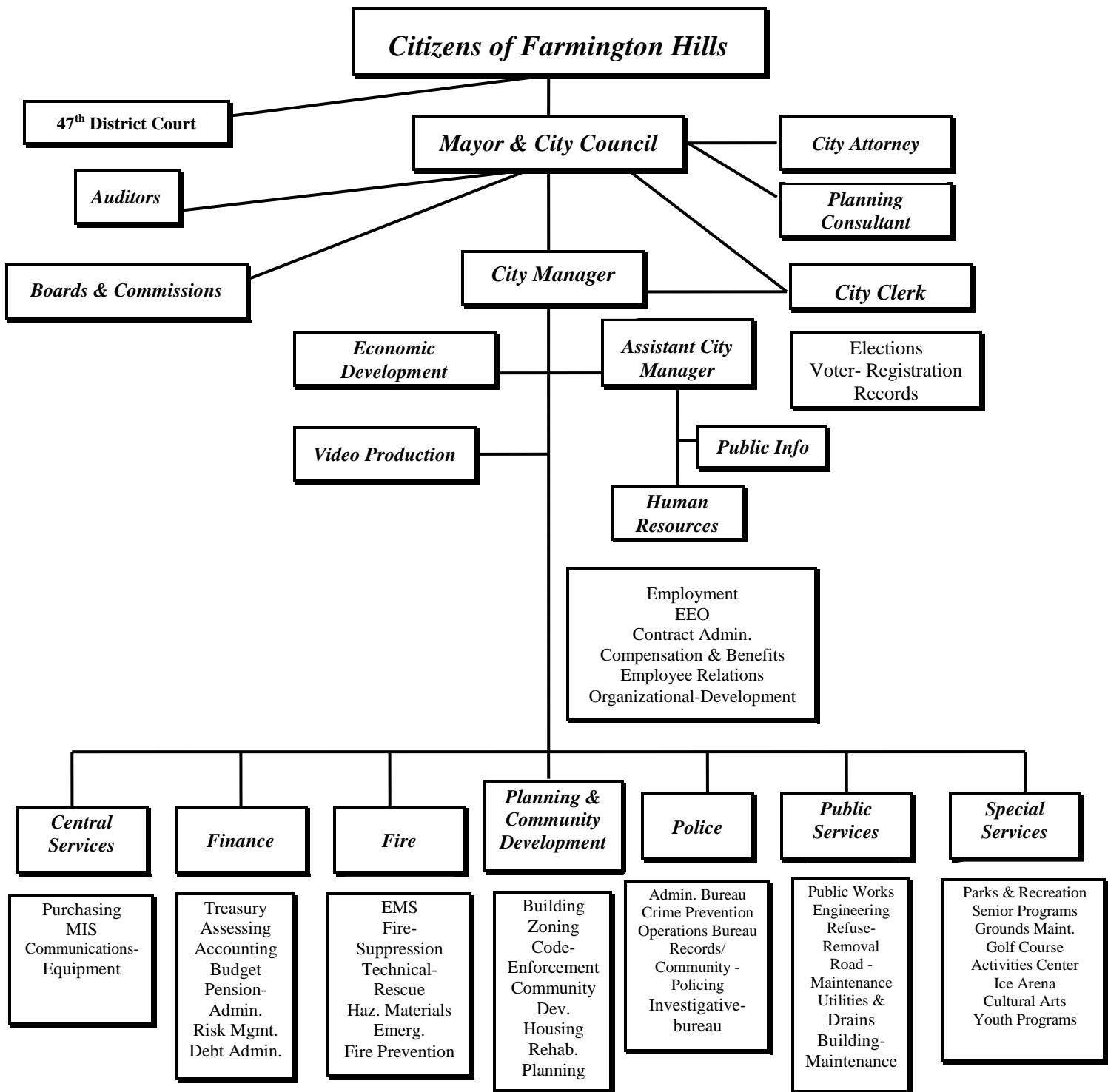
FINANCIAL POLICY BENCHMARKS (continued)

Financial Policy Benchmarks

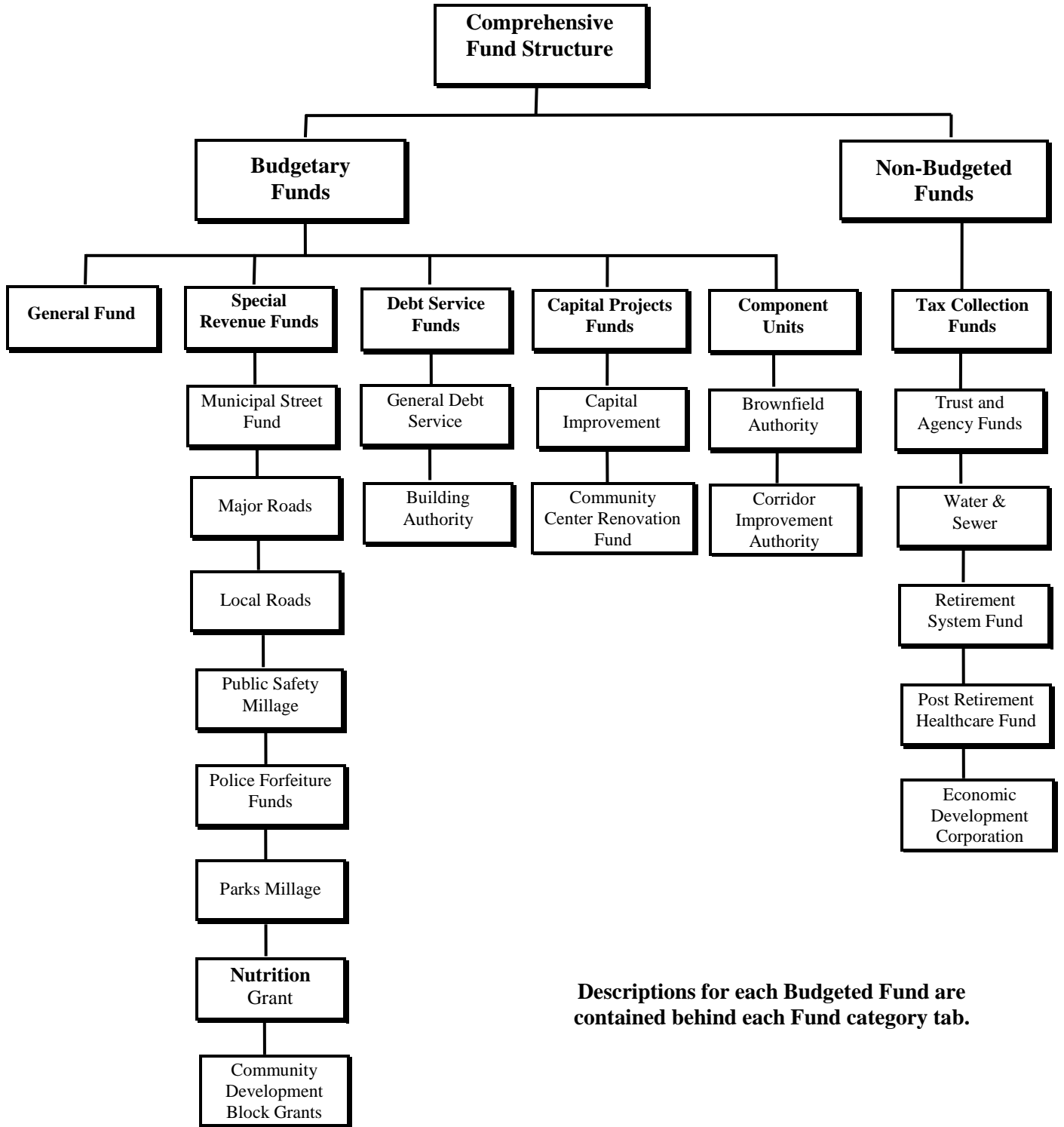
Status

<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 20/21:</p> <table style="width: 100%; border: none;"> <tr> <td>Public Facilities & Sites:</td> <td style="text-align: right;">\$16,718,994</td> </tr> <tr> <td>Roads:</td> <td style="text-align: right;">\$24,489,713</td> </tr> <tr> <td>Equipment:</td> <td style="text-align: right;">\$ 3,639,327</td> </tr> <tr> <td>Drainage:</td> <td style="text-align: right;">\$ 2,061,000</td> </tr> <tr> <td>Sidewalks:</td> <td style="text-align: right;">\$ 100,000</td> </tr> </table>	Public Facilities & Sites:	\$16,718,994	Roads:	\$24,489,713	Equipment:	\$ 3,639,327	Drainage:	\$ 2,061,000	Sidewalks:	\$ 100,000
Public Facilities & Sites:	\$16,718,994										
Roads:	\$24,489,713										
Equipment:	\$ 3,639,327										
Drainage:	\$ 2,061,000										
Sidewalks:	\$ 100,000										
<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 2019/20, which is the 36th 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 2018/19 Funded Ratio (per the Actuarial Reports):</p> <ul style="list-style-type: none"> • Employees’ Retirement System - 76% • Post-Retirement Healthcare Fund – 98.21% 										
<p>Enhance the property tax base.</p>	<p>2019 Community investment: Residential: 46 new units valued at \$12.1 million. \$25.8 million in improvements/additions to 1,701 existing units. Commercial-New, Additions & Improvements: \$61.2 million.</p>										

CITY OF FARMINGTON HILLS



CITY OF FARMINGTON HILLS FINANCIAL ORGANIZATION STRUCTURE



Descriptions for each Budgeted Fund are contained behind each Fund category tab.

FULL-TIME EMPLOYEE STATISTICS

Department/Function	FY	FY	FY	FY 2020/21		
	17/18	18/19	19/20	Full Time	Part Time FTE*	Total
General Fund:						
City Administration	4	4	4	4	0.65	4.65
Public Information	4	4	4	4	1.50	5.50
Finance	19	19	19	19	0.62	19.62
City Clerk	6	6	6	6	0.65	6.65
Human Resources	4	4	4	4	0.14	4.14
Central Services	9	9	9	9	0.88	9.88
Police	142	142	143	143	11.22	154.22
Fire	55	59	63	63	29.99	92.99
Planning & Community Dev.	19	19	19	19	0.90	19.90
Public Services:						
Administration	4	4	4	4	0.00	4.00
Road Maintenance	21	21	21	21	5.49	26.49
Building Maintenance	4	4	4	4	0.00	4.00
Engineering	13	13	13	14	2.90	16.90
D.P.W. Garage	11	11	10	10	0.60	10.60
Waste Collection/Recycling	1	1	1	1	0.00	1.00
Special Services:						
Administration	12	12	13	14	13.31	27.31
Youth and Families	1	1	1	1	8.73	9.73
Senior Adults	5	5	5	5	21.82	26.82
Parks	9	9	11	9	15.92	24.92
Cultural Arts	2	2	2	3	2.56	5.56
Golf Course	2	2	2	2	11.43	13.43
Recreation	0	0	0	4	15.52	19.52
Ice Arena	3	3	3	3	10.66	13.66
TOTAL CITY	350	354	361	366	155.49	521.49

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

FULL TIME EMPLOYEE STATISTICS SUMMARY

	FY	FY	FY	FY
	17/18	18/19	19/20	20/21
FULL TIME	350.00	354.00	361.00	366.00
FTE	158.87	149.54	148.27	155.49
TOTAL FULL TIME & FTE	508.87	503.54	509.27	521.49

The number of full-time employees will be increased by 5 in FY 2020/21, by

Adding:

- One Construction Inspector positions in Engineering Department
- One Bldg. Maintenance Tech. position, and one Department Aide position in Special Service Administration division
- One Aquatics Specialist position, and one Facilities Coordinator position in Special Service Administration division
- One Culture Art Coordinator position in Special Services Culture Art division

Reducing:

- One Park Maintenance Tech. position in Special Service Park division

Transfers:

- One Recreation Specialist position from Special Service Park division to Recreation division
- One Recreation Superintendent position, and two Recreation supervisor positions from Special Service Administration division to Recreation 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 2020/21 and the last four fiscal years and the taxable value for FY 2020/21 are outlined below:

Advalorem Taxable Value (subject to City taxation)* = \$3,589,428,150
IFT Taxable Value = \$603,160

Millage Type	Actual Tax Rate FY 2016/17	Actual Tax Rate FY 2017/18	Actual Tax Rate FY 2018/19	Actual Tax Rate FY 2019/20	Proposed Tax Rate FY 2020/21
Operations	5.8911	6.1549	6.1956	5.6431	5.5514
Capital	1.5978	1.7168	1.6695	2.0285	1.8109
Debt Service	0.4671	0.4434	0.3892	0.5216	0.7383
Total Charter Operating Millage*	7.9560	8.3151	8.2543	8.1932	8.1006
Refuse Removal	0.7169	0.7359	0.7608	0.7454	0.7530
Economic Development	0.0160	0.0156	0.0151	0.0144	0.0139
Voted Road Millage	1.9908	1.9738	1.9593	4.6744	4.6215
Voted Parks	0.4859	0.4817	0.4781	0.4745	0.4691
Voted Public Safety	3.1617	3.1348	3.1118	3.0886	3.0536
Total Voted Millage	5.6384	5.5903	5.5492	8.2375	8.1442
Total City Millage	14.3273	14.6569	14.5794	17.1905	17.0117

* Subject to Headlee Capped Charter Maximum of 8.1006 Mills.

2020 TAXABLE VALUE ANALYSIS BY CLASS

CLASS	2019 Taxable	Net New	Adjustment	2020 Taxable	% of Taxable Adjustment	% of Taxable Roll
COMMERCIAL	715,406,880	7,306,799	24,039,711	746,753,390	3.36%	20.76%
INDUSTRIAL	111,975,400	679,340	8,072,020	120,726,760	7.21%	3.36%
RESIDENTIAL	2,424,630,660	11,528,411	81,827,839	2,517,986,910	3.37%	70.00%
REAL PROPERTY	3,252,012,940	19,514,550	113,939,570	3,385,467,060	3.50%	94.12%
PERSONAL	207,556,420	19,514,550	(15,543,100)	211,527,870	-7.49%	5.88%
GRAND TOTAL	3,459,569,360	39,029,100	98,396,470	3,596,994,930	2.84%	100.00%
GRAND TOTAL*	3,459,569,360	39,029,100	98,396,470	3,596,994,930	3.97%	100.00%

* Including Net New.

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

	2020 S.E.V.	2020 TAXABLE	S.E.V. TO T.V. REDUCTION
COMMERCIAL	997,818,000	746,753,390	251,064,610
INDUSTRIAL	171,757,180	120,726,760	51,030,420
RESIDENTIAL	3,271,417,200	2,517,986,910	753,430,290
REAL PROPERTY	4,440,992,380	3,385,467,060	1,055,525,320
PERSONAL	211,532,720	211,527,870	4,850
GRAND TOTAL	4,652,525,100	3,596,994,930	1,055,530,170

Property taxpayer savings (using 2019 millage rates) are:

City Taxes at 17.1905 mills	\$ 18,145,091
Total Taxes at 46.1449 mills **	\$ 48,707,334

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

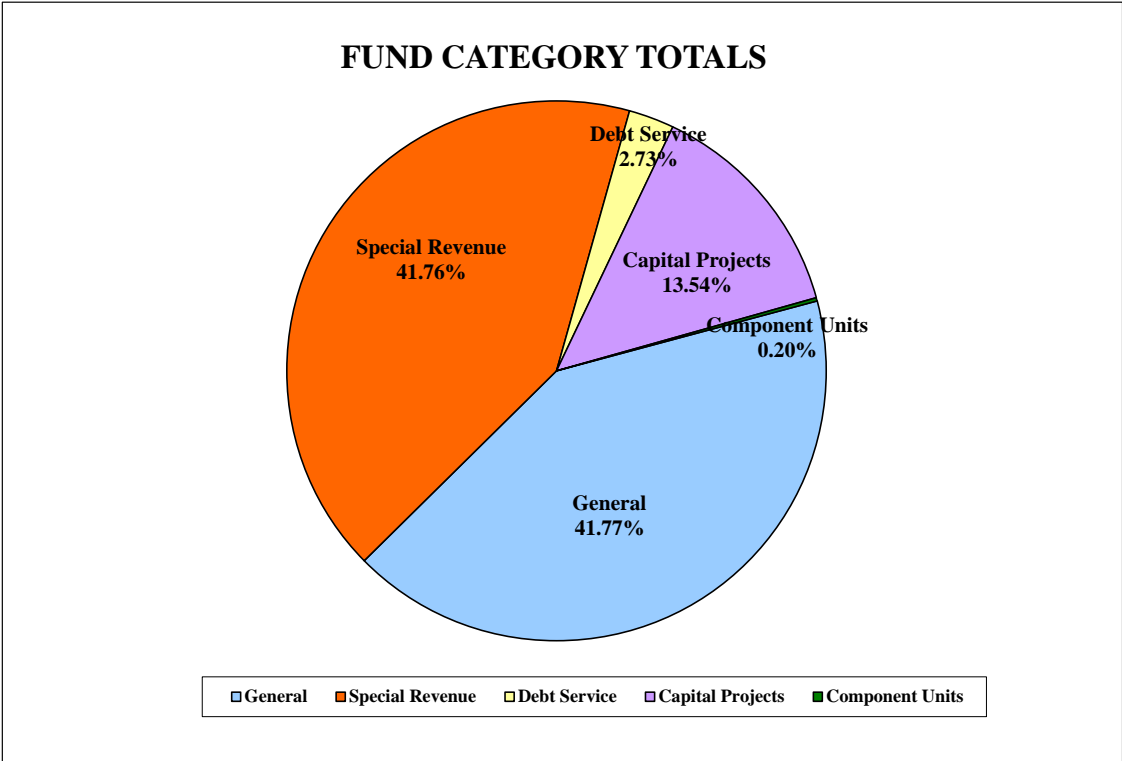
**2019 Farmington Schools Homestead tax rate

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.

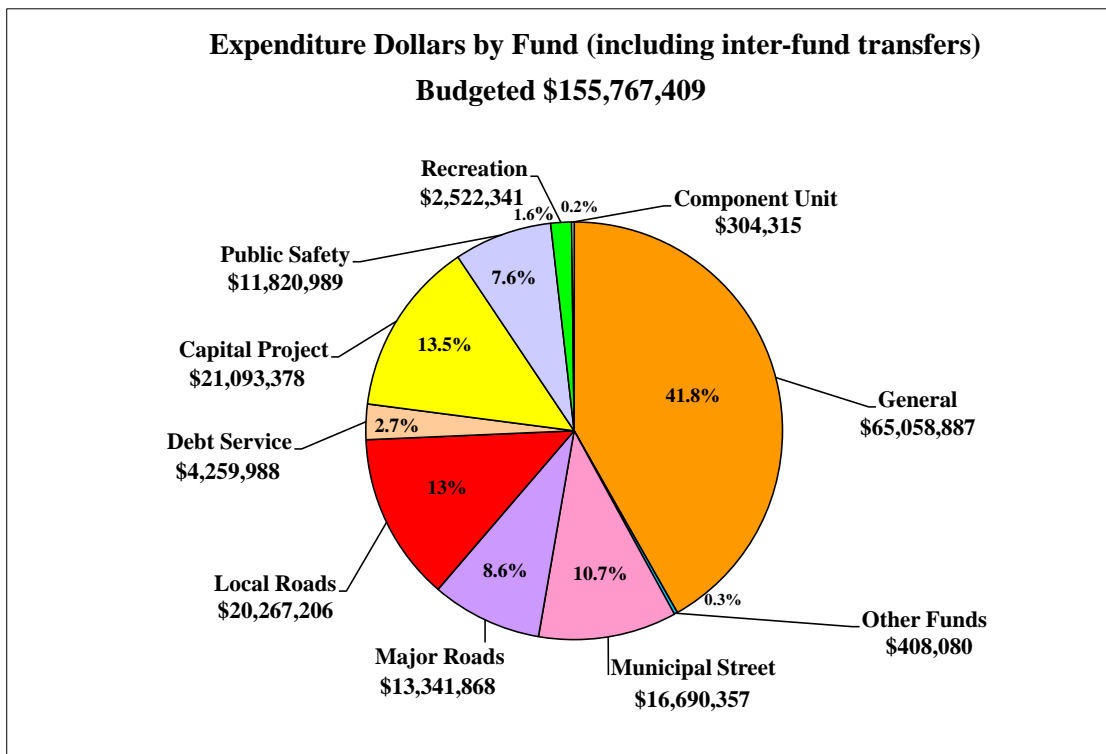
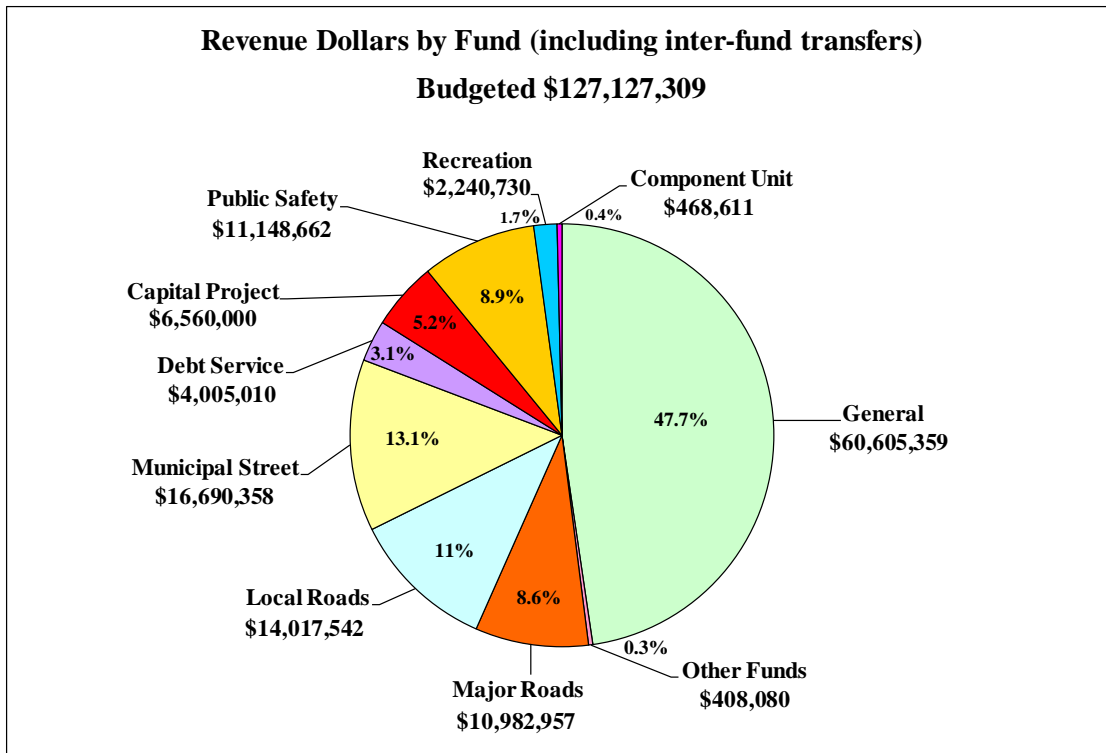
FUND OVERVIEW

The City’s General Fund accounts for 41.77% or \$65,058,887 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	\$65,058,887	41.77%
Special Revenue	65,050,841	41.76%
Debt Service	4,259,988	2.73%
Capital Projects	21,093,378	13.54%
Component Units	304,315	0.20%
Total	\$155,767,409	100.00%

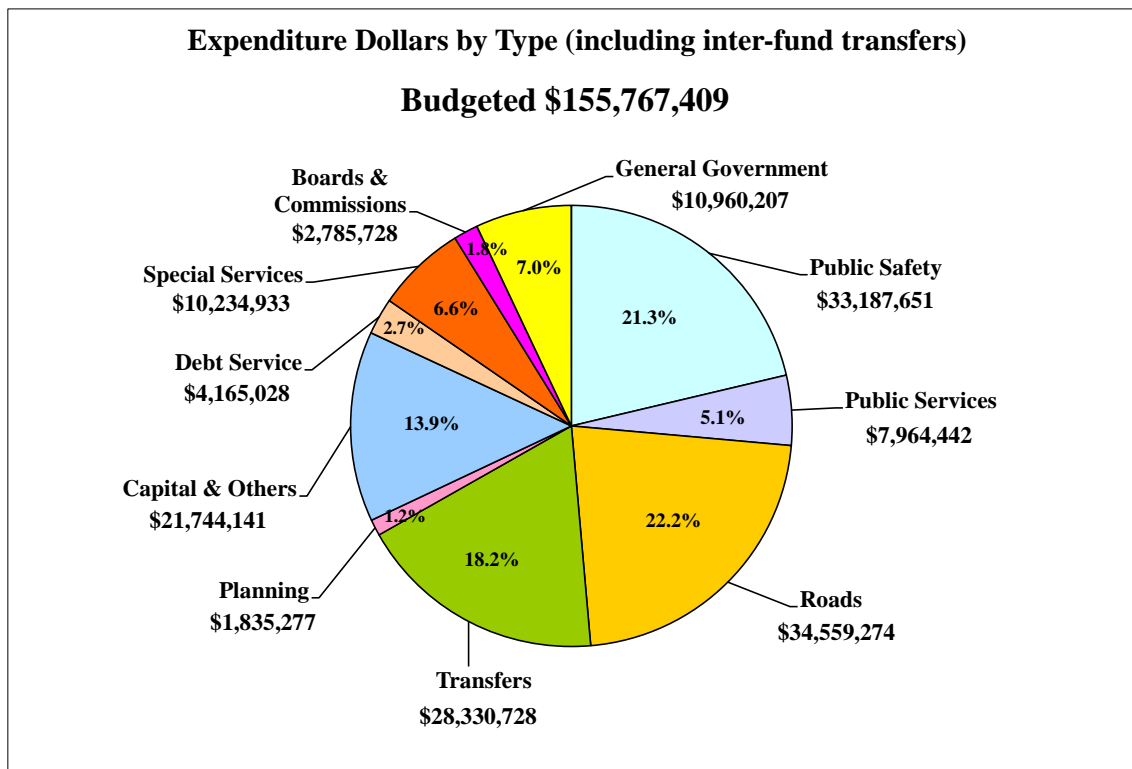
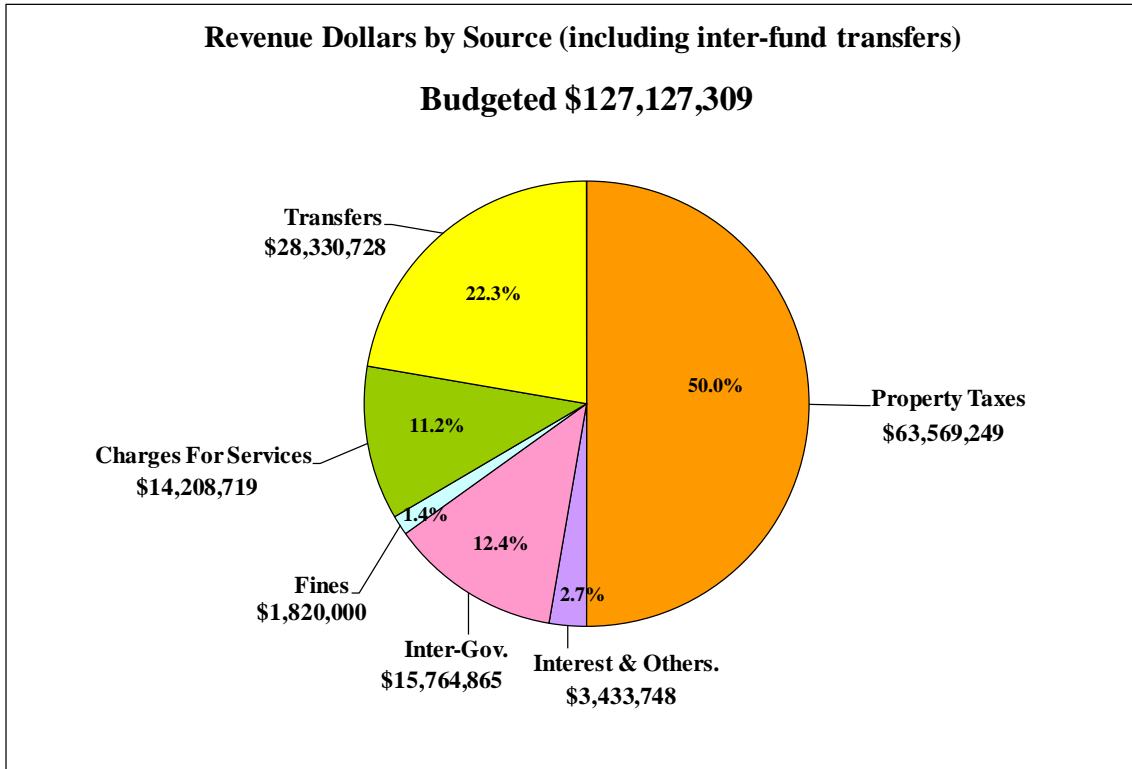


SUMMARY OF BUDGETARY FUNDS BY FUND TYPE FY 2020/21



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

**SUMMARY OF BUDGETARY FUNDS
BY REVENUE SOURCE AND EXPENDITURE TYPE
FY 2020/21**



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

CONSOLIDATED BUDGET SUMMARY
FY 2020/21

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Component Units	Total Funds
FUND BALANCE AT JULY 1, 2020	\$34,492,845	\$13,635,265	\$284,093	\$18,433,167	\$673,229	\$67,518,599
REVENUES						
Property Taxes	33,915,664	29,200,974	0	0	452,611	63,569,249
Intergovernmental	6,465,160	9,054,355	245,350	0	0	15,764,865
Charges for Service	14,208,719	0	0	0	0	14,208,719
Interest Income	500,000	270,900	5,000	60,000	16,000	851,900
Fines and Forfeitures	1,820,000	0	0	0	0	1,820,000
Other/Miscellaneous	2,378,966	202,882	0	0	0	2,581,848
Total Revenues	59,288,509	38,729,111	250,350	60,000	468,611	98,796,581
EXPENDITURES						
Boards and Commissions	2,785,728	0	0	0	0	2,785,728
General Government	10,960,207	0	0	0	0	10,960,207
Public Safety	22,059,439	11,128,212	0	0	0	33,187,651
Planning, Community & Econ. Dev.	1,835,277	0	0	0	0	1,835,277
Public Services	7,964,442	0	0	0	0	7,964,442
Special Services	10,234,933	0	0	0	0	10,234,933
Highways and Streets	0	32,498,274	0	2,061,000	0	34,559,274
Land Acquisition, Capital Improvements and Other	0	2,413,948	2,500	19,032,378	295,315	21,744,141
Debt Service Principal	0	740,000	2,405,000	0	0	3,145,000
Debt Service Interest	0	187,200	832,828	0	0	1,020,028
Total Expenditures	55,840,026	46,967,634	3,240,328	21,093,378	295,315	127,436,681
Revenues over/(under) Expenditures	3,448,483	(8,238,523)	(2,989,978)	(21,033,378)	173,296	(28,640,100)
OTHER FINANCING SOURCES AND USES						
Transfers In	1,316,850	16,759,218	3,754,660	6,500,000	0	28,330,728
Transfers Out	(9,218,861)	(18,083,207)	(1,019,660)	0	(9,000)	(28,330,728)
Total	(7,902,011)	(1,323,989)	2,735,000	6,500,000	(9,000)	0
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(4,453,528)	(9,562,512)	(254,978)	(14,533,378)	164,296	(28,640,100)
FUND BALANCE AT JUNE 30, 2021	\$30,039,317	\$4,072,753	\$29,115	\$3,899,789	\$837,525	\$38,878,499

SCHEDULE OF INTERFUND TRANSFERS FY 2020/21

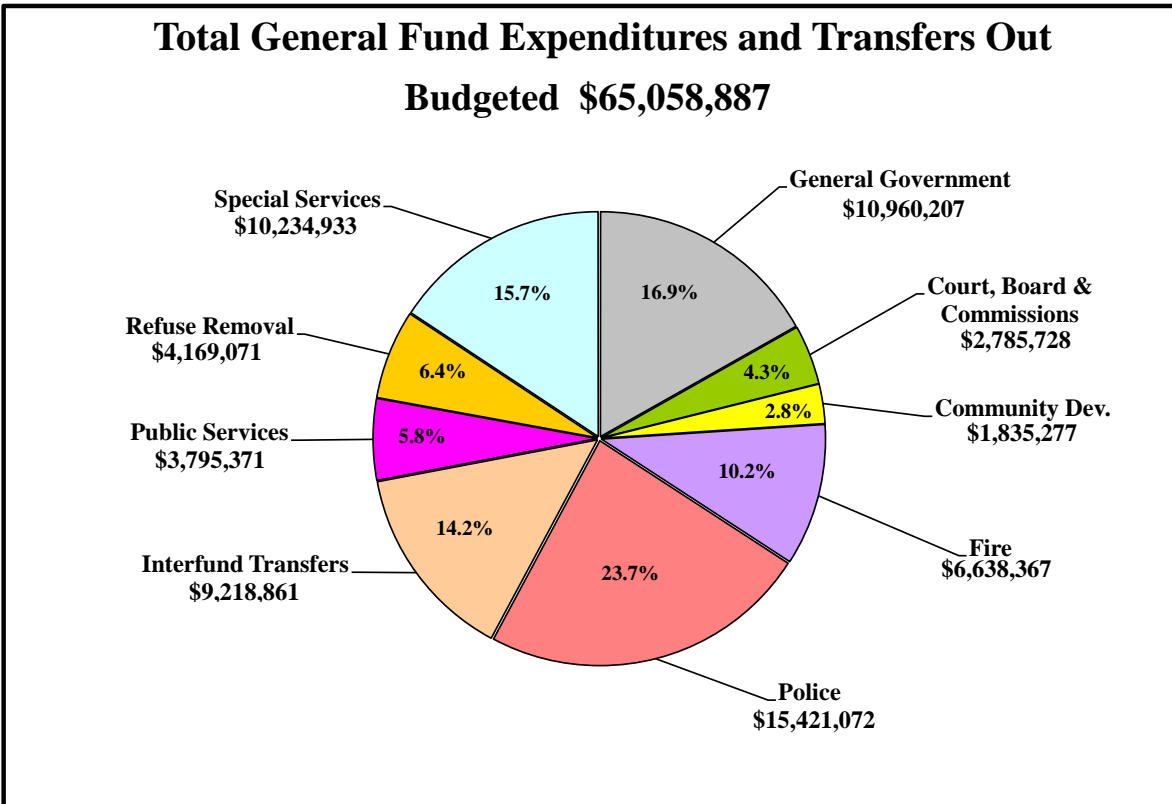
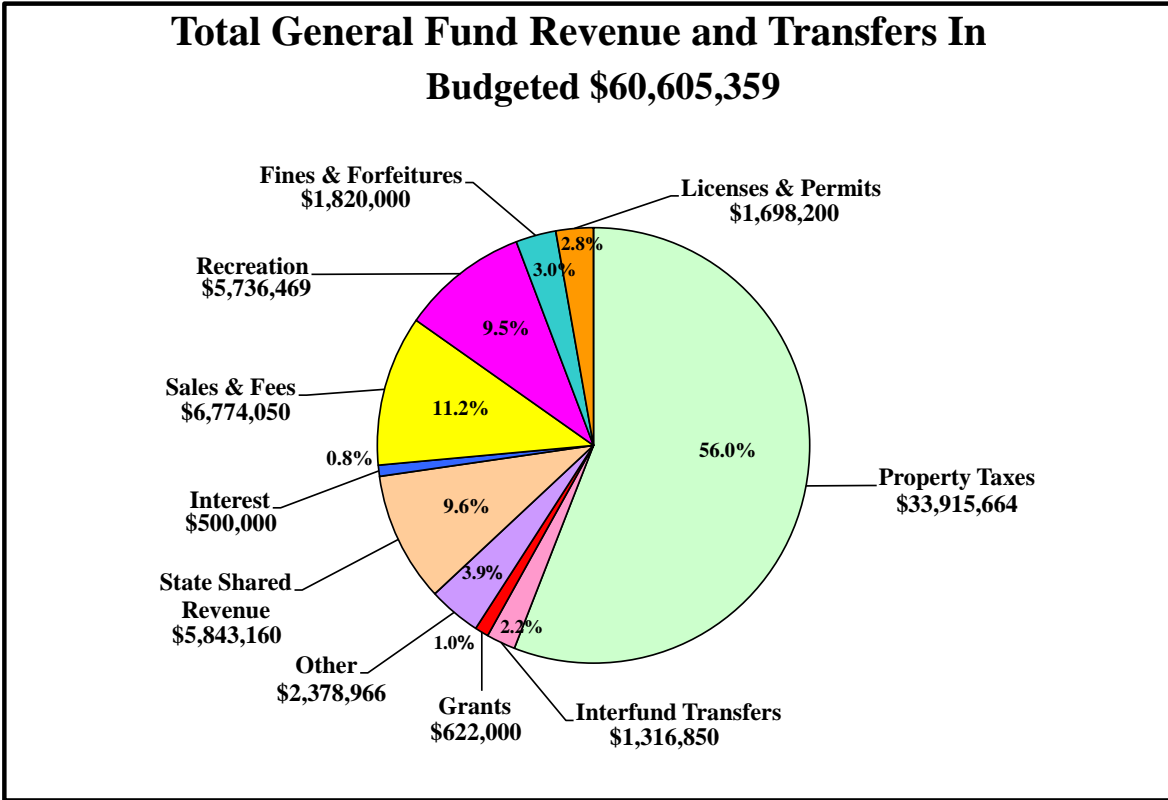
Fund Transfer From	Fund Transfer To	Amount
General Fund	Capital Improvement Fund	6,500,000
	Nutrition Fund	68,861
	General Debt Service Fund	2,650,000
	Total General Fund	9,218,861
Municipal Street Fund	Major Roads Fund	4,673,300
	Local Roads Fund	12,017,057
	Total Municipal Street Fund	16,690,357
Local Roads Fund	General Debt Service Fund	85,000
Parks Millage Fund	General Fund	1,307,850
General Debt Service Fund	Building Authority Fund	1,019,660
Brownfield Redevelopment Authority Fund	General Fund	9,000
	Total Interfund Transfers	\$28,330,728

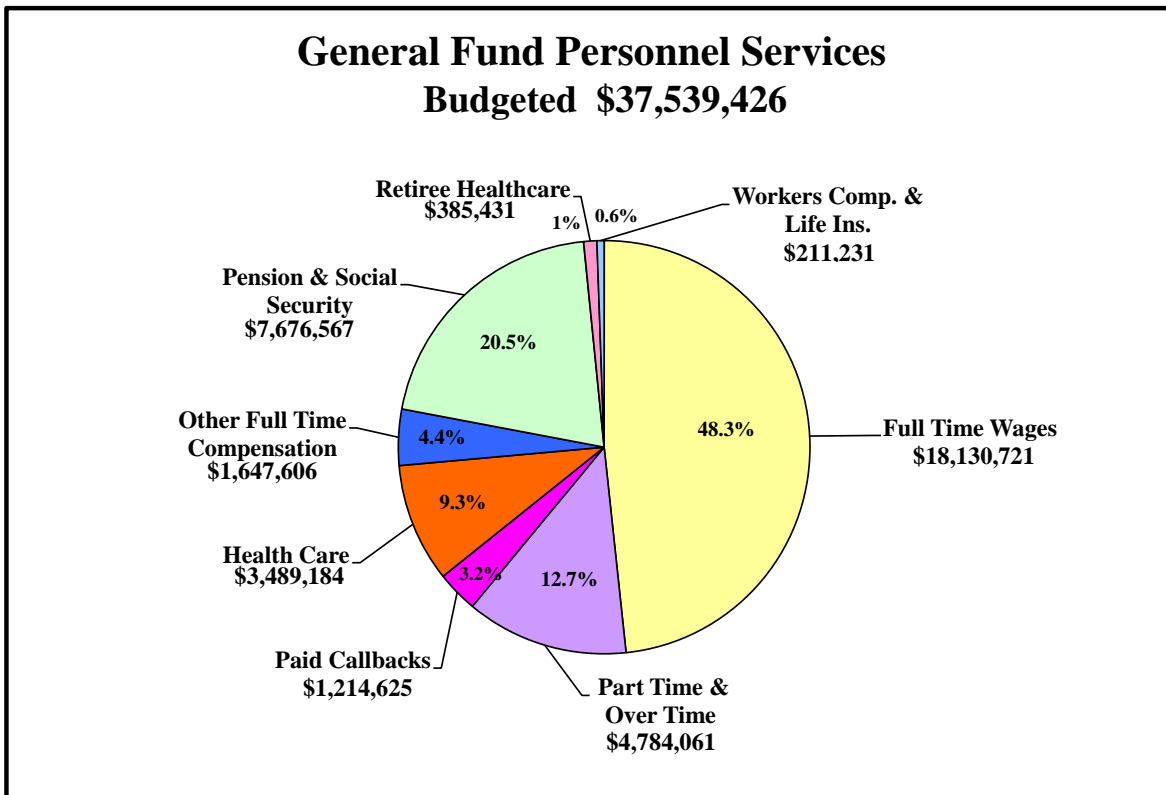
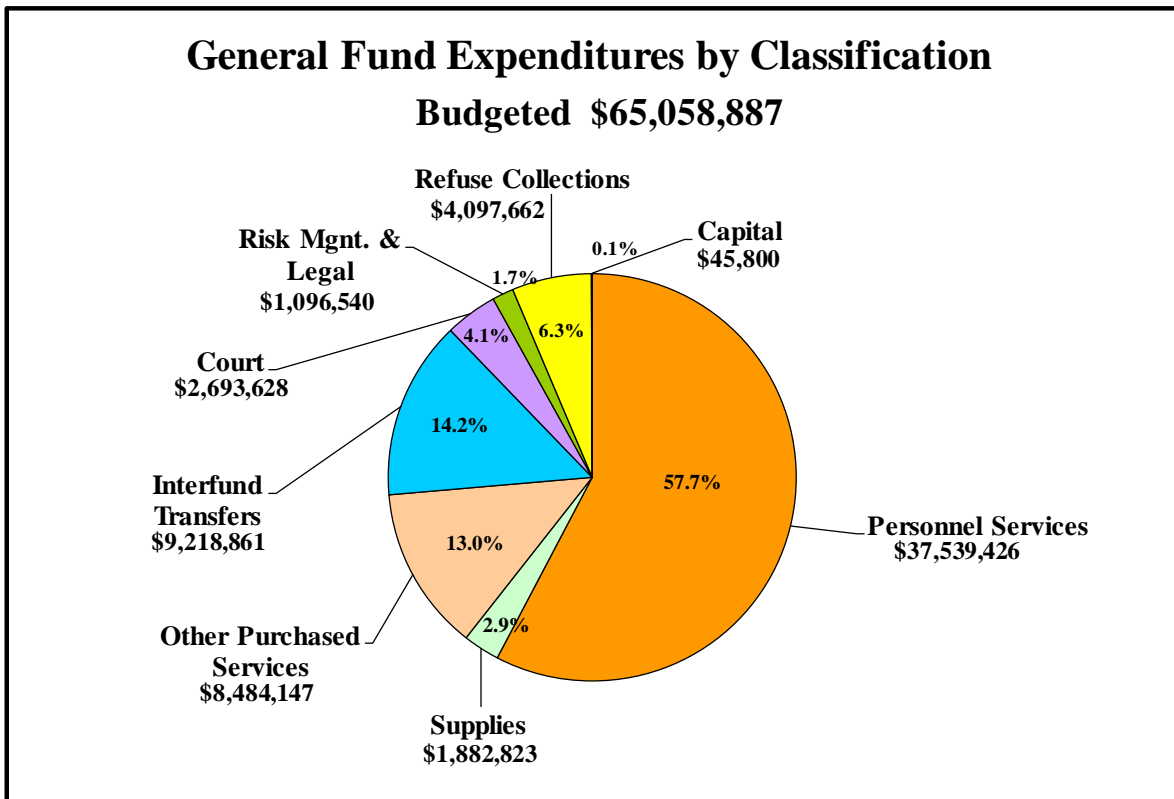
GENERAL FUND

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 2020/21

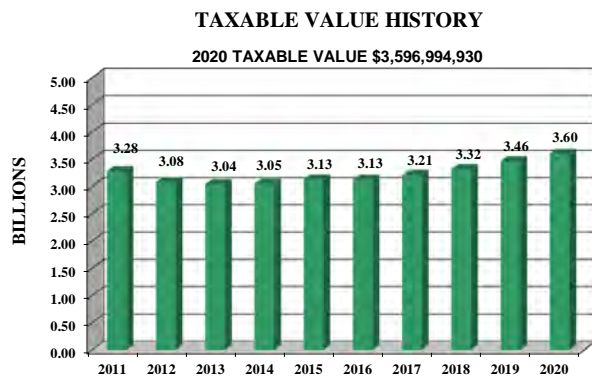




GENERAL FUND REVENUE ANALYSIS

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 56% of the General Fund Revenue, up from 54.2% last year. The proposed General Operating Millage (\$1 per \$1,000 of Taxable Value) is 8.1006, which covers operations, debt service and capital outlays. The Taxable Value of \$3,596,994,930 for FY 2020/21 was established on 12/31/19.

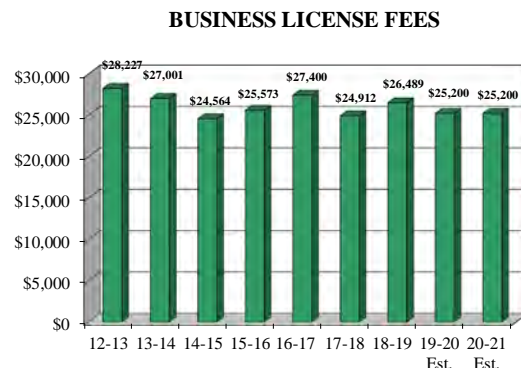
This category also consists of delinquent tax collections, penalties, interest, delinquent taxes, IFT Payments, and administration fees. Total General Fund property tax related revenues are projected at \$33,915,664 for FY 2020/21.

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.

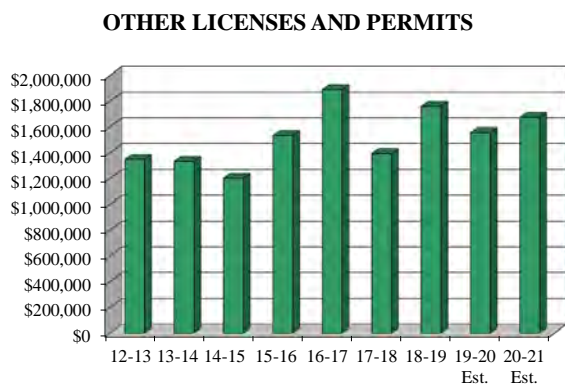
This category of revenue is projected at \$25,200 for FY 2020/21.



General Fund Revenue Analysis

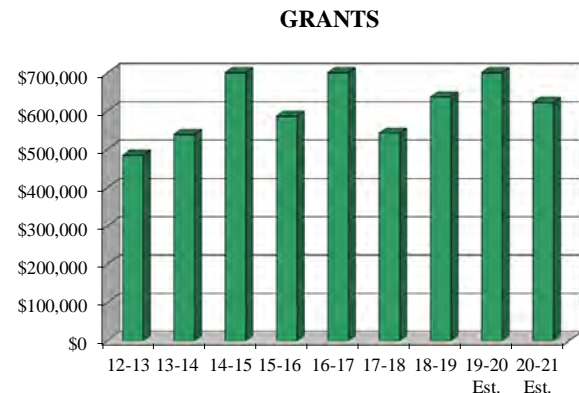
Other Licenses and Permits

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 \$1,673,000 for FY 2020/21.



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 \$622,000 for FY 2020/21.

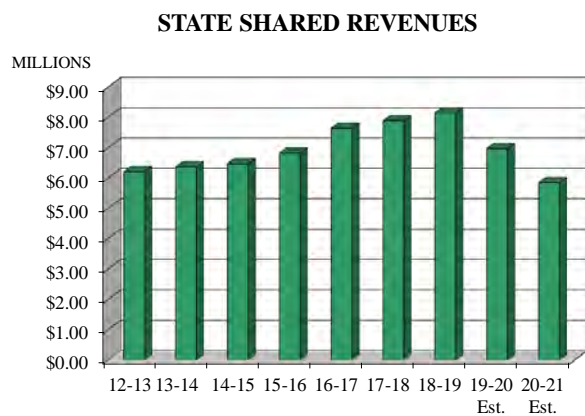


State Shared Revenues

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 2020/21 revenues are based on the State's Budget estimates. This amount is projected to be \$5,843,160 or 9.6% of the General Fund Revenue Budget, down from 13.4% last year.

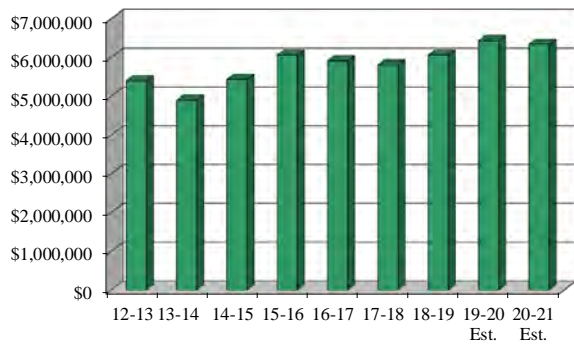


General Fund Revenue Analysis

Fees

Sources for these revenues are fees charged for various services provided by the City. This category accounts for \$6,335,000 of the General Fund Revenues. The largest revenue fee items in this group are \$1,766,000 for cable franchise fees, \$1,740,000 for advance life support fees, and \$1,500,000 for curbside recycling fees. Other revenues are estimated on anticipated development and construction and past revenue trends.

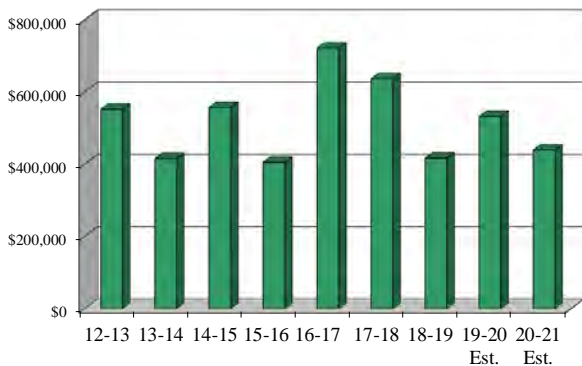
FEES



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 \$439,050 of the FY 2020/21 General Fund Budget.

SALES

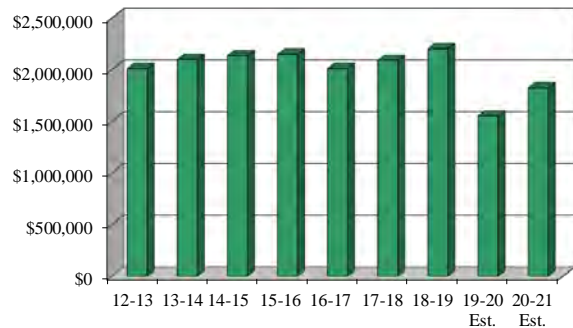


Fines and Forfeitures

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 \$1,820,000 for FY 2020/21 and comprise 3% of the General Fund Budget, down from 3.6% last year.

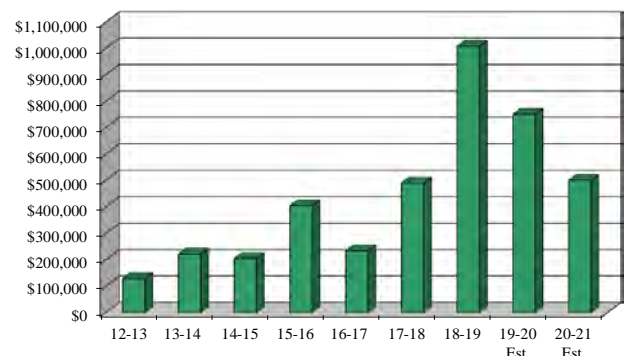
FINES AND FORFEITURES



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 \$500,000 to the City's revenue.

INVESTMENT INCOME

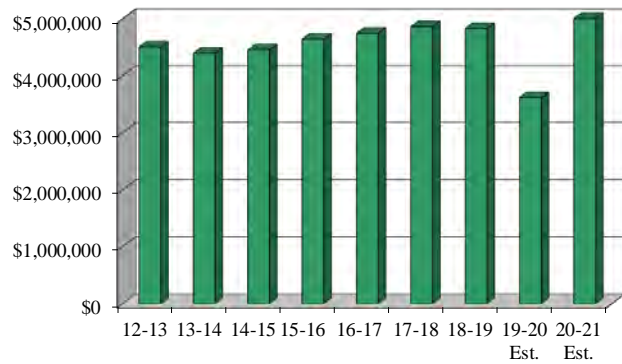


General Fund Revenue Analysis

Recreation User Charges

This category includes fees for recreation, senior, and cultural programs conducted by the Parks and Recreation Department at the 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 \$5,736,469 or 9.5% of the FY 2020/21 General Fund Revenue Budget.

RECREATION USER CHARGES

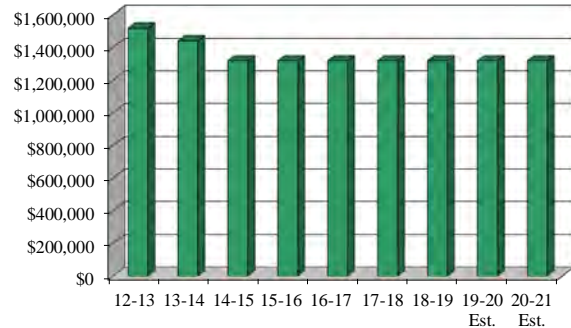


Contributions from Other Funds

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 2020/21 contributions will be \$1,316,850 or 2.2% 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 2020/21 is \$2,378,966.

GENERAL FUND SUMMARY

	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimated	2020/21 Adopted	2021/22 Projection	2022/23 Projection
FUND BALANCE AT JULY 1							
Nonspendable, Restricted & Assigned	18,604,967	20,129,723	21,581,785	21,581,785	19,107,555	13,774,595	9,106,264
Unassigned	14,558,909	14,896,434	15,684,322	15,684,322	15,385,290	16,264,722	16,505,564
TOTAL FUND BALANCE	33,163,876	35,026,157	37,266,107	37,266,107	34,492,845	30,039,317	25,611,828
REVENUES							
Property Taxes	30,827,096	31,779,255	32,850,488	32,946,618	33,915,664	33,915,664	34,250,043
Business Licenses & Permits	24,912	26,489	25,200	25,200	25,200	25,200	25,200
Other Licenses & Permits	1,392,234	1,756,674	1,522,200	1,554,500	1,673,000	1,441,700	1,384,600
Grants	541,671	636,351	607,000	705,350	622,000	497,000	372,000
State Shared Revenues	7,877,669	8,136,443	8,136,541	6,970,380	5,843,160	5,843,160	5,896,342
Fees	5,803,811	6,058,580	5,440,300	6,430,000	6,335,000	6,335,000	6,335,000
Sales	635,548	416,217	419,050	532,000	439,050	439,050	439,050
Fines & Forfeitures	2,085,540	2,197,948	2,200,000	1,546,000	1,820,000	1,820,000	1,820,000
Interest Earnings	489,901	1,007,407	600,000	750,000	500,000	500,000	500,000
Recreation User Charges	4,858,219	4,825,461	5,149,758	3,612,316	5,736,469	7,082,087	7,783,405
Other Revenue	2,500,818	2,804,595	2,358,600	2,378,684	2,378,966	2,379,058	2,379,153
TOTAL OPERATING REVENUE	57,037,419	59,645,421	59,309,137	57,451,048	59,288,509	60,277,919	61,184,793
EXPENDITURES							
Boards & Commissions	2,717,645	2,833,344	2,936,921	2,859,812	2,785,728	2,838,317	2,891,958
General Government	9,982,940	10,062,251	11,104,561	10,982,125	10,960,207	11,187,599	11,644,767
Public Safety	19,884,139	20,414,816	21,249,573	21,258,344	22,059,439	23,088,210	23,918,740
Planning & Community Development	1,598,519	1,651,997	1,838,698	1,768,732	1,835,277	1,873,677	1,926,700
Public Services	7,313,297	7,476,454	7,941,740	7,830,265	7,964,442	8,108,504	8,193,076
Special Services	7,967,963	8,088,516	8,831,495	7,973,031	10,234,933	11,187,079	11,532,742
TOTAL EXPENDITURES	49,464,503	50,527,378	53,902,987	52,672,308	55,840,026	58,283,387	60,107,984
EXCESS OF REVENUE OVER (UNDER) EXPENDITURES	7,572,916	9,118,043	5,406,151	4,778,740	3,448,483	1,994,532	1,076,809
OTHER FINANCING SOURCES (USES)							
Operating Transfers In	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850
Operating Transfers Out	(7,027,485)	(8,194,944)	(8,834,310)	(8,868,851)	(9,218,861)	(7,738,871)	(7,698,881)
TOTAL OTHER FINANCING SOURCES (USES)	(5,710,635)	(6,878,094)	(7,517,460)	(7,552,001)	(7,902,011)	(6,422,021)	(6,382,031)
EXCESS OF REVENUE AND FINANCING SOURCES (USES) OVER (UNDER)	1,862,281	2,239,949	(2,111,309)	(2,773,261)	(4,453,528)	(4,427,489)	(5,305,222)
FUND BALANCE AS OF JUNE 30							
Nonspendable, Restricted & Assigned	20,129,723	21,581,785	16,283,809	19,107,555	13,774,595	9,106,264	3,354,891
Unassigned	14,896,434	15,684,322	18,870,988	15,385,290	16,264,722	16,505,564	16,951,716
TOTAL FUND BALANCE	35,026,157	37,266,107	35,154,797	34,492,845	30,039,317	25,611,828	20,306,607
Unassigned Fund Balance							
As Percent Of Expenditures	26.4%	26.7%	30.1%	25.0%	25.0%	25.0%	25.0%

General Fund Summary

	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimated	2020/21 Adopted	2021/22 Projection	2022/23 Projection
<u>Nonspendable and Restricted Fund Balance</u>							
Restricted	67,064	0	0	0	0	0	0
Prepays	838,111	867,649	900,000	900,000	900,000	900,000	900,000
Total Nonspendable and Restricted Fund Balance	905,175	867,649	900,000	900,000	900,000	900,000	900,000
<u>Assigned Fund Balance</u>							
Next Year's Budgeted Excess Expenditures	2,198,169	2,111,310	3,661,667	4,453,528	4,427,489	5,305,222	2,454,891
Encumbrances Carried Forward	395,595	105,491	0	0	0	0	0
Future Inspections	200,000	0	0	0	0	0	0
Communications	200,000	0	0	0	0	0	0
Information Technology	1,000,000	0	0	0	0	0	0
Police Patrol Cars	400,000	0	0	0	0	0	0
Activities Center	355,000	0	0	0	0	0	0
Buses	400,000	400,000	400,000	400,000	400,000	400,000	0
Stormwater	5,900,000	5,900,000	4,402,142	6,434,027	1,127,106	0	0
Sidewalks & Bikepaths	500,000	0	0	0	0	0	0
Corridor Improvement Authority	920,000	920,000	920,000	920,000	920,000	920,000	0
Citywide Facilities Imp.	1,455,784	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0
Public Safety	300,000	0	0	0	0	0	0
Retirement System Contribution*	5,000,000	10,277,335	5,000,000	5,000,000	5,000,000	581,042	0
Total Assigned Fund Balance	19,224,548	20,714,136	15,383,809	18,207,555	12,874,595	8,206,264	2,454,891
Total Nonspendable, Restricted & Assigned Fund Balance	20,129,723	21,581,785	16,283,809	19,107,555	13,774,595	9,106,264	3,354,891

* Over and above the annual actuarial calculated contribution.

GENERAL FUND ESTIMATED REVENUE ANALYSIS

Acct. #	Description	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimated	2020/21 Budget	2021/22 Projected	2022/23 Projected
<u>PROPERTY TAXES</u>								
403	005 Current Operating Property Tax	26,485,588	27,200,673	28,239,713	28,182,689	28,982,384	28,982,384	29,272,208
	006 Current Refuse Removal Property Tax	2,342,555	2,505,475	2,569,189	2,567,846	2,699,654	2,699,654	2,726,650
	007 Economic Development Property Tax	49,439	49,514	49,633	49,395	49,834	49,834	50,000
	020 Delinquent Personal Property	51,623	60,964	45,000	45,000	45,000	45,000	45,000
	025 Interest & Penalty	350,415	356,972	300,000	350,000	350,000	350,000	350,000
	027 Transfer Affidavit Penalty Fee	31,960	23,240	21,000	27,000	25,000	25,000	25,000
	030 Payments in Lieu of Taxes	18,274	18,053	18,000	18,000	18,000	18,000	18,000
	031 IFT Payments	4,213	4,014	3,900	3,900	3,900	3,900	3,900
	032 Administration Fee	1,510,921	1,555,467	1,601,453	1,700,188	1,739,292	1,739,292	1,756,685
	035 Trailer Taxes	2,543	2,767	2,600	2,600	2,600	2,600	2,600
	036 MTT Payments/Adjustments	(20,435)	2,116	0	0	0	0	0
	Total Property Taxes	30,827,096	31,779,255	32,850,488	32,946,618	33,915,664	33,915,664	34,250,043
<u>BUSINESS LICENSES & PERMITS</u>								
451	025 Vendor Permits	4,706	5,454	5,000	5,000	5,000	5,000	5,000
	030 Business Licenses	4,806	5,350	5,000	5,000	5,000	5,000	5,000
	050 Landfill Permit	130	130	200	200	200	200	200
	055 Residential Builders Registration	15,270	15,555	15,000	15,000	15,000	15,000	15,000
	Total Business Licenses & Permits	24,912	26,489	25,200	25,200	25,200	25,200	25,200
<u>OTHER LICENSES & PERMITS</u>								
476	006 Fire Damage Reports	540	493	400	400	400	400	400
	009 Zoning Compliance Permit	6,445	9,530	6,500	6,500	6,500	6,500	6,500
	010 Building Permits	904,316	1,170,845	1,000,000	1,100,000	1,200,000	1,000,000	950,000
	015 Electrical Permits	156,311	189,348	160,000	140,000	150,000	135,000	140,000
	020 Heating Permits	190,070	188,409	180,000	170,000	160,000	145,000	150,000
	025 Plumbing Permits	79,934	114,846	110,000	75,000	100,000	85,000	80,000
	035 Over - Size / Weight Permits	2,350	1,900	2,000	2,000	2,000	2,000	2,000
	040 Small Cell Wireless Permit	0	0	0	1,600	0	0	0
	045 Cab Card Permits	1,200	4,100	1,500	1,500	1,500	1,500	1,500
	050 Dog Licenses	4,278	3,373	3,000	3,000	3,000	3,000	3,000
	060 Sidewalk R.O.W. Utility	15,905	17,330	12,000	15,000	15,000	15,000	15,000
	065 Residential Improvement & Engineering	11,200	13,200	14,000	7,000	12,000	6,000	4,000
	066 Residential Improvement Building	1,400	1,650	1,300	1,000	1,100	800	700
	069 Rental Unit Inspection Fee	16,540	39,480	30,000	30,000	20,000	40,000	30,000
	070 Soil Erosion & Sediment	1,745	2,170	1,500	1,500	1,500	1,500	1,500
	Total Other Licenses & Permits	1,392,234	1,756,674	1,522,200	1,554,500	1,673,000	1,441,700	1,384,600
<u>GRANTS</u>								
505	004 Federal FEMA Safer Grant	168,830	131,639	250,000	250,000	250,000	125,000	0
	005 Homeland Security Federal Grant	6,978	38,124	0	0	0	0	0
	019 COVID-19 Federal Grants	0	0	0	75,000	0	0	0
	029 SMART Grant Revenue	240,419	331,068	245,000	245,000	245,000	245,000	245,000
	032 Police Training Grant, P.A. 302	18,183	17,539	19,000	19,000	19,000	19,000	19,000
	033 Dispatch Training Grant, P.A. 32	16,913	20,144	17,000	17,000	17,000	17,000	17,000
	045 Auto Theft Grant	67,089	72,799	65,000	65,000	65,000	65,000	65,000
	050 County Grants	11,253	11,253	0	10,000	10,000	10,000	10,000
	054 Miscellaneous Grant	7,006	13,089	10,000	23,350	15,000	15,000	15,000
	100 MMRMA Rap Grant	5,000	695	1,000	1,000	1,000	1,000	1,000
	Total Grants	541,671	636,351	607,000	705,350	622,000	497,000	372,000
<u>STATE SHARED REVENUE</u>								
574	000 LCSSA Reimb. of Exempt Personal Property	895,821	797,511	500,000	485,007	485,000	485,000	485,000
	005 Income, Sales & Intangibles	6,941,971	7,299,762	7,597,372	6,444,628	5,318,160	5,318,160	5,371,342
	010 Liquor License Tax	39,877	39,169	39,169	40,745	40,000	40,000	40,000
	Total State Shared Revenue	7,877,669	8,136,443	8,136,541	6,970,380	5,843,160	5,843,160	5,896,342

Estimated Revenue Analysis

Acct. #	Description	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimated	2020/21 Budget	2021/22 Projected	2022/23 Projected
<u>FEES</u>								
607	030 Police Accident Reports	23,600	24,809	22,000	17,000	22,000	22,000	22,000
	031 Police Services	76,087	75,882	60,000	70,000	70,000	70,000	70,000
	032 Franklin Lockup Service Fees	1,200	1,000	1,300	1,000	1,000	1,000	1,000
	035 Miscellaneous Police Fees	34,213	34,026	35,000	25,000	35,000	35,000	35,000
	036 False Alarms	52,850	48,856	47,000	47,000	47,000	47,000	47,000
	037 Liquor License Processing	5,250	5,880	5,000	5,000	5,000	5,000	5,000
	038 Fire Department Cost Recovery	664	7,006	0	25,000	0	0	0
	039 Fire Inspection	84,422	73,679	90,000	65,000	80,000	80,000	80,000
	040 Weed Cutting	7,357	6,977	6,000	6,000	6,000	6,000	6,000
	041 Advance Life Support Fees	1,636,111	1,660,141	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000
	042 Animal Appeal Hearing	1,150	500	1,000	1,000	1,000	1,000	1,000
	045 Planning Commission	65,158	65,852	55,000	55,000	55,000	55,000	55,000
	048 Tax Abatement Application	0	600	0	0	0	0	0
	055 Zoning Board	6,324	5,160	5,000	5,000	5,000	5,000	5,000
	060 Board Up Fees	0	140	0	0	0	0	0
	065 Zoning Site Plan Review	1,840	12,858	2,000	2,000	2,000	2,000	2,000
	070 Engineering Site Plan Review	116,792	128,002	100,000	300,000	200,000	200,000	200,000
	076 In-House Engineering Fees	342,006	666,212	25,000	800,000	800,000	800,000	800,000
	078 Soil Erosion Inspection	35	0	0	0	0	0	0
	082 S.A.D. Engineering Fees	84,782	0	0	0	0	0	0
	083 Revenues Cable TV	1,757,836	1,756,162	1,766,000	1,766,000	1,766,000	1,766,000	1,766,000
	085 Recycling Fees	1,506,134	1,484,839	1,480,000	1,500,000	1,500,000	1,500,000	1,500,000
	Total Fees	5,803,811	6,058,580	5,440,300	6,430,000	6,335,000	6,335,000	6,335,000
<u>SALES</u>								
642	005 Maps & Publications	88	18	50	50	50	50	50
	009 Franklin Dispatch	53,002	53,532	54,000	54,000	54,000	54,000	54,000
	010 Auctions	28,279	7,847	15,000	15,000	15,000	15,000	15,000
	012 Fire Training Transfers	0	2,096	0	150	0	0	0
	013 Permits Expired - Uncompleted	124,850	18,050	40,000	40,000	40,000	40,000	40,000
	014 Donations	2,000	2,050	2,000	2,000	2,000	2,000	2,000
	015 Miscellaneous Income	79,199	61,457	65,000	65,000	65,000	65,000	65,000
	020 Vital Statistics	82,527	79,654	85,000	80,000	80,000	80,000	80,000
	021 Passport Fees	13,570	15,645	15,000	15,000	15,000	15,000	15,000
	025 Fixed Asset Sales	184,173	106,651	75,000	192,800	100,000	100,000	100,000
	056 Rental Income (Radio Tower)	67,860	69,217	68,000	68,000	68,000	68,000	68,000
	Total Sales	635,548	416,217	419,050	532,000	439,050	439,050	439,050
<u>FINES & FORFEITURES</u>								
655	001 Civil Fines	164,501	154,364	165,000	145,000	165,000	165,000	165,000
	002 Court Filing Fees	713,840	735,511	715,000	500,000	580,000	580,000	580,000
	003 Probation Fees	214,405	231,191	225,000	150,000	155,000	155,000	155,000
	004 PSI District Court	17,775	17,120	16,000	16,000	16,000	16,000	16,000
	005 Ordinance Fines	872,563	974,160	1,000,000	650,000	835,000	835,000	835,000
	007 Motor Carrier Fines	58,553	48,481	40,000	56,000	40,000	40,000	40,000
	015 Parking Fines	25,075	22,831	24,000	14,000	14,000	14,000	14,000
	025 Bond Forfeitures	18,828	14,290	15,000	15,000	15,000	15,000	15,000
	Total Fines & Forfeitures	2,085,540	2,197,948	2,200,000	1,546,000	1,820,000	1,820,000	1,820,000
<u>INTEREST EARNINGS</u>								
664	005 Interest Income	491,126	768,276	600,000	750,000	500,000	500,000	500,000
668	000 Realized Gain on Sale of Investment	0	178,456	0	0	0	0	0
668	001 Unrealized Gain/(Loss)	(1,225)	60,674	0	0	0	0	0
	Total Interest Earnings	489,901	1,007,407	600,000	750,000	500,000	500,000	500,000
<u>INTERFUND TRANSFERS</u>								
676	243 Brownfield Authority Fund Admin.	9,000	9,000	9,000	9,000	9,000	9,000	9,000
	410 Parks Millage - Park Maint & Admin.	382,450	382,450	382,450	382,450	382,450	382,450	382,450
	Parks Millage - Naturalist	75,400	75,400	75,400	75,400	75,400	75,400	75,400
	Parks Millage - Youth	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	Parks Millage - Activities Center Programs	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	Parks Millage - Facility/Programs	150,000	150,000	150,000	150,000	150,000	150,000	150,000
	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	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850

Estimated Revenue Analysis

Acct. #	Description	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimated	2020/21 Budget	2021/22 Projected	2022/23 Projected
RECREATION USER CHARGES								
695	015 Administration	11,536	11,590	10,900	11,255	10,900	10,900	10,900
	020 Youth & Family Contributions (incl. Farmington)	150,479	147,463	156,000	90,000	156,000	156,000	156,000
	027 Transportation Sponsorship	16,134	16,375	16,000	11,000	16,000	16,000	16,000
	028 Kroger Transportation	12,240	11,040	14,000	6,960	14,000	14,000	14,000
	029 Other Transportation Revenues	27,435	26,179	32,000	15,480	32,000	32,000	32,000
	030 Senior Revenues	149,369	146,844	156,500	120,000	162,000	181,000	205,500
	032 Senex Program Revenues	95,493	85,546	100,000	43,617	70,000	95,000	110,000
	033 Senior Trips	3,465	3,970	3,000	1,205	3,000	4,000	4,000
	034 Special Functions Revenues	14,435	9,988	13,500	5,535	13,500	15,700	15,700
	035 Grounds & Recreation Rentals	41,268	37,510	48,000	38,000	50,000	90,000	90,000
	040 Fitness Memberships	0	0	0	0	290,000	800,000	950,000
	041 Swimming	396,923	410,045	399,000	270,339	555,528	656,028	656,028
	043 Cultural Arts Tickets	0	0	0	0	138,000	315,500	350,750
	044 Cultural Arts	325,839	398,421	389,378	223,725	360,240	641,840	772,704
	045 After School Recreation	15,738	16,927	18,000	17,445	9,000	0	0
	050 Summer Fun Center	291	0	0	0	0	0	0
	055 Day Camp	189,032	179,399	212,000	60,595	212,000	262,000	270,000
	057 Gym	33,163	31,838	35,430	28,281	19,500	35,000	40,000
	060 Classes	37,231	47,419	42,730	15,086	57,000	67,900	67,900
	065 Tennis	3,455	5,212	4,825	748	7,825	12,500	15,500
	070 Golf	6,176	6,264	5,250	3,938	6,000	6,650	7,000
	071 Junior Golf League	765	(425)	0	0	0	0	0
	075 Softball	2,565	3,465	3,600	0	3,600	3,800	4,000
	085 Safety Clinic	225	190	0	0	0	0	0
	105 Special Events	62,441	56,324	63,458	60,050	66,458	68,000	79,000
	110 Youth Soccer	26,300	25,823	35,820	18,403	30,820	33,970	36,070
	120 Youth Basketball	18,300	18,548	19,000	13,152	18,350	22,350	24,400
	170 Teen Programs	42,359	46,282	36,700	19,308	38,700	40,750	41,800
	201 Farmington Contributions	241,580	241,663	256,292	225,000	289,780	298,474	307,428
	202 Golf Course Revenues	999,939	965,245	1,027,000	865,566	1,057,000	1,057,000	1,057,000
	203 Farmington Hills Golf Club Concessions	22,350	7,152	10,000	0	10,000	10,000	10,000
	204 Farmington Hills Golf Club Reimbursement	(4,000)	0	0	0	0	0	0
	206 Driving Range Fees	227,586	230,207	240,000	171,792	230,000	230,000	230,000
	208 Adult Chorale	8,044	7,910	7,150	7,769	3,543	0	0
	212 Nature Study	119,810	89,955	124,000	54,493	130,000	131,500	133,500
	213 Archery	77,182	77,250	78,000	52,589	81,000	84,000	84,000
	216 Safety Town	15,733	14,245	13,500	6,045	14,000	14,500	14,500
	218 Children's Travel	54,923	48,842	95,000	9,460	62,000	64,000	66,000
	300 Activities Center Rent	101,752	91,517	102,000	43,215	102,000	50,000	50,000
	301 Grant Center Rental	25,550	32,788	26,725	20,723	26,725	26,725	26,725
	302 Longacre House Rentals	101,145	73,904	105,000	60,578	85,000	85,000	85,000
	303 Dog Park Revenue	12,720	14,546	10,500	10,500	10,500	10,500	10,500
	304 The Hawk Rentals	0	0	0	0	55,000	200,000	500,000
	408 Heritage Rental Fees	24,225	25,438	37,500	18,010	37,500	37,500	37,500
Ice	805 Youth Hockey Contract	629,337	630,199	660,000	575,158	660,000	660,000	660,000
	807 Figure Skating Contract	22,833	21,181	20,350	21,964	20,350	20,350	20,350
	809 Other Ice Contract Ice	120,659	125,341	155,000	119,476	155,000	155,000	155,000
	812 Misc. Hourly - Figure Skating	100,553	94,056	100,000	65,557	100,000	100,000	100,000
	822 Single Usage - Shift Hockey	1,395	860	1,000	1,000	1,000	1,000	1,000
	824 Single Usage - Open Skate	8,948	8,380	10,000	7,418	10,000	10,000	10,000
	826 Adult Hockey	56,148	56,758	45,000	55,180	45,000	45,000	45,000
	830 Learn to Skate	71,674	80,088	61,000	57,637	61,000	61,000	61,000
	831 Non-Ice Activities	11,260	13,599	10,000	8,979	10,000	10,000	10,000
	840 Special Events - Ice Show	3,863	4,033	3,000	3,000	3,000	3,000	3,000
	841 Ice Retail Sales	263	212	500	500	500	500	500
	843 Ice Tax Exempt	0	0	50	50	50	50	50
	844 Ice Food Sales	70,672	69,477	80,000	53,805	80,000	80,000	80,000
	845 Ice Arena Vending Machine Revenue	5,620	10,767	4,000	7,269	4,000	4,000	4,000
	846 Ice Arena Coin Locker Revenue	0	78	100	100	100	100	100
	848 Ice Arena Outside Concession	28,675	36,460	35,000	6,997	35,000	35,000	35,000
	849 Ice Arena Room Rentals	2,625	3,055	3,000	1,900	3,000	3,000	3,000
	850 Ice Arena Advertising	3,875	0	6,000	872	6,000	6,000	6,000
	853 Ice Arena Skate Rental	8,623	8,024	8,000	5,592	8,000	8,000	8,000
	Total Recreation User Charges	4,858,219	4,825,461	5,149,758	3,612,316	5,736,469	7,082,087	7,783,405

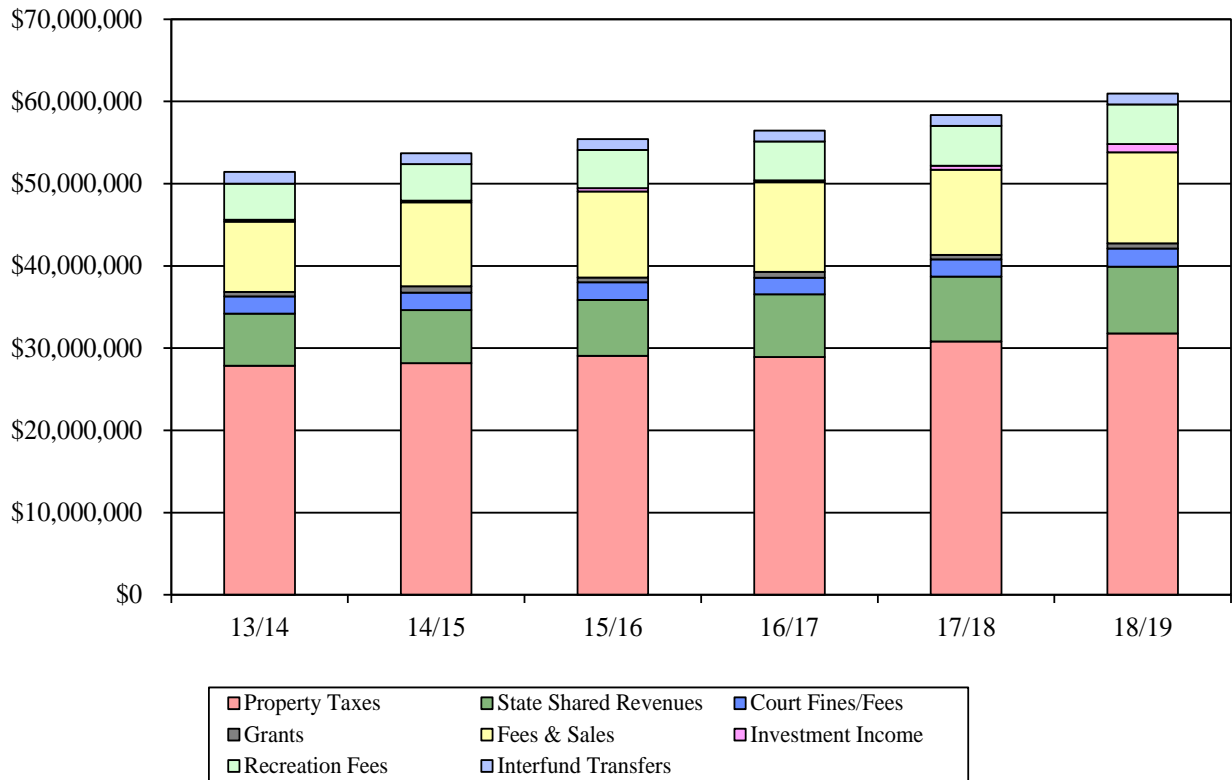
Estimated Revenue Analysis

Acct. #	Description	2017/18 Actual	2018/19 Actual	2019/20 Budget	2019/20 Estimated	2020/21 Budget	2021/22 Projected	2022/23 Projected
OTHER REVENUE								
696 000	Bond/Insurance Recoveries	511,809	579,115	500,000	500,000	500,000	500,000	500,000
001	Reimbursements	10,079	0	10,000	10,000	10,000	10,000	10,000
002	State Reimbursement for Elections	0	3,496	0	0	0	0	0
003	School Reimbursement for High School Officer	81,450	90,491	90,200	90,200	90,200	90,200	90,200
004	Rx Cost Recovery Rebate	132,592	149,661	100,000	100,000	100,000	100,000	100,000
005	Equipment Rental - Force Account	1,346,762	1,559,645	1,281,000	1,300,000	1,300,000	1,300,000	1,300,000
006	Farmington Refuse Removal Contribution	516	1,042	1,000	1,300	1,300	1,300	1,300
007	Refunds	0	0	1,000	1,000	1,000	1,000	1,000
008	O.C.C. Payroll Reimbursement	0	2,781	0	0	0	0	0
009	Federal Task Force Overtime Reimbursement	30,653	33,001	30,000	30,000	30,000	30,000	30,000
011	Traffic Improvement Assoc. Bypass Reimbursement	30,732	18,680	17,000	17,000	17,000	17,000	17,000
012	Vending Machine Rebates	1,401	1,368	1,400	1,400	1,400	1,400	1,400
013	Fuel & Maintenance Reimbursement	4,052	3,318	3,500	2,784	3,066	3,158	3,253
014	Overhead Street Lighting Reimbursement	57,625	60,597	57,000	57,000	57,000	57,000	57,000
018	Contribution for Dispatch Services	224,354	228,228	228,000	228,000	228,000	228,000	228,000
019	Contribution for I.T. Services	48,915	40,555	38,500	40,000	40,000	40,000	40,000
023	Trust Fund Forfeiture	19,878	32,616	0	0	0	0	0
	Total Other Revenue	2,500,818	2,804,595	2,358,600	2,378,684	2,378,966	2,379,058	2,379,153
	TOTAL OPERATING REVENUE	58,354,269	60,962,270	60,625,987	58,767,898	60,605,359	61,594,769	62,501,643

General Fund Revenue Historical Trend

General Fund Actual Revenues by Source Fiscal 13/14 Through Fiscal 18/19						
Revenue Source	13/14	14/15	15/16	16/17	17/18	18/19
Property Taxes	27,852,944	28,164,968	29,058,007	28,934,178	30,827,096	31,779,255
State Shared Revenues	6,355,651	6,468,160	6,807,773	7,628,780	7,877,669	8,136,443
Court Fines/Fees	2,094,189	2,132,227	2,145,354	2,006,801	2,085,540	2,197,948
Grants	538,699	766,828	586,568	708,890	541,671	636,351
Fees & Sales	8,558,015	10,208,337	10,464,295	10,885,378	10,357,323	11,062,555
Investment Income	221,027	204,059	404,784	233,798	489,901	1,007,407
Recreation Fees	4,390,936	4,450,083	4,637,772	4,744,048	4,858,219	4,825,461
Interfund Transfers	1,439,259	1,316,850	1,316,850	1,316,850	1,316,850	1,316,850
Total Revenue	51,450,720	53,711,512	55,421,403	56,458,723	58,354,269	60,962,270

**General Fund
Actual Revenues by Source**



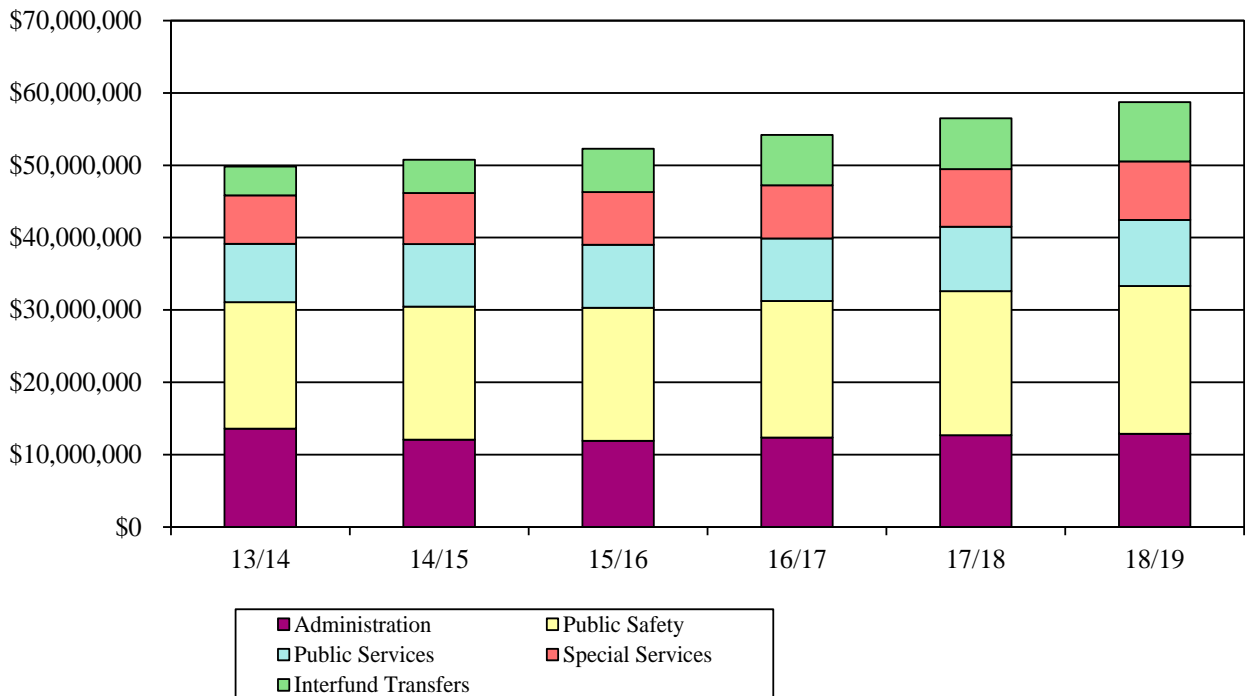
GENERAL FUND EXPENDITURE SUMMARY FY 2020/21

DIV. NO. Category and Line Item	2017/18 Actual Expenditures	2018/19 Actual Expenditures	2019/20 Current Budget	2019/20 Estimated Expenditures	2020/21 Adopted Budget	2021/22 Projected Budget	2022/23 Projected Budget
115 Boards & Commissions	2,717,645	2,833,344	2,936,921	2,859,812	2,785,728	2,838,317	2,891,958
<u>GENERAL GOVERNMENT:</u>							
101 City Council	89,733	91,633	102,721	94,990	98,300	99,431	100,585
172 City Administration	625,067	592,933	656,280	649,719	650,737	663,562	676,584
175 Public Information	376,234	382,135	440,559	443,131	438,931	446,801	453,977
202 Finance	1,839,557	1,825,171	1,981,522	1,850,902	1,967,302	2,091,206	2,233,700
210 Corporation Counsel	665,047	703,757	764,000	801,000	789,700	805,400	821,500
215 City Clerk	605,962	770,425	777,917	764,792	770,863	750,589	858,876
226 Human Resources	407,872	423,343	454,670	456,601	498,742	459,195	470,230
250 Central Services	1,188,028	992,432	1,029,301	994,949	1,002,681	1,029,550	1,056,099
290 Support Services	1,518,209	1,724,436	2,257,597	2,286,047	2,280,897	2,256,708	2,258,803
298 Post Employment Benefits	2,667,231	2,555,986	2,639,994	2,639,994	2,462,054	2,585,157	2,714,415
TOTAL GENERAL GOVERNMENT	9,982,940	10,062,251	11,104,561	10,982,125	10,960,207	11,187,599	11,644,767
<u>PUBLIC SAFETY:</u>							
300 Police	14,250,423	14,303,478	14,964,969	14,731,001	15,421,072	16,322,002	17,032,816
337 Fire	5,633,715	6,111,338	6,284,604	6,527,343	6,638,367	6,766,208	6,885,925
TOTAL PUBLIC SAFETY	19,884,139	20,414,816	21,249,573	21,258,344	22,059,439	23,088,210	23,918,740
443 Planning & Community Development	1,598,519	1,651,997	1,838,698	1,768,732	1,835,277	1,873,677	1,926,700
<u>PUBLIC SERVICES:</u>							
440 DPS Administration	354,905	376,121	472,890	561,537	473,311	481,504	489,869
442 Road Maint & Supervision	308,079	291,893	339,265	302,467	321,557	312,252	319,481
444 Building Maintenance	482,650	499,246	483,129	529,640	475,163	484,077	493,448
449 Engineering	1,043,607	1,151,015	1,351,741	1,178,128	1,305,851	1,346,539	1,388,064
450 DPW Maintenance Facility	1,284,213	1,233,806	1,259,389	1,191,040	1,219,490	1,232,368	1,166,181
523 Waste Removal	3,839,842	3,924,373	4,035,326	4,067,453	4,169,071	4,251,764	4,336,035
TOTAL PUBLIC SERVICES	7,313,297	7,476,454	7,941,740	7,830,265	7,964,442	8,108,504	8,193,076
<u>SPECIAL SERVICES:</u>							
752 Administration	2,041,390	2,148,748	2,364,369	2,304,304	3,037,810	3,488,718	3,586,164
760 Youth Services	390,204	394,459	417,868	328,672	424,601	435,498	437,685
765 Senior Services	931,922	932,400	1,047,737	924,166	1,023,909	1,056,372	1,083,095
770 Parks Maintenance	1,651,619	1,544,833	1,856,331	1,764,578	1,730,064	1,714,975	1,777,880
775 Cultural Arts	451,796	501,884	529,016	514,064	743,984	1,056,128	1,174,996
780 Golf Course	739,664	710,250	827,623	698,772	797,191	788,682	800,588
785 Recreation Programs	710,767	707,296	684,482	524,126	1,376,622	1,539,770	1,559,123
790 Ice Arena	1,050,601	1,148,645	1,104,069	914,348	1,100,751	1,106,936	1,113,211
TOTAL SPECIAL SERVICES	7,967,963	8,088,516	8,831,495	7,973,031	10,234,933	11,187,079	11,532,742
TOTAL EXPENDITURES	49,464,504	50,527,378	53,902,987	52,672,308	55,840,026	58,283,387	60,107,984
OTHER FINANCING USES							
299 Interfund Transfers	7,027,485	8,194,944	8,834,310	8,868,851	9,218,861	7,738,871	7,698,881
TOTAL EXPENDITURES AND OTHER FINANCING USES	56,491,988	58,722,321	62,737,297	61,541,159	65,058,887	66,022,258	67,806,865

General Fund Expenditure Historical Trend

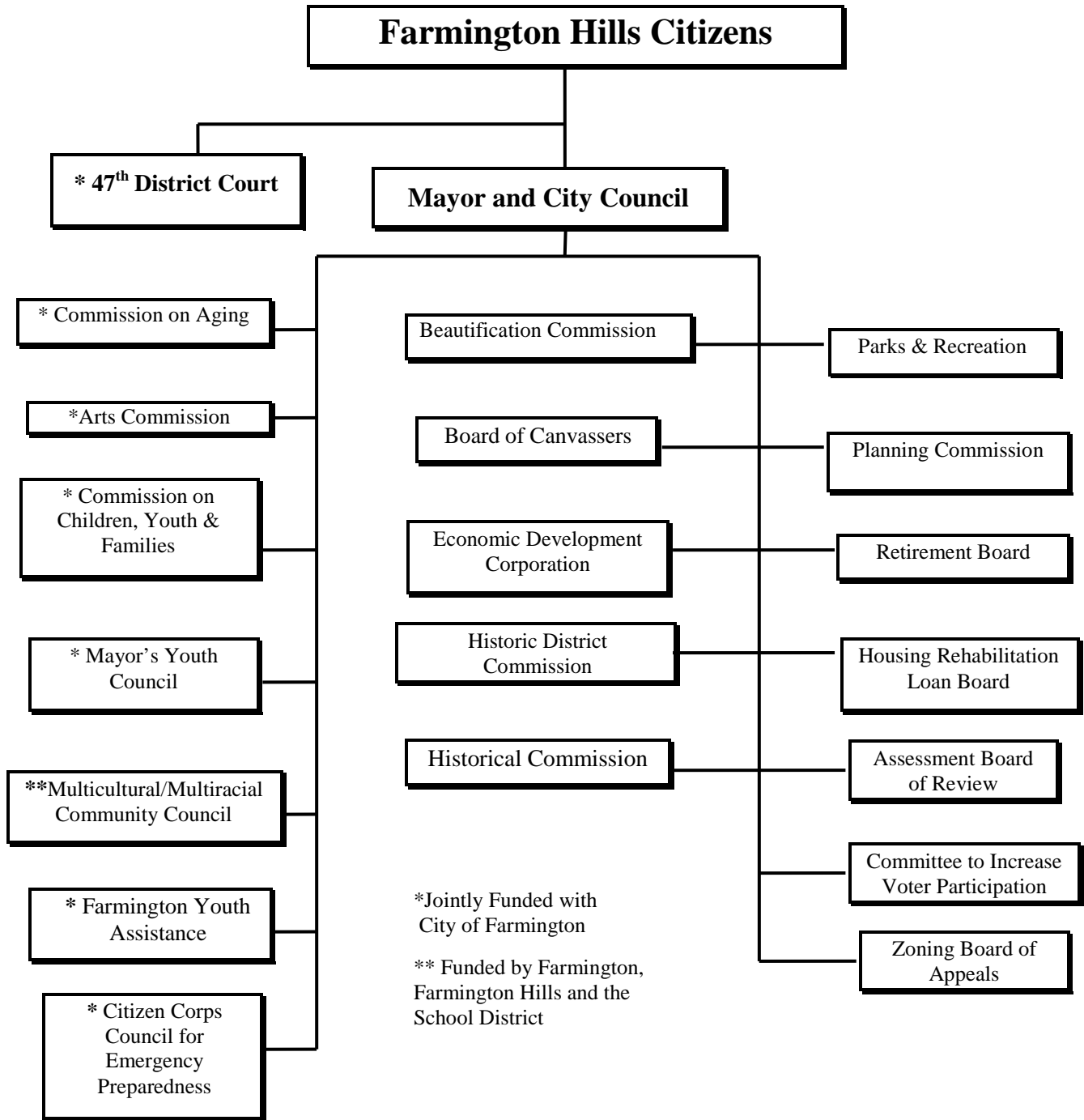
<p align="center">General Fund Actual Expenditures by Function Fiscal 13/14 through 18/19</p>						
Expenditure Function	13/14	14/15	15/16	16/17	17/18	18/19
Administration	13,584,449	12,087,390	11,924,034	12,354,139	12,700,585	12,895,595
Public Safety	17,498,574	18,372,150	18,378,223	18,881,388	19,884,139	20,414,816
Public Services	8,069,655	8,646,250	8,699,257	8,642,077	8,911,816	9,128,450
Special Services	6,703,167	7,075,084	7,304,009	7,344,732	7,967,963	8,088,516
Interfund Transfers	3,973,615	4,589,764	5,970,849	6,955,448	7,027,485	8,194,944
Total Expenditures	49,829,460	50,770,638	52,276,372	54,177,784	56,491,988	58,722,321

**General Fund
Actual Expenditures by Function**



CITY OF FARMINGTON HILLS

Table of Boards & Commissions



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.
- Continue to meet all reporting demands for finances, caseload and abstract processing.

- Continue to focus efforts on the collection of outstanding receivables including the use of the license clearance program, the “show cause” docket and other collection strategies.
- Continue the Court’s Sobriety Court project.
- Maintain the success of the Court’s Community Work Program (CWP), which provides 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 implementation of the Court’s document imaging/management system as we continue the process of making court services more accessible in electronic formats.

	Performance Indicators *	2018/19 Actual	2019/20 Projected	2020/21 Estimated
Service Level	Farmington Hills Contribution to Court Expenses	\$2,651,768	\$2,684,971	\$2,610,000
	Farmington Contribution to Court Expenses	\$508,098	\$489,879	\$550,000
	Total Revenue Disbursed to Farm. Hills ¹	\$2,254,596	\$1,750,000	\$2,200,000
	Total Revenue Disbursed to Farmington ¹	\$642,163	\$480,000	\$550,000
	Total Revenue Disbursed to Building Fund ¹	\$106,477	\$75,000	\$100,000
	New Case Filings – Farm. Hills Venue * ¹	15,136	13,000	16,000
	New Case Filings – Farmington Venue * ¹	4,487	3,000	4,500
	Total Dispositions (Calendar Year) * ¹	22,068	17,000	22,000
	Total Community Work Prog. Labor Hours* ¹	8,280	7,000	8,000
Efficiency	Cost to Cities Per Case Disposition	\$143.19	\$186.76	\$143.64
	Revenue to Cities Per Case Disposition (Excluding CWP Revenue)	\$136.09	\$135.59	\$125.00
	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	\$129,000	\$140,000

* 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 AREA ARTS COMMISSION

An encouraging environment stimulates performing and creative artists to study and present their talents. This joint Farmington Hills/Farmington Commission works toward that end by defining and creating appropriate programs to implement artistic and cultural activities that touch many areas such as: music, theater, dance, education institutions, visual arts, literature and letters, architecture and architectural landscaping, museums, and allied arts and crafts. The Commission also encourages public interest in the cultural heritage of the community. Meetings are held on the third Thursday of each month except June/July/August.

FARMINGTON AREA COMMISSION ON AGING

The goals of this joint Farmington Hills/Farmington Commission are all geared toward the betterment of daily living for older adults. The Commission examines social attitudes, creates community awareness, establishes a climate for living independently with dignity, and encourages recognition for their contribution to the past and present. The Commission holds public forums in Farmington Hills and Farmington to identify the needs of the older, adult community. (An advisory council has also been formed to represent their concerns, identify resources at local, County, State, and Federal levels for their assistance and work with elected and appointed representatives in the community to more effectively aid them and provide current factual information regarding the aged in the community). The Senior Adult Program Supervisor serves as a non-voting member and liaison to the Commission. Meetings are held the fourth Tuesday of each month.

MULTICULTURAL/MULTIRACIAL COMMUNITY COUNCIL

The purpose of this Council, representing schools, government, clergy, business, service groups and residents, is to enhance the basic human dignity of all people, and to assure that all residents of Farmington and Farmington Hills feel welcome and comfortable in their City, schools and neighborhoods. The Council promotes community awareness and acceptance of diversity through the development and implementation of appropriate action plans. The principles of the Council are to improve race relations in the community and to promote a climate of inclusion and welcome in the Farmington/Farmington Hills area. Anyone with an interest in the mission and goals of the Council is eligible to apply for membership. Limited funding for the Council is provided by the two Cities and the School District. Steering Committee meetings are held on the third Thursday of each month, and there are monthly forums/presentations for the general membership on designated dates.

COMMISSION ON CHILDREN, YOUTH & FAMILIES

This Commission was established to encourage an environment where children, youth, and families are happy, healthy, educated, and safe and have the opportunity to reach their full potential. Meetings are held the first Thursday of every month.

MAYOR’S YOUTH COUNCIL

The Mayor’s Youth Council is an advisory Council charged with the authority and responsibility of making recommendations to the Cities of Farmington Hills and Farmington concerning the needs and concerns of youth and the community, and the appropriate means by which public and private agencies including volunteer efforts may address such needs and concerns.

EMERGENCY PREPAREDNESS COMMISSION

This committee, established by the City Council, is comprised of residents, business owners, and representatives of the Police and Fire Departments. Its mission is to support and enhance the efforts of local public 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.

ZONING BOARD OF APPEALS

The Board acts on all questions arising under the Zoning Ordinance. It hears and decides appeals from property owners, and reviews any order, requirement, decision or determination made by an administrative official regarding the Zoning Ordinance. The Zoning Board of Appeals meets on the second Tuesday of the month.

ASSESSMENT BOARD OF REVIEW

This is a statutory board responsible for the review of the tax assessment role and to hear citizens' appeals of their assessments. The 3-member 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. The Chairperson is chosen the first day of the meeting. The City Assessor serves on the Board but cannot vote. All other members cannot be City employees. The Board meets the second, third and fourth weeks in March; once during the third week of July; and once during the second week of December.

FARMINGTON HILLS BEAUTIFICATION COMMISSION

The purpose of the Beautification Commission is to report to City Council areas of the city in need of aesthetic and environmental attention, to encourage high standards of appearance among property owners, to be an example for others by supporting and participating in aesthetic and environmental projects, to be knowledgeable about city projects and to participate in the Annual Beautification Commission Awards ceremony. Beautification Commission meetings are held on the third Tuesday of the month.

HISTORICAL COMMISSION

The purpose of the Commission is to collect, arrange, and preserve historical material indicative of the lives, customs, dress, and resources of the early residents of the Farmington Hills area. They also publish source material and historical studies on the history of the area including such materials as may be furnished for that purpose by educational institutions and by the Michigan Historical Commission. This Commission meets the second Wednesday of the month.

HISTORIC DISTRICT COMMISSION

The purpose of this 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. They meet on the second Wednesday of each month except December.

PARKS AND RECREATION COMMISSION

The Commission's prime objective is to coordinate recreational programs and to improve, expand, and reflect the park, recreational and cultural needs of the community. It works with other communities and City departments to develop and maintain aesthetically pleasing site development, care, and adequate safety conditions. Meetings are held the second Tuesday of each month or as needed.

COMMITTEE TO INCREASE VOTER PARTICIPATION

The purpose of this Committee is to stimulate and improve voter participation in all elections and to increase the quality and quantity of publicity and information regarding such elections. The Committee meets on the first Wednesday of each month.

COMMUNITY HEALTH COMMISSION

The purpose of this Commission is to support and encourage 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 well-being. The Committee meets on the third Wednesday of each month.

PLANNING COMMISSION

The purpose of this Commission is to promote public health, safety, and welfare through sound land use planning. The Planning Commission's Capital Improvements Plan plans 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. Meetings are held on the first, second and third Thursday of each month.

RETIREMENT BOARD

The Board has the authority to administer, manage, and operate the retirement system and to construe and make effective the provisions of the Pension Ordinance. The retirement system provides for the retirement of City employees. Meetings are held at least once every quarter at City Hall. Expenses are paid through the Farmington Hills Retirement Plan.

BOARDS, COMMISSIONS AND AGENCIES

DEPARTMENT NUMBER: 115

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(800) JOINTLY FUNDED AGENCIES								
021	Farmington Area Youth Assistance	43,513	45,013	45,013	45,013	45,013	45,013	45,013
031	47th District Court	2,523,501	2,669,760	2,779,303	2,703,501	2,629,454	2,682,043	2,735,684
033	Farmington Area Arts Commission	426	758	818	818	818	818	818
034	Commission on Aging	1,193	771	1,636	1,636	1,636	1,636	1,636
038	Multicultural/Multiracial Comm. Council	1,357	180	6,560	6,560	6,560	6,560	6,560
039	Commission on Children/Youth/Families	615	948	2,422	2,422	2,422	2,422	2,422
042	Mayor's Youth Council	4,843	4,835	5,400	5,400	5,400	5,400	5,400
043	Emergency Preparedness Commission	1,939	1,704	2,325	2,325	2,325	2,325	2,325
		<u>2,577,386</u>	<u>2,723,969</u>	<u>2,843,477</u>	<u>2,767,675</u>	<u>2,693,628</u>	<u>2,746,217</u>	<u>2,799,858</u>
(800) OTHER BOARDS & COMMISSIONS								
002	Zoning Board of Appeals	3,861	3,707	4,000	4,000	4,000	4,000	4,000
005	Assessment Board of Review	3,412	3,082	4,000	4,000	4,000	4,000	4,000
024	Beautification Commission	4,816	5,559	5,410	5,410	5,410	5,410	5,410
032	Historical Commission	4,230	468	6,606	6,606	6,606	6,606	6,606
036	Historic District Commission	3,802	5,237	10,261	10,261	10,261	10,261	10,261
037	Parks & Recreation Commission	593	1,073	4,119	4,119	4,119	4,119	4,119
040	Comm. to Increase Voter Participation	854	669	667	667	667	667	667
044	Comm. for Energy & Environ. Sustainability	55,573	4,991	0	0	0	0	0
045	Community Health Commission	0	0	1,800	1,800	1,800	1,800	1,800
109	Planning Commission	63,119	84,591	56,581	55,274	55,237	55,237	55,237
		<u>140,259</u>	<u>109,375</u>	<u>93,444</u>	<u>92,137</u>	<u>92,100</u>	<u>92,100</u>	<u>92,100</u>
DEPARTMENT TOTAL		<u>2,717,645</u>	<u>2,833,344</u>	<u>2,936,921</u>	<u>2,859,812</u>	<u>2,785,728</u>	<u>2,838,317</u>	<u>2,891,958</u>

Boards and Commissions comprise 4.28% 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.		2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
NO.	Category and Line Item	Actual	Actual	Current	Estimated	Adopted	Projected	Projected
		Expenditures	Expenditures	Budget	Expenditures	Budget	Budget	Budget
GENERAL GOVERNMENT:								
101	City Council	89,733	91,633	102,721	94,990	98,300	99,431	100,585
172	City Administration	625,067	592,933	656,280	649,719	650,737	663,562	676,584
175	Public Information	376,234	382,135	440,559	443,131	438,931	446,801	453,977
202	Finance	1,839,557	1,825,171	1,981,522	1,850,902	1,967,302	2,091,206	2,233,700
210	Corporation Counsel	665,047	703,757	764,000	801,000	789,700	805,400	821,500
215	City Clerk	605,962	770,425	777,917	764,792	770,863	750,589	858,876
226	Human Resources	407,872	423,343	454,670	456,601	498,742	459,195	470,230
250	Central Services	1,188,028	992,432	1,029,301	994,949	1,002,681	1,029,550	1,056,099
290	Support Services	1,518,209	1,724,436	2,257,597	2,286,047	2,280,897	2,256,708	2,258,803
298	Post Employment Benefits	2,667,231	2,555,986	2,639,994	2,639,994	2,462,054	2,585,157	2,714,415
TOTAL GENERAL GOVERNMENT		9,982,940	10,062,251	11,104,561	10,982,125	10,960,207	11,187,599	11,644,767
OTHER FINANCING USES								
299	Interfund Transfers	7,027,485	8,194,944	8,834,310	8,868,851	9,218,861	7,738,871	7,698,881
TOTAL		17,010,425	18,257,194	19,938,871	19,850,976	20,179,068	18,926,470	19,343,648



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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 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	0.16%	0.15%	0.15%

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$7,731 or 7.53% decrease from the current budget.
- This decrease is from lower memberships and licenses.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$3,310 or 3.48% increase from the FY 19/20 year-end projection and a \$4,421 or 4.30% decrease from the FY 19/20 current budget.
- The budget to budget decrease results primarily from lower membership and licenses expenditures.

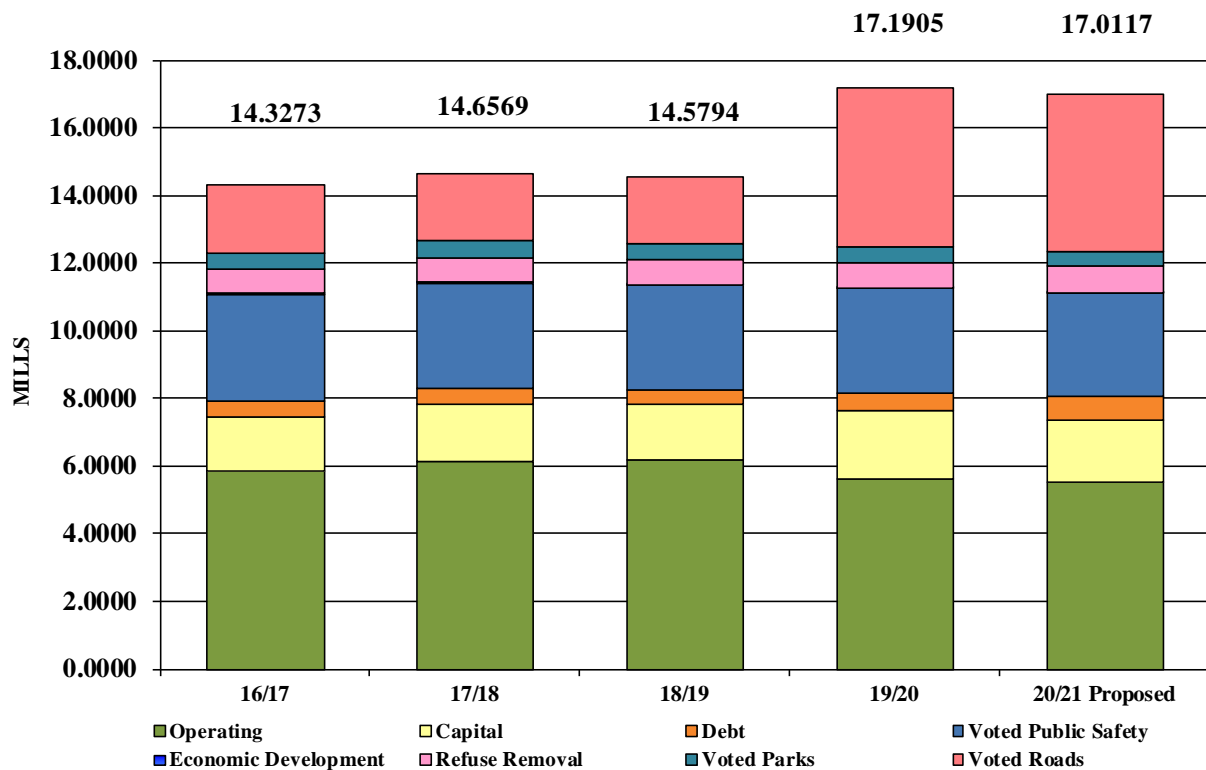
	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$54,431	\$55,520	\$56,620	\$56,580	\$56,553	\$57,684	\$58,838
Professional & Contractual	35,302	36,113	46,101	38,410	41,747	41,747	41,747
Total City Council	\$89,733	\$91,633	\$102,721	\$94,990	\$98,300	\$99,431	\$100,585

City Council

DEPARTMENT NUMBER: 101

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL								
010	Wages	50,464	51,473	52,535	52,503	52,503	53,553	54,624
200	Social Security	3,860	3,938	4,020	4,017	4,017	4,097	4,179
350	Workers Compensation	107	109	65	60	33	34	35
	Category Total	54,431	55,520	56,620	56,580	56,553	57,684	58,838
(801) PROFESSIONAL & CONTRACTUAL								
001	Conference & Workshops	2,252	4,247	10,975	9,650	12,125	12,125	12,125
002	Memberships & Licenses	30,321	28,358	31,126	24,760	25,622	25,622	25,622
070	Miscellaneous Expense	2,729	3,508	4,000	4,000	4,000	4,000	4,000
	Category Total	35,302	36,113	46,101	38,410	41,747	41,747	41,747
DEPARTMENT TOTAL		89,733	91,633	102,721	94,990	98,300	99,431	100,585

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.

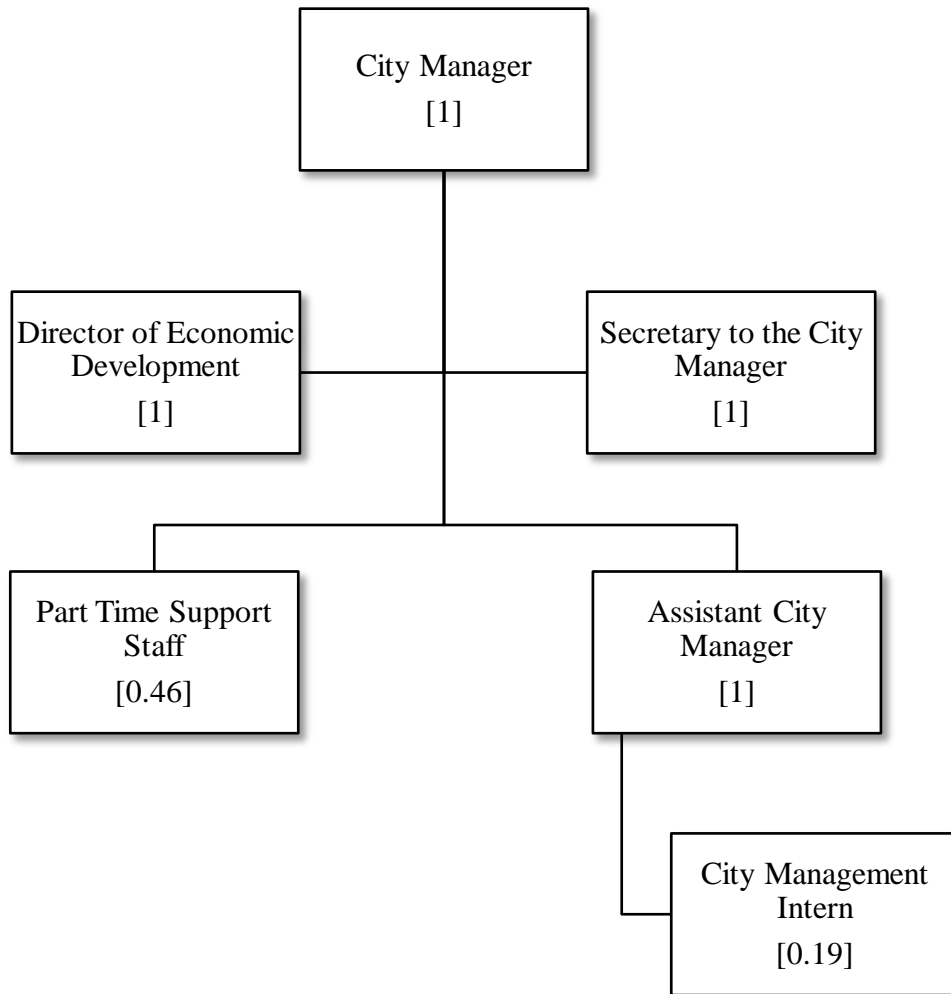
- Continue to develop and maintain Farmington Hills as a quality community for future generations. (1-14)
- Identify key priorities and establish procedures that ensure effective management of available resources. (2)
- Identify and implement innovative strategies and priorities that move Farmington 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.

Service Level	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
	Council, Board, and Commission Meetings Staffed	81	81	81
City Council Agenda Items prepared for Council Action	202	200	200	
Executive Staff Meetings	48	48	48	
Administrative Policies Implemented	2	3	2	
Efficiency	Average Response Time to Citizen Inquiry	4 Hours	4 Hours	4 Hours
	Activity Expenditures as a % of General Fund	1.01%	1.06%	1.00%

CITY ADMINISTRATION



Total Full Time Equivalent [4.65]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	City Manager	1	1	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	4	4
(038) Part-time (FTE)					
		0.79	0.65	0.65	0.65
	Department Total	4.79	4.65	4.65	4.65

FY19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$6,561 or 1.00% decrease from the current budget.
- The decrease results primarily from decreased personnel costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$1,018 or 0.16 % increase from the FY 19/20 year-end projection and \$5,543 or 0.84% decrease from the FY 19/20 budget.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$602,054	\$571,798	\$619,784	\$613,345	\$607,504	\$620,150	\$632,988
Operating Supplies	5,617	5,322	8,889	7,750	9,909	10,035	10,166
Professional & Contractual	17,395	15,813	27,607	28,624	33,324	33,376	33,430
Total City Administration	\$625,067	\$592,933	\$656,280	\$649,719	\$650,738	\$663,562	\$676,584

City Administration

DEPARTMENT NUMBER: 172

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL								
010	Administrative & Clerical	419,314	411,988	436,765	436,715	433,429	442,098	450,940
038	Part-time	20,174	18,882	23,264	21,877	20,250	20,655	21,068
106	Sick & Vacation	21,465	3,692	11,112	7,592	4,922	5,020	5,121
200	Social Security	32,672	31,191	32,355	33,768	33,828	34,633	35,375
250	Blue Cross/Optical/Dental	60,334	57,382	62,639	59,995	61,409	62,944	64,518
275	Life Insurance	3,297	2,876	3,444	3,204	3,444	3,565	3,689
300	Pension - DC	32,168	30,433	32,810	32,815	32,669	33,322	33,989
325	Longevity	10,705	13,473	16,350	16,350	17,018	17,358	17,706
350	Worker's Compensation	1,925	1,881	1,045	1,029	535	555	583
	Category Total	602,054	571,798	619,784	613,345	607,504	620,150	632,988
(740) OPERATING SUPPLIES								
001	Gas & Oil	3,101	3,597	4,500	3,361	4,215	4,341	4,472
002	Books & Subscriptions	59	79	89	89	394	394	394
008	Supplies	2,021	1,169	4,000	4,000	5,000	5,000	5,000
040	Miscellaneous Expense	437	477	300	300	300	300	300
	Category Total	5,617	5,322	8,889	7,750	9,909	10,035	10,166
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	6,188	4,332	15,755	15,755	20,605	20,605	20,605
002	Memberships & Licenses	3,512	3,567	3,628	3,653	4,128	4,128	4,128
005	Fleet Insurance	2,192	1,414	574	656	761	799	839
006	Vehicle Maintenance	1,024	496	500	1,000	700	714	728
013	Education & Training	879	838	1,510	1,510	1,530	1,530	1,530
041	Vehicle Allowance	3,600	3,600	4,440	4,400	4,400	4,400	4,400
042	Mileage Reimbursement	0	1,566	1,200	1,650	1,200	1,200	1,200
	Category Total	17,395	15,813	27,607	28,624	33,324	33,376	33,430
DEPARTMENT TOTAL		625,067	592,933	656,280	649,719	650,737	663,562	676,584

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Total Video Division programs produced	200	210	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	60
	Activity Expenditures as a % of General Fund	0.65%	0.72%	0.67%

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010)	Administrative & Clerical				
	Video Prod. Manager	1	1	1	1
	Production Specialist	2	2	2	2
	Public Information Coordinator	1	1	1	1
		<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>
(038)	Part-time (FTE)	2.10	1.50	1.50	1.50
	Department Total	<u>6.10</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>

Public Information

FY 19-20 YEAR-END PROJECTION vs. FY 19-20 CURRENT BUDGET

- \$2,572 or 0.58% increase from the current budget.
- The increase results primarily from projected higher than budgeted office rental expenditures. This increase was partially offset by lower than budgeted personnel costs.

FY 20-21 PROPOSED BUDGET vs. FY 19-20 YEAR-END PROJECTION

- \$4,200 or 0.95% decrease from the FY 19/20 year-end projection and \$1,628 or 0.37% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from lower office rental partially offset by increased personnel and supplies costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$341,952	\$364,104	\$393,920	\$388,306	\$392,422	\$400,236	\$407,354
Operating Supplies	4,844	3,600	6,575	6,629	13,358	20,269	20,281
Professional & Contractual	29,438	14,431	40,064	48,196	33,151	26,295	26,341
Total Public Information	\$376,234	\$382,135	\$440,559	\$443,131	\$438,931	\$446,801	\$453,977



Public Information

PUBLIC INFORMATION

DEPARTMENT NUMBER: 175

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL								
010	Salary - Full Time	185,421	217,361	225,719	225,725	226,258	231,583	236,215
038	Part-time Technicians	31,196	39,015	53,040	52,523	56,160	56,160	56,160
106	Sick & Vacation	26,040	1,453	2,182	845	2,400	2,448	2,497
112	Overtime	0	1,915	1,200	1,200	1,200	1,224	1,248
200	Social Security	19,195	20,096	22,231	21,904	22,564	22,990	23,364
250	Blue Cross/Optical/Dental	58,298	60,279	64,195	60,977	58,011	59,461	60,948
275	Life Insurance	952	945	1,265	960	1,273	1,318	1,364
300	Pension - DC	8,579	14,391	14,966	14,902	15,105	15,407	15,715
325	Longevity	11,085	7,224	8,447	8,451	8,926	9,105	9,287
350	Worker's Compensation	1,186	1,425	675	819	525	541	557
	Category Total	341,952	364,104	393,920	388,306	392,422	400,236	407,354
(740) OPERATING SUPPLIES								
001	Gas and Oil	280	254	500	354	383	394	406
002	Books & Subscriptions	0	0	0	200	0	0	0
008	Supplies	4,564	3,346	6,075	6,075	12,975	19,875	19,875
	Category Total	4,844	3,600	6,575	6,629	13,358	20,269	20,281
(801) PROFESSIONAL & CONTRACTUAL								
005	Fleet Insurance	512	574	574	656	761	799	839
006	Vehicle Maintenance	156	211	500	500	300	306	312
007	Equipment Maintenance	540	4,728	6,040	6,040	6,040	6,040	6,040
015	Office Rental	10,350	2,300	13,800	21,850	6,900	0	0
016	Phone Expense	144	618	650	650	650	650	650
024	Newsletter	17,737	0	6,500	6,500	6,500	6,500	6,500
066	Contractual Services	0	6,000	12,000	12,000	12,000	12,000	12,000
	Category Total	29,438	14,431	40,064	48,196	33,151	26,295	26,341
DEPARTMENT TOTAL		376,234	382,135	440,559	443,131	438,931	446,801	453,977

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 insure 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 2020, the City had approximately 27,900 real parcels (of which 802 are tax-exempt) and 3,656 personal property descriptions (of which 1,821 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.

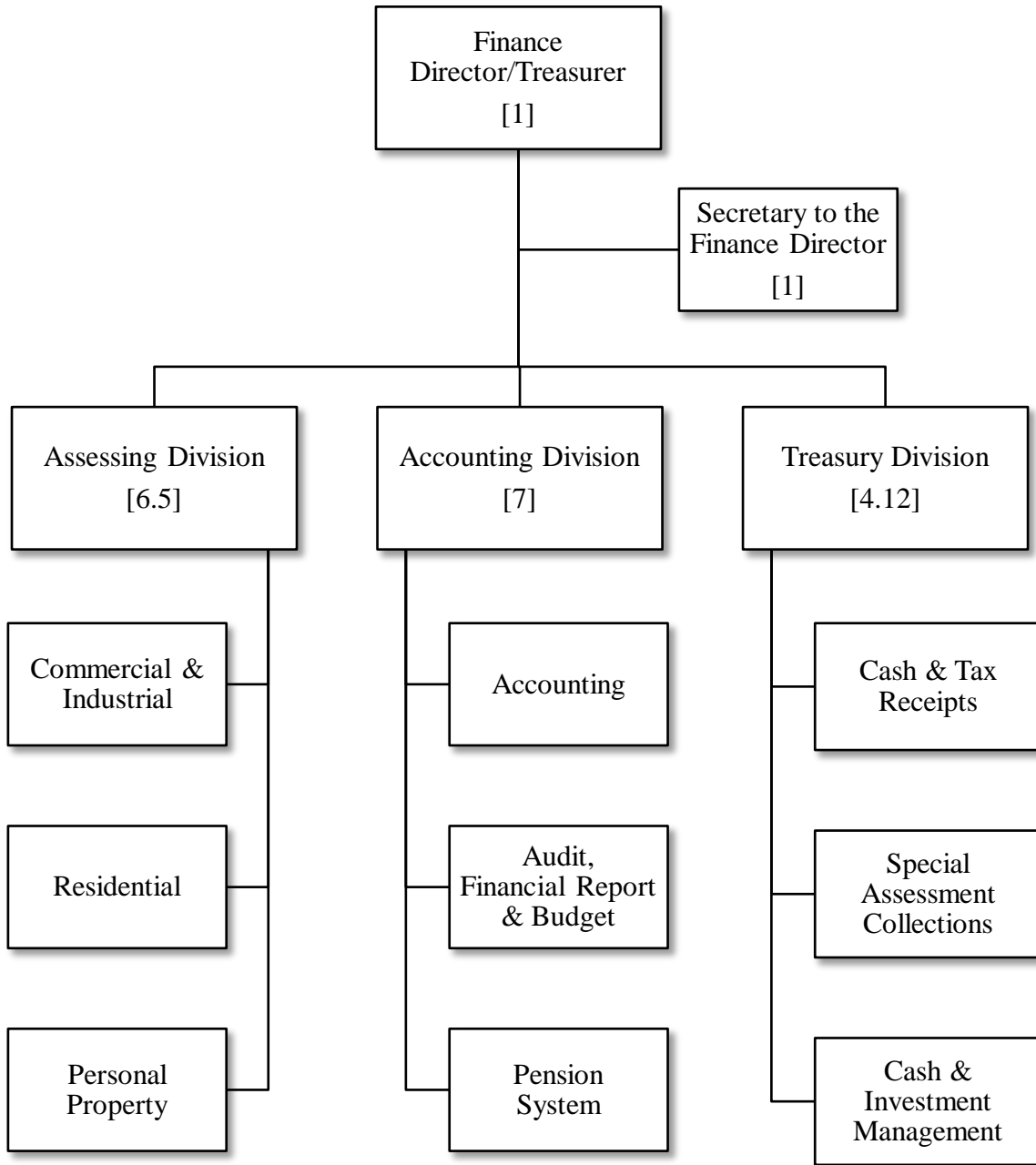
Finance Department

- 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated	
Service Level	Number of Passport Applications Processed	447	386	350	
	Number of Pension Estimates Prepared	67	78	62	
	Net Retirement System & Post-Retirement Healthcare Fund Position Held in Trust	\$235,497,065	\$230,500,000	\$237,415,000	
	Interest Income	\$2,449,819	\$2,233,000	\$2,067,200	
	City taxes billed/levied (adjusted)	\$48,336,061	\$59,140,094	\$59,256,000	
	Ad Valorem Original Taxable Value	\$3,316,149,820	\$3,459,569,360	\$3,596,994,930	
	Cash and Cash Equivalents at June 30 th	\$88,044,789	\$90,000,000	\$85,000,000	
	Number of Payroll Direct Deposits Issued	16,569	17,000	16,800	
	Number of Payroll Checks Issued	662	647	650	
	Number of Accounts Payable Checks Issued	6,083	6,500	6,500	
	Number of Vendor Invoices Paid	12,519	12,500	12,500	
	Commercial/Industrial property appraisals	39	53	50	
	Residential property appraisals	1,103	1,375	1,200	
	Board of Review Appeals	352	432	450	
	Preparation of Special Assessment Rolls	2	0	0	
	Property splits/combinations processed	16	4	8	
	Homestead exemption affidavits processed	1,246	1,341	1,350	
	Property Transfer Affidavits	1,870	2,066	2,100	
	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%	98.29%	N/A	
Number of years G.F.O.A. Distinguished Budget Presentation Award received		35	36	37	
Number of years G.F.O.A Certificate of Achievement for Excellence in Financial Reporting received		22	23	24	
Average Rate of Return on Investments		1.90%	1.85%	1.80%	
Retirement System – Funded Ratio		76%	72%	74%	
Post-Retirement Healthcare Fund – Funded Ratio		98.21%	94%	96%	
Activity Expenditures as a % of General Fund		3.11%	3.01%	3.02%	

FINANCE DEPARTMENT



Total Full Time Equivalent [19.62]

Finance Department

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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/ Controller	1	1	0	0
	Controller	0	0	1	1
	Accountant	3	3	1	1
	Senior Pension Accountant	0	0	1	1
	Senior Accountant	0	0	1	1
	Payroll Coordinator	1	1	1	1
	AP - Accounting Technician	2	1	1	1
	AP - Account Clerk I	0	1	0	0
	AP - Account Clerk II	0	0	1	1
	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	0	1	1
	Account Clerk I	2	2	1	1
	Total	4	4	4	4
	Part Time (FTE)	0.59	0.50	0.12	0.12
	TREASURY TOTAL	4.59	4.50	4.12	4.12
209	ASSESSING				
	City Assessor	1	1	1	1
	Assessor III	3	2	2	2
	Assessor II	0	1	2	2
	Assessor I	1	1	0	0
	Clerk Typist I	1	1	0	0
	Clerk Typist II	0	0	1	1
	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		20.09	20.00	19.62	19.62

Finance Department

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$130,620 or 6.59% decrease from the current budget.
- The decrease results primarily from decreased personnel costs, Michigan tax tribunal refunds and consultant costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$116,400 or 6.29% increase from the FY 19/20 year-end projection, and \$14,220 or 0.72% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from decreased personnel costs partially offset by increased consultants costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$1,569,303	\$1,555,921	\$1,703,572	\$1,675,853	\$1,668,469	\$1,728,382	\$1,794,377
Operating Supplies	15,477	20,417	21,568	20,578	21,345	21,784	22,238
Professional & Contractual	235,304	248,832	256,382	154,471	277,488	341,040	417,084
Capital Outlay	19,473	0	0	0	0	0	0
Total Finance	\$1,839,557	\$1,825,171	\$1,981,522	\$1,850,902	\$1,967,302	\$2,091,206	\$2,233,700

Finance Department

DEPARTMENT NUMBER: 202 - ADMINISTRATION

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Administrative Salaries	168,934	169,135	173,844	138,545	172,517	175,967	179,487
038 Part-Time	0	0	0	24,050	0	0	0
106 Sick & Vacation	0	0	0	8,909	0	0	0
112 Overtime	404	603	500	500	600	612	624
200 Social Security	15,454	13,245	13,893	12,062	13,799	14,029	14,303
250 Blue Cross/Optical/Dental	26,530	26,090	27,471	30,287	35,524	36,412	37,322
275 Life Insurance	882	1,235	1,344	1,293	1,344	1,391	1,440
300 Pension - DC	13,251	12,970	13,205	11,663	13,194	13,458	13,727
325 Longevity	2,880	2,277	2,323	2,323	2,323	2,369	2,417
350 Worker's Compensation	844	736	390	340	198	204	210
Reallocation to Pension Fund	(16,305)	(16,871)	(17,216)	(17,200)	(17,139)	(17,482)	(17,831)
Reallocation to Water Fund	(12,902)	(11,315)	(11,648)	(11,500)	(11,975)	(12,215)	(12,459)
Reallocation to Sewer fund	(12,902)	(11,315)	(11,648)	(11,500)	(11,975)	(12,215)	(12,459)
Category Total	187,070	186,791	192,458	189,772	198,410	202,532	206,781
(740) OPERATING SUPPLIES							
001 Gas & Oil	1,114	1,739	2,250	1,494	1,724	1,776	1,829
002 Books & Subscriptions	45	0	0	0	0	0	0
008 Supplies	2,191	2,269	8,275	8,275	8,275	8,275	8,275
041 Over & Short	17	(38)	0	0	0	0	0
Category Total	3,368	3,970	10,525	9,769	9,999	10,051	10,104
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	795	70	2,450	1,370	2,460	2,460	2,460
002 Memberships & Licenses	1,160	1,803	1,463	1,600	1,600	1,600	1,600
004 Consultants	43,455	66,618	62,015	3,000	3,000	3,000	3,000
005 Fleet Insurance	840	840	0	0	0	0	0
006 Vehicle Maintenance	0	10	20	0	0	0	0
013 Education & Training	287	569	1,270	200	1,200	1,200	1,200
024 Printing Services	265	0	0	0	0	0	0
041 Auto Allowance	3,900	3,600	4,400	3,330	4,400	4,400	4,400
042 Mileage Reimbursement	47	0	100	100	100	100	100
Category Total	50,749	73,510	71,718	9,600	12,760	12,760	12,760
(970) CAPITAL OUTLAY							
001 Office Furniture	18,078	0	0	0	0	0	0
Category Total	18,078	0	0	0	0	0	0
FINANCE - ADMIN. TOTAL	259,265	264,271	274,701	209,141	221,169	225,343	229,645

Finance Department

DEPARTMENT NUMBER: 207 - ACCOUNTING

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Accounting Salaries	399,697	410,905	444,820	455,314	418,348	444,640	472,513
038 Part-Time	714	150	0	0	0	0	0
106 Sick & Vacation	8,061	2,498	28,795	43,671	3,000	3,060	3,121
112 Overtime	594	1,012	1,950	1,789	2,000	2,040	2,081
200 Social Security	30,566	30,864	37,593	37,236	33,172	35,207	37,363
250 Blue Cross/Optical/Dental	93,368	85,559	95,115	78,431	94,074	96,426	98,836
275 Life Insurance	1,021	1,036	1,163	1,248	1,324	1,364	1,405
300 Pension - DC	40,933	42,207	44,636	44,885	54,148	55,231	56,336
325 Longevity	8,779	9,409	15,859	12,132	10,274	10,479	10,689
350 Worker's Compensation	1,710	1,755	1,043	1,083	477	521	570
Reallocation to Water Fund	(14,616)	(14,651)	(16,774)	(16,892)	(15,420)	(16,224)	(17,073)
Reallocation to Sewer fund	(14,616)	(14,651)	(16,774)	(16,892)	(15,420)	(16,224)	(17,073)
Reallocation to Pension Fund	(64,169)	(63,321)	(74,358)	(74,600)	(81,059)	(82,680)	(84,334)
Category Total	492,041	492,772	563,068	567,405	504,918	533,840	564,434
(740) OPERATING SUPPLIES							
008 Supplies	1,604	2,405	0	0	0	0	0
Category Total	1,604	2,405	0	0	0	0	0
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	735	776	2,200	1,000	2,000	2,000	2,000
002 Memberships & Licenses	975	785	1,315	1,000	1,300	1,300	1,300
013 Education & Training	2,151	1,233	3,245	800	3,000	3,000	3,000
021 Audit Services	49,260	67,875	40,000	43,500	45,000	46,000	47,000
024 Printing Services	1,943	468	1,350	1,000	1,000	1,000	1,000
042 Mileage Reimbursement	105	91	200	200	300	300	300
Category Total	55,168	71,228	48,310	47,500	52,600	53,600	54,600
FINANCE-ACCOUNTING TOTAL	548,813	566,405	611,378	614,905	557,518	587,440	619,034

Finance Department

DEPARTMENT NUMBER: 208 - TREASURY

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Treasury Salaries	185,315	197,596	214,200	208,745	214,002	220,897	228,009
038 Part-time Salary	17,371	8,416	16,990	250	4,000	4,000	4,000
106 Sick & Vacation	10,983	860	3,445	5,600	3,793	2,564	2,811
112 Overtime	1,451	1,097	2,781	2,873	3,623	3,695	3,769
200 Social Security	16,560	15,749	18,454	16,663	17,545	17,991	18,566
250 Blue Cross/Optical/Dental	24,304	35,101	38,326	41,198	51,770	53,064	54,391
275 Life Insurance	662	675	727	725	727	752	779
300 Pension - DC	15,844	17,333	18,446	17,811	18,412	18,780	19,156
325 Longevity	3,475	3,327	3,825	3,723	3,940	4,019	4,099
350 Worker's Compensation	935	916	537	510	263	277	294
Category Total	276,900	281,070	317,731	298,098	318,075	326,040	335,874
(740) OPERATING SUPPLIES							
008 Supplies	1,152	2,928	0	0	0	0	0
Category Total	1,152	2,928	0	0	0	0	0
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	1,336	1,379	2,016	1,607	1,720	1,720	1,720
002 Memberships & Licenses	70	20	70	95	95	95	95
007 Office Equipment Maint	156	0	0	0	0	0	0
013 Education & Training	1,771	50	85	603	65	75	75
024 Printing Services	7,913	7,877	9,600	7,478	8,400	8,400	8,400
042 Mileage Reimbursement	9	53	153	83	152	152	152
500 Bank Service Fees	81,588	64,025	30,000	30,000	30,000	30,000	30,000
Category Total	92,842	73,404	41,924	39,866	40,432	40,442	40,442
(970) CAPITAL OUTLAY							
002 Office Equipment	1,395	0	0	0	0	0	0
Category Total	1,395	0	0	0	0	0	0
FINANCE - TREASURY TOTAL	372,289	357,402	359,655	337,964	358,507	366,482	376,316

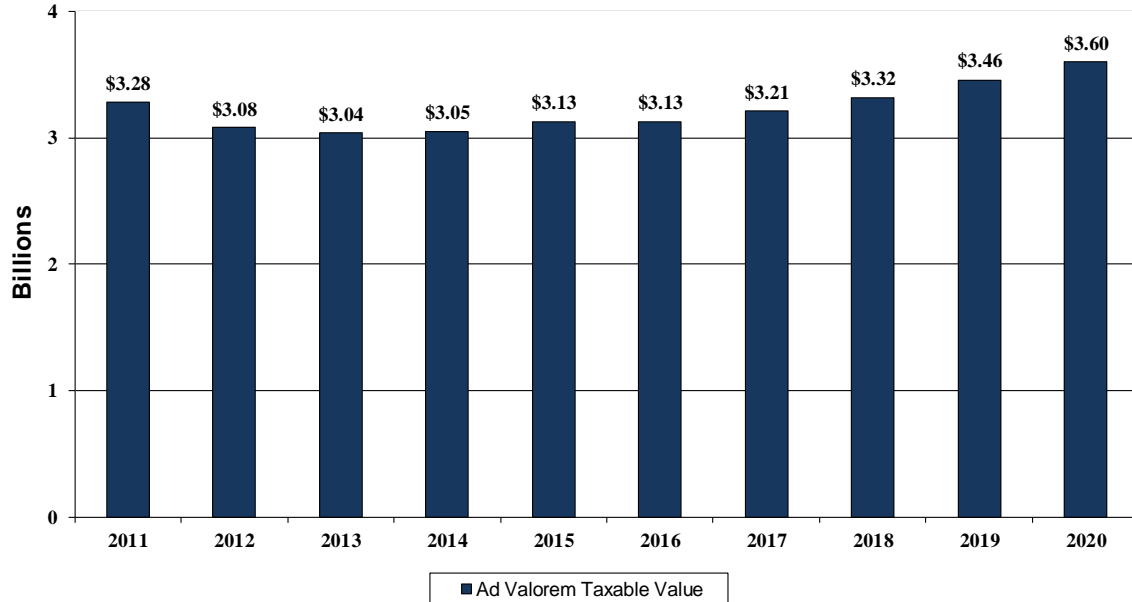
Finance Department

DEPARTMENT NUMBER: 209 - ASSESSING

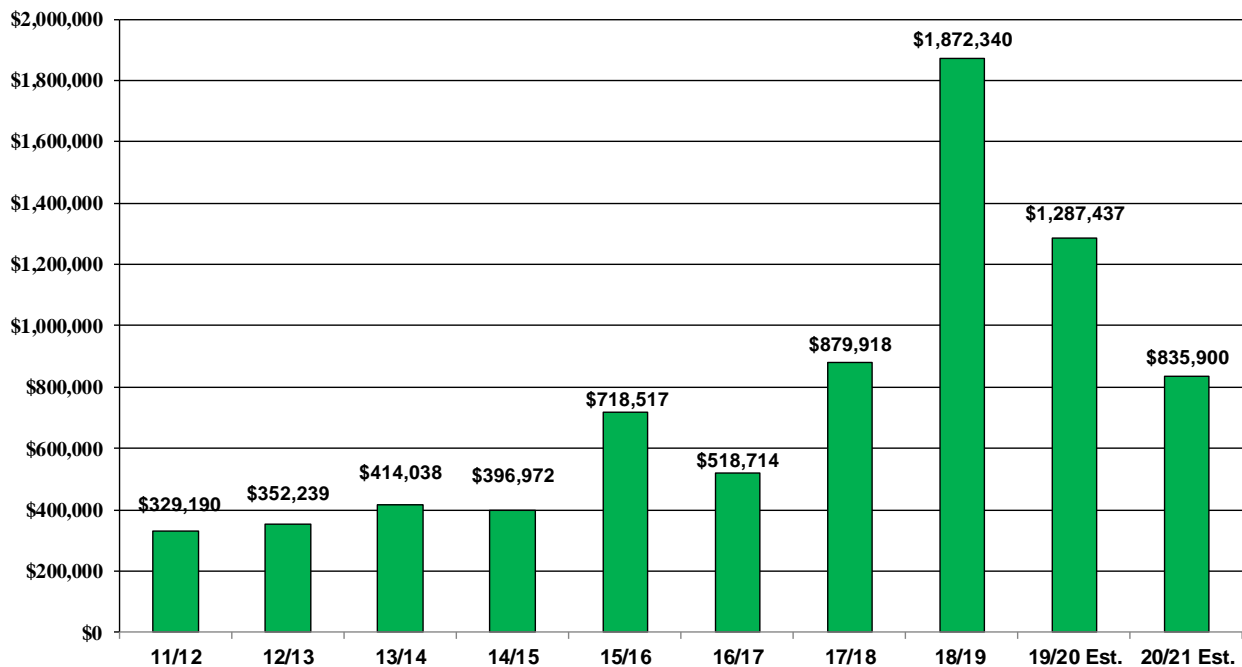
Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Administrative & Clerical	404,503	399,110	420,345	408,525	436,822	449,558	464,550
038 Part-time	15,797	11,475	16,366	14,500	17,663	18,500	19,425
106 Sick & Vacation	16,300	3,227	2,165	6,476	2,220	2,400	2,400
112 Overtime	705	2,587	750	2,600	2,600	2,600	2,600
200 Social Security	33,686	31,917	34,818	33,650	36,314	37,401	38,655
250 Blue Cross/Optical/Dental	90,264	101,222	107,516	106,986	102,651	105,217	107,848
275 Life Insurance	985	985	1,046	1,008	1,046	1,083	1,121
300 Pension - DC	30,107	28,545	30,063	29,997	31,486	32,431	33,403
325 Longevity	17,388	12,954	15,521	15,153	15,382	15,843	16,319
350 Worker's Compensation	3,557	3,265	1,725	1,683	882	936	968
Category Total	<u>613,292</u>	<u>595,288</u>	<u>630,315</u>	<u>620,578</u>	<u>647,066</u>	<u>665,970</u>	<u>687,288</u>
(740) OPERATING SUPPLIES							
001 Gas & Oil	239	313	500	266	287	296	304
002 Books & Subscriptions	8,068	9,785	10,543	10,543	11,059	11,438	11,830
008 Supplies	1,046	1,017	0	0	0	0	0
Category Total	<u>9,353</u>	<u>11,115</u>	<u>11,043</u>	<u>10,809</u>	<u>11,346</u>	<u>11,734</u>	<u>12,134</u>
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	2,714	1,421	2,691	1,415	2,770	2,770	2,770
002 Memberships & Licenses	9,664	1,645	1,665	1,450	1,665	1,665	1,665
005 Fleet Insurance	512	574	574	656	761	799	839
006 Vehicle Maintenance	68	108	200	200	200	204	208
009 Consultants	19,775	22,450	25,000	15,000	100,000	100,000	50,000
013 Education & Training	645	985	750	750	750	750	750
024 Printing Services	3,167	3,507	3,550	3,034	3,050	3,050	3,050
999 Tax Tribunal Refunds	0	0	60,000	35,000	62,500	125,000	250,000
Category Total	<u>36,545</u>	<u>30,690</u>	<u>94,430</u>	<u>57,505</u>	<u>171,696</u>	<u>234,238</u>	<u>309,282</u>
FINANCE - ASSESSING TOTAL	<u>659,190</u>	<u>637,093</u>	<u>735,788</u>	<u>688,892</u>	<u>830,108</u>	<u>911,941</u>	<u>1,008,705</u>
TOTAL FINANCE DEPARTMENT	<u>1,839,557</u>	<u>1,825,171</u>	<u>1,981,522</u>	<u>1,850,902</u>	<u>1,967,302</u>	<u>2,091,206</u>	<u>2,233,700</u>

KEY DEPARTMENTAL TRENDS

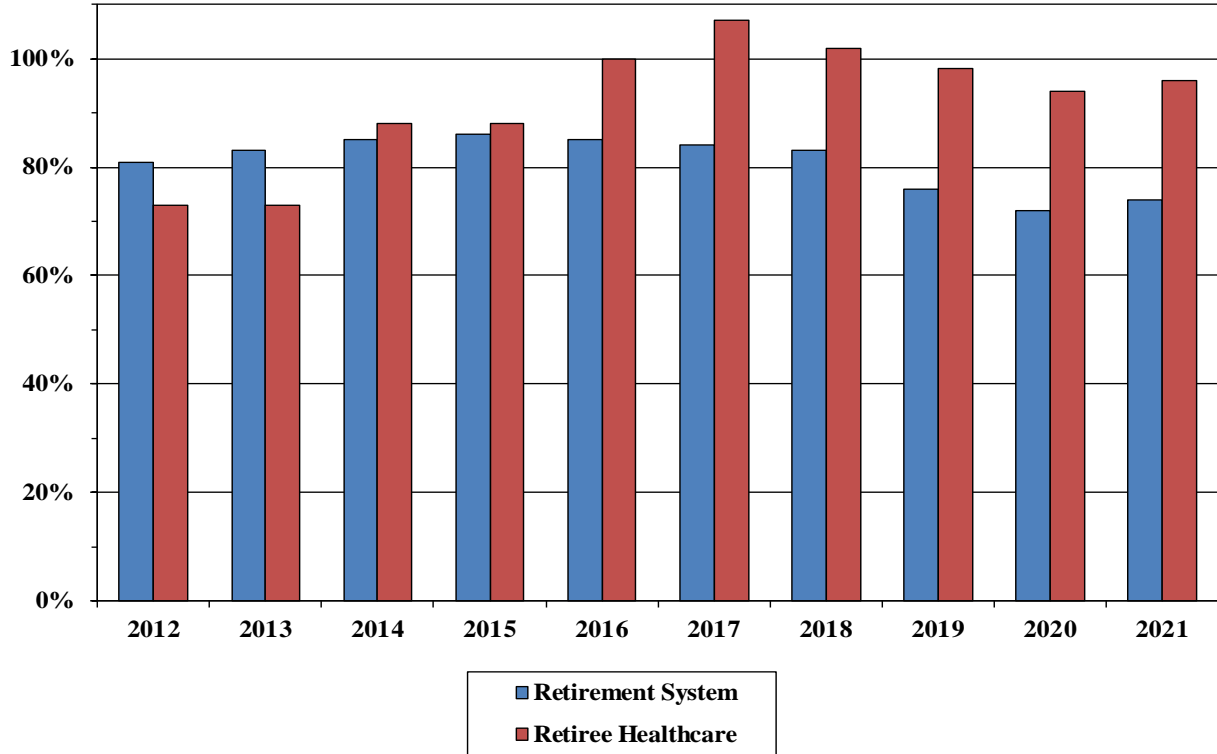
City of Farmington Hills
Taxable Value History
2011 - 2020



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/Projection
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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$37,000 or 4.84% increase from the current budget.
- The increase results primarily from projected increased legal fees in the areas of court defense and special projects, partially offset by decreased prosecution and MTT legal fees.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$11,300 or 1.41% decrease from the FY 19/20 year-end projection and a \$25,700 or 3.36% increase from the FY 19/20 current budget.
- The budget to budget increase results from increased costs for services related to special projects and court defense, partially offset by decreased prosecution legal fees.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Professional & Contractual	\$665,047	\$703,757	\$764,000	\$801,000	\$789,700	\$805,400	\$821,500
Total Corporation Counsel	\$665,047	\$703,757	\$764,000	\$801,000	\$789,700	\$805,400	\$821,500

DEPARTMENT NUMBER: 210

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(801) PROFESSIONAL & CONTRACTUAL								
008	Legal Retainer	212,000	215,829	221,000	221,000	225,500	230,000	234,600
009	Prosecution	319,781	276,804	360,000	330,000	336,600	343,300	350,200
010	Court Defense	30,444	75,257	54,000	120,000	95,000	96,900	98,800
011	Labor Relations	24,980	32,138	25,000	20,000	20,400	20,800	21,200
012	MTT Professional Services	44,798	36,172	50,000	40,000	40,800	41,600	42,400
071	Special Projects	33,044	67,558	54,000	70,000	71,400	72,800	74,300
DEPARTMENT TOTAL		665,047	703,757	764,000	801,000	789,700	805,400	821,500

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 2020-21 budget two Elections will be conducted – the Primary Election to be held August 4, 2020 and the Presidential General Election on November 3, 2020.

GOALS

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

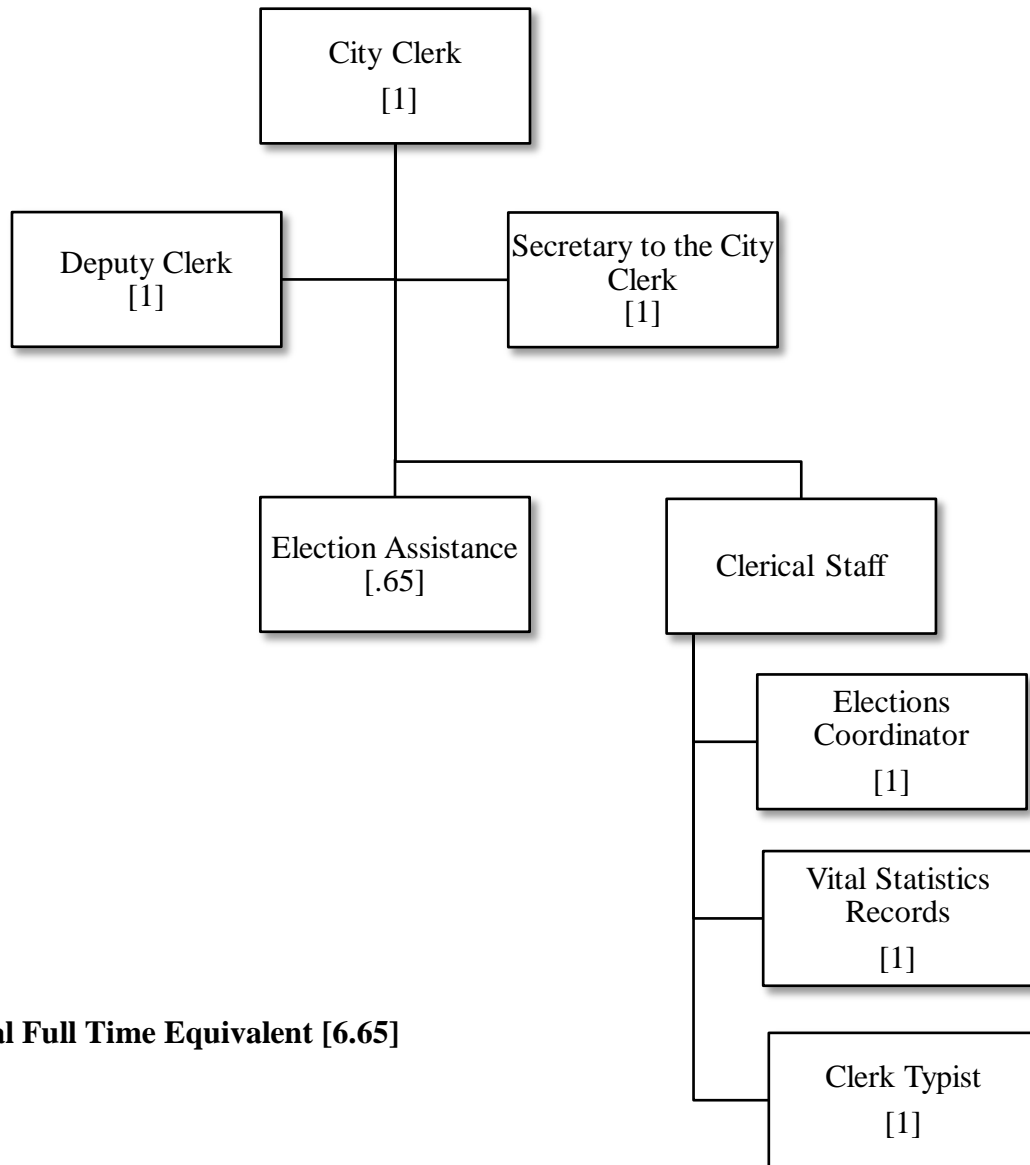
- Overall review and update of ordinances with Departments. (2,8,9)
- Streamlining document retention and assisting with department access to public files held by the Clerk's Office to avoid duplication. (2,9)
- Attend a meeting of each board and commission regarding agenda and minute preparation and legal deadlines. (4,8)
- Continue to develop best practices for use of the new Election Equipment for Election Inspectors and staff. (1,2,9)
- Expand our pool of Election Inspectors and include city staff going forward when necessary. (1,4,8)
- Work with the new Secretary of State legislators to promote legislation to assist Clerks with new requirements from the passing of Proposal 3 (2,7)
- Public outreach with regard to changes in Election Law and opportunities for voters. (1,4,11)

PERFORMANCE OBJECTIVES

- Provide agendas, minutes and all 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 Primary and General elections in a thorough and efficient manner.

	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Levels	Birth Records Processed	800	431 to date	N/A
	Death Records Processed	1,093	622 to date	N/A
	Freedom of Information Act (FOIA) Requests Processed	213	275	220+
	Ordinances Enacted	9	15	10
	City Council Minutes (includes study sessions, special meetings) prepared	42	44	44
	Planning Commission Minutes prepared	15	18	18
	Zoning Board of Appeals Minutes prepared	7	9	9
	Agendas & Minutes posted and filed for other various board/commission and committees	248	250	250
	Voter Registration Records Processed – *Under new legislation, persons 18+ are automatically registered when obtaining a DL or Personal ID	5,225	6,270	*8,200+
	Absentee Ballots Issued - *Increased numbers based on no-reason absentee legislation	22,788	25,700	35,000
	Council Agendas/Packets Prepared	22	24	24
	No. of Elections Conducted	3	2	2
	No. of Public Notices Published	112	100+	100+
	No. of Documents Recorded	37	40	40
	No. of Liquor License Requests approved by City Council (New, transfers, One-Day, etc.)	3	1	1
	No. of Permits Issued- Special Events, Temporary Outdoor Sales, Massage Businesses, Home Daycare, Peddler/Solicitor	134	140	140
Efficiency	Activity Expenditures as a % of General Fund	1.31%	1.24%	1.18%

CITY CLERK



Total Full Time Equivalent [6.65]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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	0	1	1	1
	Clerk Typist II	1	1	1	1
	Clerk Typist I	1	0	0	0
	Election Coordinator	1	1	1	1
	Total	6	6	6	6
(038) Part-time (FTE)					
	Election Help	0.28	0.78	0.65	0.65
	Department Total	6.28	6.78	6.65	6.65

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$13,125 or 1.69% decrease from the current budget.
- The decrease primarily results from anticipated lower personnel costs.

FY 20/21 PROPOSED BUDGET vs. FY19/20 YEAR-END PROJECTION

- \$6,071 or 0.79% increase from the FY 19/20 year-end projection and \$7,054 or 0.91% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from decreased election supplies and printing costs partially offset by increased personnel costs associated with two major elections to be held in FY 20/21.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$545,119	\$627,743	\$665,492	\$653,820	\$696,972	\$615,716	\$725,278
Operating Supplies	28,304	21,878	41,500	40,677	22,966	33,989	25,013
Professional & Contractual	32,539	32,649	70,925	70,295	50,925	100,885	108,585
Capital Outlay	0	88,155	0	0	0	0	0
Total City Clerk	\$605,962	\$770,425	\$777,917	\$764,792	\$770,863	\$750,589	\$858,876

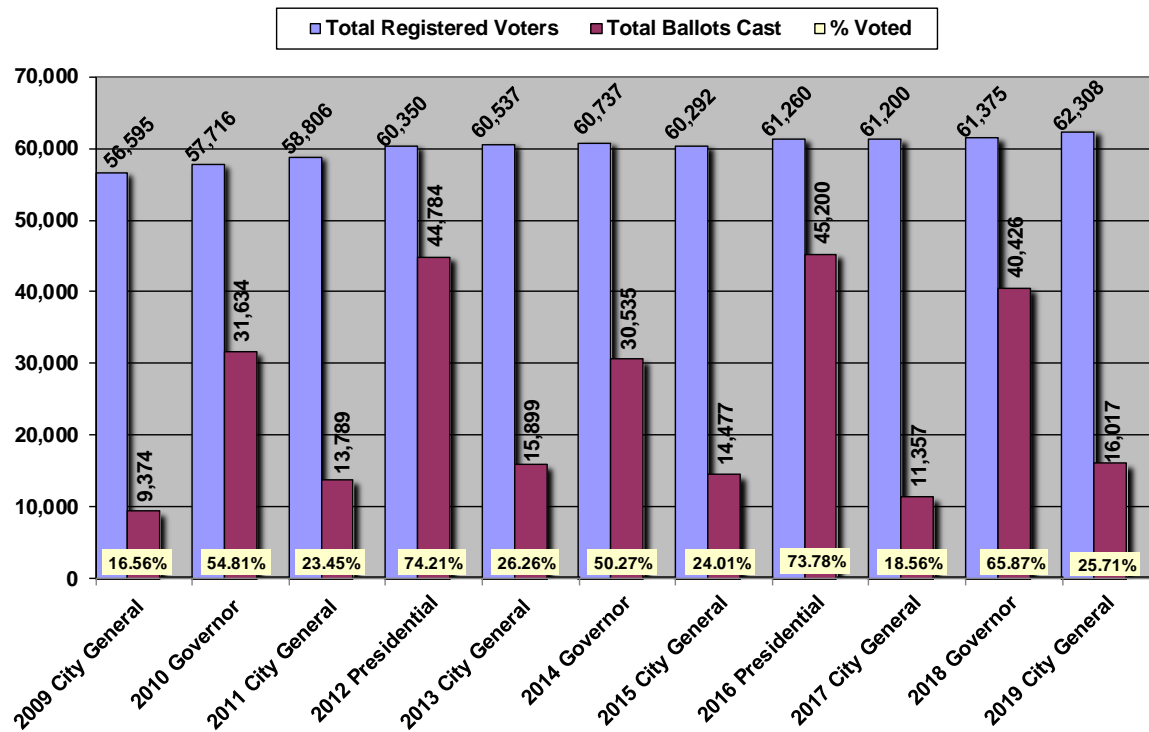
City Clerk

DEPARTMENT NUMBER: 215

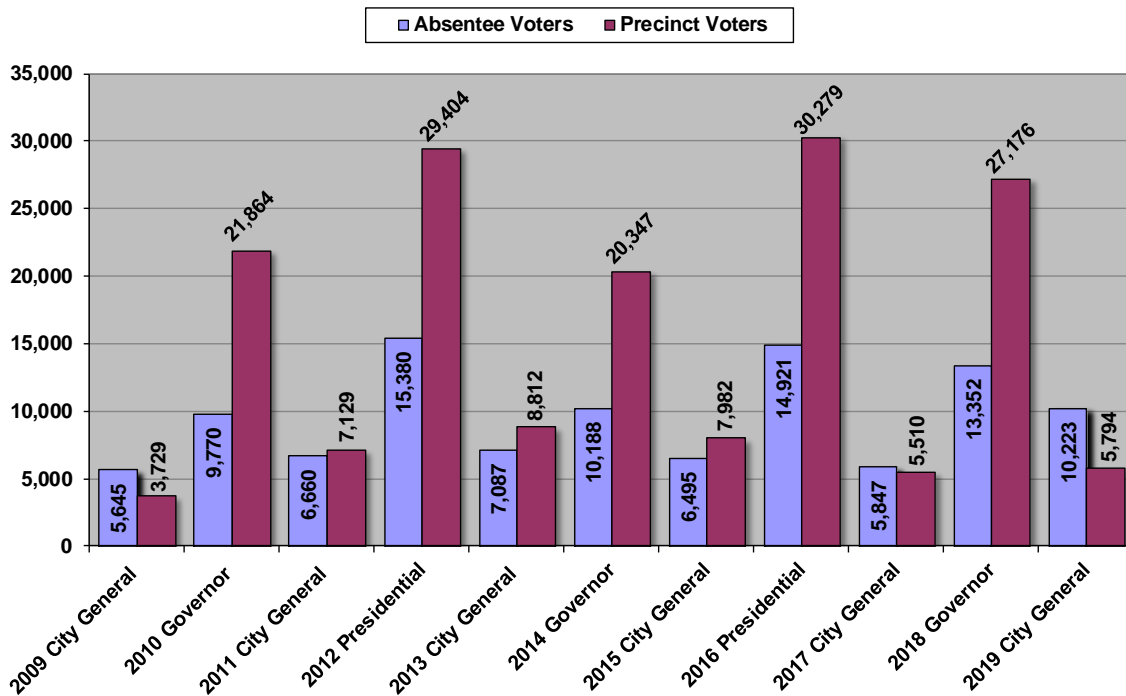
Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Administrative & Clerical	350,016	367,585	384,633	384,451	385,658	395,863	406,378
038 Part-time	1,618	10,791	21,924	21,924	18,360	13,000	25,000
039 Election Workers	38,046	94,961	98,840	90,000	122,795	52,000	125,000
106 Sick & Vacation	991	0	2,391	5,054	11,445	3,000	3,000
112 Overtime	3,325	14,935	17,052	17,052	19,505	11,000	20,000
200 Social Security	28,370	31,140	34,235	34,488	34,924	34,070	36,508
250 Blue Cross/Optical/Dental	78,627	61,150	57,010	51,795	54,893	56,265	57,672
275 Life Insurance	1,862	1,925	2,049	1,964	2,054	2,095	2,137
300 Pension - DC	26,026	27,484	28,793	28,898	29,132	29,860	30,607
325 Longevity	14,708	16,077	17,615	17,188	17,698	18,052	18,413
350 Worker's Compensation	1,530	1,695	950	1,006	508	510	563
Category Total	545,119	627,743	665,492	653,820	696,972	615,716	725,278
(740) OPERATING SUPPLIES							
001 Gas & Oil	845	809	1,500	677	766	789	813
008 Supplies	2,593	3,535	3,200	3,200	3,200	3,200	3,200
012 Election Supplies	24,867	17,534	36,800	36,800	19,000	30,000	21,000
Category Total	28,304	21,878	41,500	40,677	22,966	33,989	25,013
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	4,524	2,833	6,200	6,200	6,500	6,200	5,500
002 Memberships & Licenses	496	500	525	685	685	685	685
004 Consultants	5,531	5,062	7,500	7,200	7,500	7,500	7,500
005 Fleet Insurance	840	840	0	0	0	0	0
007 Office Equip. Maintenance	0	3,487	4,300	4,300	4,300	45,000	60,000
012 Codification	4,192	975	6,000	6,000	6,000	6,000	6,000
013 Education & Training	1,402	1,950	3,000	2,510	500	500	500
014 Legal Notices	5,198	6,012	8,000	8,000	8,000	8,000	8,000
015 Election Site Rentals	1,300	3,230	3,000	3,000	3,000	1,600	3,000
024 Printing Services	5,996	4,100	27,000	27,000	9,000	20,000	12,000
041 Vehicle Allowance	3,600	3,600	4,400	4,400	4,440	4,400	4,400
078 Recording Fees	(540)	60	1,000	1,000	1,000	1,000	1,000
Category Total	32,539	32,649	70,925	70,295	50,925	100,885	108,585
(970) CAPITAL OUTLAY							
007 Election Equipment	0	88,155	0	0	0	0	0
Category Total	0	88,155	0	0	0	0	0
DEPARTMENT TOTAL	605,962	770,425	777,917	764,792	770,863	750,589	858,876

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)

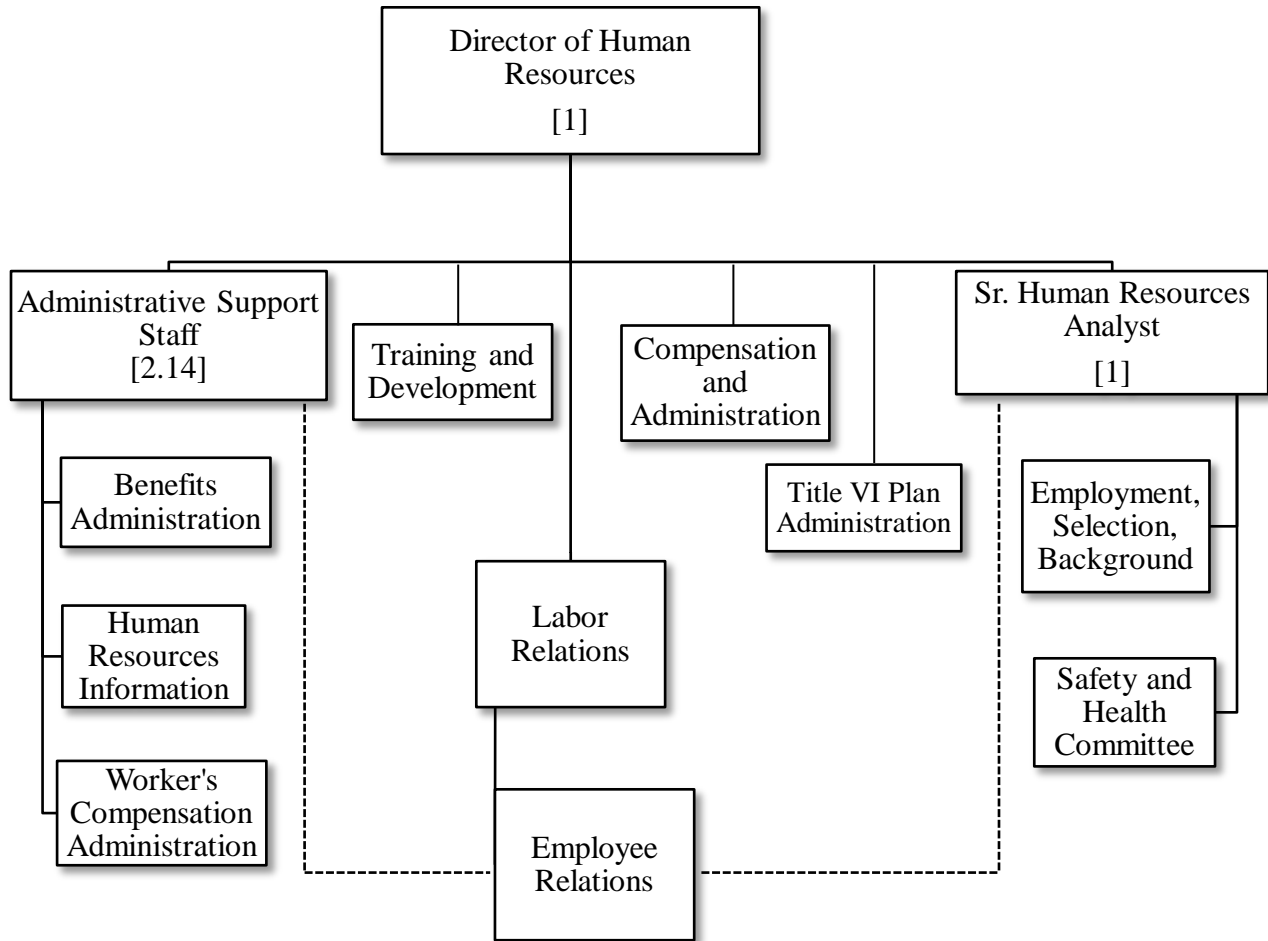
Human Resources

- 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Full-time new hires	17	30	28
	Part-time/seasonal new hires	132	130	152
	Full-time terminations/Retirements	21	30	24
	Part-time/seasonal terminations	129	110	140
	Health Insurance Administration (including FT, COBRA and retirees)	528	550	560
	Applications received	1,408	1,575	1,590
	Payroll changes processed	564	500	520
	Occupational injuries or illnesses	55	59	34
	Driver's license checks processed	304	335	352
	Criminal checks processed	306	325	332
	Benefit changes processed	390	400	339
	Employee consultations	3,600	3,600	3,600
	Participation in Fit for Life Program	40%	40%	40%
Efficiency	Number of years awarded MML Lowest Modification Factor for Workers Compensation	21	21	22
	Average # work days to complete internal recruitment	24	24	25
	Average # work days to complete external recruitment	60	53	60
	% Labor grievances resolved before arbitration	100%	100%	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	0.72%	0.74%	0.77%

HUMAN RESOURCES



Total Full Time Equivalent [4.14]

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	Director of Human Resources	1	1	1	1
	Human Resources Analyst	1	1	1	1
	Benefits Coordinator	0	1	1	1
	Secretary to the Director	1	0	0	0
	Human Resources Department Aide	1	1	1	1
		4	4	4	4
(038) Part-time (FTE)					
		0.14	0.14	0.14	0.14
DEPARTMENT TOTAL		4.14	4.14	4.14	4.14

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$1,931 or 0.42% increase from the current budget.
- The increase results primarily from increased personnel costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$42,141 or 9.23% increase from the FY 19/20 year-end projection and \$44,072 or 9.69% increase from the FY 19/20 current budget.
- The budget to budget increase results primarily from higher consultant costs and partially offset by lower personnel costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$377,928	\$401,305	\$423,370	\$426,941	\$417,551	\$427,967	\$438,963
Operating Supplies	7,763	4,423	11,921	10,043	10,316	10,353	10,392
Professional & Contractual	22,181	17,615	19,379	19,617	70,875	20,875	20,875
Total Human Resources	\$407,872	\$423,343	\$454,670	\$456,601	\$498,742	\$459,195	\$470,230

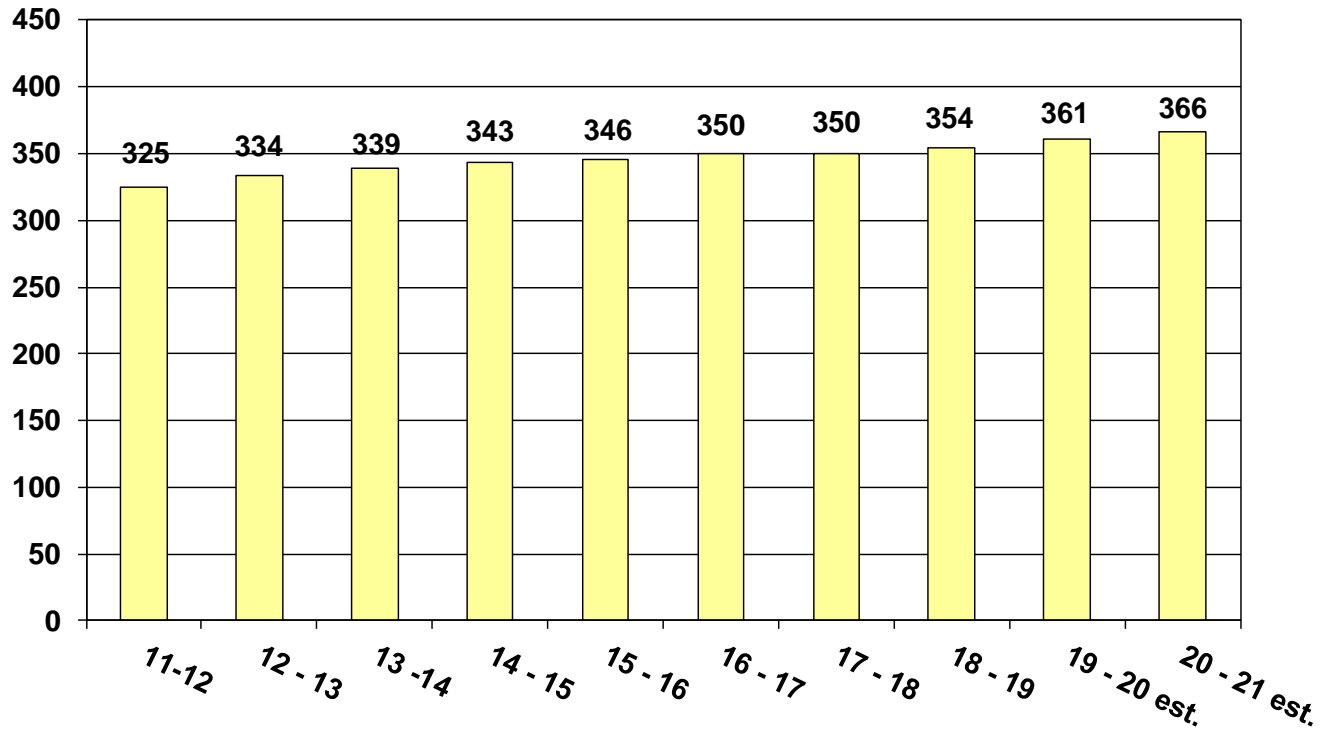
Human Resources

DEPARTMENT NUMBER: 226

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL								
010	Administrative Salaries	264,218	272,877	281,665	280,364	279,278	286,864	294,601
038	Part-time	798	3,948	4,300	4,300	4,300	4,300	4,300
106	Sick & Vacation	9,580	8,948	9,050	15,816	8,113	8,275	8,441
112	Overtime	0	0	500	500	500	500	500
200	Social Security	20,684	21,514	23,370	23,121	23,105	23,350	23,962
250	Blue Cross/Optical/Dental	50,856	59,856	68,629	68,331	67,127	68,805	70,525
275	Life Insurance	1,793	1,844	1,957	1,748	1,956	2,024	2,095
300	Pension - DC	26,231	27,024	27,910	27,558	27,656	28,209	28,773
325	Longevity	2,611	4,080	5,327	4,547	5,180	5,284	5,389
350	Worker's Compensation	1,157	1,214	662	656	336	356	376
	Category Total	377,928	401,305	423,370	426,941	417,551	427,967	438,963
(740) OPERATING SUPPLIES								
001	Gas & Oil	1,157	1,324	2,000	1,122	1,245	1,282	1,321
003	Personnel Testing	300	208	850	850	1,000	1,000	1,000
004	Personnel Advertising	4,889	1,461	7,500	6,500	6,500	6,500	6,500
008	Supplies	1,417	1,430	1,571	1,571	1,571	1,571	1,571
	Category Total	7,763	4,423	11,921	10,043	10,316	10,353	10,392
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	333	737	1,220	1,220	1,220	1,220	1,220
002	Memberships & Licenses	736	547	755	755	755	755	755
004	Consultants/CDL	3,674	1,822	3,680	3,200	53,200	3,200	3,200
005	Fleet Insurance	840	840	0	0	0	0	0
013	Education & Training	3,708	659	4,200	3,700	4,100	4,100	4,100
024	Printing Services	0	39	0	0	0	0	0
025	Safety & Health Committee	5,508	5,860	1,924	3,142	3,700	3,700	3,700
026	Physical Exams	3,782	3,511	3,200	3,200	3,500	3,500	3,500
041	Auto Allowance	3,600	3,600	4,400	4,400	4,400	4,400	4,400
	Category Total	22,181	17,615	19,379	19,617	70,875	20,875	20,875
DEPARTMENT TOTAL		407,872	423,343	454,670	456,601	498,742	459,195	470,230

KEY DEPARTMENTAL TREND

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 work-flow 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)

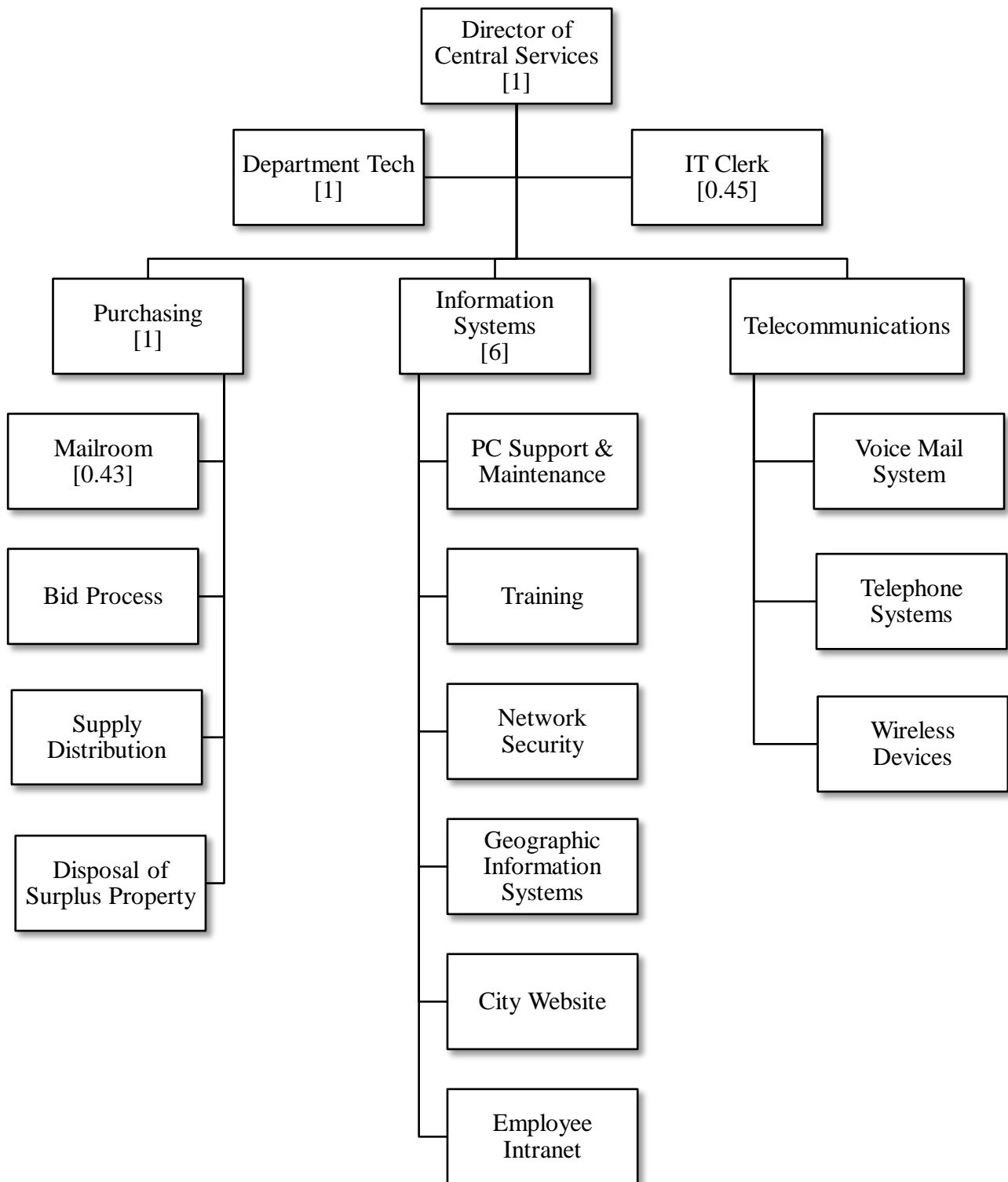
PERFORMANCE OBJECTIVES

- Maintain and improve growing services levels within assigned resources.
- To promote the use of technology to improve the delivery of City services.
- 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.
- 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Software Systems Supported	206	200	200
	Software Training Classes Provided	12	12	15
	GIS Enhanced Applications	6	9	9
	Computer Hardware Supported (PC's)	473	465	450
	Helpdesk/Support incidents	1,000	1,000	1,060
	Multi-Function Network Printers	55	55	55
	Network & Local Printers	34	34	34
	Portable PC's Supported	61	90	85
	Virtual Servers Maintained	36	54	51
	Smart phone devices	250	297	310
	Smart phone Users	200	269	275
	Ratio of PC's to IT Analysts	94:1	95:1	90:1
	Sealed Bids/RFP's Issued	74	82	80
	MITN e-Procurement members	187	200	215
	City Manager Reports	65	72	75
	Purchase Orders Issued	813	825	835
	Total Amount Purchased*	\$24,012,787	\$22,500,000	\$24,000,000
	Purchasing Net Aggregate Savings	\$423,729	\$460,000	\$480,000
	Total Dollars purchased with p-card	\$2,315,099	\$2,430,853	\$2,652,500
	Total number of p-card transactions	6,622	7,200	7,300
Total sold through MITN auction	\$166,293	\$174,608	183,338	
Number of items sold through MITN auction	114	120	126	
Outbound U.S. Mail Spend	\$82,330	\$115,000	\$120,000	
Efficiency	Average Amount of Purchase Order*	\$29,536	\$27,272	\$28,742
	Savings per \$1 expended*	\$0.018	\$0.020	\$0.020
	Average p-card transaction	\$349.61	\$337.61	\$363.35
	Activity Expenditures as % of General Fund	1.69%	1.62%	1.54%

*Does not include purchasing \$\$'s for Community Center

CENTRAL SERVICES



Total Full Time Equivalent [9.88]

STAFFING LEVELS

Acct. 250	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	Director of Central Services	1	1	1	1
	Buyer	1	1	1	1
	Manager of Information Technology	1	1	1	1
	Senior Information Systems Analyst	0	2	2	2
	Information Systems Analyst II	3	1	1	1
	Information Systems Analyst I	1	1	1	1
	GIS Technician	1	1	1	1
	Department Technician	1	1	1	1
	Total	9	9	9	9
(038) Part-time (FTE)					
	Mail Clerk	0.40	0.43	0.43	0.43
	IT Clerk	0.50	0.54	0.45	0.45
	Total	0.90	0.97	0.88	0.88
Department Total		9.90	9.97	9.88	9.88

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$34,352 or 3.34% decrease from the current budget.
- The decrease results primarily from projected less than personnel and consultant costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$7,732 or 0.78% increase from the FY 19/20 year end projection and \$26,620 or 2.59% decreased from the FY 19/20 current budget.
- The budget to budget decrease is due to decreased personnel and consultant costs.

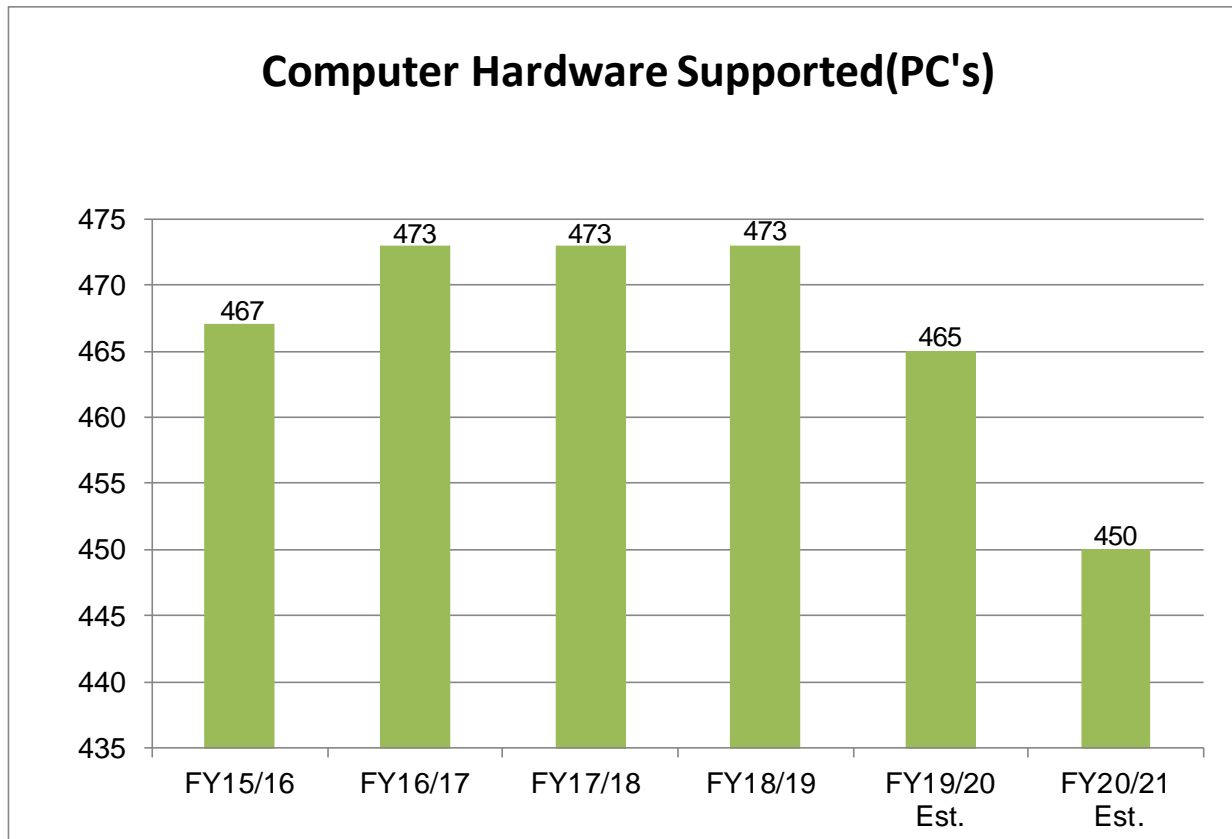
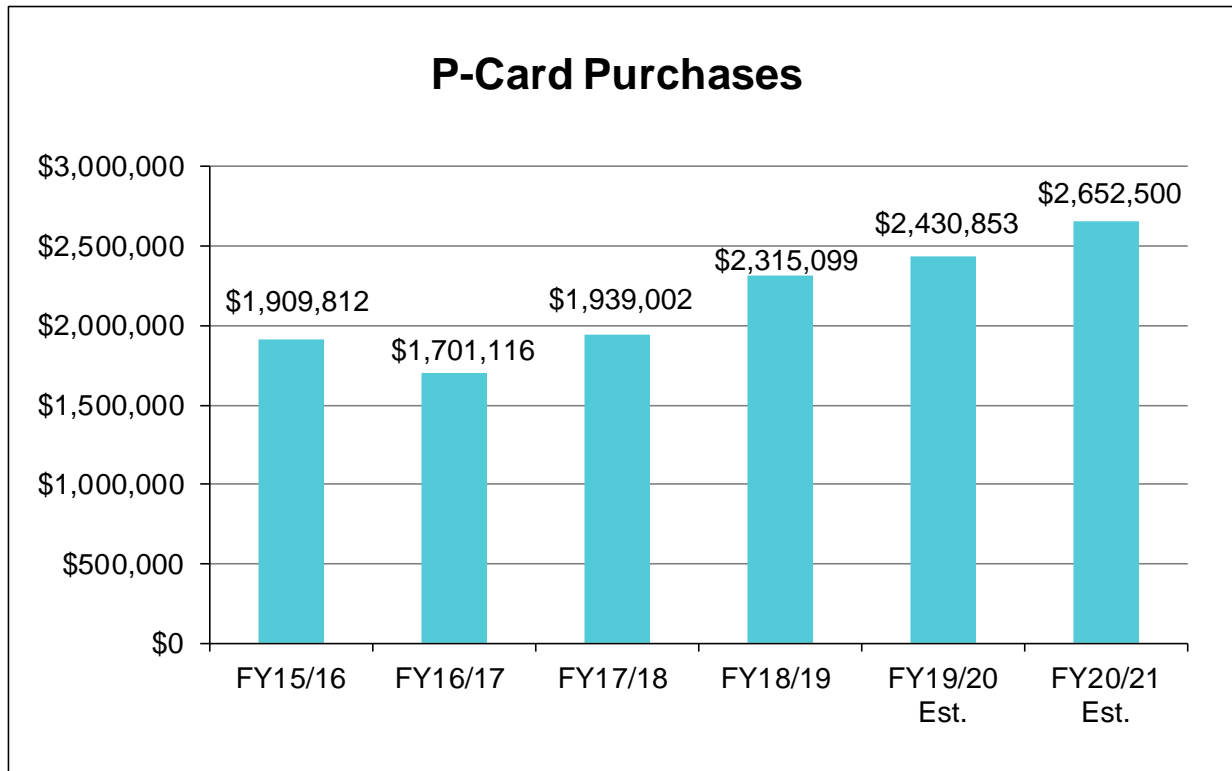
	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$894,357	\$932,093	\$972,611	\$947,796	\$954,730	\$981,576	\$1,008,102
Operating Supplies	2,878	4,548	3,090	3,308	3,166	3,189	3,213
Prof. & Contractual	290,793	55,791	53,600	43,845	44,785	44,785	44,785
Total Central Services	\$1,188,028	\$992,432	\$1,029,301	\$994,949	\$1,002,681	\$1,029,550	\$1,056,099

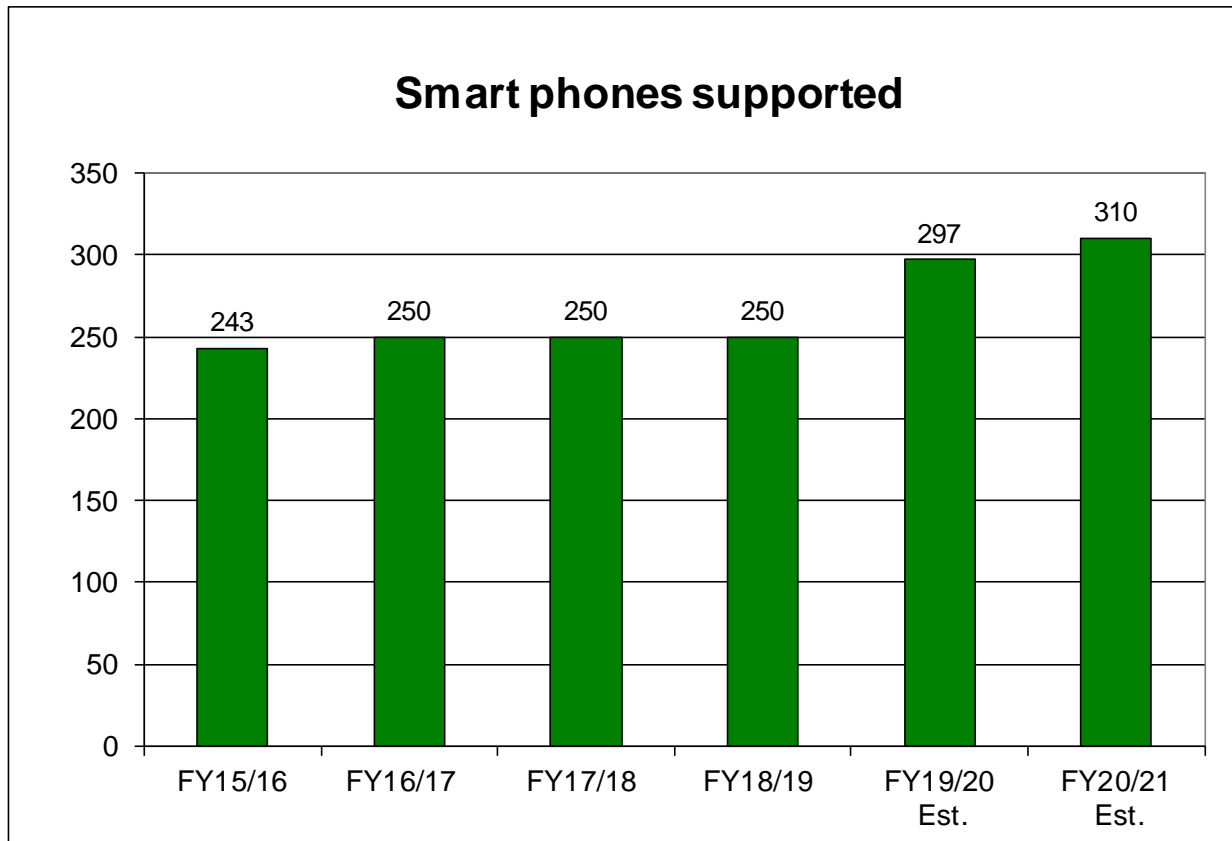
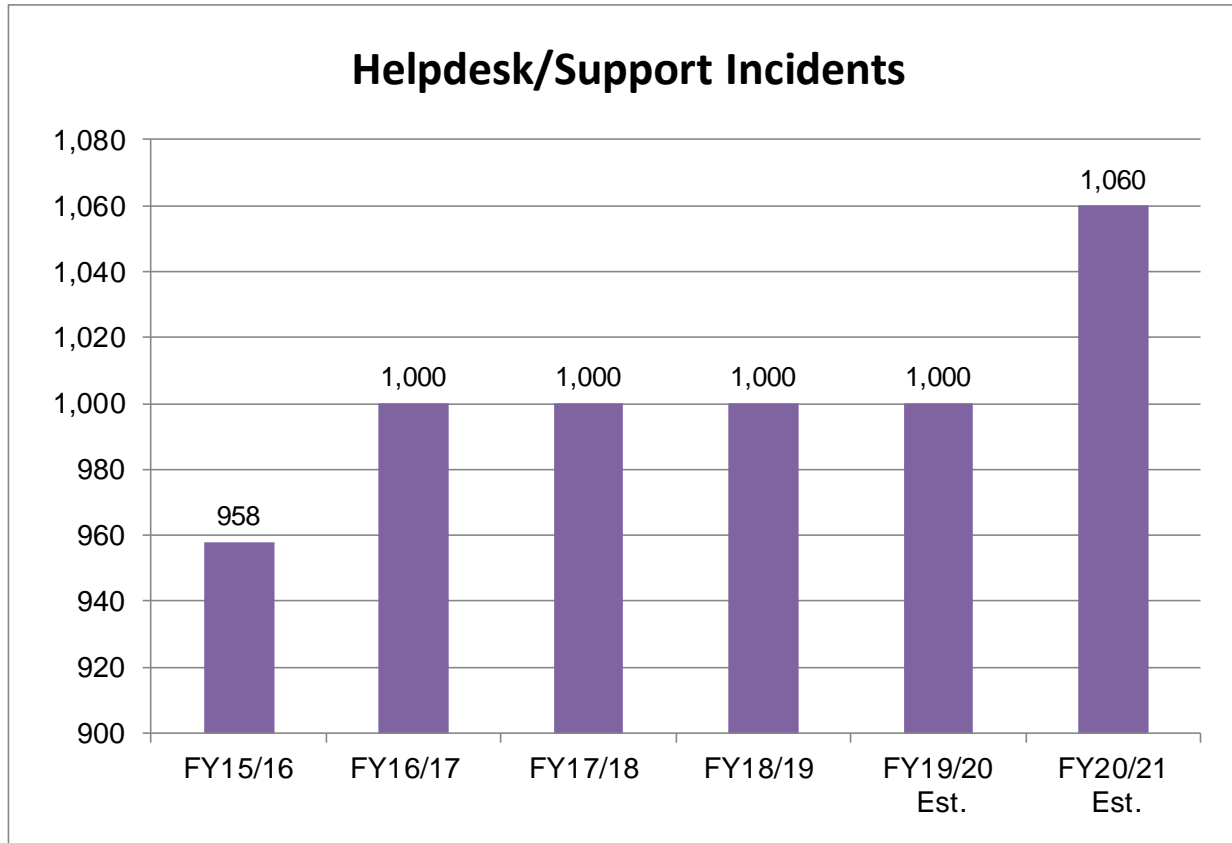
Central Services

DEPARTMENT NUMBER: 250

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL								
010	Administrative Salaries	637,719	663,517	681,516	647,906	683,408	703,076	723,138
038	Part-time	21,570	18,816	25,097	32,850	25,364	25,620	26,200
106	Sick & Vacation	5,235	18,593	5,500	22,640	4,300	5,500	5,500
112	Overtime	3,399	4,583	8,000	7,000	8,000	8,000	8,000
200	Social Security	52,598	54,621	59,983	57,518	58,095	59,663	61,293
250	Blue Cross/Optical/Dental	124,745	119,067	131,088	123,522	115,432	118,318	121,276
275	Life Insurance	3,469	3,545	3,807	3,543	3,826	3,960	4,099
300	Pension - DC	13,244	14,505	22,657	17,686	22,844	23,301	23,767
325	Longevity	29,537	31,843	33,245	33,512	32,617	33,269	33,935
350	Worker's Compensation	2,841	3,003	1,718	1,619	844	869	895
	Category Total	894,357	932,093	972,611	947,796	954,730	981,576	1,008,102
(740) OPERATING SUPPLIES								
001	Gas & Oil	755	858	1,125	708	766	789	813
002	Books & Subscriptions	138	0	65	0	0	0	0
008	Supplies	1,984	3,690	1,900	2,600	2,400	2,400	2,400
	Category Total	2,878	4,548	3,090	3,308	3,166	3,189	3,213
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	1,465	1,661	4,000	2,845	3,785	3,785	3,785
002	Memberships & Licenses	243,612	1,365	1,200	1,200	1,200	1,200	1,200
004	Consultants/Website Dev.	27,612	31,138	33,000	25,000	25,000	25,000	25,000
005	Fleet Insurance	840	840	0	0	0	0	0
007	Office Equip. Maintenance	6,770	11,231	3,000	3,000	3,000	3,000	3,000
013	Education & Training	6,865	5,956	7,800	7,200	7,200	7,200	7,200
024	Printing Services	29	0	200	200	200	200	200
041	Auto Allowance	3,600	3,600	4,400	4,400	4,400	4,400	4,400
	Category Total	290,793	55,791	53,600	43,845	44,785	44,785	44,785
DEPARTMENT TOTAL		1,188,028	992,432	1,029,301	994,949	1,002,681	1,029,550	1,056,099

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 3.51% of the General Fund's proposed budget, are partially supported by a \$57,000 Reimbursement for Overhead Street Lighting from various affected subdivisions and properties.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$28,450 or a 1.26% increase from the current budget.
- The increase results primarily from additional COVID-19 supplies expenses and increased postage & machine rental cost partially offset by decreased in consultants, Broadband Study and unemployment compensation cost.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$5,150 or 0.23% decrease from the FY 19/20 year-end projection and \$23,300 or 1.03% increase from the FY 19/20 budget.
- The budget to budget increase is due to increased costs for software licensing and unemployment compensation.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Operating Supplies	\$37,613	\$15,310	\$53,030	\$120,018	\$48,394	\$48,589	\$49,041
Professional & Contractual	1,480,595	1,709,126	2,204,567	2,166,029	2,232,503	2,208,119	2,209,762
Total Support Services	\$1,518,209	\$1,724,436	\$2,257,597	\$2,286,047	\$2,280,897	\$2,256,708	\$2,258,803

Support Services

DEPARTMENT NUMBER: 290

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(740) OPERATING SUPPLIES							
001 Gas & Oil Pool Cars	5,900	5,729	8,750	5,738	6,514	6,709	6,911
008 Miscellaneous Expense	16,330	4,712	12,000	7,000	9,000	9,000	9,000
014 Copier Supplies	3,699	4,663	5,400	5,400	6,000	6,000	6,250
019 COVID-19 Supplies	0	0	0	75,000	0	0	0
046 City-Wide Beautification	11,684	206	26,880	26,880	26,880	26,880	26,880
Category Total	<u>37,613</u>	<u>15,310</u>	<u>53,030</u>	<u>120,018</u>	<u>48,394</u>	<u>48,589</u>	<u>49,041</u>
(801) PROFESSIONAL & CONTRACTUAL							
002 Membership & Licenses	0	279,006	455,601	450,000	495,000	505,000	518,000
003 Public Relations	25,983	39,133	42,000	42,000	42,000	42,000	42,000
004 Consultants	18,564	27,254	50,000	28,000	37,000	37,000	35,000
005 Fleet Insurance	5,120	7,816	7,816	8,992	10,353	10,871	11,414
006 Vehicle Maintenance	3,668	2,937	5,000	4,762	4,900	4,998	5,098
007 Office Equip. Maintenance	2,309	1,560	18,500	15,000	18,500	18,500	18,500
010 Broadband Study	0	0	60,000	53,600	0	0	0
015 Copier Rental	34,249	34,991	36,500	36,500	36,500	36,500	36,500
016 Phone Expense	174,643	176,865	185,000	182,000	190,000	190,000	190,000
018 Postage & Machine Rental	83,800	82,330	95,000	115,000	120,000	110,000	95,000
019 Gen. Liability & Contents	783,855	656,257	825,000	825,000	825,000	825,000	825,000
022 Insurable Property Repairs	28,327	108,725	50,000	65,000	50,000	50,000	50,000
027 Radio Maintenance	1,250	1,250	1,250	1,250	1,250	1,250	1,250
050 Overhead Lighting Utilities	211,973	213,562	205,900	205,425	210,000	210,000	215,000
052 Document Imaging Management	0	37,299	50,000	45,000	50,000	50,000	50,000
082 Unemployment Compensation	38,463	32,636	50,000	26,000	75,000	50,000	50,000
083 Disability Funding	21,827	762	10,000	10,000	10,000	10,000	10,000
084 Pest Abatement	14,696	15,928	13,000	13,000	13,000	13,000	13,000
085 Cobra Insurance	(1,064)	11,063	6,000	6,000	6,000	6,000	6,000
086 Health IBNR	0	(29,205)	25,000	25,000	25,000	25,000	25,000
087 Wellness Program	11,574	4,586	9,000	7,500	9,000	9,000	9,000
089 State Hlth. Insurance Claims Tax	3,220	1,608	1,000	1,000	1,000	1,000	1,000
090 Fed. ACA Trans. Insurance Prog.	3,251	0	0	0	0	0	0
998 Disaster Emergency Fund	14,887	2,209	3,000	0	3,000	3,000	3,000
999 Tax Tribunal Refunds	0	554	0	0	0	0	0
Category Total	<u>1,480,595</u>	<u>1,709,126</u>	<u>2,204,567</u>	<u>2,166,029</u>	<u>2,232,503</u>	<u>2,208,119</u>	<u>2,209,762</u>
DEPARTMENT TOTAL	<u>1,518,209</u>	<u>1,724,436</u>	<u>2,257,597</u>	<u>2,286,047</u>	<u>2,280,897</u>	<u>2,256,708</u>	<u>2,258,803</u>

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 3.78% of the General Fund’s proposed budget.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- No change.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$177,940 or 3.3% decrease from the FY 19/20 budget.
- The City-wide combined Employees’ Retirement System and Post-Retirement Healthcare Fund’s actuarial calculated contributions decreased in FY 20/21 from FY 19/20 resulting from the June 30, 2019 actuary study.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$2,667,231	\$2,555,986	\$2,639,994	\$2,639,994	\$2,462,054	\$2,585,157	\$2,714,415
Total Post Employment Benefits	\$2,667,231	\$2,555,986	\$2,639,994	\$2,639,994	\$2,462,054	\$2,585,157	\$2,714,415

DEPARTMENT NUMBER: 298

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
305 General Group DB Pension	2,462,813	2,365,004	2,314,162	2,314,162	2,152,007	2,259,607	2,372,588
308 General Group DB Retiree Healthcare	204,418	190,982	325,832	325,832	310,047	325,549	341,827
DEPARTMENT TOTAL	2,667,231	2,555,986	2,639,994	2,639,994	2,462,054	2,585,157	2,714,415

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, and to the Golf Course Capital Improvement Fund from Golf Course Bond Refunding Savings.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$34,541 or 0.39% increase from the current budget.
- The increase results from increased transfers to the Nutrition Fund.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$350,010 or 3.95% increase from the FY 19/20 year-end projection and \$384,551 or 4.35% increase from the FY 19/20 budget.
- The budget to budget increase results from increased transfers to the General Debt Service Fund partially offset by a decrease in the transfer to the Capital Improvement Fund.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Interfund Transfers	\$7,027,485	\$8,194,944	\$8,834,310	\$8,868,851	\$9,218,861	\$7,738,871	\$7,698,881
Total Interfund Transfers	\$7,027,485	\$8,194,944	\$8,834,310	\$8,868,851	\$9,218,861	\$7,738,871	\$7,698,881

Interfund Transfers comprise 14.17% of the General Fund’s proposed budget.

DEPARTMENT NUMBER: 299

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
INTERFUND TRANSFERS							
213 To Federal Forfeiture Fund	0	53,356	0	0	0	0	0
281 To Nutrition Fund	70,249	29,590	34,310	68,851	68,861	68,871	68,881
301 To General Debt Service Fund	1,422,162	1,282,046	1,800,000	1,800,000	2,650,000	2,170,000	2,130,000
404 To Capital Improvement Fund	5,455,122	6,000,000	7,000,000	7,000,000	6,500,000	5,500,000	5,500,000
406 To Community Center Renovations Fund	50,000	800,000	0	0	0	0	0
412 To Golf Course Capital Improv. Fund	29,952	29,952	0	0	0	0	0
Total Operating Budget	7,027,485	8,194,944	8,834,310	8,868,851	9,218,861	7,738,871	7,698,881
DEPARTMENT TOTAL	7,027,485	8,194,944	8,834,310	8,868,851	9,218,861	7,738,871	7,698,881

PUBLIC SAFETY SUMMARY

	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
DIV.	Actual	Actual	Current	Estimated	Adopted	Projected	Projected
NO. Category and Line Item	Expenditures	Expenditures	Budget	Expenditures	Budget	Budget	Budget
PUBLIC SAFETY:							
300 Police	14,250,423	14,303,478	14,964,969	14,731,001	15,421,072	16,322,002	17,032,816
337 Fire	5,633,715	6,111,338	6,284,604	6,527,343	6,638,367	6,766,208	6,885,925
TOTAL PUBLIC SAFETY	19,884,139	20,414,816	21,249,573	21,258,344	22,059,439	23,088,210	23,918,740



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 11% over the past year and by 49% over the past decade. Armed Robberies (7) were the lowest in City history. The number of Burglaries (145), Auto Thefts (67), and Larceny from Autos (255), increased slightly in 2019, however these are still 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. (1,12)
- Department wide training in “Fair and Impartial Policing,” 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. (2,8,13)
- 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)
- 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)

PERFORMANCE OBJECTIVES

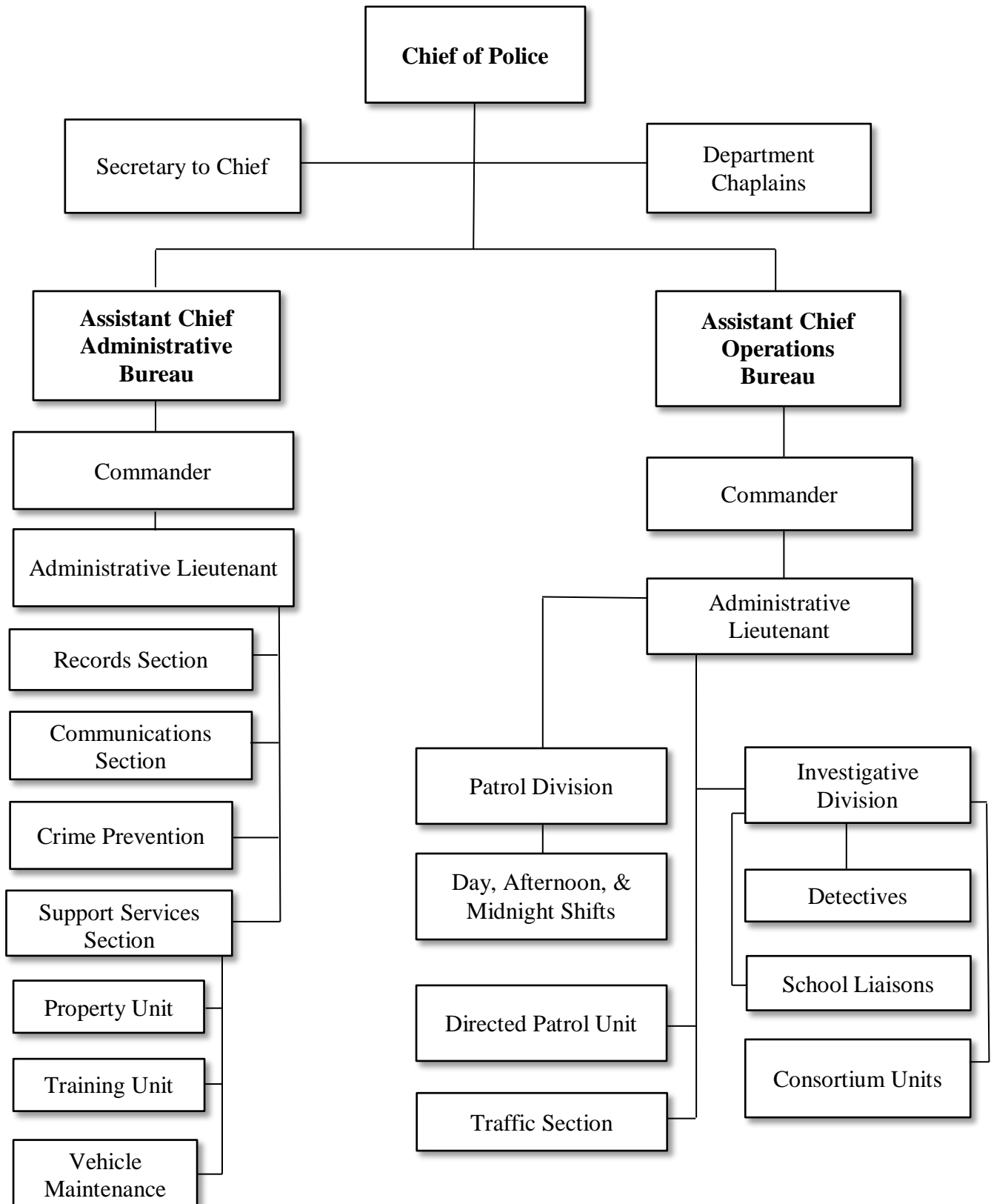
	Performance Indicators	2018 Actual	2019 Actual	2020 Projected
Service Level	Neighborhood Watch Groups	56	56	58
	Speech/Service Requests	105	86	115
	False Alarm Fees Collected [5]	\$33,280	\$49,700	\$50,500
	Report Copy Requests	1,137	1,033	1,350
	Pistol Permits Processed [2]	1,408	1,874	1,800
	Investigative Division Cases	4,055	3,059	3,300
	Investigative Division Arrest Warrants	452	383	450
	Investigative Division Juvenile Petitions	67	31	50
	Fire Service Calls	9,500	10,383	10,500
	Adults Arrested	2,566	2,027	2,080
	Juveniles Arrested	45	28	27
	O.U.I.L. Arrests	169	158	160
	Traffic Violations Issued [3] (47 th D.C)	10,782	8,085	9,100
	Dispatched Runs (FHPD/FHFD/FDPS/FVPD)	45,647	45,333	45,500
	Group A Crimes per 1,000 Population	26.20	22.99	22.00
	Group B Crimes/Activities per 1,000 Population	9.83	8.83	8.25
	Villages of Franklin & Bingham Farms Dispatched Calls for Service	3,259	3,101	3,175
	City of Farmington Dispatched Calls for Service	6,072	6,177	6,200
	Burglaries-residential [1]	58	66	55
	Burglaries-commercial [1]	30	79	50
	Robberies	9	7	6
	Moving Violations (Hazardous) [3]	5,903	4,770	5,500
Non-Moving Violations (Non- Hazardous) [3]	4,879	2,206	2,600	
Residential Burglaries/1,000 Housing Units [4]	1.63	1.78	1.75	
Efficiency	Cases Closed	4,739	2,730	2,860
	Activity Expenditures as a % of General Fund	24.36%	23.94%	23.70%

- [1] Includes entry by forcible and non-forcible (unsecured) means
- [2] Change in legislation allowed some firearm purchases directly from a Federal Firearms Licensed Dealer
- [3] Numbers corrected to include traffic violations only. Misdemeanor ticket violations excluded
- [4] Formula correction in 2018 for calculation of Residential Burglaries/1000 Housing Units
- [5] Alarm Billing

Department Budgetary Accomplishments

- Hired six new police officers to fill vacancies
- Hired three full-time dispatchers to fill vacancies
- Hired one Records Section clerk
- Hired one Operations clerk
- Hired two FOIA clerk
- Hired three Police Service Aides
- Completed Public Safety Communications Center and integrated Executive Command and Conference Center project
- Purchased and equipped five marked patrol SUVs and three unmarked vehicles to replace vehicles being removed from the Department's fleet
- Purchased 43 "level 4" ballistic vests
- Purchased 43 "level 3" ballistic helmets
- Purchased 24 next generation AED's
- Purchased a portable light trailer
- Purchased 29 "5G" in car computer modems
- Purchased supporting equipment for the s-UAS program
- Purchased integrated in-car / body camera system
- Purchase of Personnel Management software

POLICE DEPARTMENT



Police Department

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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	1	0	0	0
	Crime Analyst	0	1	0	0
	Clerk Typist II	2	3	4	4
	Clerk Typist I	2	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	8	9	9	9
	Dispatch Coordinator	3	3	3	3
	Total	11	12	12	12
(017)	Assistant Chief	3	2	2	2
(018)	Commander	1	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)	9.57	9.25	10	10
	Total	80.79	80.47	81.22	81.22
Total General Fund		111.79	112.47	113.22	113.22
<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		152.79	153.47	154.22	154.22

Police Department

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$233,967 or 1.56% decrease from the current budget.
- The decrease results from projected lower than budgeted costs for personnel, gas & oil and vehicle maintenance.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$690,071 or 4.68% increase from the FY 19/20 year-end projection and \$456,103 or 3.05% increase over the FY 19/20 current budget.
- The budget to budget increase results primarily from higher personnel, fleet insurance and in-car maintenance costs, partially offset by decreased gas & oil costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$13,092,950	\$13,254,415	\$13,885,758	\$13,718,636	\$14,293,938	\$15,151,313	\$15,829,311
Operating Supplies	432,414	464,975	474,250	389,213	411,159	413,753	424,711
Professional & Contractual	550,316	575,830	604,959	623,152	715,975	756,937	778,794
Capital Outlay	174,742	8,258	0	0	0	0	0
Total Police	\$14,250,423	\$14,303,478	\$14,964,967	\$14,731,001	\$15,421,072	\$16,322,002	\$17,032,816

Police Department

DEPARTMENT NUMBER: 300

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL								
010	Administrative & Clerical	1,464,090	1,573,489	993,629	920,374	981,326	1,028,953	1,077,532
012	Dispatchers	0	0	669,317	629,252	670,946	698,365	726,332
017	Assistant Chiefs	284,410	286,273	224,695	220,520	222,980	227,440	231,988
018	Commanders	133,156	135,859	216,725	216,681	215,071	219,372	223,760
019	Lieutenants	469,667	467,769	488,607	479,973	484,875	494,573	504,464
020	Sergeants	1,364,209	1,375,788	1,434,363	1,448,066	1,423,399	1,451,867	1,493,245
021	Patrol	2,932,093	3,105,048	3,337,264	3,341,765	3,408,918	3,632,072	3,830,714
038	Part-time	346,907	362,491	355,000	310,000	362,100	369,342	376,728
041	Court Time	120,357	110,388	118,000	110,000	120,360	122,767	125,222
042	Holiday Pay	305,706	317,974	334,425	334,425	339,568	354,791	365,435
051	Crossing Guards	12,772	15,330	17,000	12,471	17,000	17,500	18,000
106	Sick/Personal/Vacation	341,470	215,615	400,000	525,059	400,000	425,000	535,000
108	Hazard Pay	0	0	0	80,000	0	0	0
112	Overtime	681,697	674,804	675,000	632,000	675,000	690,000	705,000
115	Grant - dispatch Training Wages	1,739	704	2,000	2,000	2,000	2,040	2,081
200	Social Security	671,677	685,364	749,758	738,088	751,941	784,721	822,892
250	Blue Cross/Optical/Dental	1,369,003	1,265,959	1,367,723	1,249,762	1,329,525	1,362,763	1,396,832
275	Life Insurance	13,820	14,476	15,333	15,116	15,298	15,833	16,388
300	Pension - DC	154,392	205,227	219,611	237,538	238,649	247,002	255,647
305	Pension - DB	1,476,747	1,524,496	1,644,133	1,644,133	2,091,632	2,164,839	2,240,608
308	Post Retirement Healthcare	261,284	263,532	0	0	0	280,000	300,000
325	Longevity	496,267	458,976	511,315	459,166	484,548	501,507	519,060
350	Worker's Compensation	191,488	194,853	111,860	112,247	58,802	60,566	62,383
	Category Total	<u>13,092,950</u>	<u>13,254,415</u>	<u>13,885,758</u>	<u>13,718,636</u>	<u>14,293,938</u>	<u>15,151,313</u>	<u>15,829,311</u>
(705) PUBLIC SAFETY MILLAGE								
010	Administrative & Clerical	312,877	304,878	345,354	350,307	346,531	357,462	368,611
021	Patrol	2,369,693	2,415,354	2,621,897	2,490,271	2,554,077	2,688,868	2,800,501
041	Court Time	82,377	67,522	90,000	60,000	92,520	95,110	97,773
042	Holiday Pay	137,464	135,661	149,347	142,645	152,135	157,460	161,869
106	Sick/Personal/Vacation	67,829	20,610	37,800	117,328	38,858	39,946	41,064
108	Hazard Pay	0	0	0	40,000	0	0	0
112	Overtime	337,000	302,521	359,607	270,000	283,500	297,675	312,559
115	Grant-Dispatch	1,202	1,335	2,000	1,500	2,000	2,000	2,000
200	Social Security	255,461	250,961	284,996	272,674	274,910	288,317	299,823
250	Blue Cross/Optical/Dental	563,556	516,218	573,560	525,176	507,016	519,691	532,684
275	Life Insurance	4,576	4,525	5,081	4,637	5,081	5,259	5,443
300	Pension - DC	66,613	70,631	81,127	79,563	84,698	87,662	90,731
305	Pension - DB	663,110	677,502	734,108	734,108	924,450	956,806	990,294
308	Post Retirement Healthcare	58,518	60,005	0	0	0	65,000	70,000
325	Longevity	88,957	94,565	119,483	110,730	125,916	130,323	134,884
350	Worker's Compensation	76,894	77,687	45,166	44,462	22,785	23,469	24,173
	Realloc. to P.S. Millage Fund	<u>(5,086,126)</u>	<u>(4,999,975)</u>	<u>(5,449,526)</u>	<u>(5,243,401)</u>	<u>(5,414,477)</u>	<u>(5,715,047)</u>	<u>(5,932,408)</u>
	Category Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Police Department

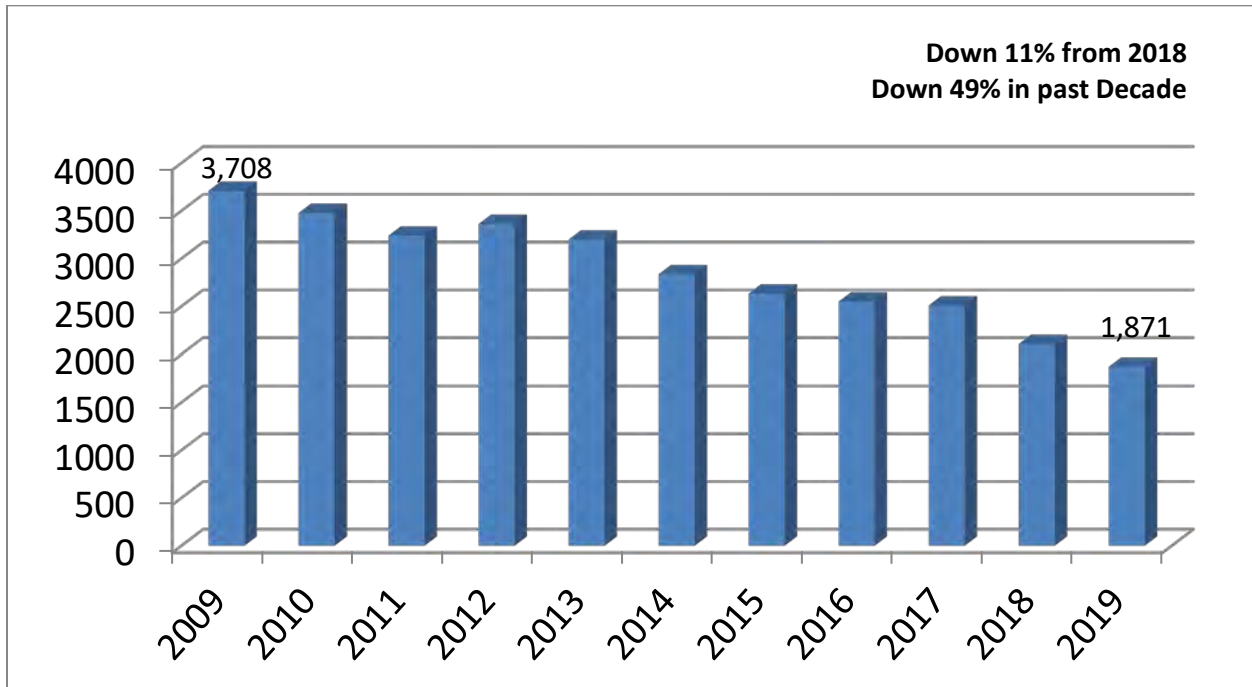
DEPARTMENT NUMBER: 300

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(740) OPERATING SUPPLIES								
001	Gas & Oil	139,780	173,665	225,000	141,516	153,269	157,867	162,603
002	Books & Subscriptions	1,090	7,612	2,900	3,250	6,400	6,500	6,600
003	Pers. Testing & Advert.	0	10,031	2,000	2,500	11,000	10,000	11,000
008	Supplies	74,624	79,439	69,950	70,000	59,950	61,750	63,600
011	Rental Equipment	29,318	26,947	28,000	26,947	28,000	28,000	28,000
018	Ammunition & Weapons	52,182	37,682	36,250	35,000	38,790	39,953	41,152
019	Uniforms/Uniform Equip.	130,234	124,504	101,650	100,000	102,650	103,683	105,756
040	Miscellaneous Expense	5,253	5,210	8,500	10,000	11,100	6,000	6,000
041	Over and Short	(65)	(115)	0	0	0	0	0
	Category Total	<u>432,414</u>	<u>464,975</u>	<u>474,250</u>	<u>389,213</u>	<u>411,159</u>	<u>413,753</u>	<u>424,711</u>
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	4,372	4,118	5,820	5,000	6,220	6,344	6,471
002	Memberships & Licenses	890	2,350	2,245	2,000	4,520	4,610	4,700
005	Fleet Insurance	41,858	47,426	41,056	50,982	61,054	64,107	67,312
006	Vehicle Maintenance	88,389	91,712	104,550	90,000	91,800	93,636	95,509
007	Office Equip. Maint.	6,975	4,883	6,100	5,000	6,000	6,120	6,240
008	Firearms Range Maint.	2,086	2,130	5,500	5,500	5,500	5,665	5,835
009	In-car Maint	324	2,715	0	0	80,000	80,000	80,000
013	Education & Training	30,058	37,699	50,100	55,000	62,900	89,787	96,730
014	State Act 302 Training	30,949	25,135	20,000	20,000	20,000	20,000	20,000
015	State Act 32 Training	10,026	11,246	17,000	17,000	17,000	17,000	17,000
016	Telephone Expense	30,038	34,127	38,150	40,000	39,240	40,417	41,629
023	Data Processing	96,239	116,972	119,648	123,000	119,301	122,880	126,566
024	Printing Services	9,795	3,627	8,550	8,920	8,550	8,806	9,070
026	Physical Examinations	32,133	16,406	18,000	25,000	18,000	18,300	18,600
027	Vehicle Radio Maint.	4,969	4,037	7,000	6,500	6,200	6,300	6,400
028	Prisoner Care	11,156	10,982	12,000	11,500	12,000	12,100	12,200
029	Building Maintenance	15,484	32,588	13,510	20,000	13,510	13,915	14,332
041	Auto Allowances	18,000	17,550	22,200	22,200	22,200	22,200	22,200
043	Auto Washing	6,759	6,204	6,000	6,000	6,000	6,000	6,000
044	Towing	230	664	500	200	1,000	1,000	1,000
056	Utilities	58,496	58,806	64,000	65,000	70,000	72,500	75,000
065	Uniform Cleaning	18,687	19,185	18,500	18,000	18,500	18,500	18,500
070	Crime Prevention	7,986	3,425	4,500	4,500	4,500	4,500	4,500
097	Live Scan Application	10,066	12,550	12,500	12,850	12,500	12,750	13,000
098	Investigative Services	14,354	9,293	7,530	9,000	9,480	9,500	10,000
	Category Total	<u>550,316</u>	<u>575,830</u>	<u>604,959</u>	<u>623,152</u>	<u>715,975</u>	<u>756,937</u>	<u>778,794</u>
(970) CAPITAL OUTLAY								
001	Office Furniture	0	8,258	0	0	0	0	0
015	Automotive/Auto Equip.	174,742	0	0	0	0	0	0
	Category Total	<u>174,742</u>	<u>8,258</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
DEPARTMENT TOTAL		<u>14,250,423</u>	<u>14,303,478</u>	<u>14,964,967</u>	<u>14,731,001</u>	<u>15,421,072</u>	<u>16,322,002</u>	<u>17,032,816</u>

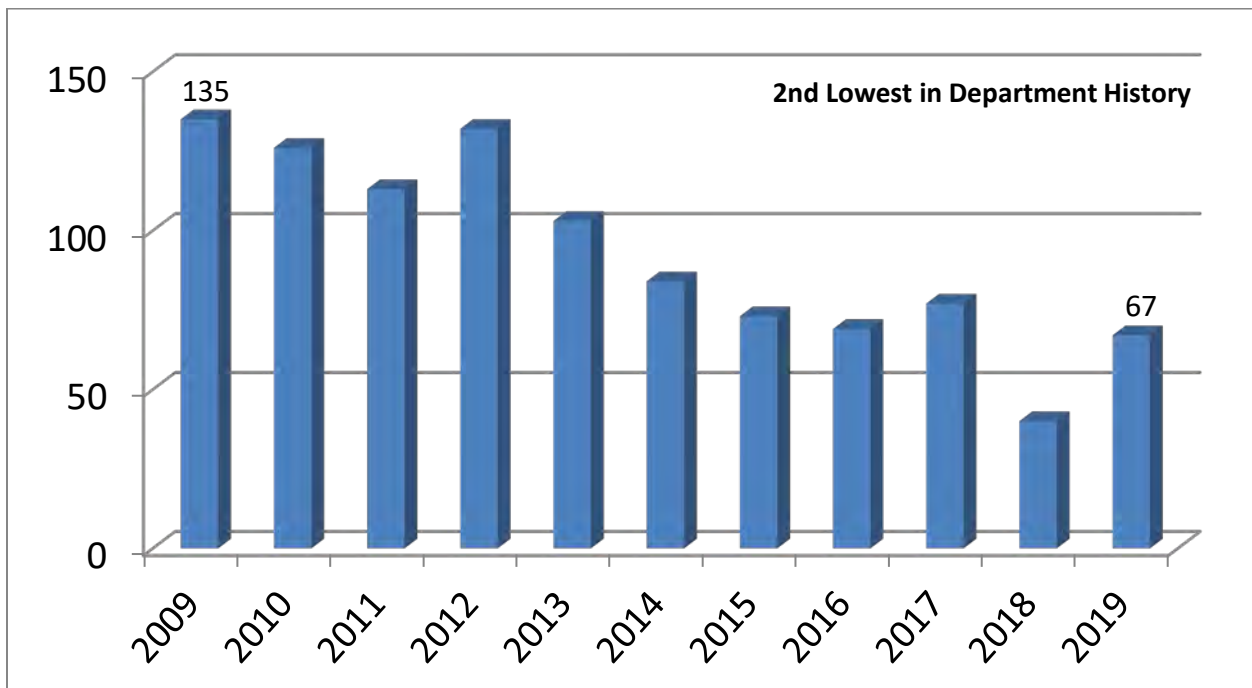
Over \$400,000 of various General Fund Grants, Fees & Contributions help support the cost of providing Police Services throughout the City.

Key Department Trends

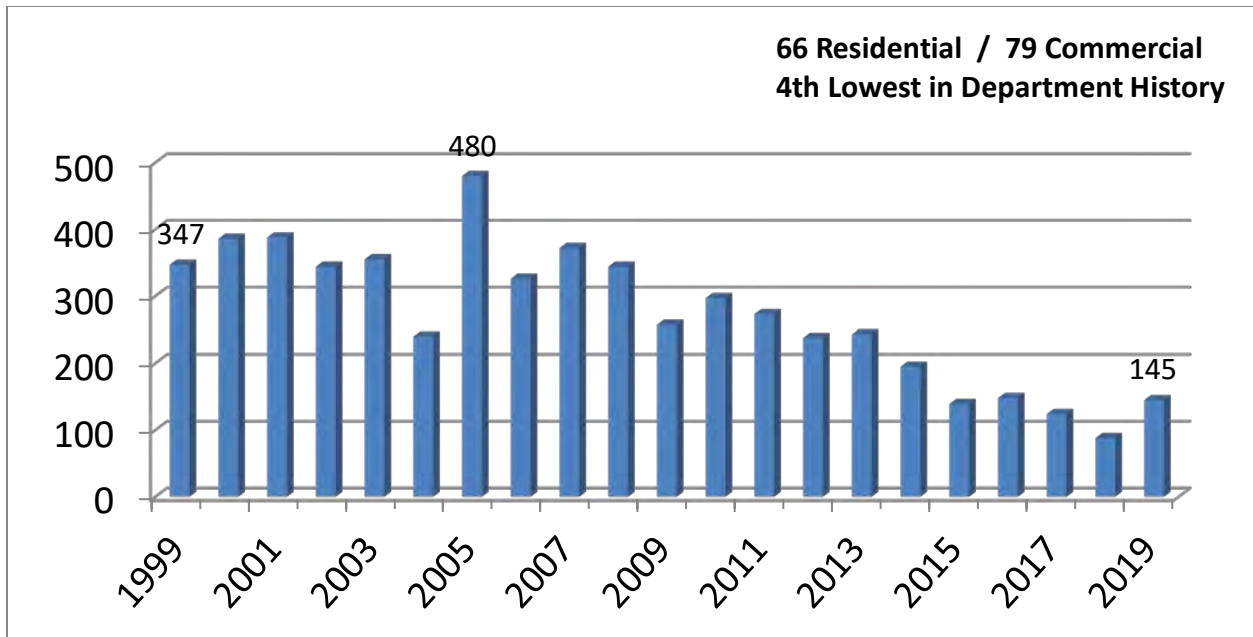
Lowest Group “A” Crime in City History



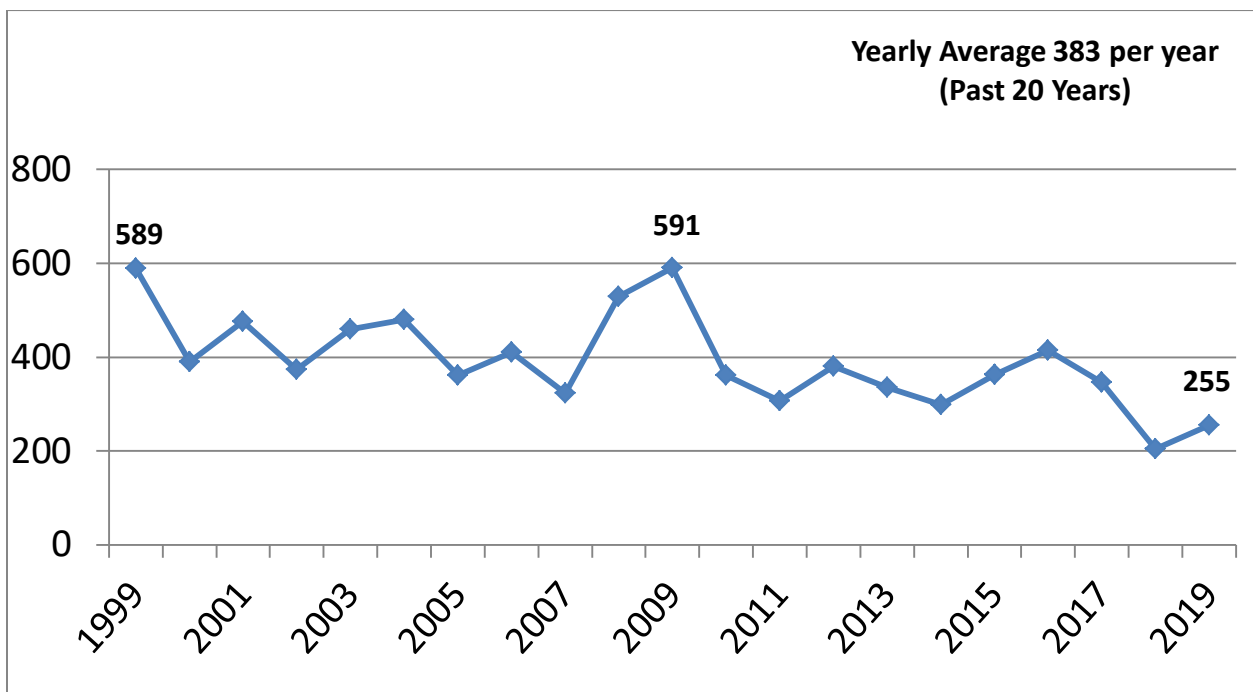
Unlawful Driving Away of Automobiles



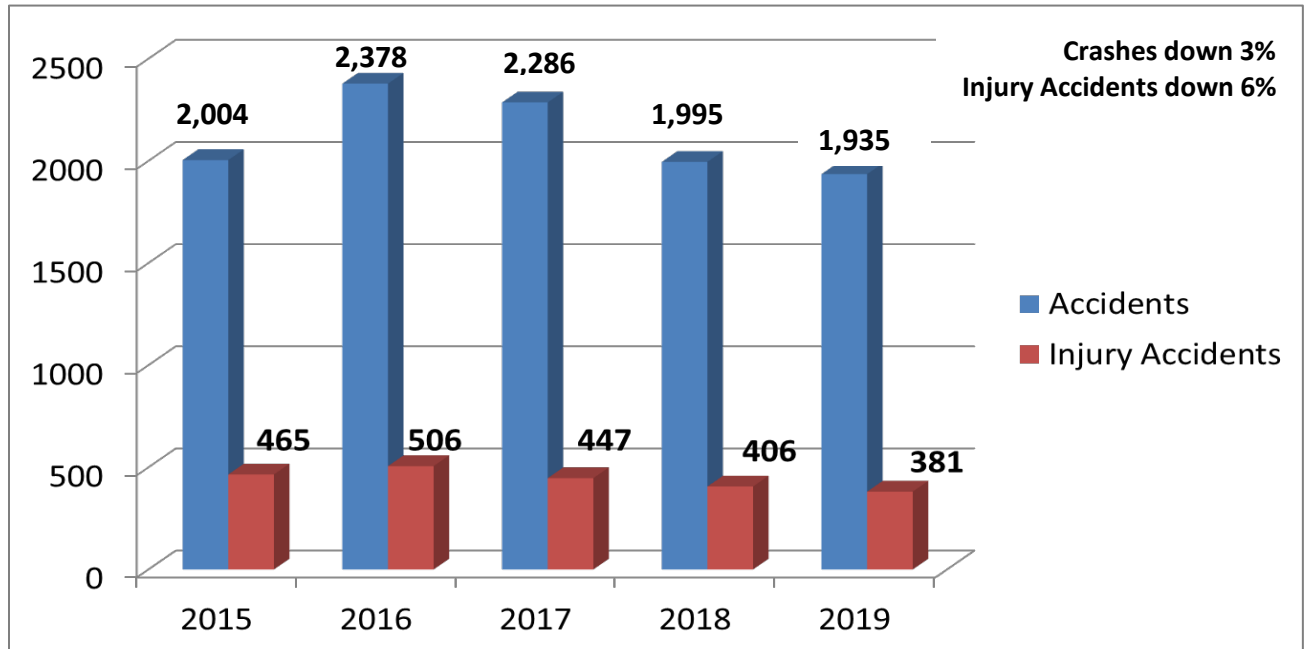
Residential and Commercial Burglaries



Larceny from Autos



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)

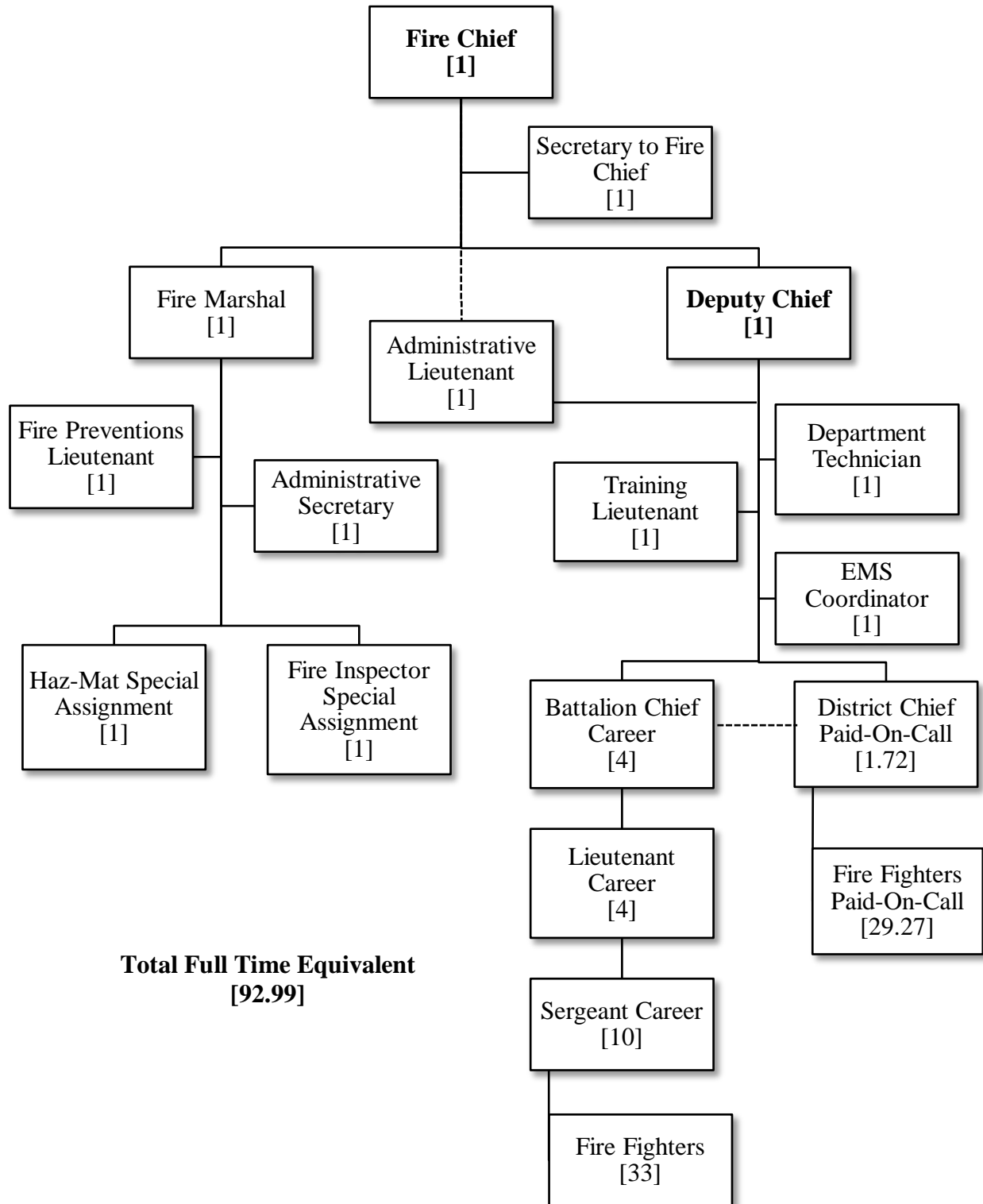
PERFORMANCE OBJECTIVES

- 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Number of Incidents	10,383	10,592	10,719
	Number of Emergency Medical Incidents	6,572	6,703	6,783
	Number of Public Education Programs	128	130	135
	Number of Training Hours	18,200	19,000	19,000
Efficiency	Activity Expenditures as a % of General Fund	10.41%	10.61%	10.20%



FIRE DEPARTMENT



Fire Department**STAFFING LEVELS**

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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	3	2	2	2
	Shift Sergeant	0	2	3	3
	Full-time Fire Fighter	13	16	15	15
	Fire Fighter/Inspector	1	1	1	1
	Hazardous Material Specialist	1	1	1	1
	Total	25	29	29	29
(038) Administrative & Clerical					
		0	0	0.72	0.72
(025) Paid Callback System (FTE)					
	Paid Callback	27.40	24.98	23.42	23.42
	Total	27.40	24.98	23.42	23.42
<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	8	6	5	5
	Full-time Fire Fighter	15	17	18	18
	EMS Coordinator	1	1	1	1
	Total	34	34	34	34
(025) Paid Callback System (FTE)					
	Paid Callback	5.29	4.83	5.85	5.85
	Total	5.29	4.83	5.85	5.85
Department Total		91.69	92.81	92.99	92.99

Fire Department

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$242,739 or 3.86% increase from the current budget.
- The increase results from projected higher than budgeted personnel costs due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$111,024 or 1.7% increase from the FY 19/20 year-end projection and \$353,763 or 5.63% increase over FY 19/20 current budget.
- The budget-to-budget increase primarily results from higher personnel costs) which are partially funded by a federal grant), medical supplies, and uniforms. This increase is partially offset by lower gas & oil and vehicle maintenance costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$4,714,916	\$4,951,039	\$5,189,769	\$5,403,548	\$5,494,677	\$5,610,301	\$5,749,527
Operating Supplies	347,870	367,845	337,849	349,143	369,562	373,579	347,067
Professional & Contractual	570,930	792,454	756,986	774,652	774,128	782,328	789,331
Total Fire Department	\$5,633,715	\$6,111,338	\$6,284,604	\$6,527,343	\$6,638,367	\$6,766,208	\$6,885,925

Fire Department

DEPARTMENT NUMBER: 337

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Administrative & Clerical	1,960,445	2,058,982	2,251,208	2,306,487	2,285,796	2,355,512	2,426,622
025 Paid Callback Wages	1,149,903	1,207,392	1,185,000	1,185,000	1,214,625	1,238,918	1,263,696
038 Part-time	0	22,774	39,000	37,538	39,975	40,775	41,590
042 Holiday Pay	30,854	33,745	62,538	62,731	64,865	66,162	67,486
106 Sick & Vacation	54,659	11,681	53,000	120,680	94,325	75,000	75,000
108 Hazard Payment	0	0	0	26,000	0	0	0
112 Overtime	175,701	226,919	176,000	244,023	250,124	255,126	260,229
200 Social Security	258,776	274,426	295,140	305,699	310,011	316,427	324,477
250 Blue Cross/Optical/Dental	378,698	368,094	410,055	394,001	427,611	438,301	449,259
275 Life Insurance	3,348	3,379	3,831	3,810	3,845	3,980	4,119
300 Pension - DC	31,281	34,587	37,936	38,150	38,482	39,252	40,037
305 Pension - DB	359,140	385,234	416,868	416,868	533,773	544,448	555,337
308 Post Retirement Healthcare	66,267	72,607	72,480	72,480	75,384	76,892	78,430
325 Longevity	81,752	77,663	91,328	89,484	102,750	104,805	106,901
350 Workers Compensation	164,093	173,556	95,385	100,597	53,111	54,704	56,345
Category Total	4,714,916	4,951,039	5,189,769	5,403,548	5,494,677	5,610,301	5,749,527
(705) PUBLIC SAFETY MILLAGE							
010 Full Time Wages	2,437,842	2,602,665	2,819,067	2,854,259	2,808,979	2,890,159	2,972,962
025 Paid Callback Wages	521,620	233,250	237,915	237,000	243,863	248,740	253,715
042 Holiday	132,692	145,272	163,030	155,525	160,652	163,865	167,142
106 Sick & Vacation	76,629	95,650	129,000	201,894	172,225	175,670	179,183
108 Hazard Payment	0	0	0	34,000	0	0	0
112 Overtime	462,081	505,382	451,000	479,874	480,000	489,600	499,392
200 Social Security	279,828	276,655	301,344	308,589	306,200	314,245	322,496
250 Blue Cross/Optical/Dental	417,285	428,994	504,778	485,062	465,252	476,883	488,805
275 Life Insurance	4,735	5,005	5,638	5,406	5,638	5,835	6,040
300 Pension - DC	29,815	32,932	38,472	40,949	40,228	41,234	42,265
305 Pension - DB	528,696	546,818	556,613	556,613	695,514	712,902	730,724
308 Post Retirement Healthcare	128,121	122,936	122,169	122,169	119,021	121,997	125,046
325 Longevity	118,201	136,825	138,559	137,655	136,341	139,750	143,243
350 Workers Compensation	163,600	154,384	85,162	88,575	46,555	47,952	49,390
Realloc. to P.S. Millage Fund	(5,301,147)	(5,286,768)	(5,552,747)	(5,707,570)	(5,680,468)	(5,828,831)	(5,980,404)
Category Total	0	0	0	0	0	0	0
(740) OPERATING SUPPLIES							
001 Gas & Oil	71,058	86,001	98,250	83,100	88,963	91,632	94,381
002 Books & Subscriptions	10,384	9,055	11,425	11,425	10,425	10,529	10,529
008 Supplies	79,557	101,505	80,000	81,000	82,000	82,820	82,820
011 Medical Supplies	97,617	93,509	74,000	90,469	90,000	90,000	74,740
019 Uniforms	27,981	35,227	31,000	35,000	49,000	49,000	35,000
020 Protective Clothing	5,269	5,649	6,000	9,000	9,000	9,090	9,090
040 Miscellaneous	8,029	6,404	8,049	8,049	8,049	8,129	8,129
075 Fire Equipment Repair Parts	38,467	24,717	23,325	25,300	25,325	25,578	25,578
076 Fire Prevention Materials	9,507	5,778	5,800	5,800	6,800	6,800	6,800
Category Total	347,870	367,845	337,849	349,143	369,562	373,579	347,067

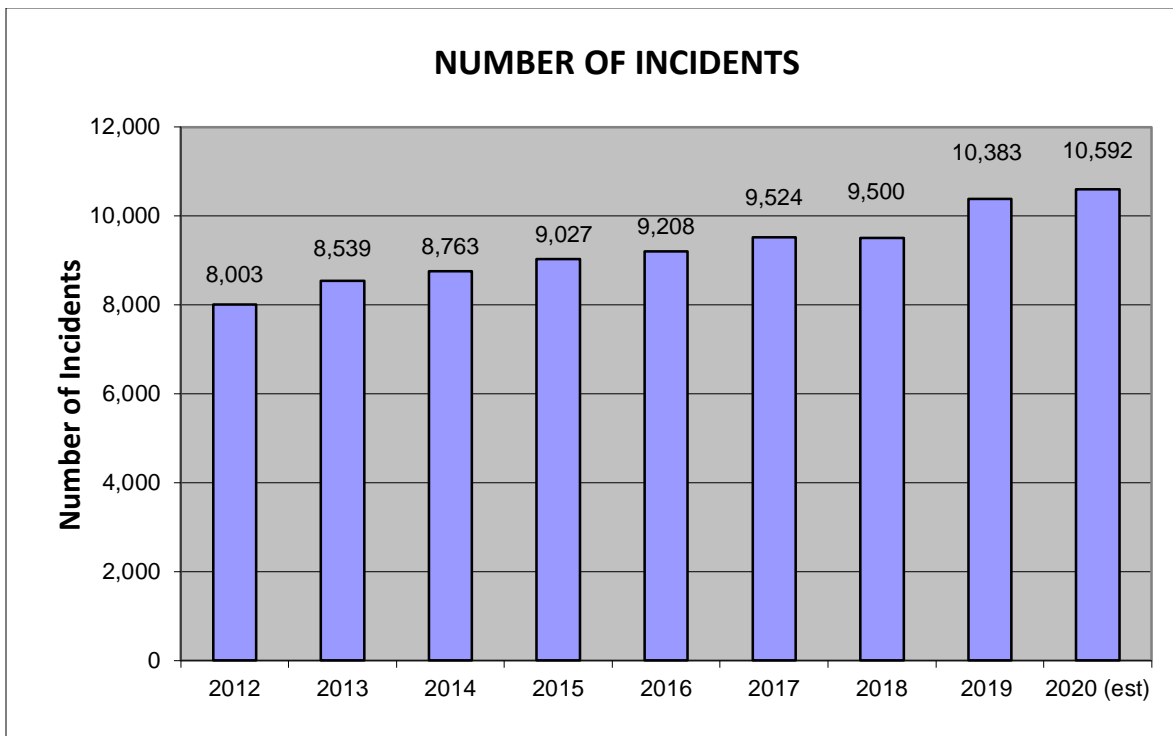
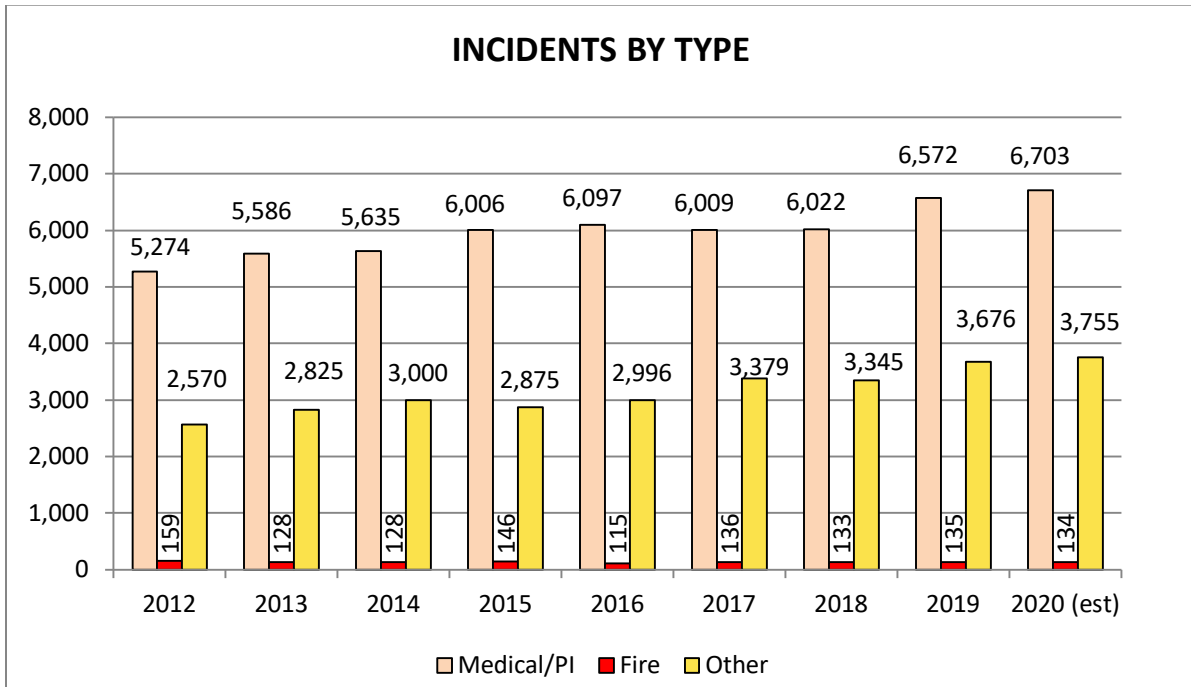
Fire Department

DEPARTMENT NUMBER: 337

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	10,449	10,600	15,414	15,414	15,824	15,982	15,982
002 Memberships & Licenses	26,015	49,648	28,466	28,466	28,466	28,751	28,751
005 Fleet Insurance	62,518	68,283	76,800	80,448	88,942	93,389	98,059
006 Vehicle Maintenance	45,169	62,738	66,000	50,000	51,000	52,020	53,060
007 Office Equip. Maintenance	9,016	8,196	10,500	10,112	10,500	10,500	10,500
008 Vehicle Refurbishment	632	0	0	0	0	0	0
009 Consultants	67,484	66,889	77,000	70,000	70,000	70,000	70,000
013 Education and Training	67,240	69,795	62,775	62,500	62,500	63,125	63,125
016 Phone Expense	31,808	44,232	27,500	24,500	27,500	27,500	27,500
023 Data Processing	19,133	21,580	38,451	38,400	38,451	38,836	38,836
025 Utilities	122,231	117,750	128,000	126,773	128,000	129,280	130,573
026 Physical Examinations	35,488	47,938	43,500	43,500	43,500	43,500	43,500
027 Radio Maintenance	957	1,968	2,000	2,000	2,000	2,000	2,000
029 Building Maintenance	47,011	82,949	75,600	100,694	85,600	85,600	85,600
030 Michigan Transportation Fee	0	0	0	17,000	17,000	17,000	17,000
031 Fire Hydrant Rentals	25,780	25,845	25,980	25,845	25,845	25,845	25,845
032 Fire Equip. Maintenance	0	114,043	79,000	79,000	79,000	79,000	79,000
Category Total	570,930	792,454	756,986	774,652	774,128	782,328	789,331
DEPARTMENT TOTAL	5,633,715	6,111,338	6,284,604	6,527,343	6,638,367	6,766,208	6,885,925

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 \$1.74 million for the City in FY 20/21.

KEY DEPARTMENTAL TRENDS



PLANNING AND COMMUNITY DEVELOPMENT

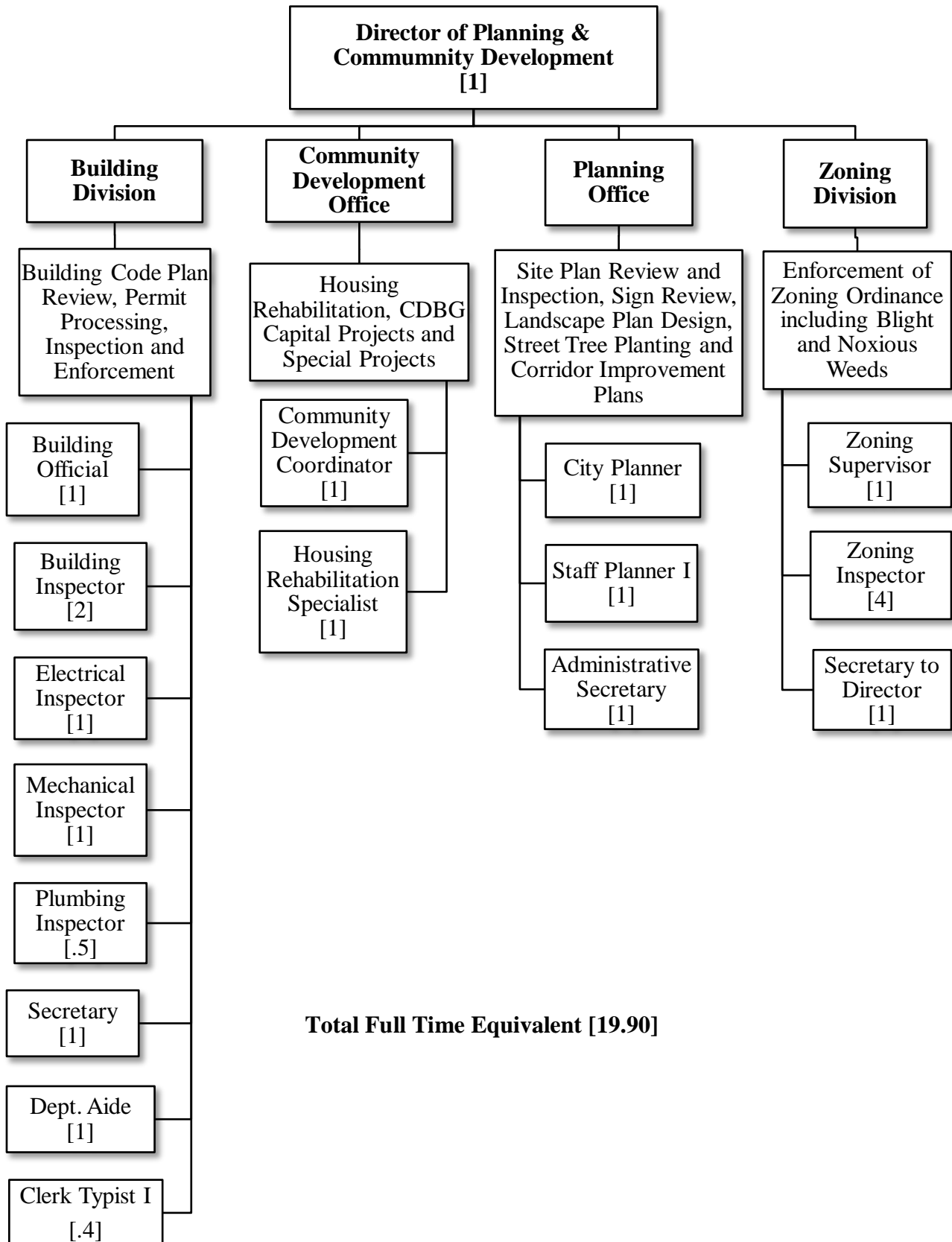
MISSION STATEMENT: Provide professional planning and community development services as directed by the City's codes and ordinances with an appreciation for a participatory approach to community change involving residents and property owners.

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.



PLANNING AND COMMUNITY DEVELOPMENT



STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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	1	0	0
	Department Aide	0	0	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)				
	Clerk	0.00	0.00	0.40	0.40
	Plumbing Inspector	0.50	0.50	0.50	0.50
	Total Part-time	0.50	0.50	0.90	0.90
	Department Total	19.50	19.50	19.90	19.90

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)
- Work towards online permitting and inspections.(1,12,13)

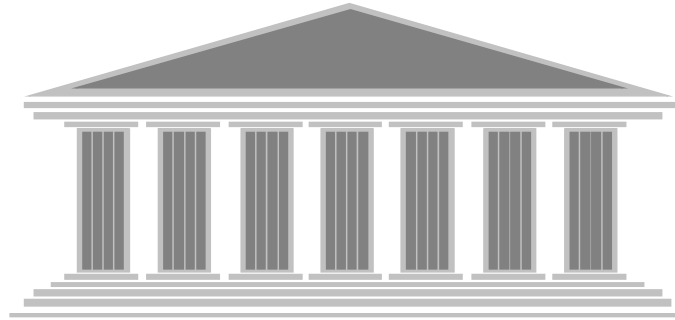
PERFORMANCE OBJECTIVES

- Perform inspections within the next available date of request.
- Perform plan review for residential permit in 3-5 days and commercial permits in 5-10 days.

	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Building Permits Issued	1,997	2,078	2,100
	Electrical Permits Issued	920	880	900
	HVAC Permits Issued	1,426	1,413	1,350
	Plumbing Permits Issued	828	785	760
	Change of Occupancy Permits	63	64	59
	Demolition Permits Issued	35	31	30
	Certificates of Occupancy Issued	1,877	1,824	1,800
	Building Inspections	4,261	4,241	4,150
	Electrical Inspections	1,949	1,908	1,900
	HVAC Inspections	1,847	1,775	1,800
	Plumbing Inspections	1,235	1,175	1,200
Efficiency	Inspections/Inspector/Year	2,323	2,275	2,300
	Inspections Performed within 24 hrs.	98%	98%	98%
	Permit Fees Collected	1,663,448	1,485,000	1,610,000

Building Permits at Market Value

Ten Year History 2010-2019 (Calendar Year)



Residential

Year	New Construction		Additions and Improvements		Total Value
	Number	Value	Number	Value	
2010	29	7,993,496	1,338	6,149,024	14,142,520
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

Commercial

2010	4	17,856,729	166	14,058,606	31,915,335
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

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 2019, 15 homes were rehabilitated through the Housing Rehabilitation Program. The Community Development Office funded repair of an additional six homes through Rebuilding Together. 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 completed home repairs for five Farmington Hills families in 2019. Oakland County has indicated a reduction in funding for home repair through the HOME Consortium. Farmington Hills adjusted funding for 2020/2021 to meet the anticipated increase in requests.

The Single-Family Rental Inspection ordinance has been in effect for four years. The initial notification of non-homestead property owners has been completed. In 2019, the number of rental homes inspected was 300. In 2020 the Community Development Office will begin the third year of renewals for rental certifications. We believe the majority of previously certified rental property owners will continue renting and will require re-inspection. This will maintain 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)
- Assist the City of Farmington with the expenditure of their CDBG funds at the Costick Activities Center. (2, 9)
- Provide staff assistance to the Beautification Commission. (1, 12)
- 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 \$275,346.
- 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Housing Rehabilitations Completed	15	15	21
	Housing Rehabilitation	\$139,000	\$230,000	\$275,346
	CDBG Capital	\$0	\$250,000	\$0
	CDBG Loan Board Meetings	7	7	8
	Special Project Meetings/Beautification Commission Meetings	9	9	10
	Single-Family Rental Inspections	300	300	300
Efficiency	% of CDBG Admin. Cost/Total Entitlement (below HUD 20% guideline)	20%	20%	20%
	% of Capital Projects completed within one year	100%	100%	100%
	Dollars/Housing Rehab Completed	\$9,266	\$15,333	\$13,111

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).

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)

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Planning Commission meetings	15	12	14
	Historic District Commission meetings	10	11	12
	PUD Plans	3	3	3
	Site Plans	24	25	30
	Rezoning Requests	2	3	3
	Zoning Text and City Code Amendments	2	4	3
	Landscape Plans	25	25	30
	Lot Splits	2	4	4
	Land Transfers/Combinations	3	4	4
	Plat/Site Condominium	0	1	1
	Cluster Options	2	1	2
	PUD Option Qualification	3	2	3
	New Building Permits (off., comm., ind.)	12	10	12
	Tree Permits	84	88	80
	Residential Permits	36	34	50
	Re-Occupancy Permits	55	45	50
Efficiency	Miscellaneous Permits	164	170	170
	% of tree permits reviewed within 5 days	100%	100%	100%
	% of permit requests reviewed within 5 days	100%	100%	100%



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

	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	ZBA-Regular Meetings	6	10	10
	ZBA-Special Meetings	1	1	1
	ZBA Cases	20	20	22
	ZBA Mailings	1,157	1,500	1,500
	Junk Vehicles Inspections	1,012	1,250	1,250
	Blight Inspections	5,830	6,000	6,000
	Sign Inspections	860	700	800
	Zoning Inspections	1,808	2,000	2,000
	Total Number of Inspections	9,510	9,950	10,050
Efficiency	Average # of Inspections/Inspector	2,377.50	2,487.50	2,512.50
	Number of Abatements	2,147	2,500	2,600

Planning and Community Development

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$69,966 or 3.81% decrease from the current budget.
- The decrease results primarily from budget savings in personnel, gas and oil and building demolition costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$66,545 or 3.76% increase from the FY 19/20 year-end projection, and \$3,421 or 0.19% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from lower personnel and gas and oil costs partially offset by higher costs of supplies and fleet insurance.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$1,524,557	\$1,604,761	\$1,763,532	\$1,719,006	\$1,756,801	\$1,809,903	\$1,864,125
Operating Supplies	13,636	16,931	20,300	16,419	19,348	17,834	18,201
Professional & Contractual	42,376	30,305	39,066	33,307	43,328	45,940	44,374
Capital Outlay	17,950	0	15,800	0	15,800	0	0
Total Planning & Community Development	\$1,598,519	\$1,651,997	\$1,838,698	\$1,768,732	\$1,835,277	\$1,873,677	\$1,926,700

Planning and Community Development comprises 2.82% of the General Fund's proposed budget.

\$1,610,000 of building-related licenses and permits revenue supports the costs of the Planning and Community Development Department.

Planning and Community Development

DEPARTMENT NUMBER: 443

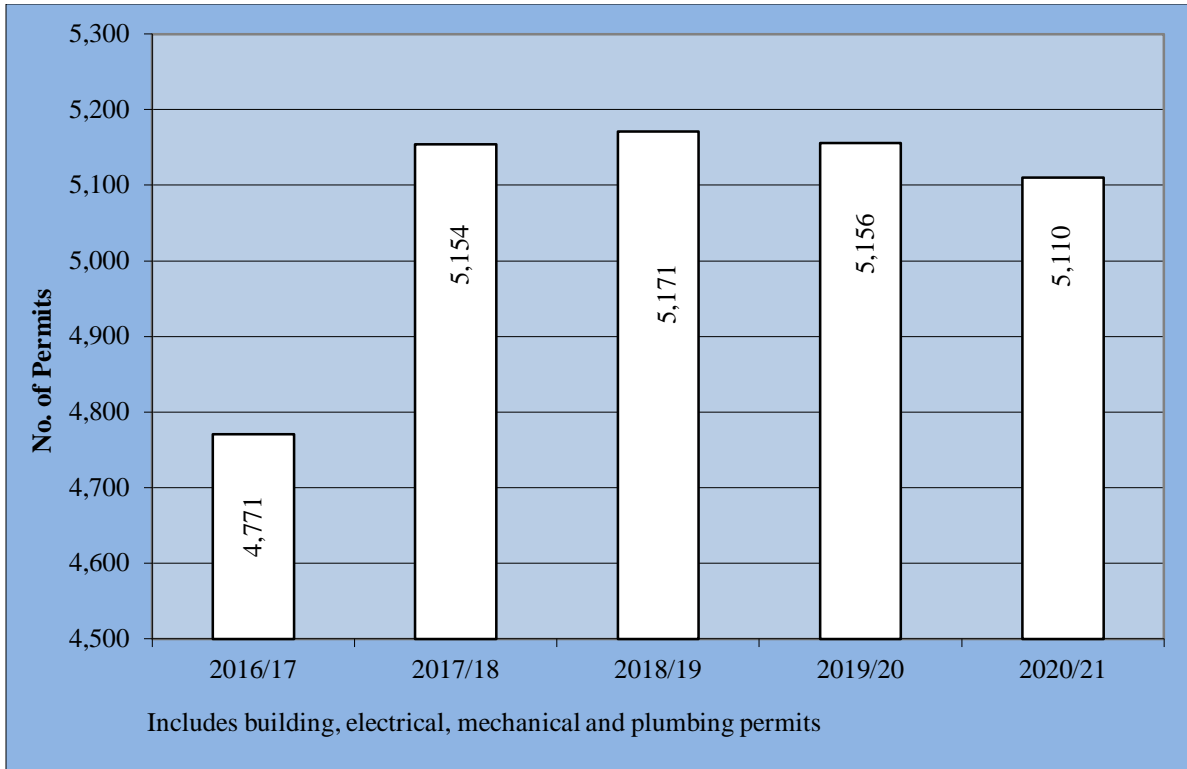
Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) PERSONNEL							
010 Administrative & Clerical	686,602	714,358	737,368	752,777	758,019	791,179	825,003
032 Code Inspectors	365,675	445,925	493,664	493,669	497,570	507,521	517,672
038 Part-time	43,201	32,853	31,200	32,000	47,600	47,600	47,600
106 Sick & Vacation	16,191	16,763	51,326	39,510	55,000	55,000	55,000
112 Overtime	9,359	4,687	6,000	6,000	6,000	6,000	6,000
200 Social Security	88,314	93,261	104,453	102,431	108,068	110,229	112,434
250 Blue Cross/Optical/Dental	281,161	264,350	286,370	259,040	247,626	253,817	260,162
275 Life Insurance	3,034	3,181	3,383	3,241	3,383	3,501	3,624
300 Pension - DC	61,656	83,416	94,746	89,600	97,024	99,789	102,633
325 Longevity	40,786	42,043	40,518	39,573	43,135	43,998	44,878
350 Worker's Compensation	9,023	9,418	4,804	4,615	2,466	2,540	2,616
700 Cost allocate to CDBG	(80,446)	(105,494)	(90,300)	(103,450)	(109,090)	(111,272)	(113,497)
Category Total	<u>1,524,557</u>	<u>1,604,761</u>	<u>1,763,532</u>	<u>1,719,006</u>	<u>1,756,801</u>	<u>1,809,903</u>	<u>1,864,125</u>
(740) OPERATING SUPPLIES							
001 Gas & Oil	9,273	11,957	15,500	10,919	11,878	12,234	12,601
002 Books & Subscriptions	174	40	200	900	900	900	900
008 Supplies	4,189	4,934	4,600	4,600	6,570	4,700	4,700
Category Total	<u>13,636</u>	<u>16,931</u>	<u>20,300</u>	<u>16,419</u>	<u>19,348</u>	<u>17,834</u>	<u>18,201</u>
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	80	0	500	500	1,000	1,000	1,000
002 Memberships & Licenses	455	1,040	1,400	1,400	1,400	3,500	1,400
004 Engineering Consultant	4,350	0	3,000	3,000	3,000	3,000	3,000
005 Fleet Insurance	5,549	6,163	5,476	7,013	8,238	8,650	9,082
006 Vehicle Maintenance	3,422	7,209	4,000	5,204	5,000	5,100	5,202
013 Education & Training	790	1,164	750	750	750	750	750
024 Printing Services	1,329	594	500	500	500	500	500
041 Vehicle Allowance	3,600	3,600	4,440	4,440	4,440	4,440	4,440
066 Contractual Services	8,325	0	2,500	2,500	2,500	2,500	2,500
085 Weed Cutting	4,358	2,843	4,000	4,000	4,000	4,000	4,000
086 Building Board-Up	140	0	2,500	4,000	2,500	2,500	2,500
087 Building Demolition	9,978	7,692	10,000	0	10,000	10,000	10,000
Category Total	<u>42,376</u>	<u>30,305</u>	<u>39,066</u>	<u>33,307</u>	<u>43,328</u>	<u>45,940</u>	<u>44,374</u>
(970) CAPITAL OUTLAY							
008 IT Software & Equipment	17,950	0	15,800	0	15,800	0	0
Category Total	<u>17,950</u>	<u>0</u>	<u>15,800</u>	<u>0</u>	<u>15,800</u>	<u>0</u>	<u>0</u>
DEPARTMENT TOTAL	<u>1,598,519</u>	<u>1,651,997</u>	<u>1,838,698</u>	<u>1,768,732</u>	<u>1,835,277</u>	<u>1,873,677</u>	<u>1,926,700</u>

CAPITAL OUTLAY

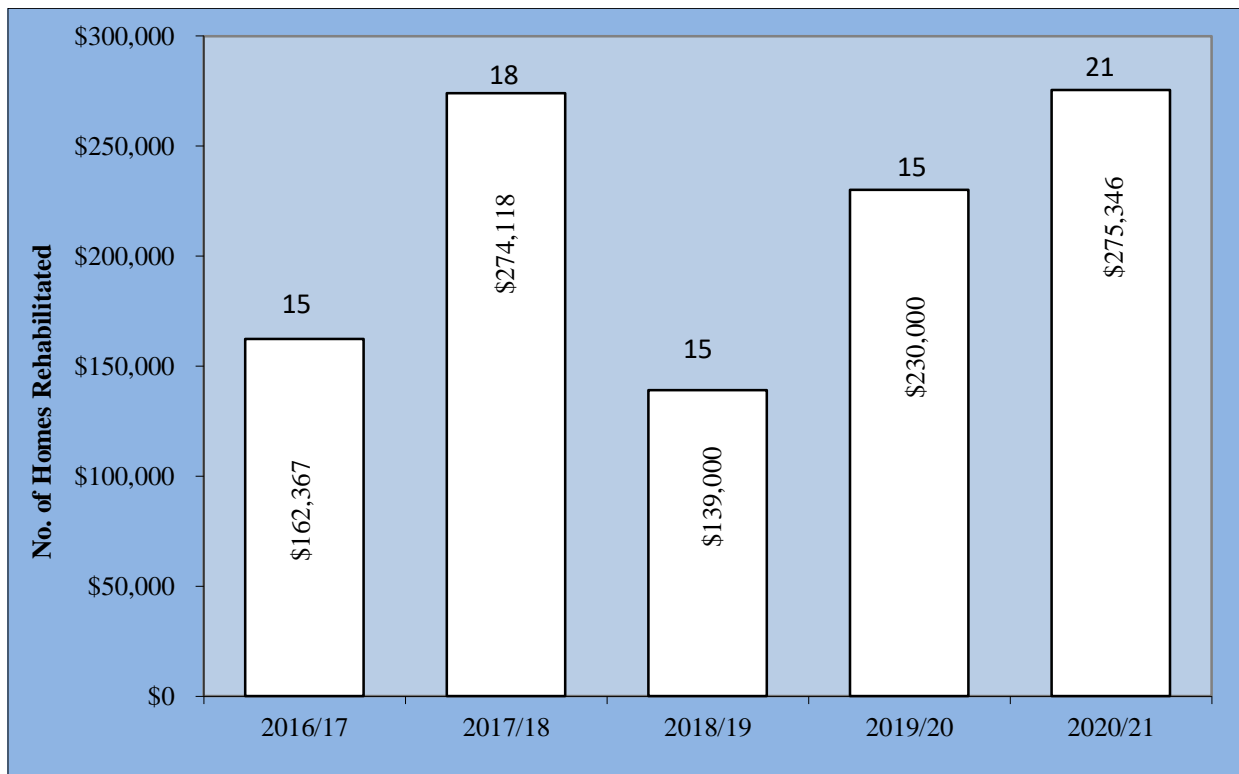
Acct.	Quantity	Item Description	Unit Cost	Budget Request	Manager's Budget	
					Quantity	Amount
008		IT Software & Equipment				
	1	BS&A Software Upgrade	15,800	15,800	1	15,800
CAPITAL OUTLAY TOTAL				<u>15,800</u>	<u>15,800</u>	

KEY DEPARTMENTAL TRENDS

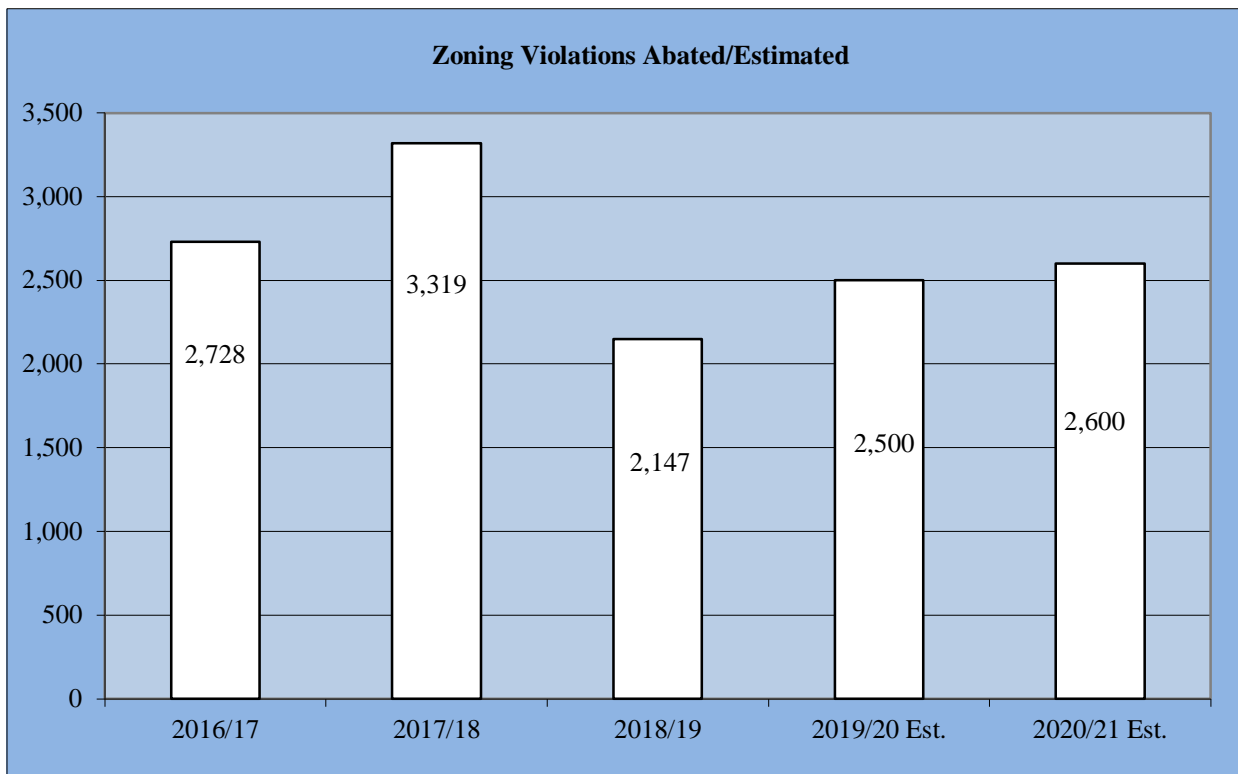
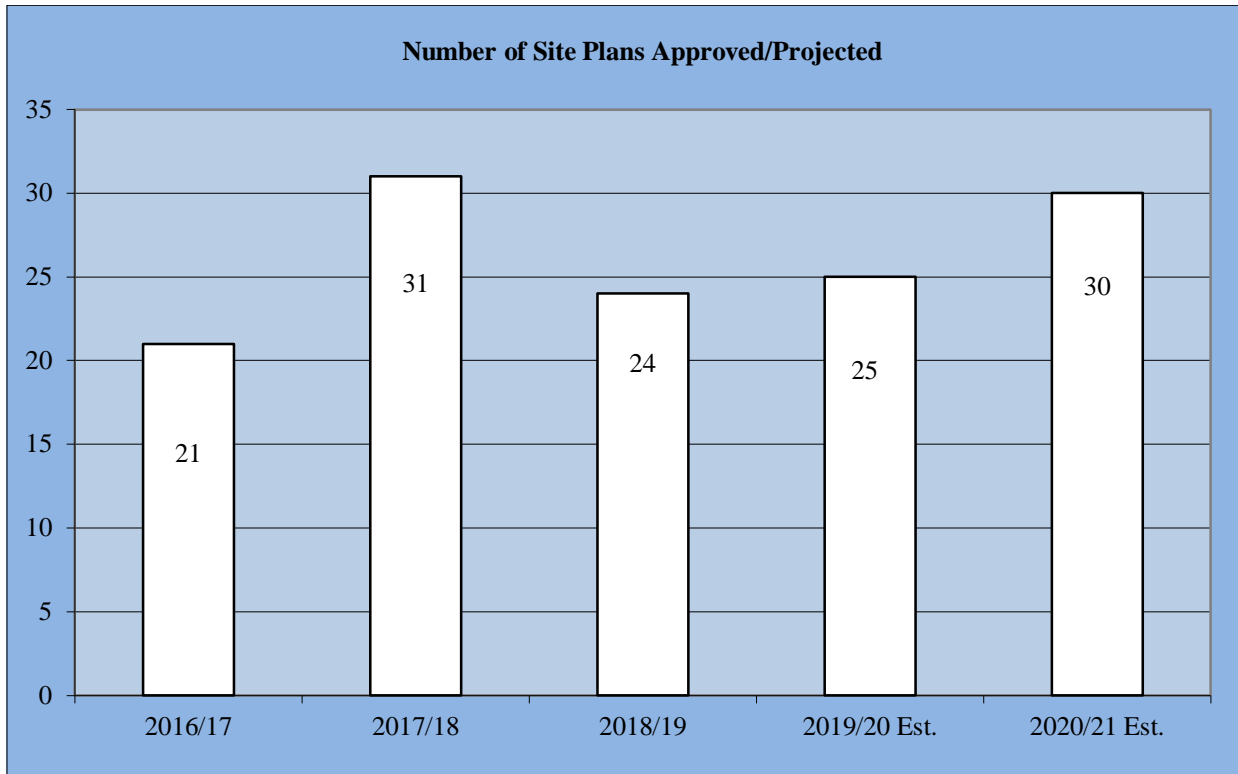
All Permits Issued/Estimated



Housing Rehabilitation Program
Homes Assisted/Projected



KEY DEPARTMENTAL TRENDS (Continued)



PUBLIC SERVICES SUMMARY

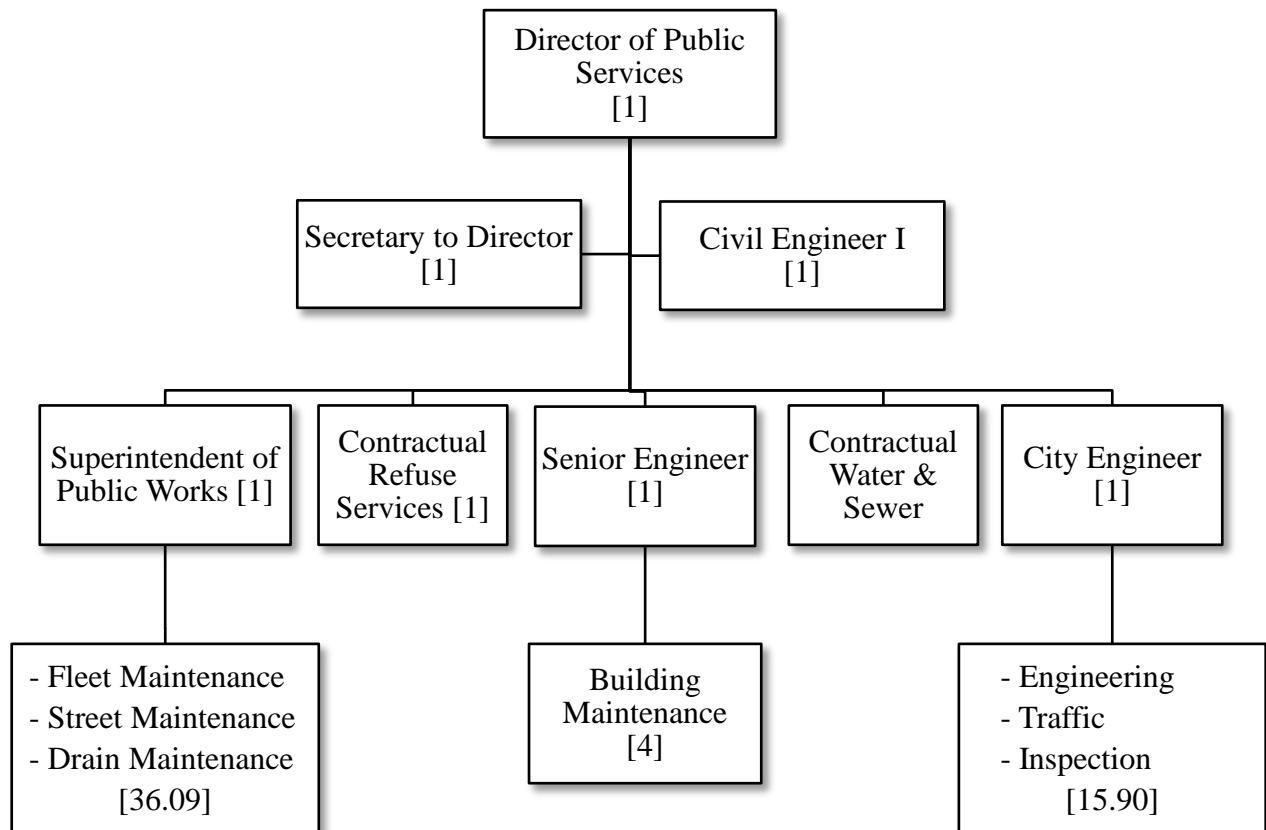
DIV.		2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
NO.	Category and Line Item	Actual Expenditures	Actual Expenditures	Current Budget	Estimated Expenditures	Adopted Budget	Projected Budget	Projected Budget
PUBLIC SERVICES:								
440	DPS Administration	354,905	376,121	472,890	561,537	473,311	481,504	489,869
442	Road Maint & Supervision	308,079	291,893	339,265	302,467	321,557	312,252	319,481
444	Building Maintenance	482,650	499,246	483,129	529,640	475,163	484,077	493,448
449	Engineering	1,043,607	1,151,015	1,351,741	1,178,128	1,305,851	1,346,539	1,388,064
450	DPW Maintenance Facility	1,284,213	1,233,806	1,259,389	1,191,040	1,219,490	1,232,368	1,166,181
523	Waste Removal	3,839,842	3,924,373	4,035,326	4,067,453	4,169,071	4,251,764	4,336,035
TOTAL PUBLIC SERVICES		7,313,297	7,476,454	7,941,740	7,830,265	7,964,442	8,108,504	8,193,076

The Public Services Department comprises 12.24% 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 [62.99]

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Reports to council	63	70	70
	Meetings attended impacting the delivery of public services	480	540	550
Efficiency	% of City Council meetings attended	70%	85%	85%
	% of tap fees requests reviewed within 48 hours	95%	95%	95%
	Activity Expenditures as a % of General Fund	0.64%	0.91%	0.73%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	Director of Public Services	1	1	1	1
	Assistant to Director	1	1	0	0
	Senior Engineer	0	0	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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$88,647 or 18.75% 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 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$88,226 or 15.71% decrease from the FY 19/20 year-end projection and \$421 or 0.09% increase from the FY 19/20 budget.
- The budget to budget change is immaterial.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$289,996	\$300,235	\$330,550	\$336,933	\$330,477	\$337,624	\$344,941
Operating Supplies	5,143	2,814	6,175	4,415	5,833	5,879	5,926
Professional & Contractual	59,766	73,072	136,165	220,189	137,001	138,001	139,001
Total DPS Admin	\$354,905	\$376,121	\$472,890	\$561,537	\$473,311	\$481,504	\$489,869

DPS Administration

DEPARTMENT NUMBER: 440

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) SALARIES & WAGES								
010	Administrative & Clerical	294,583	302,214	331,775	331,721	330,963	337,582	344,334
106	Sick & Vacation	3,249	3,854	3,739	11,809	3,769	3,845	3,921
112	Overtime	2,432	3,369	6,690	6,990	7,406	7,555	7,706
200	Social Security	23,243	23,960	27,411	27,747	27,432	27,977	28,543
250	Blue Cross/Optical/Dental	31,740	32,098	35,088	34,837	35,006	35,881	36,778
275	Life Insurance	1,852	1,905	2,145	2,065	2,152	2,227	2,305
300	Pension - DC	19,188	19,848	21,454	21,740	21,750	22,511	23,299
325	Longevity	8,773	9,503	11,482	11,381	11,680	12,089	12,512
350	Worker's Compensation	1,585	1,632	950	955	477	499	523
591	Reallocation to Water Funds	(38,660)	(49,074)	(55,092)	(56,156)	(55,079)	(56,271)	(57,490)
592	Reallocation to Sewer Funds	(57,990)	(49,074)	(55,092)	(56,156)	(55,079)	(56,271)	(57,490)
	Category Total	289,996	300,235	330,550	336,933	330,477	337,624	344,941
(740) OPERATING SUPPLIES								
001	Gas & Oil	1,141	1,498	1,875	1,415	1,533	1,579	1,626
002	Books & Subscriptions	157	169	300	150	300	300	300
004	Recruiting	484	0	1,000	650	1,000	1,000	1,000
008	Supplies	3,361	1,147	3,000	2,200	3,000	3,000	3,000
	Category Total	5,143	2,814	6,175	4,415	5,833	5,879	5,926
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	5,828	1,615	5,995	5,700	5,995	5,995	5,995
002	Memberships & Licenses	36,657	37,260	37,315	37,315	38,745	39,745	40,745
004	Consultants	12,400	29,547	87,000	171,574	86,406	86,406	86,406
005	Fleet Insurance	840	840	0	0	0	0	0
006	Vehicle Maintenance	5	0	0	0	0	0	0
013	Education & Training	437	210	1,415	1,200	1,415	1,415	1,415
041	Auto Allowance	3,600	3,600	4,440	4,400	4,440	4,440	4,440
	Category Total	59,766	73,072	136,165	220,189	137,001	138,001	139,001
DEPARTMENT TOTAL		354,905	376,121	472,890	561,537	473,311	481,504	489,869

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Maintenance Contracts Completed	28	29	29
	Emergency Call-Ins (supervisor response)	81	75	75
	Winter Maintenance Events (November 1-April 30)	36	31	35
Efficiency	Miles of Gravel Road Graded	320	350	330
	Community Outreach Events	18	16	18
	Lineal Feet of Re-ditching	5,388	6,000	6,500
	Miles per Road Maintenance Personnel	14.5	14.5	14.5
	Gallons of Liquid De-Icer	178,000	200,000	270,000
	Tons of Salt Used	3,500	3,500	4,000
	Tons of Cold Patch Material Placed	444	350	300
	Activity Expenditures as a % of General Fund	0.50%	0.49%	0.49%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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	9	10	10
	Equipment Operator I	2	1	1	1
	Laborer II	1	2	1	1
	Total	21	21	21	21
(038)	Seasonal Aide (FTE)	5.46	5.49	5.49	5.49
	Department Total	26.46	26.49	26.49	26.49

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$36,798 or 10.85% decrease from current budget.
- The decrease is primarily the result of projected less than budgeted gas and oil expenses.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$19,090 or 6.31% increase from the FY 19/20 year-end projection and \$17,708 or 5.22% decrease from the FY 19/20 budget.
- The budget-to-budget decrease results from a decrease in gas and oil expenses and capital outlay partially offset by increased fleet insurance, vehicle maintenance and contractual projects costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$2,046,384	\$2,039,510	\$2,093,538	\$2,086,482	\$2,159,761	\$2,158,965	\$2,215,840
Operating Supplies	134,759	147,674	167,145	130,296	141,407	165,050	168,750
Professional & Contractual	135,179	108,513	127,120	129,171	150,150	147,202	150,732
Capital Outlay	38,141	35,706	45,000	43,000	30,000	0	0
Less Road Funds Reimburse.	(2,046,384)	(2,039,510)	(2,093,538)	(2,086,482)	(2,159,761)	(2,158,965)	(2,215,841)
Total Road Maint & Superv.	\$308,079	\$291,893	\$339,265	\$302,467	\$321,557	\$312,252	\$319,481

Road Maintenance

DEPARTMENT NUMBER: 442

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) SALARIES & WAGES							
010 Administrative & Clerical	1,160,171	1,186,408	1,232,349	1,234,750	1,219,367	1,249,754	1,280,749
015 Seasonal Aides	78,383	99,497	115,000	115,000	144,600	147,500	150,400
106 Sick & Vacation	33,543	4,834	23,176	17,074	76,519	26,400	27,900
112 Overtime	131,176	123,541	137,620	139,335	143,394	147,700	152,100
200 Social Security	108,739	109,520	121,956	118,200	126,069	125,283	128,505
250 Blue Cross/Optical/Dental	326,705	300,649	287,276	286,715	289,318	296,551	303,965
275 Life Insurance	2,034	2,074	2,163	2,071	2,163	2,239	2,317
300 Pension - DC	48,121	55,515	57,762	58,293	64,476	66,733	69,068
325 Longevity	59,972	58,590	62,034	61,470	64,095	66,338	68,660
350 Worker's Compensation	97,541	98,882	54,202	53,574	29,760	30,465	32,175
Category Total	2,046,384	2,039,510	2,093,538	2,086,482	2,159,761	2,158,965	2,215,840
(740) OPERATING SUPPLIES							
001 Gas & Oil	98,245	114,343	125,150	88,301	98,542	121,800	125,500
002 Books & Subscriptions	0	0	150	150	150	150	150
008 Supplies	745	295	1,800	1,800	1,800	1,800	1,800
019 Uniforms	16,381	16,096	19,500	19,500	19,615	20,000	20,000
030 Tools & Misc. Small Equip.	8,324	7,016	9,000	9,000	9,000	9,000	9,000
034 Safety Equipment	11,064	9,924	11,545	11,545	12,300	12,300	12,300
Category Total	134,759	147,674	167,145	130,296	141,407	165,050	168,750
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences & Workshops	6,144	6,741	8,450	8,450	6,850	7,150	7,350
002 Memberships & Licenses	855	1,436	1,305	1,305	1,435	1,435	1,435
005 Fleet Insurance	19,500	22,521	21,640	25,489	31,040	32,592	34,222
006 Vehicle Maintenance	103,833	66,171	75,000	73,502	85,000	86,700	88,400
008 Equipment Maintenance	994	1,533	2,500	2,500	2,500	3,000	3,000
013 Education & Training	2,434	6,573	6,125	6,125	4,225	4,225	4,225
029 Cemetery Maintenance	0	0	1,000	1,000	1,000	1,000	1,000
030 Emergency Meal Allowance	1,419	1,038	1,100	800	1,100	1,100	1,100
071 Contractual Projects	0	2,500	10,000	10,000	17,000	10,000	10,000
Category Total	135,179	108,513	127,120	129,171	150,150	147,202	150,732
(970) CAPITAL OUTLAY							
020 Equipment	3,338	0	0	0	0	0	0
058 Trucks	34,803	35,706	0	0	0	0	0
060 Cemetery Fence Replacement	0	0	45,000	43,000	30,000	0	0
Category Total	38,141	35,706	45,000	43,000	30,000	0	0
GROSS DEPARTMENT TOTAL	2,354,463	2,331,403	2,432,803	2,388,949	2,481,318	2,471,217	2,535,321
Less: Road Funds Reimbursement	(2,046,384)	(2,039,510)	(2,093,538)	(2,086,482)	(2,159,761)	(2,158,965)	(2,215,841)
NET DEPARTMENT TOTAL	308,079	291,893	339,265	302,467	321,557	312,252	319,481

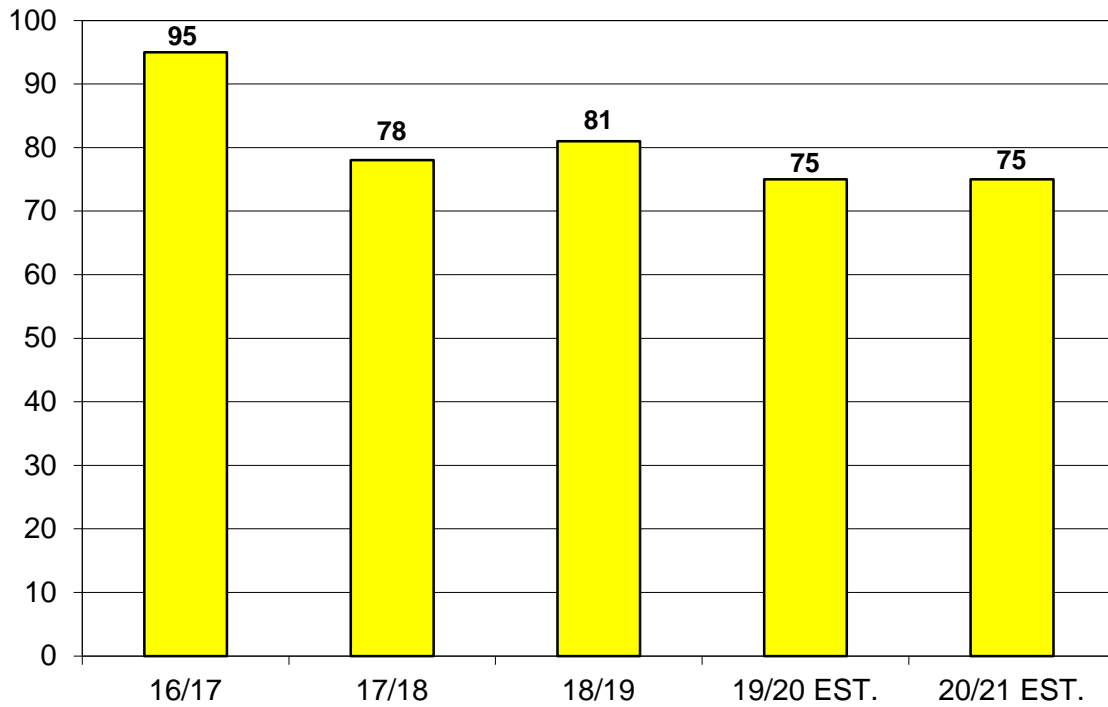
In addition to the Road Fund's Reimbursement for Personnel Costs netted above, General Fund Revenue reflects Fees from the Road Fund's for Equipment Rental.

CAPITAL OUTLAY

Acct. No.	Quantity	Item Description	Budget Request	Manager's Budget	
				Quantity	Amount
060	1	Cemetery Fence Replacement	30,000		30,000
CAPITAL OUTLAY TOTAL			30,000		30,000

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)
- Continue to utilize the Community Service Work Program for various maintenance projects. (2)
- To operate efficiently, reduce unnecessary spending and effectively maintain the City's facilities. (2,8)
- Meet all safety standards prescribed by the State and Federal regulations. (8,9)
- Provide preventative maintenance programs on all mechanical, electrical, and plumbing equipment for all City buildings. (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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Community Work Program work days supervised	34	35	35
	Number of monthly inspections (HVAC)	168	168	168
	Number of buildings maintained	13	13	13
	Number of maintenance contracts managed	9	11	11
Efficiency	Percentage of emergency call-ins responded to within 30 minutes	95%	95%	95%
	Activity Expenditures as a % of General Fund	0.85%	0.86%	0.73%

Building Maintenance

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$46,511 or 9.63% increase from the current budget.
- This increase results primarily from projected higher building maintenance costs than budgeted.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$54,477 or 10.29% decrease from the FY 19/20 year-end projection and \$7,966 or 1.65% decrease over the FY 19/20 budget.
- The budget to budget decrease is due primarily to decreased personnel costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$360,289	\$350,030	\$339,577	\$331,864	\$331,245	\$338,746	\$346,699
Operating Supplies	13,329	17,615	13,600	15,234	13,404	13,436	13,468
Prof. & Contractual	109,032	131,601	129,952	182,542	130,514	131,895	133,280
Total Building Maintenance	\$482,650	\$499,246	\$483,129	\$529,640	\$475,163	\$484,077	\$493,448

Building Maintenance

DEPARTMENT NUMBER: 444

Acct. No.	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) SALARIES & WAGES							
010	Salaries	205,371	201,496	207,411	207,410	205,826	214,141
106	Sick & Vacation	1,829	3,264	3,374	6,549	4,430	4,750
112	Overtime	4,385	7,345	9,613	6,330	8,694	9,100
200	Social Security	17,683	17,927	19,213	18,049	18,724	19,499
250	Blue Cross/Optical/Dental	98,147	85,076	72,085	65,746	68,120	71,569
275	Life Insurance	492	467	412	400	412	437
300	Pension - DC	11,059	11,280	11,575	11,570	11,518	12,338
325	Longevity	11,231	12,692	10,746	10,696	10,829	11,891
350	Worker's Compensation	10,092	10,483	5,148	5,115	2,692	2,974
	Category Total	<u>360,289</u>	<u>350,030</u>	<u>339,577</u>	<u>331,864</u>	<u>331,245</u>	<u>346,699</u>
(740) OPERATING SUPPLIES							
001	Gas & Oil	491	1,153	1,250	934	1,054	1,118
008	Supplies	11,438	14,775	10,550	12,500	10,550	10,550
019	Uniforms	1,401	1,687	1,800	1,800	1,800	1,800
	Category Total	<u>13,329</u>	<u>17,615</u>	<u>13,600</u>	<u>15,234</u>	<u>13,404</u>	<u>13,468</u>
(801) PROFESSIONAL & CONTRACTUAL							
001	Conferences & Workshops	1,173	695	1,370	1,370	1,500	750
002	Memberships & Licenses	0	0	600	1,025	300	1,025
005	Fleet Insurance	543	632	632	747	894	986
006	Vehicle Maintenance	131	85	200	600	510	520
013	Education & Training	0	0	1,000	800	1,000	1,000
025	Utilities	59,120	59,648	60,000	60,000	60,000	60,000
029	Building Maintenance	48,065	70,541	66,150	118,000	66,320	68,999
	Category Total	<u>109,032</u>	<u>131,601</u>	<u>129,952</u>	<u>182,542</u>	<u>130,514</u>	<u>133,280</u>
DEPARTMENT TOTAL		<u>482,650</u>	<u>499,246</u>	<u>483,129</u>	<u>529,640</u>	<u>475,163</u>	<u>484,077</u>
						<u>484,077</u>	<u>493,448</u>

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Contracts Let (number)	15	16	18
	Contracts Let (amount)	\$19,000,000	\$22,000,000	\$26,000,000
	Site Plans Reviewed (commercial)	32	14	17
	Subdivision/Locations Participating in SAFE-TE ³	12	12	12
	Citizen Service Requests	344	387	426
Efficiency	Percent first reviews within four weeks	81%	80%	80%
	Activity Expenditures as a % of General Fund	1.96%	1.91%	2.01%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010)	Administrative & Clerical				
	City Engineer	1	1	1	1
	Chief Engineering Inspector	1	1	1	1
	Design Technician	1	1	0	0
	Traffic Engineer	1	1	0	0
	Senior Engineer	0	0	1	1
	Civil Engineer II	1	1	1	1
	Civil Engineer I	2	2	3	3
	Construction Inspector IV	1	1	1	1
	Construction Inspector II	3	2	3	3
	Construction Inspector I	0	1	1	1
	Clerk Typist I	0	1	0	0
	Clerk Typist II	1	0	0	0
	Department Aide	0	0	1	1
	Administrative Secretary	1	1	1	1
	Total	13	13	14	14
(038)	Part-time (FTE)				
	Part-time	2.32	2.99	2.90	2.90
	Total	2.32	2.99	2.90	2.90
	Department Total	15.32	15.99	16.90	16.90

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$173,614 or 12.84% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted personnel costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$127,724 or 10.84% increase from the FY 19/20 year-end projection and \$45,890 or 3.39% decrease from the FY 19/20 budget.
- The budget to budget decrease results from lower personnel, gas and oil and consultant costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$941,869	\$1,017,405	\$1,277,175	\$1,113,730	\$1,244,519	\$1,284,407	\$1,325,104
Operating Supplies	23,276	25,564	30,660	24,263	24,327	24,787	25,260
Prof. & Contractual	33,868	27,360	43,906	40,135	37,005	37,345	37,699
Capital Outlay	44,594	80,686	0	0	0	0	0
Total Engineering	\$1,043,607	\$1,151,015	\$1,351,741	\$1,178,128	\$1,305,851	\$1,346,539	\$1,388,064

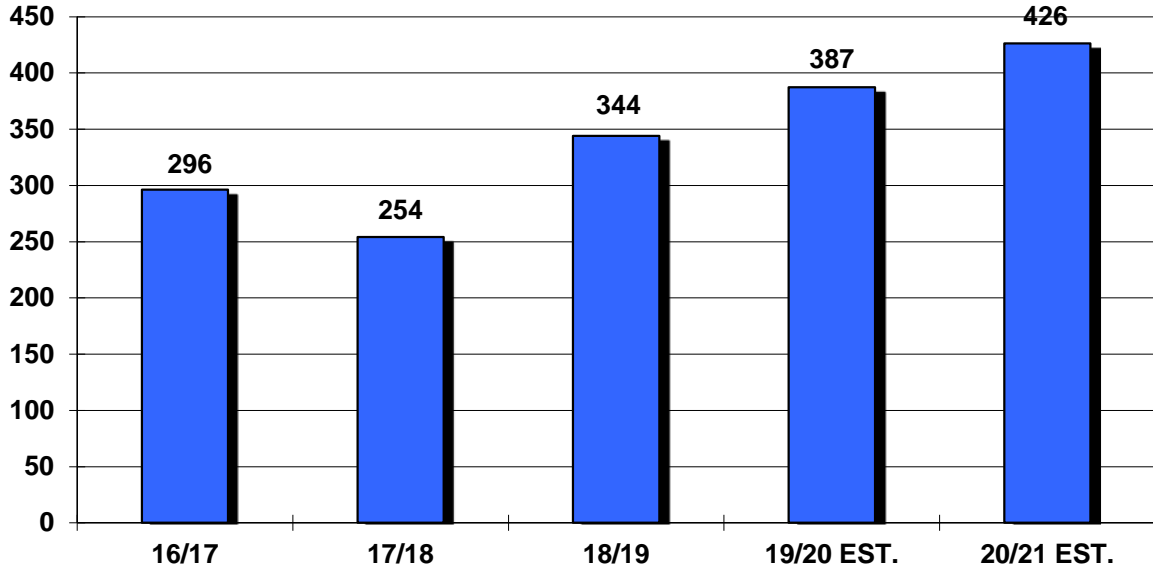
Engineering Division

DEPARTMENT NUMBER: 449

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) SALARIES & WAGES								
010	Salaries & Wages	728,948	778,869	855,339	812,916	905,690	943,804	982,680
038	Part-time	56,982	49,172	114,255	82,081	97,392	97,392	97,392
106	Sick & Vacation	30,090	40,570	43,598	55,498	17,971	17,971	17,971
112	Overtime	85,928	107,455	179,379	94,950	151,851	151,851	151,851
200	Social Security	70,730	73,947	94,137	81,659	92,344	95,339	98,395
250	Blue Cross/Optical/Dental	133,294	139,060	171,312	132,182	143,325	146,908	150,581
275	Life Insurance	2,820	3,061	3,931	3,423	4,234	4,382	4,536
300	Pension - DC	44,850	49,954	57,331	59,803	72,875	75,426	78,066
325	Longevity	30,871	31,731	33,548	31,407	29,759	30,801	31,879
350	Worker's Compensation	7,844	7,647	4,701	4,288	2,265	2,477	2,631
	Realloc. to Water Fund	(214,705)	(226,338)	(233,630)	(203,731)	(227,656)	(234,953)	(242,397)
	Realloc. to Sewer Fund	(35,784)	(37,723)	(46,726)	(40,746)	(45,531)	(46,991)	(48,479)
	Category Total	941,869	1,017,405	1,277,175	1,113,730	1,244,519	1,284,407	1,325,104
(740) OPERATING SUPPLIES								
001	Gas & Oil	14,285	14,407	22,500	14,152	15,327	15,787	16,260
002	Books & Subscriptions	0	0	500	0	500	500	500
008	Supplies	8,991	11,157	7,660	10,111	8,500	8,500	8,500
	Category Total	23,276	25,564	30,660	24,263	24,327	24,787	25,260
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	2,415	2,086	6,855	4,899	6,875	6,875	6,875
002	Memberships & Licenses	1,016	791	2,260	2,430	2,375	2,375	2,375
004	Consultants	15,455	8,550	10,000	15,451	2,100	2,100	2,100
005	Fleet Insurance	3,227	3,728	3,756	3,363	5,195	5,455	5,727
006	Vehicle Maintenance	3,979	5,031	3,600	4,000	4,000	4,080	4,162
007	Equip. Maintenance	1,201	752	2,900	800	2,015	2,015	2,015
009	Consulting & Review Fee	0	0	500	0	500	500	500
013	Education & Training	2,887	2,756	9,495	4,205	9,445	9,445	9,445
024	Printing Services	89	67	100	547	100	100	100
041	Auto Allowance	3,600	3,600	4,440	4,440	4,400	4,400	4,400
	Category Total	33,868	27,360	43,906	40,135	37,005	37,345	37,699
(970) CAPITAL OUTLAY								
008	IT Equipment	9,791	44,980	0	0	0	0	0
015	Inspection Vehicles	34,803	35,706	0	0	0	0	0
	Category Total	44,594	80,686	0	0	0	0	0
DEPARTMENT TOTAL		1,043,607	1,151,015	1,351,741	1,178,128	1,305,851	1,346,539	1,388,064

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
	Parts Received	\$193,327	\$180,200	\$199,500
	Work Orders	1,284	1,100	1,300
	Fuel Gallons	233,759	246,773	250,100
	Number of Vehicles and Equipment	445	445	445
	Average Age of Vehicles and Equipment	4.9	5.5	5.0
	New Vehicles and Equipment Purchased	30	30	26
	Efficiency	Activity Expenditures as a % of General Fund	2.10%	1.94%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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
	Mechanic I	1	0	0	0
	Inventory & Repair Coordinator	1	1	1	1
	Building Maint Technician	1	1	1	1
	Total Full-time	11	10	10	10
(038)	Part-time (FTE)	0.60	0.60	0.60	0.60
	Department Total	11.60	10.60	10.60	10.60

DPW Maintenance Facility

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$68,349 or 5.43% decrease from the current budget.
- The decrease results from projected budget savings in personnel, fuel and oil inventory and auto/truck parts costs partially offset by higher building maintenance and subcontract repairs costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$28,450 or 2.39% increase from the FY19/20 year-end projection and a \$39,899 or 3.17% decrease from the FY 19/20 budget.
- The budget-to-budget decrease results primarily from lower personnel, fuel and oil and auto/truck parts costs partially offset by higher subcontract repairs costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$989,248	\$983,213	\$1,042,484	\$980,124	\$1,012,955	\$1,040,536	\$1,068,228
Operating Supplies	701,779	661,367	914,365	632,778	707,899	711,485	733,074
Prof. & Contractual	181,134	170,366	212,880	227,354	221,570	224,969	229,023
Capital Outlay	125,265	157,881	0	0	0	0	0
Less: Interdepartment Billings	(713,213)	(739,021)	(910,340)	(649,216)	(722,934)	(744,622)	(864,144)
Total Maintenance Facility	\$1,284,213	\$1,233,806	\$1,259,389	\$1,191,040	\$1,219,490	\$1,232,368	\$1,166,181

DPW Maintenance Facility

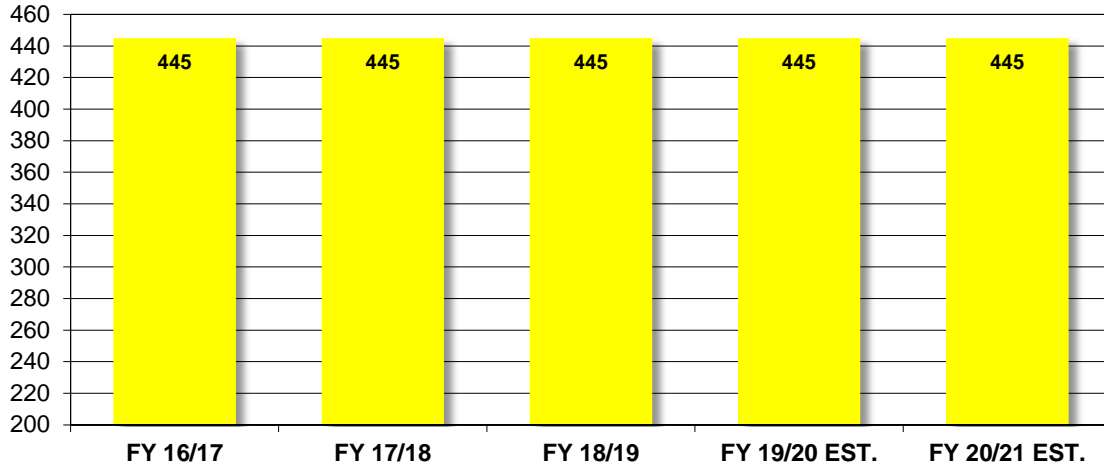
DEPARTMENT NUMBER: 450

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) SALARIES & WAGES								
015	Supervision/Sec./Mech.	597,097	605,939	630,190	629,161	627,517	646,067	664,989
038	Part-time	6,137	34,946	33,700	33,700	34,320	34,320	34,320
106	Sick & Vacation	35,978	15,413	41,456	21,528	44,290	42,591	42,767
112	Overtime	52,689	41,699	48,340	49,990	51,666	55,070	56,171
200	Social Security	53,710	52,953	59,645	57,244	60,020	61,642	63,262
250	Blue Cross/Optical/Dental	158,997	145,985	147,825	102,406	110,109	112,862	115,683
275	Life Insurance	1,355	1,379	1,449	1,389	1,449	1,500	1,552
300	Pension - DC	35,971	42,777	44,388	50,627	51,661	53,469	55,341
325	Longevity	30,068	24,114	25,997	24,735	26,793	27,731	28,701
350	Worker's Compensation	17,247	18,008	9,494	9,344	5,130	5,284	5,442
	Category Total	989,248	983,213	1,042,484	980,124	1,012,955	1,040,536	1,068,228
(740) OPERATING SUPPLIES								
001	Fuel & Oil Inventory	504,448	465,040	650,065	445,000	486,000	501,000	519,000
002	Books & Subscriptions	1,500	2,951	1,800	1,000	1,900	1,900	1,900
008	Supplies	10,268	7,742	9,000	9,000	9,000	9,000	9,000
009	Gas & Oil	2,310	2,926	3,750	2,653	2,874	2,960	3,049
012	Mechanics Tool Allowance	3,749	3,032	3,750	3,125	3,125	3,125	3,125
076	Auto/Truck Parts	162,198	167,080	230,000	156,000	189,000	177,000	180,000
085	Misc. Auto/Truck Supplies	17,306	12,596	16,000	16,000	16,000	16,500	17,000
	Category Total	701,779	661,367	914,365	632,778	707,899	711,485	733,074
(801) PROFESSIONAL & CONTRACTUAL								
001	Conferences & Workshops	3,398	4,037	7,120	7,120	5,620	5,620	5,620
002	Memberships & Licenses	941	1,334	1,096	1,096	1,210	1,090	1,220
005	Fleet Insurance	1,637	1,444	1,744	1,682	1,985	2,084	2,188
006	Vehicle Maintenance	691	2,816	1,050	1,195	700	720	740
007	Office Equip. Maintenance	4,215	4,017	5,500	5,500	5,500	5,500	5,500
008	Garage Equip. Maintenance	7,669	1,898	14,200	13,200	13,600	13,600	13,600
013	Education & Training	232	2,282	3,320	3,320	2,255	2,255	2,255
025	Utilities Expense	69,085	67,717	75,200	70,000	72,100	74,300	76,500
027	Radio Maintenance	2,046	0	2,000	1,000	2,000	2,000	2,000
029	Building Maintenance	19,598	46,823	40,500	48,000	40,500	40,500	40,500
046	Custodial Contract	10,610	11,540	16,300	15,000	16,100	16,600	17,100
056	Refuse Removal	4,978	7,746	9,000	9,000	9,000	9,100	9,200
104	Subcontract Repairs	56,035	18,712	35,850	51,241	51,000	51,600	52,600
	Category Total	181,134	170,366	212,880	227,354	221,570	224,969	229,023
(970) CAPITAL OUTLAY								
007	Garage Equipment	7,579	40,322	0	0	0	0	0
015	Vehicles	117,686	117,559	0	0	0	0	0
	Category Total	125,265	157,881	0	0	0	0	0
	Total Expenditures	1,997,427	1,972,827	2,169,729	1,840,256	1,942,424	1,976,990	2,030,325
	Less Interdepartment Billings	(713,213)	(739,021)	(910,340)	(649,216)	(722,934)	(744,622)	(864,144)
	DEPARTMENT TOTAL	1,284,213	1,233,806	1,259,389	1,191,040	1,219,490	1,232,368	1,166,181

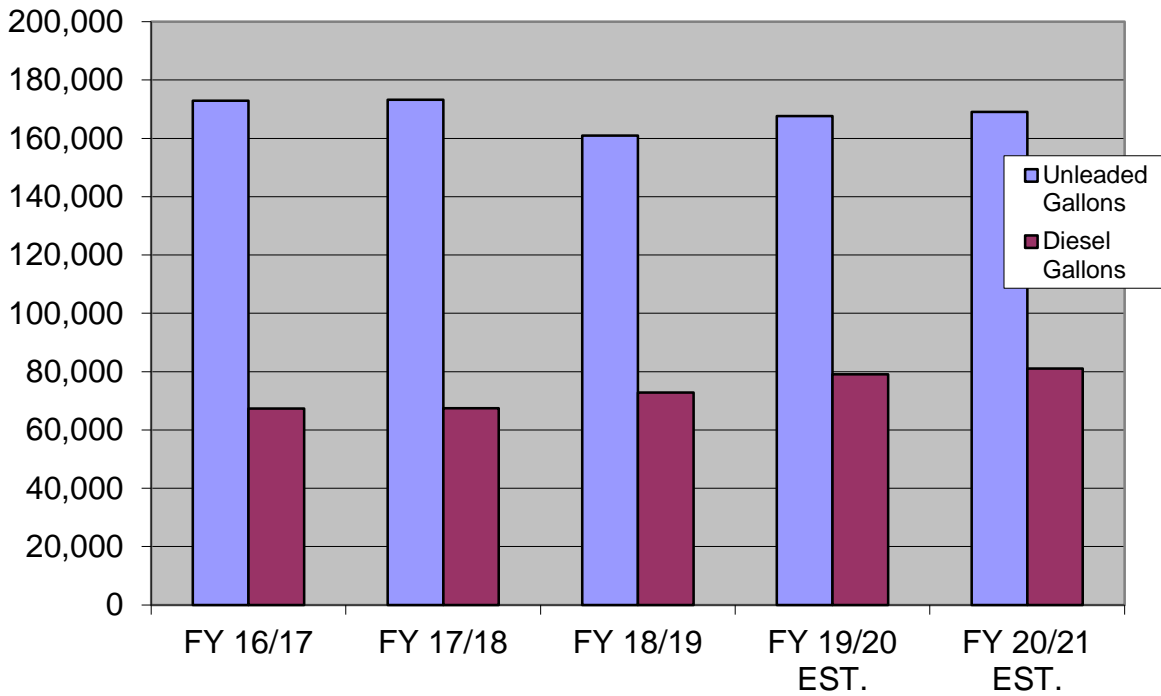
This Division's operations are partially supported by Reimbursements for Fuel & Maintenance costs from other local governments.

KEY DEPARTMENTAL TRENDS

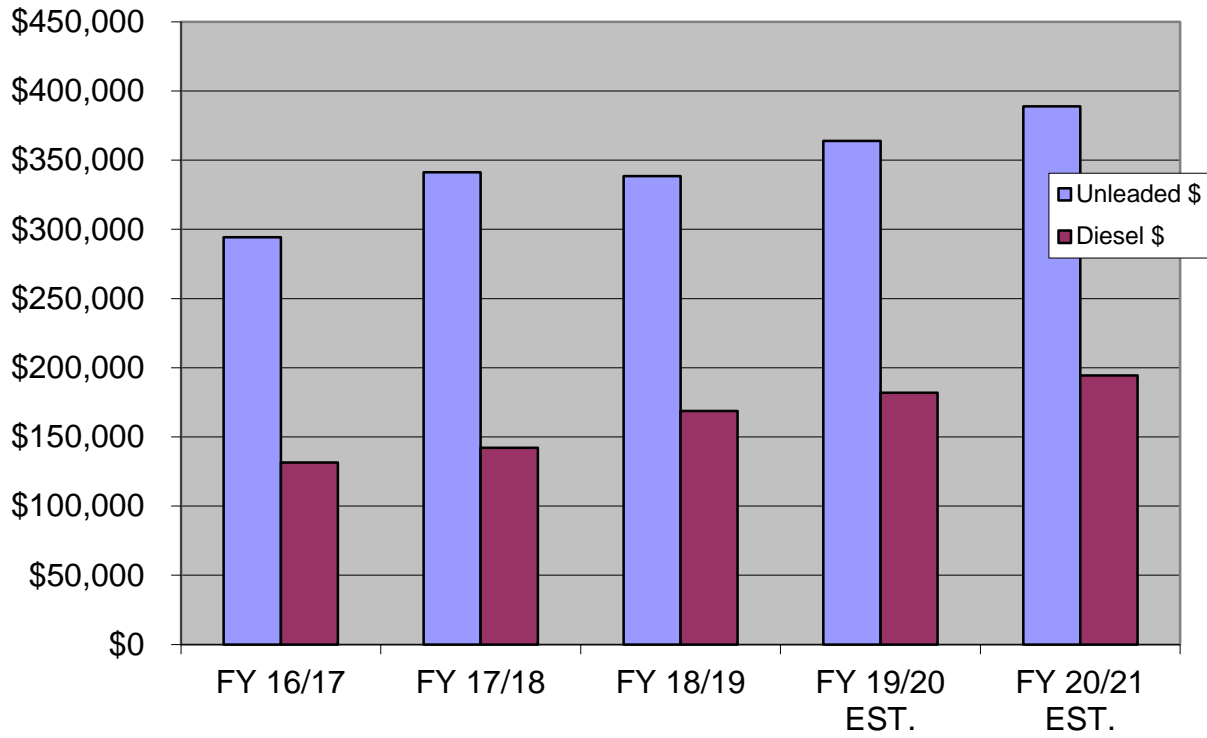
Number of Vehicles and Equipment Maintained



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 2020. 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Pounds of waste per household	2,295	2,300	2,400
	Dwelling units served	23,372	23,393	23,400
Efficiency	Diversion rate	37.7%	40%	42%
	Waste Landfilled	62.3%	60%	56%
	Farmington Hills attendance at all Household Hazardous Waste events	2,439	2,600	2,700
	Activity Expenditures as a % of General Fund	6.68%	6.61%	6.41%

STAFFING LEVELS

Acct.	702 Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	Clerk Typist II	1	1	1	1
	Total	1	1	1	1
Department Total		1	1	1	1

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$32,127 or 0.8% increase from the current budget.
- The increase is primarily due to projected higher than budgeted disposal of household hazardous materials costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$101,618 or 2.5% increase from the FY 19/20 year-end projection and \$133,745 or 3.31% increase from the FY 19/20 budget.
- The budget-to-budget increase is primarily due to increases in the contractual annual fee.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$61,629	\$64,073	\$66,829	\$69,438	\$67,709	\$69,242	\$70,813
Operating Supplies	998	4,225	3,700	3,700	3,700	3,700	3,700
Prof. & Contractual	3,777,216	3,856,075	3,964,797	3,994,315	4,097,662	4,178,822	4,261,522
Total Waste Collection	\$3,839,842	\$3,924,373	\$4,035,326	\$4,067,453	\$4,169,071	\$4,251,764	\$4,336,035

Waste Collection/Recycling

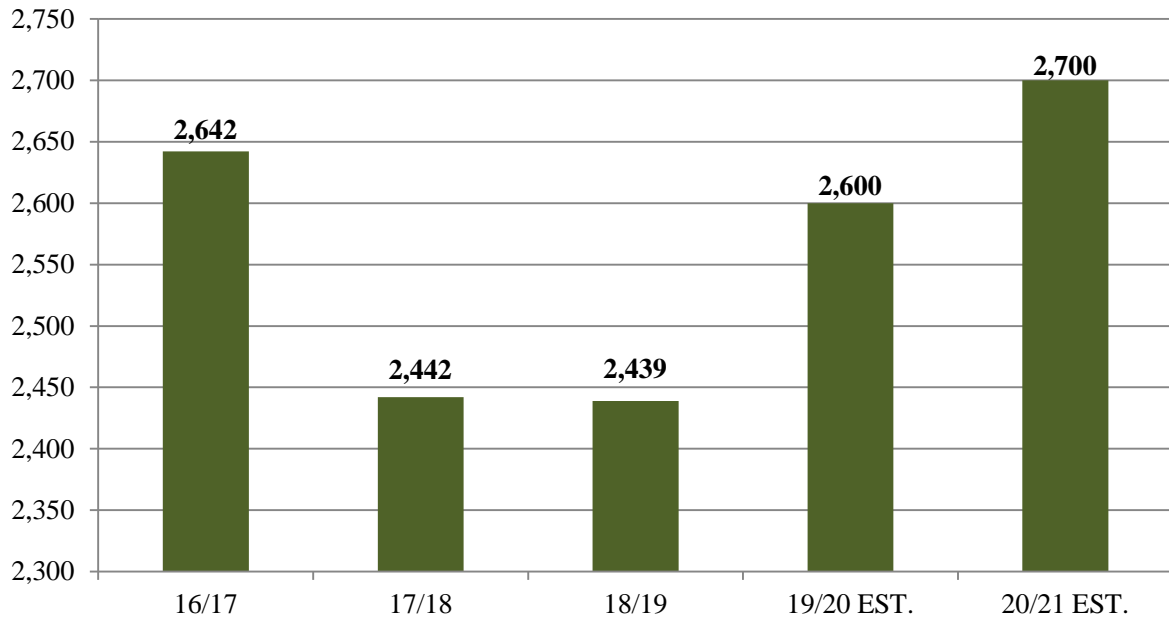
DEPARTMENT NUMBER: 523

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) SALARIES & WAGES								
010	Salaries & Wages	36,814	39,032	41,428	41,482	41,866	42,703	43,557
106	Sick and vacation	0	0	0	315	0	0	0
112	Overtime	0	167	0	0	0	0	0
200	Social Security	2,724	2,928	3,177	3,181	3,235	3,300	3,366
250	Blue Cross/Optical/Dental	16,264	15,823	15,721	18,031	16,035	16,436	16,847
275	Life Insurance	98	98	128	102	128	132	137
300	Pension - DC	5,445	5,672	5,930	5,884	5,979	6,188	6,405
325	Longevity	135	193	358	353	419	434	449
350	Workers Compensation	148	160	87	90	47	49	51
	Category Total	61,629	64,073	66,829	69,438	67,709	69,242	70,813
(740) OPERATING SUPPLIES								
008	Miscellaneous	998	4,225	3,700	3,700	3,700	3,700	3,700
	Category Total	998	4,225	3,700	3,700	3,700	3,700	3,700
(801) PROFESSIONAL & CONTRACTUAL								
056	Collection Contract	3,586,631	3,663,402	3,759,822	3,757,340	3,836,440	3,913,200	3,991,500
058	Recycling Center	7,348	14,942	16,800	16,800	16,800	16,900	17,000
059	Contribution to RRRASOC	99,675	99,675	99,675	99,675	103,622	103,622	103,622
060	Disposal of Household Hazardous Materials	83,562	78,057	88,500	120,500	140,800	145,100	149,400
	Category Total	3,777,216	3,856,075	3,964,797	3,994,315	4,097,662	4,178,822	4,261,522
	Total Refuse Removal Expenditures	3,839,842	3,924,373	4,035,326	4,067,453	4,169,071	4,251,764	4,336,035

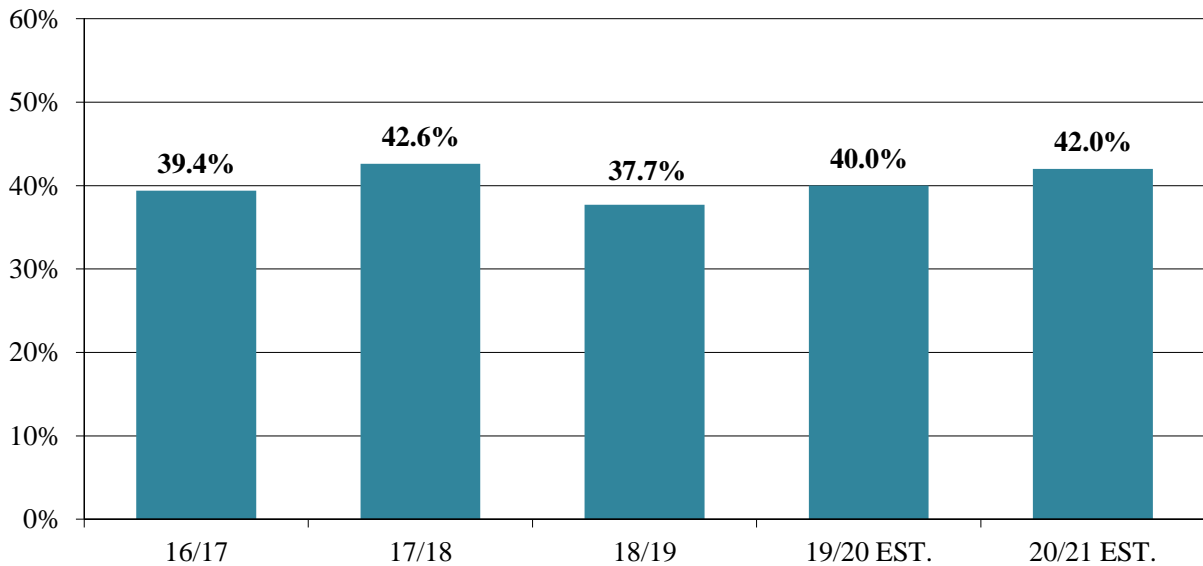
This Division is supported primarily by a Refuse Collection & Disposal Dedicated Millage and Recycling User Fees.

KEY DEPARTMENTAL TRENDS

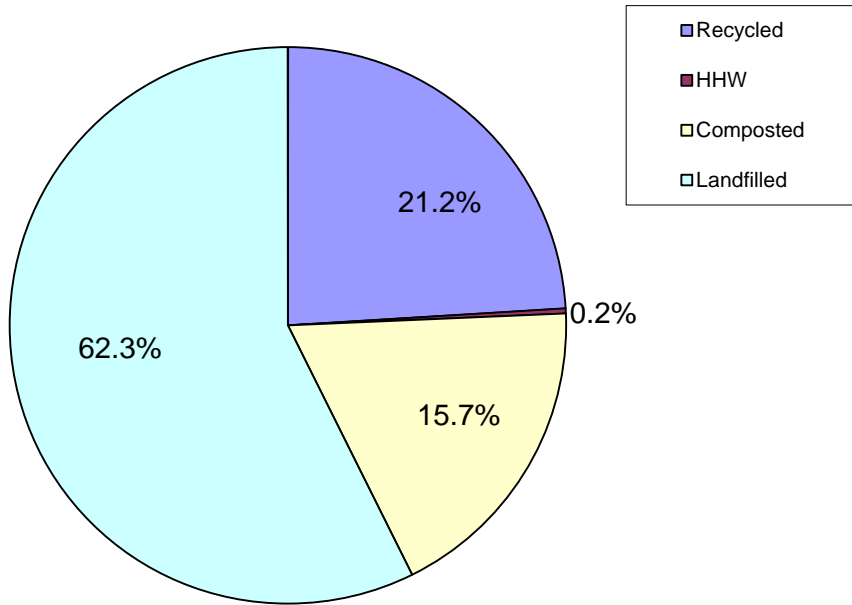
Number of Cars Participating in HazMat Events



Percent of Recycled and Composted Materials Diverted from Landfill



Diversion Rate - 2019



SPECIAL SERVICES SUMMARY

DIV.	2017/18	2018/19	2019/20	2019/20	2020/21	2021/22	2022/23
NO. Category and Line Item	Actual Expenditures	Actual Expenditures	Current Budget	Estimated Expenditures	Adopted Budget	Projected Budget	Projected Budget
SPECIAL SERVICES:							
752 Administration	2,041,390	2,148,748	2,364,369	2,304,304	3,037,810	3,488,718	3,586,164
760 Youth Services	390,204	394,459	417,868	328,672	424,601	435,498	437,685
765 Senior Services	931,922	932,400	1,047,737	924,166	1,023,909	1,056,372	1,083,095
770 Parks Maintenance	1,651,619	1,544,833	1,856,331	1,764,578	1,730,064	1,714,975	1,777,880
775 Cultural Arts	451,796	501,884	529,016	514,064	743,984	1,056,128	1,174,996
780 Golf Course	739,664	710,250	827,623	698,772	797,191	788,682	800,588
785 Recreation Programs	710,767	707,296	684,482	524,126	1,376,622	1,539,770	1,559,123
790 Ice Arena	1,050,601	1,148,645	1,104,069	914,348	1,100,751	1,106,936	1,113,211
TOTAL SPECIAL SERVICES	7,967,962	8,088,516	8,831,495	7,973,031	10,234,933	11,187,079	11,532,742

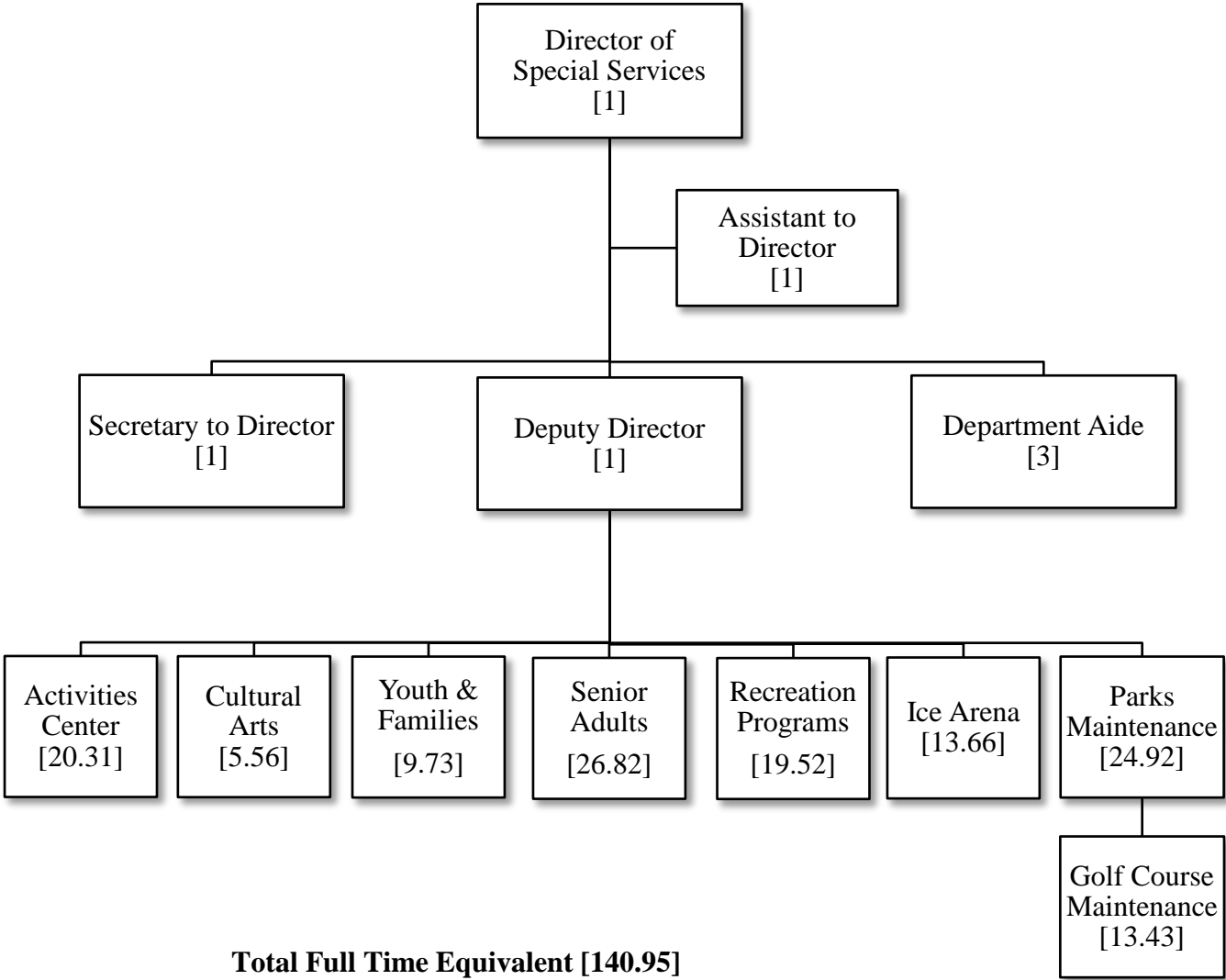
The Special Services Department comprises 15.73% of the General Fund's 2020/21 Proposed Budget and is supported primarily from Recreation User Fees (\$5,736,469), an appropriation from the Parks Millage (\$1,307,850), and a SMART Grant (\$245,000).



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



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 4.67% of the General Fund Budget in FY 2020/21.

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)

STAFFING LEVELS

Acct.	752 Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	Director	1	1	1	1
	Deputy Director	1	1	1	1
	Assistant to Director	0	1	1	1
	Facilities Supervisor	1	1	1	1
	Secretary to the Director	1	1	1	1
	Bldg. Maintenance Tech.	1	1	2	2
	Department Aide	2	2	3	3
	Marketing Specialist	1	1	1	1
	Total	8	9	11	11
(011) Program Management					
	Recreation Superintendent	1	1	1	1
	Recreation Supervisor	2	2	1	1
	Facilities Coordinator	1	1	1	1
	Total	4	4	3	3
(038) Part-time (FTE)					
		10.00	10.00	13.31	13.31
Department Total					
		22.00	23.00	27.31	27.31

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$60,065 or 2.54% decrease from the current budget.
- The decrease results from lower personnel, supplies and professional and contractual costs due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$733,506 or 31.83% increase from the FY 19/20 year-end projection and \$673,441 or 28.48% increase from the FY 19/20 budget.
- The budget to budget increase results primarily from increased personnel, supplies and professional and contractual costs resulting from the opening of The Hawk Community Center.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$1,319,397	\$1,367,512	\$1,473,961	\$1,448,631	\$1,510,035	\$1,806,992	\$1,858,265
Operating Supplies	99,079	118,000	116,500	90,319	150,155	188,724	173,747
Professional & Contractual	622,914	663,236	773,908	765,354	1,377,620	1,493,003	1,554,152
Total Special Services Administration	\$2,041,390	\$2,148,748	\$2,364,369	\$2,304,304	\$3,037,810	\$3,488,718	\$3,586,164

Administration

DEPARTMENT NUMBER: 752

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Personnel							
010 Administrative & Clerical	465,277	485,208	559,277	556,405	646,258	677,183	710,727
011 Program Management	236,123	239,904	248,689	238,391	121,463	123,892	126,370
038 Part-time	244,792	257,752	279,760	260,000	360,000	594,000	599,000
106 Sick & Vacation	23,642	22,916	4,687	25,609	3,800	3,885	3,950
112 Overtime	3,467	5,642	1,762	3,881	1,762	1,798	1,836
200 Social Security	76,348	78,719	87,214	85,017	88,694	109,163	112,002
250 Blue Cross/Optical/Dental	178,593	180,767	189,408	182,661	193,787	198,632	203,597
275 Life Insurance	2,485	2,678	3,266	2,980	3,295	3,410	3,530
300 Pension - DC	39,897	48,764	60,443	57,696	63,927	65,206	66,510
325 Longevity	26,835	23,917	26,616	26,309	21,338	21,765	22,200
350 Worker's Compensation	21,940	21,245	12,839	9,682	5,711	8,059	8,543
Category Total	1,319,397	1,367,512	1,473,961	1,448,631	1,510,035	1,806,992	1,858,265
(740) Operating Supplies							
001 Gas & Oil	3,162	3,699	5,250	4,069	4,790	4,934	5,082
005 Sustainability	0	0	25,000	0	20,000	20,000	20,000
008 Supplies	95,918	114,301	86,250	86,250	125,365	163,790	148,665
Category Total	99,079	118,000	116,500	90,319	150,155	188,724	173,747
(801) Professional & Contractual							
001 Conferences & Workshops	2,485	3,512	3,075	2,425	3,075	3,075	3,075
002 Memberships & Licenses	9,148	8,753	9,948	12,453	11,610	11,610	11,610
004 Personnel Advertisement	0	0	0	690	0	0	0
005 Fleet Insurance	1,895	2,620	1,780	2,060	2,415	2,536	2,663
006 Vehicle Maintenance	323	865	800	1,800	1,100	1,122	1,144
007 Office Equip. Maint. & Rent	31,459	31,395	41,665	38,000	81,565	81,565	81,565
013 Education & Training	2,734	742	7,500	4,046	9,500	9,500	9,500
016 Telephone	13,261	20,425	7,520	18,000	13,200	13,800	13,800
018 Postage & Bulk Mailing	21,455	21,795	21,678	21,432	23,500	23,500	23,500
024 Printing Costs	47,830	64,053	74,500	74,500	90,250	98,250	98,250
025 Utilities	210,362	221,347	271,137	340,000	600,100	586,500	577,500
029 Maintenance & Repair	120,591	118,073	143,230	80,000	243,230	293,230	343,230
035 Credit Card Fees	73,464	64,987	66,000	60,000	80,000	80,000	80,000
041 Auto Allowance	3,600	3,600	4,440	4,440	4,440	4,440	4,440
066 Contract Services	66,144	80,228	93,700	86,000	180,100	250,340	270,340
067 Scholarships	10,000	10,000	10,000	10,000	10,000	10,000	10,000
068 ADA Accommodations	0	3,207	3,500	3,500	3,500	3,500	3,500
072 Special Projects	8,161	7,634	13,435	6,008	20,035	20,035	20,035
Category Total	622,914	663,236	773,908	765,354	1,377,620	1,493,003	1,554,152
ADMINISTRATION TOTAL	2,041,390	2,148,748	2,364,369	2,304,304	3,037,810	3,488,718	3,586,164

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 be going into our 25th full year providing 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. This year more than 430 youth members have joined the program and have attended one of the three youth centers on a daily basis. The 2019 Summer Drop-In Program had 79 participants enrolled, averaging 43 youth per day and averaging 24 youth on each of the 23 field trips that were offered. Thanks to our generous partnerships and scholarships, we were able to include many youth on educational and outdoor field trips, at no cost. These campers visited Ann Arbor Hands-On Museum, Underground Railroad, Greenfield Village, Yankee Air Museum, the DIA Motown Museum, and Detroit Historic Museum plus many more sites. These trips were courtesy of Farmington Hills/Farmington Xemplar Club, Farmington Public Schools, Farmington/Farmington Hills Community Foundation, service organizations, friends and families.

We consistently seek input from youth members in creating and implementing programs, while simultaneously providing leadership opportunities for participants. We 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 and Summer Drop-In programs. (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 and Summer Drop-In Programs 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: In the summer program, each youth member averaged 8 hours per day for a total of 13,288 hours. During the school year program, the average youth member spends an average of 2.75 hours per day for a total for 78,496 hours and 7 half days at 7 hours each for a total of 2,136 hours. **This equals 93,920 hours our youths have spent supervised in a safe, structured environment.**

	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected**	FY 2020/21 Estimated
Service Level Summer	Summer Drop-in Program participation	93	N/A	95
	Number of days Summer Drop-In Program is offered	39	N/A	39
	Average daily participants of Summer Drop-in	54	N/A	50
	Total number of Summer Drop-In visits	2,063	N/A	1,950
	Daily average of summer field trip participants	30	N/A	30
	Number of summer field trips	31	N/A	33
	Total of summer field trip participants	795	N/A	750
	Service Level School Year	Total number of enrolled After School youth members (6 th – 9 th Grade)	444	N/A
Total number of days program is offered		168	N/A	170
Daily average participation		163	N/A	175
Total youth center school year program visits (All Youth Centers)		27,384	N/A	29,000
Total school year field trip participants		380	N/A	400
Efficiency	Total number of Summer Drop-In and school year field trip participants	1,175	N/A	1,150
	Total number of days program is offered summer/school year	207	N/A	209
	Total number of Summer Drop-In and school year visits	29,447	N/A	30,950
	Total number of hours our youth have spent in the Summer Drop-In and After School Program	93,045	N/A	94,000
	Activity Expenditures as a % of General Fund	0.67%	0.53%	0.65%

** Due to the uncertainty surrounding the Covid-19 closures & cancellations, the projected numbers are not available.

Note: To calculate the average number of hours youth spend in the programs, we averaged summer total by 8 hours per day, school year average 2.75 hours per day and 7 hours per half day.

STAFFING LEVELS

Acct. 760	Title or Position	Authorized Positions		Authorized Positions	Requested Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical					
	Youth Services Supervisor	1	1	1	1
	Total	1	1	1	1
(038) Part-time (FTE)					
		8.73	8.73	8.73	8.73
Department Total		9.73	9.73	9.73	9.73

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$89,196 or 21.35% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted personnel and professional and contractual costs due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR END PROJECTION

- \$95,929 or 29.19% increase from the FY 19/20 year-end projection and \$6,733 or 1.61% increase over the FY 19/20 budget.
- The budget to budget increase results from higher personnel costs.

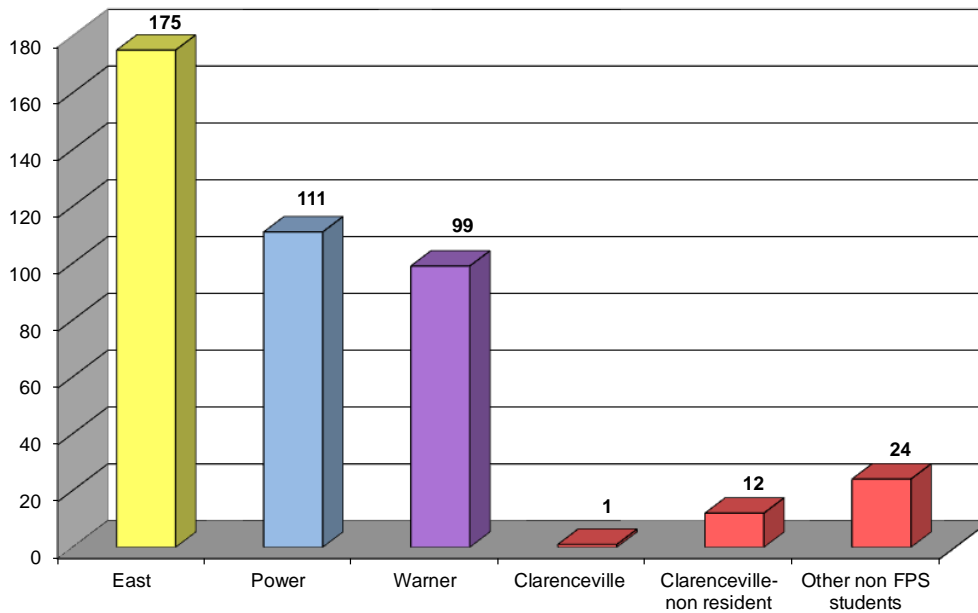
	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$324,181	\$334,855	\$353,968	\$287,578	\$360,318	\$371,204	\$373,379
Operating Supplies	47,111	42,873	36,100	30,982	36,483	36,494	36,506
Prof. & Contractual	18,912	16,731	27,800	10,112	27,800	27,800	27,800
Total Youth & Families	\$390,204	\$394,459	\$417,868	\$328,672	\$424,601	\$435,498	\$437,685

Youth & Family Services

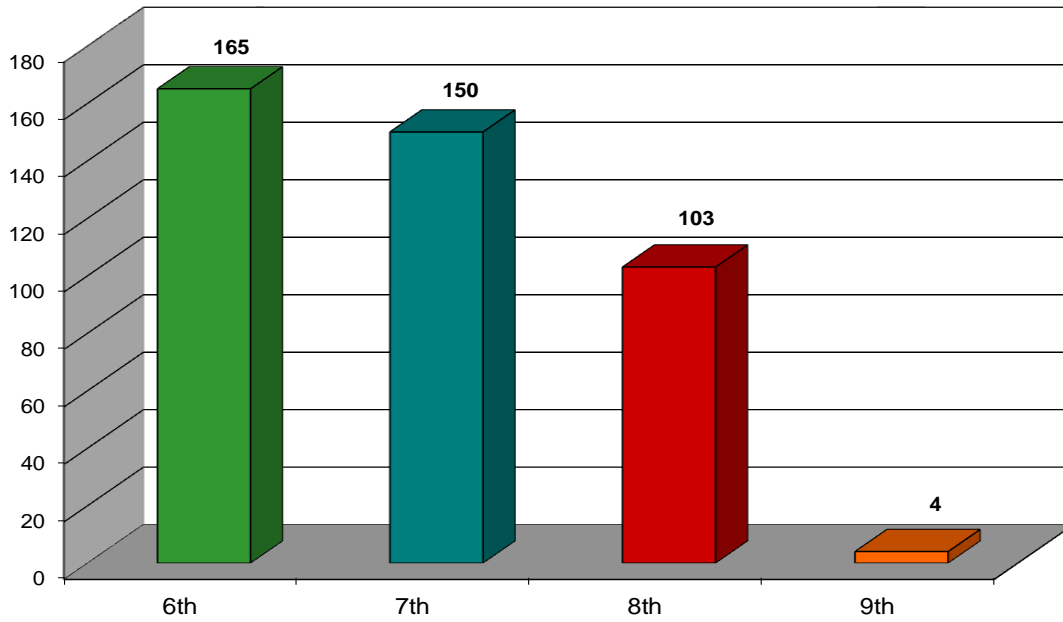
DEPARTMENT NUMBER: 760

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Personnel								
010	Administrative & Clerical	68,256	69,608	71,546	71,535	71,000	72,420	73,868
038	Part-time	207,311	214,592	229,190	167,000	237,500	245,550	245,550
106	Sick & Vacation	4,593	4,016	4,880	6,416	4,880	4,978	5,077
112	Overtime	60	0	0	0	0	0	0
200	Social Security	21,653	22,334	23,814	19,009	24,408	25,149	25,276
250	Blue Cross/Optical/Dental	9,379	10,943	14,427	14,403	14,380	14,740	15,108
275	Life Insurance	98	98	103	98	103	107	110
325	Longevity	5,459	5,569	5,680	5,680	5,680	5,794	5,909
350	Worker's Compensation	7,370	7,695	4,328	3,437	2,367	2,468	2,480
	Category Total	324,181	334,855	353,968	287,578	360,318	371,204	373,379
(740) Operating Supplies								
001	Gas & Oil	0	0	0	272	383	394	406
002	Books & Subscriptions	0	0	100	100	100	100	100
008	Supplies	47,111	42,873	36,000	30,610	36,000	36,000	36,000
	Category Total	47,111	42,873	36,100	30,982	36,483	36,494	36,506
(801) Professional & Contractual								
001	Conferences & Workshops	0	45	200	0	200	200	200
002	Memberships & Licenses	842	590	1,000	460	1,000	1,000	1,000
007	Office Equip. Maint. & Rent	1,511	1,012	1,500	752	1,500	1,500	1,500
013	Education & Training	0	75	100	80	100	100	100
066	Contractual Services	16,560	15,009	25,000	8,820	25,000	25,000	25,000
	Category Total	18,912	16,731	27,800	10,112	27,800	27,800	27,800
Total Youth & Families		390,204	394,459	417,868	328,672	424,601	435,498	437,685

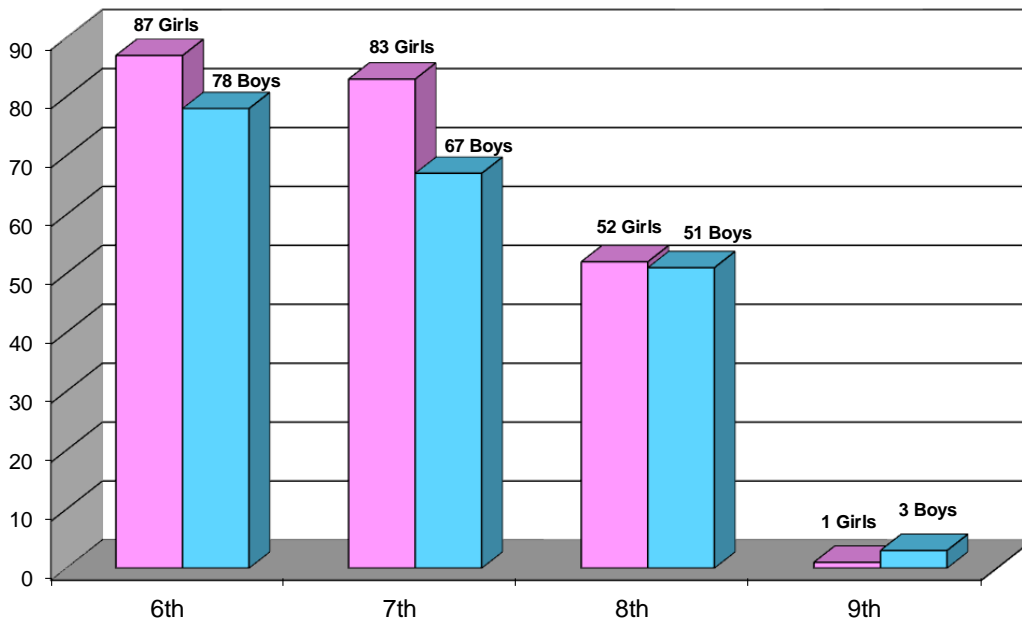
Youth Members by School 2019-20



Youth Members Per Grade 2019-20



Girl & Boy Youth Members by Grade 2019-20



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 1.57% of the General Fund's FY 2020/2021 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)
- 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 2018-19

	Card Swipe	Nutrition	Outreach	Trips and Travel	Senex	Transportation	Chore	Aquatics	Exercise	Clubs	Special Events	Service	Support Groups	Dance	Activities, Speakers & Classes	Totals
July 2018	1,956	9,001	731	78	250	1,886	10	1,217	1,093	675	122	72	26	45	606	17,768
August 2018	1,867	10,009	511	65	236	1,834	10	968	1,048	622	155	73	47	157	574	18,176
September 2018	2,164	8,796	721	5	200	1,920	12	1,032	1,229	456	343	45	20	114	553	17,610
October 2018	2,014	10,217	804	7	247	1,812	18	1,158	1,505	675	78	76	58	120	543	19,332
November 2018	1,880	8,890	967	4	221	1,823	12	901	1,268	639	43	67	48	70	358	17,191
December 2018	1,732	8,322	1,678	12	186	1,580	15	659	954	530	328	41	30	86	114	16,267
January 2019	1,598	8,834	522	12	155	1,552	10	812	1,304	524	267	81	30	66	346	16,113
February 2019	1,633	8,367	546	8	154	1,395	15	694	1,180	272	37	107	14	126	370	14,918
March 2019	1,901	9,702	768	3	182	1,700	11	807	1,304	576	507	169	37	161	426	18,254
April 2019	2,013	9,643	612	25	169	1,779	10	1,082	1,302	496	61	226	45	132	532	18,127
May 2019	1,872	9,800	882	32	192	1,877	9	830	1,384	373	255	64	63	124	653	18,410
June 2019	2,078	8,627	901	55	151	1,661	10	951	1,305	430	224	51	48	97	521	17,110
TOTALS	22,708	110,208	9,643	306	2,343	20,819	142	11,111	14,876	6,268	2,420	1,072	466	1,298	5,596	209,276

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		2018/19 Budget	2019/20 Budget	2020/21 Budget	2020/21 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	4.11	4.90	4.71	4.71
	Part-time Nutrition Grant	6.08	6.05	6.05	6.05
	Maintenance	0.24	0.24	0.24	0.24
	Part-time Transportation Grant	10.82	10.82	10.82	10.82
	Total	21.25	22.01	21.82	21.82
	Department Total	26.25	27.01	26.82	26.82

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$123,571 or 11.79% decrease from the current budget.
- The decrease results from estimated lower than budgeted personnel and professional & contractual costs due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$99,743 or 10.79% increase from the FY 19/20 year-end projected budget and \$23,828 or 2.27% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from decreased personnel costs partially offset by increased supplies costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$741,897	\$754,299	\$842,607	\$772,709	\$814,019	\$830,006	\$846,954
Operating Supplies	35,774	29,276	30,050	30,050	38,950	32,550	34,350
Professional & Contractual	154,250	148,825	175,080	121,407	170,940	193,816	201,791
Total Senior Adults	\$931,922	\$932,400	\$1,047,737	\$924,166	\$1,023,909	\$1,056,372	\$1,083,095

Senior Services Division

DEPARTMENT NUMBER: 765

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Salaries & Wages							
010 Administrative & Clerical	272,050	282,991	291,261	288,985	276,270	285,471	295,033
038 Part-time	113,007	119,185	131,775	131,775	131,970	134,575	137,375
039 Part-time Nutrition Grant	153,705	144,417	160,855	160,855	165,192	167,880	170,180
040 Maintenance	4,176	4,367	4,875	4,875	4,973	5,100	5,200
075 Part-time Transportation	240,883	242,199	276,000	198,000	288,750	291,000	294,000
106 Sick & Vacation	3,908	4,116	4,165	14,356	4,165	4,165	4,165
112 Overtime	1,487	785	1,000	2,000	2,000	2,000	2,000
200 Social Security	59,968	60,667	67,096	61,494	67,323	68,591	69,965
250 Blue Cross/Optical/Dental	59,168	59,829	58,028	64,370	61,261	62,793	64,362
275 Life Insurance	649	657	692	661	692	716	741
300 Pension - DC	28,575	29,432	30,170	29,994	28,687	29,261	29,846
325 Longevity	5,145	6,275	7,122	7,022	6,732	6,867	7,004
350 Worker's Compensation	20,728	21,186	12,257	11,011	6,242	6,429	6,622
Reallocate to Nutrition Grant Fund	(221,551)	(221,807)	(202,689)	(202,689)	(230,238)	(234,843)	(239,540)
Category Total	741,897	754,299	842,607	772,709	814,019	830,006	846,954
(740) Operating Supplies							
008 Supplies	17,096	18,953	19,000	19,000	27,900	21,500	23,300
009 Kitchen Food & Supplies	277,289	292,093	271,557	275,812	285,812	293,000	296,000
010 Special Events	1,487	563	2,000	2,000	2,000	2,000	2,000
072 Special Function Expense	8,870	9,832	9,050	9,050	9,050	9,050	9,050
Reallocate to Nutrition Grant Fund	(268,968)	(292,165)	(271,557)	(275,812)	(285,812)	(293,000)	(296,000)
Category Total	35,774	29,276	30,050	30,050	38,950	32,550	34,350
(801) Professional & Contractual							
001 Conferences & Workshops	341	340	1,450	450	1,500	1,525	1,550
002 Memberships & Licenses	909	908	1,055	710	1,120	1,135	1,135
005 Fleet Insurance	7,509	11,860	11,860	14,820	17,720	18,606	19,536
013 Education & Training	295	90	250	250	250	250	250
024 Printing Costs	2,613	2,554	3,050	3,050	3,050	3,150	3,250
066 Contract Services	63,049	63,057	68,300	44,127	75,300	93,750	97,100
075 SMART Transportation	75,955	68,667	85,115	58,000	68,000	71,400	74,970
076 Dial - A - Ride	3,579	1,349	4,000	0	4,000	4,000	4,000
Category Total	154,250	148,825	175,080	121,407	170,940	193,816	201,791
Total Senior Adults	931,922	932,400	1,047,737	924,166	1,023,909	1,056,372	1,083,095

PARKS DIVISION

The Parks Division operates, maintains and provides security for over 600 acres of parkland, including 56 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. 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 Visitor 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 pick up and distribution of food commodities for the Senior Adult Division, and the pick up, 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)
- Continue environmentally sound maintenance practices established by certification under the Michigan Turfgrass Environmental Stewardship Program. (2,3)
- 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)
- Re-establish turf and landscape planting in conjunction with new pavement and drainage at Heritage Park entrance. (3,13)
- 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)
- Begin training and coordination of personnel to mitigate the effects of the retirement of Division employees. (1, 8)

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.
- Complete the installation of features along the Heritage nature Discovery Trail.
- Continue landscaping around Heritage equipment storage area.
- Monitor and control invasive species in the new wetlands reestablishment area surrounding the former boardwalk at Heritage Park.
- 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 and monitor program of eradication of non-native plant species in parks.
- 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.
- In conjunction with the Farmington Historical Commission, complete initial phases of the architectural and engineering studies for the Heritage History House and grounds.
- Continue construction to implement interconnecting trail system within Heritage Park.
- Continue work with Farmington Public Schools and user groups to optimize scheduling and maintenance on athletic fields.
- Initiate improvement plan and amenity construction at William Grace Dog Park.
- Explore installation of security fencing at the Founders Park Maintenance Building to deter theft and vandalism.
- Resurface/repair trails at Heritage & Woodland Hills Parks.
- Utilize in house mechanic to improve operation and longevity of equipment and vehicle fleet.

	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Fields Maintained	60	56	60
	Total acreage maintained	528	552	552
	Flower beds maintained (Square feet)	24,435	24,285	46,335
	Acres mowed	155	148	148
Efficiency	Numbers of acres maintained per FTE	20.57	20.59	20.51
	Acres of parkland per 1,000 population	7.47	7.47	7.81
	Activity Expenditures as a % of General Fund	2.63%	2.87%	2.66%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010)	Administrative & Clerical				
	Parks & Golf Superintendent	1	1	1	1
	Park Maintenance Supervisor	1	1	1	1
	Building Maintenance Mechanic	1	1	0	0
	Laborer III	0	0	1	1
	Laborer II	2	2	1	1
	Laborer I	1	2	3	3
	Park Maintenance Technician	2	2	0	0
	Park Maintenance Mechanic	0	0	1	1
	Small Engine Mech.	0	1	1	1
	Recreation Specialist	1	1	0	0
	Total	9	11	9	9
(038)	Part-time (EFT)	15.92	15.92	15.92	15.92
	Department Total	24.92	26.92	24.92	24.92

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$91,753 or 4.94% decrease from the current budget.
- The decrease results from estimated lower than budgeted personnel, operating supplies and professional & contractual costs, due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$34,514 or 1.96% decrease from the FY 19/20 year-end projected budget and \$126,266 or 6.8% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from lower personnel and gas & oil costs partially offset by higher professional and contractual costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$1,183,754	\$1,137,608	\$1,395,328	\$1,358,872	\$1,263,966	\$1,239,006	\$1,292,266
Operating Supplies	170,444	152,315	204,040	155,744	183,351	186,360	187,968
Prof. & Contractual	297,421	254,910	256,963	249,962	282,748	289,608	297,646
Total Parks Division	\$1,651,619	\$1,544,833	\$1,856,331	\$1,764,578	\$1,730,064	\$1,714,975	\$1,777,880

Parks Division

Department Number: 770

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Personnel								
010	Salaries & Wages	460,142	450,239	587,060	584,588	481,396	505,024	529,124
038	Part-time	347,746	345,228	385,610	340,000	410,506	418,716	427,090
106	Sick & Vacation	32,867	25,745	39,822	56,587	60,772	5,114	17,321
112	Overtime	79,924	81,862	61,500	85,000	85,000	85,000	85,000
200	Social Security	71,475	69,693	83,909	82,393	80,870	79,079	82,528
250	Blue Cross/Optical/Dental	125,267	95,177	158,862	131,920	85,713	85,129	88,841
275	Life Insurance	886	828	1,133	1,078	927	959	993
300	Pension-DC	12,042	21,421	39,248	39,244	31,539	32,170	32,813
325	Longevity	28,368	24,016	22,870	23,020	19,473	19,862	20,260
350	Worker's Compensation	25,038	23,399	15,314	15,042	7,770	7,952	8,296
	Category Total	1,183,754	1,137,608	1,395,328	1,358,872	1,263,966	1,239,006	1,292,266
(740) Operating Supplies								
001	Gas & Oil	42,302	40,932	57,890	39,129	42,316	43,585	44,893
002	Books & Subscriptions	61	352	200	103	200	200	200
008	Supplies	75,677	79,800	77,250	65,000	77,250	77,900	78,600
014	Chemical Supplies	45,271	22,380	57,915	43,000	52,800	54,050	53,550
019	Uniforms & Clothing	6,236	7,170	7,160	7,800	7,160	7,500	7,600
030	Miscellaneous Tools	898	1,681	3,625	712	3,625	3,125	3,125
	Category Total	170,444	152,315	204,040	155,744	183,351	186,360	187,968
(801) Professional & Contractual								
001	Conferences & Workshops	688	270	680	273	680	680	680
002	Memberships & License	630	713	970	905	970	745	745
005	Fleet Insurance	7,942	10,798	10,079	11,437	14,161	14,869	15,613
006	Vehicle Maintenance	25,076	18,006	20,500	19,000	19,000	19,380	19,768
007	Equipment Maintenance	24,801	19,581	21,000	11,280	21,000	22,000	23,000
013	Education & Training	711	586	900	1,058	900	900	900
025	Utilities	91,666	91,434	98,750	88,000	91,050	95,150	99,250
029	Park Bldgs. Maintenance	16,260	15,727	9,500	23,758	9,500	9,500	9,500
056	Refuse Dumpster	5,948	7,894	10,787	10,454	10,787	11,084	11,391
066	Contract Services	123,700	89,901	83,797	83,797	114,700	115,300	116,800
	Category Total	297,421	254,910	256,963	249,962	282,748	289,608	297,646
DEPARTMENT TOTAL		1,651,619	1,544,833	1,856,331	1,764,578	1,730,064	1,714,975	1,777,880

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, showcasing over 90 works of art from both local and regional artists. The Division also presents ongoing art exhibits at the City Gallery, 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.
- 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Art, Dance and Music Class Participants	600	480	1300
	Professional Concert Series, Special Events, Youth Theatre attendants	11,300	9,825	16,100
	Summer Concerts Attendance (est.)	4,050	0	4,000
	Performance Classes, Youth Theatre	540	300	640
	Festival of the Arts Attendance (est.) Artist Awards, Art Receptions	1,700	0	0
	Art on the Grand Attendance (est.)	40,000	0	40,000
	Instrumental Lessons	350	280	375
	Efficiency	Activity Expenditures as a % of General fund	0.85%	0.84%

STAFFING LEVELS

Acct. 702 Title or Position	Authorized Positions		Requested Positions	Authorized Positions
	18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010) Administrative & Clerical				
Cultural Arts Supervisor	1	1	1	1
Cultural Arts Coordinator	1	1	2	2
	2	2	3	3
(038) Part-time (FTE)				
	1.47	1.47	2.56	2.56
Department Total				
	3.47	3.47	5.56	5.56

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$14,952 or 2.83% decrease from the FY 19/20 current budget.
- The decrease results primary from projected lower operating supplies and professional & contractual costs partially offset by increased personnel costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$229,920 or 44.73% increase from the FY 19/20 year-end projection and \$214,968 increase or 40.64% increase from the FY 19/20 budget.
- The budget to budget increase results from increased personnel, operating supplies and contractual services costs with the opening of The Hawk Community Center.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$248,611	\$267,144	\$263,927	\$279,152	\$353,395	\$411,453	\$426,116
Operating Supplies	68,900	79,036	91,353	77,784	84,529	116,379	126,379
Prof. & Contractual	134,285	155,704	173,736	157,128	306,060	528,296	622,501
Total Cultural Arts Division	\$451,796	\$501,884	\$529,016	\$514,064	\$743,984	\$1,056,128	\$1,174,996

Cultural Arts Division

DEPARTMENT NUMBER: 775

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Salaries & Wages							
010 Administrative & Clerical	127,848	130,769	134,410	134,394	169,714	176,784	184,172
038 Part-time	42,790	55,773	53,550	65,826	87,334	132,117	136,567
106 Sick & Vacation	0	2,352	0	2,500	0	0	0
112 Overtime	583	0	0	200	0	0	0
200 Social Security	12,812	13,983	14,635	15,464	19,929	23,901	24,812
250 Blue Cross/Optical/Dental	49,830	47,852	47,000	46,352	57,896	59,343	60,827
275 Life Insurance	197	197	206	200	275	285	295
300 Pension - DC	7,712	7,897	8,128	8,077	12,851	13,108	13,370
325 Longevity	2,088	0	3,339	3,239	3,464	3,533	3,604
350 Worker's Compensation	4,751	5,231	2,659	2,900	1,932	2,381	2,469
Category Total	<u>248,611</u>	<u>267,144</u>	<u>263,927</u>	<u>279,152</u>	<u>353,395</u>	<u>411,453</u>	<u>426,116</u>
(740) Operating Supplies							
008 Supplies	32,321	41,519	54,778	50,288	64,329	69,329	79,329
010 Special Functions	36,580	37,517	36,575	27,496	20,200	47,050	47,050
Category Total	<u>68,900</u>	<u>79,036</u>	<u>91,353</u>	<u>77,784</u>	<u>84,529</u>	<u>116,379</u>	<u>126,379</u>
(801) Professional & Contractual							
002 Memberships & Licenses	539	651	660	399	700	770	847
013 Education & Training	0	0	0	30	0	0	0
066 Contractual Services	133,746	155,053	173,076	156,699	305,360	527,526	621,654
Category Total	<u>134,285</u>	<u>155,704</u>	<u>173,736</u>	<u>157,128</u>	<u>306,060</u>	<u>528,296</u>	<u>622,501</u>
Total Cultural Arts	<u>451,796</u>	<u>501,884</u>	<u>529,016</u>	<u>514,064</u>	<u>743,984</u>	<u>1,056,128</u>	<u>1,174,996</u>

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. (10)
- Market the golf course and driving range to expand revenues and maximize exposure for the facility. (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)
- Complete implementation and development of new Driving Range ball dispenser hardware and software which will facilitate customer service and increase sales at the range. (11)
- Complete repaving of the cart paths on the Front 9 and begin repairs to back 9. (1,2)

PERFORMANCE OBJECTIVES

- Complete ground restoration adjoining new cart paths.
- Continue parking lot maintenance around Clubhouse.
- Finish construction of cart paths on Front 9 and begin on back 9.
- Complete full implementation of software installation on Driving Range.
- Rebuild Ladies Tee on Hole 6 and repair Tees 5 & 13.
- Continue removal of dead trees and replacement with native species.
- Continue maintenance program for sewer pumps on course.
- Rebuild irrigation inlet structures and pump on #13 pond.
- Continue with maintenance program on cart rental fleet and other equipment

	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Total number of rounds	39,924	38,000	42,500
	Resident	28,432	30,000	31,500
	Non-Resident	11,492	8,000	11,000
	9/18 Holes Weekdays	29,909	29,500	32,000
	9/18 Holes Weekend	10,015	9,500	10,500
	Seniors 9/18 hole	14,598	14,500	15,000
Efficiency	Total Revenue	\$1,195,452	\$1,037,358	\$1,287,000
	Cost for 9 holes of golf (weekday resident)	\$15.00	\$16.00	\$16.00
	Activity Expenditures as a % of General Fund	1.21%	1.14%	1.23%

STAFFING LEVELS

Acct.	780	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
			18/19 Budget	19/20 Budget	20/21 Budget	20/21 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	11.43	11.43
Department Total			13.43	13.43	13.43	13.43

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$128,851 or 15.57% decrease over the current budget.
- The decrease results from projected lower than budgeted personnel and operating supplies costs due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$98,419 or 14.08% increase from the FY 19/20 year-end projection and \$30,432 or 3.68% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from decreased personnel and supplies costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$435,769	\$428,183	\$508,985	\$436,394	\$486,647	\$474,672	\$486,150
Operating Supplies	134,929	116,176	138,688	107,313	130,416	130,801	131,197
Prof. & Contractual	168,966	165,891	179,950	155,065	180,128	183,209	183,241
Total Golf Division	\$739,664	\$710,250	\$827,623	\$698,772	\$797,191	\$788,682	\$800,588

Golf Division

DEPARTMENT NUMBER: 780

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
<u>GOLF DIVISION</u>								
(702) Personnel								
010	Salaries & Wages	106,893	108,710	111,980	98,495	111,119	113,341	115,608
038	Part-time	232,798	228,105	253,488	230,000	259,385	266,435	273,935
106	Sick & Vacation	1,713	3,470	42,000	21,226	22,100	0	0
112	Overtime	25,218	23,651	24,000	24,000	24,000	24,000	24,000
200	Social Security	28,923	28,241	33,529	29,241	32,251	30,928	31,676
250	Blue Cross/Optical/Dental	27,384	23,480	25,505	21,271	24,394	29,600	30,340
275	Life Insurance	197	197	206	197	206	213	221
300	Pension - DC	0	0	7,325	2,500	6,598	6,730	6,865
325	Longevity	6,108	6,230	6,829	6,346	3,984	510	520
350	Worker's Compensation	6,537	6,099	4,123	3,118	2,610	2,915	2,985
	Category Total	435,769	428,183	508,985	436,394	486,647	474,672	486,150
(740) Operating Supplies								
001	Gas & Oil	10,130	9,155	21,100	11,064	12,828	13,213	13,609
008	Supplies	41,807	35,244	34,100	34,000	34,100	34,100	34,100
009	Golf Pro Shop Merchandise	26,085	28,399	30,000	26,500	30,000	30,000	30,000
014	Fertilizer & Insect Control	53,021	40,380	49,700	32,000	49,700	49,700	49,700
019	Uniforms	3,886	2,998	3,788	3,749	3,788	3,788	3,788
	Category Total	134,929	116,176	138,688	107,313	130,416	130,801	131,197
(801) Professional & Contractual								
002	Memberships & Licenses	310	450	1,295	1,295	1,295	1,295	1,295
005	Fleet Insurance	375	435	435	512	613	644	676
006	Vehicle Maintenance	0	0	0	0	0	250	250
007	Equipment Maintenance	35,905	33,399	27,000	27,000	25,550	25,550	25,550
013	Education & Training	0	0	500	30	500	500	500
024	Printing Costs	328	2,688	2,800	1,228	2,800	2,800	2,800
025	Utilities	69,333	68,096	88,200	70,000	88,200	91,000	91,000
027	Radio Equipment Maint.	0	0	200	0	0	0	0
029	Maint. & Building Repairs	11,583	6,077	6,520	4,500	6,520	6,520	6,520
056	Refuse Dumpster	1,377	1,637	2,550	3,500	4,200	4,200	4,200
066	Contractual Services	49,755	53,109	50,450	47,000	50,450	50,450	50,450
	Category Total	168,966	165,891	179,950	155,065	180,128	183,209	183,241
GOLF TOTAL		739,664	710,250	827,623	698,772	797,191	788,682	800,588

RECREATION DIVISION

The Recreation Division continued to be a leader of programming in the community in 2019 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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Total participation hours	309,150	232,091	310,111
	Recreation programs offered	2,714	2,050	2,850
	Number of people participating in programs	29,920	22,673	31,105
	Number of new programs created	17	17	31
	Number of athletic field reservations	5,000	3,750	5,000
	Volunteer hours donated	7,800	5,888	7,895
Efficiency	Activity Expenditures as a % of General Fund	1.20%	0.85%	2.12%

STAFFING LEVELS

Acct.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 Budget
(010)	Administrative & Clerical				
	Recreation Superintendent	0	0	1	1
	Recreation Supervisor	0	0	2	2
	Recreation Specialist	0	0	1	1
	Total	0	0	4	4
(038)	Part-time (FTE)	12.92	13.15	15.52	15.52
	Department Total	12.92	13.15	19.52	19.52

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$160,356 or 23.43% decrease from the current budget.
- The decrease results primarily from projected lower than budgeted costs due to COVID-19.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$852,496 or 162.65% increase from the FY 19/20 year-end projection and \$692,140 or 101.12% increase from the FY 19/20 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.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$0	\$0	\$0	\$0	\$383,022	\$396,043	\$405,627
Recreation Programs	\$710,767	\$707,296	\$684,482	\$524,126	\$993,600	\$1,143,726	\$1,153,496
Total Recreation Programs	\$710,767	\$707,296	\$684,482	\$524,126	\$1,376,622	\$1,539,770	\$1,559,123

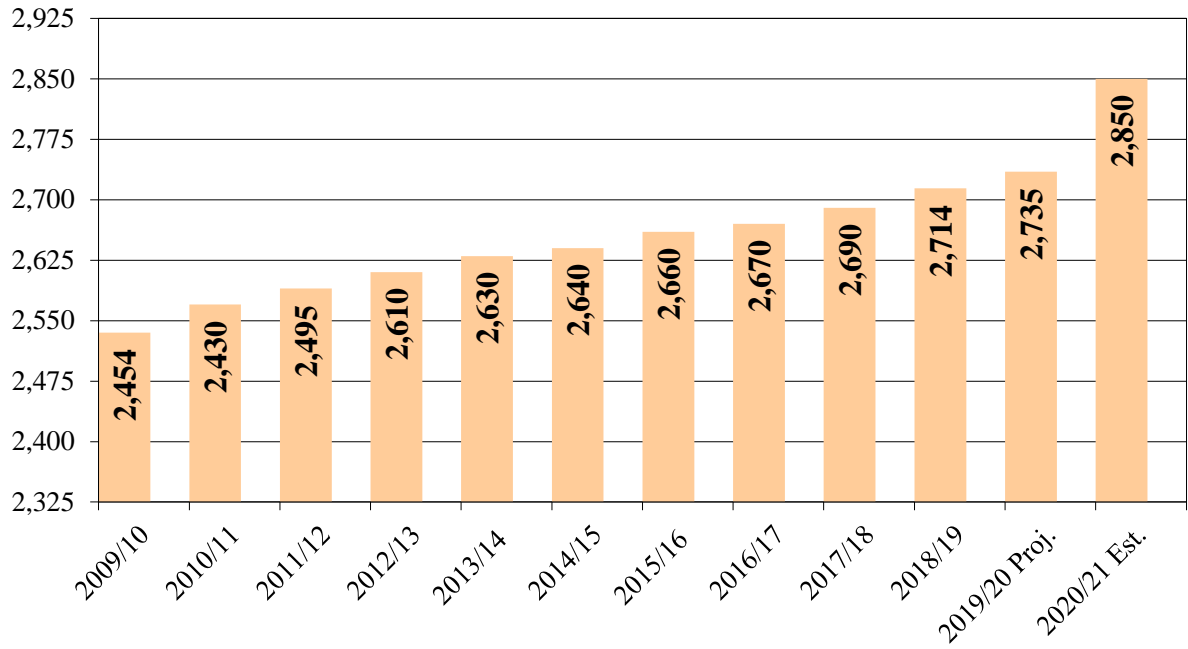
Recreation Division

DEPARTMENT NUMBER: 785

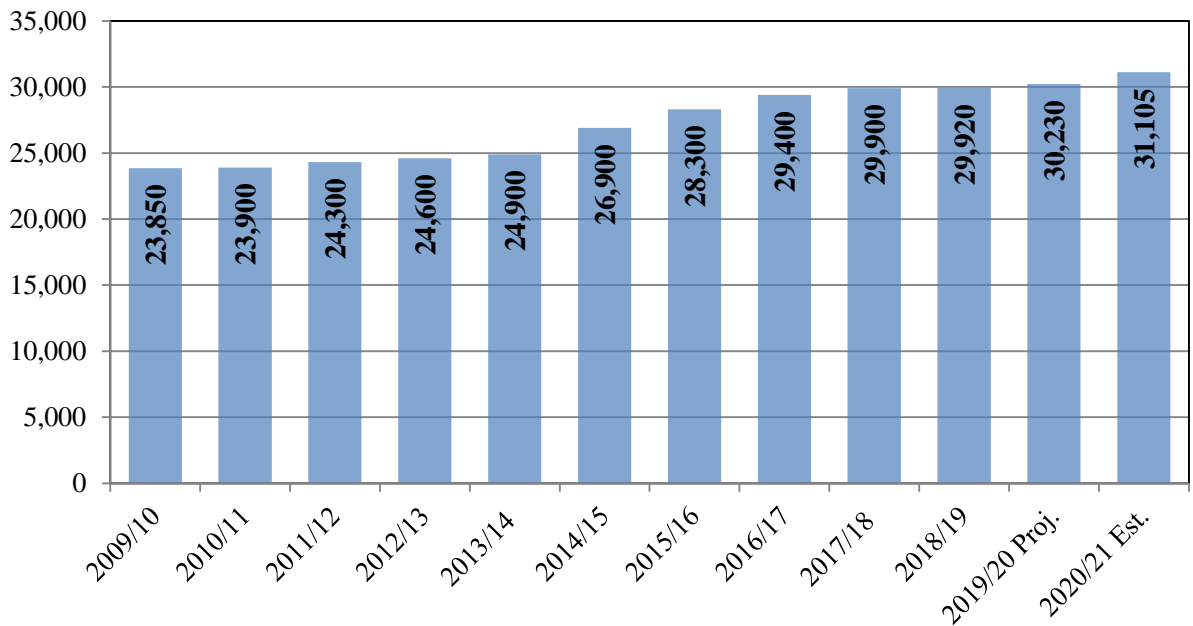
Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Salaries & Wages							
010 Administrative & Clerical	0	0	0	0	244,254	252,541	257,592
038 Part-time	0	0	0	0	32,000	34,000	36,000
106 Sick & Vacation	0	0	0	0	3,200	3,232	3,265
200 Social Security	0	0	0	0	21,932	22,732	23,285
250 Blue Cross/Optical/Dental	0	0	0	0	48,044	49,245	50,476
275 Life Insurance	0	0	0	0	412	426	441
300 Pension - DC	0	0	0	0	23,661	24,134	24,617
325 Longevity	0	0	0	0	7,233	7,378	7,525
350 Worker's Compensation	0	0	0	0	2,286	2,355	2,425
Category Total	0	0	0	0	383,022	396,043	405,627
(965) RECREATION PROGRAMS							
001 Over & Short	266	(1,414)	0	0	0	0	0
041 Swimming	202,617	205,057	207,000	155,000	452,225	564,644	564,644
045 After School Recreation	11,685	13,283	9,922	8,655	5,011	0	0
055 Day Camp	89,800	100,563	106,993	85,000	116,973	130,630	131,630
057 Gym	19,182	17,449	24,201	11,892	19,100	22,400	25,400
060 Classes	33,771	29,014	29,178	23,536	38,600	51,750	51,750
065 Tennis Lessons	4,323	3,799	3,913	1,276	7,913	8,475	9,025
070 Golf	7,967	6,839	5,750	5,263	5,750	6,000	6,150
075 Softball	3,885	2,167	2,175	375	2,195	2,250	2,250
105 Special Events	37,198	40,604	30,287	34,981	45,862	46,600	50,175
110 Youth Soccer	6,321	6,729	9,360	3,645	9,360	9,660	9,860
120 Youth Basketball	15,018	11,662	14,875	5,154	12,088	11,688	13,300
170 Teen Programs	39,040	38,573	36,191	21,895	27,041	25,160	24,210
200 Social Security	26,070	26,519	27,925	22,100	40,687	46,823	47,223
208 Adult Chorus	5,942	6,252	7,205	5,513	3,543	0	0
212 Nature Study	87,388	76,910	46,391	61,747	78,492	80,292	81,292
213 Archery	62,033	64,706	61,000	37,054	64,000	67,000	67,000
216 Safety Town	7,645	7,848	8,582	6,495	9,848	10,398	10,498
218 Children's Travel	43,219	43,022	46,391	31,095	47,910	51,657	50,719
350 Worker's Compensation	7,396	7,714	7,144	3,450	7,002	8,300	8,371
Category Total	710,767	707,296	684,482	524,126	993,600	1,143,726	1,153,496
TOTAL REC. PROGRAMS	710,767	707,296	684,482	524,126	1,376,622	1,539,770	1,559,123

KEY DEPARTMENT TRENDS

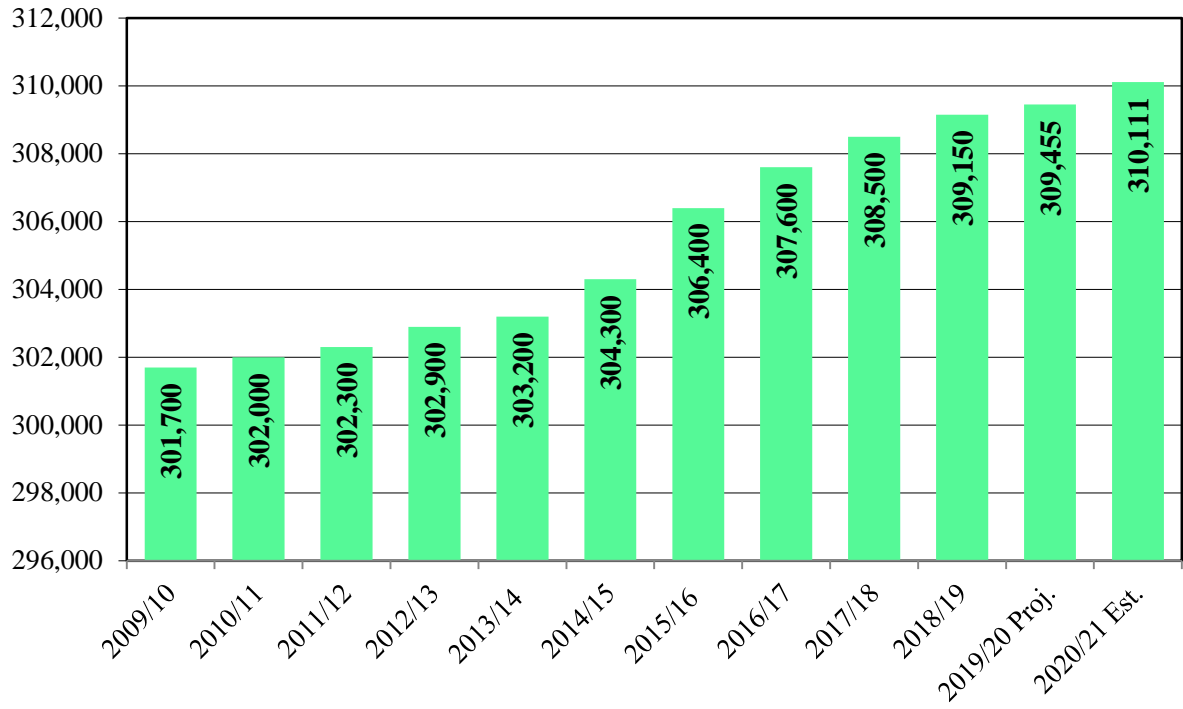
TOTAL PROGRAM ACTIVITIES



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 nearly 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.
- 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

Service Level	Performance Indicators	FY 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
	Learn to Skate	Learn to Skate Revenue	\$80,088	\$57,637
Learn to Skate Class Participation		814	750	750
Efficiency	Inside concession revenue	\$69,477	\$53,805	\$80,000
	Outside concession revenue	\$36,460	\$6,997	\$35,000
	Activity Expenditures as a % of General Fund	1.96%	1.49%	1.69%

STAFFING LEVELS

Acct. No.	Title or Position	Authorized Positions		Requested Positions	Authorized Positions
		18/19 Budget	19/20 Budget	20/21 Budget	20/21 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)	6.88	7.38	7.38	7.38
	Total	9.88	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	13.16	13.66	13.66	13.66

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$189,721 or 17.18% 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 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$186,403 or 20.39% increase from the FY 19/20 year-end projection and \$3,318 or 0.30% decrease over the FY 19/20 budget.
- The budget to budget decrease is immaterial.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Personnel	\$516,764	\$535,762	\$582,769	\$511,716	\$579,451	\$585,636	\$591,911
Operating Supplies	107,086	94,755	104,780	62,106	104,780	104,780	104,780
Professional & Contractu	402,252	408,132	416,520	340,526	416,520	416,520	416,520
Capital Outlay	24,500	109,996	0	0	0	0	0
Total Ice Arena	\$1,050,601	\$1,148,645	\$1,104,069	\$914,348	\$1,100,751	\$1,106,936	\$1,113,211

Ice Arena

DEPARTMENT NUMBER: 790

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(702) Admin. Personnel							
010 Administrative & Clerical	169,187	173,277	178,102	178,092	176,742	180,277	183,882
038 Part-time	158,064	180,445	201,123	158,000	201,539	201,539	201,539
106 Sick & Vacation	9,334	8,575	9,945	12,611	8,150	8,354	8,563
200 Social Security	25,830	27,903	30,562	27,111	30,358	30,658	30,966
250 Blue Cross/Optical/Dental	69,668	63,878	67,210	64,514	67,996	69,696	71,438
275 Life Insurance	712	729	770	758	770	797	825
300 Pension - DC	6,852	7,033	7,200	7,200	7,165	7,308	7,454
325 Longevity	8,353	0	10,322	10,322	10,386	10,594	10,806
350 Worker's Compensation	4,992	5,257	2,876	2,615	1,508	1,569	1,584
Category Total	452,991	476,182	508,110	461,223	504,614	510,791	517,058
(703) Concession Personnel							
038 Part-time	58,254	54,604	68,893	46,580	69,274	69,274	69,274
112 Overtime	187	0	0	0	0	0	0
200 Social Security	4,471	4,177	5,270	3,563	5,300	5,300	5,300
350 Worker's Compensation	861	799	496	350	263	271	279
Category Total	63,773	59,580	74,659	50,493	74,837	74,845	74,853
(740) Operating Supplies							
001 Gas & Oil	1,222	1,166	1,500	1,000	1,500	1,500	1,500
002 Books & Subscriptions	200	200	150	200	150	150	150
008 Supplies	97,909	86,088	95,580	55,000	95,580	95,580	95,580
019 Uniforms & Cleaning	931	529	850	1,260	850	850	850
030 Miscellaneous Tools	0	0	100	0	100	100	100
035 Bank Credit Card Charges	6,824	6,772	6,600	4,646	6,600	6,600	6,600
Category Total	107,086	94,755	104,780	62,106	104,780	104,780	104,780
(801) Professional & Contractual							
001 Conference and Workshop	879	0	0	0	0	0	0
002 Memberships & Licenses	0	4,858	5,000	5,000	5,000	5,000	5,000
007 Office Equip. Maintenance	7,590	4,048	4,500	4,500	4,500	4,500	4,500
008 Arena Equip. Maintenance	12,536	6,987	11,000	7,167	11,000	11,000	11,000
013 Education & Training	0	0	300	300	300	300	300
024 Printing Costs	0	21	4,000	2,549	4,000	4,000	4,000
025 Utilities	287,873	302,048	291,380	255,000	291,380	291,380	291,380
029 Building Maintenance	45,737	41,920	50,440	20,000	50,440	50,440	50,440
066 Contract Services	40,945	47,990	48,800	45,500	48,800	48,800	48,800
068 Non-Ice Activities	840	260	1,100	510	1,100	1,100	1,100
Category Total	402,252	408,132	416,520	340,526	416,520	416,520	416,520
(970) Capital Outlay							
004 Recreation Equipment	0	109,996	0	0	0	0	0
036 Building Improvements	24,500	0	0	0	0	0	0
Category Total	24,500	109,996	0	0	0	0	0
TOTAL	1,050,601	1,148,645	1,104,069	914,348	1,100,751	1,106,936	1,113,211

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.

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).

Special Revenue Funds

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, 2020	\$9,654,700	\$929,622	\$3,050,943	\$0	\$13,635,265
REVENUES					
Property Taxes	16,570,357	1,681,955	10,948,662	0	29,200,974
Intergovernmental	8,259,953	311,722	125,000	357,680	9,054,355
Interest Income	170,000	25,500	75,000	400	270,900
Miscellaneous	190	152,692	0	50,000	202,882
Total Revenues	25,000,500	2,171,869	11,148,662	408,080	38,729,111
EXPENDITURES					
Highways & Streets	32,498,274	0	0	0	32,498,274
Public Safety	0	0	11,128,212	0	11,128,212
Debt Service - Principal	740,000	0	0	0	740,000
Debt Service - Interest	187,200	0	0	0	187,200
Land Acquisition, Capital Improvements and Other	98,600	1,214,491	692,777	408,080	2,413,948
Total Expenditures	33,524,074	1,214,491	11,820,989	408,080	46,967,634
Revenues over/(under) Expenditures	(8,523,574)	957,378	(672,327)	0	(8,238,523)
OTHER FINANCING SOURCES AND USES					
Transfers In	16,690,357	68,861	0	0	16,759,218
Transfers Out	(16,775,357)	(1,307,850)	0	0	(18,083,207)
Total	(85,000)	(1,238,989)	0	0	(1,323,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(8,608,574)	(281,611)	(672,327)	0	(9,562,512)
FUND BALANCE AT JUNE 30, 2021	\$1,046,126	\$648,011	\$2,378,616	\$0	\$4,072,753

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	\$0	\$2,832,165	\$6,822,535	\$9,654,700
REVENUES				
Property Taxes	16,570,357	0	0	16,570,357
Intergovernmental	100,000	6,234,467	1,925,486	8,259,953
Interest Income	20,000	75,000	75,000	170,000
Miscellaneous	0	190	0	190
Total Revenues	16,690,357	6,309,657	2,000,486	25,000,500
EXPENDITURES				
Highways & Streets	0	13,271,768	19,226,506	32,498,274
Debt Service - Principal	0	0	740,000	740,000
Debt Service - Interest	0	0	187,200	187,200
Other	0	70,100	28,500	98,600
Total Expenditures	0	13,341,868	20,182,206	33,524,074
Revenues over/(under) Expenditures	16,690,357	(7,032,211)	(18,181,720)	(8,523,574)
OTHER FINANCING SOURCES AND USES				
Transfers In	0	4,673,300	12,017,057	16,690,357
Transfers Out	(16,690,357)	0	(85,000)	(16,775,357)
	(16,690,357)	4,673,300	11,932,057	(85,000)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(2,358,911)	(6,249,663)	(8,608,574)
FUND BALANCE AT JUNE 30, 2021	\$0	\$473,254	\$572,872	\$1,046,126

SPECIAL REVENUE FUNDS RECREATION FUNDS SUMMARY

	Nutrition Fund #281	Parks & Recreation Millage Fund #410	Total Recreation Funds
FUND BALANCE AT JULY 1, 2020	\$0	\$929,622	\$929,622
REVENUES			
Property Taxes	0	1,681,955	1,681,955
Intergovernmental	286,722	25,000	311,722
Interest Income	500	25,000	25,500
Miscellaneous	152,692	0	152,692
Total Revenues	439,914	1,731,955	2,171,869
EXPENDITURES			
Land Acquisition, Capital Improvements and Other	508,775	705,716	1,214,491
Total Expenditures	508,775	705,716	1,214,491
Revenues over/(under) Expenditures	(68,861)	1,026,239	957,378
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	(281,611)	(281,611)
FUND BALANCE AT JUNE 30, 2021	\$0	\$648,011	\$648,011

SPECIAL REVENUE FUNDS PUBLIC SAFETY FUNDS SUMMARY
--

	Public Safety Fund #205	Federal Forfeiture Fund #213	State Forfeiture Fund #214	Total Public Safety Funds
FUND BALANCE AT JULY 1, 2020	2,155,986	\$795,860	\$99,097	\$3,050,943
REVENUES				
Property Taxes	10,948,662	0	0	10,948,662
Intergovernmental	125,000	0	0	125,000
Interest Income	75,000	0	0	75,000
Miscellaneous	0	0	0	0
Total Revenues	11,148,662	0	0	11,148,662
EXPENDITURES				
Public Safety	11,094,945	33,242	25	11,128,212
Land Acquisition, Capital Improvements and Other	442,277	250,500	0	692,777
Total Expenditures	11,537,222	283,742	25	11,820,989
Revenues over/(under) Expenditures	(388,560)	(283,742)	(25)	(672,327)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(388,560)	(283,742)	(25)	(672,327)
FUND BALANCE AT JUNE 30, 2021	\$1,767,426	\$512,118	\$99,072	\$2,378,616

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 19/20		FY 20/21	
	2014 Millage	2018 Millage	2014 Millage	2018 Millage
<u>Ad Valorem</u>				
<u>Real Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$3,243,813,690	\$3,243,813,690	\$3,377,907,230	\$3,377,907,230
Millage Rate	1.9448	2.7296	1.9228	2.6987
Real Property Tax Levy	\$6,308,569	\$8,854,314	\$6,495,040	\$9,115,958
<u>Personal Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$207,053,120	\$207,053,120	\$211,520,920	\$211,520,920
Millage Rate	1.9448	2.7296	1.9228	2.6987
Personal Property Tax Levy	\$402,677	\$565,172	\$406,712	\$570,832
Estimated Collections after Delinquencies	\$394,623	\$553,869	\$398,578	\$559,415
Total Ad Valorem	\$6,703,192	\$9,408,183	\$6,893,618	\$9,675,373
<u>IFT</u>				
<u>Real Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$0	\$0	\$0	\$0
Millage Rate	0.9723	1.3648	0.9614	1.3493
Real Property Tax Levy	\$0	\$0	\$0	\$0
<u>Personal Property:</u>				
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$667,030	\$667,030	\$603,160	\$603,160
Millage Rate	0.9723	1.3648	0.9614	1.3493
Personal Property Tax Levy	\$649	\$910	\$580	\$814
Estimated Collections after Delinquencies	\$636	\$892	\$568	\$798
Total IFT	\$636	\$892	\$568	\$798

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 2020/21 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 \$0 at June 30, 2021.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$62,578 or 0.39% increase from the current budget. This is due to a net increase in the transfers to the Road Funds due to increased revenue.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$424,876 or 2.61% increase from the FY 19/20 year-end projection. This is due to additional transfers to the Major and Local Roads from the increased revenue as stated above.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Municipal Street Fund	\$6,291,496	\$6,651,512	\$16,202,903	\$16,265,481	\$16,690,357	\$16,690,357	\$16,856,048

Municipal Street Fund

MUNICIPAL STREET FUND

FUND NUMBER: 201

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	21,270	37,468	38,593	38,593	0	0	0
REVENUES							
403 008 Road Millage Property Tax	6,273,329	6,443,068	16,111,375	16,080,179	16,568,991	16,568,991	16,734,682
031 IFT Payments	917	829	1,528	1,559	1,366	1,366	1,366
574 001 LCSA Reimb. of Exempt Pers. Prop. Tax	0	173,623	50,000	105,151	100,000	100,000	100,000
664 005 Interest Income	33,448	35,117	40,000	40,000	20,000	20,000	20,000
TOTAL REVENUES	6,307,694	6,652,637	16,202,903	16,226,889	16,690,357	16,690,357	16,856,048
(500) EXPENDITURES							
996 003 Audit Fees	750	750	600	0	0	0	0
TOTAL EXPENDITURES	750	750	600	0	0	0	0
(299) OTHER FINANCING USES							
801 202 Transfer to Major Road Fund	4,235,125	4,425,762	4,780,095	4,405,617	4,673,300	4,673,300	4,720,036
801 203 Transfer to Local Road Fund	2,055,621	2,225,000	11,422,208	11,859,864	12,017,057	12,017,057	12,136,012
TOTAL OTHER FINANCING USES	6,290,746	6,650,762	16,202,303	16,265,481	16,690,357	16,690,357	16,856,048
TOTAL EXPENDITURES AND OTHER FINANCING USES	6,291,496	6,651,512	16,202,903	16,265,481	16,690,357	16,690,357	16,856,048
Revenue over/(under) Expenditures	16,198	1,125	0	(38,593)	0	0	0
FUND BALANCE AT JUNE 30	37,468	38,593	38,593	0	0	0	0

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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Pothole Patching - tons of cold patch	180	150	150
	Pavement Replacement - tons of asphalt	4,593	5,000	5,000
	Pavement Replacement - yards of 8" concrete	100	7,500	13,000
	Joint Sealing/Overband - pounds	40,230	100,000	150,000
	Sweeping – curb miles	390	400	415
	Snow/Ice Control – tons of salt	3,300	3,500	4,000
	Storm Drain Structure Repairs – each	15	35	45
	Ditching – lineal feet	1,070	1,700	1,700
	Traffic Counts – # of intersections	17	15	15
	Roadside Cleanup – roadside miles	856	800	800
	Roadside Mowing – swath mile (5 ft. wide cut)	283	300	300
	Lawn Mowing – acres (DPW staff)	338	350	360
	Sign Install/Repair – each	100	100	120
Efficiency	Maintenance cost/major road mile (58 miles)	90,031	86,700	91,500
	Miles per Road Maintenance personnel	2.8	2.8	2.8
	Major Road mileage	58	58	58

REVENUE/OTHER FINANCING SOURCES – FY 2020/21

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 48% of the budgeted resources needed to fund the Major Road Fund, is budgeted based on MDOT estimates of Gas & Weight Tax. A 30% decrease in Act 51 revenue has been included in the budgets from April 2020 through June 2021.

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 - These sources of revenue are Federal Grants passed through MDOT to pay for the design of the reconstruction of Orchard Lake between 13 Mile Road and 14 Mile Road.

Other Revenue:

Miscellaneous Income – Minimal revenue is projected in 20/21.

Interest on Investments – Decreased investment income is projected for 20/21.

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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$2,427,921 or 18.08% increase from the current budget.
- The increase results primarily from higher projected construction expenditures and transfers to the Local Road Fund compared to budget. This is partially offset by a decrease in routine maintenance.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$2,515,898 or 15.87% decrease from the FY 19/20 year-end projection, and \$87,978 or 0.66% decrease from the FY 19/20 budget.
- The budget to budget increase results primarily from increased construction and winter maintenance costs partially offset by decreased routine maintenance costs.
- Fund balance is projected to be \$473,254 or 3.55% of Total Expenditures and Other Financing Uses at June 30, 2021.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Major Road Fund	\$7,388,376	\$10,824,684	\$13,429,846	\$15,857,767	\$13,341,868	\$10,355,805	\$10,459,534

Major Roads

MAJOR ROAD FUND

FUND NUMBER: 202

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	2,464,605	6,216,156	6,770,763	6,770,763	2,832,165	473,254	767,407
REVENUES							
Intergovernmental Revenues							
Gas & Weight Tax (Act 51)	6,158,410	6,122,082	4,734,919	6,597,549	5,272,767	5,272,767	5,272,767
Build Michigan Program Revenue	132,673	132,737	132,700	132,700	132,700	132,700	132,700
Metro Act Franchise	282,956	283,560	280,000	280,000	280,000	280,000	280,000
Other Government	117,161	15,367	216,000	258,234	309,000	216,000	216,000
Federal Grants	166,766	220,732	460,000	134,873	240,000	0	0
Total Intergovernmental Revenues	6,857,966	6,774,478	5,823,619	7,403,356	6,234,467	5,901,467	5,901,467
Miscellaneous Income	247	254	190	196	190	190	190
Interest on Investments	46,590	178,797	100,000	110,000	75,000	75,000	75,000
Total Other Revenues	46,837	179,051	100,190	110,196	75,190	75,190	75,190
TOTAL REVENUES	6,904,803	6,953,529	5,923,809	7,513,552	6,309,657	5,976,657	5,976,657
OTHER FINANCING SOURCES							
Municipal Street Fund	4,235,125	4,425,762	4,780,094	4,405,617	4,673,300	4,673,300	4,720,036
TOTAL OTHER FINANCING SOURCES	4,235,125	4,425,762	4,780,094	4,405,617	4,673,300	4,673,300	4,720,036
TOTAL REVENUES AND OTHER FINANCING SOURCES	11,139,928	11,379,291	10,703,904	11,919,169	10,982,957	10,649,957	10,696,693

Major Roads

FUND NUMBER: 202

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
EXPENDITURES								
(451) CONSTRUCTION								
	Category Total	2,521,901	5,547,233	8,162,207	8,812,958	8,246,754	5,000,000	5,000,000
(463) ROUTINE MAINTENANCE								
011	Surface Maint - Labor	434,490	441,932	410,045	441,004	443,806	434,623	444,174
012	Surface Maint - Equip Rent	123,518	150,555	124,500	124,000	124,500	124,500	125,000
013	Surface Maint - Materials	24,989	48,981	56,700	55,000	56,700	58,400	60,100
014	Joint Sealing Program	322,279	94,589	370,000	270,000	300,000	300,000	300,000
015	Pavement Replacement	1,346,366	1,664,915	1,260,000	1,260,000	1,060,000	1,260,000	1,260,000
016	Surface Maint - Contract	19,112	15,209	35,000	25,000	35,000	35,000	35,000
021	Guard Rails - Labor	0	0	0	2,080	2,225	2,244	2,308
022	Guard Rails - Equipment	0	0	0	1,100	1,100	1,100	1,100
023	Guard Rails - Materials	90	100	500	500	500	500	500
024	Guard Rails - Contract	33,273	55,818	50,000	50,000	50,000	52,000	54,100
031	Sweep & Flush - Labor	19,446	31,951	21,497	32,648	34,934	35,238	36,233
032	Sweep & Flush - Equip Rent	24,201	44,099	26,500	42,100	42,900	43,000	43,000
033	Sweep & Flush - Materials	61	0	3,000	3,000	3,000	3,000	3,000
034	Sweep & Flush - Contract	26,057	19,674	27,500	27,500	28,300	29,200	30,100
041	Shoulder Maint - Labor	6,433	7,064	10,748	9,358	10,013	10,100	10,385
042	Shoulder Maint - Equip Rent	7,084	10,081	8,500	5,000	5,000	5,000	5,000
051	Forestry Maint - Labor	60,667	62,695	64,490	95,034	101,688	102,571	105,468
052	Forestry Maint - Equip Rent	31,644	39,639	35,000	52,500	52,500	52,500	52,500
054	Forestry Maint - Contract	67,383	103,030	131,000	131,000	133,300	137,600	141,700
061	Drain Structures - Labor	128,163	128,659	128,979	96,489	103,245	104,142	107,083
062	Drain Structures - Equip	90,270	79,067	79,200	45,000	45,000	45,000	45,500
063	Drain Structures - Mat	172	221	10,000	4,000	5,000	5,100	5,200
064	Drain Structures - Contract	23,337	24,000	41,800	41,800	43,100	44,400	45,800
066	Sump Pump & Catch Basin Rehab - Contract	29,276	76,190	80,000	80,000	80,000	80,000	80,000
071	Ditching & Bk Slope - Labor	32,848	24,421	32,245	28,281	30,262	30,524	31,386
072	Ditching & Bk Slope - Equip	38,040	25,162	37,800	37,800	37,800	37,800	37,800
073	Ditching & Bk Slope - Mat	13,567	12,007	14,400	15,900	16,400	16,800	17,300
081	Road Cleanup - Labor	78,309	72,291	85,986	73,615	78,769	79,453	81,697
082	Road Cleanup - Equip Rent	17,694	24,560	15,200	20,000	15,200	15,600	15,600
091	Grass/Weed - Labor	60,183	59,086	64,490	60,306	64,528	65,089	66,927
092	Grass/Weed - Equip Rental	46,455	47,039	39,500	42,000	40,000	40,000	41,000
093	Grass/Weed - Materials	274	1,485	2,500	3,000	2,600	2,700	2,800
094	Grass/Weed - Contract	225,736	264,286	350,000	300,000	309,000	318,270	327,818
	Category Total	3,331,418	3,628,805	3,617,080	3,475,015	3,356,370	3,571,454	3,615,579

Major Roads

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(474)	TRAFFIC SERVICES - MAINT.							
011	Sign Maint - Labor	12,740	86,581	85,986	79,022	84,554	85,289	87,697
012	Sign Maint - Equip Rent	3,180	10,455	11,000	11,000	11,000	12,000	12,000
013	Sign Maint - Materials	23,063	25,753	27,800	27,800	28,600	29,500	30,400
024	Signal Maint - Contract	117,157	141,727	167,000	167,000	172,000	177,000	182,300
031	Pavement Striping - Labor	0	796	10,748	832	890	898	923
032	Pavement Striping - Equip	0	372	4,000	1,000	1,000	1,000	1,000
033	Pavement Striping - Mat.	0	0	500	500	500	500	500
034	Pavement Striping - Contract	141,681	211,250	183,000	183,000	191,500	199,200	208,000
041	Traffic Count - Labor	5,031	9,295	10,284	9,566	10,236	10,324	10,616
042	Traffic Count - Equip Rent	825	6,544	4,000	7,000	7,000	7,000	7,000
043	Traffic Counts - Other	1,501	1,229	4,500	4,500	4,500	4,500	4,500
050	Overhead Lighting	2,530	0	10,000	10,000	10,000	10,000	10,000
	Category Total	307,709	494,003	518,818	501,220	521,780	537,211	554,936
(478)	WINTER MAINTENANCE							
001	Snow/Ice Control - Labor	398,131	398,272	365,441	406,129	434,564	438,340	450,719
002	Snow/Ice Control - Equip	224,053	267,786	220,000	130,000	220,000	220,000	222,000
003	Snow/Ice Control - Mat	334,924	432,954	464,000	464,000	492,300	517,000	542,800
	Category Total	957,108	1,099,011	1,049,441	1,000,129	1,146,864	1,175,340	1,215,519
(482)	ADMIN., RECORDS, ENGINEERING							
001	Admin., Records, Eng.	10,036	13,476	15,000	5,000	5,000	5,000	5,000
002	Traffic Improvement Assoc.	27,900	29,295	30,800	29,295	30,800	32,300	33,900
003	Pavement Management update	7,304	12,862	13,900	13,900	13,900	14,000	14,000
012	Third Party Equipment Rental	0	0	15,000	15,000	15,000	15,000	15,000
021	Audit Fees	0	0	7,600	5,250	5,400	5,500	5,600
	Category Total	45,240	55,633	82,300	68,445	70,100	71,800	73,500
	TOTAL EXPENDITURES	7,163,376	10,824,684	13,429,846	13,857,767	13,341,868	10,355,805	10,459,534
(485)	OTHER FINANCING USES							
	Contributions to Other Funds:							
001	Local Roads	225,000	0	0	2,000,000	0	0	0
	TOTAL OTHER FINANCING USES	225,000	0	0	2,000,000	0	0	0
	TOTAL EXPENDITURES AND OTHER FINANCING USES	7,388,376	10,824,684	13,429,846	15,857,767	13,341,868	10,355,805	10,459,534
	Revenues over/(under) Expenditures	3,751,551	554,607	(2,725,942)	(3,938,598)	(2,358,911)	294,152	237,159
	FUND BALANCE AT JUNE 30	6,216,156	6,770,763	4,044,821	2,832,165	473,254	767,407	1,004,566

Major Roads

MAJOR ROAD CONSTRUCTION DETAIL

PRIOR YEAR(S) PROJECTS	Total Cost	Spent Through 6/30/2019	Project Commitment Remaining	To Be Expended in 19/20			To be Spent in 20/21 and Beyond
				Act 51/ Road Mileage	Federal Grants	Other Govt. (OC, State)	
<u>2009/2010</u>							
NW Hwy Connector Ph 1 (Remainder - ROW) -OPEN	992,409	0	992,409	992,409	0	0	0
<u>2012/2013</u>							
Orchard Lake, 13-14 Mile PE Concept	210,396	210,396	0	0	0	99,734	0
<u>2015/2016</u>							
Orchard Lk Rd, 13 Mile to 14 Mile Road - DESIGN	675,000	225,142	449,858	14,985	134,873	0	300,000
13 Mile, Haggerty to Halsted - CONSTRUCTION	590,594	570,594	20,000	10,000	0	0	10,000
13 Mile, Farmington to Orchard Lake - CONSTRUCTION	596,687	576,687	20,000	10,000	0	0	10,000
Drake, 13 Mile to 14 Mile - CONSTRUCTION	421,426	401,426	20,000	10,000	0	0	10,000
<u>2016/2017</u>							
11 Mile, Middlebelt to Orchard Lake - CONSTRUCTION	1,078,584	1,058,584	20,000	10,000	0	0	10,000
I-275, 8 Mile to M-5	708,609	704,647	3,962	3,962	0	0	0
<u>2017/2018</u>							
13 Mile, Middlebelt to Inkster - Includes Inkster, 13 Mile to Northwestern Hwy - CONSTRUCTION	924,866	854,901	69,965	69,965	0	0	0
13 Mile, Drake to Farmington - CONSTRUCTION	877,644	569,178	308,466	298,466	0	0	10,000
9 Mile & Halsted Intersection Improvements - CONSTRUCTION	537,030	486,763	50,267	30,000	0	0	20,267
	7,613,245	5,658,318	1,954,927	1,449,787	134,873	99,734	370,267

Prior Year(s) Funds Held over for 19/20 Project Completion 1,684,394

FY 2019/2020 PROJECTS

Bi-Party 2018 Program (Oakland County)	317,000	0	317,000	158,500	0	158,500	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
Halsted, 12 Mile to I-696 - CONSTRUCTION	1,989,058	445,575	1,543,483	1,543,483	0	0	0
9 Mile Road, Hawthorne to Middlebelt - DESIGN	96,000	86,400	9,600	9,600	0	0	0
9 Mile, Hawthorne to Middlebelt - CONSTRUCTION	743,794	137,869	605,925	580,925	0	0	25,000
Power Road, 10 Mile to 11 Mile - CONSTRUCTION	2,243,071	734,053	1,509,018	1,509,018	0	0	0
Farmington Rd Pedestrian Bridge - CONSTRUCTION	134,340	0	134,340	134,340	0	0	0
Orchard Lake Road Right-of-Way Acquisition Services	382,500	0	382,500	191,250	0	0	191,250
2019 HMA Major - Halsted, Grand River to 11 Mile - CONSTRUCTION	555,452	302,623	252,829	252,829	0	0	0
11 Mile Rd, Middlebelt to Inkster - DESIGN	270,000	0	270,000	220,000	0	0	50,000
Hathaway Street - DESIGN	82,678	0	82,678	82,678	0	0	0
Hathaway Street - CONSTRUCTION	1,626,135	0	1,626,135	487,840	0	0	1,138,294
FFIP (Farmington Freeway Industrial Park) - DESIGN	200,544	0	200,544	100,272	0	0	100,272
Grand River, 10 Mile to Haggerty - Mill & Fill - DESIGN	40,500	0	40,500	40,500	0	0	0
Grand River, 10 Mile - Haggerty - Mill & Fill - CONSTRUCTION	924,966	0	924,966	277,490	0	0	647,476
14 Mile, Middlebelt to Inkster - DESIGN	190,088	0	190,088	190,088	0	0	0
14 Mile, Middlebelt to Inkster - CONSTRUCTION	3,787,502	0	3,787,502	1,136,251	0	0	2,651,251
	13,638,628	1,706,520	11,932,108	6,970,064	0	158,500	4,803,544

2019/2020 Project Costs 7,128,564

FY 2019/2020 Total Project Costs 8,812,958 8,419,851 134,873 258,234

Major Roads

MAJOR ROAD CONSTRUCTION DETAIL

	Total Cost	Spent Through 6/30/2020	Project Commitment Remaining	To Be Expended in 20/21			To be Spent in 2021/22 and Beyond
				Act 51/ Road Millage	Federal Grants	Other Govt. (OC, State)	
PRIOR YEARS(S) PROJECTS CARRYOVER							
Orchard Lake, 13 Mile to 14 Mile - DESIGN	675,000	375,000	300,000	30,000	240,000	0	0
Orchard Lake Road Right-of-Way Acquisition Services	382,500	191,250	191,250	191,250	0	0	0
13 Mile, Haggerty to Halsted - CONSTRUCTION	590,594	580,594	10,000	10,000	0	0	0
13 Mile, Farmington to Orchard Lake - CONSTRUCTION	596,687	586,687	10,000	10,000	0	0	0
Drake, 13 Mile to 14 Mile - CONSTRUCTION	421,426	411,426	10,000	10,000	0	0	0
11 Mile, Middlebelt to Orchard Lake - CONSTRUCTION	1,078,584	1,068,584	10,000	10,000	0	0	0
13 Mile, Drake to Farmington - CONSTRUCTION	877,644	867,644	10,000	10,000	0	0	0
9 Mile & Halsted Intersection Improvements - CONSTRUCTION	537,030	516,763	20,267	20,267	0	0	0
9 Mile, Hawthorne to Middlebelt - CONSTRUCTION	743,794	718,794	25,000	25,000	0	0	0
11 Mile Rd, Middlebelt to Inkster - DESIGN	270,000	220,000	50,000	50,000	0	0	0
Hathaway Street - CONSTRUCTION	1,626,135	487,840	1,138,294	1,138,294	0	0	0
FFIP (Farmington Freeway Industrial Park) - DESIGN	200,544	100,272	100,272	100,272	0	0	0
Grand River, 10 Mile to Haggerty Mill & Fill - CONSTRUCTION	924,966	277,490	647,476	647,476	0	0	0
14 Mile, Middlebelt to Inkster - CONSTRUCTION	3,787,502	1,136,251	2,651,251	2,651,251	0	0	0
	<u>12,712,406</u>	<u>7,538,595</u>	<u>5,173,810</u>	<u>4,903,810</u>	<u>240,000</u>	<u>0</u>	<u>0</u>

Prior Year(s) Funds Held over for 2020/2021 Project Completion 5,143,810

FY 2020/2021 PROJECTS

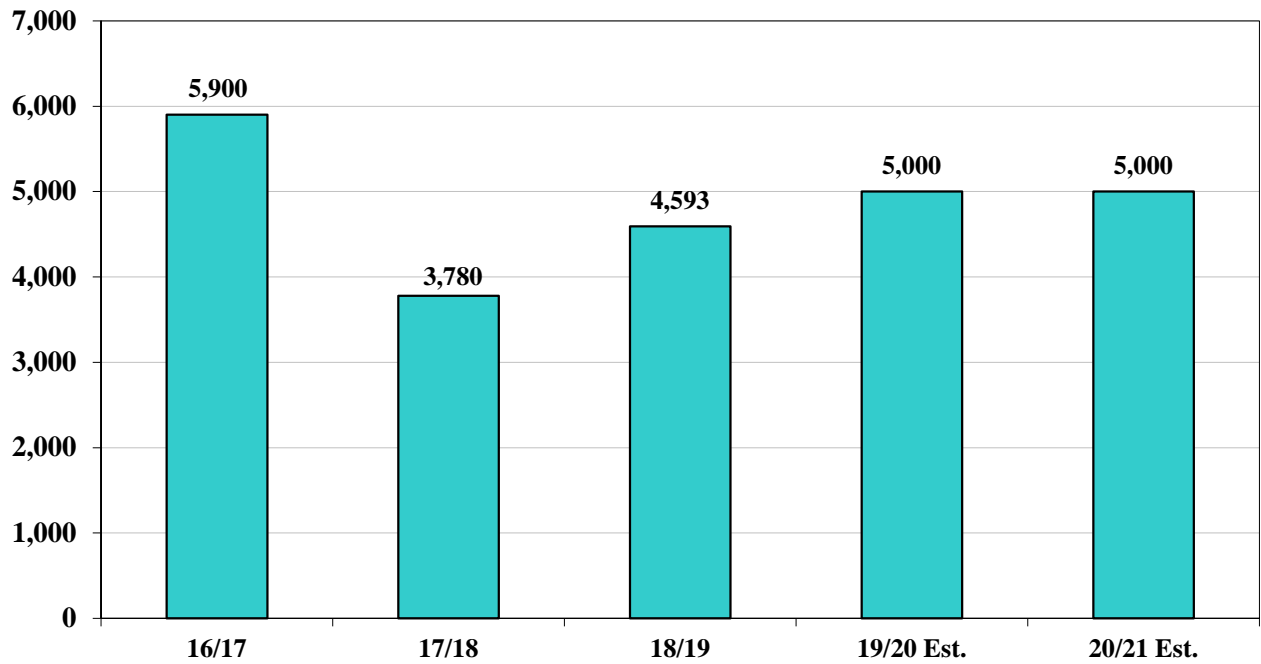
Tri-Party 2019 - LEFTOVER	176,899	0	176,899	0	0	0	176,899
Bi-Party 2019 (Oakland County)	308,000	0	308,000	154,000	0	154,000	0
Orchard Lake Road, 13 Mile to 14 Mile - CONSTRUCTION/ROW/CE	557,470	278,739	278,739	533,144	0	0	0
Major Road Mill & Fill	0	0	0	0	0	0	0
Major Road Design - OTHER	200,000	0	200,000	200,000	0	0	0
14 Mile, Farmington to Orchard Lake - TRAFFIC STUDY	30,000	0	30,000	30,000	0	0	0
14 Mile, Farmington to Orchard Lake - DESIGN	200,000	0	200,000	200,000	0	0	0
Bi-Party 2020 (Oakland County)	310,000	0	310,000	155,000	0	155,000	0
Shiawassee Rd, Hawthorne to 9 Mile - DESIGN	200,000	0	200,000	200,000	0	0	0
Tri-Party 2020	338,732	0	338,732	0	0	0	338,732
Major Road Signal (upgrade multiple left turn phases)	100,000	0	100,000	100,000	0	0	0
Major Signal Upgrade	100,000	0	100,000	100,000	0	0	0
2020 Major Road - ADA	45,000	0	45,000	45,000	0	0	0
2020 Major Road - GEOTECH	50,000	0	50,000	50,000	0	0	0
11 Mile, Middlebelt to Inkster - CONSTRUCTION	2,567,000	0	2,567,000	1,026,800	0	0	1,540,200
	<u>5,183,101</u>	<u>278,739</u>	<u>4,904,370</u>	<u>2,793,944</u>	<u>0</u>	<u>309,000</u>	<u>2,055,831</u>

FY 20/21 Total Project Costs 3,102,944

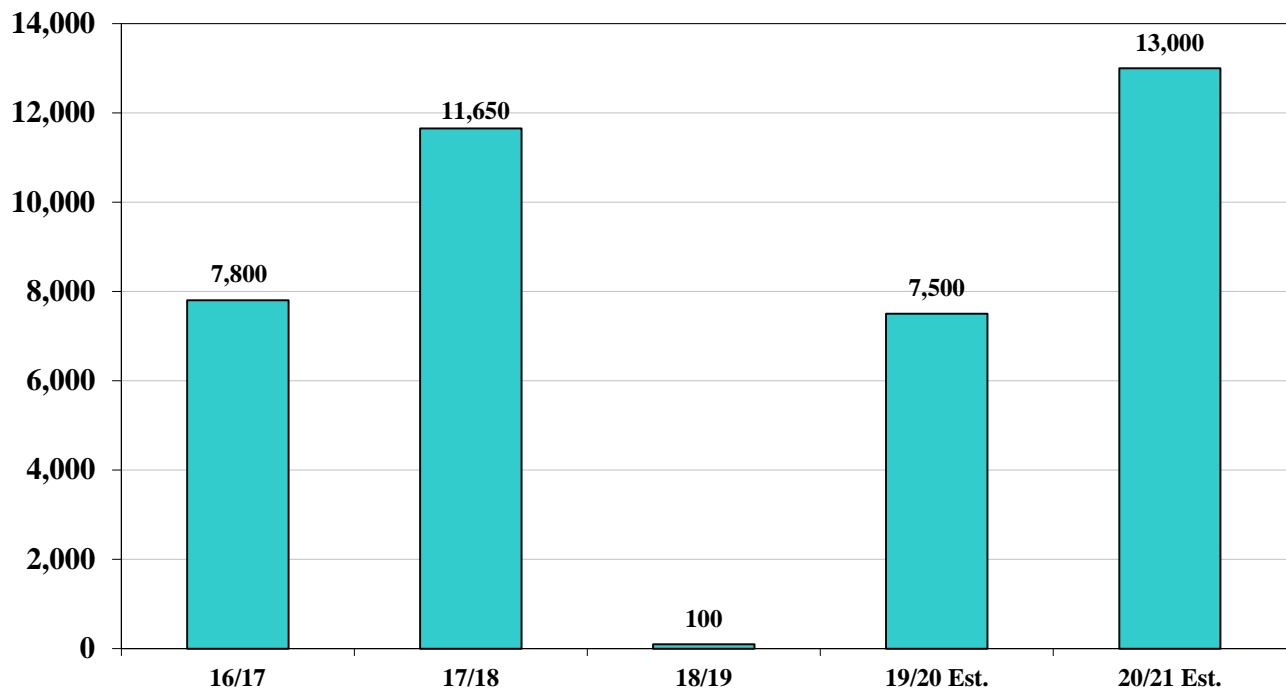
TO BE EXPENDED IN 20/21 **8,246,754** **7,697,754** **240,000** **309,000**

KEY DEPARTMENTAL TRENDS

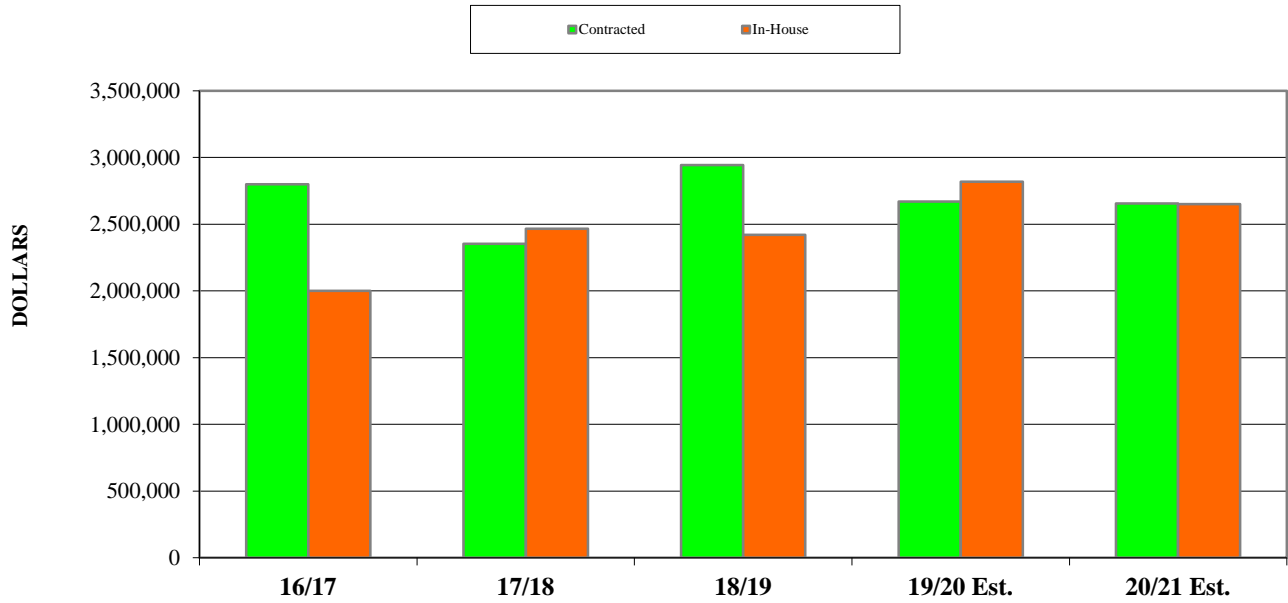
ASPHALT REMOVED AND REPLACED (Tons)



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 2018/19 Actual	FY 2019/20 Projected	FY 2020/21 Estimated
Service Level	Pothole Patching – tons of cold patch	264	200	150
	Pavement Replacement – tons of asphalt	1,222	1,500	1,700
	Pavement Replacement – yards of 8” concrete	35	1,500	3,800
	Gravel Road Grading – miles	320	330	300
	Joint Sealing/Overbanding - pounds	144,465	160,000	165,000
	Sweeping – curb miles	1,975	2,000	2,000
	Storm Drain Structure Repairs	43	75	100
	Ditching – lineal feet	4,318	6,800	8,000
	Plowing – # of complete plowing of local roads	6	6	9
	Culvert Installations	38	45	50
	Roadside Cleanup – roadside miles	10	10	12
	Roadside Mowing – swath mile (5 ft. wide cut)	141	140	150
	Lawn Mowing – acres (DPW staff)	108	110	120
	Sign Installations and Repairs	355	350	350
	Traffic Counts – # of intersections	19	20	20
Efficiency	Maintenance cost/local road mile (247)	10,980	11,800	11,400
	Miles per Road Maintenance personnel	11.7	11.8	11.8

REVENUE/OTHER FINANCING SOURCES – FY 2020/21

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 13% of the budgeted resources needed to fund the Local Road Fund, is budgeted based on MDOT estimates of Gas & Weight Tax. A 30% decrease in Act 51 revenue has been included in the budgets from April 2020 through June 2021.

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 – Decreased investment income is projected for 20/21 compared to the 2019/20 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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$2,904,549 or 15.01% decrease from the current budget.
- The decrease results primarily from lower construction costs and special assessment refunds, traffic services maintenance and winter maintenance costs partially offset by decreased routine maintenance costs compared to budget.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$3,826,286 or 23.27% increase from the FY 19/20 year end projection and \$921,737 or 4.76% increase from the FY 19/20 current budget.
- The budget-to-budget increase results primarily from significantly higher construction costs offset by decreased special assessment refunds which were recorded in FY 18/19.
- Fund balance is projected to be \$572,872 or 2.83% of Total Expenditures and Other Financing Uses at June 30, 2021.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Local Road Fund	\$5,149,006	\$10,843,788	\$19,345,469	\$16,440,920	\$20,267,206	\$14,329,481	\$14,340,700

Local Roads**LOCAL ROAD FUND**

FUND NUMBER: 203

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	4,175,012	6,166,799	6,856,705	6,856,705	6,822,535	572,872	260,934
REVENUES							
Intergovernmental Revenues:							
Gas & Weight Tax (Act 51)	2,194,023	3,175,920	4,397,115	2,349,630	1,878,230	1,878,230	1,878,230
Build Michigan Fund	47,267	47,261	47,256	47,256	47,256	47,256	47,256
Total	2,241,290	3,223,181	4,444,371	2,396,886	1,925,486	1,925,486	1,925,486
Other Revenues:							
Special Assessment Principal	2,284,000	899,599	0	0	0	0	0
Special Assessment Interest	280,462	190,007	0	0	0	0	0
Interest on Investments	54,421	185,613	75,000	150,000	75,000	75,000	75,000
Total	2,618,883	1,275,220	75,000	150,000	75,000	75,000	75,000
TOTAL REVENUES	4,860,173	4,498,400	4,519,371	2,546,886	2,000,486	2,000,486	2,000,486
OTHER FINANCING SOURCES							
Contributions from Other Funds:							
Municipal Street Fund	2,055,621	2,225,000	11,422,208	11,859,864	12,017,057	12,017,057	12,136,012
Major Roads	225,000	0	0	2,000,000	0	0	0
Local Road SAD Revolving (247)	0	3,221,517	0	0	0	0	0
Def Contribution (255)	0	53,796	0	0	0	0	0
SAD Roads (813)	0	1,534,980	0	0	0	0	0
TOTAL OTHER FINANCING SOURCES	2,280,621	7,035,293	11,422,208	13,859,864	12,017,057	12,017,057	12,136,012
TOTAL REVENUES AND OTHER FINANCING SOURCES	7,140,794	11,533,694	15,941,579	16,406,750	14,017,543	14,017,543	14,136,498

Local Roads

LOCAL ROAD FUND

FUND NUMBER: 203

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
EXPENDITURES							
(451) CONSTRUCTION							
Category Total	1,263,965	3,969,293	12,293,166	11,621,244	16,242,959	10,500,000	10,500,000
(463) ROUTINE MAINTENANCE							
011 Surface Maint - Labor	193,761	222,146	157,703	226,459	223,127	218,546	223,356
012 Surface Maint - Equip Rent	180,618	294,805	190,800	190,800	190,800	191,000	191,500
013 Surface Maint - Materials	58,938	127,970	104,000	114,000	118,100	122,400	125,800
014 Joint Sealing Program	258,103	228,026	402,500	502,500	302,500	302,500	302,500
015 Pavement Replacement	464,262	481,924	378,000	378,000	578,000	378,000	378,000
016 Surface Main - Contract	6,371	5,070	15,500	15,500	15,900	16,400	16,900
021 Rails/Posts - Labor	0	487	10,748	416	445	449	462
022 Rails/Posts - Equip Rent	0	76	2,000	1,000	1,000	1,000	1,000
023 Rails/Posts - Materials	0	0	500	500	500	500	500
024 Rails/Posts - Contract	5,622	9,523	12,400	10,000	12,400	12,700	13,000
031 Sweep & Flush - Labor	40,184	28,294	42,993	29,945	32,042	32,320	33,233
032 Sweep & Flush - Equip Rent	53,062	54,347	55,000	55,000	55,000	55,800	55,800
034 Sweep & Flush - Contract	71,314	58,926	75,000	75,000	77,300	79,600	82,100
041 Shoulder Maint - Labor	7,719	9,175	21,497	9,358	10,013	10,100	10,385
042 Shoulder Maint - Equip Rent	8,223	10,105	12,500	9,000	9,500	9,500	9,500
051 Forestry Maint - Labor	80,544	65,003	85,986	90,000	70,759	71,373	73,389
052 Forestry Maint - Equip Rent	49,433	43,618	55,000	65,000	55,000	55,000	55,000
054 Forestry Maint - Contract	61,159	73,656	86,300	92,000	88,900	91,600	94,400
061 Drain Structures - Labor	72,210	31,350	85,986	32,025	34,267	34,564	35,541
062 Drain Structures - Equip	57,053	25,577	56,000	28,000	28,500	29,000	29,000
063 Drain Structures - Mat	3,872	2,920	7,200	7,200	7,400	7,600	7,800
064 Drain Structures - Contract	52,324	58,811	64,800	64,800	66,700	68,700	70,800
066 Sump Pump & Catch Basin Rehab - Contract	86,399	33,791	155,000	155,000	155,000	155,000	155,000
071 Ditching & Bk Slope - Labor	135,284	173,146	128,979	175,719	188,022	189,656	195,001
072 Ditching & Bk Slope - Equip	161,180	206,157	145,000	180,000	185,400	185,400	185,400
073 Ditching & Bk Slope - Mat	36,563	36,094	46,400	46,400	47,700	49,200	50,700
081 Road Cleanup - Labor	395	0	10,748	832	890	898	923
082 Road Cleanup - Equip Rent	206	0	500	500	500	500	500
091 Grass/Weed - Labor	15,251	16,525	21,497	16,844	18,023	18,180	18,693
092 Grass/Weed - Equip Rental	15,790	16,635	16,000	12,000	12,000	12,500	12,500
093 Grass/Weed - Materials	3,021	0	4,200	4,200	4,300	4,500	4,700
104 Dust Control - Contract	57,631	12,242	64,700	64,700	66,600	68,600	70,700
Category Total	2,236,493	2,326,398	2,515,437	2,652,698	2,656,588	2,473,086	2,504,083

Local Roads

LOCAL ROAD FUND

FUND NUMBER: 203

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
(474) TRAFFIC SERVICES - MAINT.							
011 Sign Maint - Labor	118,889	39,018	107,483	58,434	62,526	63,069	64,850
012 Sign Maint - Equip Rent	11,717	4,470	11,000	5,000	6,000	6,000	6,000
013 Sign Maint -Materials	3,303	11,198	8,200	5,000	6,500	6,500	6,500
Category Total	133,909	54,686	126,683	68,434	75,026	75,569	77,350
(478) WINTER MAINTENANCE							
001 Snow/Ice Control - Labor	145,511	130,392	128,979	112,086	119,933	120,976	124,392
002 Snow/Ice Control - Equip	209,849	200,567	132,000	132,000	132,000	132,000	132,000
003 Snow/Ice Control - Material	610	0	0	0	0	0	0
Category Total	355,970	330,959	260,979	244,086	251,933	252,976	256,392
(482) ADMIN., RECORDS, ENGINEERING							
001 Admin., Records, Eng.	6,078	5,300	20,000	1,000	1,000	1,000	1,000
003 Pav't Mgt System Update	0	5,558	8,500	8,500	8,500	8,500	8,500
004 Debt Payment-Principal	650,000	725,000	740,000	1,525,000	740,000	745,000	750,000
005 Debt Payment-Interest	241,855	229,713	209,013	219,688	187,200	166,000	138,000
012 Third-Party Equip. Rental	0	0	15,000	15,000	15,000	15,000	15,000
015 Special Assessment District Refunds	0	2,939,969	2,900,000	0	0	0	0
021 Audit Fees	0	0	4,000	3,870	4,000	4,100	4,200
Category Total	897,933	3,905,539	3,896,513	1,773,058	955,700	939,600	916,700
(485) OTHER FINANCING USES							
Transfers to Other Funds							
Local Road SAD Revolving Fund	176,935	174,013	171,091	0	0	0	0
General Debt Service Fund	83,800	82,900	81,600	81,400	85,000	88,250	86,175
Category Total	260,735	256,913	252,691	81,400	85,000	88,250	86,175
TOTAL EXPENDITURES AND OTHER FINANCING USES	5,149,006	10,843,788	19,345,469	16,440,920	20,267,206	14,329,481	14,340,700
Revenues over/(under) Expenditures	1,991,788	689,906	(3,403,890)	(34,170)	(6,249,663)	(311,938)	(204,202)
FUND BALANCE AT JUNE 30	6,166,799	6,856,705	3,452,815	6,822,535	572,872	260,934	56,731

Local Roads

LOCAL ROAD CONSTRUCTION DETAIL

PROJECTS	Total Project Cost	Spent through 06/30/2019	Project Commitment Remaining	To Be Expended in 2019/2020		To be Spent in 2020/21 and Beyond
				Act 51/ Road Millage	Bond Proceeds	
<u>2019/2020</u>						
Independence Commons Road Rehab	7,929,464	7,898,064	31,400	0	31,400	0
<u>Local Road Projects - CONSULTANT DESIGN</u>						
Richland Gardens Area	227,715	174,100	53,615	26,807	0	26,808
Cora & Haynes	51,480	36,445	15,035	15,035	0	0
Stone Creek & Westlake Subdivisions 1, 2 & 3	319,485	297,729	21,756	21,756	0	0
Heritage Hills/Wedgewood Commons	417,852	0	417,852	125,356	0	292,496
Belfast Street	52,500	0	52,500	52,500	0	0
Canfield Avenue	98,000	0	98,000	98,000	0	0
Residential Speed Control	6,000	0	6,000	6,000	0	0
Local Road Geotech	50,000	0	50,000	50,000	0	0
<u>Local Road Projects - CONSTRUCTION</u>						
Tarabusi Roseland Gardens, Flemings Roseland Gardens and Portions of Farmington Acres	4,249,229	1,233,012	3,016,217	3,016,217	0	0
Pleasant Valley Farms #1 & #2 and Old Homestead #1	2,125,982	550,061	1,575,921	1,575,921	0	0
Sunnydale & Lundy	900,960	780,723	120,237	120,237	0	0
Hemlock, Medbury, Geraldine, Omenwood	1,396,797	373,723	1,023,074	1,023,074	0	0
Greening Street	1,294,452	1,141,757	152,695	152,695	0	0
Bridgeman Street	590,576	135,763	454,813	454,813	0	0
Stone Creek & Westlake Subdivisions - Phase 1	6,721,200	0	6,721,200	2,016,360	0	4,704,840
Stone Creek & Westlake Subdivisions - Phase 2	6,782,640	0	6,782,640	0	0	6,782,640
Stonewood Court	1,369,320	0	1,369,320	410,796	0	958,524
Canterbury West Subdivision	1,000,920	0	1,000,920	300,276	0	700,644
Edythe Drive	685,920	0	685,920	205,776	0	480,144
Cora & Haynes	1,568,520	0	1,568,520	470,556	0	1,097,964
Belfast Street	585,330	0	585,330	175,599	0	409,731
Canfield Avenue	1,145,932	0	1,145,932	343,779	0	802,152
Woodland Trails Subdivision	1,570,042	0	1,570,042	471,012	0	1,099,029
Arbor Park Subdivision	1,524,260	0	1,524,260	457,278	0	1,066,982
	<u>42,664,576</u>	<u>12,621,377</u>	<u>30,043,199</u>	<u>11,589,844</u>	<u>31,400</u>	<u>18,421,955</u>

Total Project Costs for 2019/2020

11,621,244

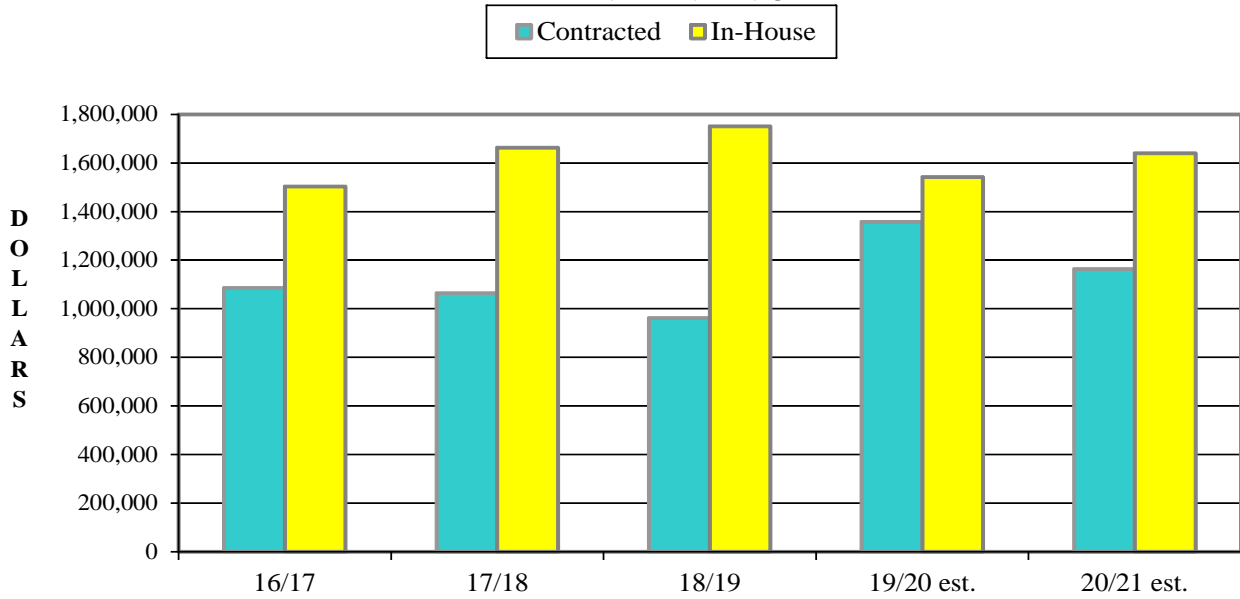
PROJECTS	Total Project Cost	Spent through 06/30/2020	Project Commitment Remaining	To Be Expended in 2020/21		To be Spent in 2021/22 and Beyond
				Act 51/ Road Millage	Bond Proceeds	
<u>2020/2021</u>						
<u>Local Road Projects - CONSULTANT DESIGN CARRYOVER</u>						
Richland Gardens Area	227,715	200,907	26,808	26,808	0	0
Heritage Hills/Wedgewood Commons	417,852	125,356	292,496	146,248	0	146,248
<u>Local Road Projects - CONSTRUCTION CARRYOVER</u>						
Stone Creek & Westlake Estates Phase 1	6,721,200	2,016,360	4,704,840	4,704,840	0	0
Stone Creek & Westlake Estates Phase 2	6,782,640	0	6,782,640	2,034,792	0	4,747,848
Stonewood Court	1,369,320	410,796	958,524	958,524	0	0
Canterbury West Subdivision	1,000,920	300,276	700,644	700,644	0	0
Edythe Drive	685,920	205,776	480,144	480,144	0	0
Cora & Haynes	1,568,520	470,556	1,097,964	1,097,964	0	0
Belfast Street	585,330	175,599	409,731	409,731	0	0
Canfield Avenue	1,145,932	343,779	802,152	802,152	0	0
Woodland Trails Subdivision	1,570,042	471,012	1,099,029	1,099,029	0	0
Arbor Park Subdivision	1,524,260	457,278	1,066,982	1,066,982	0	0
Residential Speed Control	25,000	0	25,000	25,000	0	0
Local Road & Gravel Road Conversion Projects - DESIGN (TBD)	500,000	0	500,000	500,000	0	0
Local Road Projects - CONSTRUCTION	6,717,000	0	6,717,000	2,015,100	0	4,701,900
Local Road Mill & Fill Resurfacing 2020 Design	100,000	0	100,000	100,000	0	0
Local Road Geotech	50,000	0	50,000	50,000	0	0
Paser Study	25,000	0	25,000	25,000	0	0
	<u>31,016,651</u>	<u>5,177,696</u>	<u>25,838,955</u>	<u>16,242,959</u>	<u>0</u>	<u>9,595,996</u>

Total Project Costs for 2020/2021

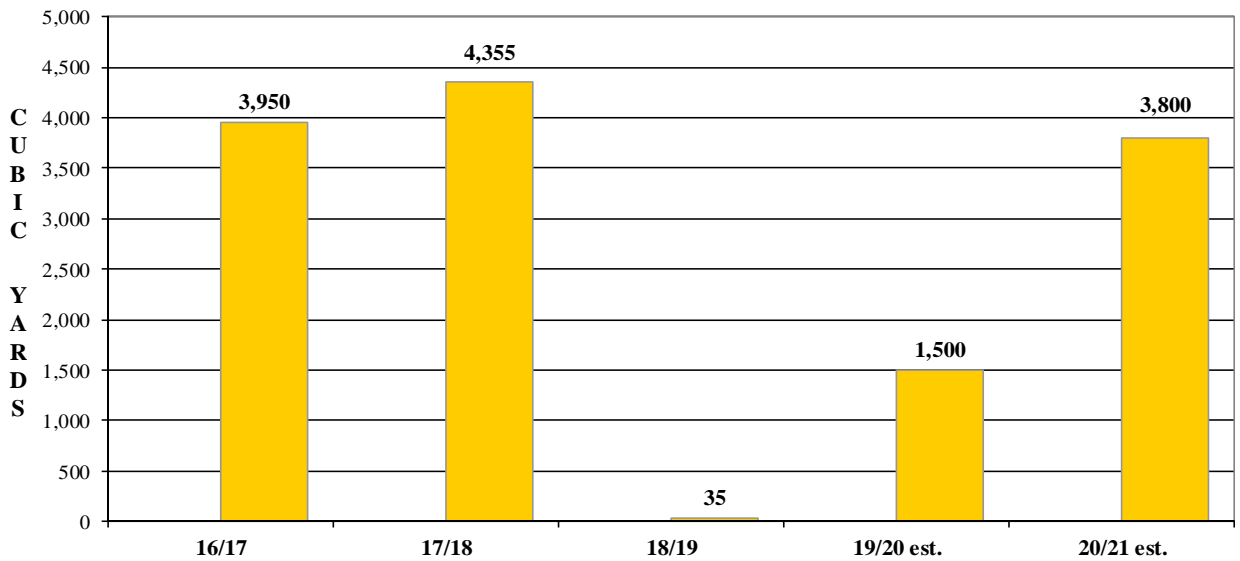
16,242,959

KEY DEPARTMENTAL TRENDS

CONTRACTED VS. IN-HOUSE MAINTENANCE

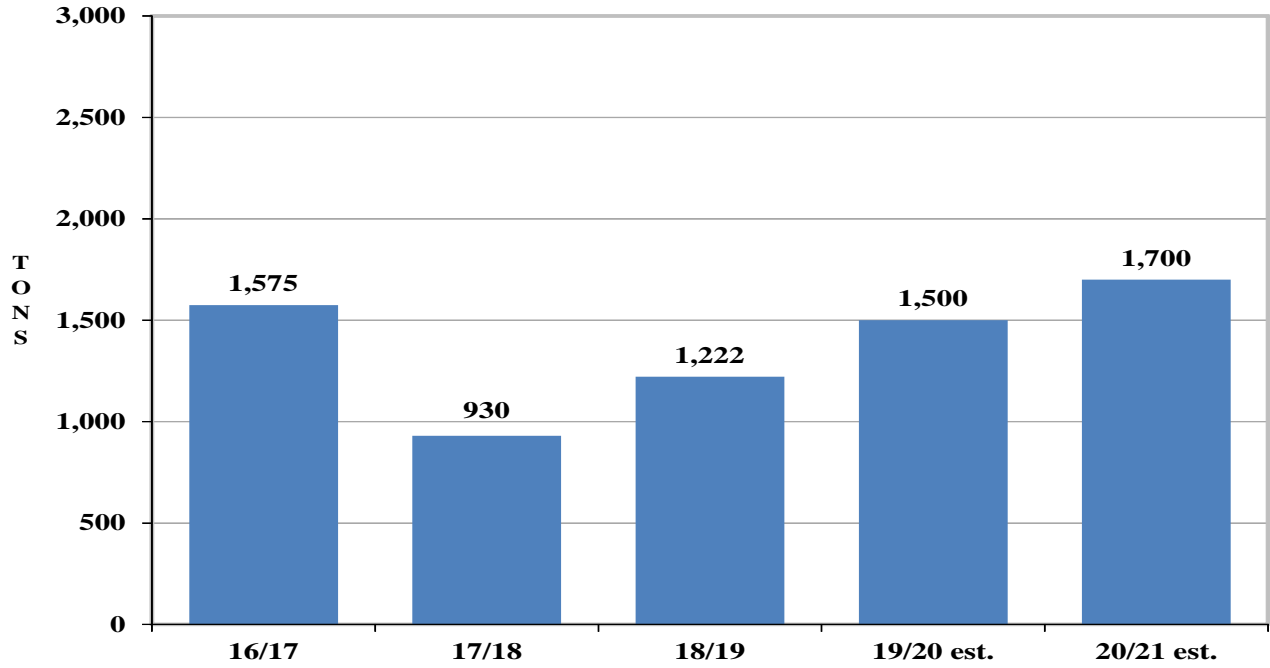


CONCRETE REMOVED AND REPLACED (Square yards)



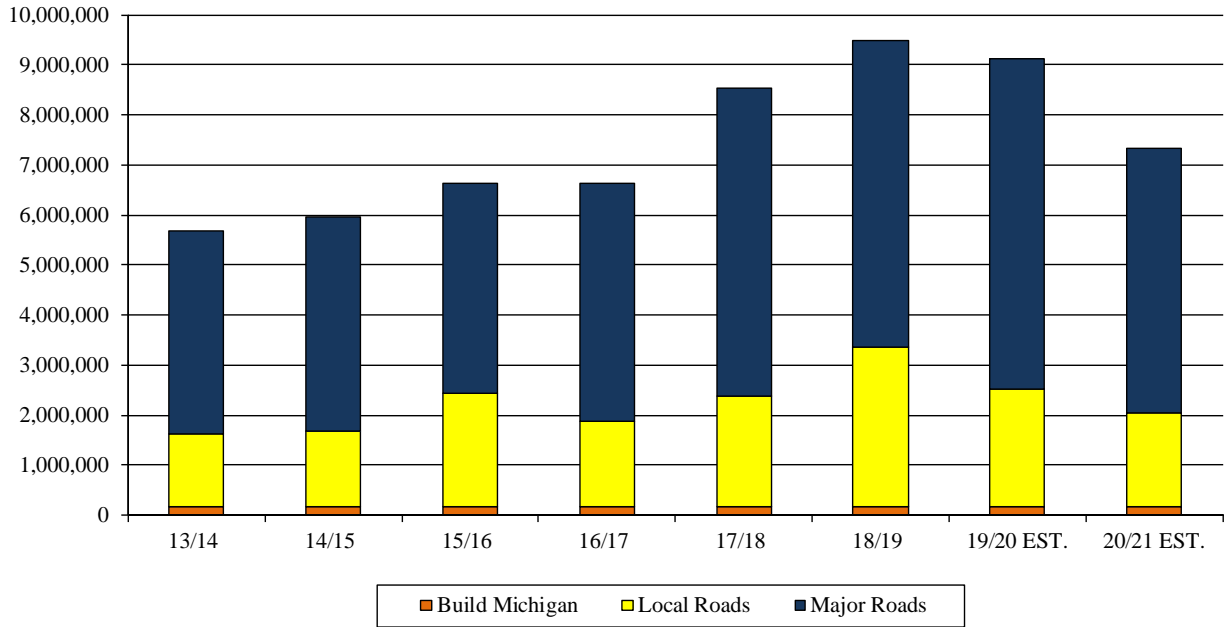
KEY DEPARTMENTAL TRENDS (continued)

ASPHALT REMOVED AND REPLACED (TONS)

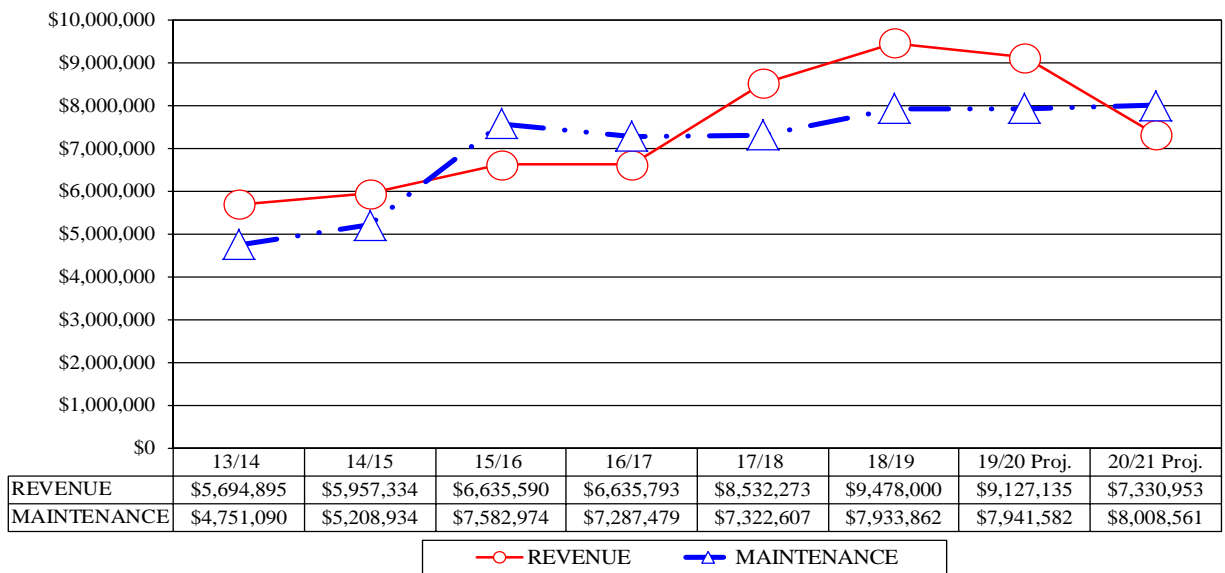


MAJOR AND LOCAL ROAD FUNDS SUMMARY

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 2020/21

Category	Major Roads	Local Roads	Total Road Funds
Revenues			
Gas & Weight Funds (Act 51)	5,405,467	1,925,486	7,330,953
Contributions From Other Governments	589,000	0	589,000
Federal and State Grants	240,000	0	240,000
Transfer From Municipal Street Fund	4,673,300	12,017,057	16,690,357
Interest Income	75,000	75,000	150,000
Miscellaneous Income	190	0	190
Appropriation (To)/From Fund Balance	2,358,911	6,249,663	8,608,574
Total Revenues	13,341,868	20,267,206	33,609,074
Expenditures			
Construction	8,246,754	16,242,959	24,489,713
Routine Maintenance	3,356,370	2,656,588	6,012,958
Traffic Services Maintenance	521,780	75,026	596,806
Winter Maintenance	1,146,864	251,933	1,398,797
Transfer to General Debt Service Fund	0	85,000	85,000
Debt Payment	0	927,200	927,200
Admin., Records, Engineering	70,100	28,500	98,600
Total Maintenance	5,095,114	4,024,247	9,119,361
Total Expenditures	13,341,868	20,267,206	33,609,074

Major and Local Road Funds Summary

TRANSPORTATION

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Capital Preventative Maintenance Projects (see Capital Preventative Maint Sheet)	5,950,000	5,950,000	NC	1,200 WGM	1,050 WGM	1,000 WGM	1,200 WGM	750 WGM	750 WGM	
Gravel to Pave Conversion (Local Roads)	6,000,000	6,000,000	NC	1,000 WGM	1,000 WGM	1,000 WGM	1,000 WGM	1,000 WGM	1,000 WGM	
Local Road Rehabilitation, (See Local Road sheet)	60,000,000	60,000,000	NC	10,000 WGM	10,000 WGM	10,000 WGM	10,000 WGM	10,000 WGM	10,000 WGM	
Tri-Party TBD	2,070,000	690,000	NC	115 WGM	115 WGM	115 WGM	115 WGM	115 WGM	115 WGM	
Industrial/Commercial Rd Rehabilitation (See Industrial/Commercial spreadsheet)	14,330,000	14,330,000	NC	1,250 WGM		2,850 WGM	3,250 WGM	1,250 WGM		5,730 WGM
Fourteen Mile, Middlebelt to Inkster Road	3,475,000	3,475,000	NC	3,475 WGM						
Orchard Lake Boulevard, Thirteen to Fourteen Mile - ROW & Construction	13,250,000	850,000	NC		850 WGM					
Eleven Mile Road, Middlebelt to Inkster	3,500,000	1,575,000	NC		1,575 WGM					
Fourteen Mile, Orchard Lake to Farmington Road	3,250,000	2,335,000	NC		2,335 WGM					
Shiawassee, Hawthorne to Middlebelt Road	2,000,000	2,000,000	NC			2,000 WGM				
Fourteen Mile, Drake to Farmington Road	3,250,000	3,250,000	NC				3,250 WGM			
Folsom Road, Nine Mile to Orchard Lake	1,800,000	1,800,000	NC				1,800 WGM			
Nine Mile, Walsingham Dr. to Drake	1,350,000	1,350,000	NC				1,350 WGM			
Eleven Mile Road, Farmington to Orchard Lake	2,500,000	2,500,000	NC					2,500 WGM		
Nine Mile Road, Drake to Gill, Reconstruction	1,400,000	1,400,000	NC					1,400 WGM		
Farmington, Twelve Mile to Thirteen Mile	3,450,000	3,450,000	NC						3,450 WGM	
Twelve Mile Widening, Inkster to Middlebelt	12,500,000	1,875,000	NC							1,875 WGM
Ten Mile/Grand River/M-5 Phase II	25,000,000	313,000	NC							313 WGM
Orchard Lake Boulevard, Twelve to Thirteen Mile	40,000,000	4,000,000	NC							4,000 WGM
Folsom, Orchard Lake Road to Tuck Road	1,100,000	1,100,000	NC							1,100 WGM
Tuck Road, Grand River to Shiawassee	950,000	950,000	NC							950 WGM
Nine Mile Road, Middlebelt Road to Inkster Road	2,500,000	2,500,000	NC							2,500 WGM
Nine Mile Road, Gill Road to Farmington Road	2,000,000	2,000,000	NC							2,000 WGM
Halsted Road, Eight Mile Road to Nine Mile Road	4,000,000	4,000,000	NC							4,000 WGM
Tuck Road, Folsom Road to Eight Mile Road	1,700,000	1,700,000	NC							1,700 WGM
Metroview Dr., Eight Mile to Green Hill Rd	750,000	750,000	NC							750 WGM
Drake Road, Nine Mile to M-5	750,000	750,000	NC							750 WGM
Farmington Road, Thirteen Mile to Fourteen Mile Road	3,450,000	3,450,000	NC							3,450 WGM
TOTAL:	\$222,275,000	\$134,343,000		17,040	16,925	16,965	21,965	17,015	15,315	29,118

M: Millage
 NC: No Change
 WG: Weight & Gas Revenue

Major and Local Road Funds Summary

LOCAL ROADS

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Tarabusi Grand River Gardens (Cora and Haynes)	1,700,000	1,700,000	NC	1,700 M						
Drake Farm Sub (Edythe Dr.)	700,000	700,000	NC	700 M						
Woodland Trails Subdivision	1,500,000	1,500,000	NC	1,500 M						
Franklin Forest Subdivision (Stonewood Ct.)	1,250,000	1,250,000	NC	1,250 M						
Canterbury West	1,000,000	1,000,000	NC	1,000 M						
Westlake/Stone Creek Subdivision	10,000,000	10,000,000	NC	5,000 M	5,000 M					
Arbor Park Subdivision	1,800,000	1,800,000	NC	1,800 M						
Richland Gardens Project	7,500,000	7,500,000	NC		3,750 M	3,750 M				
Franklin Oaks (Rockridge Ln.)	600,000	600,000	NC		600 M					
Fairgreen Hills (Fairway Hills Dr.)	550,000	550,000	NC			550 M				
Wedgewood Commons	4,000,000	4,000,000	NC			1,000 M	1,000 M	1,000 M	1,000 M	
Heritage Hills	12,000,000	12,000,000	NC			3,000 M	3,000 M	3,000 M	3,000 M	
Supervisors Plat #12 & Fendt Farms (Rhonswood, Fendt St.)	1,900,000	1,900,000	NC				1,900 M			
Supervisor's Sub #8 (Goldsmith)	925,000	925,000	NC				925 M			
Coventry (Chatsworth Rd, Scottsdale Rd.)	900,000	900,000	NC			900 M				
Halsted Estates Condos (Wintergreen N.)	500,000	500,000	NC							500 M
Normandy Hills	2,120,000	2,120,000	NC				2,120 M			
Woodcreek Hills Subdivision	3,250,000	3,250,000	NC						3,250 M	
Supervisor's Plat of Quaker Valley Farms	2,800,000	2,800,000	NC					2,800 M		
Country Corner (Gramercy Ct.)	400,000	400,000	NC				400 M			
Farmington Hills Subdivision (Broadview Dr., Dohany Dr.)	2,100,000	2,100,000	NC					2,100 M		
Camelot Courts / Farm Meadows Subdivision	6,500,000	6,500,000	NC						6,500 M	
Krave's Grand River Heights	4,700,000	4,700,000	NC							4,700 M
Meadowbrook Heights Subdivision	1,300,000	1,300,000	NC							1,300 M
Hunters Pointe Colony	500,000	500,000	NC							500 M
Grand River Homes	5,000,000	5,000,000	NC							5,000 M
Woodstream Farms Subdivision	3,175,000	3,175,000	NC							3,175 M
Barbizon Estates	2,250,000	2,250,000	NC							2,250 M
Wilcove Estates/Foxmoor	3,200,000	3,200,000	NC							3,200 M
Churchill Estates/Acorn Valley Subdivision	6,250,000	6,250,000	NC							6,250 M
Franklin Fairways	9,000,000	9,000,000	NC							9,000 M
Normandy Hills (HMA)	2,125,000	2,125,000	NC							2,125 M
Farmington Hills Hunt Club 1 & 2	5,500,000	5,500,000	NC							5,500 M
Brook Hills Estates	2,500,000	2,500,000	NC							2,500 M
Meadowbrook Forest (HMA)	6,000,000	6,000,000	NC							6,000 M
TOTAL:	\$115,495,000	\$115,495,000		12,950	9,350	9,200	9,345	8,900	13,750	52,000

M: Millage
NC: No Change

Major and Local Road Funds Summary

INDUSTRIAL/COMMERCIAL ROADS

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Supervisor's Plat # 11 (Hathaway Street)	1,250,000	1,250,000	NC	1,250 WGM						
Farmington Freeway Industrial Park 3	2,850,000	2,850,000	NC			2,850 WGM				
Farmington Freeway Industrial Park, 1	3,250,000	3,250,000	NC				3,250 WGM			
Farmington Freeway Industrial Park, 2	1,250,000	1,250,000	NC					1,250 WGM		
Farmington Interchange Industrial Park (Interchange Dr. & Ct.)	1,560,000	1,560,000	NC							1,560 WGM
North Industrial Drive	1,100,000	1,100,000	NC							1,100 WGM
Sinacola Industrial Park	550,000	550,000	NC							550 WGM
Farmington Hills IRO Park North (Enterprise Ct.)	520,000	520,000	NC							520 WGM
Farmington Freedom Industrial Park South	2,000,000	2,000,000	NC							2,000 WGM
TOTAL:	\$14,330,000	\$13,080,000		1,250	0	2,850	3,250	1,250	0	5,730

M: Millage

NC: No Change

WG: Weight & Gas Revenue

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 2.8% in FY 20/21 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

	FY 19/20	FY 20/21
<u>Real Property:</u>		
Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$3,243,813,690	\$3,377,907,230
Millage Rate	0.4745	0.4691
Real Property Tax Levy	\$1,539,190	\$1,584,576
<u>Personal Property:</u>		
Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$207,053,120	\$211,520,920
Millage Rate	0.4745	0.4691
Personal Property Tax Levy	\$98,247	\$99,224
Estimated Collections after Delinquencies	\$96,282	\$97,240
Total Ad Valorem	\$1,635,471	\$1,681,816

IFT

	FY 19/20	FY 20/21
<u>Real Property:</u>		
Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$0	\$0
Millage Rate	0.2372	0.2345
Real Property Tax Levy	\$0	\$0
<u>Personal Property:</u>		
Taxable Value (Excl. Ren Zone, Sr., Brownfield, CIA)	\$667,030	\$603,160
Millage Rate	0.2372	0.2345
Personal Property Tax Levy	\$158	\$141
Estimated Collections after Delinquencies	\$155	\$139
Total IFT	\$155	\$139

Parks Millage Fund

Expenditures

Financial support this year will continue for the Players Barn, 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 \$281,611 to \$648,011 at June 30, 2021, which is 32.18% of Total Expenditures and Other Financing Uses.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$2,100 or 0.13% immaterial decrease from the current budget.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$360,116 or 21.78% increase from the FY 19/20 year-end projection and \$358,016 or 21.63% increase from the FY 19/20 budget.
- The budget to budget increase results from increased capital outlay expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Parks Millage Fund	\$1,558,035	\$1,470,453	\$1,655,550	\$1,653,450	\$2,013,566	\$1,717,125	\$1,717,150

Parks Millage Fund

PARKS MILLAGE FUND

FUND NUMBER: 410

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	650,495	705,904	884,237	884,237	929,622	648,011	662,841
REVENUES							
Property Taxes	1,534,575	1,575,770	1,635,471	1,635,883	1,681,816	1,681,816	1,698,634
IFT Payments	224	202	155	158	139	139	139
LCSSA Reimb. of Exempt Pers. Property	66,280	42,372	40,000	25,659	25,000	25,000	25,000
Sale of Fixed Assets	0	0	0	12,135	0	0	0
Interest on Investments	12,365	30,443	30,000	25,000	25,000	25,000	25,000
Total Revenues	1,613,444	1,648,787	1,705,626	1,698,835	1,731,955	1,731,955	1,748,773
EXPENDITURES							
Operations:							
Audit & Legal Fees	1,710	750	600	1,200	1,250	1,275	1,300
Portable Bathroom Units	6,379	7,165	8,000	8,000	8,000	8,000	8,000
Players Barn Contract	23,100	23,100	23,100	20,400	0	0	0
Total Operations	31,189	31,015	31,700	29,600	9,250	9,275	9,300
Capital:							
Heritage Park (YAC)	0	26,773	80,000	80,000	0	0	0
Athletic Fields	4,773	0	0	0	0	0	0
Equipment	140,502	74,838	196,000	196,000	378,250	200,000	200,000
The Hawk Equipment	0	0	0	0	318,216	200,000	200,000
Trail & Wayfinding	0	720	40,000	40,000	0	0	0
Activities Centers Improvements	73,721	29,258	0	0	0	0	0
Total Capital	218,996	131,589	316,000	316,000	696,466	400,000	400,000
Total Expenditures	250,185	162,603	347,700	345,600	705,716	409,275	409,300
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
Total Other Financing Uses	1,307,850	1,307,850	1,307,850	1,307,850	1,307,850	1,307,850	1,307,850
TOTAL EXPENDITURES AND OTHER FINANCING USES	1,558,035	1,470,453	1,655,550	1,653,450	2,013,566	1,717,125	1,717,150
Revenues over/(under) Expenditures	55,409	178,334	50,076	45,385	(281,611)	14,830	31,623
FUND BALANCE AT JUNE 30	705,904	884,237	934,314	929,622	648,011	662,841	694,464

Parks Millage Fund

CAPITAL PROJECT DETAIL

	FY 2019/20	FY 2019/20	FY 2020/21
	Budget	Estimated	Budget
HERITAGE PARK			
Heritage Park-Splash Pad Resurfacing	80,000	80,000	0
Total Heritage Park	80,000	80,000	0
EQUIPMENT-PARKS			
Equipment	196,000	196,000	378,250
Total Equipment	196,000	196,000	378,250
EQUIPMENT-THE HAWK COMMUNITY CENTER			
Equipment	0	0	318,216
Total Equipment	0	0	318,216
Parks (City-wide)-Trail and Wayfinding Signs	40,000	40,000	0
	40,000	40,000	0
TOTAL CAPITAL	\$316,000	\$316,000	\$696,466

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 112,032 meals were served in FY 2018/19. A projection of 112,000 meals is estimated for the FY 2019/20 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, 2021.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- A minor increase of \$5,926 from the current budget is expected due to increased homebound meals.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- An increase of \$5,936 from the FY 19/20 budget is expected due to increased congregate and homebound meals.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Nutrition Grant Fund	\$520,190	\$553,801	\$502,839	\$508,765	\$508,775	\$508,785	\$508,795

Nutrition Grant Fund

Nutrition Grant Fund

FUND NUMBER: 281

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	0	0	0	0	0	0	0
REVENUES							
Federal Grant	311,744	374,329	298,503	286,722	286,722	286,722	286,722
Program Income	108,688	109,523	141,243	120,834	120,834	120,834	120,834
Interest Income	138	830	1,500	500	500	500	500
Local Match	29,371	39,529	27,283	31,858	31,858	31,858	31,858
Other Income - GF contribution	70,249	29,590	34,310	68,851	68,861	68,871	68,881
Total Revenues	520,190	553,801	502,839	508,765	508,775	508,785	508,795
EXPENDITURES							
Audit Fees	300	300	310	400	410	420	430
Congregate Meals	86,090	95,828	96,221	90,590	90,590	90,590	90,590
Homebound Meals	433,800	457,673	406,308	417,775	417,775	417,775	417,775
Total Expenditures	520,190	553,801	502,839	508,765	508,775	508,785	508,795
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 2.8% in FY 20/21 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 19/20	FY 20/21
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$3,243,813,690	\$3,377,907,230
Millage Rate	3.0886	3.0536
Real Property Tax Levy	\$10,018,843	\$10,314,778

Personal Property:

Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$207,053,120	\$211,520,920
Millage Rate	3.0886	3.0536
Personal Property Tax Levy	\$639,504	\$645,900
Estimated Collections after Delinquencies	\$626,714	\$632,982

Total Ad Valorem	\$10,645,557	\$10,947,760
------------------	--------------	--------------

IFT

Real Property:

	FY 19/20	FY 20/21
Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$0	\$0
Millage Rate	1.5443	1.5268
Real Property Tax Levy	\$0	\$0

Personal Property:

Taxable Value (Excl. Ren Zone, Sr., Brownfield., CIA)	\$667,030	\$603,160
Millage Rate	1.5443	1.5268
Personal Property Tax Levy	\$1,030	\$921
Estimated Collections after Delinquencies	\$1,009	\$902

Total IFT	\$1,009	\$902
-----------	---------	-------

Public Safety Millage

Expenditures

The public safety millage funds the following expenditures in FY 2020/21:

Police

- 35 sworn police officers
- 5 full-time police dispatchers - required for the 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)
- 18 Full-time fire fighters (Career)
- 1 EMS Coordinator
- 5.85 FTE Paid Callback Fire Fighters

Fund Balance

Fund Balance is projected to be approximately \$1.8 million or 15.32% of expenditures at June 30, 2021. The \$388,560 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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$55,489 or 0.49% decrease from the current budget.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$273,438 or 2.43% increase from the FY 19/20 year-end projection and \$217,949 or 1.93 % increase from the FY 19/20 budget.
- The budget to budget increase results from more personnel expenditures for both the Police and Fire Departments along with increased capital outlay expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Public Safety Fund	\$10,468,222	\$10,324,828	\$11,319,273	\$11,263,784	\$11,537,222	\$11,877,378	\$12,256,512

Public Safety Millage

PUBLIC SAFETY MILLAGE

FUND NUMBER: 205

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1		2,367,544	2,132,321	2,501,576	2,501,576	2,155,986	1,767,426	1,038,710
REVENUES								
403-005	Public Safety Millage	9,974,447	10,244,045	10,645,558	10,624,826	10,947,760	10,947,760	11,057,237
403-031	IFT Payments	1,457	1,317	1,009	1,030	902	902	902
574-001	LCSSA Reimb. of Exempt Pers. Property	168,361	275,737	100,000	167,338	125,000	125,000	125,000
664-005	Interest Income	88,735	172,985	100,000	125,000	75,000	75,000	75,000
TOTAL REVENUES		10,232,999	10,694,083	10,846,568	10,918,194	11,148,662	11,148,662	11,258,140
EXPENDITURES								
(445) REIMBURSEMENTS TO GENERAL FUND								
300	Police Department							
	Salaries and Wages	5,086,126	4,999,975	5,449,526	5,243,401	5,414,477	5,715,047	5,932,408
	Audit Fees	550	550	500	4,020	4,125	4,250	4,350
970-058	Capital Outlay	(582)	0	316,000	304,773	434,027	325,000	335,000
Total Police Department		<u>5,086,094</u>	<u>5,000,525</u>	<u>5,766,026</u>	<u>5,552,194</u>	<u>5,852,629</u>	<u>6,044,297</u>	<u>6,271,758</u>
337	Fire Department							
	Salaries and Wages	5,301,147	5,286,768	5,552,747	5,707,570	5,680,468	5,828,831	5,980,404
	Audit Fees	550	550	500	4,020	4,125	4,250	4,350
970-058	Capital Outlay	80,431	36,985	0	0	0	0	0
Total Fire Department		<u>5,382,128</u>	<u>5,324,303</u>	<u>5,553,247</u>	<u>5,711,590</u>	<u>5,684,593</u>	<u>5,833,081</u>	<u>5,984,754</u>
TOTAL EXPENDITURES		10,468,222	10,324,828	11,319,273	11,263,784	11,537,222	11,877,378	12,256,512
Excess Revenues over Expenditures		<u>(235,222)</u>	<u>369,255</u>	<u>(472,705)</u>	<u>(345,590)</u>	<u>(388,560)</u>	<u>(728,716)</u>	<u>(998,372)</u>
FUND BALANCE AT JUNE 30		2,132,321	2,501,576	2,028,871	2,155,986	1,767,426	1,038,710	40,338

CAPITAL OUTLAY

Acct.	Quantity	Item Description	Average Unit Cost	Budget Request	Manager's Budget	
					Quantity	Amount
	4	Marked Police Vehicles	\$45,125	\$180,500	4	\$180,500
	4	Unmarked Police Vehicles	33,382	133,527	4	133,527
		Dispatch Work Area Furniture and Equipment		120,000		120,000
CAPITAL OUTLAY TOTAL				\$434,027		\$434,027

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 2020/21, available resources will be utilized to:

- Replace the radio system replacement in the Police Department;
- Fund drug education;
- Fund other necessary expenditures not available in the Department's General Fund base budget.

Fund Balance

Fund balance is projected to be \$512,118 at June 30, 2021. The \$283,742 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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$243,365 or 63.17% decrease from the current budget.
- The increase results primarily from lower than budgeted capital outlay expenditures for equipment.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$141,875 increase from the FY 19/20 year-end projection, and \$101,490 or 26.35% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from decreased supplies and professional and contractual costs.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Federal Forfeiture Fund	\$177,555	\$20,403	\$385,232	\$141,867	\$283,742	\$500	\$500

Federal Forfeiture Fund

FEDERAL FORFEITURE FUND

FUND NUMBER: 213

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	307,853	485,681	619,274	619,274	795,860	512,118	511,618
REVENUES							
010 Auction	0	10,113	0	4,751	0	0	0
012 Federal Treasury Forfeiture	0	0	0	0	0	0	0
013 Federal Forfeiture	348,820	49,954	0	251,495	0	0	0
014 Fixed Asset Disposal	0	26,360	0	3,253	0	0	0
015 Miscellaneous Income	0	0	0	48,954	0	0	0
664 Interest Income	6,563	14,213	5,000	10,000	0	0	0
Total Revenues	355,383	100,640	5,000	318,453	0	0	0
OTHER FINANCING SOURCES							
Transfer from General Fund	0	53,356	0	0	0	0	0
Total Other Financing Sources	0	53,356	0	0	0	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES	355,383	153,996	5,000	318,453	0	0	0
EXPENDITURES							
(740) OPERATING SUPPLIES							
008 Drug Education	0	0	1,100	500	1,100	0	0
009 Evidence Lab Supplies	4,125	0	8,000	9,250	5,100	0	0
018 Ammunition & Weapons	6,570	0	20,542	11,000	4,542	0	0
019 Uniform	3,755	14,003	55,500	42,000	5,000	0	0
040 Miscellaneous	6,135	0	8,750	42,515	17,500	0	0
Category Total	20,585	14,003	93,892	105,265	33,242	0	0
(801) PROFESSIONAL & CONTRACTUAL							
001 Conferences and Workshops	805	0	0	0	0	0	0
006 Vehicle Maintenance	7,896	0	35,840	35,910	0	0	0
013 Education & Training	100	0	1,000	0	0	0	0
021 Audit Fee	400	6,400	4,500	60	500	500	500
023 Data Processing	0	0	0	0	0	0	0
098 Polygraph/DNA Services	0	0	0	632	0	0	0
Category Total	9,200	6,400	41,340	36,602	500	500	500
(970) CAPITAL OUTLAY							
002 Equipment	11,500	0	250,000	0	250,000	0	0
015 Automotive & Auto Equipment	136,269	0	0	0	0	0	0
Category Total	147,769	0	250,000	0	250,000	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES	177,555	20,403	385,232	141,867	283,742	500	500
Revenues over/(under) Expenditures	177,828	133,593	(380,232)	176,586	(283,742)	(500)	(500)
FUND BALANCE AS OF JUNE 30	485,681	619,274	239,042	795,860	512,118	511,618	511,118

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 2020/21, available resources will be utilized to:

- Upgrade the communications/dispatch section of the public safety department.
- Purchase police operating supplies (e.g. ammunition).
- Provide police education and training.

Fund Balance

Fund balance is projected to be \$99,072 at June 30, 2021.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$62,970 or 20.96% increase from the current budget.
- The increase results primarily from higher than budgeted capital outlay expenditures.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$363,395 decrease from the FY 19/20 year-end projection and \$300,425 decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from decreased capital outlay expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total State Forfeiture Fund	\$26,955	\$65,807	\$300,450	\$363,420	\$25	\$25	\$25

State Forfeiture Fund

STATE FORFEITURE FUND

FUND NUMBER: 214

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	426,574	471,476	446,159	446,159	99,097	99,072	99,047
REVENUES							
014 State Forfeiture	56,781	26,847	0	10,358	0	0	0
015 Miscellaneous	11,638	0	0	0	0	0	0
025 Sale of Fixed Assets	0	324	0	0	0	0	0
664 Interest Income	3,437	13,319	5,000	6,000	0	0	0
TOTAL REVENUE	71,856	40,490	5,000	16,358	0	0	0
EXPENDITURES							
(740) OPERATING SUPPLIES							
008 Drug Education	600	600	1,100	0	0	0	0
012 Training Expense	2,194	0	0	0	0	0	0
018 Ammunition & Weapons	388	11,809	15,100	0	0	0	0
019 Uniform	10,218	0	4,000	0	0	0	0
040 Miscellaneous	3,476	19,771	18,950	0	0	0	0
Total Operating Supplies	16,876	32,180	39,150	0	0	0	0
(801) PROFESSIONAL & CONTRACTUAL							
013 Education & Training	0	1,600	11,000	400	0	0	0
021 Audit Fees	400	400	300	20	25	25	25
070 Crime Prevention	464	0	0	0	0	0	0
Total Professional & Contractual	864	2,000	11,300	420	25	25	25
(970) CAPITAL OUTLAY							
002 Equipment	0	31,142	250,000	0	0	0	0
036 Building Improvements	9,215	485	0	363,000	0	0	0
Total Capital Outlay	9,215	31,627	250,000	363,000	0	0	0
TOTAL EXPENDITURES	26,955	65,807	300,450	363,420	25	25	25
TOTAL EXPENDITURES AND OTHER FINANCING USES	26,955	65,807	300,450	363,420	25	25	25
Revenues over/(under) Expenditures	44,902	(25,317)	(295,450)	(347,062)	(25)	(25)	(25)
FUND BALANCE AS OF JUNE 30	471,476	446,159	150,709	99,097	99,072	99,047	99,022

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 2020/21, approximately 21 homes will be rehabilitated at a cost of \$275,346 as part of the Housing Rehabilitation Program.

Fund Balance

Fund balance is projected to be \$0 at June 30, 2021.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$117,862 or 23.93% increase from the current budget. The increase is higher than budgeted capital outlay expenditures resulting from increased revenue.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$202,260 or 33.14% decrease from the FY 19/20 year-end projection, and \$84,398 or 17.14% decrease from the FY 19/20 budget.
- The budget to budget decrease results a reduced capital outlay expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Community Development Block Grant Fund	\$401,696	\$271,457	\$492,478	\$610,340	\$407,696	\$408,080	\$408,080

Community Development Block Grant Fund

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

FUND NUMBER: 275

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1		0	0	0	0	0	0	0
REVENUES								
	Community Development							
	Block Grant	181,738	207,960	442,478	509,940	357,680	357,680	357,680
	Housing Rehabilitation							
	Program Loan Receipts	219,958	63,471	50,000	100,000	50,000	50,000	50,000
	Interest Income	0	26	0	400	400	400	400
	Total Revenues	401,696	271,457	492,478	610,340	408,080	408,080	408,080
EXPENDITURES								
ADMINISTRATION								
	Salaries & Wages	17,221	21,798	30,500	22,000	22,000	22,000	22,000
	Fringe Benefits	18,725	24,700	15,000	25,500	25,000	25,000	25,000
	Rehab Programs	44,500	58,996	44,800	51,800	50,000	50,000	50,000
	Supplies	0	0	100	0	100	100	100
	Conferences & Workshops	275	219	800	600	800	800	800
	Memberships & Dues	3,840	3,965	3,540	3,940	3,800	3,800	3,800
	Education & Training	219	253	600	500	500	500	500
	Legal Notices	1,770	870	1,500	1,500	1,500	1,500	1,500
	South Oakland Shelter	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	Haven	5,500	5,500	5,500	10,000	10,000	10,000	10,000
	Audit Fees	6,250	6,400	6,150	2,000	3,000	3,000	3,000
	Common Ground	2,500	2,500	2,500	5,000	5,000	5,000	5,000
	Category Total	108,300	132,701	118,490	130,340	129,200	129,200	129,200
CAPITAL OUTLAY								
	Housing Rehab. Grants	100,357	41,267	50,000	60,000	128,880	128,880	128,880
	Housing Rehabilitation	173,762	97,489	73,988	100,000	100,000	100,000	100,000
	Housing Rehab. Income Est.	0	0	0	70,000	50,000	50,000	50,000
	Capital Projects	19,277	0	250,000	250,000	0	0	0
	Category Total	293,396	138,756	373,988	480,000	278,880	278,880	278,880
	Total Expenditures	401,696	271,457	492,478	610,340	408,080	408,080	408,080
TOTAL EXPENDITURES AND OTHER FINANCING USES		401,696	271,457	492,478	610,340	408,080	408,080	408,080
	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

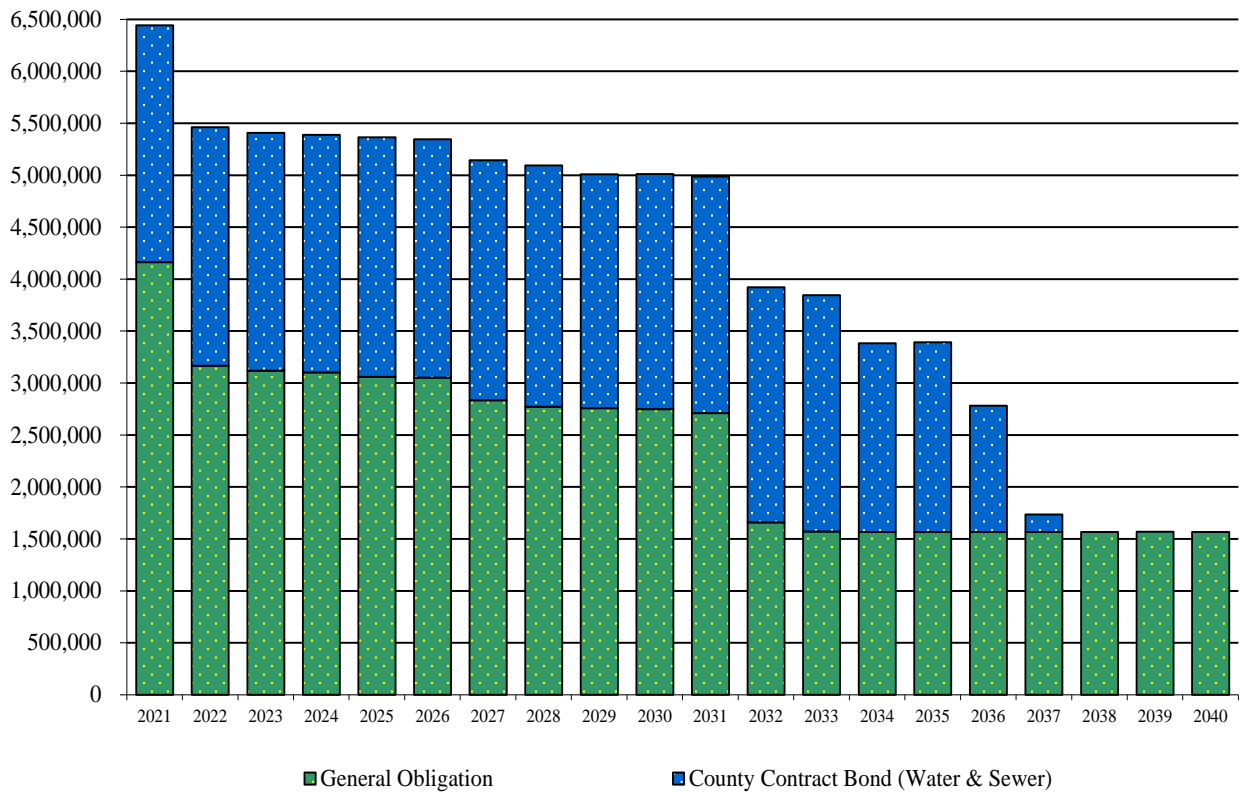
This Fund was established in FY 1994/95 for all the debt service payments to be funded with local property tax revenue. The bond issues to be serviced by this Fund fall into the following categories: G.O. Tax Limited Capital Improvement Bonds, Storm Drain Bonds, Highway Bonds, and Building Authority 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 2027, the Golf Club through 2031, and the community centers 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, 2020)
for Fiscal Years Ending June 30, 2020 - 2040**



DEBT SERVICE FUNDS SUMMARY

	General Debt Service Fund #301	Building Authority Debt Fund #662	Total Debt Service Funds
FUND BALANCE AT JULY 1, 2020	\$283,753	\$340	\$284,093
REVENUES			
Interest Income	5,000	0	5,000
Intergovernmental Revenues	245,350	0	245,350
Total Revenues	250,350	0	250,350
EXPENDITURES			
Bond Principal Payments	1,405,000	1,000,000	2,405,000
Interest and Fiscal Charges	813,328	19,500	832,828
Miscellaneous	2,000	500	2,500
Total Expenditures	2,220,328	1,020,000	3,240,328
Revenues over/(under) Expenditures	(1,969,978)	(1,020,000)	(2,989,978)
OTHER FINANCING SOURCES AND USES			
Transfers In			
-General Fund	2,650,000	0	2,650,000
-Local Road Fund	85,000	0	85,000
-General Debt Fund	0	1,019,660	1,019,660
Total Transfers In	2,735,000	1,019,660	3,754,660
Transfers Out			
-Building Authority Fund	(1,019,660)	0	(1,019,660)
Total Transfers out	(1,019,660)	0	(1,019,660)
Total Other Financing Sources and Uses	1,715,340	1,019,660	2,735,000
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses			
	(254,638)	(340)	(254,978)
FUND BALANCE AT JUNE 30, 2021	\$29,115	\$0	\$29,115

Debt Service Funds

GENERAL DEBT SERVICE FUND

FUND NUMBER: 301

Acct. No. Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	144,141	137,329	146,526	146,526	283,753	29,115	33,012
REVENUES							
(664) Interest Income	3,278	10,673	10,000	10,000	5,000	5,000	5,000
(655) Contribution from Farmington - Court	161,010	159,005	159,005	159,140	175,350	0	0
(655) District Court Building Fund	80,109	81,174	82,000	72,000	70,000	0	0
Total Revenues	244,397	250,852	251,005	241,140	250,350	5,000	5,000
OTHER FINANCING SOURCES							
(676) Transfers From Other Funds:							
General Fund	1,422,162	1,282,046	1,800,000	1,800,000	2,650,000	2,170,000	2,130,000
Local Road Fund	83,800	82,900	81,600	81,400	85,000	88,250	86,175
	1,505,962	1,364,946	1,881,600	1,881,400	2,735,000	2,258,250	2,216,175
TOTAL REVENUES AND OTHER FINANCING SOURCES	1,750,359	1,615,798	2,132,605	2,122,540	2,985,350	2,263,250	2,221,175
EXPENDITURES							
GENERAL DEBT ISSUES:							
(990) Interest:							
2012 G.O. Limited Capital Impr. Bonds	18,800	17,700	16,400	16,100	14,665	12,940	10,875
2013 Golf Refunding Bond	182,363	173,363	162,313	161,813	150,413	140,463	131,544
2019 G.O. Limited Capital Impr. Bonds	0	0	420,000	328,900	648,250	628,950	609,300
Total	201,163	191,063	598,713	506,813	813,328	782,353	751,719
(995) Principal:							
2012 G.O. Limited Capital Impr. Bonds	65,000	65,000	65,000	65,000	70,000	75,000	75,000
2013 Golf Refunding Bond	360,000	360,000	380,000	380,000	380,000	425,000	415,000
2019 G.O. Limited Capital Impr. Bonds	0	0	0	0	955,000	975,000	990,000
Total	425,000	425,000	445,000	445,000	1,405,000	1,475,000	1,480,000
TOTAL GENERAL DEBT	626,163	616,063	1,043,713	951,813	2,218,328	2,257,353	2,231,719
(996) Miscellaneous/Audit Expense	900	900	3,300	2,000	2,000	2,000	2,000
Total Expenditures	627,063	616,963	1,047,013	953,813	2,220,328	2,259,353	2,233,719

Debt Service Funds

GENERAL DEBT SERVICE FUND

FUND NUMBER: 301

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
OTHER FINANCING USES								
(905)	Contribution to Building Authority							
	Interest:							
	Refunding Bond - 2003 DPW/Fire	4,050	0	0	0	0	0	0
	47th District Court - Refunding	60,159	48,638	36,418	35,918	19,500	0	0
	Total	64,209	48,638	36,418	35,918	19,500	0	0
	Principal:							
	Refunding Bond - 2003 DPW/Fire	195,000	0	0	0	0	0	0
	47th District Court - Refunding	870,000	940,000	995,000	995,000	1,000,000	0	0
	Total	1,065,000	940,000	995,000	995,000	1,000,000	0	0
	Miscellaneous/Audit Expense	900	1,000	582	582	500	0	0
	Total Contribution to Building Auth.	1,130,109	989,638	1,032,000	1,031,500	1,019,660	0	0
	Total Other Financing Uses	1,130,109	989,638	1,032,000	1,031,500	1,019,660	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES		1,757,171	1,606,601	2,079,013	1,985,313	3,239,988	2,259,353	2,233,719
	Revenues Over/(Under) Expenditures	(6,812)	9,197	53,592	137,227	(254,638)	3,897	(12,544)
	FUND BALANCE AT JUNE 30	137,329	146,526	200,118	283,753	29,115	33,012	20,468

Debt Service Funds

BUILDING AUTHORITY FUND

FUND NUMBER: 662

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1		152	153	258	258	340	0	0
REVENUES								
(664)	Interest Income	1	5	0	0	0	0	0
Total Revenues		1	5	0	0	0	0	0
OTHER FINANCING SOURCES								
Transfers from Other Funds:								
(301)	General Debt Service Fund	1,130,109	989,638	1,032,000	1,031,500	1,019,660	0	0
Total Other Financing Sources		1,130,109	989,638	1,032,000	1,031,500	1,019,660	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES		1,130,110	989,643	1,032,000	1,031,500	1,019,660	0	0
EXPENDITURES								
	Bond Principal	1,065,000	940,000	995,000	995,000	1,000,000		
	Bond Interest:							
	Refunding -DPW/Fire	4,050	0	0	0	0	0	0
	47th District Court - Refunding	60,159	48,638	36,418	35,918	19,500	0	0
	Total Interest	64,209	48,638	36,418	35,918	19,500	0	0
	Total Debt Service	1,129,209	988,638	1,031,418	1,030,918	1,019,500	0	0
	Fees	900	900	750	500	500	0	0
TOTAL EXPENDITURES		1,130,109	989,538	1,032,168	1,031,418	1,020,000	0	0
TOTAL EXPENDITURES AND OTHER FINANCING USES		1,130,109	989,538	1,032,168	1,031,418	1,020,000	0	0
Revenues Over/(Under) Expenditures		1	105	(168)	82	(340)	0	0
FUND BALANCE AT JUNE 30		153	258	90	340	0	0	0

Debt Service Funds

**CALCULATION OF DEBT LEVY FY 2020/21
GENERAL DEBT SERVICE FUND**

<i>Description of Debt</i>	<i>Fund Servicing Debt</i>	<i>Final Maturity</i>	<i>Debt Outstanding Year Ended 6/30/20</i>	<i>Principal</i>	<i>Interest</i>	<i>Total</i>	<i>Millage*</i>
Building Authority Issues:							
47th District							
Court Refunding	Building Authority	20-21	1,000,000	1,000,000	19,500	1,019,500	
Farmington Hills Court Debt			1,000,000	1,000,000	19,500	1,019,500	0.2840
Less Farmington's Share				(171,996)	(3,354)	(175,350)	(0.0489)
Less Contributions - Court Bldg. Fund				(68,661)	(1,339)	(70,000)	(0.0195)
Net Debt Levy				759,343	14,807	774,150	0.2157
Total Building Authority Issues			1,000,000	759,343	14,807	774,150	0.2157
Farmington Hills Golf Club:		30-31	5,030,000	380,000	150,413	530,413	0.1478
Capital Improvement Bonds - City Share of SAD		26-27	545,000	70,000	14,665	84,665	0.0236
2019 G.O. Limited Capital Impr. Bonds		39-40	23,925,000	955,000	648,250	1,603,250	0.4467
Miscellaneous Expenditures						2,500	
Local Road Fund						(85,000)	
Interest Earnings						(5,000)	
Fund Balance Contribution						(254,978)	
						(342,478)	(0.0954)
GRAND TOTAL			30,500,000	2,164,343	828,135	2,650,000	0.7383
			Net	Debt			
			Amount	Millage			
DEBT LEVY:			2,650,000	0.7383			
Taxable Value less Ren.Zone			3,589,421,200				

* 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 2020/21

Description of Existing Debt	Fund Servicing Debt	Existing Debt Outstanding		Interest	Total
		at June 30, 2020	Principal		
General Obligation:					
Farmington Golf Club	Debt Service	5,030,000	380,000	150,413	530,413
Local Roads - City	Debt Service	545,000	70,000	14,663	84,663
Local Roads - Assesseees	Special Assessment	7,585,000	740,000	186,663	926,663
Capital Imp. - Comm. Ctr.	Debt Service	23,925,000	955,000	648,250	1,603,250
Building Authority Bonds	Debt Service	1,000,000	1,000,000	19,500	1,019,500
County Contract Bonds	* Water and Sewer	28,552,514	1,558,495	720,097	2,278,592
TOTAL		66,637,514	4,703,495	1,739,586	6,443,081

* Included in the City's Water and Sewer Funds

**STATEMENT OF LEGAL DEBT MARGIN
AS OF JUNE 30, 2020**

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:

2020 State Equalized Value (SEV)		<u>\$4,652,525,100</u>
Debt Limited (10% of State Equalized Valuation and Equivalent)		465,252,510
Amount of Outstanding Debt *	66,637,514	
Less:		
Special Assessment Bonds	0	<u>66,637,514</u>
LEGAL DEBT MARGIN		<u>\$398,614,996</u>
Percentage of Legal Debt Limit Utilized		14.32%

*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 and renovations to the Community Center.
- **The Golf Course Capital Improvement Fund**, which was established in 1992 and is used to account for the acquisition of golf course equipment and capital improvements. This fund will be closed on 6/30/2020.

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-Utilites) Summary 2020/2021- 2025/2026

DEPARTMENT	City cost figures shown are in thousands of dollars.						FUTURE
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Public Facilities	2,010	1,783	1,105	1,075	1,075	1,025	0
Tech & Comm	1,150	1,250	600	600	600	600	400
Parks & Recreation	23,040	260	478	143	188	191	9,500
Fire Equipment	1,215	1,250	1,334	994	750	285	0
DPW Equipment	835	830	780	825	780	940	0
Drainage	3,006	2,261	2,236	2,142	2,142	1,035	9,673
Sidewalks	393	953	487	226	681	376	6,856
TOTALS:	\$31,649	\$8,587	\$7,020	\$6,005	\$6,216	\$4,452	\$26,429

*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, 2020	\$1,210,894	\$17,222,273	\$18,433,167
REVENUES			
Interest Income	30,000	30,000	60,000
Total Revenues	30,000	30,000	60,000
EXPENDITURES			
Public Facilities	1,095,000	14,927,528	16,022,528
Drainage	2,061,000	0	2,061,000
Sidewalks	100,000	0	100,000
Equipment	2,909,500	0	2,909,500
Administration & Miscellaneous	350	0	350
Total Expenditures	6,165,850	14,927,528	21,093,378
Revenues over/(under) Expenditures	(6,135,850)	(14,897,528)	(21,033,378)
OTHER FINANCING SOURCES AND USES			
Transfer from General Fund	6,500,000	0	6,500,000
Total Other Financing Sources and Uses	6,500,000	0	6,500,000
Revenues and Other Financing Sources Over/(Under) Expenditures and Other Uses	364,150	(14,897,528)	(14,533,378)
FUND BALANCE AT JUNE 30, 2021	\$1,575,044	\$2,324,745	\$3,899,789

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 decreases by \$500,000 in 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 19/20, there were over \$2,928,351 of project expenditures encumbered and carried forward from FY 18/19. For FY 20/21, 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 \$6.2 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 increase by \$364,150 to \$1,575,044 at June 30, 2021. 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 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

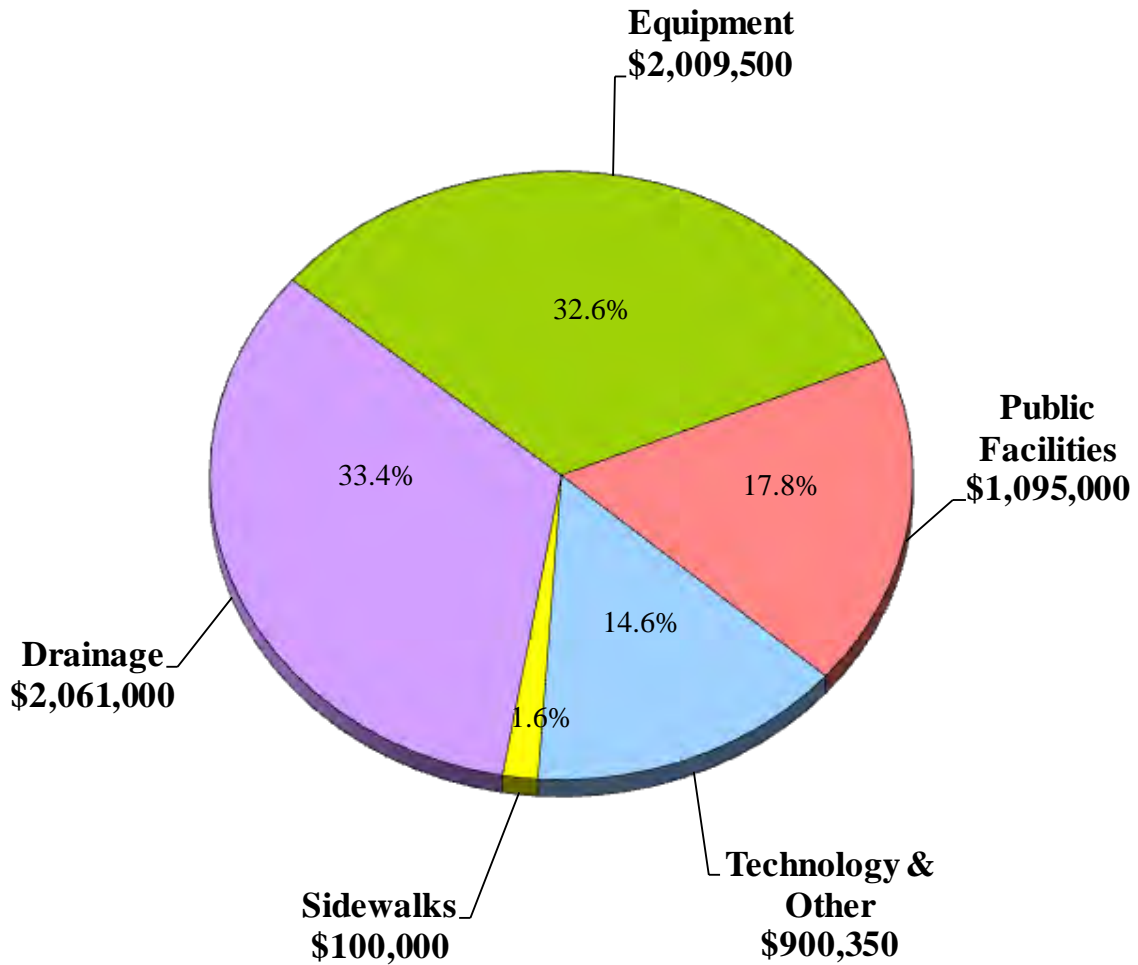
- \$2,276,985 or 30.27% increase from the current budget.
- The increase results from additional drainage projects and additional equipment purchases.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$3,633,135 or 37.08% decrease from the FY 19/20 year-end projection and \$1,356,150 or 18.03% decrease from the FY 19/20 budget.
- The budget to budget decrease results from approximately \$643,000 less equipment expenditures and \$656,000 less public facilities expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Capital Improvement Fund	\$3,477,435	\$6,659,672	\$7,522,000	\$9,798,985	\$6,165,850	\$6,150,350	\$6,150,350

Capital Improvement Fund Expenditures \$6,165,850



Capital Improvement Fund

CAPITAL IMPROVEMENT FUND

FUND NUMBER: 404

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	1,751,470	3,781,070	3,624,291	3,624,291	1,210,894	1,575,044	954,694
REVENUES							
Interest on Investments	24,553	97,916	50,000	50,000	30,000	30,000	30,000
Sale of Fixed Assets	0	34,100	0	34,950	0	0	0
Grants	18,180	370,877	0	300,072	0	0	0
Sidewalk/Drainage Assessments	9,180	0	0	0	0	0	0
Miscellaneous	0	0	0	566	0	0	0
Total Revenues	51,913	502,893	50,000	385,588	30,000	30,000	30,000
OTHER FINANCING SOURCES							
Contribution From:							
General Fund - Property Tax Allocation	5,455,122	6,000,000	7,000,000	7,000,000	6,500,000	5,500,000	5,500,000
Total Other Financing Sources	5,455,122	6,000,000	7,000,000	7,000,000	6,500,000	5,500,000	5,500,000
TOTAL REVENUES AND OTHER FINANCING SOURCES							
	5,507,035	6,502,893	7,050,000	7,385,588	6,530,000	5,530,000	5,530,000
EXPENDITURES							
DRAINAGE							
	744,571	2,694,187	1,867,000	2,784,849	2,061,000	2,500,000	2,500,000
SIDEWALKS							
	318,764	219,598	350,000	408,305	100,000	200,000	200,000
EQUIPMENT							
Video Equipment	51,355	0	0	0	0	0	0
Unified Communications	0	44,015	400,000	755,985	400,000	400,000	400,000
City-Wide Technology	241,855	248,957	400,000	602,321	500,000	400,000	400,000
D.P.W. Vehicles and Equipment	320,655	827,470	1,084,500	1,829,636	1,040,500	850,000	850,000
Fire Vehicles and Equipment	1,163,114	660,132	1,068,000	1,474,975	815,000	800,000	800,000
Police Vehicles and Equipment	0	291,604	0	0	154,000	0	0
ERP/Financial Software	0	0	400,000	0	0	0	0
Election Equipment and Software	0	0	200,000	70,000	0	0	0
Total Equipment	1,776,979	2,072,178	3,552,500	4,732,917	2,909,500	2,450,000	2,450,000
PUBLIC FACILITIES							
City-Wide Facility Improvements	0	0	0	0	1,000,000	1,000,000	1,000,000
Fire Station Building and Site Improvements	236,802	134,014	105,000	197,631	50,000	0	0
Police Building and Site Improvements	0	63,317	417,000	224,820	40,000	0	0
Barrier Free (ADA) Improvements	1,875	26,428	25,000	25,000	5,000	0	0
Early Weather Warning Sirens	0	0	0	17,000	0	0	0
City-Wide Signage	71,262	37,705	0	1,500	0	0	0
Costick Center Improvements/Mechanical Replacements	44,519	75,420	100,000	100,000	0	0	0
Costick Center - Parking Lot/Drive Improvements (Gate 4)	21,169	51,470	0	10,833	0	0	0
Ice Arena Building Improvements	0	168,750	422,000	817,780	0	0	0
Parks (City-Wide)-Trail and Wayfinding Signs	0	29,136	0	72,340	0	0	0
City Hall-Replace North Parking Lots	0	0	195,000	195,000	0	0	0
City Hall-Replace South Parking Lots	0	0	201,000	201,000	0	0	0
City-Wide Facilities Audit	62,403	77,562	0	9,660	0	0	0
City Hall-Replace Basement Lighting	0	0	90,000	0	0	0	0
City Hall-Replace Emergency Lighting and Power Systems	0	0	196,000	0	0	0	0
Harrison Acquisition	0	503,118	0	0	0	0	0
William Grace Acquisition	0	309,014	0	0	0	0	0
Sustainability Study	93,130	0	0	0	0	0	0
City-Wide Air Conditioning Replacements	13,650	125,892	0	0	0	0	0
DPW Improvement	90,460	70,033	0	0	0	0	0
Total Public Facilities	635,270	1,671,859	1,751,000	1,872,564	1,095,000	1,000,000	1,000,000
ADMINISTRATIVE							
Audit Fee	1,850	1,850	1,500	350	350	350	350
Total Administrative	1,850	1,850	1,500	350	350	350	350
TOTAL EXPENDITURES							
	3,477,435	6,659,672	7,522,000	9,798,985	6,165,850	6,150,350	6,150,350
TOTAL EXPENDITURES AND OTHER FINANCING USES							
	3,477,435	6,659,672	7,522,000	9,798,985	6,165,850	6,150,350	6,150,350
Revenues Over/(under) Expenditures	2,029,600	(156,779)	(472,000)	(2,413,397)	364,150	(620,350)	(620,350)
FUND BALANCE AT JUNE 30	3,781,070	3,624,291	3,152,291	1,210,894	1,575,044	954,694	334,344

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 20/21, drainage expenditures of \$2,061,000 will be as follows:

	DRAINAGE PROJECTS	20/21 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.	Storm Modeling and Master Plan Update & Asset Management Plan	22,000	No Change	No Change
5.	Cora and Haynes 73" x 55" CMP Rehab in Main Ravine District	255,000	No Change	No Change
6.	North Ravines, Eleven Mile crossing between Middlebelt and Inkster	1,145,000	1,000	No Change
7.	Rockridge at Fourteen Mile Road Outfall Project	239,000	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.

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. **Storm Modeling and Master Plan Update & Asset Management Plan**

The State of Michigan recently made \$450 million dollars available to communities to assist them in addressing storm water and wastewater issues and construct improvements. Communities were allowed to submit requests of up to \$2 million dollars. If successful in obtaining grant dollars, the first million dollars is provided at 90/10 match and the second million dollars is provided at a 75/25 match. This funding will be used, in part, to update the City's Master Storm Drainage Plan adopted by the City in 1986 to incorporate modern storm water best management practices involving quantity, quality, and sustainability techniques. In addition, the monies will be used to develop an asset management program so that the City can more strategically fund and schedule storm drainage improvements.

5. **Cora and Haynes 73" x 55" CMP**

Rehabilitate/replace the 73" x 55" corrugated metal pipe under Cora and also under Haynes north of Shiawassee.

6. **North Ravines, Eleven Mile crossing between Middlebelt and Inkster**

Rehabilitate or replace a twin 6' diameter corrugated metal pipe and one 38" x 60" reinforced concrete pipe crossing of the North Ravines Drain.

7. **Rockridge at Fourteen Mile Road Outfall Project**

Adding a 12" outfall storm sewer on Fourteen Mile Road to Rockridge for drainage relief for the Rockridge right of way.

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 20/21, public facilities expenditures of \$1,095,000 will be as follows:

	PUBLIC FACILITIES	20/21 BUDGET	MAINTENANCE COSTS	OTHER OPERATING COSTS
1.	City-wide Facilities Improvements	1,000,000	No Change	No Change
2.	Fire Station Improvements	50,000	No Change	No Change
3.	Police Building Improvements	40,000	No Change	No Change
3.	Barrier Free (ADA) Improvements	5,000	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 2020/2021:

- Farmington Hills Community Center Facilities Condition Assessment
- Pedestrian Concrete Sidewalk Replacement at Varied Locations
- Security System CCTV Replacement at Varied Locations
- City Hall Emergency Generator Feeder Cable Upsizing
- City Hall Foundation Wall and Footings Damage Study and Repair
- Golf Clubhouse Kitchen Fume Hood and Suppression Replacement
- Farmington Hills Fire Station #2 Exterior Brick Wall Replacement
- DPW Interior Lighting Fixtures Replacement
- Golf Clubhouse Interior Lighting Fixtures Replacement

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 Department Maintenance

The Police Department was completed in 1987 and has had various upgrades throughout the years. It is becoming necessary to now designate funds annually to maintain this 30-year-old building. Peeling wallpaper, deteriorating paint, worn carpeting, and damaged doors are just a few of the cosmetic needs that still exist while maintenance issues such as cell-block plumbing upgrades and Communications Section upgrades are becoming more prevalent. Annual funding will allow the Police Department to plan for the needs of the building and avoid future general maintenance challenges.

Capital Improvement Fund

4. 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.

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 20/21, sidewalks and bike path expenditures of \$100,000 will be as follows:

	SIDEWALKS AND BIKE PATHS	20/21 BUDGET	MAINTENANCE COSTS	OTHER OPERATING COSTS
1.	Major Road Sidewalk Replacements	100,000	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 20/21, equipment in the amount of \$2,909,500 will be purchased.

Technology Equipment/Software

The Technology Master Plan provides for ongoing costs of equipment and technology improvements. Ongoing costs include the replacement of equipment and a fast and reliable network. Included in the budget are:

PC/network and database upgrades and implementation of the Unified Communications program.

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.

Capital Improvement Fund

	EQUIPMENT	20/21 BUDGET	MAINT. COSTS	OTHER OPERATING COSTS
	Technology			
1.	Unified Communications	400,000	No Change	No Change
2.	City-Wide Technology	500,000	No Change	No Change
	Police Department			
3.	Ballistic Vests	73,000	No Change	No Change
4.	In Car Laptop Computers	81,000	No Change	No Change
	Fire Department			
5.	Replacement of Self Contained Breathing Apparatus	650,000	No Change	No Change
6.	Three (3) new Lifepack 15 cardiac monitors	165,000	No Change	No Change
	Public Service Department			
7.	Replace 10-yard Dump Truck with slip-in V-Box	285,000	No Change	No Change
8.	Replace Gradall excavator	500,000	No Change	No Change
9.	Replacement of three (3) pickup trucks and plow	124,500	No Change	No Change
10.	Replacement of three (3) fleet vehicles	81,000	No Change	No Change
11.	Refurbish existing equipment	50,000	No Change	No Change

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 2020/21
<u>DRAINS</u>	
Storm Water NPDES Permit Program	105,000
Miscellaneous Drainage Construction & Improvements	270,000
City-Owned Storm Water Basin Maintenance	25,000
Storm Modeling and Master Plan Update & Asset Management Plan	22,000
Cora and Haynes 73" x 55" CMP Rehab in Main Ravine District	255,000
North Ravines, Eleven Mile crossing between Middlebelt and Inkster	1,145,000
Rockridge at Fourteen Mile Road Outfall Project	239,000
TOTAL DRAINAGE	2,061,000
<u>PUBLIC FACILITIES</u>	
City-Wide Facility Improvements	1,000,000
Fire Station	50,000
Police Dept. Access Control	40,000
Barrier Free (ADA) Improvements	5,000
TOTAL PUBLIC FACILITIES	1,095,000
<u>SIDEWALK PROGRAM</u>	
20/21 Major Road Sidewalk Replacements, incl. Brick Pavers	100,000
TOTAL SIDEWALK PROGRAM	100,000
<u>EQUIPMENT</u>	
Technology	
Unified Communications	400,000
City-Wide Technology	500,000
Total Technology	900,000
Police Equipment:	
Police-Ballistic Vests	73,000
Police-In Car Laptop Computers	81,000
Total Police Equipment	154,000
Fire Equipment:	
Replacement of Self Contained Breathing Apparatus	650,000
Three (3) new Lifepack 15 cardiac monitors	165,000
Total Fire Equipment	815,000
D.P.W. Equipment:	
Replace 10-yard Dump Truck with slip-in V-Box	285,000
Replace Gradall excavator	500,000
Replacement of three (3) pickup trucks and plow	124,500
Replacement of three (3) fleet vehicles	81,000
Refurbish existing equipment	50,000
Total DPW Equipment	1,040,500
TOTAL EQUIPMENT	6,165,500

Capital Improvement Fund

DRAINAGE

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Storm Water NPDES Permit Program	630,000	630,000	NC	105 CF	105 CF	105 CF	105 CF	105 CF	105 CF	
Miscellaneous Storm Sewer Repair, Maintenance and Improvement Program	1,620,000	1,620,000	NC	270 CF	270 CF	270 CF	270 CF	270 CF	270 CF	
City Owned Storm Water Basin Maintenance	150,000	150,000	NC	25 CF	25 CF	25 CF	25 CF	25 CF	25 CF	
Storm Modeling and Master Plan Update & Asset Management Plan	200,000	22,000	NC	22 CF						
Cora and Haynes 73" x 55" CMP Rehab in Main Ravine District	225,000	225,000	NC	225 CF						
North Ravines, Eleven Mile crossing between Middlebelt and Inkster	1,100,000	1,100,000	1,000 AC	1,100 CF						
North Ravines, Beecham Road Culvert Rehab/Replacement	1,020,000	1,020,000	NC	1,020 CF						
Rockridge at Fourteen Mile Road Outfall Project	239,000	239,000	NC	239 CF						
Quaker Valley Road Culvert Replacement	1,080,000	1,080,000	NC		1,080 CF					
Rockridge Lane Storm Sewer	781,000	781,000	NC		781 CF					
Caddell Drain, Nine Mile at Drake	3,060,000	1,836,000	NC			1,836 CF				
Woodcreek Hills Subdivision Drainage	3,484,000	3,484,000	NC				1,742 CF	1,742 CF		
Caddell Drain Improvements - Phase II	1,058,000	635,000	NC						635 CF	
Hearthstone Road Culvert Rehab/Replacement	1,020,000	1,020,000	NC							1,020 CF
Robinson and Parker Culvert Rehab south of Colfax	689,000	689,000	NC							689 CF
Folsom Road Box Culvert Rehab East of Randall	1,986,000	1,986,000	NC							1,986 CF
Biddestone Lane Culvert	1,500,000	1,500,000	NC							1,500 CF
Whitlock Street Storm Sewer	375,000	375,000	NC							375 CF
30359 Eleven Mile Road Rear Drainage	262,000	262,000	NC							262 CF
Canfield Dr. Storm Sewer	250,000	250,000	NC							250 CF
Raleigh Road side yard Drainage	500,000	500,000	NC							500 CF
Minnow Pond Drain, Miron north of Thirteen Mile Road	263,000	253,000	NC							253 CF
Harwich Dr. Drainage Improvement	110,000	110,000	NC							110 CF
Windwood Pointe Subdivision Drainage	291,000	146,000	NC							146 CF
Vacri Lane Rear Yard Drainage Improvements	82,000	82,000	5,000 AC							82 CF
Tuck Road Bridge Rehab south of Folsom	2,500,000	2,500,000	NC							2,500 CF
TOTAL:	\$24,475,000	\$22,495,000	\$6,000	\$3,006	\$2,261	\$2,236	\$2,142	\$2,142	\$1,035	9,673

AC: Annual Cost
 CF: Capital Fund
 NC: No Change

Capital Improvement Fund

PUBLIC FACILITIES

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Citywide Facilities Improvements	6,000,000	6,000,000	NC	1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	1,000 CF	
Barrier Free (ADA) Improvements	150,000	150,000	NC	25 CF	25 CF	25 CF	25 CF	25 CF	25 CF	
Fire Station Improvements	250,000	250,000	NC	50 CF	50 CF	50 CF	50 CF	50 CF		
Energy and Environmental Sustainability Investments	90,000	90,000	NC	30 CF	30 CF	30 CF				
Ballestic Vests	73,000	73,000	NC	73 CF						
In-Car Laptop Computer purchase	81,000	81,000	NC	81 CF						
Mobile Command Post Vehicle	275,000	275,000	NC	275 CF						
Police Access Control	40,000	40,000	NC	40 CF						
Police Department Womans Locker Room	75,000	75,000	NC	75 CF						
West Parking Lot of City Hall Campus	361,000	361,000	NC	361 CF						
City Hall/Police Department Underground Fuel Tank Replacement	312,000	312,000	NC		312 CF					
Courthouse Parking Lot	366,000	366,000	NC		366 CF					
TOTAL:	\$8,073,000	\$8,073,000	NC	2,010	1,783	1,105	1,075	1,075	1,025	0

CF Capital Fund
NC No Change

TECHNOLOGY AND COMMUNICATIONS

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
City-Wide Technology	2,750,000	2,750,000	60,000 AC	500 CF	850 CF	350 CF	350 CF	350 CF	350 CF	
Unified Communications	1,800,000	1,800,000	40,000 AC	400 CF	400 CF	250 CF	250 CF	250 CF	250 CF	
Complete Radio System Replacement	250,000	250,000	NC	250 CF						
ERP/Financial Software	400,000	400,000	75,000 AC							400 CF
TOTAL:	\$5,200,000	\$5,200,000	\$175,000	1,150	1,250	600	600	600	600	400

AC: Annual Cost
CF: Capital Fund
NC: No Change

Capital Improvement Fund

SIDEWALKS

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Sidewalk replacement along major roads including brick paver repair/replace	600,000	600,000	NC	100 CF	100 CF	100 CF	100 CF	100 CF	100 CF	
Non-motorized Master Plan	125,000	125,000	NC	125 CF						
Eleven Mile, north side, Old Homestead to Farmington Hills, Golf Club	168,000	168,000	NC	168 CF						
Scottsdale north, to south of Fourteen Mile Road	47,000	47,000	NC		47 CF					
Eleven Mile, south side, Lyncroft to Inkster Road	516,000	516,000	NC		516 CF					
Fourteen Mile, south side, Pear Ridge to Clubhouse	290,000	290,000	NC		290 CF					
Inkster Rd, west side, Hystone Dr to north end Of I696 overpass (south property line 27777 Inkster Rd)	387,000	387,000	NC			387 CF				
Inkster Road from Eleven Mile to -Hystone Dr.	126,000	126,000	NC				126 CF			
Farmington, east side, Glenmuir to Fourteen Mile	320,000	320,000	NC					320 CF		
Farmington Road, west side, Twelve Mile to Bayberry Street	261,000	261,000	NC					261 CF		
Ten Mile from 30265 to 30701 Ten Mile Road	208,000	208,000	NC						208 CF	
Ten Mile Road from S. Duncan to Creekside Dr.	68,000	68,000	NC						68 CF	
Inkster Road, west side, Nine Mile to Eleven Mile Road	1,312,000	1,312,000	NC							1,312 CF
Inkster, west side, Twelve Mile to north property line of 27777 Inkster Road	413,000	413,000	NC							415 CF
Halsted Road, east side, Brookwood to Fourteen Mile Road	436,000	436,000	NC							436 CF
Halsted, west side, Nine Mile to Windwood, City ROW only	115,000	115,000	NC							115 CF
Thirteen Mile, south side, Drake to Bellcrest St.	210,000	210,000	NC							210 CF
Inkster Road, west side, Thirteen Mile to Old Colony Street	437,000	437,000	NC							437 CF
Folsom, south side, Orchard Lake to Power	378,000	189,000	NC							189 CF
Nine Mile, south side, Drake to Farmington	462,000	231,000	NC							231 CF
Nine Mile, south side, across 38505 frontage	97,000	97,000	NC							97 CF
Folsom, south side, Tuck to Orchard Lake Road	988,000	494,000	NC							494 CF
Hills Tech Bike Path **	945,000	945,000	NC							945 CF
Country Club, Haggerty to Twelve Mile	599,000	599,000	NC							599 CF
Halsted Road, Twelve Mile to Hills Tech Drive upgrade to Bike Path	310,000	310,000	NC							310 CF
Haggerty, east side, Hills Tech Drive to Twelve Mile Road**	577,000	577,000	NC							577 CF
Orchard Lake Road, east side,-Freedom to Grand River	489,000	0	NC							0
Ten Mile, south side, Stoney Creek to Inkster	376,000	188,000	NC							188 CF
Eleven Mile Road, north side, Old Homestead to Drake Road	239,000	239,000	NC							239 CF
Colfax Street, from Mayfield to Whitlock Street	62,000	62,000	NC							62 CF
TOTAL:	\$11,561,000	\$9,970,000		\$393	\$953	\$487	\$226	\$681	\$376	\$6,856

CF: Capital Fund

NC: No Change

** This is subject to additional grant money funding or other funding source

Capital Improvement Fund

DPW EQUIPMENT

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures shown are in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
2020/2021 DPW Equipment	835,000	835,000	NC	835 CF						
2021/2022 DPW Equipment	830,000	830,000	NC		830 CF					
2022/2023 DPW Equipment	780,000	780,000	NC			780 CF				
2023/2024 DPW Equipment	825,000	825,000	NC				825 CF			
2024/2025 DPW Equipment	780,000	780,000	NC					780 CF		
2024/2025 DPW Equipment	940,000	940,000	NC						940 CF	
TOTAL:	\$4,990,000	\$4,990,000		835	830	780	825	780	940	0

FIRE EQUIPMENT

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures shown are in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
2020/2021 Fire Equipment and Apparatus	1,215,000	1,215,000	NC	1,215 CF						
2021/2022 Fire Equipment and Apparatus	1,250,000	1,250,000	NC		1,250 CF					
2022/2023 Fire Equipment and Apparatus	1,334,000	1,334,000	NC			1,334 CF				
2023/2024 Fire Equipment and Apparatus	994,000	994,000	NC				994 CF			
2024/2025 Fire Equipment and Apparatus	750,000	750,000	NC					750 CF		
2025/2026 Fire Equipment and Apparatus	285,000	285,000	NC						285 CF	
TOTAL:	\$5,828,000	\$5,828,000		1,215	1,250	1,334	994	750	285	0

PARKS & RECREATION

PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Harrison High School Acquisition and Repurposing	22,500,000	22,500,000	315,000 AC	22,500 PM						
2020/2021 Vehicles, Equipment and Infrastructure	540,000	540,000	NC	540 CF						
2021/2022 Vehicles, Equipment and Infrastructure	260,000	260,000	NC		260 CF					
2022/2023 Vehicles, Equipment and Infrastructure	478,000	478,000	NC			478 CF				
2023/2024 Vehicles, Equipment and Infrastructure	143,000	143,000	NC				143 CF			
2024/2025 Vehicles, Equipment and Infrastructure	188,000	188,000	NC					188 CF		
2025/2026 Vehicles, Equipment and Infrastructure	191,000	191,000	NC						191 CF	
Acquisition of Park Land	1,500,000	1,500,000	NC							1,500 CF
Costick Center	8,000,000	8,000,000	155,000							8,000
TOTAL:	\$33,800,000	\$33,800,000	\$470,000	23,040	260	478	143	188	191	9,500

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 and is anticipated to receive interest income in FY 20/21.

Expenditures

In FY 20/21, expenditures are planned for the construction and professional fees of the repurposing of Harrison High School into a Community Center.

Fund Balance

The fund balance is projected to be \$2,324,745 at June 30, 2021.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- The \$11,884,704 decrease is a result of lower construction & professional fees in FY 19/20 compared to the original budget.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- The \$6,811,732 decrease is a result of construction and professional fees to be incurred in FY 20/21 as construction is expected to completed in the fall of 2020.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Community Center Renovations Fund	\$0	\$743,701	\$20,000,500	\$8,115,796	\$14,927,528	\$0	\$0

Community Center Renovations Fund

Community Center Renovations Fund

FUND NUMBER: 406

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	0	50,200	116,947	116,947	17,222,273	2,324,745	2,324,745
REVENUES							
Interest Income	200	10,448	50,000	100,000	30,000	0	0
Total Revenues	200	10,448	50,000	100,000	30,000	0	0
OTHER FINANCING SOURCES							
Proceeds from Sale of Bonds	0	0	20,000,000	25,121,122	0	0	0
Transfer from General Fund	50,000	800,000	0	0	0	0	0
Total Other Financing Sources	50,000	800,000	20,000,000	25,121,122	0	0	0
TOTAL REVENUES AND OTHER FINANCING SOURCES	50,200	810,448	20,050,000	25,221,122	30,000	0	0
EXPENDITURES							
Construction & Professional Fees	0	743,701	20,000,000	8,000,000	13,827,528	0	0
Furniture, Fixtures & Equipment	0	0	0	0	1,100,000	0	0
Bond Issuance Costs	0	0	0	115,796	0	0	0
Audit Fees	0	0	500	0	0	0	0
TOTAL EXPENDITURES	0	743,701	20,000,500	8,115,796	14,927,528	0	0
Revenues and Other Financing Sources Over/(Under) Expenditures	50,200	66,747	49,500	17,105,326	(14,897,528)	0	0
FUND BALANCE AT JUNE 30	50,200	116,947	166,447	17,222,273	2,324,745	2,324,745	2,324,745

GOLF COURSE CAPITAL IMPROVEMENT FUND

Overview

This Capital Projects Fund was established in 1992, and is used to account for the acquisition of golf course equipment and capital improvements.

Revenue Assumptions

This Fund receives revenue from a per-round surcharge (\$0.75) on green fees and interest income. In addition, the General Fund appropriates funds equivalent to the annual average bond interest expense savings from a 2013 Golf Course Improvement Bond Refunding, which matures in FY 2030/31.

Expenditures

For FY 2020/21, nothing is being proposed for purchase due to the closing of this fund at June 30, 2020.

Fund Balance

Fund balance is projected to decrease by \$28,118 to \$0 at June 30, 2020 due to the closing of this fund at June 30, 2020.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$5,499 or 9.5% decrease from the current budget.
- The decrease is due to savings compared to budget for planned equipment purchases.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Total Golf Course Capital Improvement Fund	\$75,096	\$52,706	\$54,200	\$46,761	\$0	\$0	\$0

Golf Course Capital Improvement Fund

Golf Course Capital Improvement Fund

FUND NUMBER: 412

Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1	26,658	18,372	27,062	27,062	0	0	0
REVENUES							
Green Fees	36,460	30,821	25,882	19,162	0	0	0
Approp. from the General Fund	29,952	29,952	0	0	0	0	0
Interest Income	398	623	200	537	0	0	0
TOTAL REVENUES	66,810	61,396	26,082	19,699	0	0	0
EXPENDITURES							
Equipment	74,896	52,506	54,000	46,736	0	0	0
Audit	200	200	200	25	0	0	0
TOTAL EXPENDITURES	75,096	52,706	54,200	46,761	0	0	0
Revenues Over/(Under) Expenditures	(8,286)	8,690	(28,118)	(27,062)	0	0	0
FUND BALANCE AT JUNE 30	18,372	27,062	(1,056)	0	0	0	0

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, 2020	\$195,719	\$477,510	\$673,229
REVENUES			
Property Taxes	128,083	324,528	452,611
Intergovernmental	0	0	0
Interest Income	1,000	15,000	16,000
Total Revenues	129,083	339,528	468,611
EXPENDITURES			
Audit Fees	15	0	15
Marketing	10,000	0	10,000
Business Improvement Grant	30,000	0	30,000
Miscellaneous/Others	5,000	300	5,300
Consultants	0	250,000	250,000
Total Expenditures	45,015	250,300	295,315
Revenues over/(under) Expenditures	84,068	89,228	173,296
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	84,068	80,228	164,296
FUND BALANCE AT JUNE 30, 2021	\$279,786	\$557,738	\$837,525

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 19/20	FY 20/21
Captured Taxable Value	12,157,820	12,703,800
Property Taxes By Taxing Unit:		
City of Farmington Hills	196,753	191,908
Oakland County/HCMA	51,308	49,572
Oakland ISD	38,132	35,684
Oakland Community College	17,934	17,842
Farmington District Library	18,023	17,947
Oakland County PTA	11,350	11,574
Total	333,501	324,528
Millages		
City of Farmington Hills	16.6843	16.2734
Oakland County/HCMA	4.3508	4.2037
Oakland ISD	3.2336	3.0259
Oakland Community College	1.5207	1.5130
Farmington District Library	1.5284	1.5219
Oakland County PTA	0.9625	0.9815
Total	28.2803	27.5194

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 \$707,738 at June 30, 2021. Brownfield funds are to be expended during the life of the Brownfield Plan.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$1,507,311 or 464.15% increase from the current budget. The increase results primarily from higher than originally budgeted capital outlay expenditures for The Hawk Community Center.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$1,572,761 or 85.85% decrease from the FY 19/20 year-end projection, and \$65,450 or 20.15% decrease from the FY 19/20 budget.
- The budget to budget decrease results primarily from anticipated lower contracted services and capital outlay expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Brownfield Redevelopment Authority Fund	\$5,733	\$12,000	\$324,750	\$1,832,061	\$259,300	\$9,300	\$9,300

Brownfield Redevelopment Authority

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

FUND NUMBER: 243

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1		1,249,380	1,571,441	1,918,433	1,918,433	477,510	557,738	887,966
REVENUES								
	Property Taxes	304,067	311,838	333,501	352,138	324,528	324,528	327,773
	Federal Grant	9,900	2,000	0	4,000	0	0	0
	Interest Income	21,474	32,282	22,000	35,000	15,000	15,000	15,000
	Unrealized Gain/(loss)	(7,647)	12,871	0	0	0	0	0
TOTAL REVENUES		327,795	358,992	355,501	391,138	339,528	339,528	342,773
EXPENDITURES								
	Miscellaneous	1,000	1,000	750	7,155	300	300	300
	Building Demolition	(16,117)	0	0	0	0	0	0
	Assessments	9,900	2,000	0	4,000	0	0	0
	Other Contracted Services	0	0	250,000	250,000	250,000	0	0
(970)	Capital Outlay	0	0	65,000	1,561,906	0	0	0
TOTAL EXPENDITURES		(5,217)	3,000	315,750	1,823,061	250,300	300	300
OTHER FINANCING USES								
	Transfer to General Fund	9,000	9,000	9,000	9,000	9,000	9,000	9,000
	Site Remediation Revolving Loan Fund	1,950	0	0	0	0	0	0
TOTAL OTHER FINANCING USES		10,950	9,000	9,000	9,000	9,000	9,000	9,000
TOTAL EXPENDITURES AND OTHER FINANCING USES		5,733	12,000	324,750	1,832,061	259,300	9,300	9,300
Revenues Over/(Under) Expenditures		322,062	346,992	30,751	(1,440,923)	80,228	330,228	333,473
FUND BALANCE AT JUNE 30		1,571,441	1,918,433	1,949,184	477,510	557,738	887,966	1,221,440

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. However, total taxable value decreased in tax years 2015 and 2016 compared to tax year 2014, therefore, there were no captured tax dollars available in FY 2015/16 or FY 2016/17. Total taxable value in 2020 is expected to be \$6,300,170 higher compared to tax year 2014. Therefore, there will be tax captures available in FY 2020/21.

Tax increment revenue is projected to be \$127,583 in FY 2020/21, 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 \$279,786 at June 30, 2021. The \$84,068 increase in fund balance is primarily the result of unplanned projects and expenditures to date for FY 20/21.

FY 19/20 YEAR-END PROJECTION vs. FY 19/20 CURRENT BUDGET

- \$390 or 7.22% decrease from the current budget.
- The decrease results from no anticipated planned project costs.

FY 20/21 PROPOSED BUDGET vs. FY 19/20 YEAR-END PROJECTION

- \$40,005 or 798.5% increase from the FY 19/20 year-end projection, and \$39,615 or 733.6% increase from the FY 19/20 budget.
- The budget to budget increase results from increased marketing and business improvement grant expenditures.

	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
Corridor Improvement Fund	\$30,812	\$3,500	\$5,400	\$5,010	\$45,015	\$40,015	\$40,015

Corridor Improvement Authority

CORRIDOR IMPROVEMENT AUTHORITY FUND

FUND NUMBER: 242

Acct. No.	Category and Line Item	2017/18 Actual	2018/19 Actual	2019/20 Budgeted	2019/20 Estimated	2020/21 Adopted	2021/22 Projected	2022/23 Projected
FUND BALANCE AT JULY 1		130,104	110,118	122,348	122,348	195,719	279,786	368,854
REVENUES								
403-001	Property Taxes	8,518	12,343	75,565	75,565	127,583	127,583	128,858
403-020	Delinquent Personal Property	0	100	0	816	500	500	500
664-005	Interest Income	2,308	3,288	2,500	2,000	1,000	1,000	1,000
TOTAL REVENUES		10,826	15,730	78,065	78,381	129,083	129,083	130,358
EXPENDITURES								
801-004	Consultants	30,297	0	0	0	0	0	0
801-021	Audit Fees	500	500	400	10	15	15	15
801-033	Marketing	0	0	0	0	10,000	5,000	5,000
801-034	Business Improvement Grant	0	0	0	0	30,000	30,000	30,000
996-003	Miscellaneous	16	3,000	5,000	5,000	5,000	5,000	5,000
TOTAL EXPENDITURES		30,812	3,500	5,400	5,010	45,015	40,015	40,015
Revenues Over/(Under) Expenditures		(19,987)	12,230	72,665	73,371	84,068	89,068	90,343
FUND BALANCE AT JUNE 30		110,118	122,348	195,013	195,719	279,786	368,854	459,197

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 2020/21 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 2020/21 on June 8, 2020 and the property tax millage rate to be levied to support the FY 2020/21 budget; and,

WHEREAS, an appropriate public notice was published on May 28 and June 4, 2020, notifying citizens of the Public Hearing on the proposed FY 2020/21 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 8, 2020 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 2020/21;

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 2020/21 in the aggregate amount of \$65,058,887 for expenditures and transfers-out funded by \$60,605,359 in revenues and transfers-in.
- 2) That the City Council for the City of Farmington Hills hereby appropriates the sum of \$65,058,887 in expenditures and transfers-out for FY 2020/21 for General Fund purposes on a departmental and activity total basis as follows:

Boards & Commissions	\$2,785,728
General Government	\$10,960,207
Public Safety	\$22,059,439
Planning & Community Development	\$1,835,277
Public Services	\$7,964,442
Special Services	\$10,234,933
Operating Transfers Out	\$9,218,861
Total Expenditures + Transfers-out	<u>\$65,058,887</u>

- 3) That the City of Farmington Hills shall levy 5.5514 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 2020/21 for general operating purposes.
- 4) That the City of Farmington Hills shall levy 0.7383 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 2020/21 for general debt service requirements (all 0.7383

mills are from within the City Charter Limit) and to adopt the 2020/21 Debt Service Fund Budgets schedule as attached below.

- 5) That the City of Farmington Hills shall levy 2.2800 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 2020/21 for Capital Improvements of which 0.4691 mills will be dedicated to Parks Development as approved by the electorate in August 2018 and to adopt the 2020/21 Capital Improvement Fund Budget and Parks & Recreation Capital Development Funds Budget as attached below.
- 6) That the City of Farmington Hills shall levy 3.0536 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 2020/21 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 2020/21 for refuse removal and disposal.
- 8) That the City of Farmington Hills shall levy 0.0139 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 2020/21 for economic development and public information.
- 9) That the City of Farmington Hills shall levy 4.6215 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 2020/21 for the City's local match to Major Road grant funded projects and Local Road special assessment 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 17.0117 mills ad valorem on the taxable value of all real and personal property subject to taxation in the City of Farmington Hills for FY 2020/21.
- 11) That the City of Farmington Hills estimates General Fund Revenues and transfers-in for the FY 2020/21 to total \$60,605,359, as follows:

Property Taxes	\$33,915,664
Business Licenses & Permits	\$25,200
Other Licenses & Permits	\$1,673,000
Grants	\$622,000
State Shared Revenues	\$5,843,160
Fees	\$6,335,000
Sales	\$439,050
Fines & Forfeitures	\$1,820,000
Interest Earnings	\$500,000
Recreation User Charges	\$5,736,469
Other Revenue	\$2,378,966
Operating Transfers In	\$1,316,850
Total Revenue + Transfers-in	<u>\$60,605,359</u>

- 12) That the City of Farmington Hills adopts the Special Revenue Funds Budgets for the FY 2020/21 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, 2020	\$9,654,700	\$929,622	\$3,050,943	\$0	\$13,635,265
REVENUES					
Property Taxes	16,570,357	1,681,955	10,948,662	0	29,200,974
Intergovernmental	8,259,953	311,722	125,000	357,680	9,054,355
Interest Income	170,000	25,500	75,000	400	270,900
Miscellaneous	190	152,692	0	50,000	202,882
Total Revenues	25,000,500	2,171,869	11,148,662	408,080	38,729,111
EXPENDITURES					
Highways & Streets	32,498,274	0	0	0	32,498,274
Public Safety	0	0	11,128,212	0	11,128,212
Debt Service - Principal	740,000	0	0	0	740,000
Debt Service - Interest	187,200	0	0	0	187,200
Land Acquisition, Capital Improvements and Other	98,600	1,214,491	692,777	408,080	2,413,948
Total Expenditures	33,524,074	1,214,491	11,820,989	408,080	46,967,634
Revenues over/(under) Expenditures	(8,523,574)	957,378	(672,327)	0	(8,238,523)
OTHER FINANCING SOURCES AND USES					
Transfers In	16,690,357	68,861	0	0	16,759,218
Transfers Out	(16,775,357)	(1,307,850)	0	0	(18,083,207)
Total	(85,000)	(1,238,989)	0	0	(1,323,989)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(8,608,574)	(281,611)	(672,327)	0	(9,562,512)
FUND BALANCE AT JUNE 30, 2021	\$1,046,126	\$648,011	\$2,378,616	\$0	\$4,072,753

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	\$0	\$2,832,165	\$6,822,535	\$9,654,700
REVENUES				
Property Taxes	16,570,357	0	0	16,570,357
Intergovernmental	100,000	6,234,467	1,925,486	8,259,953
Interest Income	20,000	75,000	75,000	170,000
Miscellaneous	0	190	0	190
Total Revenues	16,690,357	6,309,657	2,000,486	25,000,500
EXPENDITURES				
Highways & Streets	0	13,271,768	19,226,506	32,498,274
Debt Service - Principal	0	0	740,000	740,000
Debt Service - Interest	0	0	187,200	187,200
Other	0	70,100	28,500	98,600
Total Expenditures	0	13,341,868	20,182,206	33,524,074
Revenues over/(under) Expenditures	16,690,357	(7,032,211)	(18,181,720)	(8,523,574)
OTHER FINANCING SOURCES AND USES				
Transfers In	0	4,673,300	12,017,057	16,690,357
Transfers Out	(16,690,357)	0	(85,000)	(16,775,357)
	(16,690,357)	4,673,300	11,932,057	(85,000)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	(2,358,911)	(6,249,663)	(8,608,574)
FUND BALANCE AT JUNE 30, 2021	\$0	\$473,254	\$572,872	\$1,046,126

SPECIAL REVENUE FUNDS RECREATION FUNDS SUMMARY

	Nutrition Fund #281	Parks & Recreation Millage Fund #410	Total Recreation Funds
FUND BALANCE AT JULY 1, 2020	\$0	\$929,622	\$929,622
REVENUES			
Property Taxes	0	1,681,955	1,681,955
Intergovernmental	286,722	25,000	311,722
Interest Income	500	25,000	25,500
Miscellaneous	152,692	0	152,692
Total Revenues	439,914	1,731,955	2,171,869
EXPENDITURES			
Land Acquisition, Capital Improvements and Other	508,775	705,716	1,214,491
Total Expenditures	508,775	705,716	1,214,491
Revenues over/(under) Expenditures	(68,861)	1,026,239	957,378
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	(281,611)	(281,611)
FUND BALANCE AT JUNE 30, 2021	\$0	\$648,011	\$648,011

SPECIAL REVENUE FUNDS PUBLIC SAFETY FUNDS SUMMARY
--

	Public Safety Fund #205	Federal Forfeiture Fund #213	State Forfeiture Fund #214	Total Public Safety Funds
FUND BALANCE AT JULY 1, 2020	2,155,986	\$795,860	\$99,097	\$3,050,943
REVENUES				
Property Taxes	10,948,662	0	0	10,948,662
Intergovernmental	125,000	0	0	125,000
Interest Income	75,000	0	0	75,000
Miscellaneous	0	0	0	0
Total Revenues	11,148,662	0	0	11,148,662
EXPENDITURES				
Public Safety	11,094,945	33,242	25	11,128,212
Land Acquisition, Capital Improvements and Other	442,277	250,500	0	692,777
Total Expenditures	11,537,222	283,742	25	11,820,989
Revenues over/(under) Expenditures	(388,560)	(283,742)	(25)	(672,327)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(388,560)	(283,742)	(25)	(672,327)
FUND BALANCE AT JUNE 30, 2021	\$1,767,426	\$512,118	\$99,072	\$2,378,616

- 13) That the City of Farmington Hills adopts the 2020/21 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, 2020	\$283,753	\$340	\$284,093
REVENUES			
Interest Income	5,000	0	5,000
Intergovernmental Revenues	245,350	0	245,350
Total Revenues	250,350	0	250,350
EXPENDITURES			
Bond Principal Payments	1,405,000	1,000,000	2,405,000
Interest and Fiscal Charges	813,328	19,500	832,828
Miscellaneous	2,000	500	2,500
Total Expenditures	2,220,328	1,020,000	3,240,328
Revenues over/(under) Expenditures	(1,969,978)	(1,020,000)	(2,989,978)
OTHER FINANCING SOURCES AND USES			
Transfers In			
-General Fund	2,650,000	0	2,650,000
-Local Road Fund	85,000	0	85,000
-General Debt Fund	0	1,019,660	1,019,660
Total Transfers In	2,735,000	1,019,660	3,754,660
Transfers Out			
-Building Authority Fund	(1,019,660)	0	(1,019,660)
Total Transfers out	(1,019,660)	0	(1,019,660)
Total Other Financing Sources and Uses	1,715,340	1,019,660	2,735,000
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(254,638)	(340)	(254,978)
FUND BALANCE AT JUNE 30, 2021	\$29,115	\$0	\$29,115

- 14) That the City of Farmington Hills adopts the 2020/21 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, 2020	\$1,210,894	\$17,222,273	\$18,433,167
REVENUES			
Interest Income	30,000	30,000	60,000
Total Revenues	30,000	30,000	60,000
EXPENDITURES			
Public Facilities	1,095,000	14,927,528	16,022,528
Drainage	2,061,000	0	2,061,000
Sidewalks	100,000	0	100,000
Equipment	2,909,500	0	2,909,500
Administration & Miscellaneous	350	0	350
Total Expenditures	6,165,850	14,927,528	21,093,378
Revenues over/(under)			
Expenditures	(6,135,850)	(14,897,528)	(21,033,378)
OTHER FINANCING SOURCES AND USES			
Transfer from General Fund	6,500,000	0	6,500,000
Total Other Financing Sources and Uses	6,500,000	0	6,500,000
Revenues and Other Financing Sources Over/(Under)			
Expenditures and Other Uses	364,150	(14,897,528)	(14,533,378)
FUND BALANCE AT JUNE 30, 2021	\$1,575,044	\$2,324,745	\$3,899,789

- 15) That the City of Farmington Hills adopts the 2020/21 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, 2020	\$195,719	\$477,510	\$673,229
REVENUES			
Property Taxes	128,083	324,528	452,611
Intergovernmental	0	0	0
Interest Income	1,000	15,000	16,000
Total Revenues	129,083	339,528	468,611
EXPENDITURES			
Audit Fees	15	0	15
Marketing	10,000	0	10,000
Business Improvement Grant	30,000	0	30,000
Miscellaneous/Others	5,000	300	5,300
Consultants	0	250,000	250,000
Total Expenditures	45,015	250,300	295,315
Revenues over/(under) Expenditures	84,068	89,228	173,296
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	84,068	80,228	164,296
FUND BALANCE AT JUNE 30, 2021	\$279,786	\$557,738	\$837,525

- 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 2020/21 Budgets of the General Fund, Special Revenue Funds and Capital Projects Funds shall be automatically amended on July 1, 2020 to re-appropriate fund balances for certain outstanding encumbrances and/or available capital project budget balances at June 30, 2020, 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 2019/20 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 2020/21, as may be updated by the Finance Director:

Revenues	
Property Taxes	\$32,946,618
Business Licenses & Permits	\$25,200
Other Licenses & Permits	\$1,554,500
Grants	\$705,350
State Shared Revenues	\$6,970,380
Fees	\$6,430,000
Sales	\$532,000
Fines & Forfeitures	\$1,546,000
Interest Earnings	\$750,000
Recreation User Charges	\$3,612,316
Other Revenue	\$2,378,684
Operating Transfers In	\$1,316,850
Total Revenue + Transfers-in	\$58,767,898

Expenditures	
Boards & Commissions	\$2,859,812
General Government	\$10,982,125
Public Safety	\$21,258,344
Planning & Community Development	\$1,768,732
Public Services	\$7,830,265
Special Services	\$7,973,031
Operating Transfers Out	\$8,868,851
Total Expenditures + Transfers-out	\$61,541,159

- 20) That the FY 2019/20 Special Revenue Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2020/21, 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, 2019	\$13,666,061	\$884,237	\$3,567,009	\$0	\$18,117,308
REVENUES					
Property Taxes	16,081,738	1,636,041	10,625,856	0	28,343,635
Intergovernmental	9,905,393	312,381	429,191	509,940	11,156,905
Interest Income	300,000	25,500	141,000	400	466,900
Miscellaneous	196	164,827	56,958	100,000	321,981
Total Revenues	26,287,327	2,138,749	11,253,005	610,340	40,289,421
EXPENDITURES					
Highways & Streets	28,452,348	0	0	0	28,452,348
Public Safety	1,525,000	0	11,056,636	0	12,581,636
Debt Service	219,688	0	0	0	219,688
Land Acquisition, Capital Improvements and Other	20,250	854,365	712,435	610,340	2,197,390
Total Expenditures	30,217,286	854,365	11,769,071	610,340	43,451,062
Revenues over/(under) Expenditures	(3,929,960)	1,284,384	(516,066)	0	(3,161,642)
OTHER FINANCING SOURCES AND USES					
Transfers In	18,265,481	68,851	0	0	18,334,332
Transfers Out	(18,346,881)	(1,307,850)	0	0	(19,654,731)
Total	(81,400)	(1,238,999)	0	0	(1,320,399)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(4,011,360)	45,385	(516,066)	0	(4,482,041)
FUND BALANCE AT JUNE 30, 2020	\$9,654,700	\$929,622	\$3,050,943	\$0	\$13,635,265

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, 2019	\$38,593	\$6,770,763	\$6,856,705	\$13,666,061
REVENUES				
Property Taxes	16,081,738	0	0	16,081,738
Intergovernmental	105,151	7,403,356	2,396,886	9,905,393
Interest Income	40,000	110,000	150,000	300,000
Miscellaneous	0	196	0	196
Total Revenues	16,226,889	7,513,552	2,546,886	26,287,327
EXPENDITURES				
Highways & Streets	0	13,852,517	14,599,832	28,452,348
Debt Service - Principal	0	0	1,525,000	1,525,000
Debt Service - Interest	0	0	219,688	219,688
Other	0	5,250	15,000	20,250
Total Expenditures	0	13,857,767	16,359,520	30,217,286
Revenues over/(under) Expenditures	16,226,889	(6,344,215)	(13,812,634)	(3,929,960)
OTHER FINANCING SOURCES AND USES				
Transfers In	0	4,405,617	13,859,864	18,265,481
Transfers Out	(16,265,481)	(2,000,000)	(81,400)	(18,346,881)
	(16,265,481)	2,405,617	13,778,464	(81,400)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(38,592)	(3,938,598)	(34,170)	(4,011,362)
FUND BALANCE AT JUNE 30, 2020	\$0	\$2,832,165	\$6,822,535	\$9,654,700

SPECIAL REVENUE FUNDS RECREATION FUNDS SUMMARY

	Nutrition Fund #281	Parks & Recreation Millage Fund #410	Total Recreation Funds
FUND BALANCE AT JULY 1, 2019	\$0	\$884,237	\$884,237
REVENUES			
Property Taxes	0	1,636,041	1,636,041
Intergovernmental	286,722	25,659	312,381
Interest Income	500	25,000	25,500
Miscellaneous	152,692	12,135	164,827
Total Revenues	439,914	1,698,835	2,138,749
EXPENDITURES			
Land Acquisition, Capital Improvements and Other	508,765	345,600	854,365
Total Expenditures	508,765	345,600	854,365
Revenues over/(under) Expenditures	(68,851)	1,353,235	1,284,384
OTHER FINANCING SOURCES AND USES			
Transfers In	68,851	0	68,851
Transfers Out	0	(1,307,850)	(1,307,850)
Total	68,851	(1,307,850)	(1,238,999)
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	0	45,385	45,385
FUND BALANCE AT JUNE 30, 2020	\$0	\$929,622	\$929,622

SPECIAL REVENUE FUNDS PUBLIC SAFETY FUNDS SUMMARY
--

	Public Safety Fund #205	Federal Forfeiture Fund #213	State Forfeiture Fund #214	Total Public Safety Funds
FUND BALANCE AT JULY 1, 2019	\$2,501,576	\$619,274	\$446,159	\$3,567,009
REVENUES				
Property Taxes	10,625,856	0	0	10,625,856
Intergovernmental	167,338	251,495	10,358	429,191
Interest Income	125,000	10,000	6,000	141,000
Miscellaneous	0	56,958	0	56,958
Total Revenues	10,918,194	318,453	16,358	11,253,005
EXPENDITURES				
Public Safety	10,950,971	105,265	400	11,056,636
Land Acquisition, Capital Improvements and Other	312,813	36,602	363,020	712,435
Total Expenditures	11,263,784	141,867	363,420	11,769,071
Revenues over/(under) Expenditures	(345,590)	176,586	(347,062)	(516,066)
OTHER FINANCING SOURCES AND USES				
Transfers In	0	0	0	0
Transfers Out	0	0	0	0
	0	0	0	0
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	(345,590)	176,586	(347,062)	(516,066)
FUND BALANCE AT JUNE 30, 2020	\$2,155,986	\$795,860	\$99,097	\$3,050,943

- 21) That the FY 2019/20 Debt Service Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2020/21, 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, 2019	\$146,526	\$258	\$146,784
REVENUES			
Interest Income	10,000	0	10,000
Intergovernmental Revenues	231,140	0	231,140
Total Revenues	241,140	0	241,140
EXPENDITURES			
Bond Principal Payments	445,000	995,000	1,440,000
Interest and Fiscal Charges	506,813	35,918	542,731
Refunds	0	0	0
Miscellaneous	2,000	500	2,500
Total Expenditures	953,813	1,031,418	1,985,231
Revenues over/(under) Expenditures	(712,673)	(1,031,418)	(1,744,091)
OTHER FINANCING SOURCES AND USES			
Transfers In			
-General Fund	1,800,000	0	1,800,000
-Local Road Fund	81,400	0	81,400
-General Debt Fund	0	1,031,500	1,031,500
Total Transfers In	1,881,400	1,031,500	2,912,900
Transfers Out			
-SAD Revolving Fund	0	0	0
-Building Authority Fund	(1,031,500)	0	(1,031,500)
Total Transfers out	(1,031,500)	0	(1,031,500)
Total Other Financing Sources and Uses	849,900	1,031,500	1,881,400
Excess Revenues and Other Financing Sources over/(under) Expenditures and Other Uses	137,227	82	137,309
FUND BALANCE AT JUNE 30, 2020	\$283,753	\$340	\$284,093

- 22) That the FY 2019/20 Capital Projects Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2020/21, as may be updated by the Finance Director:

CAPITAL PROJECTS FUNDS SUMMARY

	Capital Improvement Fund #404	Community Center Renovations Fund #406	Golf Course Capital Improv. Fund #412	Total Capital Project Funds
FUND BALANCE AT JULY 1, 2019	\$3,624,291	\$116,947	\$27,062	\$3,768,300
REVENUES				
Sales, Fees & Other	335,588	0	19,162	354,750
Interest Income	50,000	100,000	537	150,537
Total Revenues	385,588	100,000	19,699	505,287
EXPENDITURES				
Public Facilities	1,872,564	8,000,000	0	9,872,564
Drainage	2,784,849	0	0	2,784,849
Sidewalks	408,305	0	0	408,305
Equipment	4,732,917	0	46,736	4,779,653
Administration & Miscellaneous	350	115,796	25	116,171
Total Expenditures	9,798,985	8,115,796	46,761	17,961,542
Revenues over/(under)				
Expenditures	(9,413,397)	(8,015,796)	(27,062)	(17,456,255)
OTHER FINANCING SOURCES AND USES				
Proceeds from Bond Sale	0	25,121,122	0	25,121,122
Transfer from Local Road SAD Fund	0	0	0	0
Transfer from Local Road Fund	0	0	0	0
Transfer from General Fund	7,000,000	0	0	7,000,000
Total Other Financing Sources and Uses	7,000,000	25,121,122	0	32,121,122
Revenues and Other Financing Sources Over/(Under)				
Expenditures and Other Uses	(2,413,397)	17,105,326	(27,062)	14,664,867
FUND BALANCE AT JUNE 30, 2020	\$1,210,894	\$17,222,273	\$0	\$18,433,167

- 23) That the FY 2019/20 Component Units Funds Budgets be amended to the following estimated revenues and projected actual expenditures as reflected in the budget document submitted for FY 2020/21, 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, 2019	\$122,348	\$1,918,433	\$2,040,781
REVENUES			
Property Taxes	76,381	352,138	428,519
Grant	0	4,000	4,000
Interest Income	2,000	35,000	37,000
Total Revenues	78,381	391,138	469,519
EXPENDITURES			
Audit Fees	10	275	285
Capital Outlay	0	1,561,906	1,561,906
Miscellaneous	5,000	260,880	265,880
Total Expenditures	5,010	1,823,061	1,828,071
Revenues over/(under)			
Expenditures	73,371	(1,431,923)	(1,358,552)
OTHER FINANCING SOURCES AND USES			
Transfers Out-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	73,371	(1,440,923)	(1,367,552)
FUND BALANCE AT JUNE 30, 2020	\$195,719	\$477,510	\$673,229

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 23,101 City water customers and approximately 22,766 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.

FY 19/20 YEAR-END PROJECTION vs. FY 18/19 ACTUAL

- Total revenue is projected to decrease by approximately \$4,379,000 or 13.96% from the previous year.
- Total expenses (excluding purchases of capital assets) are projected to decrease by approximately \$2,068,000 or 6.67% from the previous year.
- The impact of COVID-19 on both revenues and expenses, at the time of the publication of this document, is unknown and will have to be analyzed more fully when sufficient data is available.
- Revenue from capital contributions is projected to decrease approximately \$63,600 or 9%.
- The impact from the above results in a projected decrease of \$5,580,126 in Working Capital to \$71,344,180 at June 30, 2020, which is 293% of total projected expenses and transfers-out (less depreciation) for FY 19/20. 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 20/21 PROPOSED FINANCIAL PLAN vs. FY 19/20 YEAR-END PROJECTION

- Total Revenue is projected to increase by approximately \$1,116,000 or 4.14% from the prior year.
- Total Expenses (excluding purchases of capital assets) are projected to increase by approximately \$1,182,000 or 4.08% from the prior year.
- The impact of COVID-19 on both revenues and expenses, at the time of the publication of this document, is unknown and will have to be analyzed more fully when sufficient data is available.
- Expenditures for Capital Assets are projected to be approximately \$8,226,500 which is a \$934,500 increase or 12.82% from the prior year. This is primarily due to a significant number of capital improvement projects that are scheduled in FY 20/21. These projects consist of water main and sanitary sewer projects included in the City's Capital Improvement Plan (\$5,963,000, see below chart) and WRC's Long-Range Capital Plan (\$2,263,500).
- The impact from the above results in a projected \$7,031,317 decrease in Working Capital to \$64,312,863 at June 30, 2021, which is 252% 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, and the Working Capital at June 30, 2021 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

	2017/18 Actual	2018/19 Actual	2019/20 Year-End Projection	2020/21 Proposed Budget	2021/22 Projected Budget	2022/23 Projected Budget
REVENUES						
Sale of Water	13,278,145	13,118,227	12,351,020	12,759,020	12,759,020	12,759,020
Sewage Disposal Charges	11,366,815	11,593,758	11,270,400	12,078,400	12,078,400	12,078,400
Other Operating Revenue	12,312	2,424,816	100,000	100,000	100,000	100,000
Total Operating Revenue	24,657,272	27,136,801	23,721,420	24,937,420	24,937,420	24,937,420
Other Non-operating Revenue						
Interest Income	927,068	1,825,495	900,000	800,000	700,000	600,000
Debt Service Charge	2,372,299	2,410,092	2,371,715	2,372,039	2,366,381	2,366,381
TOTAL REVENUES	27,956,639	31,372,388	26,993,135	28,109,459	28,003,801	27,903,801
EXPENSES						
Cost of Water	8,313,886	9,777,611	8,871,340	8,912,840	8,912,840	8,912,840
Cost of Sewage Treatment	9,406,937	9,684,153	9,983,330	10,669,420	10,669,420	10,669,420
Other Operation and Maintenance	3,928,177	4,921,434	3,454,760	3,792,500	3,792,500	3,792,500
Billing and Administrative Costs*	1,410,890	1,192,123	1,311,990	1,463,630	1,463,630	1,463,630
Depreciation	4,558,470	4,484,838	4,600,000	4,600,000	4,600,000	4,600,000
Total Operating Expenses	27,618,360	30,060,159	28,221,420	29,438,390	29,438,390	29,438,390
Other Non-operating Expenses						
Interest Expense	781,888	980,526	751,151	716,151	680,225	680,225
TOTAL EXPENSES	28,400,248	31,040,685	28,972,571	30,154,541	30,118,615	30,118,615
Income/(Loss) Before Contributions	(443,609)	331,703	(1,979,436)	(2,045,082)	(2,114,814)	(2,214,814)
Capital Contributions:						
Tap-in Fees	150,200	245,000	499,805	100,000	100,000	100,000
Contributed Capital	2,054,488	468,391	150,000	150,000	150,000	150,000
Total Capital Contributions	2,204,688	713,391	649,805	250,000	250,000	250,000
CHANGE IN NET POSITION	1,761,079	1,045,094	(1,329,631)	(1,795,082)	(1,864,814)	(1,964,814)
Capital Assets	(6,391,328)	(2,791,641)	(7,292,000)	(8,226,500)	(25,742,000)	(3,825,000)
Depreciation	4,558,470	4,484,838	4,600,000	4,600,000	4,600,000	4,600,000
Bond Proceeds	2,806,573	174,036	-	-	-	-
Current Portion of Long-term Debt	(1,478,670)	(1,527,255)	(1,558,495)	(1,609,735)	(1,640,975)	(1,640,975)
CHANGE IN WORKING CAPITAL	1,256,124	1,385,072	(5,580,126)	(7,031,317)	(24,647,789)	(2,830,789)
WORKING CAPITAL-BEGINNING	74,283,110	75,539,234	76,924,306	71,344,180	64,312,863	39,665,074
WORKING CAPITAL-ENDING	75,539,234	76,924,306	71,344,180	64,312,863	39,665,074	36,834,285
Working Capital as a % of Expenses plus Transfers Out Less Depreciation	317%	290%	293%	252%	155%	144%

* Includes City Labor Costs associated with Accounting and Project Engineering.

Water & Sewer Fund

WATER MAINS

WATER MAIN PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Fire Protection lines in subdivisions without Water Main	3,000,000	3,000,000	GF	500 GF	500 GF	500 GF	500 GF	500 GF	500 GF	
Edythe Drive, Replace existing 6" with 8"	442,000	442,000	NC	442 WS						
Richland Gardens Subdivision, replace existing 8" with 8" & 12"	5,400,000	5,400,000	NC	5,400 WS						
Farmington Road, 30465 Farmington Road south to stub (8" loop)	121,000	121,000	NC	121 WS						
Orchard Lake Road Water Main Replacement (Ludden to Hunter's Circle)	250,000	250,000	NC		250 WS					
Kimberley Subdivision, Replace existing 6" & 8" with 8" & 12"	5,732,000	5,732,000	NC		5,732 WS					
Normandy Hills and Normandy Hills Subdivision No. 1, New 8" & 12" extension	3,495,000	3,495,000	NC			3,495 PB				
Kendallwood/Kendallwood Subdivision No. 1, Replace existing 6" & 8" with 8"/12" with 12"	5,952,000	5,952,000	NC			2,976 WS	2,976 WS			
Westbrooke Plaza, replace/relocate existing 6" with 8"	481,000	481,000	NC				481 WS			
Westbrooke Manor Subdivision, Replace existing 6" & 8" with 8"/12" with 12"	2,582,000	2,582,000	NC				2,582 WS			
Salvador Street, New 8" extension	188,000	188,000	NC				188 PB			
Westbrooke Manor Subdivision No. 1, Replace existing 4", 6" & 8" with 8"	2,129,000	2,129,000	NC					2,129 WS		
Kendallwood Subdivision No. 2, Replace existing 6" & 8" with 8"/12" with 12"	3,623,000	3,623,000	NC					3,623 WS		
Biddestone Lane, 8" Water Main loop/extension	883,000	883,000	NC						883 PB	
Kendallwood Subdivision No. 3, Replace existing 6" & 8" with 8"/12" with 12"	3,824,000	3,824,000	NC						3,824 WS	
Westbrooke Manor Subdivision No. 2, Replace existing 6" & 8" with 8"/12" with 12"	2,548,000	2,548,000	NC						2,548 WS	
Westbrooke Manor Subdivision No. 3, Replace existing 6" & 8" with 8"	1,091,000	1,091,000	NC							1,091 WS
Westbrooke Manor Subdivision No. 4, Replace existing 6" & 8" with 8"	1,014,000	1,014,000	NC							1,014 WS
Kendallwood Subdivision No. 4, Replace existing 6" & 8" with 8"/12" with 12"	2,066,000	2,066,000	NC							2,066 WS
Rockshire Avenue, Edgemoor Street, and Bramwell Street, New 8"-12" extension	1,420,000	1,420,000	NC							1,420 PB
Old Homestead Subdivision replace existing 6" & 8" with 8"/12" with 12"	4,590,000	4,590,000	NC							4,590 WS
Colwell Water Main, Shiawassee to Sedalia (8" loop)	733,000	733,000	NC							733 WS
Cora Water Main, north of Fink (8" loop)	336,000	336,000	NC							336 SAD
Fink Avenue Water Main, Orchard Lake to Cora (8" loop)	466,000	466,000	NC							466 WS
TOTAL:	\$52,366,000	\$52,366,000		6,463	6,482	6,971	6,727	6,252	7,755	11,716

SAD: Special Assessment District
 WS: Water System Fund
 NC: No Charge
 PB: Payback District
 GF: General Fund

Water & Sewer Fund

SANITARY SEWERS

SANITARY SEWER PROJECT	TOTAL COST	CITY COST	MAINT. COSTS	City Cost figures are shown in thousands of dollars.						
				2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	FUTURE
Edythe Drive Sanitary Sewer	579,000	579,000	NC	579 PB						
Rockridge Lane Sanitary Sewer	772,000	772,000	NC		772 PB					
Goldsmith Street Area Sanitary Sewer	1,665,000	1,665,000	NC		1,665 PB					
Evergreen/Farmington LTCAP - Phase 2 Projects	80,000,000	19,200,000	NC		19,200 SS					
Rockshire Avenue and Edgemoor Street Sanitary Sewer	244,000	244,000	NC			244 PB				
Salvador Street Sanitary Sewer, Whitlock Street to Hugo Avenue	168,000	168,000	NC				168 PB			
Eleven Mile Road Sanitary Sewer, west of Pillsbury Street to City Hall Campus	1,737,000	1,737,000	NC					1,737 PB		
Biddestone Lane Sanitary Sewer (Southeast area)	464,000	464,000	NC						464 PB	
Fourteen Mile Road Sanitary Sewer, Ten Hill Road to Inkster Road	952,000	952,000	NC							952 PB
TOTAL:	\$86,581,000	\$25,781,000		579	21,637	244	168	1,737	464	952

NC: No Change
 O: Other
 PB: Payback District
 SS: Sewerage

YOUR 2019 TAX DOLLAR

Based on Principal Residence (Homestead) Rate

School District	County/Other	Education *	City
Farmington	15.83%	46.91%	37.26%
Walled Lake	17.60%	40.99%	41.41%
Clarenceville	18.09%	39.34%	42.57%



County/Other
15.83%

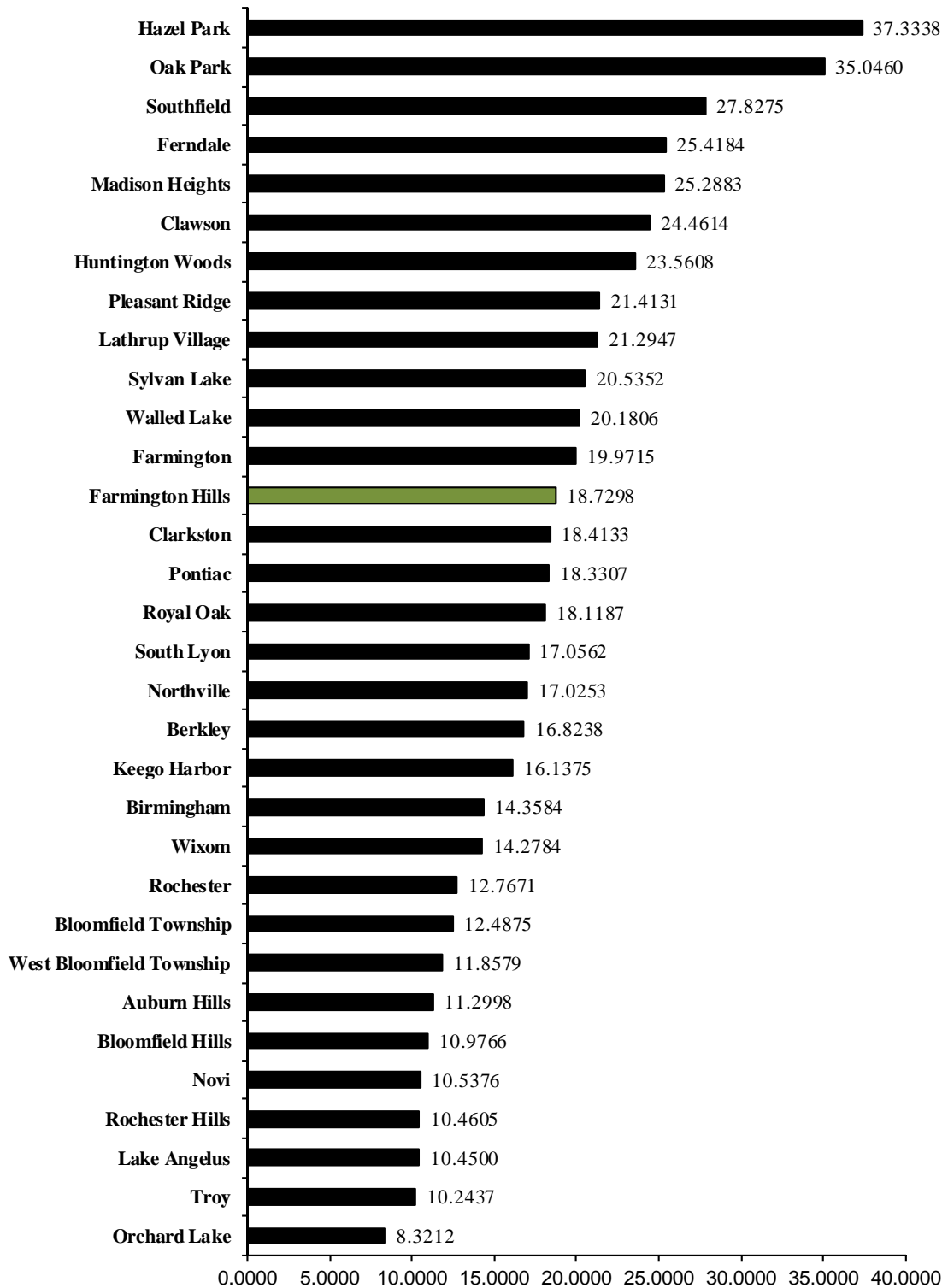
Education
46.91%

City
37.26%

* Local Schools (including State support) + Oakland Intermediate Schools + Community College

2019 Local Unit Tax Rates

For all Cities and Major Townships in Oakland



Note: Tax rates include the local library millage

2019 Tax Comparison for All Cities and Major Townships in Oakland County

<u>Local Taxing Unit</u>	2019 <u>Millage*</u>	2019 <u>Taxable Value</u>	2019 <u>City Taxes</u>
Southfield	27.8275	2,562,758,500	71,315,162
Farmington Hills**	18.7298	3,450,866,810	64,634,045
Troy	10.2437	5,095,995,110	52,201,845
Royal Oak	18.1187	2,853,708,370	51,705,486
Bloomfield Township	12.4875	3,931,007,620	49,088,458
West Bloomfield Township	11.8579	3,737,498,670	44,318,885
Novi	10.5376	3,852,942,000	40,600,762
Rochester Hills	10.4605	3,632,970,260	38,002,685
Birmingham	14.3584	2,497,255,420	35,856,592
Madison Heights	25.2883	828,775,040	20,958,312
Auburn Hills	11.2998	1,706,619,110	19,284,455
Oak Park	35.0460	510,029,910	17,874,508
Ferndale	25.4184	652,135,670	16,576,245
Pontiac	18.3307	749,141,530	13,732,289
Wixom	14.2784	746,865,010	10,664,037
Berkley	16.8238	605,258,850	10,182,754
Rochester	12.7671	784,386,670	10,014,343
Bloomfield Hills	10.9766	889,981,070	9,768,966
Clawson	24.4614	376,682,870	9,214,190
Huntington Woods	23.5608	373,254,560	8,794,176
Hazel Park	37.3338	206,847,640	7,722,408
Farmington	19.9715	361,224,560	7,214,196
South Lyon	17.0562	377,920,060	6,445,880
Walled Lake	20.1806	210,165,810	4,241,272
Pleasant Ridge	21.4131	160,211,270	3,430,620
Orchard Lake	8.3212	392,841,700	3,268,914
Lathrup Village	21.2947	145,439,540	3,097,091
Northville	17.0253	172,129,618	2,930,558
Sylvan Lake	20.5352	97,065,970	1,993,269
Keego Harbor	16.1375	103,144,400	1,664,493
Lake Angelus	10.4500	81,764,410	854,438
Clarkston	18.4133	44,802,900	824,969

* 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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Operations	6.3279	7.2148	6.6396	6.7084	6.5206
Capital	0.4800	0.2400	0.7467	0.6163	0.7986
Debt	0.6481	0.5012	0.5697	0.6313	0.6368
Total Charter	7.4560	7.9560	7.9560	7.9560	7.9560
Refuse	0.6010	0.6822	0.7138	0.7168	0.7436
Econ. Develop.	0.0000	0.0152	0.0162	0.0164	0.0164
Parks	0.4882	0.4882	0.4882	0.4882	0.4882
Roads	0.0000	0.0000	0.0000	0.0000	0.0000
Public Safety	1.4764	1.4764	3.1764	3.1764	3.1764
Total City Millage	10.0216	10.6180	12.3506	12.3538	12.3806
Taxable Value*	\$3,619,696,470	\$3,281,707,580	\$3,077,626,770	\$3,040,696,350	\$3,051,369,420
Tax Levy	\$36,275,150	\$34,845,171	\$38,010,476	\$37,564,155	\$37,777,784
Tax Collections**	\$34,911,860	\$33,353,601	\$36,891,023	\$36,922,255	\$36,898,832
Percent Collected***	96.24%	95.72%	97.05%	98.29%	97.67%

<u>Millage Type</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Operations	5.9466	5.8911	6.1549	6.1956	5.6431
Capital	1.5606	1.5978	1.7168	1.6695	2.0285
Debt	0.4488	0.4671	0.4434	0.3892	0.5216
Total Charter	7.9560	7.9560	8.3151	8.2543	8.1932
Refuse	0.7542	0.7169	0.7359	0.7608	0.7454
Econ. Develop.	0.0160	0.0160	0.0156	0.0151	0.0144
Parks	0.4882	0.4859	0.4817	0.4781	0.4745
Roads	2.0000	1.9908	1.9738	1.9593	4.6744
Public Safety	3.1764	3.1617	3.1348	3.1118	3.0886
Total City Millage	14.3908	14.3273	14.6569	14.5794	17.1905
Taxable Value*	\$3,125,682,070	\$3,125,760,110	\$3,208,788,930	\$3,316,996,180	\$3,460,236,390
Tax Levy	\$44,981,066	\$44,783,703	\$47,030,898	\$48,359,814	\$59,483,194
Tax Collections**	\$44,025,306	\$43,893,096	\$45,999,617	\$47,389,469	\$58,164,762
Percent Collected***	97.88%	98.01%	97.81%	97.99%	97.78%

* 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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
City	10.0216	10.6180	12.3506	12.3538	12.3806
Local Schools P.R.E.	12.0278	12.3334	13.3810	13.3810	11.7472
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5844	1.5844	1.5844	1.5844	1.5844
Intermediate Schools	3.3690	3.3690	3.3690	3.3690	3.3690
County	4.6461	4.6461	4.6461	4.6461	4.6461
Library	1.5856	1.5856	1.5856	1.5856	1.5856
Transit Authority	0.5900	0.5900	0.5900	0.5900	1.0000
Zoo	0.1000	0.1000	0.1000	0.1000	0.1000
Art Institute	0.0000	0.0000	0.2000	0.2000	0.2000
Total P.R.E. Millage	39.9245	40.8265	43.8067	43.8099	42.6129
Local Schools Non-P.R.E.	8.0722	7.8466	7.1790	7.1790	8.5128
Total Non-P.R.E. Millage	47.9967	48.6731	50.9857	50.9889	51.1257

Walled Lake School District

<u>Millage Type</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
City	10.0216	10.6180	12.3506	12.3538	12.3806
Local Schools P.R.E.	6.7508	6.8812	7.0254	7.0254	7.6843
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5844	1.5844	1.5844	1.5844	1.5844
Intermediate Schools	3.3690	3.3690	3.3690	3.3690	3.3690
County	4.6461	4.6461	4.6461	4.6461	4.6461
Library	1.5856	1.5856	1.5856	1.5856	1.5856
Transit Authority	0.5900	0.5900	0.5900	0.5900	1.0000
Zoo	0.1000	0.1000	0.1000	0.1000	0.1000
Art Institute	0.0000	0.0000	0.2000	0.2000	0.2000
Total P.R.E. Millage	34.6475	35.3743	37.4511	37.4543	38.5500
Local Schools Non-P.R.E.	15.7492	15.6188	15.5346	15.5346	15.8029
Total Non-P.R.E. Millage	50.3967	50.9931	52.9857	52.9889	54.3529

Clarenceville School District

<u>Millage Type</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
City	10.0216	10.6180	12.3506	12.3538	12.3806
Local Schools P.R.E.	5.1922	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	3.3690
County	4.6461	4.6461	4.6461	4.6461	4.6461
Library	1.5856	1.5856	1.5856	1.5856	1.5856
Transit Authority	0.5900	0.5900	0.5900	0.5900	1.0000
Zoo	0.1000	0.1000	0.1000	0.1000	0.1000
Art Institute	0.0000	0.0000	0.2000	0.2000	0.2000
Total P.R.E. Millage	33.3012	33.2054	35.1380	35.1412	35.5780
Local Schools Non-P.R.E.	17.3078	18.0000	18.0000	18.0000	18.0000
Total Non-P.R.E. Millage	50.6090	51.2054	53.1380	53.1412	53.5780

**HISTORICAL REAL PROPERTY TAX RATES FOR ALL TAXING UNITS
BY TAX YEAR (continued)**

Farmington School District

<u>Millage Type</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
City	14.3908	14.3273	14.6569	14.5794	17.1905
Local Schools P.R.E.	12.4418	12.1482	11.4268	11.3026	10.8634
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5819	1.5707	1.5555	1.5431	1.5303
Intermediate Schools	3.3633	3.3398	3.3079	3.2813	3.2539
County	4.5456	4.4938	4.4908	4.4878	4.4846
Library	1.5856	1.5781	1.5644	1.5517	1.5393
Transit Authority	0.9998	0.9941	0.9863	1.0000	0.9927
Zoo	0.0998	0.0990	0.0980	0.0982	0.0973
Art Institute	0.1996	0.1981	0.1961	0.1945	0.1929
Total P.R.E. Millage	45.2082	44.7491	44.2827	44.0386	46.1449
Local Schools Non-P.R.E.	8.9982	9.2918	9.8732	9.9974	10.4366
Total Non-P.R.E. Millage	54.2064	54.0409	54.1559	54.0360	56.5815

Walled Lake School District

<u>Millage Type</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
City	14.3908	14.3273	14.6569	14.5794	17.1905
Local Schools P.R.E.	7.2841	7.0150	6.9458	6.7968	6.2300
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Oakland Community College	1.5819	1.5707	1.5555	1.5431	1.5303
Intermediate Schools	3.3633	3.3398	3.3079	3.2813	3.2539
County	4.5456	4.4938	4.4908	4.4878	4.4846
Library	1.5856	1.5781	1.5644	1.5517	1.5393
Transit Authority	0.9998	0.9941	0.9863	1.0000	0.9927
Zoo	0.0998	0.0990	0.0980	0.0982	0.0973
Art Institute	0.1996	0.1981	0.1961	0.1945	0.1929
Total P.R.E. Millage	40.0505	39.6159	39.8017	39.5328	41.5115
Local Schools Non-P.R.E.	15.8339	15.9129	15.8134	15.7675	15.7231
Total Non-P.R.E. Millage	55.8844	55.5288	55.6151	55.3003	57.2346

Clarenceville School District

<u>Millage Type</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
City	14.3908	14.3273	14.6569	14.5794	17.1905
Local Schools P.R.E.	4.5000	4.5000	4.5000	4.4626	4.3831
State Education Tax	6.0000	6.0000	6.0000	6.0000	6.0000
Schoolcraft College	1.7967	1.7880	1.7766	1.7662	2.2516
Intermediate Schools	3.3633	3.3398	3.3079	3.2813	3.2539
County	4.5456	4.4938	4.4908	4.4878	4.4846
Library	1.5856	1.5781	1.5644	1.5517	1.5393
Transit Authority	0.9998	0.9941	0.9863	1.0000	0.9927
Zoo	0.0998	0.0990	0.0980	0.0982	0.0973
Art Institute	0.1996	0.1981	0.1961	0.1945	0.1929
Total P.R.E. Millage	37.4812	37.3182	37.5770	37.4217	40.3859
Local Schools Non-P.R.E.	18.0000	18.0000	18.0000	18.0000	18.0000
Total Non-P.R.E. Millage	55.4812	55.3182	55.5770	55.4217	58.3859

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 Receipts
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

Note: The above data includes the 47th District Court.

* Annual Contribution to be made in the 2nd subsequent fiscal year from the Valuation Date.

** Investment Return Assumption lowered from 7.50% to 7.40%.

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 Receipts
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

Note: The above data includes the 47th District Court.

* Revised the 2010 valuation using revised assumptions, as of June 30, 2011.

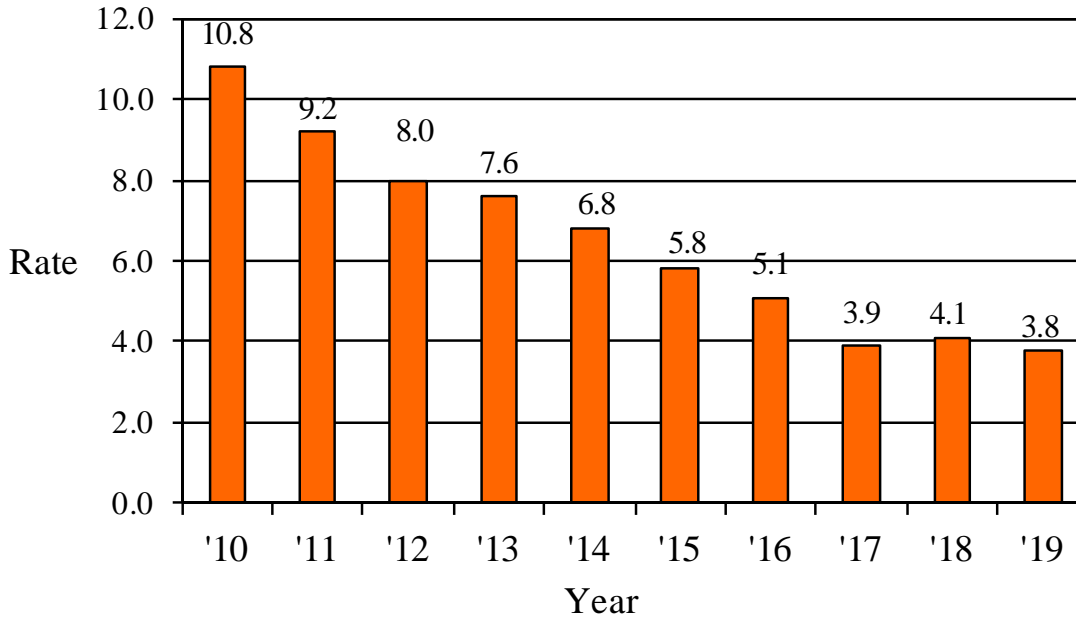
** Annual Contribution made in the 2nd subsequent fiscal year from the Valuation Date.

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>
2010/11	79,740	33,366	11,701	10.8
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	80,281	34,248	9,456	4.1
2019/20	80,442	34,033	9,320	3.8

Annual Average Unemployment Rate Last 10 Years



Source: SEMCOG, Michigan Department of Education, and the US Bureau of Labor Statistics

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.

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.

Glossary of Terms

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.

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.

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.

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.

Glossary of Terms

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.

GRANTS Contributions by a government or other organization to support a particular function. Grants may be classified as either operational or capital.

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.

MILLA 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.

Glossary of Terms

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.

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.