AGENDA
CITY COUNCIL STUDY SESSION
SEPTEMBER 8, 2025 – 6:00PM
CITY OF FARMINGTON HILLS
CITY HALL – COMMUNITY ROOM
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
Telephone: 248-871-2410 Website: www.fhgov.com

1. Call Study Session to Order
2. Roll Call
3. Update on Food Waste Elimination Pilot Program
4. Discussion on placing ribbons and other materials on City Properties
5. Discussion on Responsible Contracting
6. Adjourn Study Session

Respectfully submitted,

Carly Lindahl, City Clerk

Reviewed by:

Gary Mekjian, City Manager

NOTE: Anyone planning to attend the meeting who has need of special assistance under the Americans with Disabilities Act (ADA) is asked to contact the City Clerk's Office at 248-871-2410 at least two (2) business days prior to the meeting, wherein necessary arrangements/ accommodations will be made. Thank you.

INTEROFFICE CORRESPONDENCE

DATE: September 3, 2025

TO: Mayor and City Council

FROM: Jacob Rushlow, Director of Public Services

SUBJECT: Food Waste Elimination Pilot Program

At the September 8, 2025 study session we will be providing City Council with an update on the pilot program through “Make Food Not Waste” aimed at the elimination of food waste in the community and the greater metro region. Representatives with “Make Food Not Waste” will be in attendance to share “A Blueprint to Zero Food Waste in Farmington Hills” with recommendations on supporting strategies, timelines, and budgets, and results of our resident and business surveys.

A Blueprint to Zero Food Waste in Farmington Hills

UNITED STATES CLIMATE ALLIANCE

EGLE
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY

MAKE FOOD NOT WASTE

UNITED STATES CLIMATE ALLIANCE

EGLE
MICHIGAN DEPARTMENT OF ENVIRONMENT, GREAT LAKES, AND ENERGY

This project was funded by the U.S. Climate Alliance and the Michigan Department of Environment, Great Lakes, and Energy (EGLE)

Acknowledgments

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GREATER FARMINGTON AREA CHAMBER OF COMMERCE

HAYES ELEMENTARY SCHOOL

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MAKE FOOD NOT WASTE

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Planning assisted by Giffels Webster

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Executive Summary

There is a direct relationship between landfilled food and a hotter planet. Because we landfill more than two billion pounds of food every year in Michigan, we unnecessarily pump billions of pounds of methane into the atmosphere that in turn, traps heat and brings extreme weather, wildfires, and polluted air. Michigan has recently been ranked as the sixth state in the nation for the highest landfill methane emissions, much of which is preventable.[1]

Eliminating food waste is seen as "pulling the emergency brake" on climate change because it's something we can all do, relatively easily, inexpensively, and quickly. It also has a myriad of benefits, including financial savings for households and businesses, improved water and soil quality, and reduced demand for landfill space. It is for these reasons that Michigan, along with the U.S. government and the United Nations, have set a goal of cutting food waste in half by 2030. Make Food Not Waste (MFNW) believes that by eliminating food waste in the top fifteen most populated communities in Southeast Michigan (the cities of Ann Arbor, Dearborn, Detroit, Farmington Hills, Livonia, Rochester Hills, Southfield, Sterling Heights, Troy, Warren, and Westland and the Townships of Canton, Clinton, Macomb and Shelby),this goal could be achievable by 2030. It is a bold strategy that requires a combination of the right engagement, the right infrastructure and support, and the right opportunities. This Blueprint is one of six created for communities in Southeast Michigan that details what support and resources would be needed to completely eliminate food waste in a municipality. A regional plan focused on how these six communities can coordinate efforts and leverage resources amongst themselves to reach their individual food waste goals can be found on the Make Food Not Waste website.

The Natural Resources Defense Council estimates that approximately 24 million pounds of food are wasted in Farmington Hills each year.[2] This plan accounts for every one of those tons, using the EPA's wasted food scale as a model for the strategies employed. Details on how to implement prevention, donation, rescue, and diversion strategies are provided for all sectors within the city, along with a detailed timeline, budget, and additional resources for implementation. The underlying foundation of the strategies is a communication and social campaign that works to shift the culture and pave the way for adoption of the behavior change strategies for each sector. The Blueprint provides strategies for the following sectors:

- Residences
- Food-based businesses
- Schools and institutions
- Other places (e.g., offices, parks, and places where food may be eaten)

11,915

TONS OF FOOD WASTE PER YEAR

(= 23.8M POUNDS)

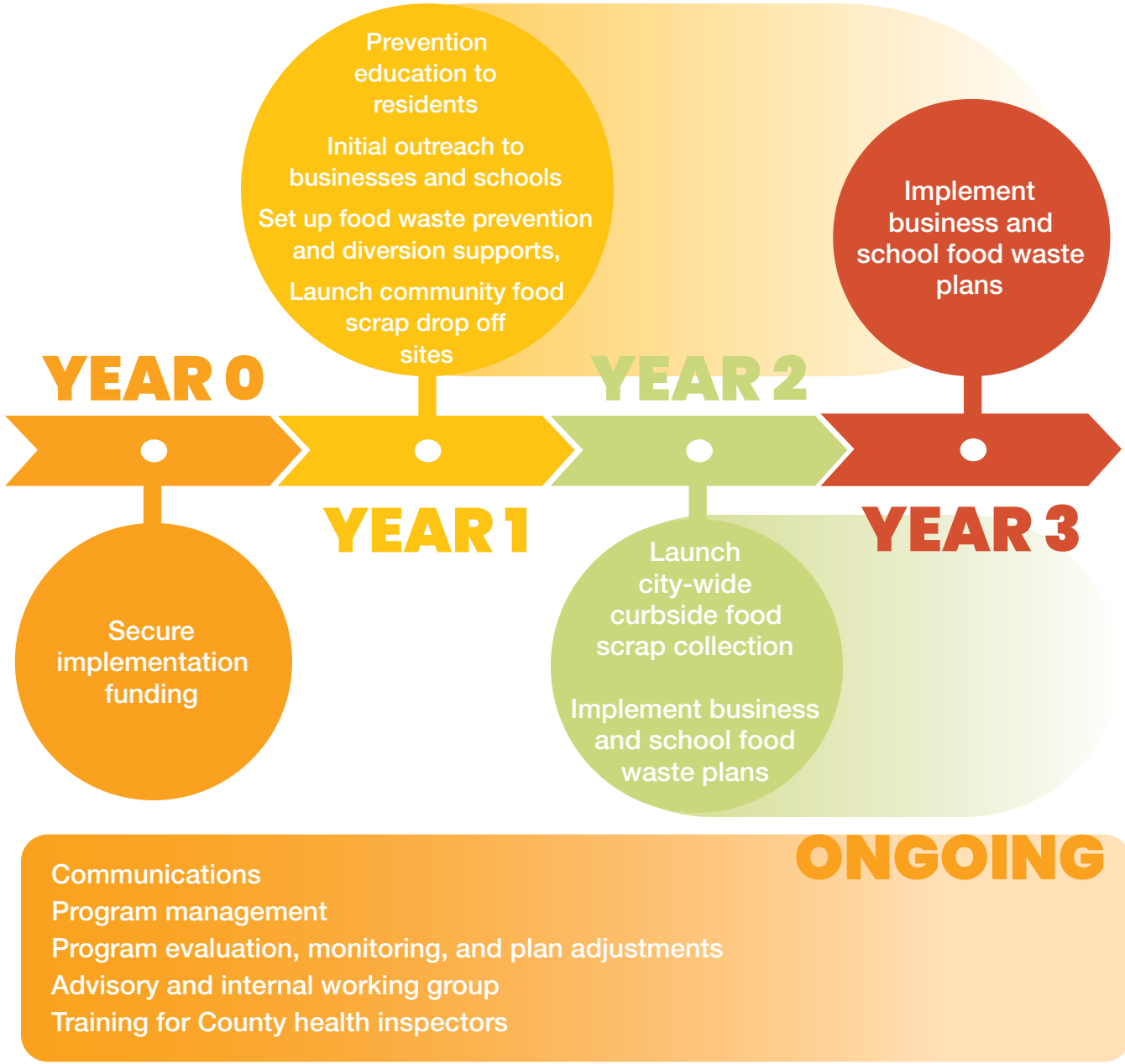
8%

OF GLOBAL GREENHOUSE GAS (GHG) EMISSIONS COME FROM FOOD WASTE

1 Blair, C. (2024, July 31). Michigan leads nation in toxic methane emissions from landfills. Detroit Metro Times.

2 Natural Resources Defense Council (NRDC). (2025). Wasted food and rescue potential calculator.

FIGURE 1. **Summary Implementation Timeline**



$2.8M

VALUE OF FOOD RESCUE

274,417

TREES REQUIRED TO OFFSET GHG ASSOCIATED WITH FOOD WASTE EACH YEAR

FIGURE 2. Levers of Behavior Change

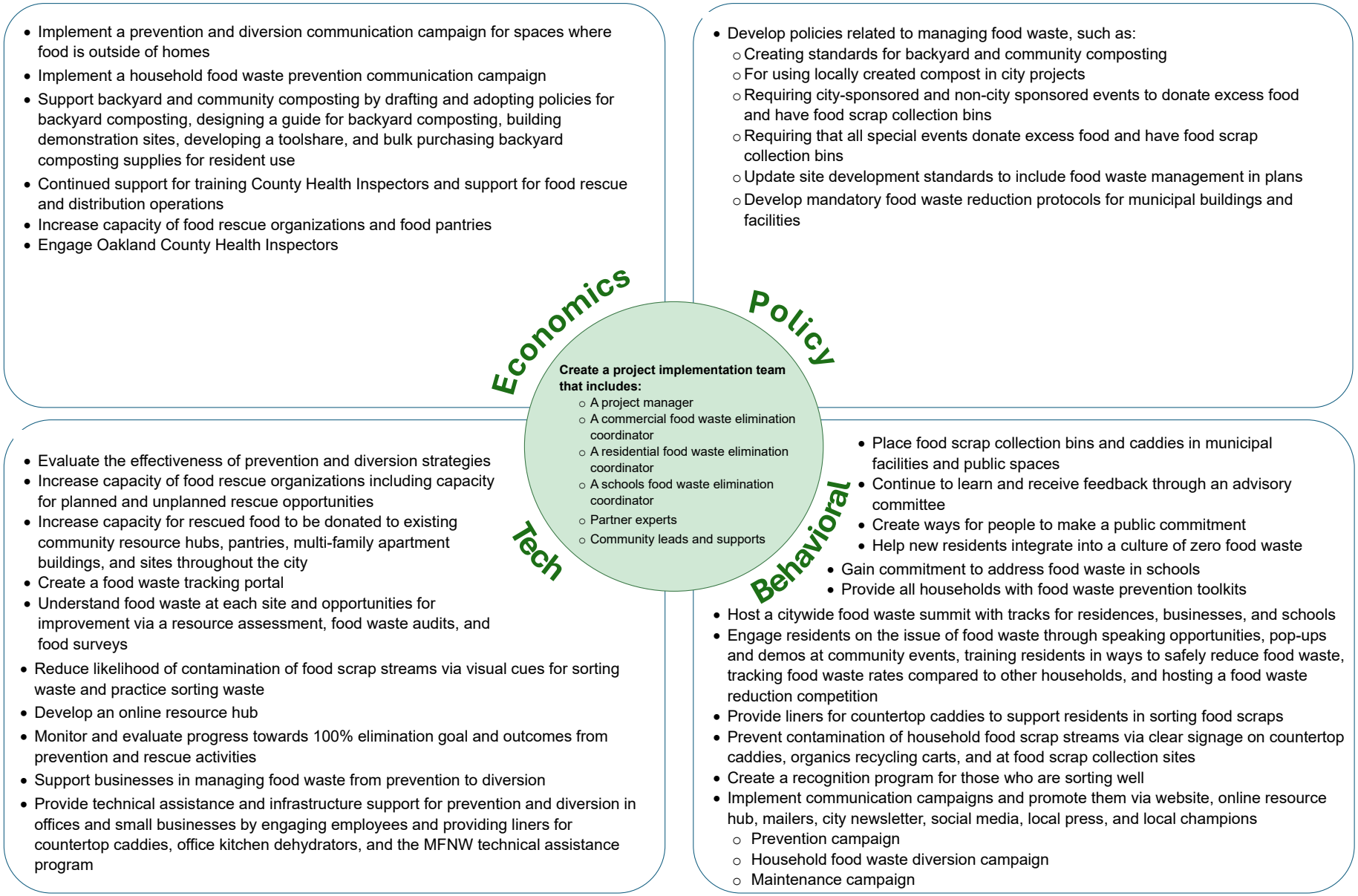


FIGURE 3. **Food Waste and Rescue Potential: Farmington Hills**

FOOD WASTE & RESCUE POTENTIAL IN FARMINGTON HILLS

By tackling food waste, cities can rein in climate emissions, reduce municipal waste costs, and help relieve community food insecurity.

As part of Make Food Not Waste's Every Bit Counts initiative, we have estimated a community-wide baseline level of food waste generation and assessed the potential for increased rescue of surplus food. This snapshot can help identify opportunities for policy, outreach, and interventions to achieve the City's goals.

FOOD WASTE IN FARMINGTON HILLS

Though actual measurement of wasted food is optimal, waste audits can be costly, time-consuming, and sometimes impractical. The model for calculating these estimates using proxy metrics was identified from a range of national sources and NRDC's original research.

We estimate **11,915 tons of food waste** are generated in Farmington Hills each year. The residential sector is the highest food waste producing sector generating **almost 7,741 tons of food waste** per year.

FOOD WASTE GENERATED PER SECTOR PER YEAR

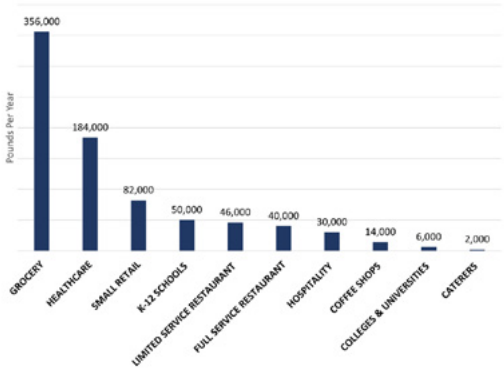
- <1% COLLEGES & UNIVERSITIES
- 1% FOOD WHOLESALERS & DISTRIBUTORS
- 1% EVENT & RECREATION FACILITIES
- 1% K-12 SCHOOLS
- 1% FOOD MANUFACTURING AND PROCESSING
- 2% HOSPITALITY
- 5% GROCERY & MARKETS
- 7% HEALTHCARE
- 16% RESTAURANTS
- 65% RESIDENTIAL

FOOD RESCUE OPPORTUNITIES

Donation of surplus food serves an important role in meeting the immediate needs of those facing food insecurity. The ambitious scenario used realistic assumptions and existing donation patterns to estimate an ambitious but attainable expansion of food donation efforts.

While restaurants represent a larger portion of overall wasted food, much of that waste occurs after the food is served and is unsuitable for rescue.

MAXIMUM POTENTIAL SAVINGS SCENARIO



KEY FACTS

40%
of all food in the U.S. is wasted

11%
food insecurity in Oakland County

12K
tons of food waste in Farmington Hills

$2.8M
value of food rescue potential in Farmington Hills

6.6K
tons of CO2 from food waste in Farmington Hills

$1.4M
social cost of CO2 emisisons in Farmington Hills

8%
of global greenhouse gas emissions come from food waste

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NRDC

MAKE FOOD NOT WASTE

This Blueprint suggests a three-year implementation timeline, starting no later than 2027 so that all components have been implemented by 2030 to meet the state's 50% diversion goal. Figure 1 provides a summary timeline of implementation tasks outlined in this plan.

Costs have been identified for full implementation of all strategies in each sector, to the extent possible and are broken down by strategy and year below. This plan estimates the total cost of implementation of the entire plan over the course of three years to be $4,637,410, with an additional $500,616 as an ongoing service fee for food waste hauling other ongoing costs for the drop off sites, municipal buildings, and parks.

TABLE 1. One-Time Implementation Costs

	Year 1	Year 2	Year 3
Supporting Strategies	$ 628,967	$ 519,835	$ 477,747
Residences (excluding carts & hauling)	$ 394,398	$ 14,083	$ 5,900
Food-based Businesses	$ 451,698	$ 544,813	$ 597,132
Schools and Institutions	$ 20,576	$ 160,464	$ 282,100
Other Places	$ -	$ 539,696	$ -
Total	$ 1,495,639	$ 1,778,891	$ 1,362,879
Total Cost Over 3 Years	**$ 4,637,410**		
Potential additional costs			
Residential carts (optional)**		$ 3,128,850	
**The entire cost for the carts, if they are used, is allocated in Year 2 at a cost of $52 per cart (including shipping and distribution). Priority Waste has offered an option to spread cart costs out at the rate of $2.50 per household per month for five years for a total cost of $150 per bin. The cost of the bins could be passed on to residents to avoid an additional expense to the city.			

TABLE 2. Ongoing Costs

	Year 1	Year 2	Year 3
Drop off hauling	$ 6,930	$ 32,220	$ 32,220
Drop off bin liners	$ 1,575	$ 7,350	$ 7,350
Residential curbside hauling costs ($24 per household per year)			$ 500,616
Municipal and park hauling		$ 60,291	$ 102,438
Municipal and park bin liners		$ 13,703	$ 23,415

6.3%

POPULATION IN POVERTY

7.1%

OF HOUSEHOLDS IN POVERTY

$1.1M

SOCIAL COST ASSOCIATED WITH FARMINGTON HILLS'S FOOD WASTE

The changes outlined in this Blueprint have the potential to significantly and positively impact residents, the community, state, and world. Eliminating food waste in Farmington Hills is estimated to reduce greenhouse gas emissions by 13.2M pounds (6.6K tons) per year, equivalent to planting 274,417 trees. Further, the average 4-person household could save over $3,000 per year if all edible food is eaten and not discarded, indicating that the average Farmington Hills household with 2.32 people could save almost $2,000 annually, far outweighing the cost of the hauling service. Businesses can save 3-5% on food costs — a significant amount in an industry with small margins. Implementation of this Blueprint, even in part, is likely to have immediate and impactful returns for residents and business owners.

The Blueprint is written with Make Food Not Waste as the primary audience as the expected implementor of the Blueprint, and can be adapted to other communities with a different lead. The City of Farmington Hills staff, and other stakeholders are the secondary audience. The following table outlines next steps for key players to take to implement this Blueprint.

TABLE 4. Next Steps for Blueprint Implementation by Key Player

Player	Responsibility
Make Food Not Waste	• Lead implementation by collaborating with city leaders and staff, school administrators, and local service providers; • Apply for funds; • Support evaluation efforts as needed
City Council	• Support initiative in word and resource allocation, when possible
City Planning and Community Development Department	• Support plan implementation; • Provide guidance on implementation of strategies; • Facilitate connections with other departments; • Create policies that support the goals of this plan
City Administration and Office of Management and Budget	• Negotiate contracts with citywide food scrap hauler; • Assist in identifying resources for implementation
Department of Public Works and Special Services Department	• Assist implementation of curbside food scrap pick up; • Maintain food scrap drop off sites
Business and Economic Development Department and Greater Farmington Area Chamber of Commerce	• Connect businesses with technical support and facilitate bulk purchasing of contracts for food scrap hauling
City Communications & Community Engagement Department	• Promote the initiative and related resources, information, and events
Food Rescue Organizations	• Increase capacity to transport food from donation sites to distribution sites
Food Distribution Sites	• Increase capacity as needed to better meet client needs with surplus food available

The issue of food waste is a big one, but one that is solvable with relatively inexpensive interventions that are likely to provide financial, social, and environmental returns. This Blueprint is the first step in addressing food waste in Farmington Hills and lays the groundwork for changes that will positively impact the city, region, state, and beyond.

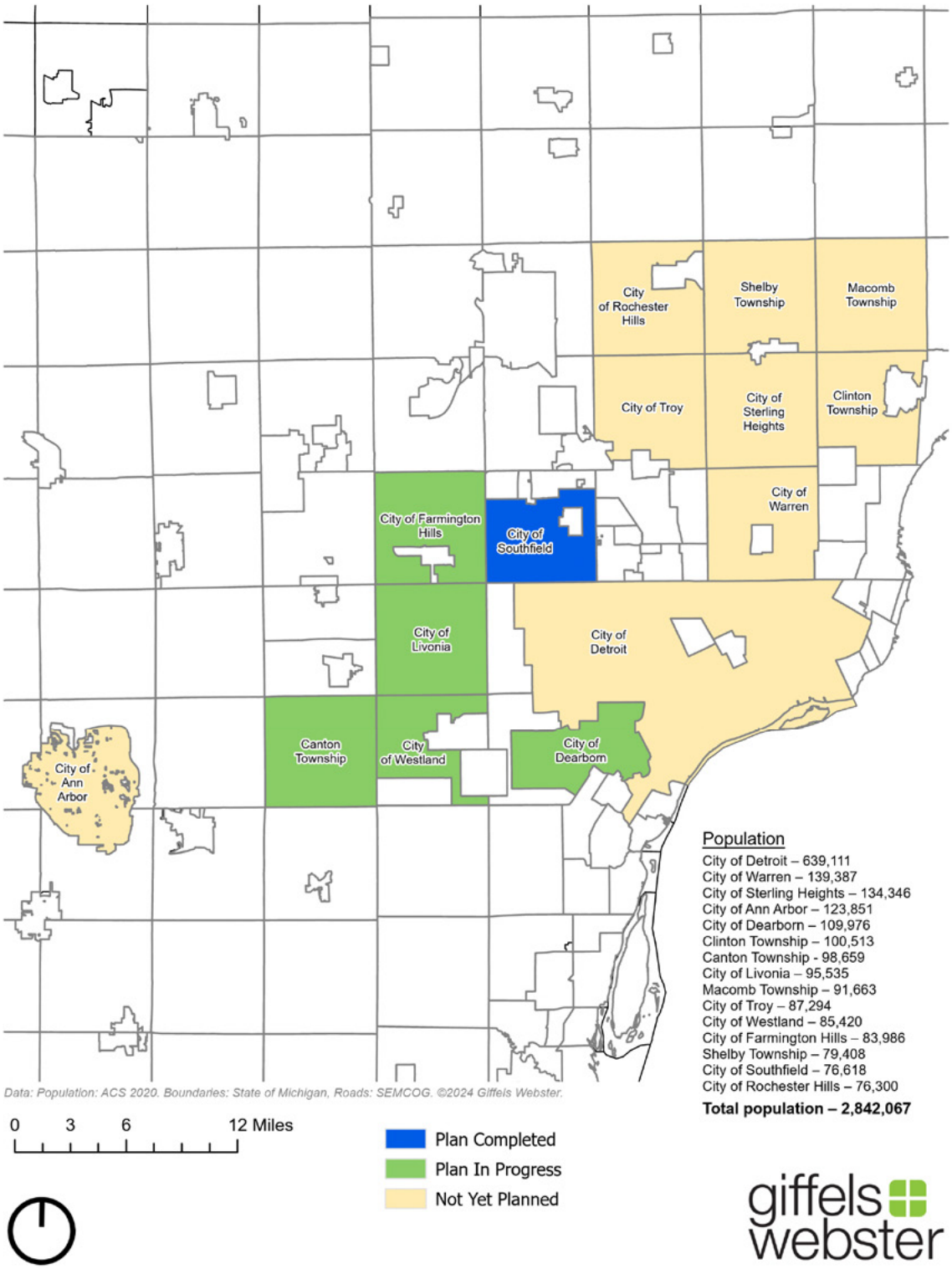
Introduction

This Blueprint, funded by the U.S. Climate Alliance, builds on a study conducted in Southfield, MI, which outlines how a city can eliminate food waste. It is one of fifteen Blueprints being developed for the most populated communities in Southeast Michigan (See Map X for all participating cities). Each provides a detailed, actionable, and turn-key set of strategies to support bold action toward meeting the MI Healthy Climate Plan's goal of reducing food waste by 50% by 2030.

Achieving this goal will require the complete elimination of food waste sent to landfills in these communities. Working toward zero food waste—rather than simply reducing it—offers a clear, concrete, and measurable target. Focusing efforts on the fifteen most populated cities also enables economies of scale in infrastructure and services, while driving a broader culture shift.

This Blueprint lays out the steps needed to create the conditions, build the infrastructure, and provide the support systems necessary to reach zero food waste across all food system sectors in Farmington Hills. Additional information about this regional approach—and what's needed at the regional level versus the city level—can be found in the Regional Food Waste Elimination Blueprint.

MAP 1. Southeast Michigan Food Waste Elimination Project - Participating Cities



Why food waste?

According to Project Drawdown,[1] addressing food waste is the number one solution to reduce heat-trapping gases responsible for global warming. Food waste is food that is ultimately not consumed by humans and is discarded, including food that is safe to eat and food that is unsafe to eat or inedible. Not only can addressing food waste have a big impact on greenhouse gas emissions, but it is something that everyone can contribute to and benefit from. It has the potential to improve food security, saving one person $782 a year just by eliminating their food waste. For a family of four, that's more than $3,000 in savings each year. It can improve air and water quality, improve soil health, and build resilient communities. The benefits of reducing food waste are so significant that local and state governments, globally, have begun to implement strategies to address food waste.

14TH

MOST POPULOUS CITY IN THE STATE OF MICHIGAN

Source: https://www.michigan-demographics.com/cities_by_population

83,986

RESIDENTS

(90,336 DAYTIME POPULATION)

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

33.3

SQUARE MILES

1 https://drawdown.org/solutions/table-of-solutions

Community Profile: Farmington Hills

Location

Farmington Hills, an outer-ring suburb to the City of Detroit, is located in Oakland County in southeast Michigan and is only about 25 minutes from downtown Detroit.

Demographics

RACE

18.2%
BLACK

59.1%
WHITE
(22.7% OTHER)

EDUCATION (25+)

4.3%
WITHOUT H.S. DIPLOMA

95.7%
H.S. GRADUATE OR HIGHER

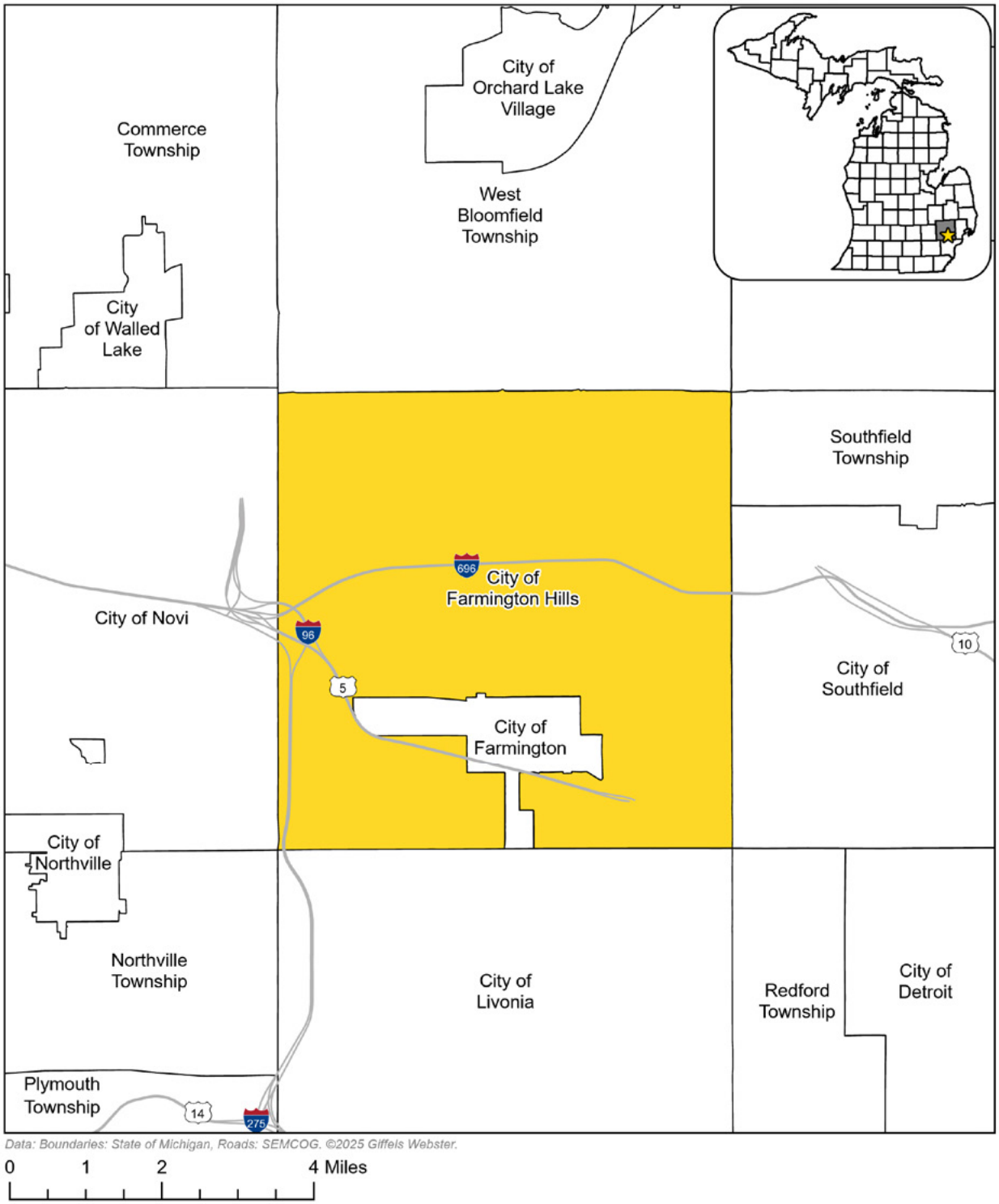
$101,863
MEDIAN HOUSEHOLD INCOME

6.3%
POPULATION IN POVERTY

7.1%
OF HOUSEHOLDS IN POVERTY

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

MAP 2. Location: Farmington Hills



Households

35,528
HOUSEHOLDS

2.32
AVERAGE HOUSEHOLD SIZE

35%
HOUSEHOLDS WITH SENIORS (65+)
(12,427)

15%
HOUSEHOLDS WITH SENIORS LIVING ALONE
(5,458)

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

Housing

37,615
HOUSING UNITS

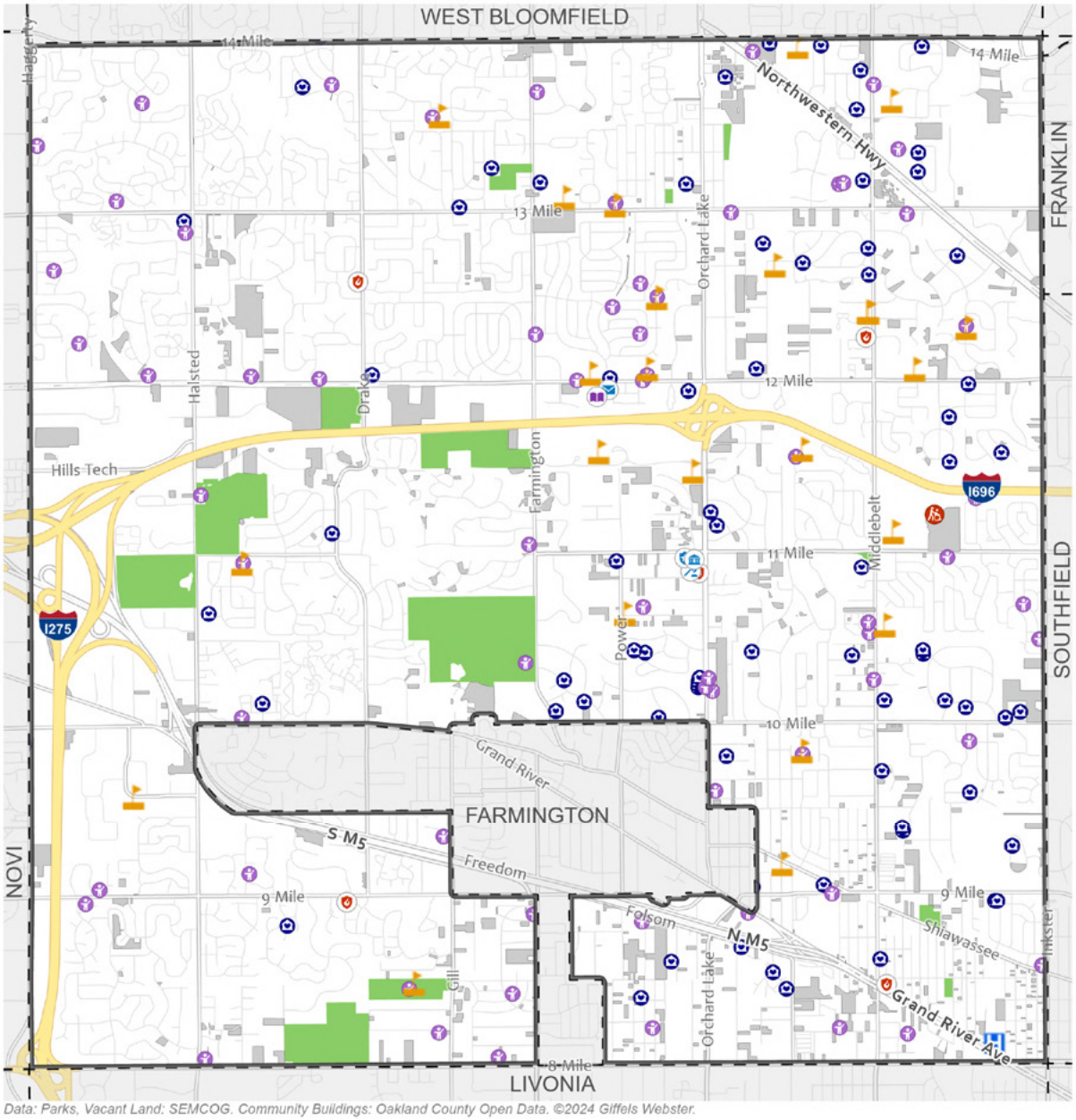
55.5%
SINGLE-FAMILY UNITS
(20,859)

42.8%
MULTI-FAMILY UNITS
(16,082)

1.8%
MOBILE HOMES OR OTHER
(674)

Source: U.S. Census Bureau, 2019-2023 American Community Survey 5-Year Estimates

MAP 3. Community Facilities: Farmington Hills



Data: Parks, Vacant Land: SEMCOG. Community Buildings: Oakland County Open Data. ©2024 Giffels Webster.

0 0.5 1 2 Miles

- Administration
- Court
- Fire
- Library
- Police
- Post Office
- Senior Center
- Hospital
- Educational
- DayCare
- AdultCare
- Parks
- Vacant Land

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COMMUNITY FACILITIES
FARMINGTON HILLS

Community Facilities

Map 3 shows community buildings and facilities in Farmington Hills. Some of these locations could be large food waste generators, such as hospitals, schools, and colleges.

Food Access Sites

Based on NAICS codes available through the U.S. Census Bureau there are over 306 food access points in the city, with most of them being restaurants. In addition, there are 14 full-service grocers in Farmington Hills, and another 9 limited assortment grocery stores. As shown on Map 4, a cluster of schools is located near the intersection of 12 Mile Road and Orchard Lake Road, alongside a nearby food pantry and grocery store. This concentration of community resources suggests a strong opportunity zone in the area. Overall, food pantries and grocery stores are fairly evenly distributed throughout the city, with the notable exception of the southwest portion, which appears to be underserved.

The United States Department of Agriculture (USDA) defines a food desert as a community or neighborhood with limited to no access to affordable and nutritious food.[1] More descriptively, an urban community residing more than one mile, or a rural community residing more than 10 miles, from a supermarket or large grocery store resides in a food desert.[2] Therefore, a major challenge that Farmington Hills residents experience is limited access to affordable, nutrient-dense food.

1 U.S. Department of Agriculture Economic Research Service (ERS). (2012). ERS Report Summary - Characteristics and influential factors of food deserts. https://www.ers.usda.gov/webdocs/publications/45014/30939_err140_reportsummary.pdf?v=0

2 Congressional Research Service (2021). Defining low-income, low-access food areas (Food deserts). https://crsreports.congress.gov/product/pdf/IF/IF11841

TABLE 1. **Food Access Points: Farmington Hills**

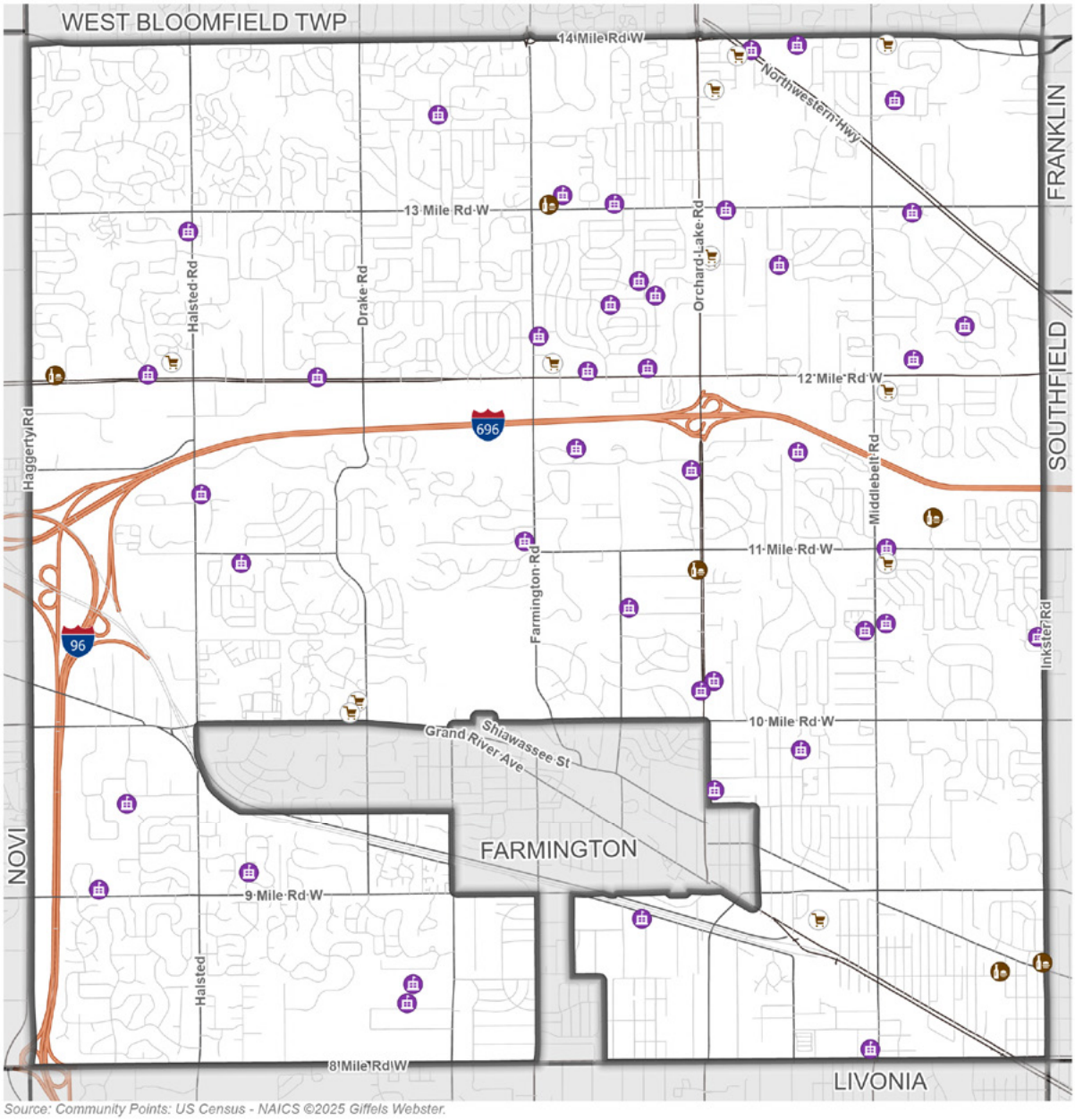
Facility	Count
Banquet or Catering	7
Hotel	18
Restaurant	108
Full-service	44
Limited-service	56
Coffee shops	8
School	47
Shared Kitchen	0
Limited Assortment Grocery (convenience/corner store)	9
Full Service Grocery	14
Pantry	7
Hospital Cafeteria	1
Senior Living	83
Sports Facility	0
Food distributors and wholesalers	2
Food manufacturers and processors	10
Total	**306**
Source: NAICS Codes, 2024	

Pantries

There are seven identified food pantries and self-serve shelves located in Farmington Hills. A list of the pantries and their contact information can be found in the Appendix. Make Food Not Waste visited one of these pantries, CARES, a food bank that serves seven other surrounding communities in Oakland and Wayne county. They have a family pantry that serves 650 to 750 households on a monthly basis by appointment only for three weeks out of the month. People who arrive without an appointment or that are in urgent need are given a one-time relief box. Shoppers can choose what they want, limited in quantity by aisle based on household size.

In tandem with their pantry, they have a public market (a “country store”) that’s profits are used to support their Family Pantry. Their market minimizes waste by ensuring products near their expiration date find a meaningful purpose within their Family Pantry, reducing food waste to less than 1% while extending support to even more individuals. This is a well-balanced cycle of their market and pantry, utilizing the goods from their market and continuing its life cycle to the pantry. In addition to their food outreach, they have many support initiatives to help families such as AA groups, outreach to homebound individuals, suicide awareness and more. The needs of pantries is uncertain now given uncertainty with funding and food support coming from the federal level, although they are anticipating the need for food assistance to increase and the level of support to decrease. Right-sizing the amount and type of food will likely be an ongoing conversation, especially in the coming months as the effects of changes at the federal and state level start to be felt locally. The recommendation to use a “food sourcer” can assist in filling these gaps.

MAP 4. Food Access: Farmington Hills



Source: Community Points: US Census - NAICS ©2025 Giffels Webster.

giffels webster

FOOD ACCESS
FARMINGTON HILLS

MAKE FOOD NOT WASTE

Schools

While Farmington Hills' residents attend a variety of schools both within the city and beyond, the city itself is home to 48 schools total. Table 2 below provides a summary of the types and levels of schools in Farmington Hills and Map 3 shows their location within the City. The city has two institutions of higher education: Oakland Community College and the Michigan School of Professional Psychology.

TABLE 2. **Number and Types of Schools: Farmington Hills**

Grades	Higher Education	Day Care	Independent Charter	Montessori	Private	Farmington Public School	Total
Day Care		11					**11**
K-5				5	6	9	**20**
K-8					3	1	**4**
6-8						3	**3**
9-12					2	6	**8**
Higher Ed	2						**2**
Total	**2**	**11**	**0**	**4**	**11**	**19**	**47**

A full list of schools and contact information is listed in the Appendix G.

Food Waste in Farmington Hills

According to NRDC's Food Waste and Rescue Potential Calculator, 11,915 tons of food waste are produced in the city each year. This food waste is estimated to generate 6,586 tons of CO2 emissions per year[1]. This would require planting over 270,000 trees every year to offset the greenhouse gases associated with sending food waste to the landfill[2]. The social cost of the greenhouse gases associated with food waste in Farmington Hills is estimated to be about $1.1 million. This is the additional economic costs ($190/ton of CO2) associated with the impact of additional greenhouse gas emissions and reflects costs associated with long-term effects on human health, agriculture, and the environment.

Further, edible food worth $2.9 million could be rescued and help support the 10.9% of Oakland County residents facing food insecurity3. In Farmington Hills, at least 81,887 pounds of food waste was rescued in 2024 from food-based businesses. This was accomplished through Metro Food Rescue's and Forgotten Harvest's pickup efforts.

Relatedly, several of the nearby landfills are reaching their capacity. The 2024 Report of Solid Waste Landfilled in Michigan provided by the Michigan Department of Environment, Great Lakes, and Energy (EGLE) estimates that the Arbor Hills Landfill and the Sauk Trail Hills Landfill only have 3 and 7 years of capacity left, respectively. These are the closest landfills to Farmington Hills that accept municipal solid waste, and likely where most of their trash, including food waste, ends up. With food waste accounting for approximately one-quarter of all landfill waste,4 diverting food can extend the lifetimes of existing landfills and reduce the need to site new ones.

11,915
TONS OF FOOD WASTE PER YEAR
(= 23.8M POUNDS)

6.3%
POPULATION IN POVERTY

7.1%
OF HOUSEHOLDS IN POVERTY

1 EPA's WARM Tool; based on US tons of food waste.

2 48 pounds of greenhouse emission capture per 1 mature tree via The Value of Trees | Arbor Day Foundation.

3 MDHHS 2020. PCNA_Overall_Rank_79-Oakland_County_Profile.pdf.

4 Based on the United States Environmental Protection Agency's 2025 report Quantifying Methane Emissions from Landfilled Food Waste

82K

LBS OF FOOD RESCUED FROM BUSINESSES IN 2024

(81,887)

$1.1M

SOCIAL COST ASSOCIATED WITH FARMINGTON HILLS' FOOD WASTE

8%

OF GLOBAL GREENHOUSE GAS (GHG) EMISSIONS COME FROM FOOD WASTE

Source: Metro Food Rescue and Forgotten Harvest

274,417

TREES REQUIRED TO OFFSET GHG ASSOCIATED WITH FOOD WASTE EACH YEAR

$2.8M

VALUE OF FOOD RESCUE

FIGURE 1. **Food Waste and Rescue Potential: Farmington Hills**

FOOD WASTE & RESCUE POTENTIAL IN FARMINGTON HILLS

By tackling food waste, cities can rein in climate emissions, reduce municipal waste costs, and help relieve community food insecurity.

As part of Make Food Not Waste's Every Bit Counts initiative, we have estimated a community-wide baseline level of food waste generation and assessed the potential for increased rescue of surplus food. This snapshot can help identify opportunities for policy, outreach, and interventions to achieve the City's goals.

FOOD WASTE IN FARMINGTON HILLS

Though actual measurement of wasted food is optimal, waste audits can be costly, time-consuming, and sometimes impractical. The model for calculating these estimates using proxy metrics was identified from a range of national sources and NRDC's original research.

We estimate **11,915 tons of food waste** are generated in Farmington Hills each year. The residential sector is the highest food waste producing sector generating **almost 7,741 tons of food waste** per year.

FOOD WASTE GENERATED PER SECTOR PER YEAR

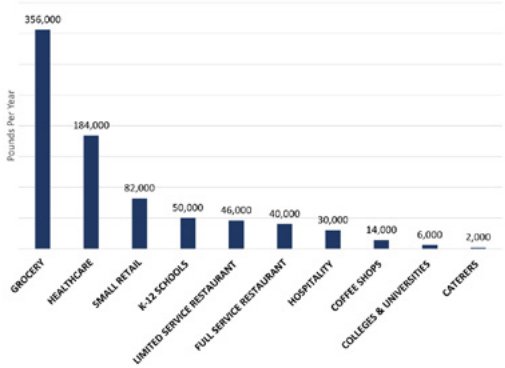
- <1% COLLEGES & UNIVERSITIES
- 1% FOOD WHOLESALERS & DISTRIBUTORS
- 1% EVENT & RECREATION FACILITIES
- 1% K-12 SCHOOLS
- 1% FOOD MANUFACTURING AND PROCESSING
- 2% HOSPITALITY
- 5% GROCERY & MARKETS
- 7% HEALTHCARE
- 16% RESTAURANTS
- 65% RESIDENTIAL

FOOD RESCUE OPPORTUNITIES

Donation of surplus food serves an important role in meeting the immediate needs of those facing food insecurity. The ambitious scenario used realistic assumptions and existing donation patterns to estimate an ambitious but attainable expansion of food donation efforts.

While restaurants represent a larger portion of overall wasted food, much of that waste occurs after the food is served and is unsuitable for rescue.

MAXIMUM POTENTIAL SAVINGS SCENARIO



KEY FACTS

40% of all food in the U.S. is wasted

11% food insecurity in Oakland County

12K tons of food waste in Farmington Hills

$2.8M value of food rescue potential in Farmington Hills

6.6K tons of CO2 from food waste in Farmington Hills

$1.4M social cost of CO2 emisisons in Farmington Hills

8% of global greenhouse gas emissions come from food waste

giffels webster NRDC

MAKE FOOD NOT WASTE

Eliminating Food Waste: Benefits for Farmington Hills

By keeping food waste from being landfilled, the City of Farmington Hills can expect the following direct benefits each year:

- For residents: $65.7 million in financial savings from prevention[1]
- For restaurants: $777,600 in food costs savings[2]
- For the community: Over 670,600 meals for residents facing food insecurity, valued at $2,870,339[3]
- For the planet: 6,586 tons of CO2-equivalent emissions prevented[4]

In addition to the direct benefits, Farmington Hills can expect the following indirect benefits:

- Advancement of objectives outlined in the newly adopted The Next 50 Master Plan, the document that guides future decision making in the city
- Reduced need for new or expanded landfills
- Increased compost supply to meet demand for healthy soil and carbon sequestration
- Volunteer opportunities for residents to support education, outreach, and rescue efforts
- Helping the State of Michigan accomplish the food waste reduction goals in the MI Healthy Climate Plan

Related Sustainability Efforts

The Farmington Hills Master Plan highlights sustainability and resiliency as one of its main building blocks and is part of the city's vision for the next 50 years. The Farmington Hills Master Plan has two objectives that coincide closely with this food waste plan. The first one is to "support access to fresh healthy food establishments by residents of all ages and abilities" and the other is to "ensure that resources and access to resources are shared equally across the City's population and neighborhoods." Both of these objectives are related to the distribution of food across the city and its food access points. This plan wants to bridge that gap and expand channels and the amount of intake for excess food to move through.

1 This is based on 83,986 residents and a savings of $782 per person per year according to ReFED.

2 This is based on a mid-sized restaurant's estimated yearly savings of $7,200 (expected that 4% of average yearly food cost can be prevented through interventions) across 108 restaurants.

3 Based on 808,000 pounds of food that can be donated and Feeding America's conversion rate of 1 lb of food being equal to 0.83 meals and the average meal costing $4.28 in Oakland County.

4 Based on the EPA's Carbon Calculator where all food waste is either prevented or diverted from landfill to composting.

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MENU
ROAST TURKEY
GLUTEN
VEG STEW - VEGAN
COCONUT MILK
VEGGIE RICE
VEGAN
FRUIT COBBLER
GLUTEN

The Blueprint

The Blueprint

Guiding Principles

This Blueprint takes a proven societal change approach and applies it in a novel way to food waste reduction in two ways.

First, it seeks to not only reduce food waste, but completely eliminate it from being sent to landfills. This approach establishes a very clear and concrete objective, requiring robust interventions that cannot be misinterpreted as reduction efforts being sufficient if food waste continues to be generated throughout the city. Second, it seeks to create a cultural and behavioral shift that makes wasting food abnormal and socially unacceptable. The strategies described in this plan support this culture shift and facilitate ways that people can engage with the initiative to reduce their own food waste for collective impact.

The following are the guiding principles for this Blueprint:

1. This Blueprint is based on the EPA's Wasted Food Scale (see Figure 2), which highlights prevention, rescue, and composting as preferred solutions to food waste. It assumes that change requires multiple strategies and solutions, and consequently, collaboration between multiple stakeholders and partners. The strategies in this plan span the continuum of the Wasted Food Scale. Additional strategies that were considered but not included in the plan, as well as rationale for their exclusion can be found in Appendix F.
2. Further, this Blueprint is grounded in the Motivation-Ability-Opportunity framework. This approach emphasizes the combination of awareness campaigns, skill development, and infrastructure development and uses these as guides for the strategies to be implemented at the individual person level.
3. This Blueprint also uses the Behavioral Economics framework to consider familial, organizational, and city-level levers that can be used to influence behavior change related to food waste. These levers are economics, behavior, policy, and technology. The strategies used in this Blueprint are mapped by these levers in Figure 3.
4. This Blueprint also leverages economies of scale at both the city and regional levels. City-wide food waste strategies, like curbside composting or drop off sites, are more effective than individual efforts alone. With support from the city and MFNW, shared resources and infrastructure can help more residents reduce and divert food waste. See the Regional Food Waste Elimination Plan for more details on the regional approach.
5. This Blueprint relies on past pilots, studies, and established best practices to determine the course of action that will lead to complete food waste reduction and diversion.
6. Finally, this Blueprint realistically estimates the total costs necessary to achieve the goal of zero food waste in Farmington Hills.

FIGURE 2. **EPA's Wasted Food Scale**

Source: United States Environmental Projection Agency

FIGURE 3. Strategies by Lever of Behavior Change

Economics

- Implement a prevention and diversion communication campaign for spaces where food is outside of homes
- Implement a household food waste prevention communication campaign
- Support backyard and community composting by drafting and adopting policies for backyard composting, designing a guide for backyard composting, building demonstration sites, developing a toolshare, and bulk purchasing backyard composting supplies for resident use
- Continued support for training County Health Inspectors and support for food rescue and distribution operations
- Increase capacity of food rescue organizations and food pantries
- Engage Oakland County Health Inspectors

Policy

- Develop policies related to managing food waste, such as:
  - Creating standards for backyard and community composting
  - For using locally created compost in city projects
  - Requiring city-sponsored and non-city sponsored events to donate excess food and have food scrap collection bins
  - Requiring that all special events donate excess food and have food scrap collection bins
  - Update site development standards to include food waste management in plans
  - Develop mandatory food waste reduction protocols for municipal buildings and facilities

Create a project implementation team that includes:

- A project manager
- A commercial food waste elimination coordinator
- A residential food waste elimination coordinator
- A schools food waste elimination coordinator
- Partner experts
- Community leads and supports

Tech

- Evaluate the effectiveness of prevention and diversion strategies
- Increase capacity of food rescue organizations including capacity for planned and unplanned rescue opportunities
- Increase capacity for rescued food to be donated to existing community resource hubs, pantries, multi-family apartment buildings, and sites throughout the city
- Create a food waste tracking portal
- Understand food waste at each site and opportunities for improvement via a resource assessment, food waste audits, and food surveys
- Reduce likelihood of contamination of food scrap streams via visual cues for sorting waste and practice sorting waste
- Develop an online resource hub
- Monitor and evaluate progress towards 100% elimination goal and outcomes from prevention and rescue activities
- Support businesses in managing food waste from prevention to diversion
- Provide technical assistance and infrastructure support for prevention and diversion in offices and small businesses by engaging employees and providing liners for countertop caddies, office kitchen dehydrators, and the MFNW technical assistance program

Behavioral

- Place food scrap collection bins and caddies in municipal facilities and public spaces
- Continue to learn and receive feedback through an advisory committee
- Create ways for people to make a public commitment
- Help new residents integrate into a culture of zero food waste
- Gain commitment to address food waste in schools
- Provide all households with food waste prevention toolkits
- Host a citywide food waste summit with tracks for residences, businesses, and schools
- Engage residents on the issue of food waste through speaking opportunities, pop-ups and demos at community events, training residents in ways to safely reduce food waste, tracking food waste rates compared to other households, and hosting a food waste reduction competition
- Provide liners for countertop caddies to support residents in sorting food scraps
- Prevent contamination of household food scrap streams via clear signage on countertop caddies, organics recycling carts, and at food scrap collection sites
- Create a recognition program for those who are sorting well
- Implement communication campaigns and promote them via website, online resource hub, mailers, city newsletter, social media, local press, and local champions
  - Prevention campaign
  - Household food waste diversion campaign
  - Maintenance campaign

Integration of Learnings

It is expected that new information and insights will arise as these initial steps are completed and interwoven into the day-to-day life and happenings in Farmington Hills. Recognizing these learnings, integrating them as appropriate and feasible, and recording them for consideration for other communities, will be an important component of this project. The plan will be posted on the city's food waste dashboard website along with a list of updates to the plan as new information is received. The original plan will still be available for download. The site will also have a platform for anyone to submit ideas to improve the plan and/or its implementation.

Expected Plan Impacts

It is important to understand how the impacts of the changes proposed in this plan can impact costs and greenhouse gas (GHG) reductions. The expected impacts found in this plan have been calculated using the most recent demographic values, estimates from research on state-based food waste costs and savings, and leaders in food security, among others. The impact values show the highest potential values, assuming full participation by all parties and that all food diverted to that stream can be used for the purpose being discussed.

Future Implications of This Project

This plan builds off the pilot Blueprint created for the City of Southfield and is part of a 15-community strategy to meet Michigan's food waste reduction goal. This plan and the others in its cohort have the potential for future applications and work both in terms of plan implementation and future studies and plans, including additional citywide plans and the state-required county Materials Management Plans. This plan will be used as a model to create similar food waste elimination plans for other communities in Michigan and possibly more broadly.

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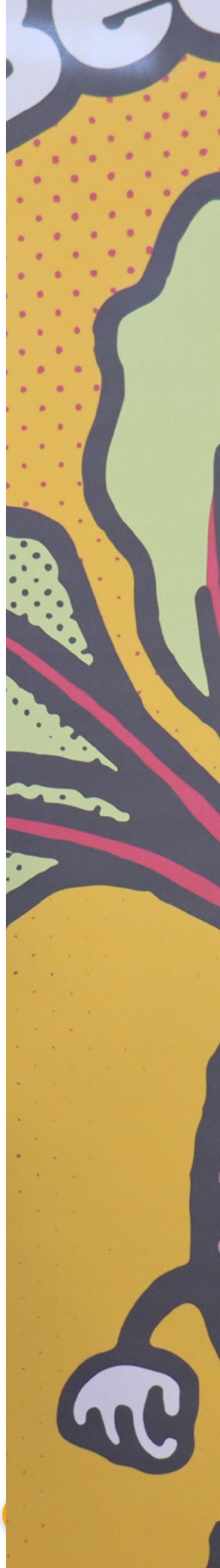

Supporting Strategies

To get to zero food waste in Farmington Hills, support for no food waste needs to be everywhere in the city so that regardless of where you are, reducing food waste is easy, doable, and something everyone is expected to do. These supporting strategies are the foundation of the rest of the activities in this Blueprint and will show leadership by the city on this issue thereby facilitating buy-in and effectiveness of the other strategies presented.

An overarching communication strategy that can be tailored to the population and various sectors in Farmington Hills, and throughout southeast Michigan, has been identified as key to creating a culture of zero food waste in the city. A one-stop resource hub for all things food waste-related will support this, reducing the burden on residents, business owners, and other stakeholders to find information and strategies. Adoption of policy at the city and advocacy at the state for food waste-related strategies is also needed. A community advisory committee and monitoring system will help the project team understand how interventions are being perceived by stakeholders in the community and make real-time adjustments accordingly. A plan to measure and evaluate progress towards goals is also discussed in this chapter as well as identification of staff to coordinate and manage all aspects of implementation. Finally, a risk management strategy provides a guide for how expected challenges will be addressed.

Supporting Strategies

01 Communication campaigns 46
02 Online resource hub 59
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04 Continuous feedback and learning 63
05 Monitoring and evaluation 64
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07 Risk management 66

An enthusiastic atendee ready to Beet Food Waste at the 2024 Community Feast

TABLE 3. **Timing of Activities: Supporting Strategies**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
01 Communication campaigns												
01.A Overall campaign: Creating a culture of zero food waste in Farmington Hills												
01.A.1 Promote the campaign website and online resource hub via mailers sent to residences and businesses												
Develop sub-page for Farmington Hills												
Develop mailers (mail and online)												
Share mailers (via mail and online)												
01.A.2 Promote the campaign through the city guide and newsletters												
Develop and share material												
01.A.3 Promote the campaign through the city's social media												
Develop and share material												
01.A.4 Promote the campaign through flyers and printed signs												
Develop and share material												
01.A.5 Promote the campaign through the press												
01.A.6 Promote local champions												
Identify local champions												
Train local champions												
01.A.7 Create ways for people to make a public commitment to address food waste												
Create yard signs, flags, and door signs												
Create online pledge												
Promote pledge												
Distribute signs and flags												
01.A.8 Host a citywide food waste summit												
Planning												
Promotion												
Event												

TABLE 3. **Timing of Activities: Supporting Strategies (Continued)**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
01.B Household prevention communication campaign												
01.B.1 Household prevention campaign												
Design materials (email, print, and social media)												
Test materials												
Mail materials												
Promote the campaign through the city newsletter												
Promote the campaign through social media												
Promote the campaign through flyers												
Promote the campaign through the press												
Coordinate with TGTG for targeted ads in Farmington Hills												
Targeted ads in Farmington Hills for TGTG												
Support the Buy Nothing Groups in creating guidelines for food sharing												
01.B.2 Grocery store signage												
Design materials												
Post materials												
01.C Household diversion communication campaign - drop off collection												
Promote the diversion campaign via mailers												
Design materials												
Mail materials												
Promote the campaign through the city newsletter												
Develop and share material												
Promote the campaign through social media												
Develop and share material												
Promote the campaign through the press												
01.D Household diversion communication campaign - curbside collection												
Promote curbside via mailers to single family residential and applicable condos												
Design materials												
Mail materials												
Refresh campaign materials of what can be composted												

TABLE 3. **Timing of Activities: Supporting Strategies (Continued)**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Promote updated drop off and site locations to multiple family housing and HOAs												
Design materials												
Mail materials												
Post materials at previous locations												
01.E **Prevention and diversion communication campaign for spaces where food is outside of homes**												
Promote the campaign via mailers												
Design materials												
Mail materials												
Promote the campaign via social media, city newsletter, and press												
01.F **Maintenance communication campaign**												
Ongoing communication to support a zero food waste culture												
Promote the campaign through the city newsletter												
Develop and share material												
Promote the campaign through social media												
Develop and share material												
Promote the campaign through flyers												
Develop and share material												
Promote the campaign through the press												
Provide ongoing education via presentations, webinars, demos, and workshops												
02 **Online resource hub**												
Develop hub												
Cross-share resources with county health department												
Maintain hub												
03 **Food waste policy**												
03.A **Draft and adopt language for policy on using locally created compost in city projects**												
03.B **Draft and adopt language for policies requiring that all city-sponsored programs and events donate excess food and have food scrap collection bins if food is served**												
03.C **Require that all special events donate excess food and have food scrap collection bins if food is served**												

TABLE 3. Timing of Activities: Supporting Strategies (Continued)

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
03.D Update site development standards to include food waste management in plans												
03.E Develop mandatory food waste reduction protocols for municipal buildings and facilities												
04 **Continuous feedback and learning**												
04.A Resident advisory committee												
Develop application process												
Promote committee and share applications												
Select committee members												
Quarterly meetings												
04.B Internal working group												
04.C Integrate learnings												
05 **Monitoring and evaluation**												
05.A Measuring the 100% elimination goal												
05.A.1 Conduct audits of trash receptacles												
Register sites for audits												
Conduct audits												
Report results												
05.A.2 05.A.2 Conduct a waste characterization study												
Identify a study provider												
Conduct study												
Review findings												
Make adjustments to plan and programs as needed												
05.A.3 Review hauler metrics												
Hauler report provided												
Make adjustments to plan and programs as needed												
05.B Measuring outcomes from prevention and rescue activities												
Identify evaluation team												
Evaluation												
Project reporting												

TABLE 3. **Timing of Activities: Supporting Strategies (Continued)**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
06 Project implementation team												
06.A City champion												
06.B External project partners												
Post job positions												
Interview and select candidates												
Onboarding												
Project management and implementation work												

An example poster for the initial communication campaign, "Dumb Problem. Easy Solution."

The following strategies will set the stage and support the strategies used to address food waste by the various generators in the City:

01 Communication campaigns

This strategy includes a broad communications campaign focused on raising awareness and motivating action, followed by materials for various food waste prevention and diversion strategies across groupings of food waste generators: residents, food-based businesses, schools, offices, and public facilities and events.

01.A Overall campaign: Creating a culture of zero food waste in Farmington Hills

Completely eliminating food waste in Farmington Hills will require everyone, everywhere, all the time, to prevent food waste and divert it from landfills. An overarching communication campaign that raises awareness of the issue and motivates everyone to participate is needed. This campaign will set the stage for the initiative and will be seen throughout the city and southeast Michigan. The themes and style of the campaign will be used throughout southeast Michigan and be tailored to Farmington Hills and the other fifteen communities focused on eliminating food waste. Campaign materials will be shared via the city's website, social media platforms, Activities Guide, newsletters, in the press, on signs in schools and retail stores, in information provided to new residents online and in other outreach, and through any other opportunities or platforms that are available. It will also be seen at events with neighborhood ambassadors and a citywide summit.

In order to develop a strong communications campaign for this project, the team reviewed other food waste reduction campaigns and interviewed campaign managers from other areas in the U.S. while completing the Blueprint for Southfield. The team also conducted surveys with Farmington Hills residents to understand their current understanding of the issue and preferred communication channels. A summary of the survey results can be found in Appendix D.

The name of the initiative is "Every Bit Counts." This title underscores that eliminating food waste requires everyone's participation as well as all of the solutions from prevention to organics recycling. Information about "Every Bit Counts" will live on the MFNW website and will include general information about the initiative and the need to prevent and divert food waste. A sub-page for Farmington Hills-specific resources will be linked on the Every Bit Counts web page and will be accessible by visiting FarmingtonHillsCounts.org. As more communities are brought into Every Bit Counts, sub-pages will be added with the resources and information specific to their plans and work.

With this foundation in place, the initiative will have an outreach campaign that will change over time to keep the messaging consistent but fresh and aligned with the phase of implementation that the community is at. The initial campaign, created by Modish Creative Co. and designed to raise awareness of the issue, is titled "Dumb Problem. Easy Solution." The campaign rests on the following concepts:

- Food waste is considered by many to be the "world's dumbest environmental problem" because landfilled food waste causes significant harm while being relatively easy to avoid.
- People seek entertainment, often tuning out messages that feel moralizing, negative, or overly educational.

The "Dumb Problem. Easy Solution." campaign takes a humorous approach to draw people into the issue and encourage them to become involved. This campaign theme will be applied to all communication materials. Examples of the web page, signage, social media, and direct mail are included throughout this chapter of the Blueprint. Future campaigns within the Every Bit Counts initiative will focus on education around prevention and donation strategies, and later landfill diversion strategies.

An example brochure for the initial communication campaign, "Dumb Problem. Easy Solution."

01.A.1 Promote the campaign website and online resource hub via mailers sent to residences and businesses

Two mailers will be sent to all addresses in Farmington Hills at the launch of implementation of this plan that will introduce the campaign, raise awareness about the issue of food waste, provide resources, and generally prime the community for the overall initiative. As described in Strategy 02an online resource hub for one-stop-shopping of food waste information, resources, and support will be linked to the city's website and shared through social media. This resource hub will follow the look and feel of the rest of the campaign assets so it is obvious that this site supports the other outreach efforts in the community. Getting stakeholders familiar with the site will be important, as this will be the go-to place for information related to the entire initiative.

01.A.2 Promote the campaign through the city guide and newsletters

Information about the initiative, the city's progress towards its food waste elimination goals, links to resources, and endorsements from local leaders championing the project will be shared through the city's Activities Guide and electronic-newsletters such as the Green Efforts and General newsletter.

An example mailer for the initial communication campaign, "Dumb Problem. Easy Solution."

01.A.3 Promote the campaign through the city's social media

Social media (Facebook, Instagram, YouTube) and other social platforms such as NextDoor will be utilized to reach residents and other community members. Respondents to the resident survey conducted in summer 2025 indicated that email was the best way to receive information, with 73% of respondents choosing it as the best. Following email, flyers were the second most desirable way to receive information from the city (selected by 37% of residents) while 27% of respondents indicated Facebook as the most desirable. In person communication via community meetings and neighborhood ambassadors could also be useful, with 21% and 8% of respondents indicating that these were desirable ways of receiving information, respectively. While very few respondents indicated that they would like to receive information from Twitter/X and Nextdoor, it is relatively easy to repost content from Facebook on these platforms, and reposting will help reach a wider audience.

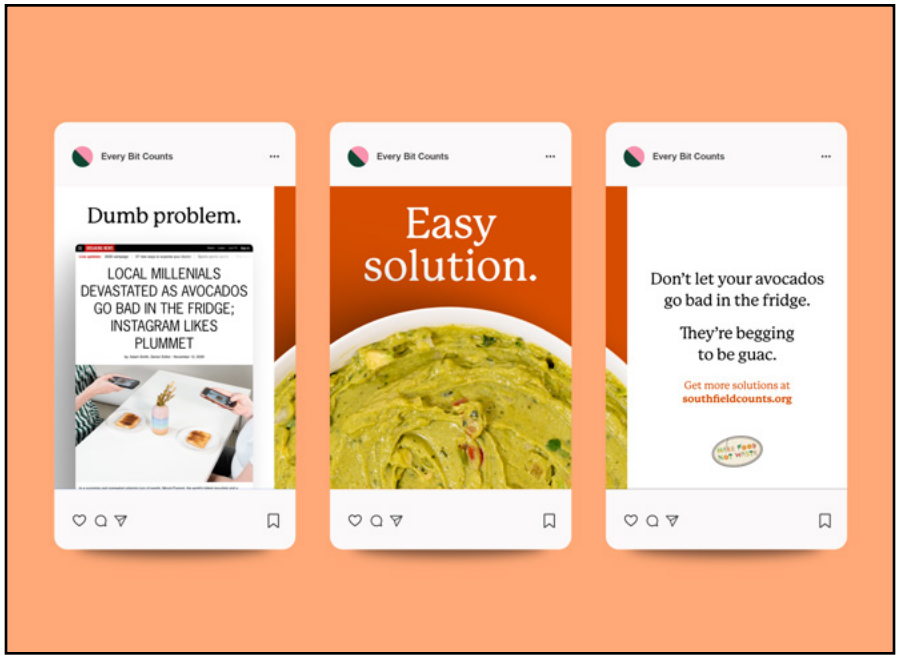
The city's YouTube channel features a segment called "Farmington Hills in Focus", launched in the winter of 2021 and provides updates to viewers about events and happenings in the city. Episodes range to be about five minutes long and could be used as another means to reach people and a great way to demonstrate various food waste prevention and diversion strategies.

01.A.4 Promote the campaign through flyers and printed signs

To increase awareness and help ensure the campaign is everywhere in the city, flyers and printed signs will be made for public places, bulletin boards in businesses, events, places, and any other space where residents and visitors could be reminded of the campaign. These will be refreshed on a regular basis to keep viewers engaged with the initiative and provide timely resources, such as tips for proper storage and preservation techniques to increase the lifespan of produce in the late summer when there tends to be a lot of available produce.

01.A.5 Promote the campaign through the press

Opportunities to share information about the campaign through traditional press outlets will also be utilized. Press related to the launch of the initiative, community events that support reducing and eliminating food waste, and other opportunities to highlight this work will be sought and used. Opinion/Editorial articles may also be used to further initiative goals. Farmington Hills and Farmington residents share a bi-weekly print newspaper, the Farmington Press. This and other local newspapers that reach Farmington Hills residents can be utilized.



Left: Example social media posts for the initial communication campaign, "Dumb Problem. Easy Solution."

Below: Campaign materials on a mobile phone.

01.A.6 Promote local champions

Behavior change science tells us that humans are influenced by others, particularly those they see as leaders in the community. Further, we know that many local leaders are passionate about creating healthy neighborhoods. We will supply interested political and religious leaders, school administrators, leaders of local groups and block clubs with ways they can engage their networks through events, demonstrations, presentations, and social media.

Farmington Hills already has two commissions focused on supporting community health and wellbeing: the Commission on Community Health and the Commission on Children, Youth, and Families, with 13 and 11 appointed members respectively. Engaging them and building off their previous successes with community events and involvement will help residents, elected officials, and staff learn about and act on the issue of food waste more readily, as information can be shared through these known and trusted groups. One opportunity is the Commission on Community Health's Easy Ride kickoff event. This event already highlights the promotion of community resources and including food waste materials here would naturally extend its impact.

Additionally, the city's Council of Homeowner Associations (COHA) plays a prominent role in the community and offers several channels to raise awareness about the campaign and food waste by distributing monthly newsletters to member associations, publishing a community services directory, and holding regular meetings throughout the year.

01.A.7 Create ways for people to make a public commitment to address food waste

In addition to being influenced by leaders, we are also influenced by our peers. Seeing others do something or hearing them commit to something often increases motivation to also act in a similar manner. Providing ways for people to make a public commitment to eliminating food waste can support a culture of not throwing food in the trash, as people will see that throwing food in the trash is not the norm here and that "everyone" is on board with food waste reduction strategies. Yard signs and flags are often used to show support for a cause, and can be employed in Farmington Hills to show support for food waste elimination. Signs and flags that look and feel like the overarching communication campaign will be created for local champions to have in their yard, showing support for the initiative. Signs for apartment doors will also be created. Residents and business owners will be able to sign an online pledge indicating their commitment to eliminating food waste and will have the option of getting a yard or door sign if they would like. Residents who have already adopted food waste management practices, such as those who have food scrap picked up by Midtown Composting, may also be early adopters in showing their commitment to this larger initiative.

01.A.8 Host a citywide food waste summit

A half-day, free, celebratory summit will bring together food waste champions and those interested in addressing the problem of food waste, specific to Farmington Hills. This summit is in addition to one proposed at the regional level that is described in the Regional Food Waste Elimination Plan. It will be an important event facilitating connections between people, sharing of resources, and increasing pride around Farmington Hills' zero food waste plan. We currently foresee three focused tracks to reach audiences where they are and support them in their food waste elimination journey. The tracks and their content are outlined below.

Residential track

- Become an ambassador
- Take part in a crash course/demos in how to reduce food waste at home
- Learn how to backyard compost

Commercial track

- Understand tech solutions: Leanpath/Toast, Too Good To Go (See Food-Based Businesses for more information)
- Learn how to engage staff and customers
- Become familiar with donation liability and how to safely donate

School track

- Learn about low tech strategies for food waste elimination, such as share tables, changing the order of lunch, longer lunches, etc.
- Understand how to integrate food waste into the curriculum
- Begin collecting food scraps in cafeterias without the mess

01.B Household prevention communication campaign

It is estimated that of the 23.8 million pounds of food waste produced in Farmington Hills each year, approximately 65% of that is generated in homes (15,482,000 pounds per year). Of those 15.4 million pounds, almost 70% (10,722,000 pounds) of it is edible. Prevention is the most important strategy of food waste reduction, as it uses the vast amount of various resources that went into making food - water, nutrients, energy, labor - as intended. It also has the potential to improve food security, reduce hunger, and increase disposable income of households. For these reasons, prevention is the most preferred option on the EPA's Wasted Food Scale (see Figure 2). In the Resident Survey, the average amount of cups of food scraps estimated to be created each week is 8 cups, but varied from 0 to 100 cups. Respondents stated that the most common reasons for food waste at home were forgetting about leftovers (70%) and throwing away food past its package date (50%). Nearly half also said they sometimes buy more food than their household can use before it spoils (49%). More details about the survey results can be found in Appendix E.

Several food waste prevention strategies have been identified for Farmington Hills. The strategies identified below that support households in preventing food waste follow the Motivation, Opportunity, Ability (MOA) framework, the Behavioral Economics framework, research on behavior change and food waste, case studies, and expert insights from partners including the EPA, NRDC, and MITRE. MFNW will apply for funding to implement these strategies related to preventing food waste in households as opportunities arise.

We know that messaging is most effective when it is tailored to its intended audience. Information that households need to prevent and divert food waste differs from what restaurants, grocery stores, schools, and other places need. Findings from focus groups held as part of the Southfield pilot study found that messaging to residents should be hopeful and take a humorous or playful approach, emphasize the need for collective effort and avoid messages centered around guilt or shame, and make getting to zero food waste sound easy. Messaging should include information about financial and environmental incentives to reduce food waste, information on cost and time savings from food waste reductions, emotional appeals, and efforts to counter beliefs around being a "good provider." The residential campaign should also include practical information on how to measure food waste and set goals and monitor household food waste reduction. These considerations and aspects have been integrated and considered during the development of the communication campaign for this initiative. Respondents to the Resident Survey indicated that the most useful topics and strategies to help them reduce food waste at home were to learn how to repurpose leftovers or excess ingredients (50%), preservation techniques such as freezing, canning, pickling, fermenting (42%), and finding ways to use over-ripened foods (42%). More details about the survey results can be found in Appendix E. The top five ways survey respondents currently reduce food waste are:

- Storing food in ways to slow spoiling (86%)
- Keeping an organized pantry/refrigerator (70%)
- Making a grocery list (64%)
- Meal planning (51%)
- Sharing food with friends or family (33%)

01.B.1 Household prevention campaign

Ongoing messaging is needed to maintain a heightened awareness of the issue of food waste and what each person can do to contribute to the solution, at least until new habits are formed. This set of messaging will focus on not just awareness raising, but begin to share ways to prevent food waste in households. Assets for this campaign will need to be developed and tested for outreach to residents. Once tested, these assets will reach residents via direct mail (two mailings), city social media, the city's Action Guide and newsletters, community platforms, newsletters from the Chamber of Commerce, flyers posted throughout Farmington HIlls, traditional press, and ambassadors. The new assets will reflect the overarching campaign as outlined in Strategy 01.A which will still be in use even as this is rolled out. Topics covered in this outreach include:

- Instructions on how to store food to extend its life, including safe temperatures and effective storage solutions
- Refrigerator and freezer organization techniques
- Food safety and date labels
- Strategies for avoiding or managing bulk/discount purchases
- Guidance on meal planning and appropriate portion sizes
- Information on the safety and nutrition of imperfect foods
- Information about Too Good To Go
- Information about the Farmington Hills Northeast Buy Nothing and the East Farmington and Southeast Farmington Hills Buy Nothing groups
- Information on MITRE, a food waste tracking tool for households
- Prime residents for household food waste prevention toolkits that will soon be delivered. For more information about the toolkits, see Strategy 02in the Residences chapter.

Promote Too Good to Go

Too Good To Go (TGTG) is an existing app that allows restaurants and retailers with surplus food to sell their food for 30% of the retail value. Buyers purchase the "bags" online and pick up the product on site during a time window set by the seller. The food is sold by value and is not specified as to what is in the bag.

Too Good To Go originated in Europe and is active in all major U.S. markets. The expansion team underwent a soft launch of the app in metro Detroit, including Ann Arbor, in Spring 2024 with a media launch in June 2024. As of May 2025, there was one restaurant in Farmington Hills using the app.

Promotion of TGTG will be done through social media and residential newsletters. The team will also work with the company to provide targeted ads in Farmington Hills to reach people online and in print.

01.B.2 Grocery store signage

Consumer behavior change will require many reminders, and reminders particularly where food decisions are made. Consumer behavior change will require many reminders, and reminders particularly where food decisions are made. Overbuying contributes to food waste, as noted by Farmington Hills residents who completed a resident survey about food waste. Among survey respondents, overbuying/having more food than was wanted was a reason cited as a cause of food waste in their household by 49% of respondents. Part of the communication campaign assets include signage in places where people purchase food, such as grocery stores, retail stores that also sell food such as Target, and discount stores such as Dollar Tree and Family Dollar. The signs will remind people of the campaign and may provide a QR code that links to the resource hub for information on how to determine how much food to buy, how to store food properly, and other tips that would be relevant when grocery shopping. The implementation team will work with grocery stores to participate in this messaging, and signs will be refreshed and updated regularly to keep consumers engaged with the campaign and provide general and timely food waste reduction tips, such as information about seasonal produce.

Support the Buy Nothing groups to facilitate more resident-to-resident food sharing

Buy Nothing is a free, existing group on Facebook that facilitates sharing, at no cost, among people in and near Farmington Hills. There are two groups that cover the City, with one at the north end, and a second that covers the south end and Farmington. Both groups appear to be very active. Buy Nothing Farmington Hills Northeast has 985 members, and as of the end of April had 417 posts over the last month. This group includes residents located between 10 Mile Road and 14 Mile Road, and between Farmington Road and Inkster. The second group is Buy Nothing Farmington East and Farmington Hills Southeast and includes residents between Farmington Road and Inkster, and between 8 Mile Road and 10 Mile Road. It has 671 members and collectively they made 186 posts during April 2025. In addition to these two groups, there is also a general Farmington-Farmington Hills Free Stuff Facebook page that includes these two cities plus surrounding cities. This group has 2.2k members but has less posts compared to the other groups with 29 posts seen at the end of April 2025.

While these groups are not food specific, excess food that is safe to share can easily be shared. It's a simple process: those with extra food can post what they have, which becomes searchable. Anyone looking for food can search and arrange to pick up what has been posted. Encouraging more people to join this community to share surplus food is one way to reduce food waste among households. Supporting the Buy Nothing groups to develop guidelines around food donations, such as requiring anything packaged to be unopened, and making food sharing a normal thing, will help newcomers to the group feel comfortable both taking and sharing food.

01.C Household diversion communication campaign - drop off collection

Despite best efforts to prevent food waste and share excess food, inevitably there will still be some food that will not be eaten, in addition to the food that cannot be eaten due to safety concerns. We estimate that at least 4.7 million pounds[1] of food waste in Farmington Hills will fall into this category each year, with much of it coming from households as that cannot be donated and opportunities for sharing are more limited. This must all be diverted from landfills.

A variety of methods centered around composting, aerobic digestion, and anaerobic digestion have been explored. At the core, almost all food scraps in Farmington Hills (the only exception being the small amount diverted through backyard composting, which we estimate to be less than 1%) will have to be transported elsewhere for further processing. Fortunately, the site that currently takes yard waste is licensed to also take food scraps, and the two may be commingled in the future for pickup and transporting.

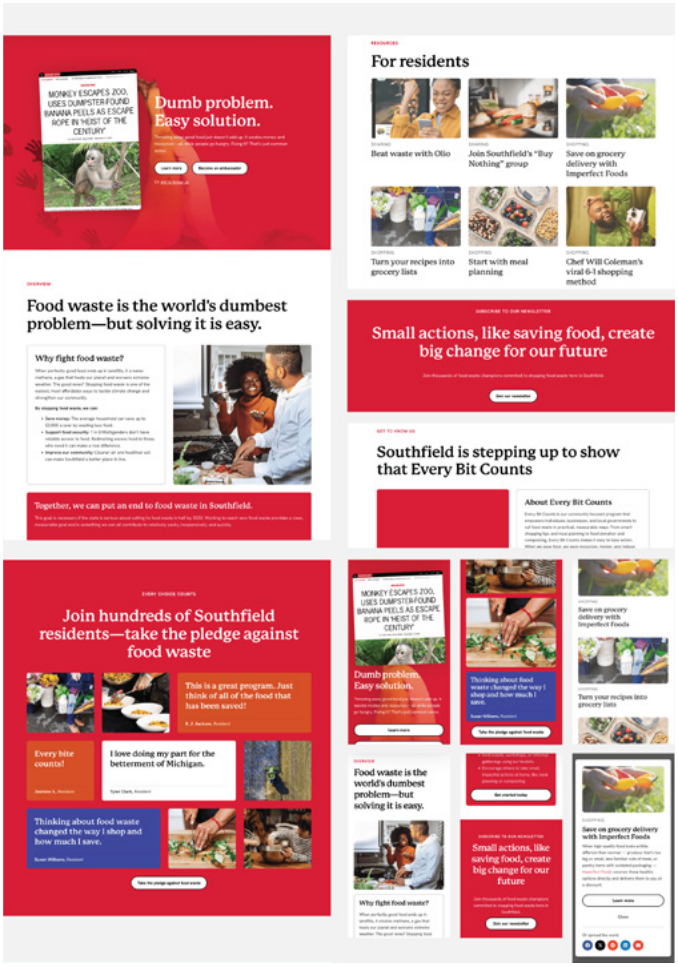
The city provides services such as recycling, yard waste, and trash pickup for single-family residences only. However, some condominiums may be applicable to have the service should they choose to receive the service and meet certain criteria. Otherwise, multi-family residences are considered commercial uses and therefore not serviced by city contracts, requiring property owners to negotiate their own contracts for these services.

Additionally, other cities have found success in diverting food waste by creating food scrap drop off programs where residents and the city can test out food scrap collection, gauge interest and participation, and identify areas where more education is needed for proper sorting of materials. This is a relatively less resource intensive and costly way to provide composting services to residents, as curbside bins are not required for each residence and the pick up locations are centralized and limited in number. However, this method also requires more effort by participants, as they must take their food scraps somewhere for collection, and is therefore not considered a best practice in obtaining high participation rates.

Given the need for a service to be available for those in multi-family units and the costs and resources associated with implementing a curbside pick up program, we recommend two different phases for food waste diversion. The first is a drop off program for all residents where multiple sites are located throughout the city to aggregate household food scraps for hauling and processing. When a curbside pick up program is implemented for all single-family households (including any participating HOAs), on-site collection at multi-family units and HOAs not participating in the curbside program will be implemented. Any residence not served by one of these two methods will be able to continue with the drop off program. The details of these two methods are in the Residences chapter, but details about the communication campaign for the drop off program follow.

1 Residents currently throw out a total of 7,741 tons of food waste annually. Of this, 5,361 tons are edible and can be prevented from needing diversion through various strategies. The remaining 2,380 tons (4,760,000 pounds) of inedible food must be diverted. We anticipate that those currently backyard composting will continue and others may also take up this practice, accounting for 1% of the food scraps to be diverted. This leaves approximately 4,712,400 pounds to divert annually.

The channels used for other outreach - mailers, social media, the city newsletter and website, press, and community ambassadors - will be employed to share information about the food scrap drop off program being implemented throughout the city. Two mailed communications about this service will be sent to all single-family and multi-family residences before services begin. Additional communications will also be provided on other channels and will continue to be sent out frequently for the first few months of the composting program and then less frequently as the program becomes more established. The following topics will be covered in outreach to all residents:



- What items can be collected, including things previously put in the garbage disposal
- What items cannot be collected, including used cooking oil
- How to use your countertop caddy
- What liners to use and where to get them
- How to prepare your food scraps for drop off
- How to prevent contamination (removal of stickers, wrappers, etc.)
- How to avoid attracting pests
- Seasonal tips to avoid food scraps freezing in your bin
- How to register (if applicable; see Strategy 03.E in the chapter on Residences)
- Who to contact if there is an issue

01.D Household diversion communication campaign - curbside collection

As discussed in Strategy 01.C above, the best diversion practices are to have weekly curbside collection. This will begin when the city's contract is renegotiated with Priority Waste in 2028 to include this service. The communication campaign for curbside food scrap collection will be similar to the campaign for the drop off program, but will mainly go to single-family households and to certain applicable condominiums. Two communications about this service will be sent to these households before services begin to assist with sharing information more specific to curbside pick up, such as how to prepare bins for the pickup and collection dates. Campaign assets from the drop off program related to what can and cannot be collected may be brought back or refreshed as well, depending on levels of participation in the drop off program, levels of contamination, and feedback from the advisory board about what will help make this a seamless transition and garner high participation rates.

Information about the new locations of on-site food scrap collection bins within multi-family housing complexes and HOAs will need to be shared. One mailing or flyer to each unit within the complex or neighborhood indicating the new, convenient location of the food scrap collection site will be used to share this information.

Ideally all multi-family residences and HOAs will either have curbside food scrap collection or will have a place to collect food scraps from its residents that is within the complex or neighborhood. If there are some multi-family complexes or HOAs that do not participate in either of the two food scrap collection strategies discussed previously, communication about which drop off sites, if any, will be remaining will need to be communicated. One mailing promoting the remaining sites will be sent to all relevant multi-family and HOA households before some of the sites are closed following the start of curbside pick up for single-family households. Signs providing information about the nearest continuing drop off location and the curbside program will be posted at each of the previous food scrap collection locations for at least a month before the site is closed, and remain up for a month after the site closes.

01.E Prevention and diversion communication campaign for spaces where food is outside of homes

As discussed further in the chapter on Food-Based Businesses, this Blueprint brings prevention and diversion campaigns to places outside of homes simultaneously with messaging for residences to increase efficiency and impact. Previous experience in food waste prevention efforts have shown that these strategies can result in a 4% decrease in costs associated with wasted food, so we anticipate that the food that needs to be diverted will decrease to a similar degree. Additionally, much of the food at places outside of homes can be donated, reducing the pounds of food that must be diverted. With no prevention and rescue efforts, it is estimated that all sectors outside of homes would need to divert 8.3 million pounds of food. However, if prevention and rescue were implemented with fidelity, we expect this number to decrease to 7.5 million pounds. Mailers will be sent to all businesses, schools, institutions, offices, and other places that are not homes to share opportunities for technical assistance to prevent food waste and support implementation of food waste diversion strategies.

01.F Maintenance communication campaign

It is critical that the momentum and resulting culture shift from the communication campaign and other strategies are maintained to continue gaining benefits from the impacts of reduced greenhouse gas emissions, increased household disposable income, reduced food costs at food-related businesses, and the many secondary and tertiary benefits that come with eliminating food waste. Some of the communication topics shared earlier will need to be shared again to support new businesses and residents, or simply to support the zero food waste culture in the city.

The communication strategy outlined in this Blueprint sets the tone and expectation citywide that this is a place where food is not wasted, and that wasting food is seen as socially unacceptable. Continuing this messaging in bursts at key points in the year, such as at the holidays before Thanksgiving or in the summer when there is an abundance of fresh produce and it is tempting to overbuy, would help keep the issue of food waste and the city's commitment to eliminating it at the forefront, reinforce tips and tricks shared in earlier phases, and provide a point for those new to the city gain the information provided earlier in this initiative. Additionally, given the length of time to form new habits, change behavior, and implement city infrastructure and supports, the communication campaign will need to be refreshed throughout the initiative.

Additionally, ongoing education will be needed. Technologies and best practices change, residents and businesses change. The information that was provided earlier in the initiative may not have been applicable to someone at the time it was shared, but can be incorporated at a later point. Sharing new and old techniques, tips, tricks, and skills will all be done to maintain an awareness of the issue of food waste and what everyone can do about it.

Content provided by MFNW could be shared with the city for sharing to residents and businesses via mailers, social media, flyers, press, presentations, webinars, demonstrations, and hands on workshops, or another third party may arise between now and this phase to assist with ongoing communication about being a zero food waste city.

02 Online resource hub

There are many online resources already available to support food waste reduction strategies, including:

- Meal planning websites that can also convert recipes into shopping lists
- Recipe apps that provide ideas on how to use leftovers or odds and ends in the pantry
  - » Recipe finder on Save The Food Recipes - https://savethefood.com/recipes/
  - » Supercook
- Information on how to store and preserve food
  - » Guides explaining what date labels actually mean
- Liability information for donations
- Contact information for rescue and upcycling organizations
- Instructions on how to compost
- Information about local food scrap collection services
- Too Good To Go for discounted surplus food from restaurants
- Flashfood

The web page for MFNW provides many of these resources. However, many people may first look to the Oakland County website for information and resources on food waste and food safety. Compiling these resources in one spot and cross referencing/linking them on the County Health Department website creates a one-stop shopping experience that is endorsed by the County and sourced from credible organizations for those looking for support in their food waste reduction journey.

This resource hub will have a domain-specific chat bot that allows users to quickly and easily find answers to questions related to reducing food waste, donation, and composting. It will be updated as new information and resources become available. It will also serve as a dashboard for tracking progress on food waste prevention and diversion in Farmington Hills.

03 Food waste policy

There are several city policies that should be implemented or updated in Farmington Hills that would better support the food waste elimination strategies proposed later in this plan. Implementing these sends the message that the city is taking the issue of food waste seriously and is being a leader in implementation efforts, helping to create a citywide culture of responsibility for food.

It is important for the city to lead the way in food waste prevention and diversion efforts to set the standard for the rest of the community. This will help to show that this is an issue that is being taken seriously, and that the solutions are feasible and worthwhile. This strategy is multi-pronged, and includes the following:

- Creating policies for using locally created compost in city projects
- Making policies requiring city-sponsored and non-city sponsored events to donate excess food and have food scrap collection bins
- Updating site development standards to include food waste management plans

Additionally, advocacy at the state level for policies such as requiring reporting for large food waste generators and banning food waste in landfills is important, as those policies would support local efforts, provide enforcement mechanisms, and likely significantly increase participation in the other strategies outlined in this Blueprint. These strategies are outside the scope of this Blueprint, but noted in the Regional Food Waste Eliimination Plan.

03.A Draft and adopt language for policy on using locally created compost in city projects

Compost created through city food scrap collection initiatives has value to the city, as it can be used in landscaping and restoration projects to support the growth of vegetation, reduce stormwater runoff, and help mitigate the urban heat island effect, just to name a few benefits. Additionally, compost can be expensive. Given the amount of green space under the city's care, reducing compost costs by using locally created compost would support current efforts the city has for creating beautiful spaces while also increasing demand for the output of local food scrap processing within the city. The city currently sources compost from local facilities. To ensure this practice continues and to create a more closed-loop system between organics recycling and compost distribution, the city could consider adopting a policy to first use locally-created compost before purchasing it from elsewhere. The city may also wish to consider quality standards for compost procurement when creating this policy. The amount source, amount, and location the locally procured compost was used should be shared on the Resource Hub. A model policy is included in Appendix D.

03.B Draft and adopt language for policies requiring that all city-sponsored programs and events donate excess food and have food scrap collection bins if food is served

Farmington Hills already benefits from the food rescue experience and support of one of the nation's largest food rescue organizations and from the dedicated support of other newer food rescue organizations. Additionally, many pantries in the area often do their own rescuing if they have a relationship with a donor and the means to transport the food. However, the potential for food rescue in Farmington Hills is quite significant. Community events and programs sponsored by the city could be a place to recoup some of the food that is purchased and recirculate it in the community. This could include senior luncheons and parks and recreation events such as the Chili Golf Open and the Capes and Crowns Family Fun Night.

Event and program organizers should include food rescue and food scrap diversion in their waste management plan and event requirements. Local food rescue organizations such as Food Rescue US - Detroit, Forgotten Harvest, and Metro Food Rescue should be contacted ahead of the event to allow time to coordinate a sufficient number of volunteers to pick up surplus food and identify places for it to go. Food scrap collection bins should also be used at the event for food that cannot be rescued. Updating the city's catering contract to include these requirements would make them simply part of doing business with the city. Organizers should check with the hauler and compost facility to ensure compostable tableware is accepted. If so, use of such tableware is strongly recommended to make collection easier and reduce the likelihood of contamination. Alternatively, having volunteers stand at bins to help event attendees properly sort waste would be an option if compostable materials are not available.

Feeding animals food planned for human consumption but no longer desirable or fit for us is one of the more preferred options on the EPA's Wasted Food Scale (see Figure 2), and is one of the last options for consumption before moving into options for recycling. While this is considered a relatively good use of food, the lack of farm sites in and near Farmington Hills limits the amount that can be diverted in this way. However, this option should be explored for other events or individual sites, such as an office building, for example. This is a good way to repurpose surplus food, but we do not expect this to be how most of the food scraps in Farmington Hills are diverted.

Example ordinance language for this strategy is found in Appendix D.

Zero Waste Events at the University of Michigan-Dearborn

The University of Michigan–Dearborn encourages and provides resources to all event planners organizing on-campus events to consider making the event zero waste. Interested organizers can have a consultation with Planet Blue Ambassador Program staff to encourage them to take steps to right-size their food order and eliminate landfill-bound single use items. The department also offers staff support at the first zero waste event that the organization hosts to help with waste sorting and ensure that things run smoothly. External partners hosting events on campus can also take advantage of these supports for a fee to cover staff time. The first zero waste event hosted by a partner outside of the community was held in 2025.

Rebate for food waste management at special events in Austin, TX

The City of Austin, TX provides up to a $750 rebate for events that want to go above and beyond the minimum waste management required by the city and provide other waste management services, such as composting. The event must meet several requirements, such as being held outdoors within the city, being open to the public, expecting more than 500 attendees, and being in compliance with their special event ordinance. The rebate can be used for composting services, compost equipment such as bins, bags, and signage, and a litter crew to help with proper sorting. More information about the rebate program can be found on the City's website.

03.C Require that all special events donate excess food and have food scrap collection bins if food is served

The City of Farmington Hills is home to special events put on throughout the year by the city. Events such as Art on the Grand draw people from not only the city, but throughout the region. While not located within Farmington Hills, it is a prime opportunity for Farmington Hills to showcase how it is a food waste prevention leader.

Policies that require events that serve food to donate surplus food and collect the remaining for compost are needed to divert all food waste in the city. Creating a policy for events that are not city-sponsored can be included in the policy discussion above for city-sponsored events, or considered separately. The city can support event planners in meeting this new requirement by providing information on best practices for food waste reduction, and possibly technical assistance, collection bins, or other supports. The Rockefeller Foundation has a toolkit for food waste-free events that can be shared as a resource to event planners. The city may also wish to consider providing a rebate or other financial support to offset the costs associated with food scrap collection at events in the year prior to enacting this policy so event organizers have a year to test out the new services they will need and work them into their budgets.

Example ordinance language for this strategy is found in Appendix D.

03.D Update site development standards to include food waste management in plans

Most municipalities, including Farmington Hills, require waste management plans and space on site for dumpsters when reviewing development plans for multi-family, commercial, and institutional sites. This requirement could be expanded to require plans and space for food scrap collection, which would advance the adoption of good food scrap management practices. Adding this requirement to site plan reviews would be a relatively minor update to the zoning ordinance that could have large scale impacts.

Example ordinance language for this strategy is found in Appendix D.

03.E Develop mandatory food waste reduction protocols for municipal buildings and facilities

The City can lead by example by developing food waste reduction protocols for all of its buildings and facilities. Making this known publicly will show the community that the city is taking the issue seriously and is finding ways to reduce food waste in the physical spaces it convenes and works in. This could include a variety of the strategies discussed in this Blueprint, with those discussed in the Other Places being most relevant. The implementation team can support the city in developing these protocols for each site and identifying a champion to help ensure smooth implementation of the relevant strategies and continued action on this issue.

04 Continuous feedback and learning

04.A Resident advisory committee

In developing this plan, team members surveyed residents and businesses, hosted a workshop, and engaged in ongoing discussions with city staff, school administrators, and representatives from the Chamber of Commerce. The guidance provided by all of these stakeholders was helpful in informing what strategies to include in this plan and how to leverage the existing communication methods, events, and other initiatives to reach zero food waste in Farmington Hills. Having a group that represents the community and can provide feedback as the plan is implemented, help troubleshoot issues that arise, and provide ideas as the plan is implemented would be helpful. An advisory committee composed of a government leader, city staff person, school board member, business owners, and residents will be created to serve this role. Requests for committee members will be made via the city newsletter and website, social media posts, outreach to specific groups such as the Commission on Community Health and COHA, and flyers at the library and city offices. Interested persons will be asked to complete a short survey. The advisory committee will meet quarterly to discuss the plan's implementation throughout the first two years. Advisors will get a $25 stipend for each meeting they attend.

04.B Internal working group

This Blueprint was created after gleaning the insights and experiences of city staff across multiple departments, as well as committee and resident input. In addition to the resident advisory group, it may be useful to have a working group of representatives from various city departments meet regularly to discuss and troubleshoot implementation efforts, and adjust the plan trajectory as needed. The city champion (see Strategy 06.Abelow) will determine if this group would be useful and which departments should be included at what times.

04.C Integrate learnings

It is expected that new information and insights will arise as these initial steps are completed and interwoven into the day-to-day life and happenings in Farmington Hills. Recognizing these learnings, integrating them as appropriate and feasible, and recording them for consideration for other communities, will be an important component of this project.

05 Monitoring and evaluation

05.A Measuring the 100% elimination goal

The purpose of this plan is to identify the complete suite of methods that would be needed to eliminate food waste within the city of Farmington Hills if everyone in the community participated fully, and determine the costs to implement and maintain those methods. To that end, the most important metric to measure is how much food is still going to the landfill. Findings of these measurement tools will guide any additional programming that is needed to improve food waste diversion rates or changes to the implementation plan.

05.A.1 Conduct audits of trash receptacles

To measure this, audits of trash receptacles will be conducted twice a year once food scrap collection is rolled out. All residents will be asked to sign up to be randomly selected for food waste audits to check how the city is doing in meeting this goal, as well as any business, office, institution, school or other location that has a food scrap collection service. Multiple sites for each sector (single-family, multi-family, commercial, schools, and institutions) will be selected for each audit group. Results from the audits will be aggregated and the pounds of food waste found across the sites will be reported for that sector. The results of these audits will be shared on the project website and announced in communications from the city, on social media, and other channels used throughout the project.

05.A.2 05.A.2 Conduct a waste characterization study

Every year, a waste characterization study of the municipal solid waste will be conducted to assess progress. While this is time and resource intensive, it provides the most detailed and accurate findings of how much food is being diverted, although it may not be able to pinpoint where food is still being sent to landfills from or where contamination in food scrap collection is occuring, so the audits of trash receptacles will be useful in gathering this information. The implementation team will identify and coordinate this study.

Hamilton County, Ohio Waste Characterization Study

Hamilton County, Ohio hired a third party, MSW Consultants, to conduct a waste characterization study of their residential waste in 2023. While the scope of this project included more than just food waste, organics were categorized into multiple groups, including groups for vegetative food waste and non-vegetative food waste. This study showed that the share of waste that is organics decreased almost 10% between 2018 and 2024. More information about the methods and findings can be found in the County's waste characterization report.

05.A.3 Review hauler metrics

Additionally, although it is not a direct indicator of the percentage of food waste not going to landfills or reductions from baseline, data on the volume picked up by the food scrap hauler when food scrap collection begins can also aid in measuring progress towards the 100% elimination goal. A report should be provided by the hauler twice a year regarding the volume diverted.

05.B Measuring outcomes from prevention and rescue activities

Beyond the main goal of eliminating food waste, further evaluation and measurement can be done on the impact of the various prevention and rescue strategies. It will be useful to measure the impact of prevention and rescue strategies to learn what strategies are most effective for future implementation of plans. This impact can be measured via pre/post-prevention campaign surveys of food waste actions adopted by Farmington Hills residents and employees and related outcomes such as how much money a restaurant is saving in food costs by implementing food waste prevention techniques. We anticipate that funding sources for implementation will require robust evaluation of the program and will adjust our monitoring and evaluation plan accordingly to fit the needs of the funder.

Key Performance Indicators (KPIs)

It is important to track how effective the interventions implemented are, and to what degree. Measuring indicators of how these strategies are changing behavior and culture on a regular basis can help identify areas that need additional support or a new strategy and help communities adjust their plans in the future to use the strategies that are most effective. The key performance indicator table in Appendix C lists each strategy and the performance indicators that will be used to measure and gauge its progress over time.

06 Project implementation team

06.A City champion

Having a champion, or at minimum a point person, to work with Make Food Not Waste and other partners on efforts to eliminate food waste in Farmington Hills is imperative to the successful implementation of this plan. The champion should be a city staff member who can provide connections to various departments and city council, assist with overcoming roadblocks and challenges, and guide the work of the external project partners through city processes.

06.B External project partners

The successful implementation of this comprehensive initiative requires additional people-power and expertise. It is expected that management of the project and the partners that can support various strategies will be done by MFNW or another group, not the city. Additional partners could include Oakland County, SEMCOG, RRRASOC, local environmental groups and committees, food rescue organizations, food banks, social service offices, and others. Information about the roles and responsibilities of the implementation team can be found in Appendix G.

07 Risk management

Given that this is a comprehensive plan with many different strategies that require buy-in and participation from a large number of people, it is likely that there will be challenges throughout the implementation process. We've identified some of the likely challenges below, and describe how these will be mitigated.

Lack of local and state regulations requiring food waste prevention and diversion

Currently, there is no requirement at the local or state level that requires food waste to be diverted from landfills. There is a state ban on yard waste going to landfills, and this regulation has been effective. Gaining full participation without a similar ban for food waste will be challenging at best and require heavy investments in emotional appeals, social pressure, and incentives. Regulations at the municipal or state level that require everyone to, at a minimum, divert food waste from the landfill are encouraged and will be advocated for when possible.

Insufficient stakeholder engagement

Full participation by all residents, business owners, city government officials, and all other stakeholders in the city is needed to achieve zero food waste in Farmington Hills. This will be a significant challenge, and one that is not taken lightly. To address this issue, this plan includes strategies that help change the culture around food waste, making wasting food something that is not done in Farmington Hills and something that is socially unpopular and unacceptable. Strategies such as the overarching communication campaign, providing ways to make public commitments against wasting food, and simply implementing prevention and diversion strategies citywide will make this ubiquitous. The support provided to each sector helps make the choice to prevent, donate or share, and divert food waste easy, possibly just as easy as throwing it away, and the benefits of reducing food waste at the personal, organizational, community, and global level will be clearly presented and shared as motivation to participate. Further, implementation of these strategies in the fifteen most populated communities in Southeast Michigan supports this culture change as nearby communities also work towards the same goal using the same methods, language, services, and infrastructure. More about this can be found in the Regional Food Waste Elimination Plan.

Budget constraints

This plan was developed without budget constraints in mind as an exercise to understand what the full cost would be to fully implement strategies to achieve zero food waste in a city. However, the real world has financial constraints and overcoming those could also pose a significant challenge. Fortunately, the issue of food waste has been gaining attraction and attention as the top solution to mitigate global warming and subsequently, funding for food waste reduction and diversion efforts is being allocated at the federal, state, and local levels. Additionally, the state has identified addressing food waste as a key priority in its MI Healthy Climate Plan and the U.S. government has created a National Strategy for Food Loss and Waste. Further, the state has required that counties include food waste management in their updated Materials Management Plans (MMPs), and has allocated funding to both make the plans and implement them. It also has the potential to reduce the cost of waste management, as prevention efforts reduce the volume to be managed. As tipping fees and a landfill surcharge are being discussed at the state level, Make Food Not Waste and others are advocating that the additional funds be used to support food waste diversion work. Finally, food waste prevention and diversion has the potential to decrease food insecurity, freeing up funds used to address food insecurity for other uses. If the state and federal government are serious about meeting the food waste reduction goals, it is expected that funds to support projects such as this will be available. At the household scale, it is expected that each person can save several hundred dollars per year through practices that prevent food waste, which more than covers the cost of the diversion program. The budget provided for this plan found in Appendix B takes a holistic approach and works to identify how savings in one area, such as trash collection, could be used to fund other programs, such as prevention and food scrap collection.

Funding timing does not allow for implementation of all strategies at once

A key premise of this plan is that if food waste becomes a known issue in all facets of daily life and there are easy and common ways of handling food waste regardless of where one is, all food waste can be diverted from landfills. This plan was written with the intent that certain strategies would be deployed simultaneously to create a “no food waste” environment and culture change. The MFNW team is currently working to line up sources of funding to implement all aspects of the plan according to the timeline to facilitate synergies among the strategies. Grants, corporate sponsorships and donations, and traditional fundraising will all be used to fund the plan for implementation as intended. If there is funding for some strategies but not others, the strategies that are funded will be implemented according to the funding timeline and additional funds will continue to be sought through as many channels as possible to work to implement the remaining strategies as outlined in the plan. When possible, funded strategies will continue to be employed to allow for continuity of programming around food waste and overlap with other strategies as new funding is found for implementation.

Resistance to change

Behavior change is always a challenge. This plan asks all stakeholders in Farmington Hills to change how they think about food and what they do with food that will not be eaten by them. Behavior change is easier when the changes to be made are expected and part of the social norms of those around you. This challenge of resistance will be mitigated in the ways described above regarding stakeholder engagement, specifically the use of an overarching communication campaign to motivate, educate, and inspire people to make these changes and the support provided to make the “right” choice the easy choice when it comes to food waste.

Implementation delays

Despite best laid plans, delays in implementing various components could arise for a variety of reasons. Delays can be prevented and mitigated by having realistic timeframes within the plan for developing materials and resources needed for each strategy, having sufficient staff time and resources to develop and implement the strategies, and open and ongoing communication among all parties involved in the implementation. This plan follows these best practices for preventing delays.

Economic downturns

Economic downturns could create challenges with funding sources for this work. This will be mitigated by seeking a variety of funding sources for initial implementation efforts, and having a sustainability plan for how those efforts will be continued if still needed, transitioned to something else if the need evolves, or discontinued if no longer needed at the start of the funding. Finding sustainable sources of funding for ongoing costs such as the food scrap collection service will be a priority. Training and other short-term or one-time costs could more reasonably be funded through a grant or funding streams that are also short-term or one-time.

Residences

At 65% of all food waste in the city, households are the largest generator of food waste in Farmington Hills, an estimated 15.5 million pounds of food annually. Eating more of the food purchased could significantly impact all households, but particularly the 7.1% that are impoverished and likely more who are food insecure. It is estimated that Farmington Hills residents could save $782 dollars per person or collectively $63.7 million each year just by not throwing their food away - a huge economic boost.

The food waste that is not prevented or shared with others must be diverted from a landfill, making food scrap collection for households an imperative strategy in reaching zero food waste. This chapter outlines prevention, sharing, and diversion strategies for single-family and multi-family houses.

Residences

01 Engaging residents on the issues of food waste 75
02 Household food waste prevention toolkits 78
03 Support the city in planning for and implementing a food scrap drop off program for all residents 79
04 Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences 84
05 Food scrap collection for residences not able to be served by city curbside services . 88
06 Prevent contamination of household food scrap streams 89
07 Support backyard and community composting 90
08 Evaluate effectiveness of prevention and diversion strategies 93
09 Keep up the momentum 93

Turkey and rice, a side dish at the 2024 Community Fest. The meal was prepared with food that otherwise would have gone to waste.

TABLE 4. **Timing of Activities: Residences**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
01 **Engaging residents on the issues of food waste**												
01.A Speak to community groups on food waste reduction strategies												
01.B Train food waste ambassadors												
01.C Provide pop-ups/demos at community partners and city and community events												
01.D Train residents in ways to safely reduce food waste												
01.E Track food waste rates compared to other households												
01.F Introduce a household food waste comparison metric												
01.G Host a food waste reduction competition among households												
02 **Household food waste prevention toolkits**												
Buy supplies												
Create toolkits												
Mail toolkits to all residences												
Distribute toolkits to new residents												
03 **Support the city in planning for and implementing a food scrap drop off program for all residents**												
03.A Identify viable drop off sites												
03.B Develop and issue an RFP for food waste collection services for drop off sites												
03.C Review applications and select provider												
03.D Train staff as needed to monitor drop off sites												
03.E Set up and promote resident registration portal												
03.F Create informational signage for drop off sites												
03.G Implement drop off sites												
03.H Plan for surges in food scrap drop off												
03.I Ongoing monitoring and maintenance of drop off sites												

TABLE 4. **Timing of Activities: Residences (Continued)**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
04 **Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences**												
04.A Adjust existing contract or develop and issue an RFP for curbside food waste collection services												
04.A.1 Adjust existing contract to prepare for curbside food scrap pick up												
04.A.2 Develop and issue an RFP for curbside food waste collection services												
Assist in research on services, if needed												
Assist in research on carts, if needed												
Assist in research on liners, if needed												
04.B Provide carts (if applicable) and education to households												
04.C Launch weekly curbside food scrap collection												
04.D Phase out drop off sites												
04.E Ongoing monitoring												
05 **Food scrap collection for residences not able to be served by city curbside services**												
05.A On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart												
Explore options for food scrap collection service at multifamily sites												
Plan for community food scrap collection sites												
Select bins and hauling service for community food scrap drop off sites												
Create signage												
Educate residents												
Monitor and manage food scrap collection sites												
05.B Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart												
Monitor and manage food scrap collection sites												

TABLE 4. **Timing of Activities: Residences (Continued)**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
06 Prevent contamination of household food scrap streams												
06.A Create clear signage on what can and cannot be composted												
Create signage for countertop caddies												
Create signage for organics recycling carts												
Create signage for community food scrap collection sites												
06.B Recognize those who are sorting food scraps well												
Set up audit program registration												
Promote audit program												
Conduct audits												
Recognize those who are sorting well												
07 Support backyard and community composting												
07.A Draft and adopt policies for backyard composting												
07.B Design and share a backyard composting guide												
07.C Build demonstration sites												
Gain permission to use site												
Purchase materials												
Install site												
Promote site												
Provide tours and demos												
07.D Develop a toolshare												
Explore options for sites												
Purchase materials												
Set up tool share												
Promote tool share												
07.E Bulk purchase backyard composting supplies												
Develop online form												
Promote bulk purchasing option												
Purchase supplies												
Distribute supplies												

TABLE 4. **Timing of Activities: Residences (Continued)**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
08 Evaluate effectiveness of prevention and diversion strategies												
Develop survey												
Distribute survey												
Analyze survey responses												
Conduct audits												
Analyze audit results												
Report results												
09 Keep up the momentum												
09.A Continue food scrap collection services												
Ensure this is a line item in the city's budget												
09.B Help new residents integrate into a culture of zero food waste												
Provide food waste prevention toolkits and information												

01 Engaging residents on the issues of food waste

The communication campaigns will provide a strong foundation to engage with residents on the issue of food waste. Individual or group conversations, experiences, and interactions can further understanding of the issue and enhance motivation to act to reduce food waste. Opportunities to reach residents in the following ways will be sought throughout the entire initiative and will build upon residents' understanding of and concern about food waste. More details about residents' current knowledge levels and behavior with regard to food waste can be found in Appendix E.

01.A Speak to community groups on food waste reduction strategies

Learning about a topic with others, particularly those who already have a shared interest in the issue, and committing to take action on it can be powerful in promoting behavior change. Community groups such as those at places of worship, schools, and leisure and volunteer groups will be contacted to learn more about food waste, how it connects to the things they are passionate about, and what they can do to prevent food waste. Sessions will be tailored to each group in terms of time and content. A list of community groups in Farmington Hills is in Appendix G.

01.B Train food waste ambassadors

It is anticipated, based on previous experience, that as people learn about this initiative ambassadors are likely to emerge and show interest in supporting the work needed to become a zero food waste city. The Resident Coordinator will train those interested in helping reach other residents on best practices and tips to reduce food waste to share. The ambassadors will support the project implementation team with outreach, presence at events, and other opportunities to reach more residents.

01.C Provide pop-ups/demos at community partners and city and community events

Attending events that people are going to for other reasons and connecting with them is an effective strategy to reach people and raise their awareness of the issue and campaign. Many existing events have the potential for MFNW staff and/or local champions to have real time conversations with attendees, provide resources and information, and encourage attendees to take action on food waste. Additionally, providing an opportunity for attendees to make a public pledge to reduce food waste can reinforce a culture of not throwing food away and accelerate uptake of prevention and diversion habits.

The following events could potentially include a table or another platform to share information about the food waste elimination campaign:

- City Wide open house
- Easy Ride Kickoff
- CROP Hunger Walk
- Earth Day Celebration

01.D Train residents in ways to safely reduce food waste

Providing demonstrations and hands-on training on ways to safely reduce food waste is needed to help residents feel confident and comfortable purchasing less food and eating more of it. Demos can be done at the community events and speaker events discussed previously. In addition, workshops that train residents in ways to reduce food waste will be conducted monthly and cover a variety of topics, including:

- Meal planning
- Preparing meals from scratch
- Repurposing leftovers and/or excess ingredients
- Food preparation and storage
- Using the five senses to decide whether food is still good
- Using foods that have over-ripened
- Eating all parts of the fruit/vegetable
- Preservation techniques (freezing, canning, pickling, fermenting)
- Time-saving tips and tools such as batch cooking

Local chefs may be brought in to assist with the workshops. Attendees will be asked to make a $5 donation to offset the cost of the workshop.

01.E Track food waste rates compared to other households

While it is helpful to know how your household's food waste is changing over time, it is often even more motivating to understand how your household is performing compared to other similar households. Quarterly surveys will be sent to a sample of residents asking them to document their food waste for one week and provide information about their household compositions, such as number of people and their ages. The information will be analyzed and a report will be provided in future communications. Households can use this information as a benchmark for how they are doing in terms of reducing food waste and to motivate them to find additional ways to reduce their food waste.

01.F Introduce a household food waste comparison metric

The information reported through the quarterly surveying mentioned above will be aggregated and these metrics posted online to show how much food waste a 1-, 2-, 3-, 4-, and 5+ person household creates each week. These values will be reported through the city's newsletters and website, via social media, and through other channels.

01.G Host a food waste reduction competition among households

Competitions can be a great impetus for behavior change. Hosting an annual food waste reduction competition where households compete for the largest reductions in food waste, to have the least food waste, or to create the biggest cost savings can raise awareness of how much each household is throwing away. Additionally, weekly citywide challenges such as encouraging residents to cook meals using only pantry staples can further engage the community and inspire creative ways to reduce food waste. The competition format creates dedicated time to focus on ways to reduce what is being tossed. While competitive, creating a social media group for the challenge can build a community of support among those interested in reducing their food waste. The ripple effects of competitions can be impactful, as people see what food prevention methods are effective and possible for them by taking the challenge. If the reductions and savings are large enough, they are likely to share that information with others, motivating them to give some of the actions a try.

Voluntary competitions will be held annually to encourage households to find ways to reduce their food waste. Prizes that further support food waste reduction such as storage containers, cookbooks with tips for upcycling or preserving food, cooking classes and equipment, and several months of paid-for composting service will be available for participants to earn.

02 Household food waste prevention toolkits

The communication campaigns will give residents much of the information and educational resources they need to prevent food waste. Prevention will also rely on residents having the necessary tools to reinforce new skills. Providing those tools will support households in reducing the amount of food they throw away.

A toolkit containing proven "low tech" tools including reminder magnets/stickers, a refrigerator thermometer, grocery list pad, recipes, and "use up" tape will be mailed to all 35,528 households. These will be mailed to all residences with key tips and information related to the toolkit items.

An example household food waste prevention toolkit. Stickers (top) and tape (bottom left) can be used to help prioritize and remind people what food should be eaten soon. The grocery lists on the right are proven tools to prevent overbuying and impulse buying of food, which can reduce food waste and save households time and money

03 Support the city in planning for and implementing a food scrap drop off program for all residents

A food scrap drop-off program is supported by Farmington Hills residents, with 61% of survey respondents indicating they would participate or already do. As discussed in Strategy 01 of the Residences chapter, this plan suggests two phases and types of diversion. The first is a food scrap drop off program open to all residents. The second is curbside food scrap pick up for single family residences only. The second phase is expected to begin when 2.5% of households (888 households) are participating in the drop-off program, indicating that acceptance of the practice has moved from just the "innovators" to the "early adopters" as defined by the diffusion of innovations theory. While some early adopters may participate in a food scrap drop off, they are more likely to be interested in the ease and convenience of a curbside program and will fully participate if a curbside program is available. Assuming that all other strategies that support food waste prevention and diversion are implemented, it is expected that this point will be reached early in the third year of implementation.This portion of the plan will discuss what is needed for the first type of diversion; the second type is discussed next in Strategy 04below.

03.A Identify viable drop off sites

Identifying places that are convenient and easily accessible for people to drop off their food scraps is critical to the success of such programs. We recommend having at least one drop off site within 1 mile of the majority of residences in the city. Several sites have been identified as potential options for food scrap drop off sites (see Map 5 for their location). Sites will be solidified during the RFP process (see Strategy 03.B). The possible drop off sites listed were also echoed by survey respondents, with their most popular suggestions including grocery stores, municipal buildings (library, city hall, etc.), parks (Heritage, Riley, Shiawassee, etc.), schools, the Farmers Market, and community centers.

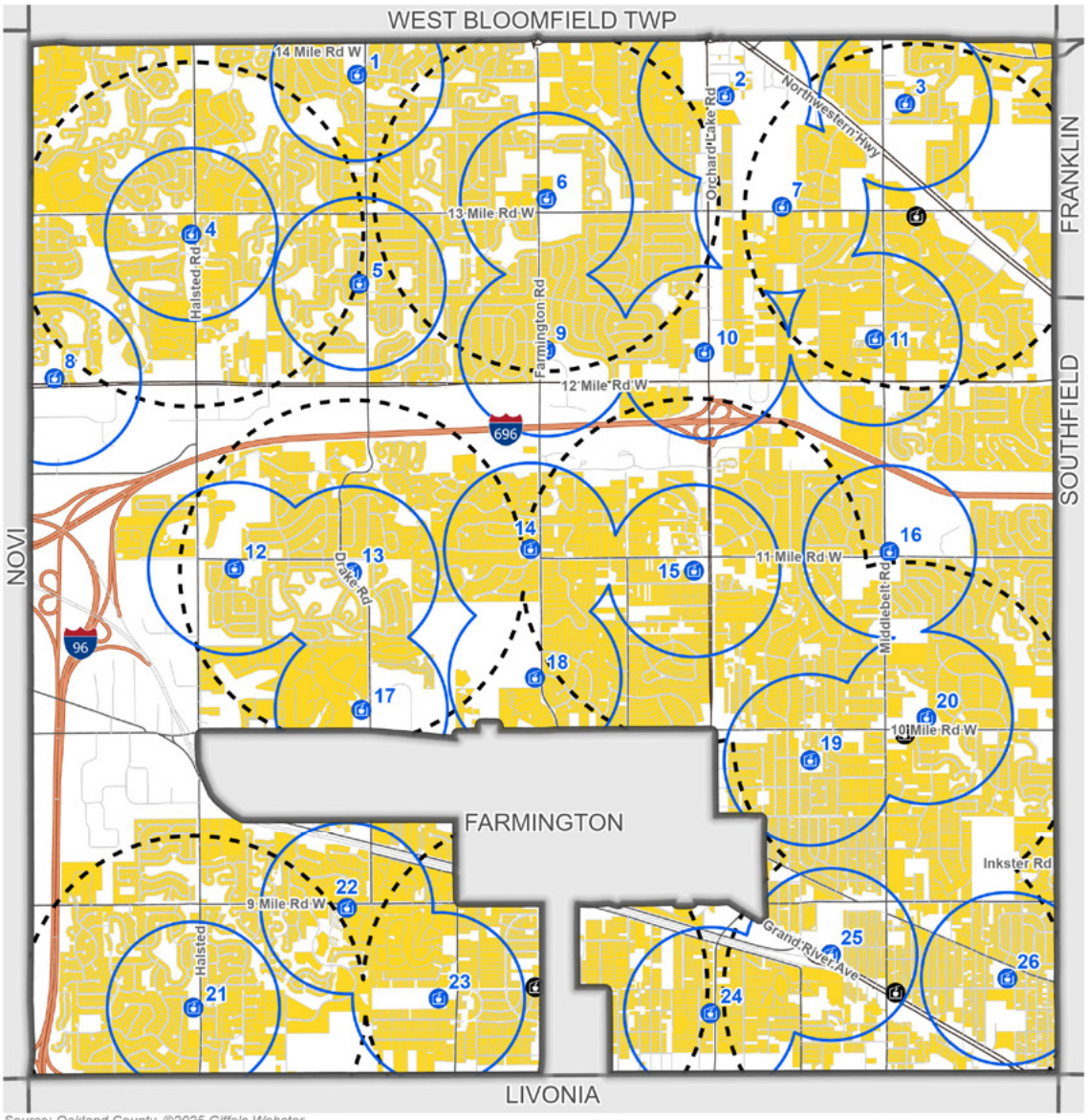
Criteria for selecting drop off sites included the following:

- Public spaces
- Safe
- Easy to monitor
- Places that people go to on a regular basis
- Easy access for both those dropping food scraps off and the trucks servicing the site
- Dispersed throughout the city
- Have room for collection receptacle

Based on that criteria, we have identified the following sites as possible drop off sites (see Map 5 for their location):

- DPW building
- Schools
- Parks
- Places of Worship
- Recreation centers
- Ice arenas
- Library
- City-owned parking lots
- Kroger

MAP 5. Proposed Food Scrap Drop Off Sites



Source: Oakland County. ©2025 Giffels Webster.

0 0.5 1 Mile

Proposed 1-Mile Drop Offs
Drop Off 1-Mile Buffer
Proposed Half-Mile Drop Off
Drop Off Half-Mile Buffer
Residential Land Use

Proposed Drop-Off Locations

1. Detroit Tennis Club, 31031 Drake Rd
2. Rally House, 30750 Orchard Lake Rd
3. Hillel Day School, 32200 Middlebelt Rd
4. Walnut Lake Preschool, 29375 Halsted Rd
5. Fire Station #4, 28711 Drake Rd
6. North Farmington High School, 32900 W 13 Mile Rd
7. Glen Oaks Country Club, 30500 W 13 Mile Rd
8. Hope Church, 39200 W 12 Mile Rd
9. YMCA, 28100 Farmington Rd
10. Holocaust Center, 28123 Orchard Lake Rd
11. Fire Station #2, 28225 Middlebelt Rd
12. Hillside Elementary, 36801 11 Mile Rd
13. St. Toma Syriac, 25600 Drake Rd
14. First Presbyterian Church, 26165 Farmington Rd
15. City Hall, 31555 W 11 Mile Rd
16. Mercy High, 29300 W 11 Mile Rd
17. Busch's, 24445 Drake Rd
18. Spicer Barn, 24915 Farmington Rd
19. Lanigan Elementary, 23800 Tuck Rd
20. St. Thomas Orthodox, 29150 W 10 Mile Rd
21. St. Andrew Kim Church, 21177 Halstead Rd
22. Fire Station #1, 35725 W 9 Mile Rd
23. Gill Elementary, 21195 Gill Rd
24. Mosque, 20959 Orchard Lake Rd
25. Target, 30020 Grand River Ave
26. CARES, 27835 Shiawassee St

giffels webster

FOOD SCRAP DROP-OFF
FARMINGTON HILLS

03.B Develop and issue an RFP for food waste collection services for drop off sites

While this plan proposes citywide food scrap collection be implemented in Year 2, we expect that the city's process to line up services will be just as long if not longer than the roll out of prevention strategies to residents. Therefore, it is important that these conversations begin early in the implementation so that the launch of food scrap collection services is well-timed with when residents and business owners are primed and prepared for that next step.

City administrators should follow their usual process for issuing RFPs. As this is a new initiative, flexibility in adjusting the contract should be included, particularly regarding the number and location of sites, the number of bins at each site, how often they are serviced, how the bins and area are cleaned and maintained, use of bin liners, resident access to the bins via a personal code or other means, etc.

Get a head start on food scrap pick up service

Midtown Composting, a Detroit-based company, currently includes the City of Livonia within its food scrap hauling service area. Residences can sign up for weekly porch or curb food scrap pick up for $30 a month plus a $5 sign up fee. Participants receive a 5-gallon bucket that is swapped for a clean one with each pick-up. Once a year, all participants receive 15 gallons of compost made from the food scraps collected, delivered right to their home. Midtown Composting also provides services for businesses. My Green Michigan and Recycling Unlimited also provide similar services for businesses in the area. Consider subscribing to their services for your home or business if you want to start diverting food scraps ahead of a city-wide program.

03.C Review applications and select provider

Following the RFP announcement and application deadline, the city should then review applications and select a provider and service using the city's usual protocol and process for creating new service contracts. While this will be primarily the task of administrators and City Council, Make Food Not Waste can provide support to answer questions about best practices and help ensure the services proposed will meet the needs of the community.

03.D Train staff as needed to monitor drop off sites

Depending on the contract, city staff may be tasked with monitoring the drop off sites and providing any necessary clean up. If this is the case, staff will need to be trained on when to visit the site, what to look for, how to remedy any issues, and when to call the service provider for support. Make Food Not Waste can support this training if needed.

03.E Set up and promote resident registration portal

Some communities, such as Ferndale, require residents to sign up for the drop off service and to obtain a personal login or other access code to the drop off site. This is done mainly for two purposes: the first is to track participation and usage, and the second is to prevent contamination by someone who is unfamiliar with composting from putting non-organic materials in the collection bin. In order to fully register, participants must take a brief training to learn what can and cannot be composted. Additionally, completing the registration requirement indicates that the person is somewhat invested in composting and doing it correctly. Finally, if contamination does occur, the monitors can see who accessed the site recently and send them educational material as a reminder of what can and cannot be composted. It is recommended that a log in or code be required for each participant in order to access the food scrap collection bins for these reasons. It will be necessary to set up the registration process, promote it, and provide information on how it is used. We recommend that the registration be done predominately online, with an option to register in person at the city offices.

03.F Create informational signage for drop off sites

Signage explaining the drop off site program, how to enter the site if a login is required, what can and cannot be composted, and who to contact if there is an issue at the site should be present at each drop off location. QR codes can be used to link to resources such as the registration portal, a dashboard showing how much food has been diverted, and the city's webpage explaining the food waste initiative. These signs should be designed and branded to match the communication campaign.

03.G Implement drop off sites

Drop off sites should include the signage described in Strategy 03.G above, the collection bin, and a waste bin for anything that cannot be composted. These sites should be set up at least a week before the first scheduled collection date.

03.H Plan for surges in food scrap drop off

Communities with existing food scrap drop off programs have seen increases in volume during certain times of the year, specifically in the fall in the weeks following Halloween when people are getting rid of their pumpkins. To combat this, the City of Ferndale hosts a "Pumpkin Plop" event the week following Halloween. They provide larger bins (for example, a ten-yard open top bin at two locations in the city) for people to toss their pumpkins. However, pumpkins are dropped off for collection throughout the fall, sometimes resulting in bins filling quickly. The city should plan for how to handle surges in food scrap volume during the late fall and other times, including unplanned events such as prolonged power outages. Additionally, sites should be monitored more frequently during these high volume times, and additional signage added to help prevent contamination from the pumpkins or other items that are deposited from people who do not usually compost.

A community food scrap drop off site in Ferndale in the fall. Surges in volume due to pumpkins during this time of year can lead to messes at the drop off sites if pick ups do not happen more frequently than during the rest of the year.

Source: City of Ferndale

03.I Ongoing monitoring and maintenance of drop off sites

Initially these sites should be monitored daily. As the program continues and participants are more accurate properly sorting items and expected volumes are better known, monitoring can likely decrease. We anticipate that a staff member at each of the collection sites would be responsible for this monitoring. At parks, it may be DPW or Parks and Recreation staff who are already on the site who do the monitoring while at schools it could be a teacher champion or a local volunteer. Once sites are selected, Make Food Not Waste can assist in identifying and training people to assist with this monitoring.

A community food scrap drop off site in Ferndale.
Source: City of Ferndale

Local Food Scrap Drop off Program

Canton Township

Canton Township began a food scrap drop off program in 2023 to divert resident food waste from landfills. The program collected 166,674 and 180,931 pounds of food waste in 2023 and 2024, respectively, saving 87 tons of carbon dioxide equivalent (CO_2e). There are currently five sites throughout the Township that collect food scraps, including a park, a school, a place of worship, a fire department, and a farmers market.

Participants (called “volunteers”) are asked to sign up for the program. Registered volunteers are given a 2.5 gallon bucket with a lid, an informational sticker about what can and cannot be composted, and a welcome email with more information about the program. Participants are asked to fill out a short three-question survey each time they drop off scraps. The survey asks what site they went to, the cleanliness of the site, and how much food (multiple, full, or portions of buckets) was dropped off.

Ferndale

The City of Ferndale also has a food scrap drop off program similar to the one described above. Participants are also required to register with the city so that they can obtain an access code to enter the collection sites that have 64-gallon carts used to collect the food scraps. The city has five sites, all located in public parking lots throughout the community. They use the city’s problem reporting system SeeClickFix to report any issues with the sites.

04 Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences

Other communities across the United States have found curbside food scrap pickup for single-family homes to be an effective strategy for diverting food scraps from the landfill. Similar to recycling, residents separate their food scraps out of their trash and place them in a separate paper bag or rolling cart, either with or without their yard waste. The cart is then picked up on a regular basis to avoid odors and attracting pests. While Farmington Hills residents cannot currently include food scraps with their yard waste due to limits on the city's contract, the current processor of yard waste is capable of accepting both yard and food waste from Farmington Hills in the future. A survey of Farmington Hills residents found that 89% would participate in a food scrap collection program if it were offered as a community service, compared to just 61% who would be willing to drop off scraps at a composting facility or community location. This suggests a strong preference for curbside collection. Among those who said they wouldn't participate, the most common barrier, cited by 41% of respondents, was a lack of time, further reinforcing the need for a more convenient curbside option. More details about the survey results can be found in Appendix E.

A study conducted by Resource Recycling Solutions (RRS) for the Southfield Blueprint modeled the costs and greenhouse gas (GHG) emission savings associated with composting. Curbside recycling with designated carts for pickup was determined to be likely to see the highest participation rate and would divert the most food from landfills, resulting in a higher estimate of annual CO2e savings compared to other food scrap collection methods. This suggestion for curbside carts was validated by the 79% of Farmington Hills survey respondents who indicated that the main resource needed for curbside composting would be a cart dedicated to food scraps.

Based on the findings from the analysis by RRS, best practices, case studies from throughout the country, findings of the survey conducted in Farmington Hills, and preferences by Priority Waste for providing this service, this plan calls for year-round curbside food scrap pickup for single-family residences. While Priority Waste prefers to use carts for food scrap collection due to the ease of pick ups, reduced mess, decreased opportunities for employee injuries, and greater efficiency, the city could negotiate for pick up in paper bags to avoid conflicts with residents about receiving another curbside cart. Currently the City of Farmington Hills has yard waste pickup on a weekly basis from early-April through early-December. This service would need to be extended to be year-round, as food scraps are created all year.

04.A Adjust existing contract or develop and issue an RFP for curbside food waste collection services

This plan times the implementation of curbside food scrap pick up with the start of a new waste management contract. The city's new waste contract will start in 2028. However, the process to line up services will be just as long if not longer than the roll out of prevention strategies to residents. Therefore, it is important that these conversations begin early in the implementation so that the launch of food scrap collection services is well-timed with when residents and business owners are primed and prepared for that next step. Additionally, changes to the existing contract prior to negotiations and/or RFP development could grease the wheels for beginning curbside food scrap pick up.

04.A.1 Adjust existing contract to prepare for curbside food scrap pick up

Several local communities are working to update their existing trash hauling contract to prepare for future curbside pick up services. The two main changes that have been recommended are allowing the community to update the definition of yard waste to include food waste and allowing the community to dictate where the hauler takes the yard waste. The first would allow residents to co-mingle food scraps with organic yard waste and have that taken to a compost facility that is licensed to manage food scraps. The second would allow the community to tell the hauler that they have to go to a facility that manages not only yard waste, but also food waste. The changes with this second provision often include a clause that this can only be reasonably dictated, meaning that if there are increased tipping or mileage costs associated with hauling to the new site, the fee would be renegotiated to cover these additional costs. These changes could be made anytime so that if curbside composting is of interest to the community before the current contract is up, the groundwork has been laid to amend the services provided within the existing contract.

04.A.2 Develop and issue an RFP for curbside food waste collection services

City administrators should follow their usual process for issuing RFPs. Priority Waste, the city's current waste hauler, has indicated interest and capacity to provide this service in Farmington Hills but would require weekly pick ups year-round. The city would need to include the use of paper bags instead of carts in the RFP if it was determined that carts are not desirable. Other considerations for the RFP and resulting contract gleaned from other communities who have curbside food scrap pick up are in the sidebar on the previous page.

Considerations for food scrap pick up service

Conversations with representatives from other communities that have implemented food scrap pickup to various degrees have all impressed the importance of the RFP for getting not only the basic service sought, but also creating a partnership that makes the initiative successful. In particular, the following considerations have been suggested:

- Whether or not the city wants a "turnkey" food scrap collection program that includes processing, or if it prefers to have a separate services for hauling and processing
- If the current provider can provide collection services as part of the current contract
- Require education for residents and businesses as part of the application
- Provision of monthly reports, including:
  - » Tonnage set out by route
  - » Volume collected by route
  - » Data on contamination frequency
  - » Photos of contamination and cart tags
- Identify the end use for the compost. Will some of it go to participants of the food scrap collection program? How much of it? At what price? Who is responsible for notifying those who are eligible for the compost product?
- For community drop off sites, identify what party is responsible for cleaning the cart and replacing liners
- Use a locked system with registrants receiving a QR code to unlock the bin at community drop off sites

These considerations will need to be addressed in whatever negotiations occur for single-family curbside pickup and for the community food scrap collection sites.

04.B Provide carts (if applicable) and education to households

Once a provider is in place, all households will need to receive their curbside carts if they are being used and education about the new service. Provision of the carts could be included in the RFP and provided by the hauler. If carts will be used, 32-gallon carts are recommended to hold all food scraps and yard waste. Smaller carts specifically for food waste could also be used and the contents picked up at the same time as the yard waste regardless of whether or not the materials are co-mingled. Grant opportunities for infrastructure support such as curbside carts for organics do exist and are fairly common. If new carts are purchased, additional staff time from the city may be required to distribute them, or a separate contract with an organization that could efficiently deliver the carts to every household. The budget currently shows the cost of $2.50 per household per month to be paid for five years to pay for Priority Waste's purchase and delivery of the carts.

Small curbside bins, such as the one above, may be a better option for some households as it takes less room to store.

Source: Make Food Not Waste

Education and promotion of the food scrap collection program will also be required to explain the new service, get buy-in from residents, answer common questions, and prevent contamination. Details of this education campaign are provided in the Supporting Strategies section, Train residents in ways to safely reduce food waste.

04.C Launch weekly curbside food scrap collection

Once the contract begins, weekly curbside food scrap collection can begin. This will need to be monitored and evaluated in several ways. For example, bin audits such as those described in Strategy 06.BRecognize those who are sorting food scraps well can be helpful in identifying contamination issues while resident surveys and continued outreach can answer questions, understand challenges to participation, and address any issues that may arise. The advisory committee described in Strategy 04.AResident advisory committee would be a good resource for this feedback.

Wixom Curbside Food Scrap Collection Program

In 2024, the City of Wixom worked with the Resource Recovery and Recycling Authority of Southwest Oakland County (RRRASOC) to implement a pilot curbside food scrap collection program. The pilot allowed all single family residences to include food scraps in their yard waste, which was then placed at the curb for weekly pick up. Carts were not required for this, and participants were instructed to put the food scraps in either a brown paper yard waste bag or yard waste bin. The program was successful in its first year, and 81% of residents who were surveyed rated the program as either a "4" or "5" out of 5 on a scale of 1 to 5.

04.D Phase out drop off sites

Soon after the curbside program is up and running, we anticipate that the convenience of being able to manage food scraps at home until they are picked up instead of driving to a collection site will reduce the need and participation at the drop off sites. Sites predominantly used by those in single-family households that now have curbside pick up will be phased out, further encouraging residents to switch to the curbside pick up service.

04.E Ongoing monitoring

Ongoing monitoring of the curbside program to ensure the waste stream is not contaminated will be conducted by the hauler and compost facility. Any issues with contamination will be reported to the city, which may result in the need for additional education for residents or other measures. Open communication between the service provider and the city is needed to address issues early and quickly to ensure the program is successful.

Food Scrap Collection for Multifamily Housing

After finding that there really was not a clear best practice for food scrap diversion from households in multi-family housing, Make Food Not Waste secured funding through a NextCycle grant to test the following scenarios in Southfield to learn what methods are most effective for this population. Make Food Not Waste will be conducting a pilot on the following scenarios:

- Providing households with information about community food scrap drop off locations
- Providing households with an in-home dehydrator and information about food scrap drop off locations
- Providing households with information about food scrap collection sites located near their apartment, likely on a sidewalk on city property
- Providing households with an in-home dehydrator and information about food scrap collection sites located near their apartment
- Setting up curbside pickup at apartment buildings, similar to trash pickup, and informing residents of this service and how to use it

As the results of this pilot become available, this plan may be updated to integrate those findings.

05 Food scrap collection for residences not able to be served by city curbside services

Curbside food scrap collection may not be feasible in multiple scenarios.

According to research, collecting food scraps in multi-family housing is a challenge across the U.S. These homes tend to have limited space both inside and outside to collect and store food scraps. Further, property owners often are unwilling to provide food scrap collection service to the residents from both a cost and "hassle" perspective. Homeowners associations often also have their own waste management contracts, as well as limitations on the number of bins that are permitted for each unit and where they can be placed. The most recent transition to trash and recycling carts was challenging throughout the city, but particularly for households that are part of an HOA due to these limitations.

Finally, there are many residences that cannot accommodate an additional food scrap collection bin due to site and space constraints, deed restrictions, bylaws, and/or covenants. Therefore, an option that is not curbside collection is needed for these sites. The most common practice is to offer drop off locations; however, participation rates vary significantly due to the requirement of driving or walking food scraps to a different location.

05.A On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart

Given the challenges associated with providing food scrap collection services at multi-family buildings and within HOAs and other neighborhoods, this plan recommends providing collection sites within each complex or neighborhood that provides a convenient place for residents to participate in food scrap diversion efforts. Common areas within neighborhoods may also be used for this purpose, and could be a drop off site or a demonstration site, turning the food scraps into compost there instead of having them hauled away. Property owners and managers of each multi-family site, HOA boards, and neighborhoods that have restrictions that prevent the addition of a food scrap cart will be approached to discuss possible locations for a collection site, site requirements such as bin size, style, access options, and signage, and pick up schedule.

05.B Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart

If a multi-family complex or neighborhood cannot accommodate a food scrap collection site in the area for its residents, the community drop off locations that are closest can remain in operation to provide a place to collect food scraps for hauling. These sites are shown on Map 5. The city may consider requiring a fee for use of these sites.

06 Prevent contamination of household food scrap streams

Contamination of food scrap waste streams is a big issue and can make the effort less effective, as loads that are heavily contaminated often get sent to the landfill instead of being diverted. While the hauler is responsible for tracking contamination, notifying residents whose food scraps are too contaminated for pick up, and notifying the city if the contamination levels exceeds what is permitted in the service agreement (one area hauler accepts up to 1.5% contamination by volume), support for proper sorting can be provided by the city. This Blueprint proposes education and signage, incentives, and recognition to decrease the rate of contamination in household food waste streams.

06.A Create clear signage on what can and cannot be composted

Signage for countertop compost caddies, the organics recycling cart for curbside pickup, and at community food scrap collection sites will remind residents what can and cannot be composted. A sticker will be used as the signage for the compost caddies and organics recycling cart. A larger permanent informational sign will be placed at each community drop off site explaining what can and cannot be composted and the process for dropping off scraps. A sticker wall where people can place their produce stickers before composting the organics at community drop off sites could be a fun way to get people to properly sort their waste. Signage will include graphics to support understanding. Survey respondents indicated that clear signage would be helpful to support their food scrap sorting and diversion efforts. Over half (58%) of respondents indicated that signage on a food scrap bin would be the best resource to help them participate in a food scrap collection program, and 35% said that a refrigerator magnet would also be helpful.

06.B Recognize those who are sorting food scraps well

Public recognition for things that one is doing well can encourage continuation of that behavior and motivate others to strive for the same recognition. In Australia, a gold star was placed on the organics recycling carts of households that sorted food scraps without contamination as determined by random audits. This method will be employed here with gold stars or shout outs on social media or in city newsletters to those found to be doing a good job. Sites will be randomly selected from a list of sites that granted permission for an audit of their compost and/or trash bin. Those who earned a gold star could be entered into a raffle to win a prize and be recognized on social media and other communication channels. Regular and randomized audits of food scrap containers can also be a way to check for proper sorting of food scraps.

07 Support backyard and community composting

Backyard and community composting are effective, safe, and efficient ways to manage food scraps when done properly. Its benefits are many: not only does it keep food out of the landfill, but reduces the emissions associated with hauling food scraps to a compost site beyond the household or neighborhood while still creating nutrient-rich compost that can be used to replenish soil on site or nearby. Many communities are concerned about the potential for nuisances associated with backyard and community composting. Farmington Hills' zoning ordinance is currently silent on backyard and community composting, but its nuisance ordinance provides guidelines for enforcement about when activities, such as composting, may become a nuisance.

Despite 20% of Farmington Hills residents responding to the survey indicating that they compost their food scraps, this Blueprint does not expect backyard composting to divert much of the city's food waste. However, it is anticipated that additional residents will be interested in backyard composting, particularly as awareness about the issue of food waste increases throughout the community and before a city-wide food scrap collection program is available. This requires continued education and communication with residents to build confidence in their ability to sort food waste appropriately and possibly compost in their own backyards. This Blueprint recommends that the city provide direction to residents on where and how backyard composting can occur while also encouraging and promoting the curbside pick up program.

07.A Draft and adopt policies for backyard composting

Currently Farmington Hills does not have any policies other than general nuisance policies that prohibit or encourage backyard composting by residents. Having such a policy in place would support residents in understanding acceptable backyard composting practices and set ups, guide enforcement, and overall reduce the risk of nuisances associated with backyard composting. Review and adoption of this language by City Council is needed.

Example ordinance language for this strategy is found in Appendix D.

07.B Design and share a backyard composting guide

Information about where backyard composting is permitted, required or suggested ways to prevent nuisances such as odor and pests, and best practices for composting can be collected and shared through city communication channels and other platforms to encourage composting. Contact information for local compost experts who are willing to answer questions and troubleshoot concerns will also be provided in the guide. The Suburban Rat Haters Guide to Composting, a Facebook group based in Southeast Michigan, provides information and how-to videos on a variety of ways to backyard compost while minimizing potential nuisances to neighbors. This resource would complement the information provided to residents about the specific standards and considerations for composting in Farmington Hills.

Wooden three-compartment composter (left) and a tumbler composter (right) at the Nature Center at Heritage Park in Farmington Hills. The comopsters are used by the Nature Center, preschool, summer camps, and field trips held on the site.

Source: Jacob Rushlow, City of Farmington Hills

07.C Build demonstration sites

Creating places where those who are interested in managing their own food scraps on site can see a live pile, ask questions, and see firsthand various ways of composting can help residents feel comfortable trying new methods of composting to find one that works for them. These sites can also serve as field trip locations for students and increase knowledge of the importance of recycling food scraps. Community locations such as parks and schools could serve as compost training/demonstration sites to support these education efforts. The sites would be designed and equipped to offer training for both backyard and community-scale composting methods. Farmington Hills has an existing demonstration site located at the Nature Center in Heritage Park. It consists of three compartment style compost bins and a new tumbler style. It is mainly used for youth educational programs for summer campers and for students. Some potential additional sites for this in Farmington Hills include Beechview Elementary, Forest Elementary, Gill Elementary, Farmington STEAM Academy, and Warner Middle School, as they have been identified as having already adopted other environmental activities. The series of handouts Oh Rats! How to Avoid Rodents at Community Composting Sites created by the Institute for Local Self-Reliance may be helpful in educating residents and preventing or alleviating concerns about rodents.

07.D Develop a toolshare

Like most other things, composting can be as simple or complex as you want it to be. However, even the most basic of piles requires some tools from time to time to manage it appropriately. A toolshare for things like rakes, shovels, drills, and other tools for creating compost bins, and other infrequently needed tools could support the uptake of backyard composting. These materials and tools can encourage someone new to composting to try it and help those already doing it be more efficient and/or continue the practice. Just like the library lends out books, it or another group that has physical space to store such tools, could lend out the tools.

Composting Demonstration Site at the University of Michigan – Dearborn

The University of Michigan – Dearborn has received a grant from the Michigan Department of Environment, Great Lakes, and Energy (EGLE) for their organics infrastructure program to develop a working small-scale compost system. The facility will be located on the Dearborn campus, and will manage food scraps from their food services provider, Picasso Restaurant Group, specifically peels and trimmings, that are created when preparing meals for students, faculty, staff, and visitors . Through the Planet Blue Ambassador Program, the University's Facilities Operations Department is looking to have the system up and running by summer 2026.

The site will use an enclosed aerated static pile bin system, similar to the three bin systems that are often used by backyard composters. This system is scalable and will be able to be expanded to accept the volume of food scraps generated in other campus locations, like office kitchens and the food pantry. A commercial scale tumbler will also be located on site to pre-process materials before it goes into the bins. Students, specifically sustainability interns, will help run the composting site, bringing food from the cafeteria to the tumbler and then moving it to the bins. The grounds department will support the project by delivering campus wood chips and turning the pile monthly to help mix, aerate, and speed up the decomposition process.

A composting pilot is currently underway at the University to create a streamlined food waste collection process for Picasso and understand what volume of food will need to be managed. While the Picasso staff have not had any formal training, they accurately sort food scraps from items that cannot be composted. The Facilities Management Department has helped with this by providing laminated signs that are posted in the prep area about what can and cannot be composted. Student interns measure and track the food waste weekly before it is picked up by a local food waste hauler and composted offsite. A typical month of operations has resulted in 800 pounds of food being diverted from the landfill. Picasso's executive chef has found the project to be useful in evaluating the knife skills of his staff and ensuring the chefs were using as much of the product as they could, saving on costs and using food for its highest and intended purpose.

The compost site will not only reduce the environmental footprint of the dining services at the University but will also serve as a demonstration site for those interested in backyard or community composting. University of Michigan students will have opportunities to learn about composting at the site, and there will be opportunities for research. The University's Environmental Interpretive Center (EIC) regularly hosts class field trips for younger students and may integrate programming focused on food and food waste to their menu of programs offered once this system is in place. The finished compost will be used not only in campus landscaping, but also the Community Organic Garden at the EIC, helping create a closed-loop system and driving home the connection between growing food and food that is composted.

07.E Bulk purchase backyard composting supplies

Alternative to the toolshare described above, bulk purchasing of these materials and tools lower the individual costs, which can make backyard composting more available to residents when needed supplies are sold at cost. An online form will be promoted that shares the tools listed above, as well as pre-built tumblers, and their discounted price. Residents will order and prepay for their tools through the online form, and pick up their tools at a predetermined location in the city.

08 Evaluate effectiveness of prevention and diversion strategies

It is important to measure how effective the prevention and diversion strategies are to gauge progress y gaps and where additional outreach is needed or strategies should be adjusted, and understand what strategies are most effective for use in other communities. Community surveys of residents and businesses, as well as analysis of bin audits from those who gave permission for that will be conducted to gain this information. Surveys will need to be conducted before implementation to get a baseline understanding of the community with regards to food waste, and throughout and after implementation. Surveying before and after prevention toolkits are distributed is recommended. Key performance indicators for the various activities with each strategy are noted in Appendix C.

09 Keep up the momentum

Implementation of these strategies is not enough to reach zero food waste; awareness, training, and supports must be continued. The communication campaign will be continued, although at a slower cadence of messaging (see Strategy 01 in the Supporting Strategies section). Maintaining diversion options and helping new residents participate are two ways to do this.

09.A Continue food scrap collection services

The food scrap collection services must be continued to achieve zero food waste. These services are necessary, as there will always be some food that cannot be eaten and must be composted. Just as other waste management services such as trash and recycling are considered necessities in the city's budget, food scrap collection must also be seen this way and integrated into the annual budget as an expected service to be provided by the city.

09.B Help new residents integrate into a culture of zero food waste

Residents living in Farmington Hills when the household food waste prevention toolkits were delivered will have received quite a few items to help them waste less food in their home. Residents who are new to the community after these toolkits are distributed will miss out on these helpful items so extra toolkits will be created to be provided to new residents as part of their welcome package from the city. The city also hosts a new resident information page on their website, including links about the zero food waste culture there will help to further equip them with the tools to integrate into the community.

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Food-Based Businesses

Food-based businesses, such as restaurants and grocery stores, and places that serve food regularly like event venues and hotels have a large opportunity to prevent food waste and reduce their food costs. Unlike households, these spaces also have the opportunity to donate food, using food rescue organizations as the connector between them and distribution sites that can share the food with those who need it. Therefore, this chapter of the Blueprint also outlines what is needed for food rescue organizations to move the volume of food that is estimated to be rescuable (See the information learned about existing pantries in Farmington Hills in Appendix G). These sites will inevitably have some food waste that could not be prevented or donated, and will need a diversion strategy to manage it.

Unlike the strategies specific to residences, this chapter suggests bringing all of the strategies that may be useful to these sites to their attention all at the same time instead of rolling them out in phases. This will reduce the amount of time needed to arrange meetings and site visits with each site, and will make the biggest impact while being efficient. Given Farmington Hills' abundance of ethnic restaurants, intentional steps will be taken to address and overcome language barriers throughout the process.

Food-Based Businesses

01 Engage Oakland County health inspectors 99
02 Increase capacity of food rescue organizations and food pantries 100
03 Support businesses in managing food waste from prevention to diversion 104
04 Host a food waste challenge 112
05 Develop a Green Business Certification program 112
06 Showcase food waste reduction practices 112
07 Keep up the momentum 113

Warm prepared meals ready for distribution into the community.

Source: Make Food Not Waste

TABLE 5. Timing of Activities: Food-Based Businesses

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
01 Engage Oakland County health inspectors												
Train health inspectors												
Create materials for inspectors to use												
02 Increase capacity of food rescue organizations and food pantries												
Capital investments												
02.A Increase capacity of food rescue services												
02.A.1 Increase capacity for planned rescues												
02.A.2 Increase capacity for unplanned rescues and surges												
02.B Create capacity for rescued food to be donated to existing community resource hubs												
02.C Share rescued food with existing community resource hubs												
02.D Share excess donated food at multi-family apartment buildings												
02.E Share excess donated food with sites outside of the city												
02.F Create a space to upcycle food rescued within the city												
03 Support businesses in managing food waste from prevention to diversion												
Leanpath												
Toast's food waste module												
Too Good To Go												
Flashfood												
Make Food Not Waste technical assistance program												
Make Food Not Waste technical assistance for caterers and food trucks												
Food rescue												
Aerobic digestion												
Food scrap collection service												
Property owner/manager buy-in for food scrap collection services												
Providing incentives for implementing food scrap collection												
Contamination prevention												

TABLE 5. Timing of Activities: Food-Based Businesses (Continued)

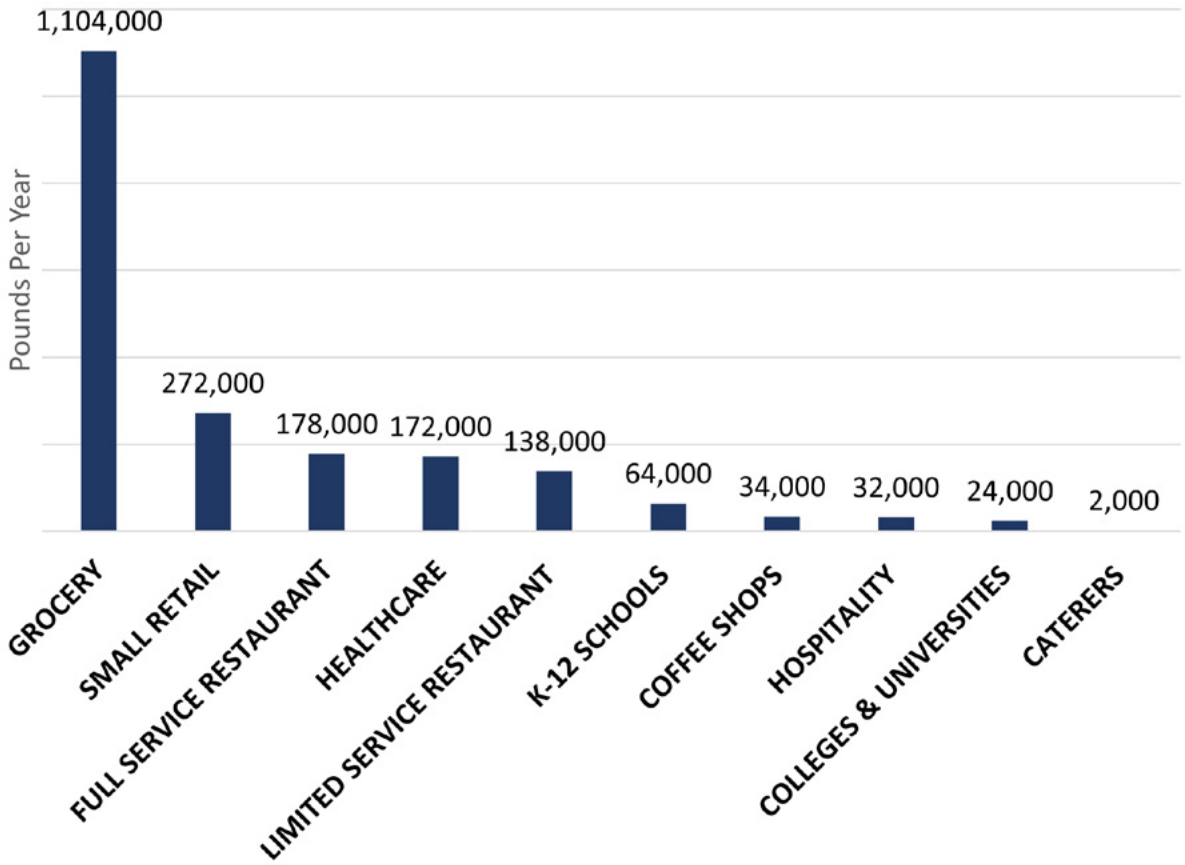
Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
04 **Host a food waste challenge**												
Design the challenge												
Promote the challenge												
Host the challenge												
05 **Develop a Green Business Certification program**												
Develop certification program												
Promote and certify businesses												
06 **Showcase food waste reduction practices**												
07 **Keep up the momentum**												
07.A **Support training of Oakland County health inspectors**												
07.B **Continue support of food rescue and distribution operations**												

01 Engage Oakland County health inspectors

Based on the estimates provided through the NRDC calculator, food waste from any commercial site (e.g. not a school, healthcare site, other institution, or household) can be donated, rescued, or upcycled, equaling approximately 568,000 pounds per year. Some of that is already being diverted via donations. In 2024, Farmington Hills businesses donated 81,887 pounds of food waste, sharing it with distribution sites partnered with Metro Food Rescue and Forgotten Harvest. Additional food may have also been rescued by other food rescue partners in the area, such as Food Rescue US - Detroit. Strategies to support this include food donation and liability education by Oakland County Health Division inspectors and connecting food donation sites to food rescuers and upcyclers.

All commercial kitchens in Farmington Hills where food is prepared are inspected every six months by Oakland County health inspectors to confirm safe handling and storage. They have direct contact and conversations with those running kitchens, creating opportunities to share information about technical assistance programs to reduce food waste and ways to safely donate/sell discounted surplus food as well as answer questions about liability protections under the Bill Emerson Good Samaritan Food Donation Act. While we recognize that kitchen managers would likely not be very receptive to information about food donation during the regular inspections due to the high stress of those events, it is a touch point that can be leveraged. To successfully execute this and equip health inspectors to answer questions related to food donation, additional training is needed. The MFNW team will work with the inspectors to draft language and create materials that can be shared online and in person with commercial kitchen owners.

FIGURE 4. **Maximum Food Rescue Potential: Farmington Hills**



Source: Natural Resources Defense Council

02 Increase capacity of food rescue organizations and food pantries

While the overarching goal of eliminating food waste is not specific to feeding those who may be facing food insecurity, the potential to do so is significant. The NRDC calculator estimates that approximately 808,000 pounds of food can be rescued in Farmington Hills annually. In 2024, Metro Food Rescue rescued 10,736 pounds of food from within Farmington Hills and Forgotten Harvest rescued 71,151pounds, leaving approximately 726,113 more pounds of food to rescue.

The Michigan Food Waste Roadmap: A Plan to Reduce Food Loss and Waste in Michigan by 50 Percent calls for doubling the state's capacity to receive and distribute surplus food in an efficient way. With 6.3% of Farmington Hills' population considered impoverished[1] and 10.9% of residents in Oakland County experiencing food insecurity[2] and all this surplus food, identifying ways to rescue surplus food and redistribute it to those in need can not only help address the issue of food waste and its associated impacts, but also address food insecurity in the community. However, key to the success of achieving both food waste and food security goals is making sure the right type of food, in the right quantities is shared with places that have the capacity to store it and clients with a need and desire for that food, and that the food is given at a time that allows for it to be distributed before it is no longer edible. This is needed to ensure that pantries do not become dumping grounds for surplus food and that the food is ultimately eaten or properly diverted. Creating or increasing capacity for surplus food storage and access at pantries and in community resource hubs that serve the general population and/or lower income populations can encourage and destigmatize food sharing among all residents. The city may consider using its Community Development Block Grant (CDBG) funds to support food rescue organizations and the charitable food sector to take in surplus food and distribute it.

02.A Increase capacity of food rescue services

02.A.1 Increase capacity for planned rescues

There are currently three food rescue organizations that operate in Oakland County: Metro Food Rescue, Gleaners, and Forgotten Harvest. Currently, efforts from all the rescue organizations result in most of the large businesses being rescued from. There may be opportunity for more rescue from these locations either in terms of frequency and/or in prepared foods that often are not included in the big box and chain grocery rescue programs. There is also opportunity for food rescue at independent grocery stores, catering, smaller manufacturers and restaurants. Capital investments in things such as refrigerated vans/trucks, liftgates, and power jacks as well as more staff and volunteers are needed to handle this proposed increase in food donation above current operations. The existing food rescue organizations would be responsible for the capital improvements, hiring of additional staff, and other costs associated with this expected, ongoing increase in rescued food.

1 ACS 2023

2 MDHHS 2020. PCNA_Overall_Rank_79-Oakland_County_Profile.pdf.

02.A.2 Increase capacity for unplanned rescues and surges

Increases in extreme weather have been documented in the area, and climate scientists predict that severe weather will continue to increase, both in intensity and frequency. Despite electric utility companies' efforts to make a more resilient grid, it is likely that power outages will continue to occur. Many wholesalers, grocers, and restaurants, especially big-box and chain retailers, have strict policies about keeping food through power outages that often requires food to be thrown out even if it was maintained at a safe temperature. Therefore, power outages create a large and unexpected opportunity for food rescue that is in addition to the regular rescue volume, requiring additional staff time to quickly coordinate volunteers, identify sites to store or take the food, and move the food to new locations. Similarly, large events can cause surges in food rescue potential. While early planning is ideal, unforeseen circumstances such as low attendance can result in the need for additional food rescue and staff time to coordinate rescues on the spot. The city could consider applying for or supporting grant applications that would increase the capacity of food rescue services for unplanned rescues.

Baltimore's food sourcer

Baltimore, Maryland's Office of Sustainability and the Maryland Food Bank partnered to hire a food sourcer to increase food rescue while reducing food waste. The food sourcer coordinates small to mid-scale food rescue in the city, connecting potential donors to nonprofit rescue organizations, all while balancing resources to ensure that supply, demand, and volunteer availability remain aligned. This idea is discussed further in the Regional Food Waste Elimination Plan.

02.B Create capacity for rescued food to be donated to existing community resource hubs

As shown on Map 4, , Farmington Hills currently has seven operating food pantries that were found via web searches and interviews with local pantries; there are likely more as sources indicated that many of the places of worship have pantries for their community. Their hours, pantry types (client choice vs. pre-selected boxes), clientele, and storage capacity varies. In general, pantries are seeking more fresh produce, meat, milk, and eggs, as they typically can easily source non-perishable items, breads, and sweets. They are also seeing an increase in need and a reduction in funding. While sourcing from surplus food would likely mean the food is free or very low cost, the requested items would require more cold storage, a cost they may not be able to cover. The city could consider applying for or supporting grant applications that would increase the capacity that resource hubs have to accept surplus food. Overall, diverting surplus food to pantries aligns with the Michigan Food Waste Roadmap, which seeks to double the amount of food rescued.

02.C Share rescued food with existing community resource hubs

Existing community hubs have been identified as places that may be interested in having surplus food donated to distribute to the community for free. A list of these sites, along with notes about what would be needed to create or increase this capacity and information about the residents they serve, is found in Appendix G.

02.D Share excess donated food at multi-family apartment buildings

Almost half (42.8%) of the housing units in Farmington Hills are multi-family units. These sites, where a higher density of people are already going on a daily basis, could potentially be a place to share excess rescued food. Such buildings often have a lobby or communal space where a refrigerator or shelving may be able to be placed. Excess food could be dropped here for consumption by any of the residents. Buildings that tend to have lower-income residents would be prioritized for this option, but it could be implemented in any multi-family building if permitted by the owner and/or property manager. This option could help normalize food sharing, bring food to those who can use it, reduce barriers to food access such as transportation, and support a culture of zero food waste throughout the city.

02.E Share excess donated food with sites outside of the city

It is likely that not all of the 808,000 pounds of food that are estimated to be rescuable in Farmington Hills will be able to be accepted and distributed by pantries within the city. The surplus will need to be shared elsewhere in the city or in other nearby communities. Ideally the food would only be transported a short distance to pantries that are close to Farmington Hills such as the Closet of Hope in Southfield, Hospitality House in Commerce Township, and the Redford Interfaith Relief Center in Redford Township. A food sourcer who could coordinate the surplus food to identify suitable distribution sites could be shared among several communities, including Farmington Hills. More about this role is discussed in the Regional Food Waste Elimination Plan.

The costs to food rescue organizations associated with moving this additional food is included in all years of the budget for this plan, as the rescue agencies may need that time to increase their operating funds to the level needed to cover these costs. Additional staffing and capital costs related to this increase are discussed in Strategy 02.A above.

Just like the pantries in Farmington Hills, the receiving sites would likely need upgrades to their storage options such as more shelving and refrigeration space. These one time improvements would allow for them to safely receive the surplus food from Farmington Hills. These costs are not included in the plan.

02.F Create a space to upcycle food rescued within the city

Much surplus food has a limited shelf life, and either needs to be eaten very soon or processed into something else to extend its life until someone can eat it. Having a space within the city that can take in surplus food, turn it into meals, freeze or preserve it in some way, and send it back out for consumption is needed. Partnering with places, such as faith-based organizations, that have an existing kitchen that is underutilized and available has worked well for MFNW's two Upcycling Kitchens in Detroit, and could be replicated in Farmington Hills. In this model, MFNW partners with the site to use the space at low or no cost, and funds the operations to create the meals, relying heavily on volunteers from the community to assist in making them. A Farmington Hills Kitchen would be highly visible and a place for residents to learn about food waste, what is being saved in their community, and skills related to food preparation and preservation. Farmington Hills has one potential kitchen located within the Costick Community Center. This kitchen prepares meals for those who are 60+ to eat on site or delivered to homebound seniors who cannot make food themselves through their "Meals on Wheels" program.

Top: Volunteers prepare meals from food that otherwise would have gone to waste at Make Food Not Waste's Upcycling Kitchen in Detroit.

Bottom: Meals made from surplus food area distributed to community members.

Source: Make Food Not Waste

03 Support businesses in managing food waste from prevention to diversion

Most of the people who come to work in Farmington Hills are not residents of the city. With just 6.5% of those with employment in the city also being residents, businesses may face additional challenges in obtaining buy-in from employees who are unfamiliar with the city's food waste initiative. Fortunately, many of the workers who come to Farmington Hills for work come from area communities that are also working to address food waste, such as Detroit (6.0% of Farmington Hill's workers), Livonia (3.7%), Westland (2.1%), and Southfield (1.8%). This puts approximately one-fifth of Farmington Hills's workforce in a position where both the location where they live and work are working to address food waste, helping to reinforce good food management practices in both places.

As noted in the Residences Chapter, all other spaces in the community that are not single-family residences are responsible for finding their own waste management services and negotiating contracts. This means that they will also need to set up their own food scrap collection service. These sites have been divided into the following groups:

- Places where food is served
  - » Large - Hotels, event centers, banquet halls, and large sit down restaurants
  - » Medium - Smaller sit down restaurants and restaurants where patrons bus their own table
  - » Small - Restaurants with primarily take out, minimal seating, and/or minimal food waste (bakeries, coffee shops)
- Grocery stores and retailers selling food
- Caterers

There is quite a bit of overlap in the strategies to be used by the various groups.

Table 6 outlines which strategies should be considered for each group. The strategies are then described below.

TABLE 6. **Site Types or Strategies for Managing Food Waste**

Site Type/ Strategy	Places where Food is Served			Grocery Stores and Retailers Selling Food	Caterers
	Large	Medium	Small		
Leanpath	X				
Toast's food waste module		X			
MFNW technical assistance program		X	X		X
Promo toolkit	X	X	X	X	X
TGTG	X	X	X	X	
Flashfood				X	
Food rescue	X	X	X	X	X
Oil recycling	X	X	X		X
Aerobic digestion	X			X	
Food scrap collection service	X	X	X	X	X
Property owner/ manager buy-in	X	X	X	X	
Provide incentives for food scrap collection	X	X	X	X	
Contamination prevention	X	X	X	X	

Leanpath

Leanpath is a proven program to address food waste by tracking food waste to understand what is being wasted and why, discovering opportunities to prevent that waste in the future, and driving lasting results through science-based behavioral change techniques. This method has proven to help businesses cut food purchases up to 6% through waste reduction, save the average kitchen one month of labor costs per year in food prep, and provide up to a seven-times return on investment.[3] Large food service establishments, hotels, event venues, banquet halls, schools, and hospitals will be encouraged to use this program to reduce their food waste.

Toast's food waste module

Toast offers a range of apps and other resources for restaurants to reduce food waste that is linked to their point of sale systems for employees to log throughout the day – and at no extra cost if the business is already using Toast. Any instances of food waste can be logged, such as food that was dropped, expired, or burned. These tools are most appropriate for gathering information and tracking food waste at smaller sit down restaurants and restaurants where patrons bus their own tables. Users have seen up to a 10% increase in profit margins.[4] This resource will be shared with businesses likely to benefit from it in Farmington Hills.

3 Leanpath, 2025

4 Toast, 2025

Too Good To Go

Too Good To Go (TGTG) is an existing app that allows restaurants and retailers with surplus food to sell their food for 30% of the retail value. Buyers purchase the "bags" online and pick up the product on site during a time window set by the seller. The food is sold by value and is not specified as to what is in the bag.

Too Good To Go originated in Europe and is active in all major U.S. markets. The expansion team underwent a soft launch of the app in metro Detroit, including Ann Arbor, in Spring 2024 with a media launch in June 2024. As of May 2025, one Farmington Hills business currently utilizing the platform is 313 Exotic Drinks. Restaurants can now sign up to participate on the platform. There is no fee until items are sold, at which point the business is charged an annual fee and a small commission on each surprise bag that is sold.

Promotion of TGTG to residents will be done through the city newsletter and other city outreach opportunities. It will also be included in the outreach and welcome information to new residents. The implementation team will also work with the company to provide targeted ads in Farmington Hills to reach people online and in print. Supporting businesses in signing up and using the app will provide an opportunity for them to save on food costs and possibly gain new customers, and for Farmington Hills' residents and other residents nearby to save on food costs and support businesses they may not otherwise.

Flashfood

Flashfood is an existing app that allows grocery stores to alert customers about discounts up to 50% off on fresh produce, meat, and other grocery items. This provides an opportunity for grocery stores to move inventory and get something for it, while also helping households meet their food needs despite increasing food costs. The Meijer's in surrounding communities currently utilize this platform such as Westland, Detroit, Northville, Canton, Southfield, Belleville, Taylor, and others. Similar to Too Good To Go, promotion of Flashfood to residents will be done through the new resident outreach materials, and other city outreach opportunities.

MFNW technical assistance program

With experience training food service operations, MFNW will offer hands on technical assistance as follows:

- Customer engagement toolkit that can be used to promote food waste practices on social media and in house
- Support adoption of Leanpath, Toast, or other technology as appropriate
- Support registering with Too Good To Go to sell surplus food at a reduced price
- Support connections to food rescue organizations (where appropriate)
- If applicable, support sharing resources and information with the building owner/manager to encourage providing food scrap collection service, and provide training and informational materials to tenants when implemented

- Staff training on the issue of food waste and how to properly sort materials for diversion from landfill via lunch and learns, demos or other formats
- Janitorial staff training on food waste management
- Support setting up food scrap sorting process in back of house, including providing 5-gallon buckets for food scrap collection and example signage
- Support setting up food scrap sorting process in front of house (where applicable). See Strategy 04in Schools and Institutions for wayfinding designed for institutions and schools that could also be adapted to these sites
- Customer engagement toolkit that can be used to promote food waste practices on social media and in house

MFNW technical assistance for caterers and food trucks

Catered food has unique challenges when it comes to reducing food waste, so the strategies described for brick and mortar restaurants need to be tailored and additional strategies used to eliminate food waste from catering. In addition to the training listed above, additional recommendations are needed for caterers. These include:

- Tips for working with event sites to set up food rescue and compost
- Implement systems to receive feedback from customers about what was and was not eaten to adjust offerings accordingly
- Encourage including to-go containers for excess food to send home with attendees

Food rescue

NRDC's food waste calculator estimates that there is approximately 722,000 pounds of food that is rescuable from grocery stores, restaurants, coffee shops, and hospital sites in Farmington Hills each year. This presents a great opportunity to support the 6.3% of Farmington Hills residents that are impoverished[5], and the 10.9% of those in the county facing food insecurity.[6] Lack of knowledge and understanding about the liability associated with donating food and lack of resources to transport food to a donation site are the barriers often cited to donating food. MFNW, with support from the Oakland County Health Division, will provide information to food-based businesses, institutions, and other sites where food donations may be an option about the Bill Emerson Good Samaritan Food Donation Act that protects food donors acting in good faith. MFNW will also address the second barrier by connecting restaurants with food rescue organizations and supporting them in training staff to prepare food for pickup by rescue organizations. Large food waste generators will be expected to have a memorandum of understanding with a local food rescue partner for regular pick up and surge protocols. Information about what food rescue organizations need to be able to transport the additional food that is expected is discussed in Strategy 02above.

5 ACS 2023

6 MDHHS 2020. PCNA_Overall_Rank_79-Oakland_County_Profile.pdf.

Oil recycling

Used cooking oil is typically considered waste among restaurants and food producers as it cannot be composted, even at commercial facilities. However, there are services that can take used food-grade oils such as bacon grease, fish oil, and coconut oil and recycle it. Connecting restaurants that use a lot of oil to these services if they do not already have a service in place can reduce the oil that is going to landfills and, importantly, help ensure it is also not going down the drain into the sewer system.

Promote aerobic digestion

Aerobic digesters are useful in reducing food waste produced at a site into a lighter, sterile soil amendment that can then be distributed on the grounds, mixed with soil and used in pots, stored, and/or hauled away to a compost site for incorporation into compost and final maturation. If the amendment is not used on site, aerobic digesters can reduce food scrap hauling costs (and associated emissions), as the amendment can be picked up less frequently than food scraps due to the reduced volume and lack of odor. Due to the quick processing of the food scraps, it also reduces the potential to attract pests and the need for additional bins and space to hold large volumes of food waste. The machines can process all food scraps, including meat, bones, and dairy products.

Aerobic digesters come in a variety of sizes and with varying costs. Their ideal location is one that produces at least 220 pounds of food scraps per day and has a place onsite or nearby that can use the amendment that is produced. Table 7 shows the various sizes and specifications of the machines, as well as estimated costs.

It is likely that there are several sites in Farmington Hills that produce enough food waste to meet this minimum threshold that would be good candidates for an aerobic digester. The following places would be good options for a digester:

- Kroger
- Busch's Fresh Food Market
- Oakland Community College

Make Food Not Waste can support these institutions and businesses in connecting with local aerobic digestion experts to provide the technical assistance and support needed to confirm if this is a viable option and what would be needed for implementation. This is not expected to be a primary strategy for businesses in Farmington Hills, as many face challenges with implementing basic on-site recycling.

Top left: Soil amendment created from digester.

Top right: Signage at digester.

Bottom: Aerobic digester.

Source: Finite Phoenix

TABLE 7. **Aerobic Digester Specifications and Estimated Costs**

Machine Size (lbs per day)	Meals per Day (0.6 per meal)	Run Cycle	Footprint (ft)	Power	Venting	Labor (hours per day)	Capital Investment	Cost to Operate per Year
220	367	Batch	4.5 x 3.5	240V 3 phase	Yes	1	$30,000	$994.32
440	733	Batch	6 x 4	240V 3 phase	Yes	2	$50,000	$1,358.84
1,200	2,000	Continuous	12 x 5.5	240V 3 phase	Yes	2	$80,000	$3,804.00

Cultivating Environmental Responsibility at The Henry Ford through Food Waste Reduction

In 2019 The Henry Ford identified "Cultivating Environmental Responsibility" as one of its strategic goals in anticipation of its 100th anniversary in 2029. Immediately staff began assessing factors relevant to this goal. The Henry Ford's Green Team (previously the Environmental Focus Group) emerged out of this work and formally organized in May 2021 with responsibilities to benchmark and manage THF's energy and water use and to reduce waste by recycling and composting. This work aligns with a call to action put forth in Sarah S. Brophy and Elizabeth Wylie's The Green Museum: A Primer on Environmental Practice, namely, that going green "is becoming mainstream because of its importance, not its fashion" (pg. 2).

Green Team members also engaged with Detroit's 2030 District chapter through which they met with other museum and culture partners within and beyond the area. The national network of 2030 Districts, made up of businesses, cultural institutions, and municipal governments, to pursue new models for urban sustainability and economic vitality. Ongoing conversations help put institutional work into context, including a signature accomplishment at The Henry Ford in 2024, namely, the installation and operation of the second biodigester in the Detroit area.

The Henry Ford optimized its food waste stream at its newest restaurant, Stand 44, with a Harp Renewables CX5 Biodigester. This unit, equipped with a custom-designed shredder and bin-lifter, can digest up to 5,000 liters of food and other organic waste, reducing it by a remarkable 85%. Stand 44 narrowed the waste stream by making all the trays reusable and all packaging and disposables are compostable. Everything purchased as a part of a meal is compostable, recyclable or reuseable.

Left: Biodigester at Stand 44.

Right: The Henry Ford staff, Amber Stankoff, producer (left) with Brian Egen, executive producer, and head of studio productions (center), filming Alec Jerome, senior director of facilities management and security, discussing the biodigester installed at Stand 44, the new restaurant in Greenfield Village, June 26, 2024. Photograph by Debra A. Reid.

Source: The Henry Ford

Food scrap collection service

Despite the prevention and rescue efforts described previously, there will be food scraps that need to be diverted from landfills. While some businesses in Farmington Hills may be diverting their food scraps from landfills, many are not. These remaining food scraps should be collected and transported for processing into compost. Knowing that business owners are busy and have limited bandwidth to take on new responsibilities such as adding a contract for food scrap collection, training employees in food scrap sorting and contamination prevention, and finding a place for a new cart, MFNW staff will do some of this legwork and support their diversion efforts in the following ways:

Property owner/manager buy-in for food scrap collection services

Many businesses in Farmington Hills are tenants in strip malls and use the waste management services provided by their property owner or manager that is included in their rent. To best address issues related to space for a food scrap cart and economies of scale, it makes sense for the entire strip to be served under one food scrap collection contract. MFNW will support businesses by communicating with property owners and managers about setting up this service, providing easy to understand information about local haulers and tailored information about what would be possible on their site given the needs of their tenants and site constraints. When possible, further economies of scale will be sought by encouraging property owners of buildings that are geographically close together to seek a common contract for better pricing. MFNW can help facilitate those conversations and bring interested parties together. Some areas along the Grand River corridor may be good candidates for an aerobic digester instead of a food scrap hauling service. This option may also be discussed when talking with property owners and managers at these sites.

Providing incentives for implementing food scrap collection

While a reduction in landfill fees may eventually result from diverting food from the trash, businesses may need incentives early on to start a new practice and cover or subsidize the cost of a new service. In addition to the technical assistance and resources described above, other incentives could include promotion of the business or a few free months of food scrap collection service.

Contamination prevention

It is necessary to prevent contamination of food scrap streams in order to make a food scrap program successful. Contamination of food waste streams is a major issue to consider and address everywhere in the city. In addition to the education, training, and ongoing monitoring and feedback about the waste collected provided by most food scrap haulers MFNW will also support proper sorting of food scraps through a variety of strategies, including:

- Training employees and custodial staff on proper sorting via lunch and learns, workshops, demos and other means tailored to the site
- Providing signage to assist employees and patrons in proper sorting
- Recommending wayfinding, zoning, and color-coded bins for waste disposal areas that is consistent with other sites in the city (see further details of this strategy in Appendix D)
- Encouraging food scrap haulers to monitor bins on a regular basis and notify management if the stream is contaminated

Project REDUCE in Phoenix, AZ

Project REDUCE (Restaurants Eliminating and Diverting Uneaten food through Composting and Education) is a microgrant program that supports restaurants in piloting food waste prevention solutions. The program focuses on restaurants in the city's Downtown Core. Funds can be used for things such as self-serve stations to reduce single-use packets, implementing waste tracking processes, purchasing software to better manage inventory and production, and purchase of food preservation tools. The first phase of the pilot worked with nine restaurants to completely eliminate food waste, saving 31,000 pounds of food. More information about this program can be found on the City of Phoenix's website.

04 Host a food waste challenge

Similar to the food waste challenge discussed for residents (Strategy 01.G), a food waste reduction challenge could also be conducted among businesses. A competition would raise awareness of the issue and the business, boost staff attention to the issue, reinforce previous training, and be a fun way to increase participation in food waste reduction practices among businesses. The competition could be held annually, possibly during National Food Waste Awareness Week in April, and could have multiple classes of businesses as the competition grows. Audits and tracking would be used to identify a winner - possibly a "biggest loser," the business with the smallest volume of food waste compared to purchasing, or some other metric. The Chamber of Commerce could host the event as a way to promote the businesses involved.

05 Develop a Green Business Certification program

There are many certifications businesses can get to help promote their business and help patrons identify where the business' values and operations meet. These certifications can be done locally, and often are. The Chamber of Commerce, city, or another entity could create a Green Business Certification program for Farmington Hills' businesses. For food-based businesses, incorporating food waste management practices into the scoring is imperative. Businesses could apply for the certification, providing the documentation to show that they meet the standards required for certification. All businesses with the certification could receive a window decal, promotion on the Chamber's website or other publications, and other incentives. The certification could also be multi-level to encourage businesses to start the journey towards zero food waste and be recognized for their progress towards that goal.

06 Showcase food waste reduction practices

Events that showcase the talent of local chefs while they are also reducing food waste can increase both business and resident awareness of the issue of food waste and ways to use more of the food they buy. These events could be hosted by an individual business or multiple businesses, possibly as part of National Food Waste Awareness Week or tied into other city events.

07 Keep up the momentum

07.A Support training of Oakland County health inspectors

Training for Oakland County health inspectors will need to continue as new health inspectors start work for the county and others need a refresher. It is anticipated that this will be done in-house, but could also be done through partnerships with MFNW and/or food rescue organizations.

07.B Continue support of food rescue and distribution operations

Food rescue operations will likely see an increase in food donations with this initiative, and that elevated number of trips and services may stretch these organizations. Finding ways to increase funding to support these important operations is needed, both in terms of food waste prevention and helping to address food insecurity in the community. While these organizations are responsible for their own funding sources, frequently noting the important piece that food rescue plays in keeping food in the community for consumption and out of landfills can help these organizations find the funding they need for their work that supports the overall goal of zero food waste in Farmington Hills.

Similar to food rescue operations, food distribution operations are often nonprofits with limited budgets and revenue streams. These organizations serve important functions in the community, providing food to those who need it the most. In terms of this plan, they are also important in ensuring food is used for its highest purpose - for consumption by people. These operations may need varied types of support to help them continue their work to serve the community - possibly financial, but also volunteer help, promotion of their service, or new refrigerators, coolers or shelving. Identifying ways to partner with these organizations to support the work they are already doing and help ensure it continues to meet the needs of the community is needed.

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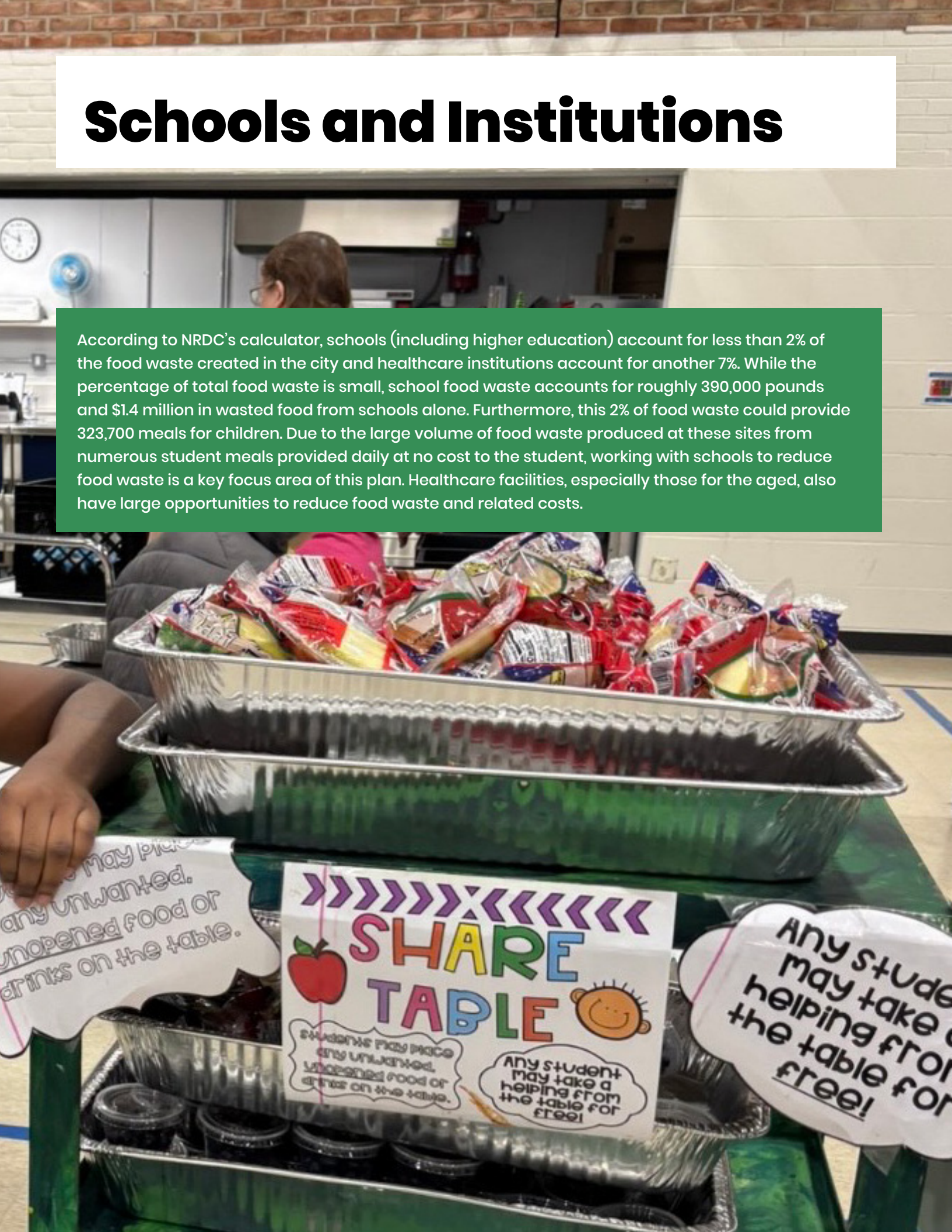
Schools and Institutions

According to NRDC's calculator, schools (including higher education) account for less than 2% of the food waste created in the city and healthcare institutions account for another 7%. While the percentage of total food waste is small, school food waste accounts for roughly 390,000 pounds and $1.4 million in wasted food from schools alone. Furthermore, this 2% of food waste could provide 323,700 meals for children. Due to the large volume of food waste produced at these sites from numerous student meals provided daily at no cost to the student, working with schools to reduce food waste is a key focus area of this plan. Healthcare facilities, especially those for the aged, also have large opportunities to reduce food waste and related costs.



Schools and Institutions

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03 Understand food waste at each site 122
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05 Implement waste elimination plans 125
06 Keep up the momentum 129

A student at Hayes Elementary helps monitor the share cart during lunch.

Source: Christine Lakatos, Hayes Elementary

TABLE 8. Timing of Activities: Schools and Institutions

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
01 Get commitment from the district and schools												
02 Food waste tracking												
Develop portal												
Train staff and administrators												
Track food waste												
Review food waste trends and progress towards elimination												
Adjust school food waste plan as needed												
03 Understand food waste at each site												
03.A Perform resource assessments												
03.B Conduct food waste audits												
03.C Conduct a food survey												
04 Develop individualized plans												
Write plan												
Provide plan to school board												
05 Implement waste elimination plans												
Implement plans per the timeline												
Monitor progress												
Report progress												
Adjust implementation plan as needed												
05.A Reduce likelihood of contamination of food scrap streams												
05.A.1 Visual cues for sorting waste												
Implement color coding												
Implement logos and labels												
Implement zoning and wayfinding												
Implement educational recycle wall												
05.A.2 Practice sorting waste												
05.A.3 Identify and train peer leaders to support proper waste sorting												
Identify leaders												
Train leaders												
Maintain program												

TABLE 8. **Timing of Activities: Schools and Institutions** (Continued)

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
05.B **Engage staff**												
06 **Keep up the momentum**												
Identify champions among staff, administrators, and food service providers												
Identify champions among students												
Tie food waste initiative into the curriculum												

Schools are important places to focus food waste education, prevention, and diversion efforts. The schools in Farmington Hills interact with many residents, both students and parents. Students who learn about the issue of food waste and experience the ease of preventing and managing it become better stewards of resources and ambassadors to their family members who will also be learning about food waste and adopting new habits for prevention and diversion. This chapter of the plan details how to engage schools to eliminate their own food waste and bring those practices into homes. Many of these strategies can be easily adapted for other large institutions such as healthcare facilities; notes about how to adapt the strategies are included.

01 Get commitment from the district and schools

Ensuring commitment from the school districts is needed to allow, and possibly require, food waste elimination education, programming, and initiatives in each school. This will involve reaching out to each of the two districts (Farmington Public Schools and West Bloomfield Schools; see Map 4), meeting with district and food service provider a well as school leadership to explain the project's objectives, establishing a relationship with school representatives, and explaining how these goals can be met within the school meal requirements set by the Michigan Department of Education (MDE) and United States Department of Agriculture (USDA). With this commitment, the schools coordinator will develop an individualized food waste elimination plan for the schools and work with the schools to implement the strategies in their respective plan. A full list of schools and contact information has been compiled by the team and can be found in Appendix G.

In healthcare facilities and other institutions, commitment to reducing food waste is also important. Some of these facilities are part of a larger system and will require approval from managers outside of the site, or have policies that limit what can and cannot be done at the site or how things can be done. Building a relationship early on with local managers and those higher up, as needed, is necessary both for the initial approval and to support implementation. Having a point person at each site to champion the cause and help navigate the planning and implementation process is crucial.

Michigan Green Schools Program and Hayes Elementary

The Michigan Department of Environment, Great Lakes, and Energy (EGLE) hosts the Michigan Green Schools Program to assist all Michigan PreK-12 schools in achieving environmental goals that protect our natural resources. Michigan Green Schools encourages ecological initiatives and teaching of environmental stewardship. Several schools in Livonia, including the American Montesorri Academy, Botsford Elementary, Branch Line School, and Buchanan Elementary have all earned this designation[1]. Hayes Elementary School has already earned Evergreen status, the highest level of recognition through this program, and was designated a Green School by the United States Department of Education in 2024 for their sustainability initiatives, including composting their lunch trays. Food waste prevention and diversion efforts are also supported and promoted by this program as ways to protect air land, air, water, and other resources.

1 https://greenschools-michigan.hub.arcgis.com/

Hayes Elementary

Hayes Elementary School, located in Westland and a part of the Livonia Public School district, has already earned Evergreen status, the highest level of recognition through this program, and was awarded the 2024 U.S. Department of Education Green Ribbon School Award for their sustainability initiatives. They have distinguished themselves as a leader in sustainability and are a great example and inspiration for other schools.

Sustainability efforts at Hayes began in 2016 with the formation of a Green Club, which has since grown into an adult-led Green Team and a student-driven Green Ambassador program. Over the years, the school has aunched and participated in a variety of eco-friendly initiatives, including a Lights Out Day for World Energy Day, the creation of a pollinator garden, and the ongoing construction of an outdoor classroom.

Composting and Prevention

In January 2025, the school launched a composting program. To introduce the concept of food composting, students first learned how to compost using play food in art class. As of May 2025, 2nd through 4th graders actively compost during lunch, supported by a Share Cart system designed to minimize food waste. The composting program is largely student-led, with two students managing the compost cart during each lunch period under the guidance of Ms. Lakatos, the lead of the program. The school just sold its first pallet of compost and is able to redistribute the money back into the program!

The Share Cart, created in response to a waste audit, allows students to place unopened lunch items for others to take, reducing the school's largest source of food waste. If there are any leftovers after lunch, the items are first offered to the office to keep on hand for hungry students, and then to their Young 5 classroom. The rest is kept in the art room for students who forget their afternoon snack. If there is any food left, it gets dropped off at a local food pantry.

Hayes also promotes Waste-Free Wednesdays, where students are encouraged to bring lunches with reusable or compostable materials. Those who participate earn raffle tickets for Green Team prizes awarded each Friday morning. Currently, the adult Green Team consists of nine members, while about 30 students serve as Green Ambassadors. These students lead key efforts, including managing the compost and Share Carts, giving morning announcements, distributing raffle tickets, and fostering a culture of environmental responsibility school-wide.

Student posing with a share table, ensuring no unwanted food at school goes to waste

Source: Christine Lakatos

Takeaways

While Hayes Elementary has made significant strides in sustainability, the journey has not been without its challenges. The school still generates a considerable amount of waste, and logistical issues like managing liquids such as milk or expanding composting infrastructure remain ongoing concerns. Importantly, the success of the program currently relies heavily on the leadership of Ms. Lakatos, prompting efforts to build a more sustainable model through distributed leadership. Initiatives like appointing a third-grade "Compost Manager" and Share Cart leaders help prepare younger students to carry the program forward. Staff engagement has also proven essential; building strong relationships with teachers and staff ensures smoother implementation and long-term commitment. One key lesson from Hayes is the importance of working with what already exists, leveraging current clubs or school structures can provide a strong foundation for launching or expanding green initiatives. Above all, Hayes has shown that creating a culture of sustainability is not about achieving perfection, but about consistent engagement, shared responsibility, and empowering students and staff alike to lead by example.

Students utilizing the compost bins in the cafeteria

Source: John Donabedian

02 Food waste tracking

The State of Michigan currently requires all schools to have a healthy schools plan. This plan is created and managed through an online portal that also serves as a hub for ideas and resources for meeting the state's requirements. A similar portal will be used to help schools create and implement plans to manage their food waste. Make Food Not Waste is working on developing the portal, which will be piloted in Southfield. The platform can be shared with schools in Farmington Hills to assess their food waste, identify ways to reduce it, and track progress towards goals. The Schools Coordinator will help develop this portal and later train staff and administrators on how to use it.

Depending on the size and food services provided at each site, healthcare facilities could use programs such as LeanPath, Toast, or Make Food Not Waste's technical assistance. These are described in Strategy 03of the Food-Based Businesses section.

03 Understand food waste at each site

Collecting data from each site (school, campus building, individual healthcare facility, etc.) to establish a baseline is needed to develop plans for how each site can eliminate food waste. Information collected through the following methods should improve understanding of:

- Existing contract for meal service, if applicable
- Existing protocols for meal service
- Resource availability in each cafeteria/dining area and kitchen
- What types of food are wasted
- How much of each type of food is wasted
- Food preferences

The data collected can be used to estimate cost savings, identify areas of opportunity to improve food quality and kitchen and school operations, increase consumption, and decrease waste. This information gathering can also help identify what resources will be needed to eliminate food waste from each site's dining area and kitchen. All information should be entered into the food waste tracking portal or program, which can then be used to make recommendations on strategies to implement to reduce food waste.

Potential Partnerships for Food Waste Audits in Schools

Michigan State University Extension (MSUE) has expressed interest in supporting schools to conduct food waste audits as part of their ongoing Policy, Systems, and Environmental Change (PSE) work to improve community health and well-being by improving access and practicality of making healthy choices. Therefore, it is recommended that the Schools Coordinator work with MSUE to schedule and plan food waste audits at each school.

03.A Perform resource assessments

Conducting a food service resource assessment will:

- Provide a comprehensive understanding of each site's existing resources—from appliances and equipment to utensils and consumables—which is instrumental for identifying areas of inefficiency and potential improvement in their existing waste reduction efforts,
- Enable each site to optimize their food waste reduction strategies to work effectively within their kitchen and dining areas' existing capabilities while providing sites with future investment opportunities to further support their food waste elimination efforts,
- Identify opportunities to implement food waste prevention and diversion strategies within their existing systems.

This assessment is necessary to ensure that any proposed food waste reduction strategies are feasible and aligned with each site's existing operational capacity. See Appendix D for a food service resource checklist.

03.B Conduct food waste audits

Conducting a food waste audit at each site allows a baseline for the volume and nature of wasted food to be established. This is a critical step in being able to effectively measure the success of each food waste reduction initiative over time and help sites determine which food scrap management method will be most applicable to accommodate their volume of food waste. The audit also provides students, residents, patrons, staff, and other stakeholders with a hands-on and visual understanding of how their daily food consumption and disposal habits impact their environment.

Although collecting data from each school is ideal to establish accurate baselines, auditing a sample of schools with the same food service provider would likely be sufficient to understand what universal opportunities exist for reducing food waste in all schools within the district. However, audits should occur at schools of varying grade levels to ensure a clear understanding of how food consumption and disposal habits differ between elementary, middle, and high schools.

See Appendix D for existing food waste audit resources and guides.

Results of a food waste audit at Bentley Elementary in Canton.

Source: Zachary Michels

03.C Conduct a food survey

A food survey is essential for gathering critical data regarding the types, quantities, and reasons for food waste at each site. This survey will also allow eaters to provide feedback regarding their food preferences, consumption habits, and perceptions of food quality. It will also identify what culturally appropriate foods should be offered and pinpoint the key drivers of food waste. The survey results will help each site identify effective food waste reduction strategies and enable them to make more sustainable, eater-centered decisions to improve meal satisfaction.

See Appendix D for resources to conduct school food surveys.

04 Develop individualized plans

For schools, the Schools Coordinator will create a school food waste elimination plan within the food waste tracking portal using the audit and food survey as the baseline benchmark for the strategies included. Possible plan strategies include the following ideas. More detail about each can be found in Appendix E:

- Revise food waste contract to include food scrap prevention, tracking, reporting, and diversion, including donation
- Adopt offer vs. serve for breakfast and lunch in all schools
- Tasting events for new items before adding them to the menu
- More scratch cooking where possible
- Remove trays
- Implement share tables in lunchrooms
- Flipped lunches (recess before lunch)
- Extend mealtimes to a 25-minute minimum seating time
- Implement bulk milk dispensers
- Procure child-safe fruit slicers
- Establish a flavor station in school lunchrooms
- Serve recovered food during the next day's meals
- Use Leanpath or another method to track and reduce food waste
- Donate excess food (See Guide on Food Donations for Businesses, Schools, and Institutions and the Bill Emerson Good Samaritan Food Donation Act)
- Establishing a food scrap collection program (either from a hauler or onsite)
  - » Remove trash cans or create intentional bottlenecks to prevent food items being thrown in the trash
  - » Add surfaces at waste separation stations to set trays and support proper sorting of items
  - » Provide signage and wayfinding; color coding bins for consistency is ideal
- Host a food waste reduction competition
- Educate food service providers and administrators on meal program requirements
- Integrate food and climate education into the K-12 curriculum
- Introduce vermiculture kits in elementary school classrooms
- Field trips to demonstration composting sites, landfills, digesters

Choosing a Food Service Provider

When choosing a food service provider, it is important to consider their role in reducing food waste. First and foremost is the provision of meals that are healthy and that students want to eat, and there are various ways to improve what gets eaten. Secondly, they can play a role in diverting food from landfills, particularly if waste management in the cafeteria is part of their contract. The following are some things to consider including in an RFP for future food service providers:

- How meal planning is done, specifically if student feedback is considered and how the feedback is collected
- Providing condiments
- Responsibility for having a share table
- Ability to use a milk dispenser instead of cartons
- Responsibility for collecting food scraps for composting
- Reporting on amount of food wasted, types, and diversion efforts

The plans will also include a timeline for implementation of each strategy, resources needed, including funding, food waste reduction goals, and plans for monitoring progress. These plans will serve as the Blueprint for reaching zero food waste in each school in the city. Plans should be provided to the school board for their records.

For colleges, healthcare facilities and other institutions, individualized plans will also be needed. These may include strategies similar to those listed above for schools, as well as additional strategies outlined in the Leanpath, Toast, or other food waste reduction programs discussed in Strategy 03of the Food-Based Businesses section.

05 Implement waste elimination plans

The Schools Coordinator, with support from nutrition staff, administration, and student leaders, will work to implement the strategies outlined in the school's food waste elimination plan. Several strategies are low or no cost and likely can be done immediately such as share tables, donating excess food, hosting a food waste competition between grades or lunch periods, and educating food service providers on meal program requirements and students on the issue of food waste. Other strategies typically have windows of time when they can be implemented, including extending mealtimes to 25 minutes, having flipped lunches, and participating in offer vs. serve. These strategies will need to be planned for to ensure those windows of opportunity are not missed. Some of the strategies will require significant changes to operations and potentially costs, and will require diligence and persistence in planning the steps to implementation. Costs for food scrap collection at schools located within Farmington Hills can be found in Appendix E.

For sites that are not K-12 schools, MFNW will coordinate with the site champion to engage the appropriate staff, clients, and other resources at each stage of implementation to help ensure that the plan is implemented with fidelity.

All institutions should monitor progress towards their plans, whether that be through the tracking portal, regular food waste audits, hauling information, or a combination of these metrics. The plan should include a schedule for monitoring progress, and reports should be provided to the school board or administrative body of the institution at least every year. Adjustments to the plan may be needed based on the results of the monitoring.

Funding Food Scrap Collection Programs

Food scrap collection programs can seem like an unnecessary expense in budgets that are already stretched thin. However, there are ways to sustainably fund the program besides grants and donations. One way to do this is to sell the compost created through the program back to parents and other stakeholders. Many food scrap haulers will include compost provision as part of their contract offerings. Making sure this is included in contract negotiations is key. Another option is to develop a CSA (Community Supported Agriculture)-type program for the compost that will be created. Parents, staff, and other stakeholders can sign up for a share of compost that will be created through the program. Just like other CSA programs, stakeholders would pay upfront for their share of the compost. These funds would be used to cover the hauling fees, and when compost is available at the end of the year, members would get their share of the compost.

05.A Reduce likelihood of contamination of food scrap streams

In places where lots of people are responsible for sorting their waste, and sometimes with great variation in the types of things to be sorted, many supports are needed to help them get items in the right bin. This Blueprint suggests multiple ways to support accurate sorting of items.

05.A.1 Visual cues for sorting waste

The College for Creative Studies (CCS) explored best practices for preventing contamination in places such as cafeterias or restaurants where individuals are responsible for clearing their table and disposing of waste. Their solution focuses on multiple visual cues including color coding, logos and labels, zoning and wayfinding, and an educational recycle wall located near the collection bins. While the focus of this was for settings like cafeterias, it could also be employed in restaurants where eaters bus their own tables and adapted for other settings, such as the office or even home. More information about these strategies and the recommendations from CCS can be found in Appendix D.

05.A.2 Practice sorting waste

Giving students the opportunity to practice sorting common food items before they are actually trying to sort items and get back to class on time can help make the transition to composting easier and less stressful for everyone. At Hayes Elementary, students practiced identifying what foods to put in which bin during their art class before the program began in the cafeteria using play food. This allowed students and staff to feel more confident that food would be sorted properly in the cafeteria and helped reassure administrators that the program could be successful, even with younger students. This could also be incorporated into a quick one-day science lesson or simply part of the beginning of the year orientation and review of rules and procedures.

05.A.3 Identify and train peer leaders to support proper waste sorting

Peers can be very influential and helpful in ensuring materials are properly sorted. Students with an interest in composting, environmental issues, leadership, or other related topics may help others identify what goes where at the end of the meal. These students can be given special badges, aprons, or other items to designate their role. They can be responsible for standing near the sorting bins at the end of the lunch period and helping direct where things should go and redirect when items end up in the wrong bin. This is used at Hayes Elementary and has been key in reducing the need for staff involvement while also giving students desirable leadership opportunities.

05.B Engage staff

Most, if not all, of the food scrap collection programs that have been implemented in schools focus on how to teach students how to reduce food waste and properly sort and divert food scraps and do not address how to engage the staff to do the same. Staff will also need to be instructed in how to manage their food waste on site. Systems similar to what is used in office buildings as described in the Other Places section of this plan may be considered, however, it seems mostly likely that having food scrap caddies in the teachers lounge and/or office would be helpful. These caddies would need to be emptied on a regular basis into the bin that also contains the students' food scraps, either by janitorial staff or another staff champion. Planning for how staff will be instructed and support a zero-food waste school should be included in the school waste management planning effort.

Student Food Pantries

Recognizing the growing rate of food insecurity among college students, Henry Ford College, Schoolcraft College, and the University of Michigan – Dearborn all have food pantries that are open to their students. According to a report released by the U.S. Government Accountability Office in 2024, almost one-quarter (3.8 million) undergraduate students were food insecure in 2020. These pantries are working to help address this issue on their campuses. See below for more details.

The Hawks Nest at Henry Ford Community College

The Hawks Nest , the student food pantry at Henry Ford Community College, typically shares between 1,600 and 2,000 pounds of food with approximately 65 students each semester but has lately seen an increase in need. They provide non-expired non-perishable food including bread, as well as produce, that they receive via donations and purchase using donations made to the school's Foundation office. The ability to offer perishable items is limited by staff availability and the extra staff time that is needed to manage these items. They are interested in receiving surplus food from food rescue organizations and may be able to help distribute excess food to their students.

Schoolcraft College

Schoolcraft College has a similar number of students visiting their pantry as Henry Ford College, averaging 30 each month. In the past five years, an average of 52 students signed up to use the pantry, but in the 2024/2025 academic year, the number of students using the pantry jumped to 103. While the site does not currently have a refrigerator and cannot accept perishable items, there are plans to add this capacity in the future. The pantry is currently stocked through donations and purchases made at local stores, but there is interest in supplementing donations and purchases with rescued and surplus food. The college spends several thousand dollars a year to stock the pantry, with the costs almost doubling to $9,500 in the last school year to meet students' needs.

University of Michigan-Dearborn

The University of Michigan-Dearborn food pantry began as a partial launch in fall 2012 before fully opening in 2013. Since then, it has grown from a simple resource for a few grocery items that was intended to fill gaps and tie students over for just a few days into a dependable food source that many students now rely on for their monthly groceries as needs have increased. Students can visit the pantry up to twice a month or more if needed. While there are limits on individual items, there are no restrictions on the total weight of food they can take.

During the 2023-2024 school year, the pantry served an average of 500 students each month and distributed approximately 46,000 pounds of food. It is managed by Dearborn Support, which also connects students to additional support services.

All University of Michigan campuses provide nonperishable food items such as canned and dried goods. The Dearborn campus goes further, receiving fresh produce from Gleaners Community Food Bank and from its own student-run community garden, a collaboration between Dearborn Support and the Sustainability Department. With four freezers and five refrigerators, the pantry maintains a large inventory of perishable items that are heavily used by students.

Inclusivity is a key priority. The pantry offers halal, vegan, and vegetarian options, and it prioritizes foods that are simple to prepare, like microwaveable meals that only require water. This helps accommodate students who may not have full kitchen access at home.

The pantry is sustained by student volunteers as well as funding from alumni and grants. For the 2024-2025 academic year, it received a Barrier Relief Grant from the State of Michigan, dedicating approximately $75,000 to pantry operations. About a quarter of that funding went to support student employment. As of summer 2025, the pantry employs two student workers and one full-time staff member, with plans to hire two additional students. Looking ahead, the pantry is exploring ways to expand its offerings, particularly by introducing prepared meals to supplement the raw ingredients it currently provides.

Pictures from the University of Michigan-Dearborn, Dearborn Support student food pantry

Source: Ryan Neloms, University of Michigan-Dearborn

06 Keep up the momentum

As in the other sectors, the new habits and processes implemented in schools, healthcare facilities, and other institutions will need to be maintained. The Schools Food Waste Elimination Coordinator will work to identify food waste champions among staff and administrators to support food waste prevention and diversion activities. In particular, food service providers will be engaged and supported to reduce their food waste (and costs!). The Schools Food Waste Elimination Coordinator will also engage students in the classroom, connecting through their experiences in the cafeteria to curriculum goals, and will identify students to become ambassadors to educate their peers on this issue and work on additional implementation strategies that are part of their school's food waste elimination plan. Anchoring this initiative in various stakeholder groups at school will help keep the practices going, even when the Coordinator is not at the school.

Healthcare facilities and other institutions will rely on the staff who agree to champion the project and their supporters to maintain these new practices. Implementing policies that support these initiatives where possible could be an effective way to ensure food waste is prevented and not sent to landfills, regardless of the champion.

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Other Places

Other Places

01 Technical assistance and infrastructure support for prevention and diversion in offices and small businesses 134
02 Place food scrap collection bins in municipal facilities and public spaces 135

Rice and vegetables served at the 2024 Community Fest. This dish was made from food that otherwise would have gone to waste.

TABLE 9. **Timing of Activities: Other Places**

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
01 **Technical assistance and infrastructure support for prevention and diversion in offices and small businesses**												
01.A MFNW technical assistance program												
01.B Engage employees												
01.C Office kitchen dehydrators												
02 **Place food scrap collection bins in municipal facilities and public spaces**												
02.A Municipal facilities												
Purchase bins												
Train staff												
Install bins and signage												
Collection program												
02.B City parks												
Purchase bins												
Install bins and signage												
Collection program												

This chapter serves as a catch-all to include any other places in the city where people may consume food, like offices and parks. Since this plan is to prevent or divert 100% of the food waste in the city from landfills, we must also plan for how to support food waste prevention and diversion in these spaces.

01 Technical assistance and infrastructure support for prevention and diversion in offices and small businesses

Many of the strategies outlined for food-based businesses may also be useful in preventing and diverting food waste in an office or public setting with some minor adjustments and likely scaled down due to a smaller volume of food waste at these sites. Specifically, technical assistance, a promotional toolkit, a food scrap collection service (leveraging owner/manager relationships), providing incentives for food scrap collection and kitchen caddies, and working to prevent contamination are all needed for these sites. The strategies that require more adjustments are described below with those adjustments. Sites may choose some or all of these strategies.

01.A MFNW technical assistance program

See the Chapter on Food-Based Businesses for more detail on the technical assistance program provided to food-based businesses.

01.B Engage employees

Widespread education about the importance of addressing food waste, the role everyone can play in preventing and diverting it, and how to do those things is crucial in the success of this plan. Businesses can support this effort by equipping employees with the knowledge and confidence needed to prevent food waste and properly sort and divert it through lunch and learns, internal employee communications, and partnering with the Farmington Hills Community Library to host information events. These short, informal sessions hosted by MFNW will share information about how to eliminate food waste in the workplace. Simple things such as how to manage a shared refrigerator, how to order an appropriate amount of food when calling in catering for company events, having reusable containers to take leftover food home in, and guidelines for donating excess catered food could all be covered. Resources to support these habits in the workplace will be provided. Workplaces could also host additional lunch and learns and/or other educational sessions on how employees can get the most of their paycheck when it comes to food, covering tips for household food waste prevention. In larger office buildings, competitions between floors, departments, or other groupings and other incentives may increase buy-in and support the adoption of proper sorting of food scraps. The city can lead the way in these education and engagement efforts so city staff is knowledgeable and can answer questions from the public about the initiative as needed.

01.C Office kitchen dehydrators

Kitchen food waste recyclers or dehydrators, such as those made for use in residential homes or scaled up for kitchens serving more people, can also be used in office kitchen and dining spaces to manage food scraps from employee meals and snacks. They come in a variety of sizes and can generally process meat, dairy, small bones, and produce scraps on a daily basis. Use of these machines shrinks the volume of wasted food and reduces the need for daily janitorial services related to waste collection from kitchens. Many of the bins sense how much has been added and can be programmed to run on a schedule that works with employee and custodial hours. The resulting material is "food grounds" which can be added to a traditional food scrap collection process for full maturation before being used as compost.

02 Place food scrap collection bins in municipal facilities and public spaces

Many of Farmington Hills' city services are clustered at the corner of Eleven Mile Road and Orchard Lake Road, where the police, city offices, district court, and one of their fire stations are located. There are other city-owned spaces, such as the William Costick Activities Center, The Hawk Community Center, Jon Grant Community Center, Department of Public Works building, as well as the city's 9 parks, historical buildings, and more. Many of these sites currently have waste receptacles somewhere on the grounds. Areas where food is expected to be eaten on a regular basis should also have receptacles for food scraps to pair with traditional waste receptacles. These may be smaller bins that are then aggregated elsewhere more frequently, in the same way that trash is currently collected from these sites. Food scrap receptacles should be just as convenient, if not more so, than general trash receptacles. Custodial and operations staff will need to monitor these bins and empty them frequently to prevent odors and other nuisances. Traditional waste receptacles may be removed over time as fewer are needed due to greater prevention and diversion rates.

02.A Municipal facilities

Some of the municipal facilities above operate mostly as office buildings; these can use the same strategies described above for offices. It will be particularly important that facilities, spaces, and events that are community-facing model responsible food management practices and that employees are informed about these practices to be able to answer questions from the public. Events at these sites, regardless of size and whether they are internal or external, should use and demonstrate best practices in food management, including ordering the right amount of food for the number of attendees, having to-go boxes for leftovers, donating food or sharing it with other departments, and having food scrap collection bins available. Additional training and signage may be needed for staff to be confident in responding to resident inquiries and participating in food scrap diversion early. Signage and other supports, such as volunteers to help watch bins, could be helpful at larger events that include the public, especially before the food scrap diversion programs are rolled out for residents.

02.B City parks

The city's nine parks are well-used and loved by residents and visitors, especially during the warmer months. Trash bins are emptied regularly and the trash is aggregated to a site for pick up. Food waste could be managed in the same way, with bins for trash and food waste co-located throughout parks. Each waste site will require signage about what can be put in each bin. The food scraps can be collected separately from the trash receptacles and aggregated for hauling to a compost facility, or picked up directly at the site if negotiated for in the contract. Parks with several waste receptacle locations may find they need fewer ones over time as prevention and diversion rates increase and less is thrown away.

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APPENDIX A:
Timeline

Appendix A: Timeline

TABLE 10. Plan Timeline

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SUPPORTING STRATEGIES												
01 **Communication campaigns**												
01.A Overall campaign: Creating a culture of zero food waste in Farmington Hills	■	■	■	■	■	■	■	■	■	■	■	■
01.B Household prevention communication campaign	■	■	■	■	■	■	■	■	■	■	■	■
01.C Household diversion communication campaign - drop off collection			■	■	■	■	■	■	■	■	■	■
01.D Household diversion communication campaign - curbside collection							■	■	■	■	■	■
01.E Prevention and diversion communication campaign for spaces where food is outside of homes	■	■	■	■	■	■	■	■	■	■	■	■
01.F Maintenance communication campaign							■	■	■	■	■	■
02 **Online resource hub**												
03 **Food waste policy**			■	■	■	■						
03.A Draft and adopt language for policy on using locally created compost in city projects				■	■	■						
03.B Draft and adopt language for policies requiring that all city-sponsored programs and events donate excess food and have food scrap collection bins if food is served				■	■	■						
03.C Require that all special events donate excess food and have food scrap collection bins if food is served				■	■	■						
03.D Update site development standards to include food waste management in plans			■	■								
03.E Develop mandatory food waste reduction protocols for municipal buildings and facilities			■	■								
04 **Continuous feedback and learning**												
04.A Resident advisory committee	■	■	■	■	■	■	■	■	■	■	■	■
04.B Internal working group	■	■	■	■	■	■	■	■	■	■	■	■
04.C Integrate learnings	■	■	■	■	■	■	■	■	■	■	■	■
05 **Monitoring and evaluation**												
05.A Measuring the 100% elimination goal												
05.B Measuring outcomes from prevention and rescue activities			■	■	■	■	■	■	■	■	■	■

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
06 Project implementation team												
06.A City champion												
06.B External project partners												
RESIDENCES												
01 Engaging residents on the issues of food waste												
01.A Speak to community groups on food waste reduction strategies												
01.B Train food waste ambassadors												
01.C Provide pop-ups/demos at community partners and city and community events												
01.D Train residents in ways to safely reduce food waste												
01.E Track food waste rates compared to other households												
01.F Introduce a household food waste comparison metric												
01.G Host a food waste reduction competition among households												
02 Household food waste prevention toolkits												
03 Support the city in planning for and implementing a food scrap drop off program for all residents												
03.A Identify viable drop off sites												
03.B Develop and issue an RFP for food waste collection services for drop off sites												
03.C Review applications and select provider												
03.D Train staff as needed to monitor drop off sites												
03.E Set up and promote resident registration portal												
03.F Create informational signage for drop off sites												
03.G Implement drop off sites												
03.H Plan for surges in food scrap drop off												
03.I Ongoing monitoring and maintenance of drop off sites												

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
04 Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences												
04.A Adjust existing contract or develop and issue an RFP for curbside food waste collection services												
04.B Provide carts (if applicable) and education to households												
04.C Launch weekly curbside food scrap collection												
04.D Phase out drop off sites												
04.E Ongoing monitoring												
05 Food scrap collection for residences not able to be served by city curbside services												
05.A On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart												
05.B Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart												
06 Prevent contamination of household food scrap streams												
06.A Create clear signage on what can and cannot be composted												
06.B Recognize those who are sorting food scraps well												
07 Support backyard and community composting												
07.A Draft and adopt policies for backyard composting												
07.B Design and share a backyard composting guide												
07.C Build demonstration sites												
07.D Develop a toolshare												
07.E Bulk purchase backyard composting supplies												
08 Evaluate effectiveness of prevention and diversion strategies												

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
09 Keep up the momentum												
09.A Continue food scrap collection services												
09.B Help new residents integrate into a culture of zero food waste												
FOOD-BASED BUSINESSES												
01 Engage Oakland County health inspectors												
02 Increase capacity of food rescue organizations and food pantries												
02.A Increase capacity of food rescue services												
02.B Create capacity for rescued food to be donated to existing community resource hubs												
02.C Share rescued food with existing community resource hubs												
02.D Share excess donated food at multi-family apartment buildings												
02.E Share excess donated food with sites outside of the city												
02.F Create a space to upcycle food rescued within the city												
03 Support businesses in managing food waste from prevention to diversion												
04 Host a food waste challenge												
05 Develop a Green Business Certification program												
06 Showcase food waste reduction practices												
07 Keep up the momentum												
07.A Support training of Oakland County health inspectors												
07.B Continue support of food rescue and distribution operations												

Strategy	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
SCHOOLS AND INSTITUTIONS												
01 Get commitment from the district and schools												
02 Food waste tracking												
03 Understand food waste at each site												
03.A Perform resource assessments												
03.B Conduct food waste audits												
03.C Conduct a food survey												
04 Develop individualized plans												
05 Implement waste elimination plans												
05.A Reduce likelihood of contamination of food scrap streams												
05.B Engage staff												
06 Keep up the momentum												
OTHER PLACES												
01 Technical assistance and infrastructure support for prevention and diversion in offices and small businesses												
01.A MFNW technical assistance program												
01.B Engage employees												
01.C Office kitchen dehydrators												
02 Place food scrap collection bins in municipal facilities and public spaces												
02.A Municipal facilities												
02.B City parks												

APPENDIX B:

Budgets

Appendix B: Budgets

List of Budgets

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Summary Budget

	Year 1	Year 2	Year 3
One time costs			
Supporting Strategies	$ 628,967	$ 519,835	$ 477,747
Residences	$ 394,398	$ 14,083	$ 5,900
Food-based businesses	$ 451,698	$ 544,813	$ 597,132
Schools and Institutions	$ 20,576	$ 160,464	$ 282,100
Other Places	$ -	$ 539,696	$ -
Total	**$ 1,495,639**	**$ 1,788,891**	**$ 1,362,879**
Total Cost Over 3 years	**$4,637,410**		
Ongoing costs			
Drop off hauling and liners	$ 8,505	$ 39,570	$ 39,570
Residential curbside hauling	$ -	$ -	$ 500,616
Municipal and park hauling and liners		$ 73,994	$ 125,853
Potential additional costs			
Residential carts*	$ -	$ 3,128,850	$ -

*The entire cost for the carts is allocated in Year 2 at a cost of $52 per cart (including shipping and distribution). Priority Waste has offered an option to spread cart costs out at the rate of $2.50 per household per month for five years for a total cost of $150 per bin. The cost of the bins could be passed on to residents to avoid an additional expense to the city

Funding Sources

The plan outlined above will need to be funded in a variety of ways. Make Food Not Waste is committed to looking for grants and other funding to cover the expenses related to the one-time costs for implementation. This plan recommends that the cost for the carts be passed to residents if grant funding is not available for this use. There is currently a lot of state, federal, and private funding opportunities for projects that address food waste. Make Food Not Waste has already applied and been granted funds to pilot the study to determine best practices for multi-family residences and will continue to apply to various funding sources as they become available. Due to the ongoing nature of the waste hauling service that is needed, the city would be the best partner to fund this. The estimate received from Priority Waste in Fall 2024 for hauling was $2 per month per household. This is much lower than the market rate for private service, which is $30 per household per month. This cost could also be passed along to residents, as other prevention measures described in the plan are expected to save them much more than the annual cost of hauling services (cost of hauling services is $24 per year; expected cost savings per household is up to $2,500).

Year 1

TABLE 11. **Budgets: Supporting Strategies, Year 1**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01 **Communication campaigns**		
01.A **Overall campaign: Creating a culture of zero food waste in Farmington Hills**		
Design fee for all year 1 materials	$25,000	Design Firm
01.A.1 **Promote the campaign website and online resource hub via mailers sent to residences and businesses**		
Labor - Design sub-page for Farmington Hills	Included	MFNW/Project Manager
Labor - Design, print, label, and mail materials	$56,845	Mailing House
01.A.2 **Promote the campaign through the city guide and newsletters**		
Labor - Develop material	Included	Design Firm, Project Manager
Labor - Share material	Included	Project Manager, City staff
01.A.3 **Promote the campaign through the city's social media**		
Labor - Develop material for social media	Included	Design Firm, Project Manager
Labor - Share material	Included	Project Manager, City Staff
01.A.4 **Promote the campaign through flyers and printed signs**		
Labor - Design materials	Included	Design Firm, Project Manager
Labor - Post materials	Included	Project Manager
01.A.5 **Promote the campaign through the press**		
Labor - Create ads	Included	Design Firm, Project Manager
Farmington Press 1 (one) 1/4 page newspaper ads	$1,500	City Communications, Project Manager
01.A.6 **Promote local champions**		
Labor - Identify local champions	Included	Residential Coordinator
Labor - Train local champions (pre-created social media toolkits, resources)	Included	Residential Coordinator

TABLE 11. **Budgets: Supporting Strategies, Year 1 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.A.7 Create ways for people to make a public commitment to address food waste		
Labor - Design yard and door signs, flags	Included	Design Firm
Print yard signs	$28,368	Residential Coordinator
Print signs for apartment doors	$1,680	Residential Coordinator
Labor - Create flags	Included	Design Firm
Labor - Create online pledge	Included	Residential Coordinator
Labor - Promote pledge	Included	Residential Coordinator
Labor - Distribute signs	Included	Residential Coordinator
01.A.8 Host a citywide food waste summit		
Space rental at city site	$-	Project Manager
Labor - Promotional material and registration	$750	Event Coordinator
Labor - Event organization	$4,500	Event Coordinator
Labor - Event communication	$1,500	Event Coordinator
Labor - Volunteer coordinator	$750	Event Coordinator
Labor - Logistics/chef coordinator	$375	Event Coordinator
Print promotional materials (fliers, newspaper ad)	$900	Event Coordinator
Labor - Promote via electronic channels	Included	City Staff, Event Coordinator
01.B Household prevention communication campaign		
01.B.1 Household prevention campaign		
Labor - Design mailers, social media posts, ads, flyers	Included	Design Firm, Residential Coordinator
Materials for focus group to test materials (space, stipends, refreshments)	$500	
Print, label, and mail materials	$56,845	Residential Coordinator, Mailing House
Labor - Promote the campaign through the city newsletter	Included	City Staff, Residential Coordinator

TABLE 11. **Budgets: Supporting Strategies, Year 1 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
Labor - Promote the campaign through social media	Included	City Staff, Residential Coordinator
Labor - Promote the campaign through the press	Included	Project Manager, City Staff
Labor - Coordinate with TGTG for targeted ads in Farmington Hills		TGTG
Labor - Support the Buy Nothing groups in creating guidelines for food sharing	Included	Residential Coordinator
01.B.2 Grocery store signage		
Labor - Design materials	Included	Design Firm, Food-Based Business Coordinator
Print signs for grocery stores	$560	Commercial Coordinator
Labor - Post materials	Included	Commercial Coordinator
01.C **Household diversion communication campaign - drop off collection**		
Labor - Design social media and city newsletter materials	Included	Design Firm, Residential Coordinator
Labor - Promote the drop off collection campaign via the city newsletter	Included	Residential Coordinator, City staff
Labor - Promote the drop off collection campaign via the city social media	Included	Residential Coordinator, City staff
Labor - Promote the drop off collection campaign via the press	Included	Residential Coordinator, City staff
Print, label, and mail materials	$28,422	Residential Coordinator, Mailing House
01.E **Prevention and diversion communication campaign for spaces where food is outside of homes**		
Labor - Design materials	Included	Design Firm
Print and mail materials	$472	Commercial Coordinator, Mailing House
Labor - Promote the campaign through the city newsletter	Included	Commercial Coordinator, City Staff
Labor - Promote the campaign through social media	Included	Commercial Coordinator, City Staff
Labor - Promote the campaign through flyers	Included	Commercial Coordinator, City Staff
Labor - Promote the campaign through the press	Included	Commercial Coordinator, City Staff

TABLE 11. **Budgets: Supporting Strategies, Year 1 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.F **Maintenance communication campaign**		
Labor - Develop material	Included	Design Firm, Commercial Coordinator
Labor - Promote the campaign through the city newsletter	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the city social media	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through flyers		
Labor - Promote the campaign through the press	Included	City Staff, Commercial Coordinator
Labor - Provide ongoing education via presentations, webinars, demos, and workshops	Included	Project Manager, City staff
02 **Online resource hub**		
Labor - Develop the online resource hub	$5,000	Design Firm
Labor - Create content for the online resource hub	Included	Project team
Labor - Cross-share resources with county health department	Included	Project team
Labor - Promote the online resource hub	Included	Project team, City Communications
Labor - Promote the online resource hub through the city newsletter	Included	Project team, City Communications
Labor - Promote the online resource hub through social media	Included	Project team, City Communications
Labor - Promote the online resource hub through flyers	Included	Project team, City Communications
Labor - Promote the online resource hub through the press	Included	Project team, City Communications

TABLE 11. **Budgets: Supporting Strategies, Year 1 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
03 **Food waste policy**		
03.A **Draft and adopt language for policy on using locally created compost in city projects**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
03.B **Draft and adopt language for policies requiring that all city-sponsored programs and events donate excess food and have food scrap collection bins if food is served**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
Labor - Develop resources to support zero food waste practices	Included	City staff, Project Manager
Labor - Promote resources to encourage zero food waste practices via updates to the website and flyers for event permit seekers	Included	City staff, Project Manager
Labor - Test feasibility and receptiveness of policy	Included	City staff, Project Manager
Resources to encourage zero food waste practices	$5,000	City staff, Project Manager
03.C **Require that all special events donate excess food and have food scrap collection bins if food is served**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
Labor - Develop resources to support zero food waste practices	Included	City staff, Project Manager
Labor - Promote resources to encourage zero food waste practices via updates to the website and flyers for event permit seekers	Included	City staff, Project Manager
03.D **Update site development standards to include food waste management in plans**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager

TABLE 11. **Budgets: Supporting Strategies, Year 1 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
03.E **Develop mandatory food waste reduction protocols for municipal buildings and facilities**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
04 **Continuous feedback and learning**		
04.A **Resident advisory committee**		
Labor - Develop application process	Included	Project Manager
Labor - Promote advisory committee and share applications	Included	Project Manager, City Communications
Labor - Select committee members	Included	Project Manager
Labor - Host quarterly meetings	Included	Project Manager
04.B **Internal working group**		
Labor - Identify members	Included	City Champion
Labor - Host regular meetings	Included	City Champion
04.C **Integrate learnings**	Included	Implementation Team
05 **Monitoring and evaluation**		
05.A **Measuring the 100% elimination goal**		
05.A.1 Conduct audits of trash receptacles		
Labor - Register sites for audits	Included	Residential Coordinator
Labor - Conduct audits	Included	Residential Coordinator
05.A.2 05.A.2 Conduct a waste characterization study		
Labor - Identify a study provider	Included	Implementation team
Labor - Conduct study (residential)	$30,000	Consultant
Labor - Conduct study (commercial)	$50,000	Consultant

TABLE 11. **Budgets: Supporting Strategies, Year 1 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
05.A.3 Review hauler metrics		
Labor - Review hauler report	Included	Project Manager, Residential Coordinator
Labor - Make adjustments to plan and programs as needed	Included	Project Manager, Residential Coordinator
05.B Measuring outcomes from prevention and rescue activities		
Labor - Identify evaluation team	Included	Implementation team
Labor - Evaluation	Included	Consultant/Partner, Implementation team
Labor - Project reporting	Included	Consultant/Partner, Implementation team
06 Project implementation team		
06.A City champion		
Labor - Identify champions	Included	City staff
06.B External project partners		
Labor - Post job positions	Included	MFNW Executive Director
Labor - Interview and select candidates	Included	MFNW Executive Director
Labor - Onboarding	Included	MFNW Executive Director
Project management and implementation work		
Project Manager	$84,000	MFNW Executive Director
Commercial Coordinator	$72,000	MFNW Executive Director
Residential Coordinator	$72,000	MFNW Executive Director
Schools Coordinator	$72,000	MFNW Executive Director
Evaluation Team	$30,000	University Partner

TABLE 12. **Budgets: Residences, Year 1**

Strategy	Cost	Responsible Party
RESIDENCES		
01 **Engaging residents on the issues of food waste**		
01.A **Speak to community groups on food waste reduction strategies**		
Labor - Speaking engagements	Included	Project Manager, Residential Coordinator
01.B **Train food waste ambassadors**		
Print materials for recruitment (flyers)	$100	Residential Coordinator, Project Manager
Labor - Recruit ambassadors	Included	Residential Coordinator
Labor - Host ambassador training	Included	Residential Coordinator, Project Manager
01.C **Provide pop-ups/demos at community partners and city and community events**		
Labor - Attend events	Included	Project Manager, Residential Coordinator, Commercial Coordinator
Print materials for events	$500	Project Manager
01.D **Train residents in ways to safely reduce food waste**		
Labor - Promotion of monthly workshops	Included	Residential Coordinator
Labor - Organization and communication of workshops	Included	Residential Coordinator, Project Manager
Speaker fees (chefs, health department)	$1,500	Residential Coordinator, Project Manager
Labor - Host monthly workshops	Included	Residential Coordinator, Project Manager
Materials for workshops	$1,200	Residential Coordinator, Project Manager
01.E **Track food waste rates compared to other households**		
Labor - Develop quarterly survey	Included	Evaluator, Residential Coordinator
Labor - Distribute quarterly survey	Included	Residential Coordinator
01.F **Introduce a household food waste comparison metric**		
Labor - Report findings of quarterly survey via social media and city newsletter	Included	Residential Coordinator, City Communications

TABLE 12. **Budgets: Residences, Year 1 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
01.G **Host a food waste reduction competition among households**		
Labor - Promote competition	Included	Residential Coordinator
Labor - Facilitate competition	Included	Residential Coordinator
Labor - Report results of compettition	Included	Residential Coordinator
Incentives/prizes	$500	Residential Coordinator
02 **Household food waste prevention toolkits**		
Labor - Design informational material for toolkits	Included	Design Firm
Labor - Coordinate creation of toolkits	Included	Residential Coordinator
Labor - Create toolkits, labeling, packaging	$74,000	Mailing house
Materials and labeling/mailing materials to all 35,528 households, including reminder magnets, refrigerator thermometer, grocery list pad, recipes, and "use up" tape	$111,000	Residential Coordinator
03 **Support the city in planning for and implementing a food scrap drop off program for all residents**		
03.A **Identify viable drop off sites**	Included	Residential Coordinator, City staff
03.B **Develop and issue an RFP for food waste collection services for drop off sites**	Included	City staff, Residential Coordinator
03.C **Review applications and select provider**	Included	City staff, Residential Coordinator
03.D **Train staff as needed to monitor drop off sites**		
Labor - training	Included	Residential Coordinator, City staff
03.E **Set up and promote resident registration portal**		
Labor - set up registration portal	Included	City staff
Labor - promote resident registration portal via electronic communication channels	Included	City staff, Residential Coordinator
03.F **Create informational signage for drop off sites**		
Create informational signage	Included	Design Firm
Print signage	1$,500	Residential Coordinator

TABLE 12. **Budgets: Residences, Year 1 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
03.G Implement drop off sites		City staff, Residential Coordinator
Labor - Set up site with bins, signage	Included	Residential Coordinator, City staff
Bins (30 BigBelly bins, $63,296 for 10 bins)	$189,888	City staff, Residential Coordinator
Cost of hauling (once weekly, 10 sites, 3 bins per site)	$6,930	City staff, Residential Coordinator
Liners	$1,575	City staff, Residential Coordinator
Trash bin for each site	$500	Residential Coordinator
04 **Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences**		
04.A Adjust existing contract or develop and issue an RFP for curbside food waste collection services		
04.A.1 Adjust existing contract to prepare for curbside food scrap pick up		
Labor - Review and negotioate new contract	Included	City staff, Residential Coordinator
04.A.2 Develop and issue an RFP for curbside food waste collection services		
Labor - research on services and bins, if needed	Included	City staff, Residential Coordinator
05 **Food scrap collection for residences not able to be served by city curbside services**		
05.A On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart		
Labor - Explore options for food scrap collection service at multifamily sites and HOAs	Included	Residential Coordinator
Labor - Identify community food scrap collection sites	Included	Residential Coordinator, City staff
Labor - Select hauling service for community food scrap drop off sites for sites not included in city's hauling contract	Included	Residential Coordinator

TABLE 12. **Budgets: Residences, Year 1 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
05.B **Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart**		
Labor - Explore options for food scrap collection service at multifamily sites	Included	Residential Coordinator
Labor - Plan for community food scrap collection sites	Included	Residential Coordinator
Labor - Select bins and hauling service for community food scrap drop off sites	Included	Residential Coordinator
Labor - Create signage	Included	Residential Coordinator
Labor - Educate residents	Included	Residential Coordinator
06 **Prevent contamination of household food scrap streams**		
06.A **Create clear signage on what can and cannot be composted**		
Labor - Design sticker for compost caddies	included	Design Firm
Labor - Create signage for community food scrap collection sites	included	Design Firm
06.B **Recognize those who are sorting food scraps well**		
Labor - Set up audit program registration	Included	Residential Coordinator
Labor - Promote audit program	Included	Residential Coordinator, City staff
07 **Support backyard and community composting**		
07.A **Draft and adopt policies for backyard composting**		
Labor - Develop policies	Included	City Staff, Project Manager
07.B **Design and share a backyard composting guide**		
Labor - Design guide	Included	Residential Coordinator, City staff
Labor - Share guide via social media, city newsletter, and online resource hub	Included	Residential Coordinator, City staff

TABLE 12. **Budgets: Residences, Year 1 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
07.C **Build demonstration sites**		
Labor - Identify sites and gain permission for use	Included	Residential Coordinator
Purchase tumbler for 3 sites	$500	Residential Coordinator
Purchase tools	$200	Residential Coordinator
07.D **Develop a toolshare**		
Labor - Explore and solidify options for sites	Included	Residential Coordinator
Purchase materials	$300	Residential Coordinator
07.E **Bulk purchase backyard composting supplies**		
Labor - Develop online form	Included	Residential Coordinator
Labor - Promote bulk purchasing option	Included	Residential Coordinator, City staff
Purchase supplies	-	Residential Coordinator
Labor - Distribute supplies	Included	Residential Coordinator
08 **Evaluate effectiveness of prevention and diversion strategies**		
Labor - Develop survey	Included	Evaluation Team, Residential Coordinator
Labor - Distribute survey	Included	Residential Coordinator, City staff
Labor - Analyze survey responses	Included	Evaluation Team
Labor - Conduct audits	Included	Residential Coordinator
Labor - Analyze audit results	Included	Residential Coordinator
Report results	Included	Evaluation Team, Residential Coordinator
09 **Keep up the momentum**		
09.A **Continue food scrap collection services**		
Labor - Ensure this as a line item in the city's budget	Included	City staff

TABLE 13. **Budgets: Food-Based Businesses, Year 1**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
01 **Engage Oakland County health inspectors**		
Labor - Train health inspectors	Included	Commercial Coordinator
Labor - Create materials for inspectors to use	Included	Commercial Coordinator
02 **Increase capacity of food rescue organizations and food pantries**		
02.A **Increase capacity of food rescue services**		
Refrigerated van	$97,338	Food Rescue Organization
Additional staff		Food Rescue Organization
Drivers	$38,986	Food Rescue Organization
Volunteer Coordinator	$80,196	Food Rescue Organization
Project Manager/Logistics Coordinator - Part Time	$40,098	Food Rescue Organization
Gas for additional trips	$7,280	Food Rescue Organization
Maintenance	$6,000	Food Rescue Organization
Amortization (8 year life on van and truck)	$18,000	Food Rescue Organization
Administrative costs/Tracking/Accounting	$12,000	Food Rescue Organization
Insurance - workers compensation and vehicle insurance	$5,700	Food Rescue Organization
Software license for volunteer platform	$6,000	Food Rescue Organization
02.A.1 Increase capacity for planned rescues		
Costs distributed over planned rescues above	Included	Food Rescue Organization
02.A.2 Increase capacity for unplanned rescues and surges		
Labor - Assess sites, procure additional storage equipment	Included	Commercial Coordinator
Upgrades at existing pantries (shelving, refrigerators, freezers)	$60,000	Food Rescue Organization
Shipping container fridges for larger pantries (2 at $40,000 each)	$80,000	Food Rescue Organization

TABLE 13. **Budgets: Food-Based Businesses, Year 1**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
02.B **Create capacity for rescued food to be donated to existing community resource hubs**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
02.C **Share rescued food with existing community resource hubs**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
02.D **Share excess donated food at multi-family apartment buildings**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
Labor - Set up site with necessary shelves, refrigerators, etc.	Included	Host site
Purchase needed supplies	Included	Host site
02.E **Share excess donated food with sites outside of the city**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
03 **Support businesses in managing food waste from prevention to diversion**		
Labor - Education and training on Leanpath	Included	Commercial Coordinator
Labor - Education and training on Toast's food waste module	Included	Commercial Coordinator
Labor - Education on and training MFNW technical assistance program	Included	Commercial Coordinator
Labor - Education and training on Too Good To Go	Included	Commercial Coordinator
Labor - Education and training on Flashfood	Included	Commercial Coordinator
Labor - Education and training on food rescue	Included	Commercial Coordinator
Labor - Edudcation on oil recycling	Included	Commercial Coordinator
Labor - Promote aerobic digestion	Included	Commercial Coordinator
Labor - Education and training on food scrap collection program	Included	Commercial Coordinator
Labor - Education and training on contamination prevention	Included	Commercial Coordinator

TABLE 13. **Budgets: Food-Based Businesses, Year 1**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
05 **Develop a Green Business Certification program**		
Labor - Develop certification program	Included	Commercial Coordinator, City staff
Labor - Promote program	Included	Commercial Coordinator, City staff
Print flyers for program	$100	Commercial Coordinator
Design window decals and certificates	Included	Commercial Coordinator
06 **Showcase food waste reduction practices**		
Labor - Identify those to highlight	Included	Commercial Coordinator
Labor - Create publicity material	Included	Commercial Coordinator
07 **Keep up the momentum**		
07.A **Support training of Oakland County health inspectors**		
Labor - Support and assistance for Oakland County Health Division, as needed	Included	Commercial Coordinator
07.B **Continue support of food rescue and distribution operations**		
Labor - Support food rescue and distribution organizations	Included	Commercial Coordinator

TABLE 14. **Budgets: Schools and Institutions, Year 1**

Strategy	Cost	Responsible Party
SCHOOLS AND INSTITUTIONS		
01 **Get commitment from the district and schools**		
Labor - Secure commitments	Included	Schools Coordinator
02 **Food waste tracking**		
Labor - Develop portal	$20,000	Web Designer/Schools Coordiantor
Labor - Train staff and administrators in how to use the tracking portal for schools	Included	Schools Coordinator
Labor - Track food waste	Included	Food service staff, school staff
03 **Understand food waste at each site**		
03.A **Perform resource assessments**		
Labor - Conduct assessment	Included	Schools Coordinator
03.B **Conduct food waste audits**		
Labor - Conduct audit	Included	Schools Coordinator
Supplies for audit at all 48 daycare and K-12 schools (5 gal buckets for sorting, gloves, tarp, cleaning supplies, scales)	$576	Schools Coordinator
03.C **Conduct a food survey**		
Labor - Conduct survey	Included	Schools Coordinator
Labor - Analyze results	Included	Schools Coordinator
05 **Implement waste elimination plans**		
05.B **Engage staff**		
Labor - Engage with staff	Included	Schools Coordinator
06 **Keep up the momentum**		
Identify champions among staff, administrators, and food service providers	Included	Schools Coordinator
Identify champions among students	Included	Schools Coordinator
Tie food waste initiative into the curriculum	Included	Schools Coordinator

TABLE 15. **Budgets: Other Places, Year 1**

Strategy	Cost	Responsible Party
OTHER PLACES		
01 **Technical assistance and infrastructure support for prevention and diversion in offices and small businesses**		
01.A MFNW technical assistance program	Included	Commercial Coordinator
01.B Engage employees	Included	Commercial Coordinator
01.C Office kitchen dehydrators	-	Commercial Coordinator

Year 2

TABLE 16. **Budgets: Supporting Strategies, Year 2**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01 **Communication campaigns**		
01.A **Overall campaign: Creating a culture of zero food waste in Farmington Hills**		
Design fee for all materials needed in Year 2	$25,000	Design Firm
01.A.2 **Promote the campaign through the city guide and newsletters**		
Labor - Share material	Included	Project Manager, City staff
01.A.3 **Promote the campaign through the city's social media**		
Labor - Develop material	Included	Design Firm, Project Manager
Labor - Share social media posts	Included	Project Manager, City staff
01.A.4 **Promote the campaign through flyers and printed signs**		
Labor - Develop material	Included	Design Firm, Project Manager
Labor - Post materials	Included	Project Manager
Print flyers and signs	$1,000	Project Manager
01.A.5 **Promote the campaign through the press**		
Labor - Create ads	Included	Design Firm, Project Manager
Farmington Press 1 (one) 1/4 page newspaper ads	$1,500	City Communications, Project Manager
01.A.6 **Promote local champions**		
Labor - Identify local champions	Included	Residential Coordinator
Labor - Train local champions (pre-created social media toolkits, resources)	Included	Residential Coordinator

TABLE 16. **Budgets: Supporting Strategies, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.A.7 Create ways for people to make a public commitment to address food waste		
Labor - Promote pledge	Included	Residential Coordinator
Labor - Distribute signs and flags	Included	Residential Coordinator
01.A.8 Host a citywide food waste summit		
Space rental at city site	$-	Project Manager
Labor - Promotional material and registration	Included - Year 1	Event Coordinator
Labor - Event organization	Included - Year 1	Event Coordinator
Labor - Event communication	Included - Year 1	Event Coordinator
Labor - Volunteer coordinator	Included - Year 1	Event Coordinator
Labor - Logistics/chef coordinator	Included - Year 1	Event Coordinator
Printed promotional materials	$750	Event Coordinator
Sound system	$3,000	Event Coordinator
01.B Household prevention communication campaign		
01.B.1 Household prevention campaign		
Labor - Develop materials for prevention campaign	Included	Design Firm, Project Manager
Labor - Promote the campaign through the city newsletter	Included	City staff, Project Manager
Labor - Promote the campaign through social media	Included	City staff, Project Manager
Labor - Promote the campaign through flyers	Included	Project Manager
Labor - Promote the campaign through the press	Included	Project Manager, City staff
Print materials for flyers	$1,000	Project Manager
Amplify targeted ads in Farmington Hills for TGTG	Included	Residential Coordinator, Commercial Coordinator
01.B.2 Grocery store signage		
Labor - Design materials	Included	Design Firm, Food-Based Business Coordinator
Print signs for grocery stores	560	Commercial Coordinator
Labor - Post materials	Included	Commercial Coordinator

TABLE 16. **Budgets: Supporting Strategies, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.C **Household diversion communication campaign - drop off collection**		
Labor - Develop materials for food scrap collection campaign	Included in Year 1	Design Firm, Residential Coordinator
Labor - Promote the drop off collection campaign via the city newsletter	Included	Residential Coordinator, City staff
Labor - Promote the drop off collection campaign via the city social media	Included	Residential Coordinator, City staff
Labor - Promote the drop off collection campaign via the press	Included	Residential Coordinator, City staff
Print, label, and mail materials	$28,422	Residential Coordinator, Mailing House
01.D **Household diversion communication campaign - curbside collection**		
Labor - Design mailers for single family homes to promote curbside collection	Included	Design Firm, Residential Coordinator
Mail information about curbside	$16,687.20	Mailing house
Labor - Design materials to promote updated drop off site locations to multiple family housing, HOAs and houses that cannot accommodate a cart	Included	Design Firm, Residential Coordinator
Mail information about drop off locations to multifamily sites, HOAs	$12,865.60	Mailing house
Labor - Design signage for drop off sites that are phased out	Included	Design Firm
Print signs for drop off sites that are being phased out	$300	Residential Coordinator
01.E **Prevention and diversion communication campaign for spaces where food is outside of homes**		
Labor - Develop material	Included	Design Firm, Commercial Coordinator
Labor - Promote the campaign through the city newsletter	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the city social media	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the press	Included	City Staff, Commercial Coordinator

TABLE 16. **Budgets: Supporting Strategies, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.F **Maintenance communication campaign**		
Labor - Develop material	Included	Design Firm, Commercial Coordinator
Labor - Promote the campaign through the city newsletter	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the city social media	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through flyers		
Labor - Promote the campaign through the press	Included	City Staff, Commercial Coordinator
Labor - Provide ongoing education via presentations, webinars, demos, and workshops		
02 **Online resource hub**		
Labor - Create content for the online resource hub	Included	Project Manager
Labor - Promote the online resource hub	Included	Project Manager, City staff
03 **Food waste policy**		
03.A **Draft and adopt language for policy on using locally created compost in city projects**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
03.B **Draft and adopt language for policies requiring that all city-sponsored programs and events donate excess food and have food scrap collection bins if food is served**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
Labor - Test feasibility and receptiveness of policy	Included	City staff, Project Manager
Labor - Develop resources to support zero food waste practices	Included	City staff, Project Manager
Labor - Promote resources to encourage zero food waste practices via updates to the website and flyers for event permit seekers	Included	City staff, Project Manager
Resources to encourage zero food waste practices	$5,000	City staff, Project Manager

TABLE 16. **Budgets: Supporting Strategies, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
03.C **Require that all special events donate excess food and have food scrap collection bins if food is served**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
03.D **Update site development standards to include food waste management in plans**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
03.E **Develop mandatory food waste reduction protocols for municipal buildings and facilities**		
Labor - Draft language and move through usual city policy making process	Included	City Planning staff, Project Manager
04 **Continuous feedback and learning**		
04.A **Resident advisory committee**		
Labor - Quarterly meetings	Included	Project Manager
04.B **Internal working group**		
Labor - Identify members	Included	City staff, Project Manager
Labor - Host regular meetings	Included	City Champion
04.C **Integrate learnings**	Included	MFNW

TABLE 16. **Budgets: Supporting Strategies, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
05 **Monitoring and evaluation**		
05.A **Measuring the 100% elimination goal**		
05.A.1 Conduct audits of trash receptacles		
Labor - Register sites for audits	Included	Residential Coordinator
Labor - Conduct audits	Included	Residential Coordinator
Labor - Report results	Included	Residential Coordinator
05.A.2 05.A.2 Conduct a waste characterization study		
Labor - Conduct study (residential)	$30,000	Consultant
Labor - Conduct study (commercial)	$50,000	Consultant
Labor - Review findings	Included	Consultant
Labor - Integrate findings and adjust plan and program as needed	Included	Project Manager
05.A.3 Review hauler metrics		
Labor - Review hauler report	Included	Project Manager, Residential Coordinator
Labor - Make adjustments to plan and programs as needed	Included	Project Manager, Residential Coordinator
05.B **Measuring outcomes from prevention and rescue activities**		
Labor - Evaluation	Included	University Partner
Labor - Project reporting	Included	University Partner

TABLE 16. **Budgets: Supporting Strategies, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
06 **Project implementation team**		
06.A **City champion**		
Labor - Identify champions	Included	City staff, Residential Coordinator, Commercial Coordinator
06.B **External project partners**		
Project Manager	$87,500	MFNW Executive Director
Commercial Coordinator	$75,000	MFNW Executive Director
Residential Coordinator	$75,000	MFNW Executive Director
Schools Coordinator	$75,000	MFNW Executive Director
Evaluation Team	$31,250	University Partner

TABLE 17. **Budgets: Residences, Year 2**

Strategy	Cost	Responsible Party
RESIDENCES		
01 **Engaging residents on the issues of food waste**		
01.A **Speak to community groups on food waste reduction strategies**		
Labor - Attend speaking engagements	Included	Project Manager, Residential Coordinator
01.B **Train food waste ambassadors**		
Print materials for recruitment (flyers)	$100	Residential Coordinator, Project Manager
Labor - Recruit ambassadors	Included	Residential Coordinator
Labor - Host ambassador training	Included	Residential Coordinator, Project Manager
01.C **Provide pop-ups/demos at community partners and city and community events**		
Labor - Attend events	Included	Project Manager
Print materials for events	$500	Project Manager
01.D **Train residents in ways to safely reduce food waste**		
Labor - Promotion of monthly workshops	Included	Residential Coordinator
Labor - Organization and communication of workshops	Included	Residential Coordinator, Project Manager
Speaker fees (chefs, health department)	$1,500	Residential Coordinator, Project Manager
Labor - Host monthly workshops	Included	Residential Coordinator, Project Manager
Materials for workshops	$1,200	Residential Coordinator, Project Manager
01.E **Track food waste rates compared to other households**		
Labor - Distribute quarterly survey	Included	Residential Coordinator
Labor - Analyze results of quarterly survey	Included	Evaluator
01.F **Introduce a household food waste comparison metric**		
Labor - Report findings of quarterly survey via social media and city newsletter	Included	Residential Coordinator, City Communications

TABLE 17. **Budgets: Residences, Year 2 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
01.G **Host a food waste reduction competition among households**		
Labor - Promote competition	Included	Residential Coordinator
Labor - Facilitate competition	Included	Residential Coordinator
Labor - Report results of compettition	Included	Residential Coordinator
Incentives/prizes	$500	Residential Coordinator
02 **Household food waste prevention toolkits**		
Labor - Distribute toolkits to new residents	Included	City staff
Materials for toolkits	Included - Year 1	Residential Coordinator
03 **Support the city in planning for and implementing a food scrap drop off program for all residents**		
03.E **Set up and promote resident registration portal**		
Labor - Promote resident registration portal via electronic communication channels	Included	City staff, Residential Coordinator
Print flyers and signs	$500	Residential Coordinator
03.G **Implement drop off sites**		City staff, Residential Coordinator
Hauling (once weekly, 10 sites, January - September, December)	$23,100	City staff, Residential Coordinator
Liners (once weekly)	$5,250	City staff, Residential Coordinator
03.H **Plan for surges in food scrap drop off**		
Labor - Set up increased hauling frequency, if needed	Included	City staff
Labor - Increase site monitoring	Included	City staff, Residential Coordinator
Hauling (twice weekly in October and November)	$9,120	City staff
Liners (twice weekly) in October and November	$2,100	City staff, Residential Coordinator
03.I **Ongoing monitoring and maintenance of drop off sites**		
Labor - Site monitoring	Included	Residential Coordinator, City staff
Materials for incidentals	$500	City staff

TABLE 17. **Budgets: Residences, Year 2 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
04 **Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences**		
04.A **Adjust existing contract or develop and issue an RFP for curbside food waste collection services**		
04.A.1 Adjust existing contract to prepare for curbside food scrap pick up		
Labor - Review and negotioate new contract	Included	City staff, Residential Coordinator
04.A.2 Develop and issue an RFP for curbside food waste collection services		
Labor - research on services and carts, if needed	Included	City staff, Residential Coordinator
Labor - Review applications	Included	City staff, Residential Coordinator
04.B **Provide carts (if applicable) and education to households**		
Food scrap carts*	$3,128,850	City staff, Project Manager, Residential Coordinator
Labor - Delivery of carts	Included in cart cost	Contractor
04.D **Phase out drop off sites**		
Labor - Remove carts, trash bins, and signage	Included	Residential Coordinator, City staff
Communicate change in drop off sites via mailers	Included in Supporting Strategy	Residential Coordinator, Project Manager, City staff
Communicate change in drop off sites via usual city communication channels	Included	City staff
04.E **Ongoing monitoring**		
Labor - Site monitoring	Included	City staff, Residential Coordinator

TABLE 17. **Budgets: Residences, Year 2 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
05 **Food scrap collection for residences not able to be served by city curbside services**		
05.A **On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart**		
Labor - Select hauling service for on-site food scrap collection drop off sites not included in the city's contract	Included	Residential Coordinator, Landlord/Management, HOA Board
Labor - Select bins/carts for on-site food scrap collection drop off sites not included in the city's contract	Included	Residential Coordinator, Landlord/Management, HOA Board
Labor - Create signage for on-site food scrap collection drop off sites	Included	Design Firm, Residential Coordinator
Labor - Implement sites (set up bins, trash, signage)	Included	Residential Coordinator, Landlord/Management, HOA Board
Food scrap bins	TBD	Residential Coordinator, Landlord/Management, HOA Board
Trash bin	TBD	Residential Coordinator, Landlord/Management, HOA Board
Labor - Educate residents	Included	Residential Coordinator
Educational materials (flyers, handouts)	$1,000	Residential Coordinator
05.B **Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart**		
Monitor and manage food scrap collection sites	Included	City staff, Residential Coordinator
06 **Prevent contamination of household food scrap streams**		
06.A **Create clear signage on what can and cannot be composted**		
Labor - Create stickers for organics recycling carts	Included	Design Firm
Stickers for carts	$6,883.47	Residential Manager
Labor - Add stickers to carts	Included in cart cost	Contractor

TABLE 17. **Budgets: Residences, Year 2 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
06.B **Recognize those who are sorting food scraps well**		
Labor - Promote and recruit for audit program	Included	Residential Coordinator, City staff
Promotional materials	$500	Design Firm, Residential Coordinator
Labor - Conduct audits	Included	Residential Coordinator
Materials for audits (gloves, tarps, bags, scale)	$100	
Labor - Recognize those who are sorting well	Included	Residential Coordinator
Prizes/awards/certificates	$500	Residential Coordinator
07 **Support backyard and community composting**		
07.B **Design and share a backyard composting guide**		
Labor - Share guide via social media, city newsletter, and online resource hub	Included	Residential Coordinator, City Communications
07.C **Build demonstration sites**		
Labor - Identify sites and gain permission for use	Included	Residential Coordinator
Labor - Install site	Included	Residential Coordinator
Labor - Promote site	Included	City staff, Residential Coordinator, Host site
Labor - Provide tours and demo	Included	Residential Coordinator
Labor - Ongoing maintenance of site	Included	Host site
07.D **Develop a toolshare**		
Labor - Explore and solidify options for sites	Included	Residential Coordinator
Purchase materials	$300	Residential Coordinator
Labor - Set up toolshare	Included	Residential Coordinator, Host site
Labor - Promote toolshare	Included	Residential Coordinator, Host site, City staff

TABLE 17. **Budgets: Residences, Year 2 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
07.E **Bulk purchase backyard composting supplies**		
Labor - Promote bulk purchasing option	Included	Residential Coordinator
Labor - Purchase supplies	Included	Residential Coordinator
Supplies	-	Pass through to participants
Labor - Distribute supplies	Included	Residential Coordinator
08 **Evaluate effectiveness of prevention and diversion strategies**		
Labor - Distribute survey	Included	City staff, Residential Coordinator
Labor - Analyze survey results	Included	Evaluation team
Labor - Conduct audits	Included	Residential Coordinator
Labor - Analyze audit results	Included	Residential Coordinator
Labor - Report results	Included	Evaluation team, Residential Coordinator, City staff
09 **Keep up the momentum**		
09.A **Continue food scrap collection services**		
Labor - Ensure this as a line item in the city's budget	Included	City staff
09.B **Help new residents integrate into a culture of zero food waste**		
Labor - Distribute food waste prevention toolkits and information	Included	City staff

TABLE 18. **Budgets: Food-Based Businesses, Year 2**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
02 **Increase capacity of food rescue organizations and food pantries**		
02.A **Increase capacity of food rescue services**		
Refrigerated van	$101,394	Food Rescue Organization
Additional staff		
Drivers	$81,220	Food Rescue Organization
Volunteer Coordinator	$83,538	Food Rescue Organization
Project Manager/Logistics Coordinator - Part Time	$41,769	Food Rescue Organization
Gas for additional trips	$15,168	Food Rescue Organization
Maintenance	$12,500	Food Rescue Organization
Amortization (8 year life on van and truck)	$37,500	Food Rescue Organization
Administrative costs/Tracking/Accounting	$12,500	Food Rescue Organization
Insurance - workers compensation and vehicle insurance	$11,875	Food Rescue Organization
Software license for volunteer platform	$6,250	Food Rescue Organization
02.A.1 Increase capacity for planned rescues		
Costs distributed over planned rescues above	Included	Food Rescue Organization
02.A.2 Increase capacity for unplanned rescues and surges		
Labor - Assess sites, procure additional storage equipment	Included	Food Rescue Organization
Upgrades at existing pantries (shelving, refrigerators, freezers)	$60,000	Food Rescue Organization
Shipping container fridges for larger pantries (2 at $40,000 each)	$80,000	Food Rescue Organization
02.B **Create capacity for rescued food to be donated to existing community resource hubs**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
02.C **Share rescued food with existing community resource hubs**	Included	Food Rescue Organization

TABLE 18. **Budgets: Food-Based Businesses, Year 2 (Continued)**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
02.D **Share excess donated food at multi-family apartment buildings**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
Labor - Set up site with necessary shelves, refrigerators, etc.	Included	Host site
Purchase needed supplies	TBD	Host site
02.E **Share excess donated food with sites outside of the city**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
03 **Support businesses in managing food waste from prevention to diversion**		
Labor - Education and training on Leanpath	Included	Commercial Coordinator
Labor - Education and training on Toast's food waste module	Included	Commercial Coordinator
Labor - Education on and training MFNW technical assistance program	Included	Commercial Coordinator
Labor - Education and training on Too Good To Go	Included	Commercial Coordinator
Labor - Education and training on Flashfood	Included	Commercial Coordinator
Labor - Education and training on food rescue	Included	Commercial Coordinator
Labor - Education on oil recycling	Included	Commercial Coordinator
Labor - Promote aerobic digestion	Included	Commercial Coordinator
Labor - Education and training on food scrap collection program	Included	Commercial Coordinator
Labor - Education and training on contamination prevention	Included	Commercial Coordinator
04 **Host a food waste challenge**		
Labor - Design the challenge	Included	Commercial Coordinator, City staff
Labor - Promote the challenge	Included	Commercial Coordinator, City staff, Chamber of Commerce
Labor - Host the challenge	Included	Commercial Coordinator, City staff, Chamber of Commerce
Materials and prizes	$1,000	Commercial Coordinator
05 **Develop a Green Business Certification program**		
Labor - Promote program	Included	Commercial Coordinator, City staff
Print flyers for program	$100	Commercial Coordinator
Labor - Certify businesses	Included	Commercial Coordinator

TABLE 18. **Budgets: Food-Based Businesses, Year 2 (Continued)**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
06 **Showcase food waste reduction practices**		
Labor - Identify those to highlight	Included	Commercial Coordinator
Labor - Publicity material	Included	Commercial Coordinator
07 **Keep up the momentum**		
07.A **Support training of Oakland County health inspectors**		
Labor - Support and assistance for Oakland County Health Division, as needed	Included	Commercial Coordinator
07.B **Continue support of food rescue and distribution operations**		
Labor - Support food rescue and distribution organizations	Included	Commercial Coordinator

TABLE 19. **Budgets: Schools and Institutions, Year 2**

Strategy	Cost	Responsible Party
SCHOOLS AND INSTITUTIONS		
02 **Food waste tracking**		
Labor - Track food waste	Included	Schools Coordinator
Labor - Review food waste trends and progress towards elimination	Included	Schools Coordinator
Labor - Adjust food waste plan as needed	Included	Schools Coordinator
03 **Understand food waste at each site**		
03.A **Perform resource assessments**		
Labor - Conduct assessment	Included	Schools Coordinator
03.B **Conduct food waste audits**		
Labor - Conduct audit	Included	Schools Coordinator
Supplies for audit at all 48 schools (5 gal buckets for sorting, gloves, tarp, cleaning supplies, scales)	$564	Schools Coordinator
03.C **Conduct a food survey**		
Labor - Conduct survey	Included	Schools Coordinator
Labor - Analyze results	Included	Schools Coordinator
04 **Develop individualized plans**		
Labor - Draft plan	Included	Schools Coordinator
Labor - Provide plan to school board	Included	Schools Coordinator
05 **Implement waste elimination plans**		
Supplies for implementation at all 19 public schools	$9,500	Schools Coordinator
Food scrap collection service at all 19 public schools (Aug - Dec)	$45,600	Food Scrap Hauler
Supplies for implementation at the 28 day cares, independent charters, Montessori, and private schools	$14,000	Schools Coordinator
Food scrap collection service at all 28 non-public school sites (Aug - Dec)	$67,200	
Labor - Implementation	Included	Schools Coordinator, School Champions
Labor - Monitor progress	Included	Schools Coordinator, School Champions
Labor - Report progress	Included	Schools Coordinator, School Champions

TABLE 19. **Budgets: Schools and Institutions, Year 2 (Continued)**

Strategy	Cost	Responsible Party
SCHOOLS AND INSTITUTIONS		
05.A Reduce likelihood of contamination of food scrap streams		
05.A.1 Visual cues for sorting waste	$23,500	Schools Coordinator
05.A.2 Practice sorting waste		
Play/Model food	$100	Schools Coordinator
Labor - Instruct/support students in practicing sorting food	Included	Schools Coordinator
05.A.3 Identify and train peer leaders to support proper waste sorting		
Labor - Identify staff and student leaders	Included	Schools Coordinator
Labor - Train staff and student leaders	Included	Schools Coordinator
Labor - Maintain program	Included	School staff, Schools Coordinator
05.B Engage staff		
Labor - Engage with staff	Included	Schools Coordinator
06 **Keep up the momentum**		
Identify champions among staff, administrators, and food service providers	Included	Schools Coordinator
Identify champions among students	Included	Schools Coordinator
Tie food waste initiative into the curriculum	Included	Schools Coordinator

TABLE 20. **Budgets: Other Places, Year 2**

Strategy	Cost	Responsible Party
OTHER PLACES		
01 **Technical assistance and infrastructure support for prevention and diversion in offices and small businesses**		
01.A MFNW technical assistance program	Included	Commercial Coordinator
01.B Engage employees	Included	Commercial Coordinator
01.C Office kitchen dehydrators	-	Commercial Coordinator
02 **Place food scrap collection bins in municipal facilities and public spaces**		
02.A Municipal facilities		
Bins (15 sites, 3 per site, 10 Bigbelly 50-gal bins for $63,296)	$284,832	City staff
Liners for bins	$31,185	City staff
Hauling (weekly)	$7,087.50	City staff
Labor - Place bins	Included	City staff
Labor - Monitoring and maintenance of bins	Included	City staff
02.B City parks		
Bins (14 sites, 3 per site, 10 Bigbelly 50-gal bins for $63,296)	$253,184	City staff
Liners for bins	$6,615	City staff
Signage	$1,680	City staff
Hauling (weekly)	$29,106	City staff
Labor - Place bins and signage	Included	City staff
Labor - Monitoring and maintenance of bins	Included	City staff

Year 3

TABLE 21. **Budgets: Supporting Strategies, Year 3**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01 **Communication campaigns**		
01.A **Overall campaign: Creating a culture of zero food waste in Farmington Hills**		
Design fee for all year 3 materials	$25,000	Design Firm
01.A.2 Promote the campaign through the city guide and newsletters		
Labor - Share material	Included	Project Manager, CIty staff
01.A.3 Promote the campaign through the city's social media		
Labor - Develop material	Included	Design Firm, Project Manager
Labor - Share social media posts	Included	Project Manager, City staff
01.A.4 Promote the campaign through flyers and printed signs		
Labor - Develop material	Included	Design Firm, Project Manager
Labor - Post materials	Included	Project Manager
Print flyers and signs	$1,000	Project Manager
01.A.5 Promote the campaign through the press		
Labor - Create ads	Included	Design Firm, Project Manager
Farmington Press 1 (one) 1/4 page newspaper ads	$1,500	City Communications, Project Manager
01.A.6 Promote local champions		
Labor - Identify local champions	Included	Residential Coordinator
Labor - Train local champions (pre-created social media toolkits, resources)	Included	Residential Coordinator
01.A.7 Create ways for people to make a public commitment to address food waste		
Labor - Promote pledge	Included	Residential Coordinator
Labor - Distribute flags and signs	Included	Residential Coordinator

TABLE 21. **Budgets: Supporting Strategies, Year 3 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.B **Household prevention communication campaign**		
01.B.1 Household prevention campaign		
Labor - Promote the campaign through the city newsletter	Included	City staff, Project Manager
Labor - Promote the campaign through social media	Included	City staff, Project Manager
Labor - Promote the campaign through flyers	Included	Project Manager
Labor - Promote the campaign through the press	Included	Project Manager, City staff
Print materials for flyers	$1,000	Project Manager
Amplify targeted ads in Farmington Hills for TGTG	Included	Residential Coordinator, Commercial Coordinator
01.B.2 Grocery store signage		
Labor - Design materials	Included	Design Firm, Food-Based Business Coordinator
Print signs for grocery stores	$560	Commercial Coordinator
Labor - Post materials	Included	Commercial Coordinator
01.C **Household diversion communication campaign - drop off collection**		
Labor - Develop materials for food scrap collection campaign	Included in Year 1	Design Firm, Residential Coordinator
Labor - Promote the drop off collection campaign via the city newsletter	Included	Residential Coordinator, Clty staff
Labor - Promote the drop off collection campaign via the city social media	Included	Residential Coordinator, Clty staff
Labor - Promote the drop off collection campaign via the press	Included	Residential Coordinator, Clty staff

TABLE 21. **Budgets: Supporting Strategies, Year 3 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
01.D **Household diversion communication campaign - curbside collection**		
Labor - Design mailers for single family homes to promote curbside collection	Included in Year 2	Design Firm, Residential Coordinator
Mail information about curbside	$16,687.20	Mailing house
Labor - Refresh materials on what can be composted	Included	Design Firm
Promote updated drop off site locations to mulitple family housing and HOAs		
Labor - Post signage for drop off sites that are phased out	Included	Design Firm
01.E **Prevention and diversion communication campaign for spaces where food is outside of homes**		
Labor - Develop material	Included	Design Firm, Commercial Coordinator
Labor - Promote the campaign through the city newsletter	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the city social media	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the press	Included	City Staff, Commercial Coordinator
01.F **Maintenance communication campaign**		
Labor - Develop material	Included	Design Firm, Commercial Coordinator
Labor - Promote the campaign through the city newsletter	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through the city social media	Included	City Staff, Commercial Coordinator
Labor - Promote the campaign through flyers		
Labor - Promote the campaign through the press	Included	City Staff, Commercial Coordinator
Labor - Provide ongoing education via presentations, webinars, demos, and workshops	Included	Project Manager, City staff

TABLE 21. **Budgets: Supporting Strategies, Year 3 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
02 **Online resource hub**		
Labor - Create content for the online resource hub	Included	Project Manager
Labor - Promote the online resource hub	Included	Project Manager, City Communications
04 **Continuous feedback and learning**		
04.A **Resident advisory committee**		
Labor - Host quarterly meetings	Included	Project Manager
04.B **Internal working group**		
Labor - Host regular meetings	Included	City Champion
04.C **Integrate learnings**	Included	Implementation Team
05 **Monitoring and evaluation**		
05.A **Measuring the 100% elimination goal**		
05.A.1 **Conduct audits of trash receptacles**		
Labor - Register sites for audits	Included	Residential Coordinator
Labor - Conduct audits	Included	Residential Coordinator
Labor - Report results	Included	Residential Coordinator
05.A.2 **05.A.2 Conduct a waste characterization study**		
Labor - Conduct study (residential)	$30,000	Consultant
Labor - Conduct study (commercial)	$50,000	Consultant
Labor - Review findings	Included	Consultant
Labor - Integrate findings and adjust plan and program as needed	Included	Project Manager
05.A.3 **Review hauler metrics**		
Labor - Review hauler report	Included	Project Manager, Residential Coordinator
Labor - Make adjustments to plan and programs as needed	Included	Project Manager, Residential Coordinator

TABLE 21. **Budgets: Supporting Strategies, Year 3 (Continued)**

Strategy	Cost	Responsible Party
SUPPORTING STRATEGIES		
05.B **Measuring outcomes from prevention and rescue activities**		
Labor - Conduct study (residential)	Included	Evaluation Team
Labor - Project reporting	Included	Evaluation Team
06 **Project implementation team**		
06.A **City champion**		
Labor - Identify champions	Included	City staff, Residential Coordinator, Commercial Coordinator
06.B **External project partners**		
Project Manager	$89,600	MFNW Executive Director
Commercial Coordinator	$76,800	MFNW Executive Director
Residential Coordinator	$76,800	MFNW Executive Director
Schools Coordinator	$76,800	MFNW Executive Director
Evaluation Team	$32,000	University Partner

TABLE 22. **Budgets: Residences, Year 3**

Strategy	Cost	Responsible Party
RESIDENCES		
01 Engaging residents on the issues of food waste		
01.A Speak to community groups on food waste reduction strategies		
Labor - Attend speaking engagements	Included	Project Manager, Residential Coordinator
01.B Train food waste ambassadors		
Print materials for recruitment (flyers)	$100	Residential Coordinator, Project Manager
Labor - Recruit ambassadors	Included	Residential Coordinator
Labor - Host ambassador training	Included	Residential Coordinator, Project Manager
01.C Provide pop-ups/demos at community partners and city and community events		
Labor - Attend events	Included	Project Manager
Print materials for events	$500	Project Manager
01.D Train residents in ways to safely reduce food waste		
Labor - Promotion of monthly workshops	Included	Residential Coordinator
Labor - Organization and communication of workshops	Included	Residential Coordinator, Project Manager
Speaker fees (chefs, health department)	$1,500	Residential Coordinator, Project Manager
Labor - Host monthly workshops	Included	Residential Coordinator, Project Manager
Materials for workshops	$1,200	Residential Coordinator, Project Manager
01.E Track food waste rates compared to other households		
Labor - Distribute quarterly survey	Included	Residential Coordinator
Labor - Analyze results of quarterly survey	Included	Evaluator
01.F Introduce a household food waste comparison metric		
Labor - Report findings of quarterly survey via social media and city newsletter	Included	Residential Coordinator, City Communications

TABLE 22. **Budgets: Residences, Year 3 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
01.G **Host a food waste reduction competition among households**		
Labor - Promote competition	Included	Residential Coordinator
Labor - Facilitate competition	Included	Residential Coordinator
Labor - Report results of compettition	Included	Residential Coordinator
Incentives/prizes	$500	Residential Coordinator
02 **Household food waste prevention toolkits**		
Labor - Distribute toolkits to new residents	Included	City staff
Materials for toolkits	Included - Year 1	Residential Coordinator
03 **Support the city in planning for and implementing a food scrap drop off program for all residents**		
03.E **Set up and promote resident registration portal**		
Labor - Promote resident registration portal via electronic communication channels	Included	City staff, Residential Coordinator
Print flyers and signs	$500	Residential Coordinator
03.G **Implement drop off sites**		City staff, Residential Coordinator
Hauling (weekly, 5 sites, January - September, December)	$23,100	City staff, Residential Coordinator
Liners (weekly)	$5,250	City staff, Residential Coordinator
03.H **Plan for surges in food scrap drop off**		
Labor - Set up increased hauling frequency, if needed	Included	City staff
Labor - Increase site monitoring	Included	City staff, Residential Coordinator
Hauling (twice weekly in October and Novemeber)	$9,120	City staff
Liners (twice weekly)	$2,100	City staff
03.I **Ongoing monitoring and maintenance of drop off sites**		
Labor - Site monitoring	Included	Residential Coordinator, City staff
Materials for incidentals	$500	City staff

TABLE 22. **Budgets: Residences, Year 3 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
04 Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences		
04.B Provide carts (if applicable) and education to households		
Labor - Provide education	Included	Residential Coordinator, City staff
04.C Launch weekly curbside food scrap collection		
Labor - Provide hauling services ($2/household/mo x 20,859 SF households)	$500,616	Hauling contract
04.D Phase out drop off sites		
Labor - Remove carts, trash bins, and signage	Included	Residential Coordinator, City staff
Communicate change in drop off sites via mailers	Included	Residential Coordinator, Project Manager, City staff
Communicate change in drop off sites via usual city communication channels	Included	City staff
04.E Ongoing monitoring		
Labor - Site monitoring	Included	City staff, Residential Coordinator
05 Food scrap collection for residences not able to be served by city curbside services		
05.A On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart		
Labor - Monitor and manage collection sites	Included	Property owner, HOA board
05.B Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart		
Monitor and manage food scrap collection sites	Included	City staff, Residential Coordinator

TABLE 22. **Budgets: Residences, Year 3 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
06 **Prevent contamination of household food scrap streams**		
06.B **Recognize those who are sorting food scraps well**		
Labor - Promote and recruit for audit program	Included	Residential Coordinator, City staff
Promotional materials	$500	Design Firm, Residential Coordinator
Labor - Conduct audits	Included	Residential Coordinator
Labor - Recognize those who are sorting well	Included	Residential Coordinator
Materials for audits (gloves, tarps, bags, scale)	$100	
Prizes/awards/certificates	$500	Residential Coordinator
07 **Support backyard and community composting**		
07.B **Design and share a backyard composting guide**		
Labor - Share guide via social media, city newsletter, and online resource hub	Included	Residential Coordinator, City Communications
07.C **Build demonstration sites**		
Labor - Promote site	Included	City staff, Residential Coordinator, Host site
Labor - Provide tours and demo	Included	Residential Coordinator
07.D **Develop a toolshare**		
Labor - Promote toolshare	Included	Residential Coordinator, Host site, City staff
07.E **Bulk purchase backyard composting supplies**		
Labor - Promote bulk purchasing option	Included	Residential Coordinator
Labor - Purchase supplies	Included	Residential Coordinator
Supplies	-	Pass through to participants
Labor - Distribute supplies	Included	Residential Coordinator

TABLE 22. **Budgets: Residences, Year 3 (Continued)**

Strategy	Cost	Responsible Party
RESIDENCES		
08 **Evaluate effectiveness of prevention and diversion strategies**		
Labor - Distribute survey	Included	Residential Coordinator
Labor - Analyze survey results	Included	Evaluation team
Labor - Conduct audits	Included	Residential Coordinator
Labor - Analyze audit results	Included	Residential Coordinator
Labor - Report results	Included	Evaluation team, Residential Coordinator, City staff
09 **Keep up the momentum**		
09.A **Continue food scrap collection services**		
Labor - Ensure this as a line item in the city's budget	Included	City staff
09.B **Help new residents integrate into a culture of zero food waste**		
Labor - Distribute food waste prevention toolkits and information	Included	City staff

TABLE 23. **Budgets: Food-Based Businesses, Year 3**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
02 **Increase capacity of food rescue organizations and food pantries**		
02.A **Increase capacity of food rescue services**		
Refrigerated van	$103,827	Food Rescue Organization
Additional staff		Food Rescue Organization
Drivers	$124,754	Food Rescue Organization
Volunteer Coordinator	$85,542	Food Rescue Organization
Project Manager/Logistics Coordinator - Part Time	$42,771	Food Rescue Organization
Gas for additional trips	$23,297	Food Rescue Organization
Maintenance	$19,200	Food Rescue Organization
Amortization (8 year life on van and truck)	$19,200	Food Rescue Organization
Administrative costs/Tracking/Accounting	$12,800	Food Rescue Organization
Insurance - workers compensation and vehicle insurance	$18,240	Food Rescue Organization
Software license for volunteer platform	$6,400	Food Rescue Organization
02.A.1 Increase capacity for planned rescues		
Costs distributed over planned rescues above	Included	Food Rescue Organization
02.A.2 Increase capacity for unplanned rescues and surges		
Labor - Assess sites, procure additional storage equipment	Included	Commercial Coordinator
Upgrades at existing pantries (shelving, refrigerators, freezers)	$60,000	Food Rescue Organization
Shipping container fridges for larger pantries (2 at $40,000 each)	$80,000	Food Rescue Organization
02.B **Create capacity for rescued food to be donated to existing community resource hubs**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
02.C **Share rescued food with existing community resource hubs**	Included	Food Rescue Organization

TABLE 23. **Budgets: Food-Based Businesses, Year 3 (Continued)**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
02.D **Share excess donated food at multi-family apartment buildings**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
Labor - Set up site with necessary shelves, refrigerators, etc.	Included	Host site
Purchase needed supplies	Included	Host site
02.E **Share excess donated food with sites outside of the city**		
Labor - Develop relationships for food donation at these sites	Included	Food Rescue Organization
02.F **Create a space to upcycle food rescued within the city**		
Labor - Identify possible spaces	Included	MFNW Executive Director, Program Manager
Labor - Create use agreement for space/contract	Included	MFNW Executive Director, Program Manager
Labor - Install any needed equipment, cold storage	Included	MFNW Executive Director, Program Manager
Labor - Hire staff	TBD	MFNW Executive Director, Program Manager
Needed equipment	TBD	MFNW Executive Director, Program Manager
03 **Support businesses in managing food waste from prevention to diversion**		
Labor - Education and training on Leanpath	Included	Commercial Coordinator
Labor - Education and training on Toast's food waste module	Included	Commercial Coordinator
Labor - Education on and training MFNW technical assistance program	Included	Commercial Coordinator
Labor - Education and training on Too Good To Go	Included	Commercial Coordinator
Labor - Education and training on Flashfood	Included	Commercial Coordinator
Labor - Education and training on food rescue	Included	Commercial Coordinator
Labor - Edudcation on oil recycling	Included	Commercial Coordinator
Labor - Promote aerobic digestion	Included	Commercial Coordinator
Labor - Education and training on food scrap collection program	Included	Commercial Coordinator
Labor - Education and training on contamination prevention	Included	Commercial Coordinator

TABLE 23. **Budgets: Food-Based Businesses, Year 3 (Continued)**

Strategy	Cost	Responsible Party
FOOD-BASED BUSINESSES		
04 **Host a food waste challenge**		
Labor - Design the challenge	Included	Commercial Coordinator, City staff
Labor - Promote the challenge	Included	Commercial Coordinator, City staff, Chamber of Commerce
Labor - Host the challenge	Included	Commercial Coordinator
Materials and prizes	$1,000	Commercial Coordinator
05 **Develop a Green Business Certification program**		
Labor - Promote program	Included	Commercial Coordinator, City staff
Print flyers for program	$100	Commercial Coordinator
Labor - Certify businesses	Included	Commercial Coordinator
06 **Showcase food waste reduction practices**		
Labor - Identify those to highlight	Included	Commercial Coordinator
Labor - Publicity material	Included	Commercial Coordinator
07 **Keep up the momentum**		
07.A **Support training of Oakland County health inspectors**		
Labor - Support and assistance for Oakland County Health Division, as needed	Included	Commercial Coordinator
07.B **Continue support of food rescue and distribution operations**		
Labor - Support food rescue and distribution organizations	Included	Commercial Coordinator

TABLE 24. **Budgets: Schools and Institutions, Year 3**

Strategy	Cost	Responsible Party
SCHOOLS AND INSTITUTIONS		
02 Food waste tracking		
Labor - Track food waste	Included	Schools Coordinator
Labor - Review food waste trends and progress towards elimination	Included	Schools Coordinator
Labor - Adjust food waste plan as needed	Included	Schools Coordinator
05 Implement waste elimination plans		
Food scrap collection service at all 19 public schools (Jan - June, Aug - Dec)	$114,000	Food Scrap Hauler
Food scrap collection service at all 28 non-public school sites (Jan - June, Aug - Dec)	$168,000	
Labor - Implementation	Included	Schools Coordinator, School Champions
Labor - Monitor progress	Included	Schools Coordinator, School Champions
Labor - Report progress	Included	Schools Coordinator, School Champions
05.A Reduce likelihood of contamination of food scrap streams		
05.A.2 Practice sorting waste		
Play/Model food	$100	Schools Coordinator
Labor - Instruct/support students in practicing sorting food	Included	Schools Coordinator
05.A.3 Identify and train peer leaders to support proper waste sorting		
Labor - Identify staff and student leaders	Included	Schools Coordinator
Labor - Train staff and student leaders	Included	Schools Coordinator
Labor - Maintain program	Included	School staff, Schools Coordinator
05.B Engage staff		
Labor - Engage with staff	Included	Schools Coordinator
06 Keep up the momentum		
Identify champions among staff, administrators, and food service providers	Included	Schools Coordinator
Identify champions among students	Included	Schools Coordinator
Tie food waste initiative into the curriculum	Included	Schools Coordinator

TABLE 25. **Budgets: Other Places, Year 3**

Strategy	Cost	Responsible Party
OTHER PLACES		
01 **Technical assistance and infrastructure support for prevention and diversion in offices and small businesses**		
01.A MFNW technical assistance program	Included	Commercial Coordinator
01.B Engage employees	Included	Commercial Coordinator
01.C Office kitchen dehydrators	-	Commercial Coordinator
02 **Place food scrap collection bins in municipal facilities and public spaces**		
02.A Municipal facilities		
Liners for bins	$9,450	City staff
Hauling (weekly)	$41,580	City staff
Labor - Monitoring and maintenance of bins	Included	City staff
02.B City parks		
Liners for bins, weekly January - March and November - December	$3,675	City staff
Liners for bins, twice weekly April - October	$10,290	City staff
Hauling (weekly) January - March and November - December	$16,170	City staff
Hauling (twice weekly) April - October	$44,688	City staff
Labor - Monitoring and maintenance of bins	Included	City staff

APPENDIX C:

Key Performance Indicators

Appendix C: Key Performance Indicators

Introduction

Key Performance Indicators (KPIs) are useful in tracking progress towards goals, particularly stretch or long-term goals. NRDC has developed a set of metrics that may also be used in addition or instead of those listed below that were developed specifically for implementation in Farmington Hills. Those can be found at https://www.nrdc.org/sites/default/files/food-matters-metrics-assessing-food-waste-progress.pdf

Overall Project

TABLE 26. **Key Performance Indicators by Task: Overall Project**

Task	Key Performance Indicators (KPIs)
Overall Project: Zero Food Waste	Number of households and businesses reporting food waste prevented, Number of businesses reporting donations, Volume of food rescued by food rescue organizations, Volume of food received by food pantries and other community sites that was distributed, Number of trash bags households use, Change in the number of trash bags households have, Participation in food scrap diversion options, Cost

Supporting Strategies

TABLE 27. Key Performance Indicators by Task: Supporting Strategies

Task	Key Performance Indicators (KPIs)
01 Communication campaigns	
01.A Overall campaign: Creating a culture of zero food waste in Farmington Hills	Development of communication plan and media campaign, Cost, Launch of communication campaign, Number of hits per week on the website and online resource hub, Number of people receiving the city newsletter, Number of social media posts, Number of press articles, Number of people liking and sharing the social media posts, Number of yard/door signs distributed, Number of local champions sharing materials, Number of people making a public commitment, Number of people attending the citywide summit, Evaluations from the summit and survey following the campaign launch showing an increase in awareness of food waste issues, willingness to act to address food waste, and sense of efficacy to act to address food waste
01.B Household prevention communication campaign	Development of household prevention communication plan and media campaign, Cost, Launch of prevention communication campaign, Number of hits per week on the website and online resource hub, Number of people receiving the city newsletter, Number of social media posts, Number of people liking and sharing the social media posts, Number of TGTG ads, Number of businesses participating in TGTG, Number of grocery and retail stores with the campaign signage, Number of grocery and retail stores with the campaign signage, Number of local champions sharing materials, Number of people attending the citywide summit, Number of people making a public commitment, Number of yard/door signs distributed, Evaluations from the summit and survey following the campaign launch showing an increase in awareness of ways to prevent food waste, willingness to act to address food waste, and sense of efficacy to act to address food waste, Self-reported food waste prevention
01.C Household diversion communication campaign - drop off collection	Development of household drop off collection diversion communication plan and media campaign, Cost, Launch of diversion communication campaign, Number of hits per week on the website and online resource hub, Number of people receiving the city newsletter, Number of social media posts, Number of people liking and sharing the social media posts, Number of local champions sharing materials, Number of people making a public commitment, Number of yard/door signs distributed, Survey following the campaign launch showing an increase in awareness of ways to divert food waste, willingness to act to address food waste, and sense of efficacy to act to address food waste, Participation rates in drop off food scrap collection, Volume of food scrap collection

TABLE 27. Key Performance Indicators by Task: Supporting Strategies (Continued)

Strategy	Key Performance Indicators (KPIs)
01.D Household diversion communication campaign - curbside collection	Development of household curbside food scrap collection diversion communication plan and media campaign, Cost, Launch of diversion communication campaign, Number of hits per week on the website and online resource hub, Number of people receiving the city newsletter, Number of social media posts, Number of people liking and sharing the social media posts, Number of local champions sharing materials, Number of people making a public commitment, Number of yard/door signs distributed, Survey following the campaign launch showing an increase in awareness of ways to divert food waste, willingness to act to address food waste, and sense of efficacy to act to address food waste, Participation rates in curbside food scrap collection, Volume of food scrap collection
01.E Prevention and diversion communication campaign for spaces where food is outside of homes	Development of prevention and diversion communication campaign, Cost, Launch of prevention and diversion communication campaign, Number of places hosting lunch and learns/workshops for employees, Number of lunch and learns/workshops hosted, Reported costs savings in food purchasing by food-based businesses, Reported pounds of food diverted from landfills via composting
01.F Maintenance communication campaign	Number of times the campaign is refreshed, Cost, Launch of refreshed campaigns, Number of people receiving the city newsletter, Number of social media posts, Number of people liking and sharing the social media posts, Number of local champions sharing materials, Number of people making a public commitment, Number of yard/door signs distributed, Participation rates in curbside food scrap collection, Self-reported food waste prevention
02 Online resource hub	
Development and use of online resource hub	Development of online resource hub, Cost, Development of content for the resource hub, Number of times the online resource hub is mentioned in outreach via mail, social media, flyers and events, Number of organizations citing the resource hub, Number of hits on the resource hub site
03 Food waste policy	
03.A Draft and adopt language for policy on using locally created compost in city projects	Adoption of city policies related to food waste, Volume of compost sourced locally vs. sourced elsewhere
03.B Draft and adopt language for policies requiring that all city-sponsored programs and events donate excess food and have food scrap collection bins if food is served	Adoption of city policies related to food waste, Volume of food rescued from events, Volume of food diverted from events
03.C Require that all special events donate excess food and have food scrap collection bins if food is served	Adoption of city policies related to food waste, Volume of food rescued from events, Volume of food diverted from events

TABLE 27. Key Performance Indicators by Task: Supporting Strategies (Continued)

Strategy	Key Performance Indicators (KPIs)
03.D Update site development standards to include food waste management in plans	Adoption of city policies related to food waste, Number of sites throughout the city with food waste management plans
03.E Develop mandatory food waste reduction protocols for municipal buildings and facilities	Adoption of city policies related to food waste
04 Continuous feedback and learning	
04.A Resident advisory committee	Creation of advisory committee, Cost, Number of advisors, Number of meetings, Suggested changes, Suggested changes that were implemented
04.B Internal working group	Creation of working group, Cost, Number of participants, Number of departments represented
04.C Integrate learnings	Number of surveys and trash audits, Number of reports on findings, Number of households participating in surveys and audits
05 Monitoring and evaluation	
05.A Measuring the 100% elimination goal	Measurement and audits aligned with evaluation plan, including bin audits and surveying to understand degree that food scraps are being diverted, Waste characterization study completed, Changes in diversion rates and volumes between years based on waste characterization study and hauler metrics,
05.B Measuring outcomes from prevention and rescue activities	Measurement and audits aligned with evaluation plan, including bin audits, surveying to understand adopted prevention methods, success of prevention methods, cost savings in food purchasing, volume of food scraps are being diverted
06 Project implementation team	
06.A City champion	Identification of city champions
06.B External project partners	Identification and collaboration with external partners

Residences

TABLE 28. Key Performance Indicators by Task: Residences

Task	Key Performance Indicators (KPIs)
01 Engaging residents on the issues of food waste	
01.A Speak to community groups on food waste reduction strategies	Number of community groups hosting talks on food waste reduction strategies; Number of attendees at each talk
01.B Train food waste ambassadors	Number of ambassadors
01.C Provide pop-ups/demos at community partners and city and community events	Number of pop-ups/demos hosted, Number of people engaged with the pop-up
01.D Train residents in ways to safely reduce food waste	Number of workshops held, Number of attendees at workshops, Percent of attendees indicating increased awareness of food waste issues, willingness to reduce their own food waste, and efficacy in reducing food waste, Cost
01.E Track food waste rates compared to other households	Development of quarterly survey, Number of survey respondents, Number of bags of trash produced each week at baseline, Number of bags of trash produced following interventions
01.F Introduce a household food waste comparison metric	Development of food waste comparison metric, Reporting of metric, Number of views of the metric
01.G Host a food waste reduction competition among households	Number of competitions hosted, Number of households participating in the competition, Amount of food waste prevented on average per household, Amount of food waste diverted on average per household, Cost
02 Household food waste prevention toolkits	
Create and distribute toolkits	Number of toolkits created, Items in the toolkits, Cost, Number of toolklits distributed
03 Support the city in planning for and implementing a food scrap drop off program for all residents	
03.A Identify viable drop off sites	Identification of additional drop off sites; Number of new drop off sites; Percent of residents within 1 mile of a drop off site
03.B Develop and issue an RFP for food waste collection services for drop off sites	Food scrap collection service provided, Time to implement, Cost
03.C Review applications and select provider	RFP posted, Number of applicants, Selection of a provider
03.D Train staff as needed to monitor drop off sites	Number of staff members trained to monitor drop off sites
03.E Set up and promote resident registration portal	Number of new volunteers for the drop off program, Number of hits on the drop off program webpage, Number of times the drop of sites are mentioned in outreach via mail, social media, flyers and events

TABLE 28. Key Performance Indicators by Task: Residences (Continued)

Strategy	Key Performance Indicators (KPIs)
03.F Create informational signage for drop off sites	Creation of informational signage
03.G Implement drop off sites	Number of new drop off sites implemented, Percent of sites complete with organics bin, trash bin, and signage
03.H Plan for surges in food scrap drop off	Number of weeks of increased pick up frequency, Cost
03.I Ongoing monitoring and maintenance of drop off sites	Complaints about drop off site cleanliness, Employee hours spent monitoring and maintaining the site
04 Support the city in planning for and implementing a curbside food scrap pick up program for all single-family residences	
04.A Adjust existing contract or develop and issue an RFP for curbside food waste collection services	Food scrap collection service provided, Time to implement, Cost
04.B Provide carts (if applicable) and education to households	Number of carts distributed, Cost, Number of educational materials provided to households, Number of hits on the resource page
04.C Launch weekly curbside food scrap collection	Curbside food scrap collection service provided, Number of participants, Volume of waste diverted, Food scrap collection service provided, Time to implement, Cost
04.D Phase out drop off sites	Number of sites remaining, Number of sites removed, Number of volunteers participating in drop off program, Cost
04.E Ongoing monitoring	Complaints about drop off site cleanliness, Employee hours spent monitoring and maintaining the site
05 Food scrap collection for residences not able to be served by city curbside services	
05.A On-site food scrap collection at multi-family complexes, HOAs, and neighborhoods with homes not able to accommodate a cart	Food scrap collection service provided, Time to implement, Cost
05.B Community drop off sites for multi-family complexes, HOAs, and homes not able to accommodate a cart	Number of drop off sites remaining, Number of volunteers participating in drop off program, Cost
06 Prevent contamination of household food scrap streams	
06.A Create clear signage on what can and cannot be composted	Signs and labels for carts and countertop caddies created, Number of signs, Number of contamination issues
06.B Recognize those who are sorting food scraps well	Number of cart audits, Number/percent of households recognized for proper sorting of food scraps, Number of carts not collected due to contamination, Cost, Number of audits, Number of households sorting food scraps well with little or no contamination, Number of social media posts, articles, and other recognition options made

TABLE 28. Key Performance Indicators by Task: Residences (Continued)

Strategy	Key Performance Indicators (KPIs)
07 Support backyard and community composting	
07.A Draft and adopt policies for backyard composting	Policy adoption, Number of public comments in support/against proposed policy
07.B Design and share a backyard composting guide	Creation of a backyard composting guide, Number of times the backyard composting guide was shared on social media and via the city newsletter
07.C Build demonstration sites	Number of demonstration sites, Cost of demonstration sites
07.D Develop a toolshare	Number of sites, Number of participants, Number of times the toolshare is used annually, Staff time, Cost
07.E Bulk purchase backyard composting supplies	Number of people participating in bulk purchasing of composting tools and supplies, Staff labor, Cost
08 Evaluate effectiveness of prevention and diversion strategies	
Evalue effectiveness of prevention and diversion strategies via a survey and cart audits	Number of households reporting use of each item in the toolkit, Number of households reporting food waste prevented, Number of trash bags households have, Change in the number of trash bags households have, Participation in food scrap diversion options, Food insecurity rate, Poverty rate, Number of audits conducted, Number of households with little/no contamination in food scraps, Amount of food waste diverted, Cost
09 Keep up the momentum	
09.A Continue food scrap collection services	Number of years food scrap collection occurs, Value of service to residents, Cost
09.B Help new residents integrate into a culture of zero food waste	Number of new residents that receive food waste prevention toolkits

Food-Based Businesses

TABLE 29. Key Performance Indicators by Task: Food-Based Businesses

Task	Key Performance Indicators (KPIs)
01 Engage Oakland County health inspectors	
Engage Oakland County health inspectors	Development of training materials for health inspectors on food donation liability, Number and percent of health inspectors trained
02 Increase capacity of food rescue organizations and food pantries	
02.A Increase capacity of food rescue services	Number of pounds of food being rescued, Change in number of pounds of food being rescued, Number of food rescue staff, Number of food rescue trucks
02.B Create capacity for rescued food to be donated to existing community resource hubs	Number of people served at food pantries receiving surplus food, Change in the number of people served at food pantries receiving food from Farmington Hills, Number of places receiving food from Farmington Hills, Food insecurity rate, Poverty rate, Number of places receiving food from Farmington Hills, Cost
02.C Share rescued food with existing community resource hubs	Number of places receiving food from Farmington Hills, Number of pounds distributed through these sites, Number of people served, Cost
02.D Share excess donated food at multi-family apartment buildings	Number of apartment buildings receiving food from Farmington Hills, Number of pounds distributed through these sites, Number of people served, Cost
02.E Share excess donated food with sites outside of the city	Number of sites receiving food from Farmington Hills, Number of pounds distributed through these sites, Number of people served, Cost
02.F Create a space to upcycle food rescued within the city	Number of sites, Pounds of food received, Number of meals or other outputs made, Number of people/organizations served, Cost
03 Support businesses in managing food waste from prevention to diversion	
Support businesses in managing food waste	Number of businesses and employees that participate in food waste reduction technical assistance, Volume of food waste prevented, Change in food costs, Volume of food donated, Volume of food waste diverted, Number of times that bins are not picked up due to contamination, Cost of training
04 Host a food waste challenge	
Host a food waste challenge	Creation of a food waste challenge, Number of challenge participants, Average volume of food waste reduced, Volume of food waste diverted, Cost
05 Develop a Green Business Certification program	
Develop a Green Business Certification Program	Creation of a Green Business Certification Program, Number of businesses and employees that participate in certification, Time to complete certification, Cost

TABLE 29. Key Performance Indicators by Task: Food-Based Businesses

Strategy	Key Performance Indicators (KPIs)
06 Showcase food waste reduction practices	
Showcase food waste reduction practices	Number of businesses interested in showcasing practices, Number of attendees at showcase, Feedback from showcase attendees
07 Keep up the momentum	
07.A Support training of Oakland County health inspectors	Number of county health inspectors trained per year, Number of county health inspectors indicating they shared information about food waste prevention and diversion
07.B Continue support of food rescue and distribution operations	Partnerships with food rescue and distribution operations, Funds available to support these operations

Schools and Institutions

TABLE 30. Key Performance Indicators by Task: Schools and Institutions

Task	Key Performance Indicators (KPIs)
01 Get commitment from the district and schools	
Secure commitment from all institutions	Commitment from all schools and institutions to participate in food waste elimination
02 Food waste tracking	
Develop a way to track food waste in schools and begin tracking	Development of a food waste tracking portal, Number of schools testing the portal, Survey results indicating the value of the portal, Number of staff trained in using the portal, Number of schools using the portal, Number of schools testing the portal, Survey results indicating the value of the portal
Share food waste tracking tools with institutions	Number of institutions using a tool such as LeanPath or Toast to track food waste; Number of institutions who received information about food waste tracking tools
03 Understand food waste at each site	
03.A Perform resource assessments	Number of schools and institutions that complete a resource assessment
03.B Conduct food waste audits	Number of schools and institutions that complete a food waste audit, Pounds of food thrown away at baseline
03.C Conduct a food survey	Number of schools and institutions that complete a food survey
04 Develop individualized plans	
Develop individualized plans	Number of schools and institutions with a food waste elimination plan
05 Implement waste elimination plans	
Implement individualized plans	Number of schools and institutions implementing their food waste elimination plan, Volume of food waste diverted, Cost to implement, Cost savings, Employee satisfaction
05.A Reduce likelihood of contamination of food scrap streams	Implementation of wayfinding and signage; Implementation of practicing food sorting, Implementation of student leaders in food waste sorting, Number of contamination issues, Cost
05.B Engage staff	Use of composting service by staff, Number of caddies purchased for use in breakrooms and staff lounges, Number of staff championing food waste reduction
06 Keep up the momentum	
Keep up the momentum	Champions identified for each school and institution, Number of lessons taught that tie in the issue of food waste in each grade in schools

Other Places

TABLE 31. Key Performance Indicators by Task: Other Places

Task	Key Performance Indicators (KPIs)
01 **Technical assistance and infrastructure support for prevention and diversion in offices and small businesses**	
01.A **MFNW technical assistance program**	Number and percent of employees that attend food waste-related events and workshops, Number of businesses participating in MFNW technical assistance, Cost, Cost savings
01.B **Engage employees**	Number and percent of employees who are aware of food waste issues, Number of employees/departments competing in a food waste reduction competition, Cost
01.C **Office kitchen dehydrators**	Number of dehydrators purchased, Employee satisfaction, Cost
02 **Place food scrap collection bins in municipal facilities and public spaces**	
Place food scrap collection bins in municipal facilities and public spaces	Number of countertop caddies purchased, Number of organics recycling carts/bins added to municipal sites, Number of contamination issues, Cost

APPENDIX D:

Supporting Documents

Appendix D: Supporting Documents

List of Supporting Documents

Template Plans to Support County Materials Management Plans 217
- Managing Food Waste - Materials Management Plans (MMPs) 217
- Food Waste Reduction Action Template: Municipalities 218
- Data Tracker 237

Bill Emerson Good Samaritan Food Donation Act 239
Food Donation Improvement Act 243
Guide on Food Donations for Individuals 245
Guide on Food Donations for Businesses, Schools, and Institutions 246
Model Policies 248
- Model Ordinance on Backyard Composting 248
- Model Ordinance on Food at Events 250
- Model Compost Procurement Policy 252
- Compost Siting Standards 259

Food Waste Recycling Proposal for Farmington Public Schools 277
Preventing Contamination in Food Waste Recycling 279

Template Plans to Support County Materials Management Plans

Managing Food Waste - Materials Management Plans (MMPs)

The template that follows is intended to support cities, villages, and townships (CVTs) in developing a plan to manage food waste as part of the required materials management plans (MMPs) that all Michigan counties must create. Reaching the county's MMP goals will require CVTs to develop and implement food waste reduction strategies, therefore, this template supports implementation of the county's goals.

The template is intended to walk municipalities through the process of creating a food waste management plan. The first section, determining baseline waste and costs, is a critical focus area to complete so that tracking and measuring can be done. The strategies in the remaining focus areas can be picked and chosen from, however, it will likely be very difficult to reach the county's goal for food waste reduction if some sort of diversion program is not in place. CVTs should create their own food waste reduction plans based on the county's MMP and commit to specific actions that will support the county's goals. Which actions to take should be considered using the information in the first (description), second (cost), and last (resources) column as well as the resources available in the community and compatibility between the strategy and community character, values, and experience. Strategies highlighted in green are those that are easiest to implement while also being effective in reducing food waste.

Once strategies have been identified, more specific objectives (targets, goals) for the strategy and who's responsible for implementing the strategy and measuring/reporting on it should be noted in the middle columns.

The Data Tracker on page 237 provides an outline of how a more detailed action plan could be structured.

Food Waste Reduction Action Template: Municipalities

Strategies	Project Cost Range ($=low, $$=med, $$$=high)	To Be Completed by Municipality: Objectives	Timeline	Method of Measurement (See NRDC resource)	Responsibility	Notes	Helpful Resources	
Focus Area: Determine community's baseline of waste and costs								
Identify the baseline of overall food waste, amount of food waste per sector, and food rescue opportunities	$						NRDC Residential Food Waste Assessment - Survey, Kitchen Diary, and Bin Audits - see pages 139-169 for the survey and diary information and pages 4-6 for bin audit details	New York State Pollution Prevention Institute Food Waste Calculator
Identify large food waste generators-those generating more than 2T of food waste weekly	$						NRDC Toolkit for Tackling Food Waste in Cities - See Strategy 10, Findacomposter.com	
Calculate GHG reduction opportunities moving food waste from landfills (MTCO2e) to prevention or compost or anaerobic digestion	$						EPA WARM Model	
Calculate the social cost of carbon from food waste	$						Formula: MTCO2e from WARM model * $190 (Biden Administration Social Cost of Carbon)	
Calculate household spending on food that is uneaten	$						Formula: $759/resident/year	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Calculate amount of potential savings for restaurants	$						Formula: average annual savings potential per restaurant ($23,000) * # of restaurants	
Focus Area: Understand current food rescue landscape of food rescue organizations, food banks, food pantries, farms, and community gardens, and work to increase capacity among these outlets								
Compile list of local food system players	$						Contact your nearest Feeding America organization, EPA Excess Food Opportunities Map	
Assess ability to rescue and store more food, and demand to distribute/use more food, and what types (for example, a pantry may be able to take nonperishables that don't need to be refrigerated, but can't take anything that needs refrigeration unless they get additional cool storage space)	$						NRDC Toolkit for Tackling Food Waste in Cities - See Strategy 8	
Identify needs to be able to rescue and redistribute more food (staff, infrastructure, funding, demand)	$						NRDC Toolkit for Tackling Food Waste in Cities - See Strategy 8	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality					
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**
Facilitate connections between organizations and networks to address gaps and increase partnerships and collaboration	$						NRDC Toolkit for Tackling Food Waste in Cities - See Strategy 8
Help fund rescue-related infrastructure and needs via grants and other funding sources	$$						
Focus Area: List organics recycling resources							
Locate nearby yard waste collection sites that will accept food scraps and/or can be modified easily to accept food scraps	$						Map of Sites
If food scrap collection is happening (curbside and drop off) in the community, gather information about where it occurs, how it is run, participation levels, and its capacity	$						
Calculate number of compost sites needed	$						Formula: [(Number of pounds of residential food waste) (.5) + (Number of pounds of commercial food waste) (.25)]/4,400,000 (see county)

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Focus Area: Support existing programming								
Understand community's waste management contract regarding food scrap collection opportunities, including contract dates, ability to change the contract, ability to negotiate for lowered rates if diversion occurs, etc.	$							
Identify culinary programs, economic development programs, DDAs and other business resources that exist to support organizations in training workers on food waste reduction practices, developing food diversion and rescue programs, etc.	$$							

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Focus Area: Outline trackable metrics								
Residential	$						Recommended: 10% reduction via prevention and a 50% participation in food scrap collection	
Commercial	$						Recommended: 10% reduction in prevention, a 15% reduction through donation, and a 25% participation in food scrap collection	
Community	$						Reduce overall food waste by 50% at City/Township properties through prevention, donation, and composting	
Waste Diversion Rate	$						Percentage of food waste diverted from landfills to recycling, composting, or anaerobic digestion with composting of the remaining digestate	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Tonnage of Food Waste Collected	$						Total amount (in tons) of food waste diverted from the waste stream over a specific time period	
Greenhouse Gas (GHG) Emissions Reductions: Amount of GHG emissions reduced by diverting food waste from landfill	$						(WARM)	
Cost Savings	$						Amount of money saved due to reduced landfill waste hauling fees	
Food Recovery Metrics	$						Amount of food rescued and redistributed to those in need (measured in pounds or meals)	
Composting Outputs	$						Volume of compost produced from diverted food waste	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality					
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**
Focus Area: Lead by example							
Ensure that existing information and direction is clearly available on Community website, and promote the website (i.e. composting guidelines, share tables, food donation guidelines and liability protection, any available financial programs, etc)	$						Liability protection State guidance on share tables
Require use of compost on Community properties for landscaping and with new government facility construction	$$						Compost Procurement Policy
Require Community-sponsored and hosted public events to be zero waste or adopt waste reduction strategies; include educational signage	$						Examples: Ferndale Special Events; Rockefeller Waste Free Events
Alter Community procurement policies to encourage or require vendor action on food waste, including preventive strategies and food donation	$$						
Communicate Community's food waste reduction efforts to the public via an online dashboard	$						

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Collect food scraps at Community-owned properties	$$$							
Facilitate best practice sharing within the region by attending a County-wide summit for municipalities and food waste management entities to gather and share information	$$							
Have the City Mayor or Township Supervisor make a public commitment	$						Guide to making a public commitment	
Update site development standards to include food waste management in plans	$							
Permit food upcycling facilities, including soup kitchens, in more areas throughout the city to process surplus food	$							
Advocate for adding capacity or retrofitting anaerobic digesters at wastewater treatment facilities to accept food waste, where applicable	$$$							

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Focus Area: Address food waste in residential settings								
Speak to community groups on food waste reduction strategies for households, including understanding date labels, properly storing food, preservation techniques, etc.	$							
Provide pop-ups/demos at community partners and community events on ways to reduce food waste at home	$-$$							
Train residents in ways to safely reduce food waste at home	$-$$						Composting Food Scraps in Your Community: A Social Marketing Toolkit | US EPA	
Introduce a food waste comparison metric for benchmarking households of various sizes	$							
Host a food waste reduction competition among households	$$							
Create household food waste prevention toolkits that include low tech tools to prevent food waste including reminder magnets/stickers, a refrigerator thermometer, grocery list pad, recipes, and “use up” tape	$$						Report on items for food waste reduction in households	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Provide countertop caddies with signage/educational materials and liners to all households	$$							
Implement a food scrap collection program	$$$							
Provide curbside food scrap pick up comingled with yard waste for single family residents	$$$						Composting Council's Curb to Compost Toolkit	
Provide curbside food scrap pick up with carts for all single family residences	$$$						Curbside pick up, particularly that with rolling carts, has been found to have the highest participation rates.	
Provide food scrap collection sites on city property for all residents to drop off food scraps.	$$						Food Waste Drop-Off Program Best Practices | BioCycle	
Create a recognition program for households who are properly sorting food scraps	$						Gold Star Program for Residences in Australia	Rewards programs for recycling

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Develop clear guidelines for backyard and community composting	$						Minnesota Composting Council and Association of Recycling Managers Model Composting Ordinance for backyard and small compost sites, NRDC and the Environmetnal Law Institute (ELI) Model Municipal Zoning Ordinance on Community Composting with Commentary	
Create a demonstration composting site to educate residents on how to compost	$$							
Create a program to bulk purchase home composting supplies	$							

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Consider moving to a Pay As You Throw (PAYT) model for trash collection fees to incentivize diversion	$						NRDC Model Ordinance Establishing a Pay-As-You-Throw Program for Residenetial Municipal Solid Waste,	Northeast Resource Recovery Association Pay As You Throw (PAYT) Toolkit
Unbundle waste collection service fees and reduce fees for those who compost	$							
Increase frequency of food scrap collection and decrease frequency of landfill collection	$							
Promote food scrap collection programs	$-$$						Best practices for drop off sites (BioCycle)	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality					
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**
Focus Area: Address food waste in commercial settings							
Partner with local businesses (e.g., restaurants, grocery stores) to adopt food waste reduction measures by offering technical assistance such as waste audits	$$-$$$						How to conduct a food waste audit
Recognize businesses who adopt food waste reduction practices; consider a competition	$						Guide to restaurant challenge
Promote and encourage the use of apps and technologies that connect surplus food to interested people	$						
Facilitate conversations among business owners in close proximity about shared food scrap collection services or aerobic digesters	$						
Adopt a community-wide color/ shape/signage scheme for all waste management	$$-$$$						

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Create a voluntary or compulsory program for large food waste generators to track, report, and divert food scraps	$$-$$$						NRDC Model Ordinance on Mandatory Reporting for Large Food Waste Generators: With and Without Commentaries,	New York State Pollution Prevention Institute Food Waste Calculator
Promote food scrap collection programs	$						Best practices for drop off sites (BioCycle)	
Provide countertop caddies and liners	$$						City of Boston curbside collection program	
Focus Area: Increase capacity of food rescue organizations and food pantries								
Promote food rescue organizations	$						Forthcoming from Michigan Sustainable Business Forum	
Work with food rescue organizations and pantries to apply for funding for operations and capacity building	$$							
Support opportunities and spaces to upcycle food	$-$$$							

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Focus Area: Decrease food waste in schools								
Encourage schools to commit to reducing food waste	$							
Encourage schools to incorporate food waste reduction into curriculum	$						WWF: Offer-v-serve, Share tables, composting	
Encourage schools to offer food scrap collection	$						Model policies	
Encourage schools to implement share tables	$						Share Tables for Schools guidance from State of Michigan	
Encourage schools to participate in offer v. serve	$							
Encourage schools to perform a resource assessment of cooking equipment, kitchen space, staff skills, etc.	$						Food Service Resource Checklist	
Encourage schools to conduct a food waste audit	$						Guide to Conducting Food Waste Audits: A Resource for Schools, Food Waste Audit for Schools - Sustainable New Jersey	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Encourage schools to conduct food preference surveys	$							
Encourage schools to track food waste in their school wellness portal	$							
Encourage schools to donate leftover food	$							
Encourage schools to participate in 10 Cents a Meal	$						Ten Cents a Meal	
Encourage schools to do as much scratch cooking as possible	$							
Encourage schools to adopt county color/shape/signage scheme for waste management	$							
Encourage schools to have student and/or teacher/parent champions (Green Team)	$							
Encourage schools to submit action items to Michigan Green Schools certification	$							
							Additional best practices (USDA)	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Focus Area: Increase food scrap processing								
Initiate the development of additional composting and A/D sites, if needed	$$$						EGLE; Model policies, NRDC Toolkit for Tackling Food Waste in Cities - See Strategy 10	
Create a workforce development program in circular waste management	$$$							
Focus Area: Engage the community								
Promote the food waste initiative through Community communications such as newsletters, social media, and the press	$							
Identify, train, and promote local champions	$							
Create advisory committees provide feedback on how food waste initiatives are going for businesses and residents	$							
Conduct a public education campaign related to prevention and composting	$$-$$$						(Link to MFNW forthcoming)	

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality						
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**	
Create ways for people to make a public commitment to address food waste such as yard signs, flags, and door signs, online pledges, etc.	$$							
Organize events, workshops, and social media outreach to encourage participation among households, businesses, schools, and community groups	$$							
Focus Area: Increase partnerships and regional collaboration								
Provide pass through funding to local businesses, nonprofits and community stakeholders to support efforts	$-$$						Federal Grants Database	
Explore joint compost facility infrastructure with neighboring communities to reduce costs	$							
Focus Area: Ensure food waste management services are available to all communities within the County								
Provide targeted outreach and financial assistance for residents and food pantries who may face barriers to participation	$-$$$							

Food Waste Reduction Action Template: Municipalities (Continued)

		To Be Completed by Municipality					
Strategies	**Project Cost Range ($=low, $$=med, $$$=high)**	**Objectives**	**Timeline**	**Method of Measurement (See NRDC resource)**	**Responsibility**	**Notes**	**Helpful Resources**
Focus Area: Provide for financial sustainability of food waste management							
Apply for State and federal grants open to government entities on behalf of groups based in the Community	$-$$$						
Focus Area: Support innovative technologies							
Consider the adoption of or pilots to test technological approaches including: apps and digital marketplaces, composting and aerobic digestion machines, upcycling into value-added food or non-food products, smart bins, and robotic food sorting/ transporting systems	$-$$$						Too Good To Go, Flashfood, HARP aerobic digestion, BigBelly compost bins, Home bins: Reencle, Mill, Orange Sparkle Ball, Michigan Materials Marketplace
Focus Area: Measure results							
Conduct a waste characterization study	$$						Guide to Methods (NRDC)

Data Tracker

Example					
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Strategy - Residential Food Waste Management				
	Goal: 10% reduction via prevention and a 50% participation in food scrap collection				
Action Steps	Collect baseline data to understand existing prevention and diversion habits	Implement and promote food scrap collection program	Monitor/evaluate food scrap collection program success; measure participation rate and adjust promotional methods/training/location of bins/etc. to increase participation as need to reach goal	Monitor/evaluate food scrap collection program success; measure participation rate and adjust promotional methods/training/location of bins/etc. to increase participation as need to reach goal	Monitor/evaluate food scrap collection program success; measure participation rate and adjust promotional methods/training/location of bins/etc. to increase participation as need to reach goal
Measurement	Resident survey with questions about current practices for managing food waste	Implementation and promotion of food scrap collection program	Resident survey with questions about current practices for managing food waste	Resident survey with questions about current practices for managing food waste	Resident survey with questions about current practices for managing food waste
Tracking Data	Survey developed and launched; received 503 responses that indicate that....	Whether or not the food scrap collection was implemented, how many households it services, number of people participating, pounds of food scraps collected, etc.	Number of households served with food scrap collection program, number of people participating, pounds of food scraps collected, etc.	Number of households served with food scrap collection program, number of people participating, pounds of food scraps collected, etc.	Number of households served with food scrap collection program, number of people participating, pounds of food scraps collected, etc.
	Strategy -				
	Goal:				
Action Steps					
Measurement					
Tracking Data					

Data Tracker (Continued)

Example					
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**
	Strategy -				
	Goal:				
Action Steps					
Measurement					
Tracking Data					
	Strategy -				
	Goal:				
Action Steps					
Measurement					
Tracking Data					
	Strategy -				
	Goal:				
Action Steps					
Measurement					
Tracking Data					

Bill Emerson Good Samaritan Food Donation Act

42 U.S.C.
United States Code, 2022 Edition

§ 1791 - Bill Emerson Good Samaritan Food Donation Act

(a) Short title

This section may be cited as the "Bill Emerson Good Samaritan Food Donation Act".

(b) Definitions

As used in this section:

(1) Apparently fit grocery product

The term "apparently fit grocery product" means a grocery product that meets all quality and labeling standards imposed by Federal, State, and local laws and regulations even though the product may not be readily marketable due to appearance, age, freshness, grade, size, surplus, or other conditions.

(2) Apparently wholesome food

The term "apparently wholesome food" means food that meets all quality and labeling standards imposed by Federal, State, and local laws and regulations even though the food may not be readily marketable due to appearance, age, freshness, grade, size, surplus, or other conditions.

(3) Donate

The term "donate" means to give without requiring anything of monetary value from the recipient, except that the term shall include giving by a nonprofit organization to another nonprofit organization, notwithstanding that the donor organization has charged a nominal fee to the donee organization, if the ultimate recipient or user is not required to give anything of monetary value or is charged a good Samaritan reduced price.

(4) Food

The term "food" means any raw, cooked, processed, or prepared edible substance, ice, beverage, or ingredient used or intended for use in whole or in part for human consumption.

(5) Gleaner

The term "gleaner" means a person who harvests for free distribution to the needy, or for donation to a nonprofit organization for ultimate distribution to the needy, an agricultural crop that has been donated by the owner.

(6) Good Samaritan reduced price

The term "good Samaritan reduced price" means, with respect to the price of an apparently wholesome food or apparently fit grocery product, a price that is an amount not greater than the cost of handling, administering, harvesting, processing, packaging, transporting, and distributing the apparently wholesome food or apparently fit grocery product.

(7) Grocery product

The term "grocery product" means a nonfood grocery product, including a disposable paper or plastic product, household cleaning product, laundry detergent, cleaning product, or miscellaneous household item.

(8) Gross negligence

The term "gross negligence" means voluntary and conscious conduct (including a failure to act) by a person who, at the time of the conduct, knew that the conduct was likely to be harmful to the health or well-being of another person.

(9) Intentional misconduct

The term "intentional misconduct" means conduct by a person with knowledge (at the time of the conduct) that the conduct is harmful to the health or well-being of another person.

(10) Nonprofit organization

The term "nonprofit organization" means an incorporated or unincorporated entity that—

(A) is operating for religious, charitable, or educational purposes; and

(B) does not provide net earnings to, or operate in any other manner that inures to the benefit of, any officer, employee, or shareholder of the entity.

(11) Person

The term "person" means an individual, corporation, partnership, organization, association, or governmental entity, including a retail grocer, wholesaler, hotel, motel, manufacturer, restaurant, caterer, farmer, and nonprofit food distributor or hospital. In the case of a corporation, partnership, organization, association, or governmental entity, the term includes an officer, director, partner, deacon, trustee, council member, or other elected or appointed individual responsible for the governance of the entity.

(12) Qualified direct donor

The term "qualified direct donor" means a retail grocer, wholesaler, agricultural producer, agricultural processor, agricultural distributor, restaurant, caterer, school food authority, or institution of higher education (as defined in section 1002 of title 20).

(c) Liability for damages from donated food and grocery products

(1) Liability of person or gleaner

A person or gleaner shall not be subject to civil or criminal liability arising from the nature, age, packaging, or condition of apparently wholesome food or an apparently fit grocery product that the person or gleaner donates in good faith to a nonprofit organization for ultimate distribution to needy individuals at zero cost or at a good Samaritan reduced price.

(2) Liability of nonprofit organization

A nonprofit organization shall not be subject to civil or criminal liability arising from the nature, age, packaging, or condition of apparently wholesome food or an apparently fit grocery product that the nonprofit organization received as a donation in good faith from a person or gleaner for ultimate distribution to needy individuals at zero cost or at a good Samaritan reduced price.

(3) Direct donations to needy individuals

A qualified direct donor shall not be subject to civil or criminal liability arising from the nature, age, packaging, or condition of apparently wholesome food or an apparently fit grocery product that the qualified direct donor donates in good faith to a needy individual at zero cost.

(4) Exception

Paragraphs (1), (2), and (3) shall not apply to an injury to or death of an ultimate user or recipient of the food or grocery product that results from an act or omission of the person, gleaner, or nonprofit organization, as applicable, constituting gross negligence or intentional misconduct.

(d) Collection or gleaning of donations

A person who allows the collection or gleaning of donations on property owned or occupied by the person by gleaners, or paid or unpaid representatives of a nonprofit organization, for ultimate distribution to needy individuals shall not be subject to civil or criminal liability that arises due to the injury or death of the gleaner or representative, except that this paragraph shall not apply to an injury or death that results from an act or omission of the person constituting gross negligence or intentional misconduct.

(e) Partial compliance

If some or all of the donated food and grocery products do not meet all quality and labeling standards imposed by Federal, State, and local laws and regulations, the person or gleaner who donates the food and grocery products shall not be subject to civil or criminal liability in accordance with this section if the nonprofit organization that receives the donated food or grocery products—

(1) is informed by the donor of the distressed or defective condition of the donated food or grocery products;

(2) agrees to recondition the donated food or grocery products to comply with all the quality and labeling standards prior to distribution; and

(3) is knowledgeable of the standards to properly recondition the donated food or grocery product.

(f) Construction

This section shall not be construed to create any liability. Nothing in this section shall be construed to supercede State or local health regulations.

(Pub. L. 89–642, §22, formerly Pub. L. 101–610, title IV, §402, Nov. 16, 1990, 104 Stat. 3183; renumbered §22 and amended Pub. L. 104–210, §1(a)(2), (b), Oct. 1, 1996, 110 Stat. 3011, 3012; Pub. L. 117–362, §1, Jan. 5, 2023, 136 Stat. 6295.)

Editorial Notes

Codification

Section was formerly classified to section 12672 of this title prior to renumbering by Pub. L. 104–210.

Amendments

2023—Subsec. (b)(3). Pub. L. 117–362, §1(1)(A), inserted "or is charged a good Samaritan reduced price" before period at end.

Subsec. (b)(6) to (11). Pub. L. 117–362, §1(1)(B), (C), added par. (6) and redesignated former pars. (6) to (10) as (7) to (11), respectively.

Subsec. (b)(12). Pub. L. 117–362, §1(1)(D), added par. (12).

Subsec. (c)(1), (2). Pub. L. 117–362, §1(2)(A), inserted "at zero cost or at a good Samaritan reduced price" after "needy individuals".

Subsec. (c)(3). Pub. L. 117–362, §1(2)(C), added par. (3). Former par. (3) redesignated (4).

Subsec. (c)(4). Pub. L. 117–362, §1(2)(B), (D), redesignated par. (3) as (4) and substituted ", (2), and (3)" for "and (2)".

1996—Pub. L. 104–210, §1(a)(2)(A), substituted "Bill Emerson" for "Model" in section catchline.

Subsec. (a). Pub. L. 104–210, §1(a)(2)(B), inserted "Bill Emerson" before "Good".

Subsec. (b)(7). Pub. L. 104–210, §1(a)(2)(C), reenacted heading without change and amended text generally. Prior to amendment, text read as follows: "The term 'gross negligence' means voluntary and conscious conduct by a person with knowledge (at the time of the conduct) that the conduct is likely to be harmful to the health or well-being of another person."

Subsec. (c). Pub. L. 104–210, §1(a)(2)(D), added subsec. (c) and struck out heading and text of former subsec. (c). Text read as follows: "A person or gleaner shall not be subject to civil or criminal liability arising from the nature, age, packaging, or condition of apparently wholesome food or an apparently fit grocery product that the person or gleaner donates in good faith to a nonprofit organization for ultimate distribution to needy individuals, except that this paragraph shall not apply to an injury to or death of an ultimate user or recipient of the food or grocery product that results from an act or omission of the donor constituting gross negligence or intentional misconduct."

Subsec. (f). Pub. L. 104–210, §1(a)(2)(E), inserted at end "Nothing in this section shall be construed to supercede State or local health regulations."

Food Donation Improvement Act

Public Law 117-362
117th Congress

An Act

To amend the Bill Emerson Good Samaritan Food Donation Act to improve the program, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. BILL EMERSON GOOD SAMARITAN FOOD DONATION ACT.

The Bill Emerson Good Samaritan Food Donation Act (42 U.S.C. 1791) is amended—

(1) in subsection (b)—

(A) in paragraph (3), by inserting "or is charged a good Samaritan reduced price" before the period at the end;

(B) by redesignating paragraphs (6) through (10) as paragraphs (7) through (11), respectively;

(C) by inserting after paragraph (5) the following:

"(6) GOOD SAMARITAN REDUCED PRICE.—The term 'good Samaritan reduced price' means, with respect to the price of an apparently wholesome food or apparently fit grocery product, a price that is an amount not greater than the cost of handling, administering, harvesting, processing, packaging, transporting, and distributing the apparently wholesome food or apparently fit grocery product."; and

(D) by adding at the end the following:

"(12) QUALIFIED DIRECT DONOR.—The term 'qualified direct donor' means a retail grocer, wholesaler, agricultural producer, agricultural processor, agricultural distributor, restaurant, caterer, school food authority, or institution of higher education (as defined in section 102 of the Higher Education Act of 1965 (20 U.S.C. 1002))."; and

(2) in subsection (c)—

(A) in paragraphs (1) and (2), by inserting "at zero cost or at a good Samaritan reduced price" after "needy individuals" each place it appears;

(B) by redesignating paragraph (3) as paragraph (4);

(C) by inserting after paragraph (2) the following:

"(3) DIRECT DONATIONS TO NEEDY INDIVIDUALS.—A qualified direct donor shall not be subject to civil or criminal liability arising from the nature, age, packaging, or condition of apparently wholesome food or an apparently fit grocery product that the qualified direct donor donates in good faith to a needy individual at zero cost."; and

(D) in paragraph (4) (as so redesignated), by striking "and (2)" and inserting ", (2), and (3)".

Approved January 5, 2023.

Guide on Food Donations for Individuals

Why Donate?

Donating food is a safe and legal way to protect our resources, prevent harmful greenhouse gas emissions, and provide support to people who are in need in the local community.

What Can You Donate?

All food donations must be handled and stored properly to maintain safety and quality. Donated foods should be in its original packing or properly sealed containers to ensure it remains safe and uncontaminated. Food past its labeled dates are safe to donate as long as the food has been inspected for spoilage. Donors should follow food safety guidelines to ensure food remains safe for consumption. Types of food you can donate include:

- Canned goods, boxed meals, and dry foods
- Bottled drinks such as water, juice, and milk
- Fruit and vegetables

Leftover food from meals or parties are not able to be donated.

How to Donate?

Contact your local food bank or food pantry to either coordinate a time to bring your donation.

Guide on Food Donations for Businesses, Schools, and Institutions

Why Donate?

Donating food is a safe and legally protected way to support your community and reduce food waste. Donating food can:

- Strengthen community ties and enhance your business's reputation while providing people in need with food
- Benefit your business by taking advantage of tax deductions from donating food from overproduction or unsold inventory. They can also save money on waste removal associated with throwing away surplus foods.
- Divert food from landfills, reducing methane emission and the overall impacts of food waste. Engaging in food donations showcases a commitment to reducing methane emissions.
- Build a positive culture of giving back and by boosting morale and the work environment. Employees are often proud to work for companies that give back to communities.

What Can You Donate?

All food donations must be handled and stored properly to maintain safety and quality. Donated foods should be in its original packing or properly sealed containers to ensure it remains safe and uncontaminated. Food past its labeled dates are safe to donate as long as the food has been inspected for spoilage. Donors should follow ServSafe food safety guidelines to ensure food remains safe for consumption. Types of food you can donate include:

- Perishable items including fresh fruits and vegetables, dairy products, meat, and baked goods.
- Prepared items such as surplus meals from events, catered functions or other food service.
- Canned goods, boxed meals, and dry foods
- Frozen food (without freezer burn)
- Bottled drinks such as water, juice, and milk

How to Donate?

Partner with local food banks and food rescue organizations that work with business and organizations to facilitate donations. Coordinate regular pickups to donate surplus food on a consistent basis. (Source: The Center for EcoTechnology)

Liability Protection:

You are protected when you donate food under the 1996 Bill Emerson Good Samaritan Food Donation Act and the 2023 Food Donation Improvement Act. Businesses and organizations that donate or distribute food or grocery products are protected from liability when donating food in good faith. Good faith is defined as donating food that has been treated the same as food served to guests. As long as you have followed the same food safety protocols, and believe the donated food to be safe for consumption, you will not be held

liable if the food later causes harm. Understanding these protections can give you peace of mind as you contribute to helping those in need.

Michigan law further strengthens these protections. Under the Michigan State Liability Protection Law, not only are food donors protected, but also those who harvest surplus crops for donation are also covered. This law extends liability protection to nonprofit organizations that distribute donated food, ensuring that those who contribute to fighting hunger are fully supported by the legal system. (Sources: Food Law and Policy Clinic - Emerson Act; Food Law and Policy Clinic - Michigan Law)

Federal Tax Incentive:

The federal government offers a tax deduction to businesses donating food in order to support businesses in diverting food to the community. See the following for detail on calculating your tax deduction, or consult an accounting professional: NRDC - Tax Deduction Food Donation; Food Law and Policy Clinic - Food Donation Tax Guide.

Model Policies

Model Ordinance on Backyard Composting

The following language is an example ordinance that could be added to Farmington Hills Code of Ordinances to promote backyard composting while protecting neighbors from nuisances. It should be reviewed by City Council and refined as needed.

Draft Language:

(1) Purpose. This ordinance is intended to:
- (a) Protect environmental and public health, safety, comfort, convenience, and the general welfare of citizens of {COMMUNITY NAME};
- (b) Establish powers, duties, rules, regulations, and standards for the location and operation of backyard and small compost sites in residential areas;
- (c) Promote a program of waste reduction through source separation of organic materials from mixed municipal solid waste;
- (d) Provide for the administration and enforcement of this ordinance.

(2) Definitions.
- (a) "Backyard compost site" means a site no greater than four cubic yards used to compost food scraps, garden wastes, weeds, lawn cuttings, leaves, and prunings from a single family or household
- (b) "Composting" means the controlled microbial degradation of source separated compostable material to yield a humus-like product or mulch to be used as a soil amendment
- (c) "Mixed municipal solid waste" means garbage, refuse, and other solid waste from residential, commercial and community activities that the generator of the waste aggregates for collection
- (d) "Food scraps" means organic material resulting from the handling, preparation, cooking, and consumption of food.
- (e) "Organic material" means yard waste, food scraps, and compostable material
- (f) "Yard waste" means garden wastes, leaves, lawn cuttings, non-regulated weeds, shrub and tree waste, prunings, and twigs

(3) Standards for compost piles in residential areas:
- (a) Backyard compost sites may accept a combination of yard waste and food scraps that are not meat or dairy.
  - (i) Specifically prohibited items: uncooked meat, fats, oils, grease, bones, whole eggs, milk or other liquid dairy product, human or pet wastes, hazardous waste, herbicides, noxious weeds, and any other mixed municipal solid waste that may cause a public health risk or create nuisance conditions.
- (b) Location:
  - (i) Compost piles shall not be located within any storm sewer, drainage easement, or water retention basin. Compost piles shall not be located in any front or side yard, or closer than ten (10) feet to any property line.
  - (ii) No compost site shall be located closer than twenty (20) feet to any residential dwelling, except the dwelling on the property on which the site is located.
  - (iii) No compost site may be placed within twenty (20) feet of any body of water or area designated as a 100-year floodplain or state protected wetland.

(c) Size: Compost piles shall not exceed four feet by eight feet (4'×8') or six (6) feet in diameter and shall not exceed four (4) feet in height. Double compost piles may be utilized, provided the total size does not exceed the above.

(d) Maintenance: Compost piles shall be maintained so that there are no readily apparent odors emanating onto adjacent property.

(4) Enforcement. In addition to any costs which may be assessed pursuant to subsection (3) below, any violation of this article shall subject the violator to a civil fine of not more than one hundred dollars ($100.00).

Other resources for ordinances for backyard and small scale composting:

Minnesota Composting Council and Association of Recycling Managers and the Association of Recycling Managers, Inc. (ARM), "Model Composting Ordinance for backyard and small compost sites," August 2018, https://www.mn-swaa.org/wp-content/uploads/2018/08/model_composting_ordinance.pdf.

Other resources for ordinances on community and larger scale composting sites:

NRDC and the Environmental Law Institute (ELI), "Model Municipal Zoning Ordinance on Community Composting," June 2024, https://www.nrdc.org/sites/default/files/2024-05/model-municipal-zoning-ordinance-community-composting.pdf.

NRDC and the Environmental Law Institute (ELI), "Model Municipal Zoning Ordinance on Community Composting, With Commentaries," June 2024, https://www.nrdc.org/sites/default/files/2024-05/model-municipal-zoning-ordinance-community-composting-commentaries.pdf.

NRDC and the Environmental Law Institute (ELI), "Model Municipal Zoning Ordinance on Community Composting: Background Memorandum," May 2024, https://www.nrdc.org/sites/default/files/2024-05/model-municipal-zoning-ordinance-community-composting-background.pdf.

US Composting Council, "Model Zoning Text Amendment for Composting Facilities," January 2022, https://cdn.ymaws.com/www.compostingcouncil.org/resource/resmgr/documents/USCC_Model_Compost_Zoning_Or.pdf.

Model Ordinance on Food at Events

The following language is an example ordinance that could be added to Farmington Hill's codes to promote sorting and diversion of food waste during events held within the city. This language is based on language used in Ferndale, Michigan. It should be reviewed by City Council and refined as needed, with the parts that do not pertain to food waste either completed or removed.

Draft Language:

Chapter 31 - Special Events

(1) Purpose. This ordinance is intended to:
  (a) Ensure events held in the city are done so in a way that is safe and returns the space used to its previous state or better
  (b)

(2) Definitions
  (a) Class 1 Event: Events with a low hazard risk, including meetings, seminars, social gatherings, and auctions.
  (b) Class 2 Event: Events with a moderate hazard risk, including dances, flea markets, picnics, and parades without floats
  (c) Class 3 Event: Events with a high hazard risk, including parades with floats, marathons, circuses, and carnivals
  (d) Class 4 Event: Events with a severe hazard risk, including concerts and festivals and events with alcohol sales and fireworks

(3) Standards for waste management at events
  (a) Restrooms [to be drafted by city staff as deemed necessary]
  (b) Recycling, food, and waste management
    (i) Events classified as class 1 and 2 and serving food require organic diversion bins. If no food is served, this requirement is waived.
    (ii) Events classified as class 3 and 4 will require a waste management plan that includes details about access to trash, recycling and organic diversion in all event areas and surrounding areas within 300 ft. of the event from event set up until post event cleaning associated with the event is completed.
    (iii) The location of all waste containers and roll-off dumpsters must be identified on the event site plan and approved by the City Sustainability Planner.
    (iv) Event organizers must ensure that the following are met, unless managed by the city:
      1) All containers must be clearly labeled to indicate whether they are dedicated for landfill trash, recycling, or organics diversion;
      2) Landfill trash, recycling, and organics diversion containers should be grouped in common collection areas to ensure access for employees, vendors, volunteers, and attendees.
      3) No third-party service provider of waste removal and recycling shall be permissible without pre-approval by the Ferndale Sustainability Planner.
    (v) Container maintenance. Create common waste collection areas by grouping landfill trash, recycling, and organics diversion containers adjacent to one another. Use clear liners for recycling, black liners for landfill trash, and green liners for organics.

(vi) When appropriate, donation of leftover food is encouraged.

(c) Solid waste [to be drafted by city staff as deemed necessary]

(d) Recyclables [to be drafted by city staff as deemed necessary]

(4) Application process [to be drafted by city staff as deemed necessary]

(5) Application requirements [to be drafted by city staff as deemed necessary]

(a) Name, date, time and type of event

(b) Contact information

(c) Logistics (timeline for set up and breakdown)

(d) Special requests (use of city services, sidewalk and road closures, parking lot use and closure, etc.)

(e) Food related requirements (health and safety, temporary alcohol license, etc.)

(f) Public safety plan

(g) Restroom, waste, and recycling plan

(i) Restrooms [to be drafted by city staff as deemed necessary]

(ii) Food waste at events.

1) For events where food will be served, the following must be included in the application for the special event:

(iii) Solid waste [to be drafted by city staff as deemed necessary]

(iv) Recyclables [to be drafted by city staff as deemed necessary]

(h) Insurance

(i) An event site map and/or route and supporting documentation

(j) Application materials must be submitted at least XX days prior to the event.

(6) Enforcement. This special events policy will be enforced by the special event facilitator, Code Enforcement, and the Police Department. Special events found to be violating this code may be subject to penalties or fines of up to $XXX.

Resources

City of Ferndale, "Special Events Policy," https://drive.google.com/file/d/1B8O3MsWfVLJ1F-Q4RKcVmjxgQM2CLUJQ/view.

City of Detroit, Office of External Affairs, "Special Event Applicant Guide," https://detroitmi.gov/sites/detroitmi.localhost/files/2024-01/Special%20Events%20Applicant%20Guide%202024.pdf.

City of Detroit, "Event Recycling and Waste Reduction Guidebook," https://detroitmi.gov/sites/detroitmi.localhost/files/2022-03/City%20of%20Detroit%20Event%20Guidebook%20City%20Final%20Edit.pdf.

Model Compost Procurement Policy

Source: NRDC Model Compost Procurement Policy, 2021. https://www.nrdc.org/resources/model-compost-procurement-policy-and-without-commentaries

1. Purpose

a. [*insert name of municipal entity issuing policy*] requires the procurement of compost (finished compost products) by [insert names of municipal entities subject to policy (*e.g., "Smith City Departments"*)] and encourages the purchasing of compost by [*insert names of quasi-governmental and/or semiautonomous entities that the municipal entity issuing policy does not fully control, such as semiautonomous boards, commissions, and other authorities, or public-private partnerships such as convention centers*], as well as by private entities, for use in projects where compost is a suitable material. By increasing the use of compost, the implementation of this policy will provide the following numerous benefits.

i. *Economic benefits*

1. Requiring the purchasing of compost can increase demand for compost and increase business for local compost suppliers.
2. Diverting organic waste to be composted can reduce costs associated with landfill disposal.
3. Growing the compost market may result in the development of new compost processing facilities, which in turn may provide more jobs.
4. Applying compost increases soil-nutrient and water retention, which may reduce demand for irrigation and fertilizer, thereby reducing operational costs.

ii. *Environmental benefits*

1. Diverting organic waste from landfill disposal reduces greenhouse gas emissions by minimizing methane emissions from landfills and maximizing carbon storage from composting—and may ultimately mitigate the need for new landfill construction.
2. Cycling carbon and nutrients back into soil through compost application conserves resources and improves soil quality.
3. Composting helps prevent erosion and stabilize land.
4. Composting increases the ability of soil to retain water, thereby reducing stormwater runoff.
5. Reducing reliance on chemical fertilizers, which are often produced using fossil fuels, reduces water pollution that can result from fertilizer application and subsequent nutrient runoff.
6. Reducing reliance on irrigation conserves water resources.

b. The policy is not intended to supersede any existing federal, state, or local laws and regulations, including those that address materials procurement.

2. Municipal and state legal authority and policy support

a. **Municipal**: [*insert citations to relevant municipal policies, codes, and ordinances—such as waste management plans and procurement regulations—that offer support for issuance of a compost procurement policy*].

b. **State**: [*insert citations to relevant state laws and regulations—such as waste diversion and sustainable procurement goals—that offer support for issuance of a compost procurement policy*].

c. **U.S. Environmental Protection Agency (EPA)**: EPA's Comprehensive Procurement Guideline recommends that relevant procuring agencies—including local agencies that have spent $10,000 or more on compost in the current or previous year, all or a portion of which came from federal funding—purchase compost made of recovered organic materials. The guideline recommends that procuring agencies "purchase or use mature compost made from recovered organic materials in such applications as landscaping, seeding of grass or other plants on roadsides and embankments, as nutritious mulch under trees and shrubs, and in erosion control and soil reclamation."[1]

3. Definitions

a. **"Compost"** means solid waste that has undergone biological decomposition of organic matter, has been disinfected using composting or similar technologies, and has been stabilized to a degree that is potentially beneficial to plant growth and that is suitable for use as a soil amendment, artificial topsoil, or other similar applications.

b. **"Composting"** means biological decomposition of organic constituents under controlled conditions.

c. **"Contract"** means all types of [insert name of municipal entity issuing policy] agreements and contracts, regardless of what they may be called, for the procurement or disposal of supplies, services, or construction.

d. **"Contractor"** means any person having a contract with [insert name of municipal entity issuing policy].

e. **"Cost prohibitive"** means the product purchasing cost exceeds by more than 10 percent the cost of another product that would serve the same purpose.[2]

f. **"Erosion"** means the disintegration or wearing away of soil by the action of water.

g. **"Green infrastructure"** means an approach to wet-weather management that is cost-effective, sustainable, and environmentally friendly, and that incorporates management approaches and technologies that infiltrate, evapotranspire, capture, and reuse stormwater to maintain or restore natural hydrologies. Green infrastructure practices include, but are not limited to, open space, rain gardens, porous pavements, green roofs, infiltration planters, trees and tree boxes, swales, and curb extensions.

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1 U.S. Environmental Protection Agency, "Recovered Materials Advisory Notice V," September 2007, https://www.regulations.gov/document?D=EPA-HQRCRA-2003-0006-0005.

2 City of Sacramento, California, Sustainable Purchasing Policy, February 2010, https://www.cityofsacramento.org/-/media/Corporate/Files/Finance/Procurement/sustainability/Sustainable_Purchasing_Policy_SPP.pdf?la=en. ("If the life cycle cost of the environmentally preferable product does not exceed the cost of the alternative by more than 10%, and the product meets all necessary specifications, strong consideration should be given to purchase the environmentally preferable product.")

h. **"Impervious surface"** means any ground or structural surface that water cannot penetrate or through which water penetrates with great difficulty.

i. **"Landfill"** means a facility, other than a land application unit, where solid wastes are disposed of by burial in excavated pits or trenches or by placement on land and covering with soil or other approved material.

j. **"Locally produced compost"** means compost that is produced in the same region where it is being used.

k. **"May"** denotes the permissive.

l. **"Private entity"** means any person, business, or nonprofit that is not a government body or a contractor thereof.

m. **"Procurement"** means buying, purchasing, renting, leasing, or otherwise acquiring any supplies, services, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction, including description of requirements, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration.

n. **"Shall"** denotes the imperative.

o. **"Stormwater"** means runoff that is generated from rain and snowmelt events that flow over land or impervious surfaces—such as paved streets, parking lots, and building rooftops—and does not soak into the ground.

p. **"Top-dressing"** is a method of adding compost, mulch, loam, peat, or a combination of these things as improvements to the soil or for leveling existing lawns.

4. Procurement requirements

a. General policy

i. [*insert names of municipal entities subject to policy*], except if otherwise exempted, shall purchase compost for use in public projects in which compost is an appropriate material, provided it is not cost prohibitive to acquire.

ii. [*insert names of quasi-governmental and/or semiautonomous entities*], as well as private entities that are based or operate in [*insert name of area governed by municipal entity issuing policy*], are also encouraged to purchase compost, when possible, for use in their projects.

iii. In conjunction with the overarching compost procurement requirement, compost shall be used to amend soil in landscaping and construction projects, as well as to provide for erosion control and stormwater management in road and highway and green infrastructure projects, in accordance with the requirements outlined in subsections 4.b. through 4.e. Compost used in landscaping, construction, roads and highways, and green infrastructure will count toward satisfaction of the compost procurement goals of [*insert names of municipal entities subject to policy*].

b. Landscaping

i. Using compost in landscaping projects improves the quality of soil and reduces the need for fertilizers and irrigation.

ii. Soil amendment prior to new planting

1. Prior to the installation of new plants in landscaping projects, [*insert names of municipal entities subject to policy*] are required, and [*insert names of quasi-governmental and/or semiautonomous entities*] and private entities are encouraged, to amend existing soil with compost. This requirement does not apply if soil tests reveal that pre-amendment soil is composed of at least 6 percent organic material to a depth of 6 or more inches, or a condition exists that prevents the application of compost, such as oversaturation.

2. Soil shall be amended with compost at a rate of at least 4 cubic yards of compost per 1,000 square feet of soil. The compost shall be spread evenly across the project area, then incorporated into the soil to a depth of 6 inches. In areas where there are not 6 inches of soil in which to incorporate the compost, compost shall be incorporated at a rate of 25 percent compost to 75 percent soil to the existing soil depth.

3. Proof of satisfactory soil quality that did not require amending, the condition that prevented application of compost, or the completion of the required soil amendment with compost shall be documented by [*insert names of municipal entities subject to policy*] and made available for review by [*insert name of municipal office that oversees procurement or alternative entity*] upon request.

iii. **Ongoing maintenance**

1. [*insert names of municipal entities subject to policy*] shall, and [*insert names of quasi-governmental and/or semiautonomous entities*] and private entities are encouraged to, purchase and use compost, where feasible, in ongoing landscaping activities, such as for top-dressing.

c. **Construction**

i. In addition to providing benefits for post-construction landscaping, the use of compost to amend soil that is compacted or disturbed during construction projects increases on-site water retention, decreases erosion, and contributes to better stormwater management.

ii. ii. The following measures shall be implemented in construction projects undertaken by [*insert names of municipal entities subject to policy*]. It is encouraged, but not required, that the measures are adopted in the projects of [*insert names of quasi-governmental and/or semiautonomous entities*] and private entities.

iii. Preserve existing soil

1. To the extent possible, [*insert names of municipal entities subject to policy*] shall keep original soil in place and avoid compacting it with construction equipment.

2. When existing soil must be moved during construction, [*insert names of municipal entities subject to policy*] shall keep it on-site for use once construction is completed.

iv. Post-construction soil standards and amendment

1. In areas where soil is left exposed after construction is completed (not impervious surfaces) and soil is being amended, [*insert names of municipal entities subject to policy*] shall, and

[*insert names of quasi-governmental and/or semiautonomous entities*] and private entities are encouraged to, amend the soil to achieve the organic matter and pH standards in the following subsection (4.c.iv.2). The soil shall be amended using compost.

2. Soil shall be amended such that the top eight inches contain between 5 and 10 percent organic material and are restored to their original pH levels, or to pH levels between 6 and 8. Five percent is sufficient for turf, and 10 percent is sufficient for planting beds. The amount of compost that will need to be added to achieve these standards will vary depending on the initial quality of the soil. Custom amendment rates specific to the soil for a particular project may be calculated using an online calculator from King County, Washington: https:// kingcounty.gov/depts/dnrp/solid-waste/compost-calculator.aspx. Alternatively, the following preapproved amendment rates may be adopted:

    a. in turf areas, 1.75 inches of compost shall be incorporated into the top 8 inches of soil, which amounts to 5.4 cubic yards of compost per 1,000 square feet of soil; and

    b. in planting beds, 3 inches of compost shall be incorporated into the top 8 inches of soil, which amounts to 9.2 cubic yards of compost per 1,000 square feet of soil.

3. If soil is particularly compacted, the top 4 inches of the soil below the 8 inches of amended soil shall be scarified.

4. Compost shall only be incorporated into dry soil.

5. Proof of satisfactory soil quality that did not require amending, or of the completion of the required soil amendment with compost, shall be documented by [*insert names of municipal entities subject to policy*] and made available for review by [*insert name of municipal office that oversees procurement or alternative entity*] upon request.

d. **Roads and highways**

i. Compost is used in road and highway projects to prevent erosion, promote vegetation growth, and improve the stability and longevity of roads and highways.

ii. When undertaking erosion control measures in the context of road and highway construction and maintenance, [*insert names of municipal entities subject to policy*] shall use compost where possible, including when implementing best management practices that call for the use of organic material. Measures for which compost shall be used include, but are not limited to, the following:

    1. landscaping and planting;

    2. filter berms and socks; and

    3. compost blankets.

iii. Compost shall contain the required organic material content, pH, and particle size for the intended use.

    1. Landscaping and planting:

        a. moisture content—35 to 60 percent;

b. particle size—less than 0.5 inches;

c. soluble salts concentration—less than 4.0 mmhos/cm (ds/m);

d. stability—stable to very stable; and

e. pH—6.0 to 8.5.

2. Filter berms, filter socks, and compost blankets: Ensure that compost adheres to the specific standards contained in the 2003 American Association of State Highway and Transportation Officials' Provisional Standards Manual for filter berms (applies to filter socks as well) and compost blankets.

3. Satisfaction of the quality specifications for compost used in road and highway projects shall be documented by [*insert names of municipal entities subject to policy*] and made available for review by [*insert name of municipal office that oversees procurement or alternative entity*] upon request.

e. **Low-impact development and green infrastructure**

i. Incorporating compost into low-impact development and green infrastructure projects can help achieve stormwater management goals by filtering pollutants and keeping more water on-site.

ii. When constructing low-impact development and green infrastructure projects, [*insert names of municipal entities subject to policy*] shall, and [*insert names of quasi-governmental and/or semiautonomous entities*] and private entities are encouraged to, use compost where possible, including when adopting best management practices that call for the use of organic material. Measures for which compost shall be used include, but are not limited to, the following:

1. green roofs;

2. downspout disconnections; and

3. bioretention projects/rain gardens.

iii. [*insert names of municipal entities subject to policy*] shall consult local policies and manuals, including [*insert names of relevant local policies and manuals*], for additional ways to incorporate compost into their projects.

iv. The use of compost in low-impact development and green infrastructure projects shall be documented by [*insert names of municipal entities subject to policy*] and made available for review by [*insert name of municipal office that oversees procurement or alternative entity*] upon request.

5. Compost sourcing and quality requirements

a. **Locally produced compost**

i. Compost purchased by [insert names of municipal entities subject to policy] for purposes of complying with this policy shall be locally sourced.

ii. If locally produced compost is not available, compost shall be sourced from outside the region, with preference given to products sourced as close as possible to [*insert applicable standard such as*

"Smith metropolitan statistical area"]. Proof that locally produced compost was not available at the time of purchase or was cost-prohibitive shall be documented—including, if appropriate, by written confirmation from local providers—and included in the annual reports of [*insert names of municipal entities subject to policy*].

iii. [*insert names of quasi-governmental and/or semiautonomous entities*] and private entities are encouraged to purchase locally produced compost or compost from outside the region when it is available and not cost prohibitive.

b. **U.S. Composting Council Seal of Testing Assurance (STA) Program certified compost**

i. [*insert names of municipal entities subject to policy*] shall, and [*insert names of quasi-governmental and/or semiautonomous authori*ities] and private entities are encouraged to, purchase compost from U.S. Composting Council STA Program–certified compost manufacturers.[3]

ii. Purchasers shall obtain technical data sheets from composting manufacturers detailing the test results for each compost shipment they receive. This information shall be kept on file and included in annual compost procurement reports.

6. Reporting

a. [*insert names of municipal entities subject to policy*] shall compile annual reports, to be submitted to [*insert name of municipal office that oversees procurement or alternative entity*] on or before March 1, and that contain the following information:

i. the name of the [insert names of municipal entities subject to policy];

ii. the volume of compost purchased throughout the year and total funds expended on compost;

iii. information about the source of the compost and proof of its STA certification;

iv. the end uses of the composted materials and proof of satisfaction of any quality specifications related to those uses;

v. the percentage of total materials purchased that consisted of composted materials; and

vi. recommendations for how to increase the percentage of purchasing composed of compost in the future.

b. [*insert name of municipal office that oversees procurement or alternative entity*] shall review annual reports submitted by [*insert names of municipal entities subject to policy*] and track progress related to compost procurement throughout [*insert name of area governed by municipal entity issuing policy*]. This information will be made available to the public through regular reports on compost procurement and the state of composting in [*insert name of area governed by municipal entity issuing policy*].

3 U.S. Composting Council, "Using STA Certified Compost," accessed May 18, 2021, https://www.compostingcouncil.org/page/CertifiedCompostSTA. Washington State Legislature, § 43.19A.120

Model Zoning Text Amendment for Composting Facilities

(First Edition, January 2022)

US COMPOSTING COUNCIL

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Preface

The attached Model Zoning Ordinance and Land Use Table has been designed by the US Composting Council* for use by municipalities and communities in the United States. Its intent is to provide baseline ordinance language collected from research into existing zoning ordinance text and land use classification tables across the U.S. as a "best practice" for zoning ordinances, to help municipalities which do not have ordinances in place to address applications for small-scale (a/k/a "community" or "decentralized" composting), large-scale(a/k/a "industrial" or "commercial") composting, and agricultural (a/k/a on-farm) composting facilities.

The assumption is that each community will apply its own geographic, cultural, political and environmental reality to the template and modify it as needed. To assist with this process, this document includes background discussion to assist with decisions in areas covered by the ordinance.

*This ordinance was written by the USCC Zoning Task Force and received stakeholder comment in two periods in fall 2020 and summer 2021.

SAMPLE RESOLUTION

[COUNCIL/SUPERVISORS OF

_____CITY/COUNTY,

STATE]

ORDINANCE NO:

AN ORDINANCE TO AMEND THE _____ ZONING ORDINANCE IN ORDER TO PROVIDE FOR APPROPRIATE LOCATIONS FOR SMALL, LARGE AND AGRICULTURAL COMPOSTING FACILITIES AND RELATED CONSOLIDATION USES; DEFINING CERTAIN TERMS IN CONNECTION WITH SUCH REGULATIONS; PROVIDING FOR THE SCOPE OF APPLICABILITY OF THE REGULATIONS; ESTABLISHING ZONES WHERE SUCH USES ARE PERMITTED; PROVIDING FOR RELATED REQUIREMENTS FOR SUCH FACILITIES.

UNDER AND BY VIRTUE OF THE AUTHORITY SET FORTH IN xxxx OF THE CODE OF REGULATIONS FOR xxxx, THE [COUNCIL/SUPERVISORS OF xxxxxx CITY/COUNTY] DOES HEREBY ENACT AND ORDAIN THE FOLLOWING AMENDMENTS TO THE ZONING ORDINANCE OF [CITY/COUNTY].

Section 1: Purpose and Intent.

The specific purposes and intent of this article are to:

A) Provide for composting as a land use as regulated by this Zoning Ordinance
B) To promote the benefits of compost, such as soil amendment, erosion control, drought protection, stormwater management, and carbon storage;
C) Establish composting as a land use distinct from solid waste land uses due to its unique operational characteristics;
D) Encourage diversion of community organic materials as resources that can be used rather than waste that requires disposal;
E) Outline and regulate best practices of compost operations to benefit the community with well-operated facilities.

Section 2: Definitions

Agricultural Composting Facility: A composting facility at which the feedstocks consist primarily of agricultural residual generated at the same site at which the composting occurs, or organic material generated off site that is necessary to facilitate the composting of the primary feedstocks. The resulting compost is used at the same agricultural site on which the composting occurs.

Agricultural residuals: Material of plant or animal origin that results from the production or processing of agricultural products, including but not limited to plant stalks, leaves, material pruned from orchards, vineyards and other agricultural plants, crop residues, manures, bedding material, poultry litter, and animal mortalities.

Agriculture: Use of land primarily for agricultural purposes, including farming, ranching, dairying, pasturage, agriculture, apiaries, horticulture, silviculture, floriculture, vermiculture, viticulture, and animal and poultry husbandry, and secondarily for any accessory uses for purposes of processing, treating, packing or storing the produce of such agricultural uses cultivation and tillage of soil, and composting; provided; however, that agriculture shall not include the commercial feeding of mixed municipal food residuals to swine or other animals. This term shall not include commercial and/or retail nurseries.

Agronomic rate: The rate at which the amount of nutrients in the compost applied to a particular area of land does not exceed the amount of nutrients needed for optimal growth of the vegetation growing on such land, including other sources of nutrients to such vegetation and without leading to or causing water quality impairment due to over-application.

Biosolids: Solids derived from primary, secondary or advanced treatment of sanitary wastewater that have been treated through one or more controlled processes that significantly reduce pathogens and reduce volatile solids or chemically stabilize solids to the extent that they do not attract vectors. (USCC)

Bulking agent: A carbon-based material that adds structure or bulk to a compost pile. Examples include wood chips, wood shavings, saw dust, dry leaves, shredded landscape material, shredded paper, shredded cardboard and animal bedding.

Compost: The product manufactured through the controlled aerobic, biological decomposition of biodegradable materials. The product has undergone mesophilic and thermophilic temperatures, which significantly reduces the viability of pathogens and weed

seeds, and stabilizes the carbon such that it is beneficial to plant growth. Compost is typically used as a soil amendment, but may also contribute plant nutrients

Community garden: A private or public facility for cultivation of herbs, fruits, flowers, or vegetables, sometimes called an urban farm, including the cultivation and tillage of soil and the production, cultivation, growing, and harvesting of any agricultural, floricultural, or horticultural commodity, by several individuals or households.

Composting: The accelerated biological decomposition of organic matter under managed aerobic conditions resulting in compost.

Composting Facility: Structure(s) and/or premises designed, intended to be used, or used to conduct composting. Composting Facility includes Small Composting Facilities, Large Composting Facilities, Agricultural Composting Facilities, and Organics Consolidation Facilities or Operations. Composting facility does not include any structure or premises at which only residential composting is conducted or land upon which finished or matured compost is applied.

Composting Facility, Large: A composting facility that receives, stores, generates, and/or distributes more than 5,000 cubic yards of organics material at any one time.

Composting Facility, small: A composting facility that receives, stores, generates, and/or distributes no more than 500 cubic yards of organics material at any one time.

Consolidation Facility: Facility or operation that (1) receives organic material for the purpose of short-term storage prior to transfer directly from one container to another or from one vehicle to another for transport, and (2) does not conduct composting.

Feedstock: Organic material used in the production of compost.

Food Residuals: Pre- and post-consumer food discards from households and the commercial/institutional sector, including but not limited to vegetables, fruits, grains, dairy products, meats, and compostable foodservice ware/packaging and processing byproducts that may be commingled.

In-vessel composting: Process in which decomposing organic material is enclosed in a drum, silo, bin, tunnel, or other container for the purpose of producing compost, and in which temperature, contact water, moisture and air-borne emissions are controlled, vectors are excluded, and nuisance and odor generation minimized.

Landscaping residue: Yard and garden trimmings.

Mixed municipal solid waste: Garbage, refuse and other solid waste from residential, commercial and community activities that the generator of the waste aggregates for collection.

Organic material: Materials derived from living organisms, including vegetative food processing residue; food residuals; agricultural residuals; compostable products; non-recyclable compostable paper; clean wood; or landscaping residue. It does not include biosolids.

Residential Composting: Composting of food material and landscaping residue generated at a residential property where all compost produced is used on site.

Tipping area: An area or pad where the deliveries of organic material are dumped or "tipped" from trucks or other vehicles for loading, processing, sorting, or handling.

Urban Agriculture: Production (beyond that which is strictly for home consumption or educational purposes), distribution and marketing of food and other vegetative products within areas and communities not otherwise used for farming.

Section 3: All Composting Facilities

3.1 Prohibited Materials

3.1.1. Composting facilities may not accept hazardous waste, as defined in federal regulations at 40 CFR Part 261 and derivative state regulations. *[Refer to your state or local regulations applicable to composting operations for potential other restrictions on materials that may not be handled at a composting facility]*

3.2 Exemptions

3.2.1 Any composting facility that satisfies one or more of the following conditions is exempt from regulation under this section of the Zoning Ordinance:

3.3.1.1 Has less than 20 (twenty) cubic yards of material on site at any one time and is conducted as an accessory use;

3.3.1.2 Manages only organic material generated on-site and all the finished compost is used on the same site; or

3.3.1.3 Is entirely enclosed and operates with quantities between *[[suggested range to be defined by local jurisdiction]]*.

3.3 Guidelines

3.3.1. Operational Guidelines for all composting facilities can be found in the Zoning Template Guidelines. Compliance with these guidelines is required in addition to any zoning requirements enumerated herein.

Section 4: Small Composting Facilities

4.1 LOCATION

4.1.1. Small composting facilities may be located in a Residential, Industrial, Commercial or Agricultural zone *[insert equivalent local zone categories consistent with Table 2 below.]*

4.2 LOT AREA AND BULK REQUIREMENTS

4.2.1. See setback requirements in Table 1

4.2.2. Maximum composting facility use area: 1 acre

4.2.3. Walls, fencing, or buffers shall be provided in accordance with applicable state and local regulations and ordinances.

Section 5: Large Composting Facilities

5.1 LOCATION

5.1.1. Large Composting Facilities may be located in an Industrial, Commercial or Agricultural zones [*insert equivalent local zone categories consistent with Table 2 below.]*

5.2. LOT AREA & BULK REQUIREMENTS

5.2.1. See setback requirements in Table 1 on page

5.2.2. Minimum composting facility use area – greater than 1 acre

Section 6: Agricultural Composting Facilities

6.1. LOCATION

6.1.1. Agricultural Composting Facilities may be located in an Agricultural or Rural Residential zones *[insert equivalent local zone categories consistent with Table 1 below.]*

6.2. LOT AREA & BULK REQUIREMENTS

6.2.1 See setback requirements in Table 2

6.2.2 An Agricultural Composting Facility that operates with quantities between *[[suggested range 1,000 cubic yards-5,000 cubic yards, to be defined by local jurisdiction]]* on site at any one time, consistent with Table 1 below, and is conducted as an accessory agricultural activity, and/or (b) manages only organic material generated on-site to produce finished compost that is used on site, is allowed by right in Agricultural zones, and as an accessory use in Rural Residential zones. This exemption places no restrictions on the distribution or sale of compost.

6.2.3 Any Agricultural Composting Facility that operates with *[[suggested range 5,000 cubic yards-20,000 cubic yards, to be defined by local jurisdiction]]*, and processes less than twenty-five (25,000) cubic yards of organic material annually, requires a conditional use permit.

Section 7: Organics Consolidation Facilities or Operations

7.1 LOCATION

7.1.1 Organics Consolidation Facilities or Operations may be established at publicly or privately owned parcels for the following purposes: public drop-off of compostable materials; exchanging of containers of compostable materials and empty containers; pre-processing of compostable materials; equipment storage; rinsing of containers; and other related activities.

7.1.2 For accessory uses: location may be an indoor or outdoor or temporary use accessory to uses such as parkland, farmers markets, parking areas, community gardens, recycling centers, transfer stations, and school and college campuses.

7.1.3. For principal uses: location may be located outdoors or inside a building.

7.2 LOT AREA & BULK REQUIREMENTS

7.2.1 See setback requirements in Table 1 below

TABLE 1. SETBACKS

	Small Composting Facility	Large Composting Facility	Agricultural Composting Facility
Minimum Property Line or adjacent residential use	50 feet	250 feet	50 feet
Minimum setback from off-site residential use or zone	25 feet	250 feet	50 feet

TABLE 2. OF PERMITTED USES BY DISTRICT

P = Permitted Principal Use; C = Conditional use; A = Accessory Use; E = Exempt; X = Not permitted

	Rural residential district	**Suburban residential district**	**Urban residential district**	**Mixed-use district**	**Commercial district**	**Industrial district**	**Agricultural district**
Small composting facility 100-500 cubic yards	A	A	A	A	P	P	P
Small composting facility 50-100 cubic yards	P	P	P	P	P	P	P
Small composting facility less than 50 cubic yards	E	E	E	E	E	E	E
Large composting facility	X	X	X	X	C	P	C
Agricultural composting facility 5,000-25,000 cubic yards	C	X	X	X	X	X	P
Agricultural composting facility	P	X	X	X	X	X	P

up to 5,000 cubic yards								

Organics consolidation facility	P, A	P, A	P, A	P, A	P, A	P, A	P, A	

ADDENDUM:

As mentioned in the Preface, this Template has been written with the assumption that each community will apply its own geographic, cultural, political and environmental reality to the template and modify it as needed. To assist with this process, this document includes the background discussion below to assist with decisions in areas covered by the ordinance.

Background on compost sites (see *guidelines* for additional discussion)

Sites must be of adequate size to handle the projected volume of material to be composted. There are no standards in area requirements for composting, because with each set of technological and design options, there are varying area requirements. The main consideration is that an operation should not have an unmanageable volume of materials on site.

In general, the less intensively a compost pile is managed, the more space it will require because composting times are lengthened. If piles are turned frequently or if air is pumped into static piles via perforated pipes, composting times will then be reduced and a smaller area will be required for a given volume of material. Aside from the actual footprint of the compost piles or windrows, allowance must be made for the area required for dropoff and mixing of materials, equipment maneuvering, curing areas, storage of finished compost, and buffer areas between the compost site and sensitive land uses.

Facility Size: While zoning traditionally identifies land uses with a footprint measured by area, one concern that local officials may have is the *volume* of material on a site that meets legal square footage requirements. For that reason, this ordinance uses square footage as the primary tool for meeting zoning requirements; depending upon method and space allowed for tipping area, screening, finished product storage, drainage etc., the following volumes should be considered as upper limits for size on a best-practice compost site:

> **Small Composting Facility:** less than 500 cubic yards on site; a small exempt facility should have no more than 20 CY/acre on site at any one time
>
> **Agricultural Composting Facility**: Up to 5,000 cubic yards on site at any one time is exempt from local zoning; 5,000 to 25,000 cubic yards annually requires a conditional use permit
>
> **Large Facility:** greater than 5,000 cubic yards on site at any one time or as defined by local jurisdiction.

Operational Issues: State composting rules, usually found in the state's solid waste ordinance (see this link for more information on finding rules in your state) dictate design issues in detail. (see model rule template, USCC, section 7.)

Food Waste Recycling Proposal for Farmington Public Schools

Overview

This proposal outlines a comprehensive food waste recycling program for the Farmington Public Schools District, aimed at promoting sustainability and environmental responsibility among students. With 16 schools in the district, this initiative will not only reduce the environmental impact of food waste but also serve as an educational tool for students, teaching them about the importance of recycling and sustainability.

Benefits of Recycling for School Children and Their Environment

1. Environmental Awareness: Introducing recycling programs in schools helps foster a culture of environmental consciousness among students. Children learn the importance of reducing waste, reusing resources, and recycling, which can lead to lifelong sustainable habits.
2. Reduction of Landfill Waste: By recycling food waste, the district can significantly reduce the amount of waste sent to landfills. This decrease in waste helps lower greenhouse gas emissions, particularly methane, which is a potent contributor to climate change.
3. Soil Enrichment: Recycled food waste can be converted into compost, which enriches the soil and reduces the need for chemical fertilizers. This not only benefits the local environment but can also be used in school gardens, providing a practical application for students.
4. Cost Savings: Over time, reducing the amount of waste sent to landfills can lead to lower waste disposal costs for the district. Additionally, the compost produced can reduce the need for purchasing commercial soil amendments.

Implementation Plan

- Initial Setup: CO Sustainability suggests starting with ten (10) 64-gallon bins at each of the 16 schools in the district. The number of bins can be adjusted to meet the specific needs of each school.
- Cost Breakdown:
  - The first bin at each school will cost $150.00.
  - Each additional 64-gallon bin will cost $50.00.
  - The total monthly cost per school for the bins is $600.00.
  - With 16 schools participating, the total estimated monthly cost for the district is approximately $9,600.
- Additional Services:
  - Bin Cleaning Service: CO Sustainability offers a monthly bin cleaning service at $10.00 per bin. If the district opts for this service, it will add an additional $160 per month to the total cost.
- Total Estimated Cost:
  - Without Bin Cleaning Service: $9,600 per month.
  - With Bin Cleaning Service: $9,700 per month.

Conclusion

This food waste recycling program offers the Farmington Public School District an opportunity to lead by example in the community, demonstrating a commitment to environmental stewardship. By involving students in the process, the district can help cultivate a new generation of environmentally conscious individuals who understand the importance of sustainability. The investment in this program will not only benefit the environment but also provide long-term educational and financial advantages for the district.

Preventing Contamination in Food Waste Recycling

In places where lots of people are responsible for sorting their waste, and sometimes with great variation in the types of things to be sorted, many supports are needed to help them get items in the right bin. The College for Creative Studies explored best practices for preventing contamination in places such as cafeterias or restaurants where individuals are responsible for clearing their table and disposing of waste. Their solution focuses on multiple visual cues including color coding, logos and labels, zoning and wayfinding, and an educational recycle wall located near the collection bins. While the focus of this was for settings like cafeterias, it could also be employed in restaurants where eaters bus their own tables and adapted for other settings, such as the office or even home. Further details about these strategies are provdied below.

Color coding

Color coding can be useful in helping guests remember what goes in what bin. The bin and signage colors were picked for each material to be sorted based on how those colors are perceived to be connected with the materials they will be collecting. For example, food scraps is regenerative, so it's bin is green. Blue has traditionally been used to indicate plastic, metal and glass recycling, so that color was maintained for that use. Landfill is often associated with end of life for materials, hence the black bin.

Logos and labels

Easy to understand and read pictures and text work with the color coding of the bins to further identify and confirm what materials go in each.

Zoning and wayfinding

Colored pathways on the floor correspond to the color of the bins and the materials the bins can take will help guests get to the correct bin for each material that must be sorted. This can also help custodial staff remember which order the bins go in so guests that frequent a place can expect the bins to always be in the same order.

Educational recycle wall

The posters on this wall provide reminders about why sorting of materials is important and helpful tips to prevent contamination, such as removing the stickers from fruit before composting the peel.

Example posters for the educational recycle wall. Posters will be updated to match the campaign branding.

Identify champions to help sort waste

At schools, colleges, and universities where there are set times of year where there is an influx of new students, identifying champions to volunteer to support eaters in properly sorting waste in the cafeteria during the first week or two of school can go a long way in helping others learn how to properly sort their waste and set the expectation that food does not go to the landfill. Healthcare facilities where tables are bussed by the eaters will likely have to rely on the signage, wayfinding, and zoning, but could consider having a volunteer or employee present at peak meal times to assist with sorting.

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APPENDIX E:

Reports

Appendix E: Reports

List of Reports

The following reports were created by partners in the project to explore various sectors and strategies. Not all strategies and timelines suggested in these reports are in the Blueprint, but they served as the foundation for making the Blueprint specific to Farmington Hills.

Summary of Results from Farmington Hills Resident Survey 285
City of Southfield Food Waste Strategies and Evaluation 291
Development Plan to Eliminate Food Waste in Michigan Schools 313

Summary of Results from Farmington Hills Resident Survey

To better understand the level of awareness and knowledge about the issue of food waste, how food waste is currently handled, and their interest in various other methods to reduce and divert food waste from landfills, a survey of Farmington Hills residents was undertaken during summer 2025. It was promoted via the city newsletter, website, e-mail, and social media for three weeks and also received some press and news segments on local news channels. The survey was open for two weeks. At the close of the survey there were 783 responses. Most respondents (98.6%) live in Farmington Hills, while another 16.2% work in the city. The vast majority of respondents (90%) live in single-family homes, while 9% live in multi-family housing such as apartments or condos. Figures 1 and 2 below provide additional information about the households of the respondents. Figure 1 shows that a range of household sizes were represented in the study, with the average household size being 2. Figure 2 indicates that respondents had household members of a variety of ages with households most commonly having those in the 55-74 age range.

Figure 1. Household size of survey respondents

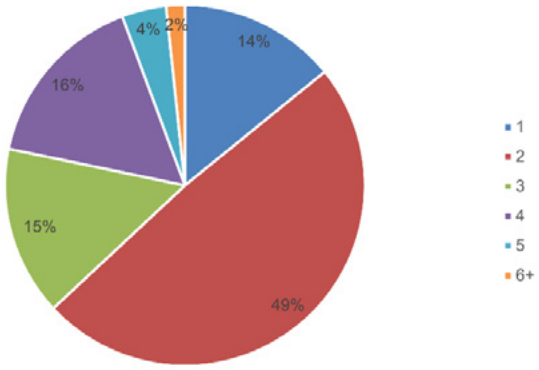
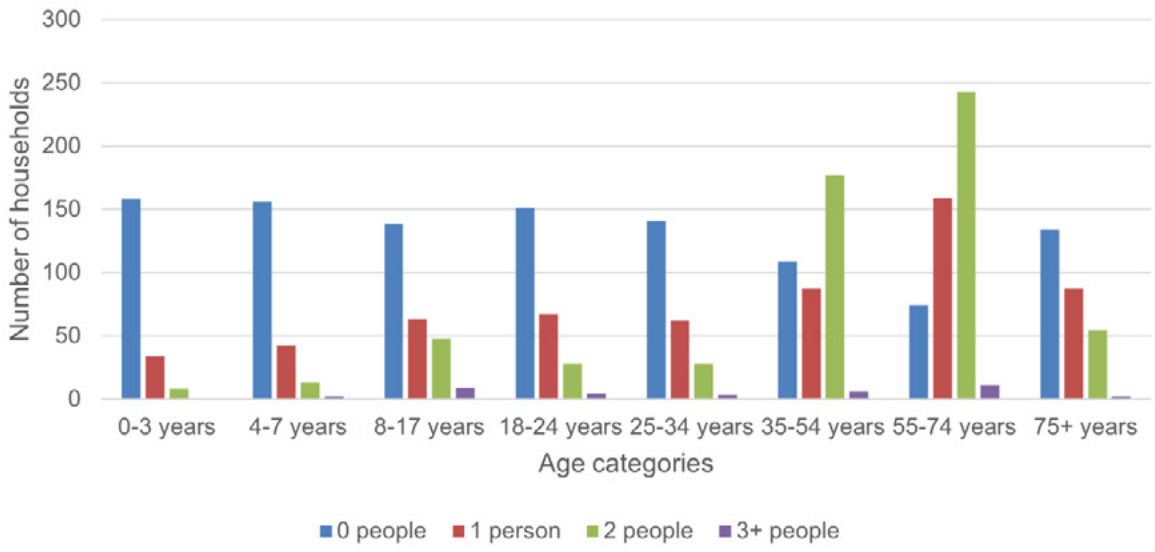


Figure 2. Household age composition



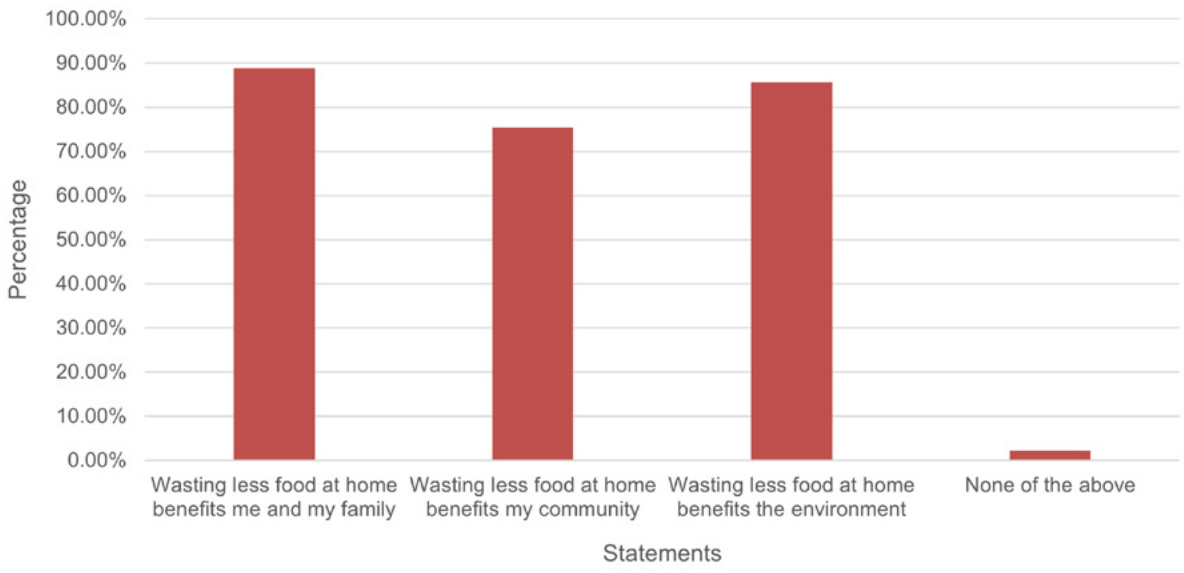
Food Waste in Households

When asked how many cups of food scraps their household creates each week, households reported a wide range of responses, from none up to 100 cups per week, with the most common amount being 8 cups per week. Over half of the respondents felt that they threw away less food than other households. The most common reasons respondents cited for food waste at home were forgetting about leftovers (70%) and throwing away food past its package date (50%). Nearly half also said they sometimes buy more food than their household can use before it spoils (49%).

To help reduce food waste at home, respondents identified the following as the most useful topics and strategies: repurposing leftovers or excess ingredients (50%), learning preservation techniques such as freezing, canning, pickling, and fermenting (42%), and finding ways to use over-ripened foods (42%).

Respondents were generally very positive about the importance of food waste and the benefits reducing it could have on them, their family, community, and environment. Many (42%) indicated that they had seen or heard something about the issue of food waste within the last year, which made them more concerned about the issue and led to action on it. Over half (51%) of respondents shared that they had already taken steps at home to not throw away food that could be eaten, including composting, meal planning, and buying less food than needed at one time. When asked to rank what interests them about the impacts of reducing food waste, 86% of respondents ranked wanting to make an environmental impact as either first or second. Saving money was ranked either first or second by 63% of respondents.

Figure 3. Agreement with benefits of reducing food waste



Current Ways of Reducing Food Waste

The top five ways survey respondents reduce food waste are:

- Storing food in ways to slow spoiling (86%)
- Keeping an organized pantry/refrigerator (70%)
- Making a grocery list (64%)
- Meal planning (51%)
- Sharing food with friends or family (33%)

Current Ways of Managing Food Waste

Nearly two-thirds of respondents (65%) indicated that they were somewhat or very familiar with composting, and 21% said that they compost yard waste in their backyard, and another 42% said that they compost yard waste via drop off or curbside collection. Regarding food scrap management, 17% of respondents compost food scraps in their backyard, and a little less than 3% manage food scraps through curbside collection or go to a food scrap drop-off site. Over half (58%) of respondents landfill their scraps, and 17% use their garbage disposal.

Food Scrap Diversion Options

Drop Off Program

Most respondents (61%, 468 respondents) indicated that they would participate in a food scrap drop off program, or that they already do. Of those that said they would not participate, the following were cited as barriers:

- Not having enough time (41%)
- Not knowing what is compostable (11%)
- Not knowing how to separate food scraps (9%)
- Not having transportation (3%)

When asked what would be needed to participate in a food scrap drop off program, the top three items were that the program be free (71%), drop off places being in a location they frequent (64%), and having a countertop bin for their kitchen (60%). Over half of respondents indicated that they would need an educational guide to get started (54%). Suggestions for drop off sites included grocery stores, municipal buildings (library, city hall, etc.), parks (Heritage, Riley, Shiawassee, etc.), schools, the Farmers Market, and community centers.

The graphs below show the maximum that someone would pay each month, and the distance they would have to travel to drop off food scraps for composting.

Figure 4. Maximum monthly fee for food scrap drop off service

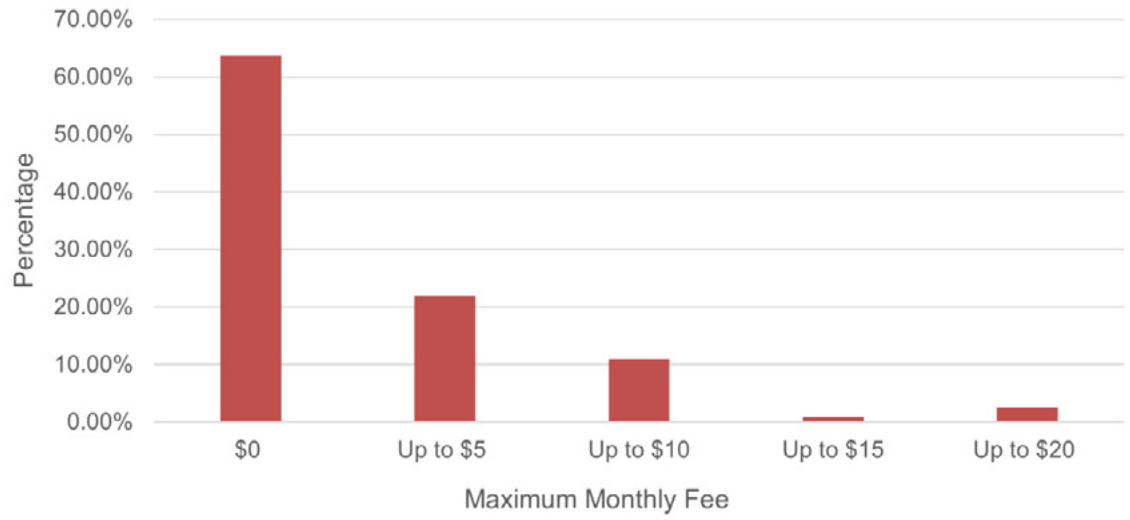
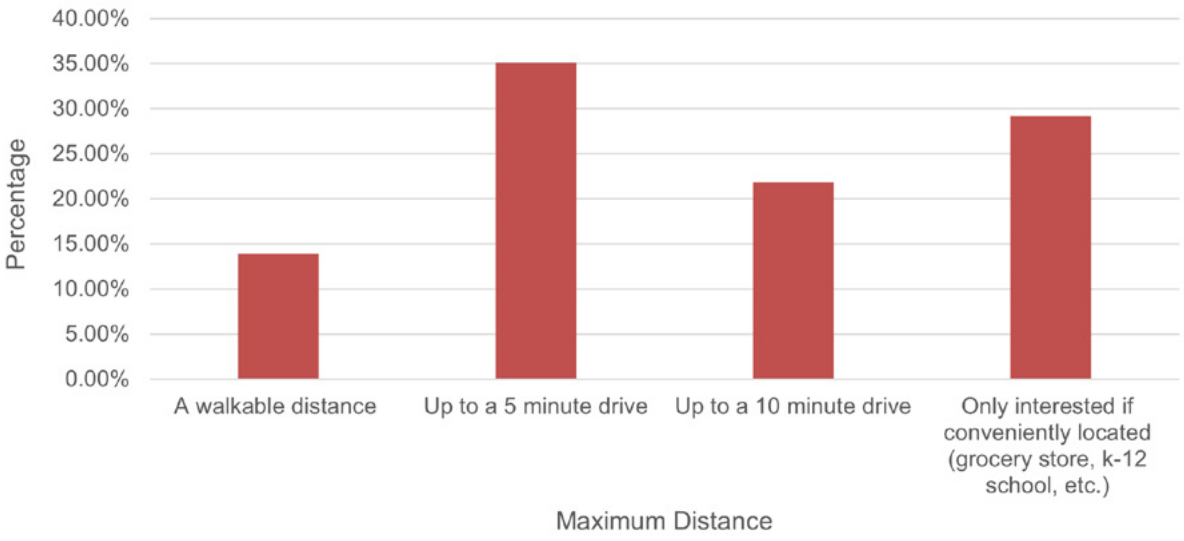


Figure 5. Maximum distance to drop off food scraps



Curbside Food Scrap Collection Program

If there were no cost to participate, 89% of respondents said they would participate in a curbside food scrap collection program. For those that said they would not participate, the most common reason was that they didn't need the service since they compost or have a food scrap pick up service already (28%). Other reasons included respondents not having an interest (18%) and not having enough time (17%)

When asked what would be needed to participate in a food scrap hauling program, the top three items were having a curbside bin only for food scraps (79%), no-cost to participate (70%), and having an educational guide to getting started (53%). Over half of respondents (52%) also noted that they would need a countertop bin for their kitchen.

Signage on a food scrap bin, an email tutorial, and a refrigerator magnet were noted as the best resources to help residents learn how to participate in a curbside food scrap collection program. Respondents also indicated that the best way for them to receive information was through email, flyers, and Facebook.

The figure below illustrates the maximum amount that respondents would pay each month for curbside food scrap collection.

Figure 6. Maximum monthly fee for curbside food scrap collection

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RRS memo

TO: MAKE FOOD NOT WASTE
FROM: RRS
DATE: AUGUST 2024
RE: CITY OF SOUTHFIELD FOOD WASTE STRATEGIES AND EVALUATION

EXECUTIVE SUMMARY

Project Background: Michigan has set a state goal of halving food waste disposal by 2030. To support this objective, Make Food Not Waste ("MFNW") is leading a team to evaluate resources and pathways for eliminating food waste in the City of Southfield. The result of the project includes a detailed city-wide food waste reduction plan that can be implemented in Southfield. This plan can be referenced as a model and scaled to other Michigan cities to reduce food waste across Michigan municipalities. With the goal of implementing food waste reduction strategies in Southfield by end of 2024, MFNW has commissioned this study to obtain insights on existing food waste generation and evaluate cost and climate impact implications of various strategies proposed by stakeholders in the community.

Data Team Focus: Resource Recycling Systems ("RRS") has supported this project with unique expertise in food waste data analysis and model design. The RRS Project Team, as part of this effort, focused on evaluating the City's current food waste generation data across various sectors and providing quantitative insights on food waste reduction strategies proposed by relevant stakeholders. This evaluation considers both cost and climate impact perspectives to help prioritize feasible strategies for inclusion in the final plan.

Methodologies: The RRS Project Team first evaluated the City of Southfield's existing food waste generation through a multi-step process and verified generation data provided by the Natural Resources Defense Council ("NRDC") across residential, commercial, and institutional sectors. Based on the verified generation data, the Team then designed a quantitative model to evaluate strategies across various food waste reduction solutions including Prevention/Generation Education, Donate/Recover/Rescue, Local Recycling, and Centralized Composting, through outlining the associated cost and greenhouse gas emissions respectively to each strategy.[1] The model was designed with the overall assumptions that 75% of the total food waste generated would be diverted via Centralized Composting related strategies, while 25% would be reduced, recovered and locally recycled. The model assumed that all Commercial and Institutional entities will be provided curbside collection via subscription services.

For the Residential sector, it includes three collection scenarios:

- Scenario #1: 100% of single-family and multifamily households will participate in drop off composting.
- Scenario #2: 100% of single-family households will have curbside collection via carts, and 100% of multi-family households will participate in commercial curbside collection services.

[1] RRS: For the purposes of this assessment, Local Recycling is defined as processing food scraps within households, communities, or other solutions not related to centralized composting.

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- Scenario #3: Same as Scenario 2, except that single-family households will not be provided with carts, but instead they will use self-provided bins or paper bags.

Key Findings: The findings of this research represent the best estimates and are intended to provide guidance to stakeholders on strategies that should be prioritized based on considerations across generation, cost, and climate impacts.

- Food Waste Generation: Approximately 13,780 tons of food waste are generated annually in the City of Southfield.
- Sector Contributions: The Residential (42.5%) and Food Service (41.5%) sectors are the predominant contributors, collectively accounting for 85% of the total food waste.
- Centralized Composting Scenarios: Among the three scenarios for Centralized Composting, Scenario #1 (100% residential participation in drop-off) would avoid the least amount of GHG emissions at around 14,699 tons per year, primarily due to the emissions generated from transportation.
- Scenarios #2 and #3 have the most substantial positive climate impact, each reducing CO2 emissions by 20,178 tons annually.
- Scenario #1 incurs the lowest annual cost among all scenarios, with more than 75% of savings[2] compared to the others and a total annual cost of $2.3 million.
- While both Scenarios #2 and #3 yield similar climate benefits, Scenario #2 is more convenient and practical because residents will be provided carts for curbside collection. This will increase participation rates due to the ease of collection and reduced barriers for transportation, making it simpler for residents to participate in the food waste collection program.

[2] Subject to be updated if contract cost from Priority Waste is provided.

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MODELING

Food Waste Diversion Potential by Strategy

The model assigned approximate ratios of waste diversion potential to each of the strategies based on various sources including ReFED Insight Engine and previous studies conducted by RRS for other cities and regions. Estimated waste diversion from each categorized strategy by RRS is included in tables below. 100% of participation rate is assumed across all strategies.[3]

Table 1. Overall Food Waste Generation by Sector Tons Per Year (TPY)

Overall Food Waste Generation by Sector (TPY)	
Single Family Residential	2,902
Multi-Family Residential	3,102
Commercial/Institutional	7,867
Total	**13,870**

Table 2. Food Waste Diversion Potential Through Prevention

Prevention			
	Consumer Education Campaigns	Waste Tracking & Analytics	Total
Diversion Potential (%)	8.2%	4.3%	12.5%
SF Residential FW (TPY)	238	125	363
MF Residential FW (TPY)	254	133	388
Commercial FW (TPY)	645	665[4]	1,310
Total (TPY)	**1,137**	**923**	**2,060**

Table 3. Food Waste Diversion Potential Through Donation/Recovery/Rescue

Donation/Recovery/Rescue					
	Standardized Donation Regulation	Donation Matching Software	Donation Transportation	Donation Storage & Handling	Total
Diversion Potential (%)	1.5%	1.1%	0.8%	0.8%	4.2%
SF Residential FW (TPY)	44	32	23	23	122
MF Residential FW (TPY)	47	34	25	25	130

[3] While a 100% participation rate is assumed in this model to create a blue-sky vision for ideal food waste management, it is recognized that achieving such a rate may not be realistic in practical scenarios. This assumption is intended to provide a comprehensive framework for understanding the potential impact and benefits of full participation.

[4] The model assumes that Commercial sector will not participate in local recycling activities such as Home Composting or Community composting. Instead, the 25% of the sector's food waste will be diverted from Prevention and Rescue/Recovery/Donation Strategies. The Diversion Potential (%) for the Commercial Sector can be different from other sectors.

Commercial FW (TPY)	118	413[5]	63	63	657
Total (TPY)	**208**	**479**	**111**	**111**	**909**

Table 4. Food Waste Diversion Potential Through Local Recycling

Local Recycling			
	Home Composting	Community Composting	Total
Diversion Potential (%)	6.5%	1.8%	8.3%
SF Residential FW (TPY)	189	52	241
MF Residential FW (TPY)	-	257[6]	257
Commercial FW (TPY)	-	-	-
Total (TPY)	**189**	**310**	**498**

Table 5. Food Waste Diversion Potential Through Centralized Composting

	Total Centralized Composting
Diversion Potential (%)	75%
SF Residential FW (TPY)	2,176
MF Residential FW (TPY)	2,326
Commercial FW (TPY)	5,900
Total (TPY)	**10,403**

Cost Considerations

Due to numerous pending considerations for the Prevention, Donation/Recovery/Rescue, and Local Recycling strategies, associated costs – such as staffing, educational materials, surveying, and equipment, cost savings from landfill avoidance, etc. – are currently excluded from the model. The cost calculation model primarily focuses on Centralized Composting, especially concerning various scenarios for residential collection.

The RRS Project Team, in collaboration with subgroup partners, has incorporated cost considerations below into the model:

- Hauling costs based on contract terms provided by service providers or the city (GFL, My Green Michigan, and CO Sustainability)
- Costs for new trucks needed and truck operation for service providers to transport the food waste.
- Composting tipping fee at composting facilities including Spurt Industries in Wixom, MI and Country Oaks in Burton, MI.
- Landfill tipping fee at Arbor Hills Landfill.

[5] The model assumes that Commercial sector will not participate in local recycling activities such as Home Composting or Community composting. Instead, the 25% of the sector's food waste will be diverted from Prevention and Rescue/Recovery/Donation Strategies. The Diversion Potential (%) for the Commercial Sector can be different from other sectors.
[6] The model assumes that for Local Recycling strategies, multi-family sector will participate in community composting and not home composting efforts.

Across scenarios, the model is not incorporating savings associated with reduced frequency of commercial trash service, or household savings associated with reduced landfill fees. Several other categories of costs were not incorporated due to complexity and uncertainty at the time this report was developed:

- Scenario #1: Does not include cost of city labor, staff, or tools. The cost of carts at drop-off sites is already incorporated into the service providers' contract and thus wouldn't be double counted in the model.
- Scenario #2: Does not include cost of city labor or staff. Initial cart investment for single-family residential curbside collection is included as a reference, as it may not be relevant if the cost of cart is included in collection provider's contract.
- Scenario #3: Does not include cost of city labor or staff. Carts are not needed for this scenario.

Climate Impact Considerations

The model primarily utilizes greenhouse gas emissions (CO_2e) as the main metric to reflect the environmental impact of each strategy, particularly focusing on the avoided emissions from diverting food waste from landfills. For Centralized Composting, the model also accounts for emissions generated by residents transporting food waste, and by service providers collecting food waste from curbside and drop-off sites, as well as emissions associated with transporting it to the centralized composting facility. These emissions are included and offset the avoided emissions from potential landfill diversion. The model employs the EPA WARM Model as the main source for calculating CO_2e for these strategies.

Key Model Insights

- Most Cost-Effective Scenario:
  - Scenario #1 incurs the lowest annual cost among all scenarios with a total annual cost of $2.3 million.
    - If the infrastructure investments, such as upfront cost for carts and trucks, and ongoing cost of maintenance and operation for trucks, are to be considered in the city's budget, then the Scenarios involving 100% curbside pick-up collection will incur a much higher annual cost than Scenario #1; annually around $9.8 million for Scenario #2, and $9.2 million for Scenario #3.
    - In comparison, Scenarios #2 and #3 will incur an annual cost of $6.5 million if the infrastructure costs are excluded.
    - It should be recognized that the hauling cost for single-family curbside collection is currently based on the previous GFL contract that City of Southfield signed and executed in 2024, which included solid waste, yard waste, and recycling collection. If a more updated cost for food waste collection is provided, the model can be adjusted to reflect a more accurate cost evaluation across these Scenarios.
- Significant Climate Impact:
  - Scenarios #2 and #3 drive the most substantial positive climate impact, each reducing CO_2 emissions by 20,178 tons annually, which is 37% more reduction than achieved in Scenario #1, where all residential households participate in drop-off collection.
- Overall Best Scenario:[7]
  - Scenario #2 is considered the best overall option considering climate impact and provided convenience to achieve the 100% participation rate.

[7] Subject to be updated once contract cost from Priority Waste is provided.

  - Compared to Scenario #3, Scenario #2 yields similar climate benefits and incurs the same amount of collection cost (without considerations for infrastructure). However, Scenario #2 is more convenient and practical due to the reason that carts will be provided to the residents for curbside collection, which provides a stronger incentive for residential participation in food waste collection. In contrast, Scenario #3 requires residents to supply their own paper bags or containers, which may become a hindrance for residents.
  - If cost of infrastructure such as carts and trucks are included as City's budget considerations, Scenario #2 will incur an additional $687,000 upfront cost for cart investment and $2.6 million ongoing cost for truck investment. However, it may still be worth the investment if the city aims to achieve 100% participation as the top priority.
- Strategy Implementation
  - Strategies should be implemented across the EPA Food Recovery Hierarchy with priorities of food waste prevention, donation/recovery/rescue, recycling, and composting. Consistent and routine actions should be designed and deployed to support these strategies, including:
    - Sending informative mailers to residents and businesses about the program detail and how they can participate.
    - Offering regular educational programs such as workshops and webinars to educate community members on program impact.
    - Leveraging media outlets and community events to raise awareness and encourage widespread participation.
    - Tracking participation rates through surveys and software solutions and providing feedback to participants to maintain engagement.
- Model Feasibility:
  - The RRS Project Team developed various scenarios in the model based on the overall assumption of 100% participation from the residential, commercial, and institutional sectors, as requested by the Make Food Not Waste project team. This visionary plan aims to provide guidance for the City of Southfield in understanding and evaluating pathways to eliminate food waste citywide. However, it is important for users of the model to recognize that the feasibility and practicality of some of the scenarios is not guaranteed in real life.

Below is a summary table for detailed cost and impact breakdown for centralized composting collection by scenario, demographic, and collection model.

RRS memo

Table 6: Detailed cost and impact breakdown for centralized composting.

Centralized Composting Collection			Curbside Collection					Drop Off Collection				Total Hauling Cost ($/Year)	Total Infrastructure Cost (Cart+Truck) ($/Year)	Total Collection Cost (Infrastructure + Hauling) ($/Year)	Total Annual CO2e (Ton/Year)
Scenario	Type	Collected By	Collection %	Collection Tons/Year	Hauling Cost $/Year	Total Collection Cost (Infrastructure + Hauling Costs)	Total CO2e from Curbside Collection (Ton/Year)	Collection %	Collection Tons/Year	Total Drop-off Hauling Cost $/Year	Annual CO2e from Drop-off Collection (Ton/Year)				
Scenario #1 100% SF+MF for Drop-Off 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950	$ 611,433	$ 1,622,866	732								
		My Green Michigan	50%	2,950	$ 1,011,433										
		Total Commercial	100%	5,900	$ 1,622,866	$ 1,622,866	732								
	Single Family	My Green Michigan						100%	2,176	$ 371,420	3,938	$ 2,391,332	-	$ 2,391,332	6,774
	Multifamily	My Green Michigan						100%	2,326	$ 397,046	2,105				
	Total (Curbside or Drop-off)		100%	5,900	$ 1,622,866	$ 1,622,866	732	100%	4,503	$ 768,466	6,043				
	Total Scenario 1 (Curbside AND Drop-off)		**100%**	**10,403**											
Scenario #2 100% SF Curbside by City Contracted Hauler, with Carts 100% MF Curbside by Subscription 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950	$ 976,833	$ 1,988,266	732					$ 6,507,064	$ 3,340,800	$ 9,847,864	1,295
		My Green Michigan	50%	2,950	$ 1,011,433										
		Total Commercial	100%	5,900	$ 1,988,266										
	Single Family	Priority Waste	100%	2,176	$ 3,490,905	$ 6,831,705	407								
	Multifamily	CO Sustainability	50%	1,163	$ 629,075	$ 1,027,893	157								
		My Green Michigan	50%	1,163	$ 398,819										
		Total Multifamily	100%	2,326	$ 1,027,893										
	Total Scenario 2		**100%**	**10,403**	**$ 6,507,064**	**$ 9,847,864**	**1,295**								
Scenario #3 100% SF Curbside by City, no Carts 100% MF Curbside by Subscription 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950	$ 976,833	$ 1,988,266	732					$ 6,507,064	$ 2,653,800	$ 9,160,864	1,295
		My Green Michigan	50%	2,950	$ 1,011,433										
		Total Commercial	100%	5,900	$ 1,988,266										
	Single Family	Priority Waste	100%	2,176	$ 3,490,905	$ 6,144,705	407								
	Multifamily	CO Sustainability	50%	1,163	$ 629,075	$ 1,027,893	157								
		My Green Michigan	50%	1,163	$ 398,819										
		Total Multifamily	100%	2,326	$ 1,027,893										
	Total Scenario 3		**100%**	**10,403**	**$ 6,507,064**	**$ 9,160,864**	**1,295**								

RRS memo

Scenario #1 Insights

- Assumptions: This scenario assumes 100% participation from single-family and multi-family households in drop-off composting at three (3) selected sites in Southfield. These sites will be managed and serviced by My Green Michigan. Additionally, it assumes 100% participation from the commercial and institutional sectors in curbside collection through CO Sustainability and My Green Michigan's subscription services, with a 50/50 split between the two service providers.
- Cost Impact: The total annual cost under this scenario is approximately $2.3 million.
    - This estimate includes composting tip fees, savings from landfill tip fees, and hauling cost by the service providers. It does not account for the costs of labor, staff, tools for the Prevention, Rescue/Recovery/Donation, or Local Recycling strategies, or cost of carts at drop-off sites. Among all scenarios, this one incurs the lowest cost.
    - Note that the Total Annual Cost for Prevention, Rescue/Recovery/Donation strategies are shown as negative in the table below, since the main cost modeled is cost savings from the avoided landfill tip fees.
- Climate Impact: This scenario results in an annual reduction of CO2 emissions by 14,699 tons. It has the least positive climate impact due to the significant carbon emissions generated by weekly trips of residential households to drop-off sites. However, potential efficiencies could be realized by integrating regular commuting or shopping trips, such as shopping for groceries, into trips to drop-off sites, to minimize redundant emissions.

Table 7 – Detailed modeled cost and impact for scenario #1: 100% of single family and multifamily households will participate in drop off composting; 100% of commercial and institutional entities have curbside pickup collection.

Diversion Strategy	Diversion Solutions	Total Tons Diverted	Total Annual Cost ($/year)	Total Annual Avoided CO2e (Ton/year)
Prevention	Consumer Education Campaigns	1,137	$(20,473)	(5,215)
	Waste Tracking & Analytics	923	$(16,612)	(4,234)
	Total Prevention	**2,060**	**$(37,085)**	**(9,449)**
Rescue/Recovery/ Donation (RRD)	Standardized Donation Regulation	208	$(3,745)	(954)
	Donation Matching Software	479	$(8,623)	(2,197)
	Donation Transportation	111	$(1,997)	(509)
	Donation Storage & Handling	111	$(1,997)	(509)
	Total RRD	**909**	**$(16,362)**	**(4,170)**
Local Recycling	Home Composting	189	$(3,395)	(136)
	Community Composting	310	$(5,574)	(223)
	Total Local Recycling	**498**	**$(8,969)**	**(360)**
Centralized Composting	100% SF +MF Drop-off & 100% Commercial Curbside	10,403	$2,400,571	(721)
	Total Centralized Composting	10,403	$2,400,571	(721)
Total		**13,870**	**$2,338,154**	**(14,699)**

Below is a more detailed cost and impact breakdown for the centralized composting collection by demographic and collection mode in Scenario #1. This cost does not include the cost savings from prevention and donation measures/strategies/etc. The total

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collection cost for centralized composting in Scenario #1 mainly includes hauling cost, which is about $2.4 million/year. However, this number is higher than the total annual cost of $2.3 million/year as indicated in Table 7, as that figure also accounts for cost savings from landfill tipping fees and incurred composting fees.

Table 8: Scenario #1 cost and impact breakdown for centralized composting.

Centralized Composting Collection			Curbside Collection					Drop Off Collection				Total Hauling Cost ($/Year)	Total Infrastructure Cost (Cart+Truck) ($/Year)	Total Collection Cost (Infrastructure + Hauling) ($/Year)	Total Annual CO2e (Ton/Year)
Scenario	Type	Collected By	Collection %	Collection Tons/Year	Hauling Cost $/Year	Total Collection Cost (Infrastructure + Hauling Costs)	Total CO2e from Curbside Collection (Ton/Year)	Collection %	Collection Tons/Year	Total Drop-off Hauling Cost $/Year	Annual CO2e from Drop-off Collection (Ton/Year)				
Scenario #1 100% SF+MF for Drop-Off 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950	$ 611,433	$ 1,622,866	732					$ 2,391,332	-	$2,391,332	6,774
		My Green Michigan	50%	2,950	$ 1,011,433										
		Total Commercial	100%	5,900	$ 1,622,866	$ 1,622,866	732								
	Single Family	My Green Michigan						100%	2,176	$ 371,420	3,938				
	Multifamily	My Green Michigan						100%	2,326	$ 397,046	2,105				
	Total (Curbside or Drop-off)		100%	5,900	$ 1,622,866	$ 1,622,866	732	100%	4,503	$ 768,466	6,043				
	Total Scenario 1 (Curbside AND Drop-off)		**100%**	**10,403**											

Scenario #2 Insights

- Assumptions: This scenario assumes 100% participation from single-family in curbside collection via a city's contracted service, where residents will comingle yard waste and food waste using 32-gallon bins provided by the city. It also assumes 100% participation from multi-family in curbside collection via subscription services by My Green Michigan or CO Sustainability. Additionally, it includes 100% participation from the commercial and institutional sectors in curbside collection through CO Sustainability and My Green Michigan's subscription services, with a 50/50 split between the two service providers.
- Cost Impact: The total annual cost with associated infrastructure cost (upfront cart investment, upfront truck investment, and annual truck maintenance and operation) under this scenario is approximately $9.8 million.[8] If infrastructure related costs are excluded from consideration, the total annual cost is about $6.5 million.
    - This estimate includes composting fees, savings from landfill tip fees, and hauling cost by the service providers. It does not account for the costs of labor, staff, tools for the Prevention, Rescue/Recovery/Donation, or Local Recycling strategies.
    - Compared to Scenario #1, the total annual cost (without infrastructure costs) is more than tripled due to the contract costs with multiple service providers.
    - Additionally, if the costs of carts and trucks for residential curbside collection are not included in the contract and will need to be covered by the City, it will become another impacting factor for the City's planning budget, as it will incur an additional $3.3 million for the infrastructure investment, with about $687,000 upfront cost for cart investment and $2.6 million ongoing cost for truck investment.
    - Note that the Total Annual Cost for Prevention, Rescue/Recovery/Donation strategies are shown as negative in the table, since the main cost modeled for those strategies is cost savings from the avoided landfill tip fees.

[8] Scenario #2 contract cost is currently a placeholder and will need to be adjusted once a service provider provides a proposal for collecting curbside food waste from single-family households in Southfield. The current cost incorporated the previous GFL contract for single-family recycling and trash services of $203/household/year (average of 8 years) in Southfield.

- Note that the City of Southfield was paying $3 million annually for recycling, yard waste, and solid waste collection from single-family households under the previous GFL contract.

- Climate Impact: This scenario results in an annual reduction of CO2 emissions by 20,178 tons annually, which is 37% more reduction than achieved in Scenario #1, where all residential households participate in drop-off collection.

Table 9 – Cost and climate impact for Scenario #2

Diversion Strategy	Diversion Solution	Total Tons Diverted	Total Annual Cost with Infrastructure ($/year)	Total Annual Cost Without Infrastructure ($/year)	Total Annual CO2e (Ton/year)
Prevention	Consumer Education Campaigns	1,137	$ (20,473)	$ (20,473)	(5,215)
	Waste Tracking & Analytics	923	$ (16,612)	$ (16,612)	(4,234)
	Total Prevention	**2,060**	**$ (37,085)**	**$ (37,085)**	**(9,449)**
Rescue/Recovery/ Donation (RRD)	Standardized Donation Regulation	208	$ (3,745)	$ (3,745)	(954)
	Donation Matching Software	479	$ (8,623)	$ (8,623)	(2,197)
	Donation Transportation	111	$ (1,997)	$ (1,997)	(509)
	Donation Storage & Handling	111	$ (1,997)	$ (1,997)	(509)
	Total RRD	**909**	**$ (16,362)**	**$ (16,362)**	**(4,170)**
Local Recycling	Home Composting	189	$ (3,395)	$ (3,395)	(136)
	Community Composting	310	$ (5,574)	$ (5,574)	(223)
	Total Local Recycling	**498**	**$ (8,969)**	**$ (8,969)**	**(360)**
Centralized Composting	100% SF Curbside via city w/ carts & 100% MF/Commercial Curbside via subscription	10,403	$9,902,248	$6,561,448	(6,200)
	Total Centralized Composting	**10,403**	**$9,902,248**	**$6,561,448**	**(6,200)**
Total		**13,870**	**$9,839,832[9]**	**$6,499,032**	**(20,178)**

Below is a more detailed cost and impact breakdown for the centralized composting collection by demographic and collection mode in Scenario #2. This cost does not include the cost savings from prevention and donation measures/strategies/etc. The total collection cost for centralized composting in Scenario #2 ($9,847,864/year) includes hauling cost ($6.5 million/year), upfront cost for cart investment ($687,000), and ongoing cost for truck ($2.6 million). However, this collection cost may be higher than the total annual cost of $9,839,832/year as indicated in Table 9, as that figure also accounts for cost savings from landfill tipping fees and incurred composting fees.

[9] The Total Annual Cost here is lower than the Total Collection Cost shown in table 10 because it also included the annual composting fee as well as the avoided landfill tip fee.

Table 10: Scenario #2 cost and impact breakdown for centralized composting.

Centralized Composting Collection			Curbside Collection					
			Collection	Collection	Infrastructure Cost	Hauling Cost	Total Collection Cost (Infrastructure + Hauling Costs)	Total CO2e from Curbside Collection (Ton/Year)
Scenario	Type	Collected By	%	Tons/Year	Total Infrastructure Cost	$/Year		
Scenario #2 100% SF Curbside by City Contracted Hauler, with Carts 100% MF Curbside by Subscription 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950		$ 976,833		
		My Green Michigan	50%	2,950		$ 1,011,433	$ 1,988,266	732
		Total Commercial	100%	5,900		$ 1,988,266		
	Single Family	Priority Waste	100%	2,176	$ 3,340,800	$ 3,490,905	$ 6,831,705	407
	Multifamily	CO Sustainability	50%	1,163		$ 629,075		
		My Green Michigan	50%	1,163		$ 398,819	$ 1,027,893	157
		Total Multifamily	100%	2,326		$ 1,027,893		
	Total Scenario 2		**100%**	**10,403**	**$ 3,340,800**	**$ 6,507,064**	**$ 9,847,864**	**1,295**

Scenario #3 Insights

- Assumptions: This scenario assumes 100% participation from single-family in curbside collection via city's contracted service, where residents will comingle yard waste and food waste using self-provided paper bags or containers. It also assumes 100% participation from multi-family in curbside collection via subscription services by My Green Michigan or CO Sustainability. Additionally, it includes 100% participation from the commercial and institutional sectors in curbside collection through CO Sustainability and My Green Michigan's subscription services, with a 50/50 split between the two service providers.
- Cost Impact: The total annual cost with associated infrastructure cost (upfront truck investment, annual truck maintenance and operation) under this scenario is approximately $9.2 million.[10] If infrastructure related costs are excluded from consideration, the total annual cost is about $6.5 million.
    - This estimate includes composting tip fees, savings from landfill tip fees, and hauling cost by the service providers. It does not account for the costs of labor, staff, tools for the Prevention, Rescue/Recovery/Donation, or Local Recycling strategies, or cost of carts at drop-off sites. Compared to scenario #1, the total annual cost is more than doubled due to the contract costs with multiple service providers.
    - Note that the Total Annual Cost for Prevention, Rescue/Recovery/Donation strategies are shown as negative in the table, since the main cost modeled for those strategies is cost savings from the avoided landfill tip fees.
- Climate Impact: This scenario results in an annual reduction of CO2 emissions by 20,178 tons annually, which is 37% more reduction achieved than in Scenario #1, where all residential households participate in drop-off collection.

[10] Scenario #2 contract cost is currently a placeholder and will need to be adjusted once a contractor is able to provide a proposal for collecting curbside food waste from single-family households in Southfield. The cost incorporated the previous GFL contract for single-family recycling and trash services of $203/household/year (average of 8 years) in Southfield.

Table 11 – Cost and climate impact for scenario #3

Diversion Strategy	Diversion Solution	Total Tons Diverted	Total Annual Cost With Infrastructure ($/year)	Total Annual Cost Without Infrastructure ($/year)	Total Annual CO2e (Ton/year)
Prevention	Consumer Education Campaigns	1,137	$ (20,473)	$ (20,473)	(5,215)
	Waste Tracking & Analytics	923	$ (16,612)	$ (16,612)	(4,234)
	Total Prevention	**2,060**	**$ (37,085)**	**$ (37,085)**	**(9,449)**
Rescue/Recovery/Donation (RRD)	Standardized Donation Regulation	208	$ (3,745)	$ (3,745)	(954)
	Donation Matching Software	479	$ (8,623)	$ (8,623)	(2,197)
	Donation Transportation	111	$ (1,997)	$ (1,997)	(509)
	Donation Storage & Handling	111	$ (1,997)	$ (1,997)	(509)
	Total RRD	**909**	**$ (16,362)**	**$ (16,362)**	**(4,170)**
Local Recycling	Home Composting	189	$ (3,395)	$ (3,395)	(136)
	Community Composting	310	$ (5,574)	$ (5,574)	(223)
	Total Local Recycling	**498**	**$ (8,969)**	**$ (8,969)**	**(360)**
Centralized Composting	100% SF +MF Drop-off & 100% Commercial Curbside	10,403	$9,215,248	$6,561,448	(6,200)
	Total Centralized Composting	**10,403**	$9,215,248	$6,561,448	**(6,200)**
Total		**13,870**	**$9,152,832**	**$6,499,032**	**(20,178)**

Below is a more detailed cost and impact breakdown for the centralized composting collection by demographic and collection mode in Scenario #3. This table below does not include the cost savings from prevention and donation measures/strategies/etc. The total collection cost for centralized composting in Scenario #3 ($9,160,864/year) includes hauling cost and infrastructure costs (trucks), which are roughly $6.5 million/year and $2.6 million/year respectively. However, this collection cost may appear to be higher than the total annual cost of $9,152,832/year as indicated in Table 11, as that figure also accounts for cost savings from landfill tipping fees and incurred composting fees.

Table 12: Scenario #3 cost and impact breakdown for centralized composting.

Centralized Composting Collection			Curbside Collection					
			Collection	Collection	Infrastructure Cost	Hauling Cost	Total Collection Cost (Infrastructure + Hauling Costs)	Total CO2e from Curbside Collection (Ton/Year)
Scenario	Type	Collected By	%	Tons/Year	Total Infrastructure Cost	$/Year		
Scenario #3 100% SF Curbside by City, no Carts 100% MF Curbside by Subscription 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950		$ 976,833		
		My Green Michigan	50%	2,950		$ 1,011,433	$ 1,988,266	732
		Total Commercial	100%	5,900		$ 1,988,266		
	Single Family	GFL/Priority Waste	100%	2,176	**$ 2,653,800**	$ 3,490,905	$ 6,144,705	407
	Multifamily	CO Sustainability	50%	1,163		$ 629,075		
		My Green Michigan	50%	1,163		$ 398,819	$ 1,027,893	157
		Total Multifamily	100%	2,326		$ 1,027,893		
	Total Scenario 3		**100%**	**10,403**	**$ 2,653,800**	**$ 6,507,064**	**$ 9,160,864**	**1,295**

Below are different presentations of the data to visualize cost and climate impacts among all three scenarios. These tables also includes landfill disposal tip fee savings, and the tip fees from compost sites.

Table 13. Comparison among all three scenarios on cost and impact, based on the previously executed GFL contract cost (which includes recycling, yard waste, and municipal solid waste).

		Total Annual Cost ($/year) With Infrastructure Cost			Total Annual Avoided CO2e (Ton/year)		
Diversion Strategy	Scenario / Tons	#1	#2	#3	#1	#2	#3
Prevention	2,060	$ (37,085)	$ (37,085)	$ (37,085)	(9,449)	(9,449)	(9,449)
Rescue/Recovery /Donation (RRD)	909	$ (16,362)	$ (16,362)	$ (16,362)	(4,170)	(4,170)	(4,170)
Local Recycling	498	$ (8,969)	$ (8,969)	$ (8,969)	(360)	(360)	(360)
Centralized Composting	10,403	$ 2,400,571	$9,902,248	$9,215,248	(721)	(6,200)	(6,200)
Total	13,870	$ 2,338,154	$9,839,832	$9,152,832	(14,699)	(20,178)	(20,178)

Table 14. Comparison among all three scenarios on cost and impact, excluding the previously executed GFL contract hauling cost (which includes recycling, yard waste, and municipal solid waste).

		Total Annual Cost ($/year) With Infrastructure Cost Excluding SF Residential Hauling Cost			Total Annual Avoided CO2e (Ton/year)		
Diversion Strategy	Scenario / Tons	#1	#2	#3	#1	#2	#3
Prevention	2,060	$ (37,085)	$ (37,085)	$ (37,085)	(9,449)	(9,449)	(9,449)
Rescue/Recovery /Donation (RRD)	909	$ (16,362)	$ (16,362)	$ (16,362)	(4,170)	(4,170)	(4,170)
Local Recycling	498	$ (8,969)	$ (8,969)	$ (8,969)	(360)	(360)	(360)
Centralized Composting	10,403	$ 2,400,571	$ 6,411,344	$ 5,724,344	(721)	(6,200)	(6,200)
Total	13,870	$ 2,338,154	$ 6,348,927	$ 5,661,927	(14,699)	(20,178)	(20,178)

Figure 1. Visual comparison among all three scenarios on cost and impact.

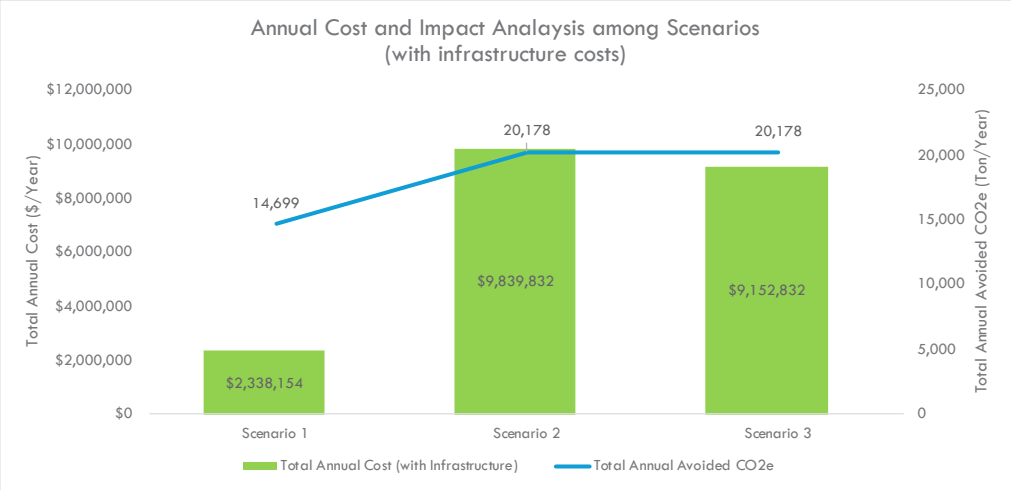
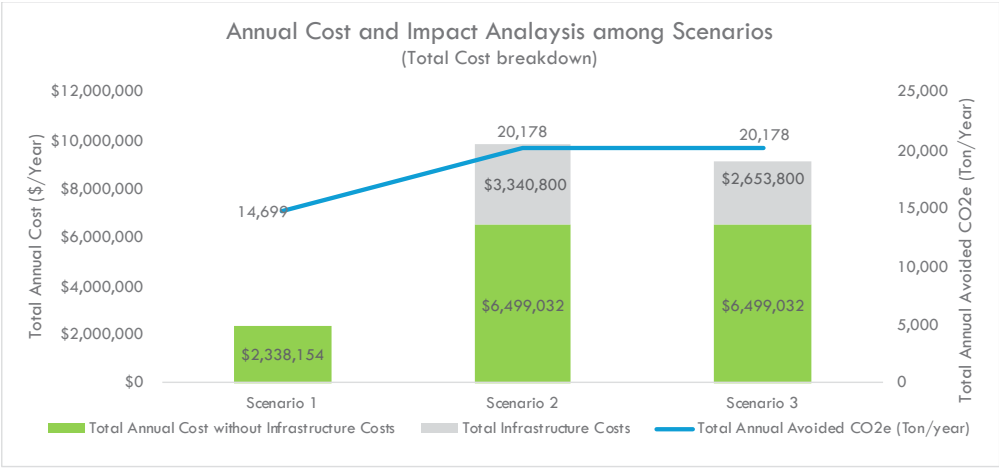


Figure 2. Visual comparison among all three scenarios on cost and impact, with total cost breakdown to show infrastructure cost.



APPROACH

Food Waste Reduction Strategy Categorization

Based on the strategies proposed by the Southfield Project Subgroups ranging from Governmental Actions, Food Rescue, and Organics Recycling and Composting, RRS Project Team organized them into four categories: Prevention, Donate/Recovery/Rescue, Local Recycling, and Centralized Composting.

It is assumed that of the total food waste diverted from the landfill for the City of Southfield, about 75% of the food waste will go to Centralized Composting strategies, and 25% will go to Prevention, Donate/Recovery/Rescue, and Local Recycling strategies.[11] Detailed strategy categorical breakdown and assumptions are listed below.

Strategies proposed by subgroups are color-coded by Governmental Actions, Food Rescue, and Organics Recycling and Composting. These proposed strategies fall under the larger 'buckets' defined by RRS and will be modeled. As such, RRS will not individually model the subgroup proposed strategies, but provide a model depicting the cost and environmental impact strategies across the buckets of prevention, donation, local recycling, and centralized composting.

RRS Proposed Strategies		Southfield Project Subgroups Proposed Strategies
Prevention	1. Consumer Education Campaigns 2. Waste Tracking & Analytics	County health inspectors share donation laws/protections during kitchen inspections
		Create city policy on food waste at events
		Require food waste reporting for major food sites
		Public outreach and education
		Food waste contamination reduction

RRS Proposed Strategies		Southfield Project Subgroups Proposed Strategies
Donate/Recovery/Rescue	1. Standardized Donation 2. Regulation 3. Donation Coordination & Matching (Software) 4. Donation Transportation 5. Donation Storage & Handling	Connect food rescue organizations and businesses via the DDA, Economic Development Department, Health Department, and Chamber of Commerce
		Person-to-person rescue/food sharing; Rescue of catered food
		Make B2B connections between businesses, haulers, composters, etc.
		Create a clearinghouse platform for small- and large-scale food donation
		Volunteer/small-scale pickups; Staff/large-scale pick ups
		Supporting pantries to handle an influx of donations

[11] Source: MFNW

RRS Proposed Strategies		Southfield Project Subgroups Proposed Strategies
Local Recycling	1. Home Composting 2. Community Composting 3. Animal Feed [Not modeled] 4. On-site Aerobic Digestion (with digestate going to farms or onsite landscapes – Pre-processing, not composted) [Not modeled]	Explore the possibility of community composting at locations such as schools and central facilities.
		Place compost bins in all city facilities and sites
		Create programming and partnerships to support composting at all scales, and identify potential funding mechanisms
		Use local compost for city projects

RRS Proposed Strategies		Southfield Project Subgroups Proposed Strategies
Centralized Composting	1. Centralized Composting (including drop off and curbside collection) 2. *Aerobic Digestion to Centralized Composting [Not modeled]*	Food waste pick-up with yard waste (curbside, 9 month/year)
		Year-round curbside food waste collection
		Create drop-off sites for food scraps
		Provide financial support for composting services and/or technical assistance to address food waste at large food generators

Model Assumptions

The model is designed with various assumptions to outline a hypothetical overview of the potential impact and cost implications associated with the proposed strategies. The assumption list below is meant to provide the modeling process with reasonable boundaries and curb excessive expectations from complex situations in real life.

Overall model assumptions include:

- The total number of residential households in Southfield is 35,535, with 17,175 single-family homes.[12]
- It is assumed that 25% of total food waste of the City of Southfield can be diverted from the Prevention, Donate/Recovery/Rescue, and Local Recycling strategies, and 75% from Centralized Composting strategies.
    - 100% commercial food waste will have curbside collection.
        - 50% of it would be collected by CO Sustainability and transported to Country Oaks and the other 50% would be collected by My Green Michigan and transported to Spurt.
        - It is assumed that My Green Michigan or CO Sustainability will service all residential drop-off collection points, and Priority Waste will service all single-family residential curbside collection services.[13]
    - 100% of residential food waste will be collected via curbside collection or drop off sites. See Scenarios described below.
- Equipment, staffing and printing costs for Prevention and Donation/Recovery/Rescue Strategies are not included. This applies to strategies such as health inspector outreach and educational campaigns.

[12] Number of households provided by RRRASOC and utilized for prior GFL contracted services.

[13] As of June 2024, Priority Waste was in the process of acquiring GFL's municipal accounts in the metro Detroit area, including Southfield. This model was based on assumptions of GFL's prior services and interest in collecting organics. Conversations with Priority Waste will need to be conducted to verify assumptions and confirm hauling costs, once able to do so. For the purposes of this model, GFL was incorporated as a potential residential food scraps collection service.

- Institutional sector is grouped with commercial in this model. However, it is recognized that Institutional entities may present distinct needs and challenges in real life scenarios. For example, schools and universities, government buildings, and hospitals and healthcare facilities have unique waste generation patterns and might need different collection and handling schedules and methods.
- As an assumption for the modeling process, 100% participation is assumed to handle and process 75% of the food waste generation (25% is diverted through prevention, donation, and local recycling) through Centralized Composting strategies. However, it is acknowledged that other factors, such as bin set out rate for the curbside collection and the actual frequency of dropping off food waste by residents, may impact the realistic capture rate of food waste.
- Residential Food Waste will have several scenarios.
    - Scenario 1: 100% of single-family and multifamily households will participate in drop off composting.
    - Scenario 2: 100% of single-family households will have curbside collection of comingled food waste and yard waste via carts, and 100% of multi-family households will participate in commercial curbside collection services. Collections will happen 52 weeks per year.
    - *Scenario 3 (Based on Wixom Pilot):* 100% of single-family households will have curbside collection of comingled food waste and yard waste without provided carts, and 100% of multi-family households will participate in commercial curbside collection services. Households will provide their own bins or utilize paper bags, while multi-family and commercial sites will have carts provided by curbside collection services. Collections will happen 52 weeks per year.
- Households
    - Modeling for residential food waste and collection/drop off services is assumed to include 100% of single-family and multi-family households. RRS acknowledges there might be exceptions. For instance, homeowners' associations often have waste contracted services that would be separate from the city-provided waste services.
- City-contracted hauling provider
    - It is assumed that Priority Waste will be able to service customers within GFL's previous routes and will be able to meet the demand for 100% participation by single-family residences.
    - Additional conversations with Priority Waste will be needed to identify the capacity/ability of collection services, and costs of operation.
    - The model temperately accounts for the hauling cost based on the previous GFL contract which was executed in early 2024 specific to trash, recycling, and yard waste collection. Updated hauling costs by Priority Waste can be updated in the model if provided later.
- Digestion
    - Commercial businesses or institutions may be able to utilize an on-site digester to reduce their food waste volume, leading to potentially reduced pickups or on-site composting. However, this scenario is not included in the model.
    - Capital and operating costs would need to be considered when implementing this strategy.

Assumptions for centralized composting include:

- Information from existing composting facilities (Spurt or Country Oaks) was utilized. The locations were provided by the Make Food Not Waste project team.
- The model will capture GHG impact generated from transportation from residents to drop-off stations as well as collection providers' transportation to centralized composting sites. GHG savings will also account for emissions reduction from composting.

Assumptions for curbside collection include:

- Both Residential and Commercial/Institutional sectors are assumed to participate in curbside collections.
- Curbside trucks will be used to collect and transport all food waste in carts. Modifications to trucks, such as cart tippers, will be led by the hauler and are not included in the model.

- Some commercial businesses may share trash and recycling collection containers; as such, it's recognized that these businesses may share food scrap collection containers onsite. However, this model assumes each entity will be provided with carts by the contracted service providers.
- For Scenario #2, households will need to be provided with carts for curbside collection.

- Commercial food scraps and residential compost will be collected weekly via carts.
- If a residential curbside scenario (#2 or #3) is selected, a curbside truck will be used to collect food waste along with yard waste.
- For Scenario #2, either the City or Priority Waste will provide the appropriate carts for collection. It is assumed food waste will be co-collected with yard waste in these carts.
- Priority Waste food waste collection cost is to be determined or provided by subgroup partners.
  - Scenario #2 and #3 contract costs included in this model will need to be adjusted once Priority Waste is able to provide a proposal for collecting curbside food waste from single-family households in Southfield. The current model incorporated the previous GFL contract for single-family recycling and trash services of $203/household/year (average of 8 years) in Southfield.

Figure 1 Tip Fee Costs

Site	Materials	Cost	Calculated Costs
Arbor Hill Landfill	Trash	$18/ton	
Spurt	Organics	$6.4/cubic yard	$12.80 per ton from drop-off $22.07 per ton from curbside collection
Country Oaks	Organics	$25/ton	

- For single-family curbside collection, upfront capital investment for the first year will be accounted for in certain scenarios of the model, including:
  - A total of 5 new trucks equipped with food waste collection/dumping tippers will be needed to collect and handle all the food waste generated by 100% of the single-family households in Southfield.
  - A total of 17,175 32-gallon food waste carts will be purchased by either the City of Southfield or the contracted service provider. The cost of a cart is currently assumed to be around $40.[14]

Assumptions for drop-off collection include:

- Commercial/Institutional entities will not self-transport food waste to compost sites and will be included in the curbside collection model.
- Numbers and locations of the current drop-off sites (within or near the city) are listed below and within 5 miles or 15 minutes' drive time for any resident.
  - Location 1 – RRRASOC Facility, 20000 W. Eight Mile Rd
  - Location 2 – DPW Yard, 25501 Clara Lane
  - Location 3 – Mary Thompson Farm, 25630 Evergreen Rd.
- 64-gallon carts will be used for food waste at the drop-off sites and emptied weekly by My Green Michigan or CO Sustainability and taken to the selected centralized compost site. Bin liners will be provided by service providers.
- The cost calculation for drop-off collection will be based upon the proposed contracts provided by My Green Michigan or CO Sustainability, which include the cost of carts, services, and liners.

[14] RRRASOC provided estimated number of single-family homes, also utilized in GFL contract.

BENCHMARKING SUCCESS

While setting an ambitious goal for 100% food waste elimination is commendable, it requires both aggressive short-term targets and strategic long-term visions to achieve optimal results. The strategies highlighted below can help ensure success:

- Catalog Food Waste Baseline Beyond Estimates: Design and conduct baseline surveys based on insights from the estimates provided by the RRS project team, to further understand a realistic level of total amount of food waste currently generated in the city. These surveys should be broken out by sectors, types of food wasted, portion of food waste as edible or inedible, end of life channels for these food wastes, and opportunities for prevention, rescuing/recovery/donation, recycling, and centralized composting.[15] RRS has provided a sample survey that can be adjusted, utilized, and reevaluated regularly to observe behavioral changes and track progress over time.
- Service Provider Data Collection: Engage in conversations and partnerships with haulers, composters, landfills, and food recovery organizations to develop plans for accessing food waste and diversion data on a regular basis, to help benchmark success against the 100% diversion goal. For example, food rescue organizations can provide total tons of food recovered and redistributed to feed hungry people and animals, haulers can provide numbers of participating customers and total tons of food waste collected, and composters can provide data on the tons of food waste processed and converted to compost annually.
- Ongoing Tracking and Measurement: Regularly monitor the progress towards the zero-food waste goal through full waste categorization studies, repeated every five years. This will help assess progress and identify areas for improvement.
- Engagement and Support to Businesses and Institutions: Provide ongoing technical assistance for commercial and institutional food waste generators to conduct food waste audits and monitor food waste reduction progress on an ongoing basis.

MODEL FEASIBILITY

The RRS Project Team developed various scenarios in the model based on the overall assumption of 100% participation from the residential, commercial, and institutional sectors, as requested by the Make Food Not Waste project team. This visionary plan aims to provide guidance for the City of Southfield in understanding and evaluating pathways to eliminate food waste citywide. However, it is important for users of the model to recognize that the feasibility and practicality of some of the scenarios is not guaranteed in real life.

[15] NRDC: Tackling Food Waste in Cities - A Policy and Program Toolkit https://www.nrdc.org/sites/default/files/food-waste-cities-policy-toolkit-report.pdf

APPENDIX

RRS recognizes there is limitation to the modeled cost in this report given uncertainty around single-family residential hauling services for organics. The model above was developed based on the prior contract with GFL for trash, recycling, and yard waste collection services. To provide a hypothetical preview of what organic waste collection cost may entail, RRS has included a cost breakdown for Southfield based on an existing community contract with Waste Management in Arlington County, VA (2023-2024), where organic waste and yard waste are both collected for single-family residents. This table below incorporated organic waste collection cost of $4.81 per household per month. Infrastructure, detailed below, includes annual upfront cost for trucks and ongoing maintenance, Scenario #2 and #3 differ in which carts may be provided or not.

Table A: Detailed cost and impact breakdown for centralized composting for Scenario #2 and #3 based on the organic waste collection cost from the Arlington County, VA contract (2023-2024)

Centralized Composting Collection			Curbside Collection				
			Collection	Collection	Hauling Cost (with sample organic collection)	Total Collection Cost (Infrastructure + Organic Hauling Costs Based on Arlington County, VA	Total CO2e from Curbside Collection (Ton/Year)
Scenario	Type	Collected By	%	Tons/Year	Based on Arlington County, VA Organic Collection contract		
Scenario #2 100% SF Curbside by City Contracted Hauler, with Carts 100% MF Curbside by Subscription 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950	$ 976,833	$ 1,988,266	732
		My Green Michigan	50%	2,950	$ 1,011,433		
		Total Commercial	100%	5,900	$ 1,988,266		
	Single Family	Sample Model	100%	2,176	$ 991,341	$ 4,332,141	407
	Multifamily	CO Sustainability	50%	1,163	$ 629,075	$ 1,027,893	157
		My Green Michigan	50%	1,163	$ 398,819		
		Total Multifamily	100%	2,326	$ 1,027,893		
	Total Scenario 2		**100%**	**10,403**	**$ 4,007,500**	**$ 7,348,300**	**1,295**
Scenario #3 100% SF Curbside by City, no Carts 100% MF Curbside by Subscription 100% Commercial Curbside by Subscription	Commercial	CO Sustainability	50%	2,950	$ 976,833	$ 1,988,266	732
		My Green Michigan	50%	2,950	$ 1,011,433		
		Total Commercial	100%	5,900	$ 1,988,266		
	Single Family	Sample Model	100%	2,176	$ 991,341	$ 3,645,141	407
	Multifamily	CO Sustainability	50%	1,163	$ 629,075	$ 1,027,893	157
		My Green Michigan	50%	1,163	$ 398,819		
		Total Multifamily	100%	2,326	$ 1,027,893		
	Total Scenario 3		**100%**	**10,403**	**$ 4,007,500**	**$ 6,661,300**	**1,295**

Below is another presentation of the data to visualize cost and climate impacts among all three scenarios across all strategies with financial and environmental impacts of other diversion strategies (prevention, recovery, and local recycling) incorporated. This table also includes landfill disposal tip fee savings, and the tip fees from local compost sites.

Table B. Comparison among all three scenarios on cost and impact, based on the organic waste collection cost from Arlington County, VA contract (2023-2024).

		Total Annual Cost ($/year) With Infrastructure Cost			Total Annual Avoided CO2e (Ton/year)		
Diversion Strategy	Scenario / Tons	#1	#2	#3	#1	#2	#3
Prevention	2,060	$ (37,085)	$ (37,085)	$ (37,085)	(9,449)	(9,449)	(9,449)
Rescue/Recovery /Donation (RRD)	909	$ (16,362)	$ (16,362)	$ (16,362)	(4,170)	(4,170)	(4,170)
Local Recycling	498	$ (8,969)	$ (8,969)	$ (8,969)	(360)	(360)	(360)
Centralized Composting	10,403	$ 2,400,571	$ 7,402,685	$ 6,715,685	(721)	(6,200)	(6,200)
Total	13,870	$ 2,338,154	$ 7,340,268	$ 6,653,268	(14,699)	(20,178)	(20,178)

Development Plan to Eliminate Food Waste in Michigan Schools

While schools do not contribute the most food waste in Farmington Hills, they have the potential to be great agents of change as they help form new habits and thinking in youth. Public schools provide breakfast and lunch to students everyday, presenting multiple opportunities to develop these new habits and ways of thinking about food. Lanie Belloli, a student at Harvard Extension School, created the following report that discusses the potential for addressing food waste in schools and resources to implement specific strategies.

HARVARD
Extension School

DEVELOPMENT PLAN TO ELIMINATE FOOD WASTE IN MICHIGAN SCHOOLS

Prepared For: Make Food Not Waste

Prepared By: Lanie Belloli

Harvard University Extension School

DEVP E-599: Global Development Practice Capstone

Judith Irene Rodriguez MA (*Advisor*)

May 11, 2024

CONSULTANT BIOGRAPHY

Lanie Belloli is a Quality Complaints Specialist for a Boston-based Pharmaceutical and Biotechnology company and a graduate student at the Harvard University Extension School (HES), where she is currently completing the final semester of her Master of Liberal Arts in Global Development Practice.

Originally from Metro Detroit, Michigan, she proudly identifies as a Michigander, taking great pride in her Southeast Michigan roots. Her academic and professional experiences allowed her to embark on a transformative journey from engineering to sustainable development, focusing her research and advocacy efforts on improving the social determinants of health detrimentally impacting the cities of Detroit and Flint.

In 2015, at the height of the Flint Water Crisis, Lanie completed her undergraduate education at Kettering University with a Bachelor of Science in Mechanical Engineering, a Bioengineering specialty, and minors in Biology and Biochemistry.

After graduation, Lanie spent the next five years as a supplier quality engineer and vehicle product investigator at Fiat Chrysler Automobiles, where she developed expertise in Root Cause Analysis, Corrective and Preventive Actions (CAPA), and streamlining manufacturing processes. This experience reinforced the importance of getting to the root cause of a problem to develop robust solutions. However, it wasn't until after beginning her HES journey that she understood just how impactful living in Flint, a city so catastrophically impacted by the state's worst public health threat, would be on her life.

In 2020, Lanie began graduate school at the Harvard Extension School as a Biology major. However, during her second semester, she enrolled in a course called Social Medicine in the United States. The first class was dedicated to the Flint Water Crisis, sparking her passion for addressing social determinants of health to improve public health outcomes in urban communities. This course not only transformed her understanding of how vast the field of public health was but also why Lanie changed her major to Global Development Practice. She then spent the next four years channeling her passion for medicine and biology into researching social determinants of health and advocating for strategies to improve healthy food access, reduce food insecurity, and improve food equity and water justice, particularly for Detroit and Flint.

With over 13 years of experience in engineering quality, Lanie is a seasoned mid-level professional, bringing a unique blend of technical expertise and social consciousness to her work. Her keen eye for innovation and sustainable solutions brings a wealth of experience in leading investigations and Root Cause Analysis across diverse sectors, aligning her technical proficiency with a deep-seated commitment to community well-being. She has earned accolades for mentoring teams, delivering innovative solutions aligned with corporate objectives, and recognition for driving operational excellence.

Outside of her academic and professional pursuits, Lanie enjoys spending quality time with loved ones and her beloved 8-year-old labradoodle, Kona. She is a season ticket holder for Broadway in Detroit, loves attending concerts, enjoys exploring nature through hiking and traveling, and relishes every opportunity to enjoy good food and wine. During the summer months, Lanie prioritizes moments of relaxation along Michigan's freshwater beaches, particularly Lake St. Clair and Lake Michigan in Holland.

EXECUTIVE SUMMARY

Make Food Not Waste (MFNW), a Detroit, Michigan-based environmental nonprofit organization that aims to keep food out of landfills and slow climate change through education, food upcycling, and advocacy, has partnered with the City of Southfield on an ambitious endeavor named The 2030 Project. The 2030 Project was formed in response to the urgent need for a coordinated effort to meet Michigan's and global food waste reduction targets.[1] By concentrating on highly populated areas, the project seeks to maximize impact and efficiency in reducing Michigan food waste by one billion pounds annually.[1] With foundational support from the Michigan Department of Environment, Great Lakes, and Energy (EGLE), The 2030 Project is developing a tactical blueprint to divert 100% of food waste from landfills in Southfield, thereby creating a replicable model to reduce food waste in 14 additional Southeast Michigan cities over the next six years.[1,2] As part of The 2030 Project, this development plan details the comprehensive strategy for eliminating food waste in Michigan schools.

Michigan schools discard nearly 40 million pounds of food each year, which accounts for 4.5% of all food waste sent to Michigan landfills.[3,4] Yet, 1 in 8, or roughly 300,000, children do not know where their next meal will come from.[4–8] This negative relationship between the number of children experiencing food insecurity and the volume of food schools waste when they are intended to provide a healthy and safe learning environment for their students presents significant economic, environmental, and social implications on a child's academic performance and quality of life.

To eliminate school-created food waste and support Make Food Not Waste's vision of making Michigan a state whose residents value food and prevent it from ending in landfills, this development plan aims to address the following objectives:

1. Eliminate food waste in Michigan schools by prioritizing food waste prevention and diversion instead of disposal,
2. Integrate food and climate education into the Pre-K-12 curriculum, and
3. Reduce childhood food insecurity through school food recovery and redistribution.

To achieve these objectives successfully, this development plan provides seven initiatives to help schools eliminate food waste holistically: 1) School Commitment, 2) Data Collection, 3) Food Waste Elimination, 4) Lunchroom Policy Changes, 5) Food Recovery & Redistribution, 6) Food & Climate Education, and 7) Easy Wins. These initiatives are intended to create a blueprint not only for eliminating food waste in schools but also for creating lasting behavioral changes in how society views and addresses food waste while alleviating food insecurity among school-aged children. Using this blueprint, this development plan aims to provide specific actions that Make Food Not Waste and schools can take to demonstrate the economic, environmental, and social benefits of reducing food waste and enhancing food security while allowing students to see the direct consequences of their actions and inspire them to advocate for and adopt sustainable food practices.

The successful implementation of this development plan will support Make Food Not Waste's mission of keeping food out of landfills while helping Michigan eliminate one billion pounds of food waste and contribute to the United Nations' goal of cutting food waste in half by 2030 while providing education on the importance of adopting sustainable food practices to ensure that food-insecure children are prioritized when schools have excess food. Not only will implementing this development plan reduce food and trash costs, but successful implementation will also provide experiential learning opportunities that keep students engaged during school, inspire students to enroll in higher education STEM programs, reduce childhood food insecurity, and help build community.

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ACRONYMS & ABBREVIATIONS

Abbreviation	Meaning
SNAP	Supplemental Nutrition Assistance Program
US	United States
FV	Fruits & Vegetables
USMP	Universal School Meals Program
MDE	Michigan Department of Education
USDA	United States Department of Agriculture
MFNW	Make Food Not Waste
WWF	World Wildlife Fund
NRDC	Natural Resources Defense Council
EGLE	Environment, Great Lakes, and Energy
EPA	US Environmental Protection Agency
SPS	Southfield Public Schools
TCS	Temperature Controlled for Safety
COPD	Chronic obstructive pulmonary disease

CHAPTER 1: SPONSORING ORGANIZATION

1. SPONSORING ORGANIZATION

Make Food Not Waste (MFNW) is a Detroit, Michigan-based environmental nonprofit organization that aims to keep food out of landfills and slow climate change through education, food upcycling, and advocacy.[9]

Founded in 2017, Make Food Not Waste has worked to fill gaps within the food waste reduction ecosystem. Initially focusing on public engagement, the organization shifted to direct action during the COVID-19 pandemic, opening its first *Upcycling Kitchen* (***Figure 1***) in 2021 to repurpose surplus food into nutritious meals for the community.[2] By 2023, their operations expanded significantly, increasing meal production and demonstrating the power of innovation in food waste management.[10]

Figure 1

Upcycling Kitchen Detroit Logo

Make Food Not Waste honed its expertise in food waste reduction by representing Detroit in the Natural Resources Defense Council's (NRDC) Food Matters Great Lakes Cohort from January 2021-June 2023. During that time, the organization also secured funding from the Environmental Protection Agency (EPA) to pilot the international food waste certification, The PLEDGE™ on Food Waste (***Figure 2***), to reduce food waste in the hospitality industry throughout the US.[11]

Figure 2

Upcycling Kitchen Detroit Logo

As a recognized leader in food waste advocacy, Make Food Not Waste has played a crucial role in policy development and implementation, including significant contributions to the Michigan Department of Environment, Great Lakes, and Energy's (EGLE) MI Healthy Climate Plan and the Roadmap to Food Loss and Waste Reduction to identify barriers, potential solutions, and opportunities to eliminate food waste throughout Michigan.[12] Supported by seed funding from the EGLE, Make Food Not Waste continues to drive forward with The 2030 Project, its initiative to cut food waste in half by 2030, aligning with the state of Michigan, the US, and the United Nations, while also maintaining its Upcycling Kitchens and educational programs.[1]

The 2030 Project was formed in response to the urgent need for a coordinated effort to meet Michigan's and global food waste reduction targets.[1] By concentrating on highly populated areas, the project seeks to maximize impact and efficiency in reducing Michigan food waste by one billion pounds annually.[1] With foundational support from EGLE, The 2030 Project is developing a tactical blueprint to divert 100% of food waste from landfills in Southfield, setting a replicable model to reduce food waste in 14 additional Southeast Michigan cities over the next six years.[1] Key to The 2030 Project's success is the involvement of multiple food waste reduction service providers and support from city and state officials. Together, these experts and officials are developing a blueprint for how they can best work together to divert 100% of food waste in the most efficient way possible, including the development of a highly detailed plan that defines costs, logistics, partnerships, policies, communications, and infrastructure requirements for each sector contributing to the creation of food waste.[1] Once the blueprint is complete, Make Food Not Waste will oversee its implementation in Southfield, begin working with two additional cities to adapt the blueprint to their locations, and continue this process until it has been implemented within all 15 Southeast Michigan cities.[1]

Mission & Values

Make Food Not Waste's mission is to "keep food out of landfills and slow climate change by creating lasting solutions to food waste through education, food upcycling, and advocacy."[9] The organization operates by the following set of values:

i. Joy; remain positive and supportive and treat others with kindness;
ii. Courage; take on big challenges and atypical projects;
iii. Generosity; serve the community and partners;
iv. Commitment to data; follow best practices whenever possible;
v. Transformation; make large-scale change;
vi. Listening; co-create experiences with the community.[1,10]

Business Model & Goals (Financial, Community, Environmental)

The nonprofit generates revenue through donations from government sources, foundations, corporate sponsors, and individual donors.[10] Make Food Not Waste's operating budget for Fiscal Year 2024 (FY24) is $565,000, and currently employs four full-time and seven part-time employees.[10]

Make Food Not Waste aligns its operational strategy with four key goals to reach its vision of cutting Michigan's food waste in half by 2030.[10] These goals are:

i. Be the voice of food waste reduction in Michigan by providing leadership and public engagement,
ii. Reduce food waste in leading food waste generators by providing technical training to foodservice operators and public education campaigns,
iii. Provide a home for edible food that has nowhere to go by processing it in the Upcycling Kitchen, and
iv. Maintain a healthy organization by committing to their employees and board members' health and well-being.[1,10]

CHAPTER 2: DEVELOPMENT PLAN OBJECTIVES

2. DEVELOPMENT PLAN OBJECTIVES

This development plan was created for Make Food Not Waste to develop a tactical blueprint for eliminating food waste in Michigan schools, as part of The 2030 Project's initiative to eliminate one billion pounds of food waste from Michigan landfills by 2030.

In 2022, 17.7 tons of food, equaling 29.5 million meals, were discarded in Michigan's Pre-K-12 schools, costing the state $127 million.[8] This volume of food waste is equivalent to 79% of the approved $160 million budget to fund the Michigan School Meals Program for just one year.[13] Not only does this volume of food waste suggest that the 1.4 million students participating in the program are not consuming the food, but it also means that nearly 40 million pounds of food intended to feed children is being sent to landfills instead, wasting seven billion gallons of water and releasing roughly 81 metric tons of carbon dioxide annually.[8,14] To effectively address food waste created by schools, a comprehensive strategy is needed to understand what, how, and why food is being wasted in schools.

Therefore, the goal of this development plan is to ***create a comprehensive, actionable strategy for effectively eliminating food waste in Michigan's Pre-K-12 schools that can be deployed in 15 cities in Southeast Michigan over the next six years.***

OBJECTIVES

To achieve this goal, this development plan aims to address the following three objectives:

4. Eliminate food waste in Michigan schools by prioritizing food waste prevention and diversion instead of disposal, as outlined in the EPA's Wasted Food Scale (***Figure 3***).[15]
5. Integrate food and climate education into the Pre-K-12 curriculum.
6. Reduce childhood food insecurity through school food recovery and redistribution.

Figure 3

U.S. EPA's Food Waste Scale[15]

By using the information and recommendations provided in this development plan, Make Food Not Waste will be able to work with schools to:

- determine what, how much, and why food is wasted in Michigan schools,
- fill existing knowledge gaps surrounding solutions schools can adopt to eliminate food waste,
- implement comprehensive food waste diversion programs in school lunchrooms to divert food waste from landfills,
- adopt best practices in the lunchroom to recover uncompromised food,
- recommend experiential and enrichment opportunities to improve food and climate education in Pre-K-12 curriculums,
- develop a food redistribution model prioritizing food insecure students within each school before diverting into the community, and
- build a stronger community between the city and its schools.

PROJECT SCALE

The scale of this development plan is specific to schools within the borders of Southfield and Lathrup Village, as depicted in **Figure 9**. However, the development plan will only apply to schools within the Southfield Public School system, as all other schools in the city declined to participate.

The additional 14 cities earmarked for participation in The 2030 Project after Southfield are out of scope. However, the implementation model developed for Southfield will be replicated in and adapted for each city over the next six years.

SCOPE

The scope of this development plan is to create a comprehensive, actionable blueprint that encompasses the above objectives, allowing Make Food Not Waste to implement the recommended initiatives outlined in Chapter 8 successfully.

Implementation of the recommendations outlined in this development plan is out of scope. However, the consultant will be available to provide additional consultation and assistance throughout the implementation process.

CHAPTER 3: BACKGROUND

3. DEVELOPMENT PLAN OBJECTIVES

This section discusses existing barriers to addressing food waste and food insecurity throughout Michigan and the United States to provide necessary background information to understand the connection between food waste and food insecurity. This section discusses the United States' stance on the Right to Food and how it shapes food access, the United States' existing food access, food waste, and child health paradox, and the federal and state laws regulating food access.

THE FOOD ACCESS, FOOD WASTE, CHILD HEALTH PARADOX

The United States food system demonstrates a distressing paradox between healthy food access, food waste, and childhood health because the United States' stance on the right to food remains deeply entwined in a complex web of politics that significantly influences the current food system's economic, environmental, and social dimensions. For example, the US spends roughly $92 billion annually on food and nutrition programs, yet nearly $218 billion of edible food goes uneaten, while 38 million people, including 12 million children, battle food insecurity yearly.[5,16,17] Although 1 in 6 Americans, including 1 in 4 children, are food insecure, the country discards more than enough edible food to feed them.[3]

The critical importance of healthy food for positive health outcomes cannot be overstated, particularly during early childhood. The repercussions of malnutrition in children have lifelong and often irreversible health issues, including diminished gut biodiversity, developmental stunting, obesity, allergies, asthma, diabetes, and mental health disorders.[18–21] This uneaten food exacerbates food insecurity and causes irreparable environmental and social harm that adversely affects children's health and quality of life. Addressing this paradoxical food system requires a comprehensive, systemic approach that mitigates cost-related barriers to healthy food, curtails food waste, and enhances exposure to healthy food through educational initiatives simultaneously. The interconnected nature of child health, access to healthy food, and food waste presents a complex but critical challenge that demands immediate and concerted efforts for resolution.

The Right to Food

Food insecurity is a global public health concern; thus, Zero Hunger is the second of the 17 SDGs.[22] While the SDGs recognize water, health, and education as human rights, access to safe and nutritious food does not carry the same importance in the United States political framework.[23] For example, the US is one of only two countries that have not ratified the Convention on the Rights of the Child, where Article 24 states that children have the right to be both physically and mentally fulfilled and should have adequate nutritious food and clean drinking water to combat disease and malnutrition.[24] Furthermore, the US has not ratified the International Covenant on Economic, Social, and Cultural Rights due to its opposition to Article 25.1 of the United Nations' Universal Declaration of Human Rights.[23,25] Article 25.1 states that everyone is entitled to a standard of living adequate to maintain health and well-being, including access to food.[23] Yet, during the 2015 United Nations General Assembly, the US was one of several developed countries opposed to food as a human right and remains the only country that has not ratified the International Covenant on Economic, Social, and Cultural Rights, opposed including the right to food in the 1996 and 2002 World Food Summit declarations, and continues to resist economic, cultural, and social rights.[23,26] Therefore, the US has made its opposition to food as a human right known globally, leaving US food insecurity to be shaped by a system that views food as a commodity to be purchased with the appropriate means rather than a requirement for life.[27]

Food Waste

Addressing food waste is critical for eradicating food insecurity.[28] Yet, the United States discards approximately 40% of all edible food, amounting to 133 billion pounds, annually, of which nearly 1.5 billion pounds is discarded just from Pre-K-12 schools.[5,29] This food waste spans the entire food supply chain, causing environmental degradation and hindering sustainable food production and consumption.[30] The nearly 138 billion pounds of food wasted in the US generates 3.3 billion tons of greenhouse gas (GHG) emissions and consumes 14% of the Earth's freshwater, leading to biodiversity loss and desertification.[31–35] Moreover, 75% of this waste is sent to landfills, contributing to nearly 20% of the country's methane emissions, while food packaging comprises over 63% of the solid waste in landfills.[32,36] Furthermore, modern agricultural practices, such as monocropping and synthetic fertilizers, deplete the soil of micronutrients, turning fertile land into barren dirt, further threatening the land's capacity to produce food.[37] Therefore, food waste not only affects current food accessibility but also poses a long-term threat to food security and human survival.

The economic impact of food waste is equally staggering, costing the US nearly $218 billion annually.[16,38] These figures underscore the urgency for innovative solutions to divert food from landfills and highlight the existing food system's failure to prevent food waste, causing considerable environmental damage and impairing the supply chain's ability to sustain future food production. Despite the effects of food waste on the environment and food supply, little progress has been made across the entire supply chain to mitigate and divert food waste from landfills, leaving millions without sufficient access to healthy food. Therefore, a multifaceted approach that addresses food waste's economic, environmental, and social dimensions is urgently needed to create a sustainable food system that ensures equitable access to sufficient healthy food.[39]

Child Health and Food Access

a. Healthy, Hunger-Free Kids Act

The Healthy, Hunger-Free Kids Act of 2010 marked a pivotal step in combating childhood obesity, achieving a notable reduction in obesity risk for 5.9 million children by 2018.[40] This legislative milestone enhanced nutritional standards in national school programs, contributing to a 47% decrease in the likelihood of obesity among impoverished children in just eight years.[40] Before its implementation, obesity rates among this demographic were consistently rising. Despite its success, dietary requirements were relaxed in 2020, driven by concerns about excessive school food waste.[40] These relaxed dietary requirements allowed schools to reduce the healthy food served and replace it with unhealthier options, including pizza and fries.[40] Although food waste is problematic, nutrition standards should not be manipulated as a potential mitigation strategy. Instead, strategies, such as composting programs and food conservation, preparation, and recovery education, should be integrated into K-12 curriculums to reduce food waste.

b. Michigan School Meals Program

In July 2023, Michigan became the 7th state to adopt a Universal School Meals Program for the 2023-2024 school year, with legislation introduced to make the program permanent.[13,13,41–44] The Michigan School Meals program's $160 million budget will provide 1.4 million children with free breakfast and lunch in all public K-12 schools participating in the National School Lunch and Breakfast Programs.[13] The decision to adopt a statewide program was based on the widespread success of the USDA's Child Nutrition Program (CNP) waivers, which provided universal meals to all students during the COVID-19 pandemic, regardless of income.[13,13,41–44] However, the income-based CNP waivers ended in the summer of 2022, leaving students without universal meals for the 2022-23 school year.[13]

Prior to the COVID-19 pandemic, low-income families of four with an annual income of $36,075 or less qualified for free meals and no more than $51,300 to qualify for reduced-cost meals through the National School Lunch and Breakfast Programs.[45] However, the Michigan School Meals Program (***Figure 4***) is expected to save families an estimated $850 annually, ensuring children do not go hungry by providing healthy meals that prepare them for learning.[13]

Figure 4

Michigan School Meals Logo

The program not only ensures healthy meals are accessible to all students but also supports Michigan agriculture by working with 10 Cents a Meal, a local food incentive program that helps fund Michigan's School Nutrition Programs by encouraging the purchase of fresh, locally grown produce and dried beans for school meals.[13] However, with more students receiving free meals, the risk of excessive food waste in schools increases.

For example, in 2022, Michigan's Pre-K-12 schools discarded 17.7 thousand tons of food, equaling 29.5 million meals, costing the state $127 million.[8] This volume of wasted food accounts for 79% of the Michigan School Meals Program's $160 million budget for the 2023-24 school year.[13] Not only does this suggest that the 1.4 million students participating in the program are not consuming the food, but it also means that nearly 40 million pounds of edible food is sent to landfills instead of feeding these children. Furthermore, this volume of waste food is also responsible for wasting natural resources, including seven billion gallons of water and releasing roughly 81 metric tons of carbon dioxide annually.[8] With the program's high taxpayer cost, it is critical to implement innovative solutions that target reducing food waste produced by schools to ensure the program's longevity at feeding children nutritious meals.

Charity & Donations

Charitable food donations have become a leading approach to tackling food insecurity in the United States. In 2022, Gleaners Community Food Bank, one of Metro Detroit's largest food banks, provided roughly 47 million pounds of food to families in southeast Michigan, highlighting the magnitude of food insecurity throughout Metro Detroit.[46] Yet, this impact extends beyond southeast Michigan. Since the early 1930s, food charity has been a critical mechanism for addressing food insecurity throughout the U.S., serving as a governance system that influences food policy and access by linking private, public, and non-profit sectors together.[47] However, the existing legal and political framework governing the U.S. food system fails to address the systemic issues driving food insecurity, thus only providing families with temporary relief.

This framework not only perpetuates the cycle of food insecurity but also creates excessive food waste. A substantial amount of donated food often reaches expiration before distribution or is not suitable for consumption due to quality concerns, leading to significant food waste.[47] Consequently, a substantial percentage of food in charity networks is discarded, contradicting the fundamental objective of these organizations.[47] Although charitable food donations play a role in the short-term alleviation of hunger, their limitations in addressing the root causes of food insecurity and their inadvertent contribution to food waste require innovative and comprehensive strategies to address it.

a. **Federal Food Donation Policy**

Federal food policy is regulated through top-down legislative efforts to address food insecurity by redirecting surplus food for hunger relief.[47] During the Great Depression, the 1933 Agricultural Adjustment Act was enacted to allow the USDA to purchase surplus food from farmers and distribute it for hunger relief, and it remains the foundation of U.S. food and nutrition policy today.[47,48] Since 1933, 42 federal food policies have been enacted, allowing nearly all entities—from individuals and communities to corporations, farmers, and schools—to donate surplus food in good faith.[47–49] Yet, none encourage healthy food donations nor set nutrition and quality requirements for donated food.[48] Although the primary purpose of food charity is to protect donors from liability and reduce food waste, only 2% of surplus food is donated by individuals and companies alike, wasting 108 billion pounds of food annually.[48,50] Despite nearly a century since its enactment, federal food policy has yet to address food insecurity or irresponsible consumption and production practices effectively. Instead, the existing food system views sufficient healthy food access as an entitlement instead of a fundamental human right.

i. **Bill Emerson Good Samaritan Food Donation Act**

Enacted in 1996, the Bill Emerson Good Samaritan Food Donation Act serves as a legal safeguard for businesses and individuals making good-faith food donations, designed to alleviate concerns about liability in the event of harm caused by donated food.[51] Under this Act, individuals and public and private institutions—including schools—are protected from legal liability when donating food in good faith.[51] Yet, schools frequently discard rather than donate surplus food due to a tangled web of logistical and perceptual barriers.[5,29] Lack of awareness about what protections the Act protects hinders donation efforts, as educational administrators remain concerned about liability and food safety—a fear underscored by the misconception that schools could face legal repercussions if a recipient gets sick from donated food.[52–54] Moreover, logistical challenges, including inadequate refrigeration and transportation costs, further deter schools from donating excess food.[55] These challenges, along with perceived food quality and safety concerns, further discourage schools from donating excess food, thus wasting millions of nutritious meals from being eaten.[8] Consequently, the legal framework to support food donations is in place. However, the practical barriers and persistent misconceptions surrounding liability protection prevent schools from fully engaging in efforts to mitigate food waste and food insecurity through food donations.

a. **State Food Donation Policy**

Federal and state policies regulate United States food charity, but policies and regulations vary by state. Although the FDA Food Code heavily impacts the food safety laws that each state has in place, the FDA Food Code is not binding, as states have the authority to decide which food laws to adopt and enforce.[56] Furthermore, topics not covered within the FDA Food Code are rarely addressed in each state's codes, including laws and regulations pertaining to school food donation safety.[56] For example, of the 252 food donation policies across all 50 states and the District of Columbia (D.C.), none have consistent state-level policies regulating food donations, which negatively impacts food nutritional quality.[57] All 51 states provide donors with liability protection, but only 14 have policies encouraging healthy food donations.[57] While the USDA encourages using "share tables" in school lunchrooms, few states have included food safety requirements for what can be collected and redistributed to other students during mealtimes, outside of the basic requirement that all items must be whole or unopened.[56] Therefore, all 50 states and the District of Columbia have adopted a version of the FDA Food Code, but few ensure

donated food is high quality and nutritionally dense, thus hindering access to healthy food for Americans experiencing food insecurity.[56]

Michigan has six policies that regulate food charity, two establish date labeling requirements, and two provide liability protection to donors.[57,58] None, however, encourage healthy food donations or establish food safety requirements, which suggests that food donation policies are not intended to target food insecurity.[57] Instead, these policies are intended to incentivize protected entities—such as corporations and farmers—to donate low-quality, over-produced, and unsalable food to charity rather than sending these items to landfills. However, not requiring food donations to meet minimum nutrition, quality, or safety standards eliminates any incentive for entities to prioritize quality control over profit. Consequently, low-income Americans receive donated food, which can often be poor quality, unsalable food items, without adequate resources to secure safe and nutritious food for a healthy life through other means.[59] Food policies at the local, state, and federal levels should be revised to implement nutrition, quality, and safety standards for food donations and identify possible solutions that promote food sovereignty rather than promoting continued reliance on food charity with no alternative.

CHAPTER 4: COMMUNITY DESCRIPTION

4. COMMUNITY DESCRIPTION

The Development Plan (DP) will be initially deployed in Southfield schools as part of the citywide food waste reduction initiative in partnership with Make Food Not Waste for The 2030 Project. The DP will then act as the framework for implementing a comprehensive food waste diversion program in schools throughout Michigan over the next six years.

Southfield as the Center of It All™

Situated on the southeastern border of Oakland County (***Figure 5***), the City of Southfield serves as a quintessential example of the dynamic interplay between suburban charm and urban energy within Metro Detroit. What was once a rural farming community has, over the span of six decades, transformed into a bustling hub for business and a highly desirable community for residential life.[60] Southfield is celebrated not only for its iconic gold skyscraper skyline but also for its serene, tree-lined neighborhoods.[60] Known as the "Center of It All™" (***Figure 6***), the city is more than just a home for its 76,000 residents; it acts as a critical nexus within Metro Detroit, strategically located mere minutes from other key Metro Detroit locations, enhancing its accessibility and the vibrancy of community life.[61]

Figure 5

U.S. EPA's Food Waste Scale

Figure 6

The Center of in All Logo

Spanning more than 26 square miles, Southfield is noted for its extensive green spaces, including over 800 acres of parkland, several public golf courses, and a network of trails that encourage physical fitness and a deeper connection to nature.[61,62] Southfield is also home to over 10,000 businesses, including 110 Fortune 500 companies. The city includes roughly 27 million square feet of office space and retail and industrial space that spans more than 7 million square feet, catering to a daytime population of approximately 175,000 people.[61] With more office space than neighboring major cities, including Cleveland, Cincinnati, Detroit, Indianapolis, and Kansas City, Southfield reinforces itself as Michigan's undisputed business center.[61] The city's unique blend of expansive natural landscapes and robust economic infrastructure underscores its dedication to continuous growth, enhanced connectivity, and community building. Therefore, Southfield exemplifies a unique urban model where urban development and environmental sustainability coexist, establishing it as an essential cornerstone of Michigan's economic and environmental future.

Sustainable Southfield

In 2016, Southfield adopted the Sustainable Southfield Master Plan—only the second Master Plan to be adopted in the city's history—which aims to transform the city into an environmentally conscious, economically prosperous, and socially equitable community that enhances the quality of life for all living things.[63] A cornerstone of the Sustainable Southfield initiative is collaboration between city residents,

businesses, students, and elected officials to promote sustainability through community-oriented projects that balance Southfield's economic assets, natural resources, and social priorities to create a prosperous and equitable city that meets the diverse needs of all residents, now and in the future.[64]

Figure 7

Sustainable Southfield Logo

Sustainable Southfield (***Figure 7***) incorporates six principles to help create a more sustainable community, which include livable built environments, harmony with nature, resilient economies, interwoven equity, healthy communities, and responsible regionalism.[63] The Master Plan's focus on healthy living is particularly important for this development plan because it includes promoting and supporting urban agriculture, establishing sustainable food systems, and enhancing education, all of which directly relate to this development plan's three objectives.

Urban Agriculture:

Sustainable Southfield understands how impactful urban agriculture can be in building sustainable communities. Therefore, to promote urban agriculture, the Sustainable Southfield Master Plan includes:

i. adopting policies and regulations that ensure urban agricultural initiatives are integrated into future city planning,
ii. establishing community gardens to promote local food production and increase access to nutrient-dense food,
iii. promoting greenhouse projects to extend Michigan's growing season and provide community educational opportunities,
iv. providing municipal support for community-run urban agricultural programs, and
v. supporting programs that encourage residential and commercial composting while minimizing nuisances.

Food Systems:

Sustainable Southfield acknowledges the importance of having sufficient access to healthy food for community health. Therefore, to promote sustainable food systems, the Master Plan includes:

i. establishing new and expanding existing healthy food access in underserved areas of the city,
ii. improving school food environments and public facilities by reducing the sale of unhealthy, calorically dense foods,
iii. Supporting local food systems to improve food security and reduce the environmental impact of the food supply chain,
iv. increasing the use of public benefit programs to improve access to healthy foods, and
v. encouraging institutions—including schools, hospitals, colleges, and universities—to purchase healthier, locally sourced foods.

Education:

Sustainable Southfield recognizes the importance of education, its connection to food, and its necessity for improving educational attainment and improving economic growth. Therefore, to promote education, the Master Plan includes:

i. improving school food offerings to include healthier options,
ii. providing education on the benefits of healthy, locally grown food and sustainable food systems,
iii. developing educational programs that incorporate sustainability into the curriculum and community awareness initiatives, and
iv. increasing educational attainment and skill levels required for high-quality jobs.

To further support the city's community-building efforts, the Sustainable Southfield Master Plan also highlights working with neighboring communities to promote a shared community interest in sustainability and share best practices and lessons learned. Not only does this plan recognize that sustainability efforts cannot thrive nor survive in silos, but it also embraces the importance of community involvement.

Southfield Schools

In addition to its thriving business and residential offerings, Southfield is equally committed to education. The city hosts 30 public and private schools, including a nationally recognized public school system, a specialized early childhood development center, and parochial and Hebrew schools. Refer to Table 1 for a summary of all Pre-K-12 schools in Southfield and **Figure 8** for their locations depicted on a city map.

The city also promotes lifelong learning through its higher educational offerings, which include seven colleges and universities, as well as articulation agreements between the high schools and these institutions.

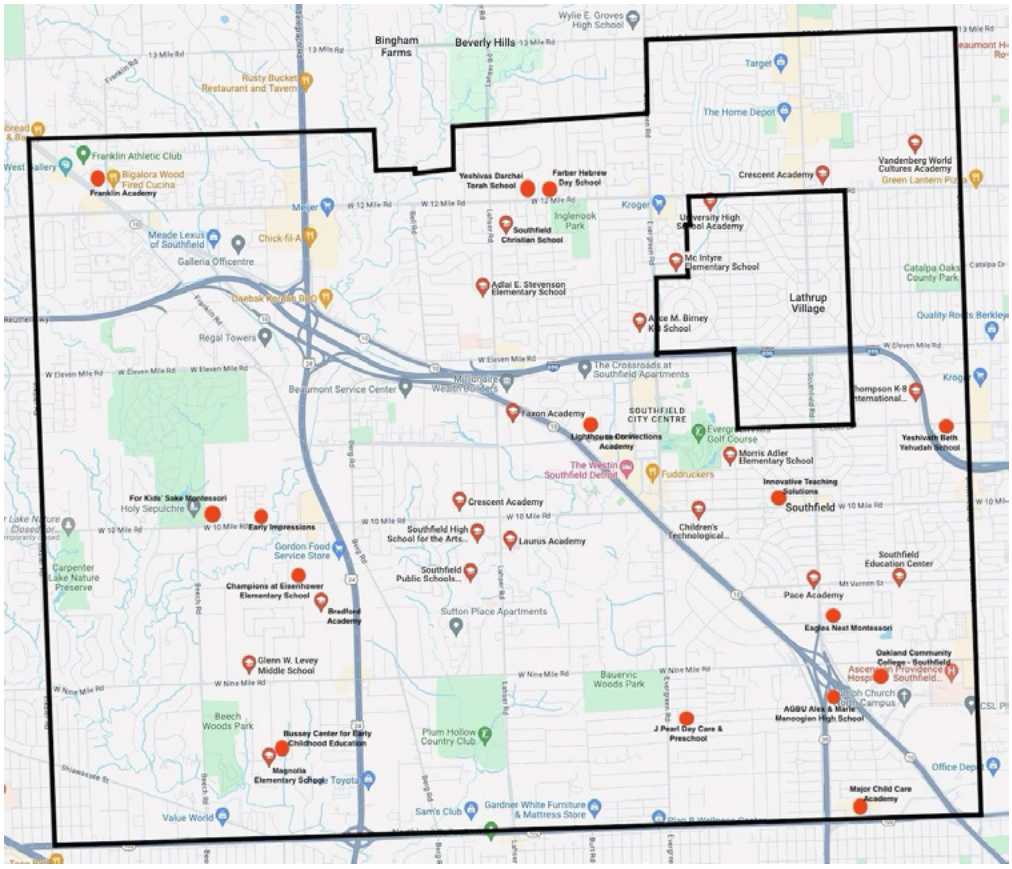
Table 1

Number and Type of Schools in Southfield

Grades	College	Day Care	Independent Charter	Montessori	Private	SPS	Grand Total
Day Care		1					**1**
Pre-K				2	1	1	**4**
K-5			1		1	5	**7**
K-8			4		1	3	**8**
Pre-K-8					2		**2**
6-8						1	**1**
Pre-K-12			2		2		**4**
9-12						2	**2**
2-Year College	1						**1**
Grand Total	**1**	**1**	**7**	**2**	**7**	**12**	**30**

Figure 8

Southfield, Michigan Schools[65]



NOTE: *Each red pin and dot represents a Pre-K-12 school in Southfield. The figure was created using Google Maps.*[66] *However, not all schools were displayed at once. Therefore, the red dots were added to indicate the location of all schools that were not displayed by view Google Maps presented.*

CHALLENGES & REQUIREMENTS

Challenges

Of the more than 76,000 residents living in Southfield, 70.1% of the population is black, and 21% is white.[67] While the median household income in Southfield is $60,006, over 11% of the population—including 13% of households—lives in poverty.[67] Consequently, Southfield residents living in poverty experience significant challenges not only in accessing sufficient nutrient-dense food but also with their health.

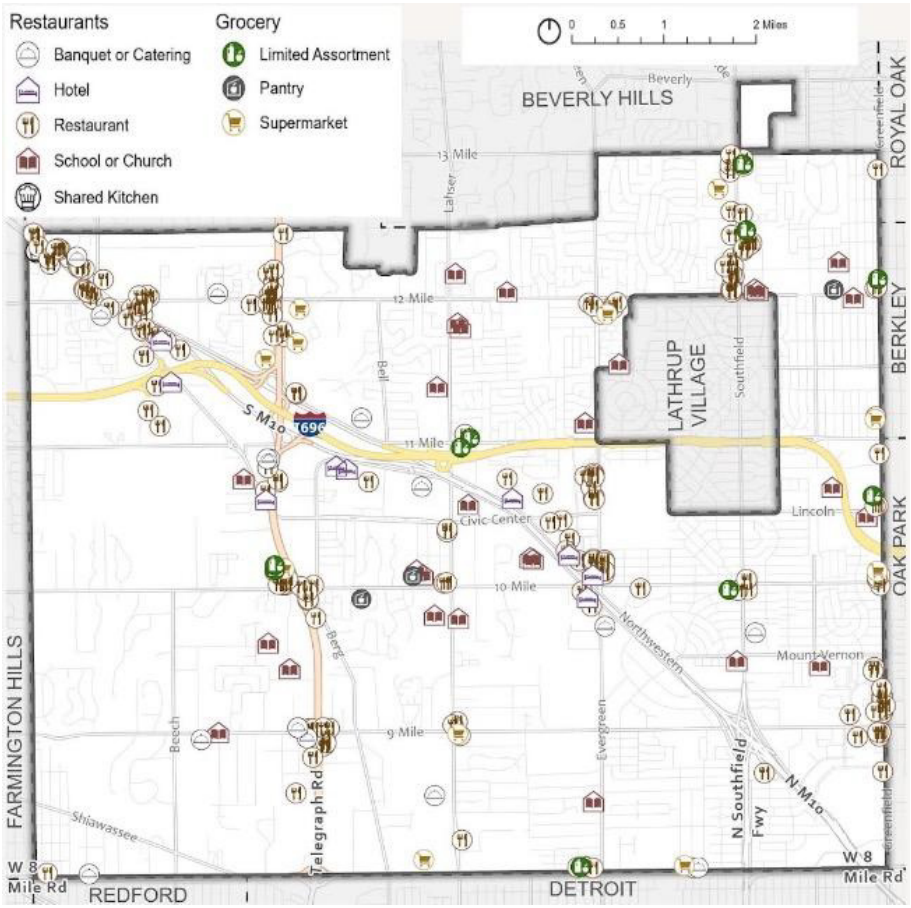
Healthy Food Access

Having sufficient access to enough safe and nutritious food is critical to support and maintain an active and healthy life.[59] Yet, an estimated 17% of Southfield residents, of which 22% are children, rely on the Supplemental Nutrition Assistance Program, the largest of 15 food and nutrition assistance programs in the United States.[4,6,68]

Full-service food access points in Southfield are limited, accounting for only 11 of the 292 food access points throughout the city.[69] With only 11 supermarkets, many Southfield residents reside in a food desert.[67] The United States Department of Agriculture (USDA) defines a food desert as a community or neighborhood with limited to no access to affordable and nutritious food.[70] More descriptively, an urban community residing more than one mile, or a rural community residing more than 10 miles, from a supermarket or large grocery store resides in a food desert.[71] Therefore, a major challenge that Southfield residents experience is limited access of affordable, nutrient-dense food. Refer to **Figure 9** for a map of the food access points throughout Southfield.

Figure 9

Southfield Food Access[67]



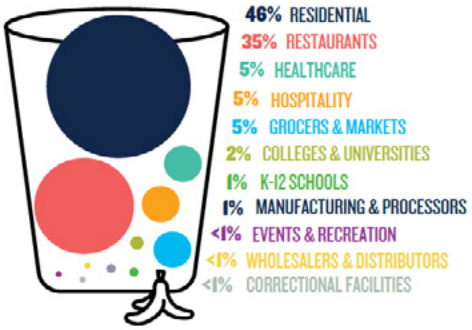
Food Waste

Roughly 9% of Southfield residents are food insecure, equaling $4.4 million in unmet meals.[6] However, the city also creates 15,000 tons of food waste, equaling 30 million pounds, annually.[69]

Southfield schools, in particular, account for only 1% of the food waste created throughout the city.[69] However, this 1% accounts for roughly 330,000 pounds and $38,000 in wasted food from schools alone.[69] Furthermore, this 1% accounts for 44,000 unmet meals for Southfield children.[69] Southfield schools experience significant challenges addressing food insecurity among their students due to the volume of food discarded each year.

Figure 10

Southfield Food Waste Distribution



Food Service for Southfield Public Schools prepares food at Southfield High School for the Arts and Technology (A&T) for seven of the district's 12 schools, while the remaining five prepare food for each meal onsite. It is currently unclear whether all 12 schools have the capacity and resources necessary to store prepared foods onsite if and when there is food leftover after each meal. Without proper resources to store surplus food safely, schools would be required to either transport it back to Southfield A&T to be packaged and stored or throw it away.

Healthy Living

Insufficient access to nutrient-dense food significantly also increases the risk of developing non-communicable diseases, such as diabetes, obesity, or cardiovascular disorders.[18–20] Consequently, 12% of Southfield residents have diabetes, nearly 38% are obese, and nearly 290 people out of 100,000 pass away from cardiovascular disease each year due to insufficient access to healthy food.[72]

Requirements

Southfield requires a comprehensive strategy for eliminating food waste in schools and diverting surplus food to children experiencing food insecurity. By eliminating food waste in its schools, the city can not only achieve the goals outlined in the Sustainable Southfield Masterplan, but it can also help Make Food Not Waste and the state reach its communal goal of cutting food waste in half and helping alleviate childhood food insecurity throughout the city. Therefore, this development plan serves as a comprehensive blueprint for how Make Food Not Waste can work with Southfield Public Schools and the city of Southfield to eliminate food waste in schools and alleviate childhood food insecurity.

CHAPTER 5: THEORY OF CHANGE

5. THEORY OF CHANGE

ToC Narrative

The Theory of Change (ToC) diagram shown in **Figure 11** illustrates how implementing a composting program in Michigan schools and integrating food waste, conservation, and recovery education into the K-12 curriculum can positively impact Make Food Not Waste's efforts to divert food from landfills to feed the community and fight climate change while ensuring all children enrolled in K-12 schools receive healthy, nutritious meals that they enjoy.

The diagram depicts how rescuing food from ending up in lunchroom trash bins allows schools to rescue edible, uncompromised food from the trash and redirect it to feed food-insecure residents and compost any food remaining. This process not only allows schools to reduce food waste but also presents a critical opportunity to alleviate food insecurity while simultaneously fighting climate change.

The ToC diagram in **Figure 11** describes activities that fulfill the following seven initiatives:

1. Secure Student Commitment
2. Collect Baseline Data
3. Eliminate Food Waste
4. Change Lunchroom Policies
5. Recover and Redistribute Food
6. Implement Food & Climate Education into the K-12 Curriculum
7. Implement Easy Wins

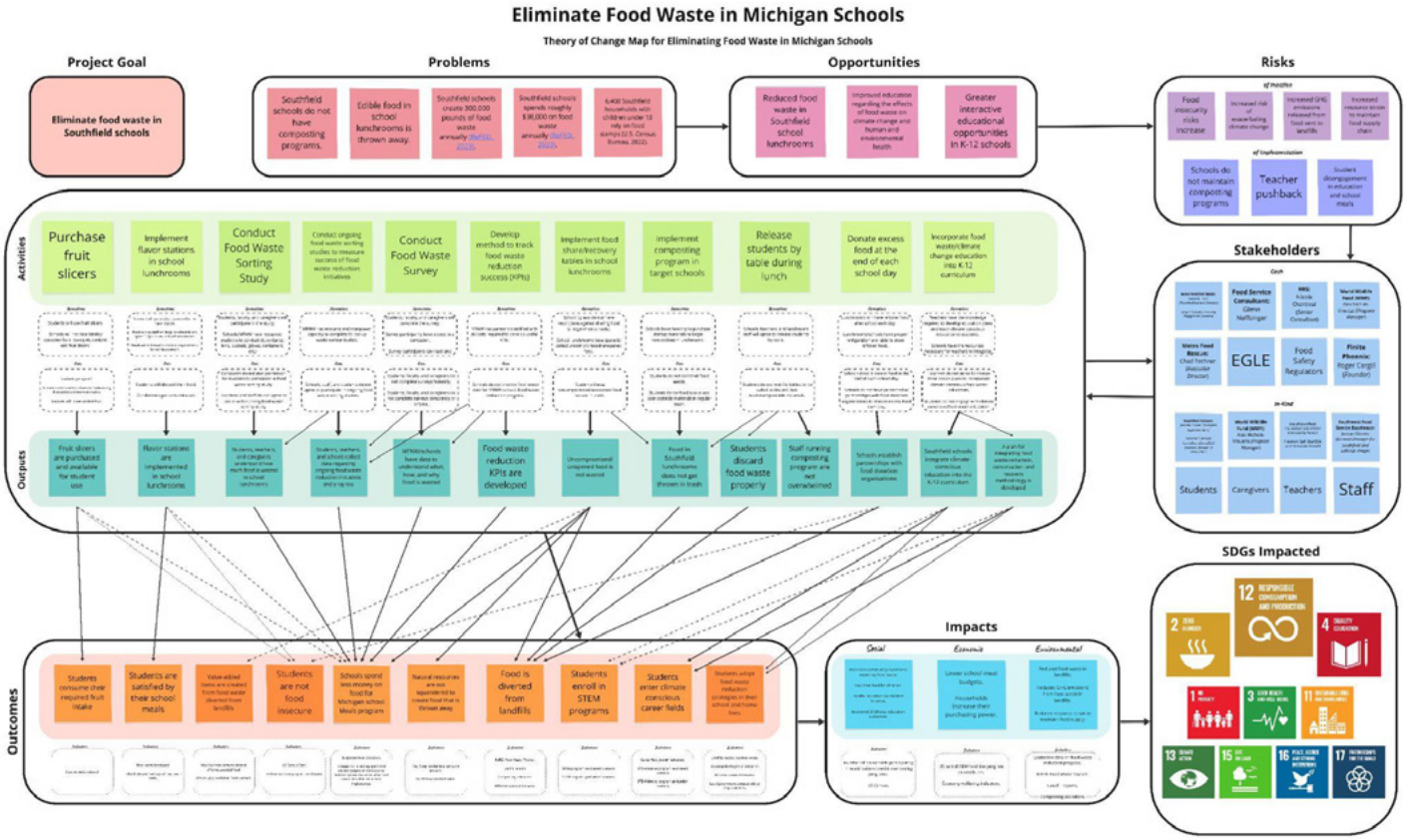
Theory of Change Statement

IF schools integrate food waste reduction, conservation strategies, and climate education into the Pre-K-12 curriculum and facilitate experiential learning through activities like food waste audits and comprehensive composting and recycling programs, **THEN** they will create a tactical blueprint for eliminating food waste that can be replicated in other schools and districts **BECAUSE** establishing a successful pilot program demonstrates the economic, environmental, and social benefits of reducing food waste and enhancing food security, while allowing students to see the direct consequences of their actions and inspire them to advocate for and adopt sustainable food practices.

Theory of Change Diagram

Figure 11

Theory of Change Diagram for Eliminating Food Waste in Michigan Schools[73]



Outputs

The outputs depicted in the Theory of Change Map represent the immediate results from implementing the recommended initiatives outlined in this development plan.

i. Fruit slicers are purchased and available for student use.
ii. Flavor stations are implemented in school lunchrooms.
iii. Students, teachers, and caregivers understand how much food is wasted in school lunchrooms.
iv. Students, teachers, and schools collect data regarding ongoing food waste reduction initiatives and progress.
v. Make Food Not Waste and schools have data to understand what, how much, and why food is wasted in schools.
vi. Food waste reduction Key Performance Indicators (KPIs) are developed.
vii. Surplus food is not wasted.
viii. Food in lunchrooms is not discarded in trash bins.
ix. Students discard food into proper waste streams.
x. Staff running the composting program are not overwhelmed.
xi. Schools have established partnerships with food rescue organizations.
xii. Schools integrate climate-conscious education into the K-12 curriculum.
xiii. A plan for integrating food waste reduction, conservation, and recovery methodology is developed.

Outcomes

The outcomes depicted in the Theory of Change Map are the anticipated results of implementing the recommended initiatives outlined in this development plan.

Short-Term Outcomes

xiv. Students consume their required fruit intake.
xv. Students are satisfied with their school meals.
xvi. Food is diverted from landfills

Medium-Term Outcomes

i. Value-added items are created from food waste diverted from landfills.
ii. Schools spend less money on food as part of the Michigan School Meals Program.
iii. Students adopt food waste reduction strategies in their daily lives.

Long-Term Outcomes

i. Students enroll in STEM programs.
ii. Students enter climate-conscious career fields.

Impacts

The impacts depicted in the Theory of Change Map represent the anticipated long-term results from implementing the recommended initiatives outlined in this development plan.

Economic

i. Lower school meal budgets
ii. Increased household purchasing power

Environmental

i. Reduced food waste in landfills
ii. Reduced GHG emissions from food waste
iii. Reduced resource strain to maintain food supply

Social

i. Increased community awareness regarding food waste
ii. Healthier food for children
iii. Improved health indicators for children
iv. Improved childhood academic performance

CHAPTER 6: STAKEHOLDERS & PARTNERSHIPS

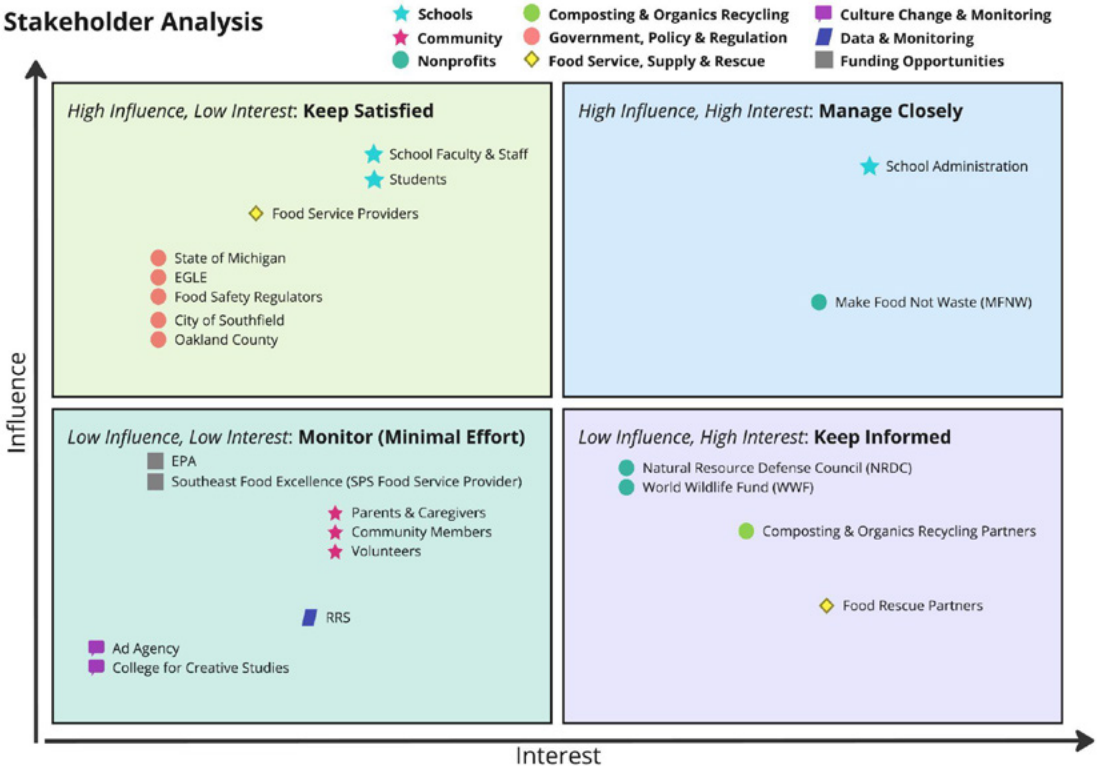
6. STAKEHOLDERS & PARTNERSHIPS

There are several key stakeholder groups that will be impacted and/or involved in the implementation of this development plan. Stakeholders are broken into nine (9) groups: Schools, Food Service, Supply & Rescue, Composting & Organics Recycling, Government, Policy & Regulation, Community, Nonprofits, Culture Change & Messaging, Data & Monitoring, and Funding Opportunities.

Figure 12 provides a comparative analysis of these stakeholder groups impacted and/or involved, directly or indirectly, in diverting food waste created by Michigan schools from landfills as part of The 2030 Project.

Figure 12

Stakeholder Matrix for Eliminating Food Waste in Michigan Schools



NONPROFITS

Make Food Not Waste

Make Food Not Waste is one of the most influential and interested stakeholders in the success of this project. Therefore, the nonprofit will be responsible for coordinating and overseeing the implementation of all recommendations and actions described in this development plan over the next six years.

I. Danielle Todd

Danielle is the founder and executive director of Make Food Not Waste. She is the sponsor of this project and will use this project to implement a food waste reduction program in all schools across 15 Southeast Michigan cities over the next six years, starting with Southfield.

Throughout the project, Danielle will be responsible for coordinating key stakeholders for the schools within each city, developing project deliverables, and working with each city to oversee the implementation of the recommendations and programs described in this development plan.

- **Stakeholder Type:** *Positive*

  If Danielle moves forward with implementing this development plan, she will help ensure that Make Food Not Waste meets its goal of cutting food waste in half by 2030.

II. Qing Tiffany

Qing is the community engagement director for Make Food Not Waste. Throughout the project, Qing will be responsible for helping coordinate connections between K-12 education and the colleges and universities in the area to ensure the initiatives implemented in K-12 institutions continue into higher education.

- **Stakeholder Type:** *Positive*

  If Qing uses the recommended initiatives provided in this development plan with the next two cities selected to adopt The 2030 Project's blueprint, she will be able to secure school support within these cities and help their K-12 schools reduce their food waste more effectively.

World Wildlife Fund

III. Alex Nichols-Vinueza

Alex is the program manager for food loss & waste at the World Wildlife Fund. He supports the project portfolio for the US Food Waste team, which includes projects related to agriculture, grocery retail, hospitality, and food service.[74] Alex is also responsible for the Food Waste Warrior program, which focuses on teaching students and teachers about food waste and sustainable food systems to help schools reduce food waste.[74]

Throughout the development of this plan, Alex will provide information on food waste reduction strategies in schools, existing information gaps, successful food waste reduction strategies, educational and enrichment opportunities to learn about food waste, preparation, conservation, storage, and reduction, and key considerations for successful food waste reduction strategy implementation in schools. His involvement in this project will ensure that known information gaps are not overlooked and key considerations are included in the development plan.

- **Stakeholder Type:** *Positive*

  If Alex uses the recommended initiatives outlined in this development plan, he can expand his food waste reduction efforts with schools by providing them with additional food waste reduction opportunities in addition to the best practices he currently works with schools to adopt.

SCHOOLS

Southeast Michigan schools are the targeted beneficiaries of this development plan and have the greatest influence over the success of this development plan and its implementation. Therefore, schools are the primary stakeholders of this development plan, as its outcomes will directly impact them. As part of The 2030 Project, Southfield schools, in particular, will have significant responsibility in the development of the food waste reduction program that will be implemented not only in Southfield as part of the pilot but will be used as the blueprint to replicate the program in 14 additional Southeast Michigan cities over the next six years.

Sustainable development projects are most successful when the targeted community is involved in their development, including identifying and implementing solutions unique to their community. Including the target community in the development process increases the likelihood that the target community will accept proposed solutions and actions and builds trust while providing the greatest opportunity that proposed solutions and actions will address all of the community's needs.

Therefore, Southfield schools will be a key stakeholder in developing a well-rounded food waste reduction program that eliminates food waste within each school and will also be critical for identifying opportunities to integrate climate-based education into the K-12 curriculum, including how food waste contributes to climate change.

Administration

IV. Superintendent and/or Deputy Superintendent

Each school district's superintendent and/or deputy superintendent will be critical for coordinating food waste reduction initiatives within each school in the district, connecting with school administrators and teachers, and providing information about any existing food waste reduction efforts the district has tried or plans to pursue.

- **Stakeholder Type:** *Positive*

  If the school Superintendent or their deputy supports the school food waste reduction initiative, they can help make the deployment of this development plan in schools as

comprehensive as possible while advocating for students and improving teacher morale to create a positive learning environment for all.

V. Director and/or Executive Director of Instruction

The director and/or executive director of instruction's involvement in this project will directly impact whether climate-based education, food conservation, and waste reduction education can be integrated into the K-12 curriculum. This role is critical for creating a circular education strategy far beyond the classroom. This role's involvement in the project will be necessary for designing and integrating lessons and experiential learning opportunities that help younger students pass their knowledge through each school they enter, helping to shift the culture of wasting food to a culture rooted in environmental stewardship and sustainability.

- **Stakeholder Type:** *Positive*

  If the Director of Instruction supports the school food waste reduction initiative, they can help develop age- and grade-appropriate curriculums that incorporate food & climate education, including designing experiential learning opportunities for students to not only learn hands-on, but also learn from each other. The Director of Instruction can also ensure that the curriculum meets the state educational requirements for each grade.

VI. Chief Financial and/or Operations Officer

The Chief Financial and/or Operations Officer for each school district will be responsible for connecting the district's food service provider with the project team and coordinating internal stakeholders within each school. This role will also be necessary for determining whether schools have Excess Fund Balances (EFB) that can be allocated to purchase materials and equipment to establish a comprehensive composting and recycling program in schools.

- **Stakeholder Type:** *Negative*

  If they are unable or unwilling to connect Make Food Not Waste's project manager with the district's food service provider or be transparent about available funds, the project manager will be unsuccessful in collaborating with each school collectively to develop a comprehensive food waste diversion process that seamlessly integrates into each school.

Food Service

VII. Food Service General Manager and/or Assistant Manager

Each district's food service general manager and/or assistant manager will be critical for integrating food waste reduction strategies and educational opportunities into Southfield school lunchrooms. This role is responsible for developing meal plans, ordering, preparing, and storing food for all schools within the district while also responsible for ensuring meals are high quality, nutritionally dense, and comply with meal reimbursement policies for the federal and Michigan school meal programs. This role is also responsible for tracking meal quantities, production volumes, and serving volumes, making this role critical for determining how the project can utilize existing data to establish accurate baselines.

- **Stakeholder Type:** *Positive*

If food service General and Assistant Managers support the school food waste elimination initiative, they can reduce food costs, better plan for meal requirements, and only order food items that students will consume, ensuring that food ordered becomes food eaten.

Schools

VIII. Teachers

Teachers will be key stakeholders in this project, as their participation will be critical for identifying and implementing the most feasible and effective solutions to integrate climate-based education, food conservation, and waste reduction strategies into the K-12 curriculum. Any proposed strategies must respect teachers' existing workload, ensuring that these new elements blend seamlessly into the curriculum without imposing additional responsibilities or burdens on them. Therefore, involving teachers in developing this plan is beneficial and essential, as their insights and practical experiences in and out of the classroom will ensure that their needs as educators are met while providing world-class, climate-conscious education to their students.

- **Stakeholder Type:** *Positive & Negative*

  If teachers embrace climate-based education and food waste reduction strategies, they can use the lunchroom as a classroom to inspire their students to eliminate food waste while teaching them how their actions contribute to climate change and aid global efforts to achieve the 17 Sustainable Development Goals. Therefore, their efforts will position them as change agents, which is instrumental in cultivating future generations of environmentally conscious and responsible citizens. However, if the proposed strategies burden teachers with additional responsibilities, they will likely push back against the program, preventing them from encouraging their students to become food waste warriors and agents of change to prevent climate change.

IX. Lunchroom Staff

Lunchroom staff will be key stakeholders in ensuring students and staff separate their plate waste correctly.

- **Stakeholder Type:** *Positive & Negative*

  If they are unable or unwilling to enforce the composting and recycling program rules consistently, schools will be unable to successfully divert food waste from landfills or reduce food insecurity among the student body. However, if lunchroom staff fully support the food waste diversion program, they will help mitigate unnecessary contamination within each waste stream, ensuring it is successfully diverted from landfills.

X. Custodial Staff

Custodial staff will be key stakeholders in determining how discarded items are handled by the school and responsible for helping Make Food Not Waste collect baseline data on how many bags of trash are thrown away each day and week.

- **Stakeholder Type:** *Positive*

  If they embrace the composting and recycling program, custodial staff will have fewer trash bags to replace and fewer trash bags to take to the dumpster each day. By reducing the

number of trash bags discarded every day, custodial staff will reduce their likelihood of ergonomic injuries, including binding, reaching, and pulling.[75–77]

FOOD SERVICE, SUPPLY & RESCUE

Food Service Contractors

Southeast Food Excellence (SFE) is the food service provider for Southfield Public Schools. SFE will be a key external stakeholder for the project. The company supports sustainability efforts by utilizing local vendors to reduce the food supply chain's carbon footprint, sponsoring K-12 gardening clubs and associated programs, onsite composting programs, and providing interactive educational opportunities for students, parents, and administrators to learn about cooking, nutrition, and culinary arts opportunities. Therefore, SFE's involvement in this project will be critical for implementing onsite composting programs in Southfield schools and developing associated educational opportunities that can be integrated into the K-12 curriculum to reinforce the importance of healthy food choices and food waste reduction to promote sustainability.

- **Stakeholder Type:** *Positive*

  If food service contractors support the school food waste elimination initiative, food costs will be reduced, and staff can better plan for meal requirements and only order food items that students will consume, ensuring that the food ordered becomes food eaten.

Food Rescue Partners

Food rescue partners will be critical for developing a strategy for diverting excess food from school lunchrooms to community members who are food insecure.

- **Stakeholder Type:** *Positive*

  If food rescue partners participate in the school food waste elimination initiative, they can help reduce food waste by redistributing surplus food throughout the community.

Make Food Not Waste's existing food rescue partners include:

i. Forgotten Harvest: rescues and redistributes surplus food to local charities throughout Metro Detroit to provide food insecure families with free, fresh, and nutritious food.[78]
ii. Metro Food Rescue: rescues surplus food that would otherwise be thrown away and delivers it to distribution sites around Metro Detroit.[79]
iii. One More Meal: works with high schools to package and redistribute surplus food to students and families at day's end.[80]

GOVERNMENT, POLICY & REGULATION

City Sustainability Planner

The city sustainability planner will be responsible for initiating contact and scheduling initial meet-and-greets with Southfield school representatives. This role will also be critical in coordinating efforts between K-12 institutions and other sectors to create circular economies.

- **Stakeholder Type:** *Positive*

  If the city sustainability planner supports the implementation of this development plan, it can help the city meet its sustainability goals.

Food Safety Regulators

Food safety regulators are critical stakeholders, as they will be responsible for confirming whether each school's share tables and food donations comply with food safety standards. They will also be responsible for establishing which food items—and under what conditions—can be shared and donated directly to students within each school and to food rescue organizations.

- **Stakeholder Type:** *Positive & Negative*

  If food safety regulators authorize schools to perform direct redistribution of food to students, they can support food waste elimination by ensuring students can receive direct access to food. They can also help reduce GHG emissions by authorizing direct redistribution of surplus food without additional transportation, storage, or refrigeration requirements. However, if food safety regulators do not authorize schools to perform direct redistribution of food to students, schools will continue to produce food waste, and students will continue to experience food insecurity.

Michigan Department of Education

The Michigan Department of Education (MDE) is a critical stakeholder, as it is responsible for setting standards and requirements for the Michigan School Meals program, determining whether schools adhere to the requirements established in each national child nutrition program, and determining reimbursement eligibility for all meals through the Michigan School Meals Program. MDE will be invaluable for clarifying schools' existing confusion and misunderstandings regarding meal reimbursement eligibility and how to implement Offer Versus Serve (OVS) for all meals served in K-12 institutions.

- **Stakeholder Type:** *Positive*

  If MDE supports the school food waste elimination initiative, they can ensure that school curriculums not only incorporate food and climate education into the K-12 curriculum and align with the MI Healthy Climate Plan's educational goals, but they can help design lessons and experiential learning opportunities that engage students while ensuring each lesson complies with each grade's educational attainment requirements.

CHAPTER 7: OPPORTUNITIES & RISKS

7. OPPORTUNITIES & RISKS

OPPORTUNITIES

Successful implementation of the recommended initiatives outlined in this development plan presents several opportunities to improve human and environmental health throughout Michigan.

Economic Savings

By eliminating food waste in Southfield schools, the city has the potential to recover $38,000 by adopting responsible food production and consumption strategies and implementing initiatives that follow the U.S. Environmental Protection Agency's (EPA) Food Waste Scale, including responsible food purchasing, donating and upcycling excess food, feeding animals, implementing composting programs, turning non-compostable products into biogases, and avoiding sending food to landfills and incinerators.[15,69]

Food Diverted from Landfills

By implementing comprehensive composting and recycling programs in Michigan schools, Make Food Not Waste has the potential to help Southfield schools recover roughly 330,000 pounds of food annually.[69] Furthermore, Make Food Not Waste can help the State of Michigan achieve its communal goal of cutting food waste in half by 2030 as part of The 2030 Project and the MI Healthy Climate Plan.[12]

Michigan School Meals Program Made Permanent

By conducting food waste audits and surveys to understand what, how, and why food is wasted and implementing comprehensive composting and recycling programs in Michigan schools, Make Food Not Waste can help safeguard the Michigan School Meals Program by ensuring the $160 million in taxes collected to fund the program are not thrown away in the form of uneaten food.[13]

Furthermore, the data collected as part of these food waste audits and surveys will be critical for measuring the program's success, determining the amount of waste created by the program, and estimating its annual cost for future budgets. Therefore, the successful implementation of this development plan will provide the necessary data to support making the Michigan School Meals Program permanent for all public schools.

Improved Climate-Based K-12 Education

By integrating food and climate education into the K-12 curriculum, Make Food Not Waste can help the State of Michigan achieve its goal of implementing climate-conscious education into the K-12 public school curriculum statewide.[81]

Reduced Greenhouse Gas (GHG) Emissions

By diverting food discarded in schools from landfills, Make Food Not Waste can help the State of Michigan achieve its goal of reducing Greenhouse Gas (GHG) emissions by 52% by 2030 and reaching 100% carbon neutrality by 2050.[81] Food waste accounts for nearly 8% of GHG emissions in the city of Southfield.[69] Therefore, successfully implementing a food recovery and redistribution process in Michigan schools will not only help mitigate one of the worst contributors to climate change, but this process will also help protect and improve the health of Michigan residents while protecting the state's natural resources.[81]

RISKS

Failure to implement the recommended initiatives outlined in this development plan presents several high-level risks to the health and well-being of Michigan residents and its environment. The full risk matrix can be found in Appendix G. Individual risks and mitigation strategies associated with each recommendation are further explored in Chapter 8.

Logistics Risks

Schools may not be able to secure partnerships with food rescue organizations that ensure consistent food drop-offs by school representatives or pickups by food rescue organizations. Without a logistics plan in place for who will be responsible for transporting excess food for community distribution, edible food will continue to go to waste through spoilage and end up in landfills.

Financial Risks

Financial risks associated with food waste in schools are significant. These risks include:

- Higher trash pickup costs due to food waste weight and the volume of trash thrown away each day/week.
- Funding provided by the federal school meals and Michigan School Meals programs is thrown away and cannot be used to feed food-insecure students and community members.
- The Michigan School Meals Program could lose funding when legislation advances in 2024 to make the program if program data indicates significant financial losses due to excess food waste.

Communication Risks

Make Food Not Waste may experience difficulty identifying and connecting with key school representatives necessary for successfully implementing the recommendations outlined in this development plan.

Environmental Risks

Environmental risks associated with food waste include increased Greenhouse Gas (GHG) emissions from food sent to landfills and irresponsible usage of natural resources—like water—to grow food that will be discarded, leading to biodiversity loss and desertification.[31–35] Food waste also contributes to 20% of the methane gas emissions in the United States, while accounting for 63% of the solid waste in landfills through food packaging.[32,36] Lastly, modern agricultural practices—such as monocropping and the use of synthetic fertilizers—deplete the soil of micronutrients, turning fertile soil into barren dirt, which threatens food production capabilities.[37]

Health Risks

Health risks associated with food waste include greater rates of respiratory illness in communities residing in close proximity to landfills, including asthma and COPD.[18–21] Food recovery and redistribution also has the potential to cause food-borne illnesses if food is spoiled or expired, or if surplus food is not properly stored during recovery and redistribution.

CHAPTER 8: RECOMMENDED INITIATIVES

8. RECOMMENDED INITIATIVES

This section includes detailed recommendations and deliverables to achieve the project's three objectives. This blueprint will allow Make Food Not Waste to implement these strategies in Southfield, followed by 14 additional Southeast Michigan cities. These strategies can also be adopted statewide, regionally, and nationally, with additional organizational and governmental support for food waste reduction efforts.

For these strategies to be successful, stakeholder engagement within each school, district, and local government will be necessary to secure support, participation, and resources for each activity.

The recommendations are broken down into seven initiatives, which are provided in **Figure 13**. Refer to **Chapter 12**, **Figure 21** for a complete timeline of each initiative's actions.

Figure 13

Project Initiatives for Implementation

School food waste elimination efforts should begin with Initiatives 1-2, ensuring commitment and support from school administrators and to capture baseline data to measure food waste reduction efforts over time. Once complete, each school can begin implementing Initiatives 3-7.

Initiatives 3-7 can be implemented independently or in parallel. However, it is recommended to begin with Initiative 3 to ensure each school has an established detection and diversion method to manage food waste and divert it from landfills while they tackle the challenges of implementing effective long-term food waste prevention methods.

While the importance of adopting comprehensive food waste prevention methods cannot be understated, these methods often require significant behavioral modification to effectively reduce food waste long-term. For example, only about 2-10% of the 108 billion pounds of surplus food available in

the US is donated.[1–3] Although anyone—including individuals and schools—can donate food, most donations are made by farmers, food manufacturers, distributors, or retailers, indicating significant knowledge gaps and barriers preventing schools from reducing food waste by donating their surplus food to their students or community.[15] Therefore, robust detection and diversion methods are critical and must be adopted to ensure schools can work through the challenges of implementing effective food waste elimination strategies while simultaneously keeping food out of landfills.

This approach not only aligns with the EPA Food Waste Scale's emphasis on recovery options when prevention is not yet feasible, but also creates a solid foundation for an adaptable and comprehensive food waste elimination program that supports the gradual integration of food waste prevention methods.[15] As each school works through the challenges of instilling lasting behavioral changes and refining their food waste reduction practices—processes that take considerable time to adopt and often encounter various challenges and setbacks—a robust composting and recycling program in each school will help Michigan to achieve its goal of eliminating one billion pounds of food waste from its landfills by diverting it to create compost instead of methane.[15]

Easy Wins can be implemented at any time during the implementation of the development plan.

NOTE:
Implementation of Initiatives 3-7 should begin at the start of a new academic year not only to establish rules and expectations but also to provide structure, order, and consistency throughout the school year.[82,83] However, if the timing does not align with the implementation of Initiatives 3-7 at the start of a new academic year, implementation should begin at the start of the spring semester.

INITIATIVE 1 — SCHOOL COMMITMENT

INITIATIVE 1 — SCHOOL COMMITMENT

The first initiative of this development plan requires establishing a relationship with each school to secure their commitment to eliminate food waste. This initiative will involve reaching out to each school and district, meeting with school leadership to explain the project's objectives, establishing a relationship with school representatives, appointing environmental champions for each school, and appointing an environmental lead for the district.

Initiative 1.1
Appoint a School Lead (Schools Coordinator)

This individual will represent Make Food Not Waste throughout the implementation of this development plan within each school. This individual will be responsible for:

i. identifying and engaging with representatives from each school,
ii. bridging communication between schools, city officials, and identified stakeholders, and
iii. developing a communication plan to engage stakeholders throughout each project initiative.

1.a. Create a citywide school contact matrix.

Once appointed, this individual will be responsible for creating a citywide school contact matrix that will serve as a comprehensive list of school-associated contacts for each school and the district. This matrix should include a minimum of the following information for each school:

i. School Name
ii. Grades (i.e., K-5, K-8, 9-12)
iii. Building Type (i.e., STEAM School, Administrative Office)
iv. Public or Private
v. Address
vi. Clubs and Organizations
vii. District Name
viii. Contact Names
ix. Contact Roles/Titles
x. Contact Information

Refer to Appendix A for a school contact matrix template.

1.a.1. Identify key stakeholders.

This individual should define the roles and responsibilities of each stakeholder, including the extent of their involvement in the implementation activities for each initiative. Several required stakeholders include:

i. Chief Financial and Operations Officer
ii. Principals of each school
iii. Food service
iv. Custodial/facilities staff
v. School administrators
vi. Students
vii. Parents
viii. Director of Instruction

This individual should decide whether a separate contact list containing only active stakeholder contact information would be beneficial. If the citywide contact matrix will be used for active stakeholders, a column should be added to note which contacts are actively involved in the project. If a separate contact list for active stakeholders is preferred, the contact matrix template available in Appendix A can be used.

1.b. Create a communication plan.

This individual should collaborate with the Work Department to create a communication plan for how to engage with project stakeholders throughout the implementation of the development plan in each school.

This plan should include recommended stakeholder engagement strategies, including all necessary meetings and workshops, to secure a commitment from schools, students, and community members. This plan should also align with the target school's academic calendar year to ensure the following:

i. Administration, faculty, staff, and students are available to organize, support, and conduct the recommended initiatives outlined in Initiative 2,

ii. Data collection during Initiative 2 can be completed during the academic year before implementing Initiatives 3-7, and

iii. Initiatives 3-7 can ideally be implemented at the start of the new school year (or following winter break, at the start of the semester).

Initiative 1.2

Secure Administration and Staff Support

2.a. Attend a school staff meeting to discuss the initiative.

Attending a staff meeting allows the School Lead to address the school's faculty and staff at once to explain the project, share ideas, identify champions, and begin developing project teams for each project initiative.

Initiative 1.3

Appoint a Sustainability Director for the District

This individual will be the main point of contact for the school district's sustainability efforts. This individual will be responsible for the following:

i. overseeing the planning and implementation of all district-wide sustainability initiatives and progress made at each school,

ii. working directly with each school's Sustainability Coordinator within their district to develop appropriate implementation strategies for each school, and

iii. ensuring strategies implemented at each school are consistent to ensure programs can be maintained seamlessly as new students matriculate in each year, and

iv. facilitating collaboration between schools, local communities, and external organizations to promote and integrate sustainable practices into the educational framework and improve the district's environmental impact.

Initiative 1.4

Identify a Project Team for Each School

4.a. Appoint a Sustainability Coordinator.

This individual will be the primary contact and lead sustainability efforts within their school. They will be responsible for the following:

i. overseeing and facilitating the food waste diversion program planning and implementation to monitor and promote its benefits and ensure the program is developed effectively, and

ii. championing sustainable practices within the school and helping to integrate them into the K-12 curriculum.

NOTE:
It is important to note that this individual is not solely responsible for carrying out every action outlined in this development plan but should serve as the main point of contact and coordinator in charge of arranging for each action step to be completed.

Suggested Representatives:

i. School administration
ii. School staff member (custodial/facilities, librarian)
iii. School teacher
iv. Active PTA member
v. Student
- It is important to note that a student should only be appointed to this position if another school leader cannot commit to the role. In this case, the Sustainability Director for the district would need to take additional precautions to ensure the role does not interfere with the student's academic work.

4.b. Elect a Student Environmental Lead.

This individual will be the student ambassador for all sustainability initiatives and lead all student-led environmental projects happening within their school. This individual will also be the liaison between the student body, school administration, and external stakeholders to ensure a comprehensive and sustainable approach is adopted to implement this development plan and any future initiatives. ***This role will require close collaboration with the school's Sustainability Coordinator and the district's Sustainability Director to integrate this plans recommended initiatives into the school's broader goals.***

While this individual will champion and lead these initiatives as the student ambassador, it is important to understand that the Student Environmental Lead's involvement in these initiatives are supplementary to their academic commitments and must be balanced accordingly. ***Therefore, the selected individual will need to work with their Sustainability Coordinator and guidance counselor to determine what level of involvement is appropriate for this role***.

4.c. Form a Sustainability Council.

The Sustainability Council will serve as the planning committee for how best to implement the initiatives outlined in this development plan and the school's future sustainability initiatives. The council will be responsible for:

i. identifying and maintaining funding sources for implementing the recommended initiatives,
ii. maintaining adopted initiatives over time,
iii. planning future sustainability initiatives,
iv. measuring the progress of each initiative over time.

The responsibility of establishing a Sustainability Council will likely fall to the school's Sustainability Coordinator. However, forming a Sustainability Council as early in the implementation of this development plan as possible will distribute the project's workload across the entire council, mitigating the likelihood of any single member becoming overwhelmed and unable to fulfill their role as a council member in addition to their other obligations.

Suggested Representatives:

- School administration
- School staff member (custodial/facilities, librarian)
- School teacher
- Kitchen staff
- Lunch monitor
- Active PTA member
- Student/Student Council member

Council members should include members of the student body to ensure the following:

i. prevent potential conflict and pushback,
ii. build ownership through shared responsibility,
iii. build leadership and collaboration skills, and
iv. provide experiential learning opportunities.

Stakeholders

The key stakeholders for Initiative 1 include:

i. School administration
ii. Principals
iii. Teachers
iv. Students
v. Parents
vi. Food Service

Key Performance Indicators (KPI)

Short-Term:

- Identify key stakeholders, including a Program Manager, Sustainability Director, Sustainability Coordinator, and student representatives.

- Completion of a communication plan.
- Establishment of a Sustainability Council.

Medium-Term:

- Establishment of a recurring council meeting schedule.
- Establishment of a council charter.
- Completed list of council roles & responsibilities.

Long-Term:

- Meeting Minutes from council meetings.
- Elections for future council roles.
- Progress updates for school sustainability initiatives.
    - Newsletter
    - Email
    - Morning announcements

Summary of Actions

Table 2

Initiative 1 Summary of Actions

Task			Time to Complete		Costs	Party Responsible	Notes
			Days	Months			
1. SCHOOL COMMITMENT			306	11	$0	School Lead	
1.1.	**Appoint a School Lead**		32	1	$0	School Lead	
	1.a.	Create A Citywide School Contact Matrix	22	1	$0	School Lead	
		1.A.1. Identify Key Stakeholders	239	8	$0	School Lead	
	1.b.	Create Communication Plan	195	7	$0	School Lead	
1.2.	**Secure Administration And Staff Support**		215	8	$0	School Lead	
	2.a.	Schedule And Attend School Staff Meeting To Discuss Initiative With Each School	230	8	$0	School Lead	
	2.b.	Meet With Food Service Provider To Discuss Food Waste Elimination And Cost Saving Opportunities	31	1	$0	School Lead	
1.3.	**Appoint A Sustainability Director For The District**		155	6	$0	School Lead, District Administrators	
1.4.	**Identify A Project Team For Each School**		81	3	$0	School Lead, School Principal	
	4.a.	Appoint A Sustainability Coordinator For Each School	171	6	$0	School Lead, School Principal	
	4.b.	Elect A Student Environmental Lead	31	1	$0	School Lead, Sustainability Coordinator	
	4.c.	Form A Sustainability Council	153	6	$0	School Lead, Sustainability Coordinator	

Risks & Mitigations

Table 3

Initiative 1 Risk Matrix

Title	Description	Mitigation(s)
Resource limitations	Limited resources (financial, human, time, etc.) prevents the PM from securing support from schools.	Raise awareness for MFNW's mission and goal, post volunteer and job opportunities to job boards, and share help needed to post on LinkedIn.
No administration support	Administrators do not support the project.	Attend school board meetings. Provide savings estimates if food waste is eliminated by the schools within each district. Meet with county officials to secure support for the project.
Limited staff participation	Staff resist project due to concerns over perceived workload.	Provide staff with potential resource savings by implementing the project. - Less trash (lower weight, less bags), less meal preparation
Limited student participation	Students resist the project due to not understanding how it relates to them and their futures.	Organize and hold a trash reduction competition. - Sports teams, clubs, etc. manage lunchroom waste sorting. - Team with the least amount of compostable/recyclable material in the trash at the end of the semester wins a prize (i.e., pizza party, early school release). Utilize lesson plans to teach students about food waste and climate change (*Initiative 6*).
Lack of coordination	Project manager faces challenges coordinating initiatives across multiple schools and departments.	Clearly define the PM's responsibilities and authority.
Stakeholder resistance	School staff and students do not support the project.	Involve stakeholders early in the project to answer questions and secure buy-in.
Ineffective communication	Communication plan does not meet MFNW or school expectations, nor align with the project timelines.	Tailor communication plan to each audience (staff, students, parents).
Stakeholder engagement	Difficulty engaging stakeholders throughout project.	Establish a clear plan for how PM will engage with stakeholders throughout the project.
Ineffective operations	Sustainability council unable to effectively implement project due to poor organization or lack of clear goals.	Define sustainability council's structure, objectives, and methods of operation. - Charter, role elections, role expectations, meeting schedule
Limited representation	Selected participants do not attend meetings nor have sufficient representation for ongoing initiatives.	Ensure sustainability council includes members from different school positions and grades to ensure comprehensive representation throughout each school.

INITIATIVE 2 — DATA COLLECTION

INITIATIVE 2 — DATA COLLECTION

The second initiative of this development plan requires collecting data from each school to establish a baseline for how much food is wasted, understand food quality, and evaluate what resources are available in each school's lunchroom and kitchen. The data collected then will be used to estimate cost savings, identify areas of opportunity to improve food quality and consumption, and determine what resources will be needed to eliminate food waste from each school's lunchroom and kitchen.

Initiative 2.1
Perform Resource Assessments & Meal Observations

Conducting a food service resource assessment for each school and performing meal observations are critical for developing effective food waste reduction strategies. These assessments will:

i. provide a comprehensive understanding of each school's existing resources—from appliances and equipment to utensils and consumables—which is instrumental for identifying areas of inefficiency and potential improvement in their existing waste reduction efforts,

ii. enable each school to optimize their food waste reduction strategies to work effectively within their kitchen, lunchroom, and classroom's existing capabilities while providing schools with future investment opportunities to further support their long-term sustainability efforts,

iii. identify opportunities to implement food waste prevention and diversion strategies within their existing systems.

Therefore, such an assessment is necessary to ensure that any proposed food waste reduction strategies are feasible and aligned with each school's existing operational capacity.

Refer to Appendix B for a food service resource checklist.

Initiative 2.2
Conduct A Food Waste Audit

Conducting a food waste audit in each school serves two primary purposes:

1. The audit allows each school to establish a baseline for the volume and nature of wasted food. Establishing this baseline is critical for schools to effectively measure the success of each food waste reduction initiative over time and help schools determine which composting method will be most applicable to accommodate their volume of food waste.
    a. Although collecting data from each school is ideal to establish accurate baselines, auditing a sample of schools with the same food service provider would likely be sufficient to understand what universal opportunities exist for reducing food waste in all schools within the district. However, audits should occur at schools of varying grade levels to ensure a clear understanding of how food consumption and disposal habits differ between elementary, middle, and high schools.
2. The audit provides students and staff with a hands-on and visual understanding of how their daily food consumption and disposal habits impact their environment. By conducting a food waste audit, schools can inspire future generations to become environmental stewards, extending its impact beyond the classroom. Refer to **Figure 14** for waste sorting examples.

Refer to Appendix B for existing food waste audit resources and guides.

Figure 14

School Food Waste Audit[84]

Recommended Steps Ahead of the Audit

1. Reach out to each school's Sustainability Coordinator and Sustainability Council to organize and conduct a food waste audit.
2. Conduct a training session with the audit volunteers (students, staff, parents, etc.) on conducting a food waste audit.
3. On the day of the audit, remove all trash bins that will not be used during the audit from the lunchroom.

Items Needed:

- Tables
- Large trash cans
- 5-gallon buckets
- Trash bags
- Scales (i.e., luggage, bathroom, or package)
- Signs
- Clipboards
- Writing utensils (i.e., markers, pens, pencils)
- Weight log sheet
- Interview sheets
- Gloves
- Food labels or photos for buckets
- Tape
- Cleaning suppliers
- Tarp

For every 100 students served in the lunchroom, it is recommended that the project team responsible for organizing and conducting the food waste audit consists of a minimum of the following:

- 1 - Facilitator (School Lead or individual trained to conduct food waste audits)
- 1 - School Administrator
- 2 - Teachers
- 1 - Nutrition or Food Service Representative
- 4 - Students

It is also recommended that there be a separate audit station for each grade to ensure that plate waste can be audited in a timely manner and identify differences between each grade's food waste practices to determine whether age impacts the volume and type of food wasted. Collecting audit data by grade level provides an opportunity for food service providers to make adjustments to their food orders to provide options that appeal to a majority of students across all grades, and adjust food offerings to accommodate grade preferences, when available.

Each station should consist of two (2) tables to conduct the following:

- The first table will be used for students to drop off their trays, where food will be separated into each bucket to be weighed and recorded.
    - Trays should be counted and recorded after each lunch period.
- The second table will be used to interview students regarding why they did not finish their food.

Potential Partnerships

a. Michigan State University Extension (MSUE)

Michigan State University Extension (MSUE) has expressed interest in supporting SPS to conduct food waste audits as part of their ongoing Policy, Systems, and Environmental Change (PSE) work to improve community health and well-being by improving access and practicality of making healthy choices.[85–87]

Therefore, it is recommended that the School Lead work with MSUE, the Sustainability Direcotr, and the Sustainability Coordinator for each school to schedule and plan food waste audits at each school.

Initiative 2.3
Conduct A Food Survey

A food survey is essential for gathering critical data regarding the types, quantities, and reasons for food waste in each school. This survey will also allow students and staff to provide feedback regarding their food preferences, consumption habits, and perceptions of food quality. It will also identify what culturally appropriate foods should be offered daily, allowing each school to pinpoint the key drivers of food waste. The survey results will help each school identify effective food waste reduction strategies and enable schools to make more sustainable, student-oriented decisions to improve meal satisfaction.

Refer to Appendix B for resources to conduct school food surveys.

Initiative 2.4
Host Meal Tastings

Meal tastings provide an opportunity for food service providers to test new recipes while providing students an opportunity to provide feedback on available food offerings.

Meal tastings can be implemented in several ways:

i. Tasting Days

a. Tasting days provide students with hands on opportunities to learn about their food, where it comes from, and how to prepare it. Not only do tasting days provide an

experiential learning opportunity, but they can provide direct feedback to food service staff.

ii.

Initiative 2.5

Compile A School Food Quality and Waste Report

Compiling a school food quality and waste report is critical for enhancing transparency and accountability in managing school food resources. This document will provide a detailed analysis of food quality and the extent of waste generated in schools, prompting schools to develop and implement targeted action plans with specific deliverables to improve food quality while simultaneously reducing food waste. Therefore, this report will increase transparency and reinforce each school's commitment to creating future generations of socially responsible citizens by building a culture rooted in environmental stewardship.

This initiative can be implemented in one of two ways:

1. Each school publishes a school food quality and waste report, or
2. Each school district publishes a school food quality and waste report that shows each school's progress and provides status indicators for the district's overall progress.

The School Lead, food service provider, and each school's Sustainability Coordinator should work together to determine the most feasible strategy. However, it is essential to note that if the district chooses to pursue strategy two, each school will still be responsible for providing an update as part of the overall report, including a summary of their school's sustainability initiatives, status indicators, updates for ongoing initiatives, and planned future initiatives.

Stakeholders

The key stakeholders for Initiative 2 include:

i. School administration
ii. Principals
iii. Teachers
iv. Students
v. Parents
vi. Food Service
vii. Custodial & facilities staff
viii. World Wildlife Fund

Key Performance Indicators (KPI)

Short-Term:

- Number of volunteers signed up to participate in food waste audits.
- Initial food surveys and interviews to capture student and staff opinions and experiences regarding food quality and causes of food waste.

Medium-Term:

- Food survey response rates.

- Composting program bin audits over time to evaluate initiative adoption over time.

Long-Term:

- Volume of compost collected over time to identify process inefficiencies.
- Bags of trash thrown away over time to identify additional waste reduction opportunities.

Summary of Actions

Table 4

Initiative 2 Summary of Actions

Task			Time to Complete		Costs	Party Responsible	Notes
			Days	Weeks			
2. DATA COLLECTION			**302**	**43**	**$0**	**School Lead**	
2.1.	**Perform Resource Assessments & Meal Observations**		62	9	$0	School Lead	Can potentially be performed during meetings with school staff
	1.a.	Perform Resource Assessments	62	9	$0	School Lead	
	1.b.	Attend Meal Observations	60	8	$0	School Lead	
2.2.	**Conduct A Food Waste Audit**		92	13	$0	School Lead	
	2.a.	Coordinate a Volunteer Signup	31	4	$0	Principals or Sustainability Coordinators	
2.3.	**Conduct A Food Survey**		60	8	$0	School Lead	Can be conducted throughout the year
	3.a.	Perform Data Analysis to Evaluate Findings	31	4	$0	RRS, Project Partner, Food Service, or Sustainability Council	
2.4.	**Compile A School Food Quality and Waste Report**		74	10	$0	School Lead, Sustainability Council, Sustainability Director	

Risks & Mitigations

Table 5

Initiative 2 Risk Matrix

Title	Description	Mitigation(s)
Inaccurate or incomplete data	Poor record-keeping during assessments and audits.	Provide resources and training to staff and students involved in the assessments and audits to ensure comprehensive data collection. - Interview questions, waste tracking sheets, scales, etc.
Resistance to change	Students and staff are resistant to altering existing waste operations.	Engage all stakeholders throughout the process to understand concerns, answer questions, and gain support (refer to Initiative 1).
Resource limitations	Insufficient resources (financial, human, or physical) prevent completion of assessments and audits.	Utilize existing materials to conduct assessments and audits. Request volunteers to help organize and conduct assessments and audits. Apply for grants available through the World Wildlife Fund and SFE to conduct audits.
Non-compliance	Students and staff do not cooperate with the food waste audit requirements.	Involve students and staff in the food waste audit planning process to encourage support and buy-in (refer to Initiative 1 - Sustainability Council).
Data management	Insufficient resources to collect, store, and analyze data collected from the food waste audit.	Utilize efficient data collection tools and methods to manage and analyze food waste audit data effectively.
Low response rate	Students and staff do not complete the survey.	Make the survey engaging and easy to complete.
Biased responses	Responses do not accurately reflect the true preferences or habits of the survey participants.	Work with students and staff to develop a list of questions to ensure views of each party are reflected accurately. Make the survey anonymous to encourage participation and honesty.
Overwhelming information	Food waste report is too dense or technical for schools to understand or utilize.	Work with technical report writers and MFNW marketing experts to structure the report in an easy-to-understand report with key findings highlighted.
Lack of actionable insights	Food waste report does not translate findings into clear, actionable recommendations.	Utilize the key findings to provide clear, practical recommendations that facilitate action.

INITIATIVE 3 — FOOD WASTE DIVERSION

INITIATIVE 3 — FOOD WASTE DIVERSION

The third initiative of this development plan requires implementing a composting and recycling program in each school's lunchroom within the target city.

Initiative 3.1

Establish A School Composting And Recycling Program

Establishing a comprehensive composting and recycling program is critical to eliminating food waste in schools. Such a program prioritizes feeding students by ensuring excess food is managed responsibly through strategies including share tables and food donations rather than sending quality food to landfills. Establishing a composting and recycling program also encourages schools to use food waste as a learning opportunity to teach students about environmental stewardship; by composting on-site, students can see first-hand how uneaten food turns into a product that can nurture their environment rather than harm it. Therefore, this approach not only mitigates the negative impact of food waste but serves as a tool to educate students on the importance of resource conservation and responsible waste management. See Figure 15 for an example of a school composting and recycling program.

Figure 15

School Composting Program[88]

1.a. Get Quotes From Waste Hauling Companies For Compost And Recycling Pickup.

During contract negotiations with waste haulers, include clauses where schools will renegotiate cost each year for the first 2 years to ensure that as schools become more comfortable with each food waste reduction initiative and food waste decreases, the cost for the required number of bins can be adjusted accordingly. The School Lead will work with the Sustainability Coordinator to help streamline the contracting process help each school determine which composting and recycling process is best for them by working with their waste hauling partners to answer the questions listed below. This list is not an all-inclusive list of questions, and therefore, the School Lead and Sustainability Coordinator should put together a list of questions that should be discussed with waste haulers before making a decision on which process each school will opt for.

i. Do contracts pay by the bin or pound?

ii. Can the contract be designed to allow for schools to renegotiate at a greater frequency (i.e., every semester, each year, every two years, etc.) to account for potentially significant changes in composting volumes?

1.b. Determine The Best Composting Method For Each School To Use.

There are several large-capacity composting options for schools to select from based on size, capacity, space, time, and financial requirements. Schools should work with their current waste hauler and city, as well as with Make Food Not Waste and their composting and organic recycling partners, to determine which composting and recycling process would work best for each school.

The School Lead will need to work with each school to determine the most appropriate bin setup for their school.

A matrix of several composting system options has been provided in Appendix C.

1.c. Conduct Training On Proper Bin Usage.

To ensure each school separates their plate waste and trash correctly, students, faculty, and staff will need to be trained on proper bin usage. Therefore, the School Lead will need train multiple representatives from each school in a timely manner to ensure each representative to provide training to the wider school community, which can be accomplished several ways. Refer to Appendix C for additional resources.

Training Options:

i. Conduct district-wide workshop with Sustainability Coordinators, administrators, student leads, food service staff, and custodial staff to provide training on proper bin utilization.

ii. Request volunteers to lead the composting and recycling program and conduct a training workshop at each school.

iii. Provide in-classroom training demonstrations.

1.d. Implement compost bins in high-traffic areas of the kitchen.

Identify where each trash bin is located, whether school kitchens use food scrap buckets during their food preparation, and where they discard their food scraps after food preparation is completed. These should be the locations where larger compost bins should be located throughout the kitchen to ensure maximum utilization and decrease the number of trash bags school custodial staff must replace each day.

Recommendations for Bin Setup

- Post clear signage with examples of what each bin should be used for.
- Provide a surface for students to set down trays/plates (mitigate spillage).
- Remove trash bins not being used as part of the compost & recycling program from the lunchroom.
- Make the existing process as inconvenient as possible for students and staff to stick to.
    - Make the trash bin the smallest within the Composting bin system, with the smallest opening as possible. If traysand containers can fit, they will end up in the trash.
    - Keep openings to the compost and recycling bins as large as possible.
    - Clearly mark each bin with labels and colors to differentiate them.

- Implement separate collection bins for returnables and recyclables. Schools, if they have recycling, typically have collection bins in or near their lunchroom for returnables, but not recyclables. Therefore, recyclables—such as plastic clamshell containers and plastic condiment cups with lids— are not separated from trash.

- Place each bin on a separate scale to measure the weight of each waste stream for easy tracking. This also serves as a tool to provide students and staff with visible, tangible, real-time data regarding how much food is being wasted vs. how much is being diverted from landfills.

Considerations for Bin Setup

i. If partnerships can be established with local farms or animal sanctuaries, an additional bin should be added to separate out food that is safe for animal consumption.

ii. If schools struggle to get students to throw trash in bins, the school should consider implementing a mobil composting bin system (i.e., volunteers or employees can roll bins throughout the lunchroom to collect items in their respective bins).

Initiative 3.2

Create A Food Waste Reduction Competition

Establishing a food waste reduction competition for students to participate in provides an effective strategy for reducing food waste in schools. By promoting friendly competition among their peers, students are encouraged to take ownership and responsibility over something that every person globally needs and is impacted by. Competition can ignite students' enthusiasm and motivation to actively engage in food waste reduction efforts while transforming them into change agents in their schools and communities.

Stakeholders

The key stakeholders for Initiative 3 include:

i. School administration
ii. Principals
iii. Teachers
iv. Students
v. Parents
vi. Food Service
vii. Custodial & facilities staff
viii. World Wildlife Fund
ix. CO Sustainability
x. City of Southfield

Key Performance Indicators (KPI)

Short-Term:

- Number of compost and recycling programs established in school lunchrooms.

Medium-Term:

- Bags of trash thrown away each week.
- Volume of compost collected each week.

- Number of schools with trash reduction competitions established.

Long-Term:

- Number of students and teams participating in trash reduction competitions each year.
- Changes in school meal budget spending over time.
- Changes in volume of food waste sent to landfills over time.

Summary of Actions

Table 6

Initiative 3 Summary of Actions

Task			Time to Complete		Costs	Party Responsible	Notes
			Days	Months			
3. FOOD WASTE DIVERSION			316	45			
3.1.	**Establish A School Composting And Recycling Program**		61	9	TBD	Sustainability Director, Sustainability Coordinator, School Lead	
	1.a.	Get Quotes From Waste Hauling Companies For Compost And Recycling Pickup	31	4	$0	School Lead	
	1.b.	Determine The Best Composting Method For Each School To Use	31	4	$0	Sustainability Coordinator	
	1.c.	Conduct Training On Proper Bin Usage	31	4	$0	School Lead, Sustainability Coordinator, Sustainability Director	
3.2.	**Create A Food Waste Reduction Competition**		302	43	$100	School Lead, Sustainability Director, Sustainability Coordinator	

Risks & Mitigations

Table 7

Initiative 3 Risk Matrix

Title	Description	Mitigation(s)
Insufficient buy-in	Insufficient support/participation from students, staff, and/or parents for implementing and maintaining a school composting program.	Conduct workshops to educate the school community about the benefits of composting. Attend staff meetings to educate school officials about the benefits of composting. Present the project during morning announcements for each school.
Operational challenges	Insufficient capacity or resources to properly manage compost requirements, leading to odor, pests, or health hazards.	Work with composting experts to determine the best composting strategy for each school. - Have composting partners put together matrix of available composting systems and provide estimates for municipal composting.
Cost	Insufficient funding to implement and maintain a composting program.	Secure funding and/or grants to implement and maintain school composting programs. - Apply for grants through Southeast Food Excellence (SFE).
Non-compliance	Students and staff do not follow plate waste disposal requirements.	Make the existing waste disposal process as inconvenient as possible. - Make compost bin the largest and general trash the smallest bin in the system. - Remove excess trash bins from the lunchroom. Implement clear labeling for all bins within the composting program. Conduct educational campaigns to educate students and staff on proper disposal methods. Implement lunchroom walkthrough process, where lunch monitors/custodial staff/volunteers walk bins around lunchroom to collect plate waste to ensure it is disposed of properly.
Misuse	Students and staff use incorrect bins to dispose of plate waste.	Audit bins used for composting program to ensure compliance and adjust system accordingly.
Workload	Composting program creates additional work for custodial staff.	Conduct training sessions with custodial staff and provide necessary resources to manage the composting program effectively.
Ineffective incentives	Students not interested in participation incentives.	Offer incentives that students are interested in. - Pizza, coffee, early release from school
Short-term focus	Competition does not encourage long-term behavioral change.	Design the trash reduction competition to promote ongoing awareness and long-term integration into K-12 curriculum and daily habits.
Data integrity	Insufficient resources or capacity to ensure fair and accurate waste measurements from student teams.	Use clear, fair, and easy-to-understand metrics for administrators, teachers, and staff to measure waste reduction for each student team.

INITIATIVE 4 — LUNCHROOM POLICY CHANGES

INITIATIVE 4 — LUNCHROOM POLICY CHANGES

The fourth initiative of this development plan involves implementing lunchroom policy changes to minimize the creation of food waste in each school's lunchroom.

Initiatives 4.1-4.3 are best practices for reducing food waste in schools and are recommended by the United States Department of Agriculture (USDA) via all school nutrition programs and the Michigan School Meals Program. Initiative 4.4 is recommended based on school lunchroom observations that took place between January and Febraury 2024.

Refer to Initiative 6.1 for recommended actions to educate administrators and staff on proper implementation of the initiatives outlines in this section, and Appendix F for additional resources and training materials.

Initiative 4.1

Extend Mealtimes to a 25-minute Minimum Seating Time

Extending mealtimes is critical for reducing food waste while simultaneously promoting better nutritional outcomes for students. Allowing adequate time for mealtime ensures that students can eat mindfully and finish their meals, decreasing the volume of unfinished or untouched food being discarded, thereby minimizing food waste. Additionally, mealtimes are the only break students receive during the middle and high school days. Therefore, by extending mealtimes, students receive time to unwind and socialize while ensuring enough time to consume their high-fiber meals.

Research Findings:

- Shorter lunch times increase plate waste.[89–92]
- Students consume significantly lower volumes of milk, fruits, and vegetables when given less than 25 minutes to eat.[92–94]
- Shorter eating times leave children feeling hungry throughout the day.[92,94]
- Longer lunch periods promote better nutritional outcomes by providing students with enough time to consume larger volumes of fiber-rich foods.[95]

Initiative 4.2

Implement Share Tables in School Lunchrooms

Implementing share tables in school lunchrooms provides a practical and effective strategy to mitigate food waste while simultaneously addressing hunger. Allowing students to return unopened or uneaten food items to a designated area within the lunchroom makes them available to students who may be hungry during mealtimes. Share tables also provide opportunities for these items to be used during subsequent meals or as snacks during after-school programs. However, schools must enforce rigorous food safety standards when implementing and maintaining share tables to ensure that all items remain safe and uncompromised.

Refer to Appendix D for additional resources on Share Tables.

Figure 16

School Share Table

Consultant Observations:

- During school administration interviews, school principals raised concerns over food safety and what precautions should be taken when implementing share tables.[96]
- During a lunchroom observation at Oak Ridge Elementary School, a neighboring community school, faculty leaders shared that they previously had a share table, which was eliminated at the start of the Winter 2024 semester due to existing school bylaws preventing food sharing.[97]

Recommendations for Maintaining Food Safety Standards

- Utilize hot and cold storage to ensure items stay temperature controlled (i.e., hot food bag, fridge, buffet tray with ice, etc.).
- Post guidelines and visuals with examples of what can be returned to share tables.
- Conduct training and/or provide students with a flyer of what can be returned to share tables.
- Work with school administrators to update school bylaws to allow food sharing with requirements that ensure adherence to strict food safety laws and school-specific food requirements (i.e., allergen-free school, nut-free campus, etc.).

Initiative 4.3

Adopt Offer Versus Serve for Breakfast and Lunch in All Schools

Adopting Offer Versus Serve (OVS) for all K-12 meals and snacks can reduce food waste before food leaves the service line. Not only does OVS empower students by giving them autonomy to choose components of their meals, but this strategy better aligns meals with student preferences and appetites, thereby reducing the volume of food discarded. In school, choices are often limited. Therefore, OVS allows students to enhance their sense of independence and responsibility while encouraging them to choose healthy meal options.

Figure 17

Offer Versus Serve Example

Initiative 4.4

Release Students By Table at the End of Each Lunch Period

Releasing students by table in lunchrooms is a strategic approach to enhance the efficiency and effectiveness of lunchroom composting and recycling programs. This approach prevents an overwhelming number of students from attempting to sort their plate waste simultaneously, thereby allowing lunchroom staff and volunteers to manage the program effectively. By limiting the number of students trying to leave the lunchroom simultaneously, staff and volunteers stay calm, allowing them to more effectively guide students on sorting their plate waste properly, increasing the efficiency of the composting and recycling program. Therefore, this strategy enhances waste management effectiveness and instills in students a sense of order and responsibility while building a more sustainable and environmentally conscious culture.

Consultant Observations:

- During a lunchroom observation at Oak Ridge Elementary School, a neighboring Oakland County school, program volunteers became overwhelmed when students rushed to discard their plate waste at the end of each lunch period. The overwhelming environment led to greater mess,

more food ending up in trash bins, and program leaders taking students' trays and sorting plate waste instead of the students sorting themselves.[97]

- Keller Elementary School, a neighboring Oakland County school, releases students by table, which decreases the number of students trying to discard their plate waste at the same time, allowing program leaders to provide more instruction to students and better control the lunchroom composting program.[98]

Initiative 4.5

Implement Bulk Milk Dispensers

Milk is a required offering for all breakfast, lunch, snacks, and after-school child nutrition programs funded by the USDA. However, offering milk in cartons at least three times per day results in nearly 45 million gallons of milk wasted by schools, or roughly 32 cartons worth of milk wasted per student, across the country each year.[99] However, schools have the ability to recover 27.5 cartons worth of milk and solid waste per student by replacing individual milk cartons with bulk milk bags that, depending on the size, contain 48, 80, or 96 servings per bag.[100,101]

Bulk milk dispensers allow students to take the volume of milk they will consume without wasting the rest. They also ensure that students do not create unnecessary waste by taking a carton they will end up throwing away, thus encouraging students to be more mindful about what food items they take versus the items they actually consume.

It is recommended that the School Lead meet with the Sustainability Director, Sustainability Coordinators, and food service provider to discuss the feasibility of implementing bulk milk machines in school lunchrooms. During the meeting, the team should discuss the funding opportunities available to help schools offset the startup costs associated with bulk milk dispensers. Refer to Chapter 10 for additional details on funding opportunities available to schools.

Items Needed:

- Bulk Milk Machine
- Reusable or Compostable Cups
- Drying Racks
- Dishwasher
- Refrigeration
- Milk Waste Disposal Mechanism (Bucket & Drain)

Stakeholders

The key stakeholders for Initiative 4 include:

i. School administration
ii. Principals
iii. Students
iv. Parents
v. Food Service
vi. Custodial & facilities staff
vii. World Wildlife Fund
viii. City of Southfield
ix. Michigan Department of Education
x. Oakland County Health Department

Key Performance Indicators (KPI)

Short-Term:

- Changes in length of seated mealtimes.
- Adoption of share tables in school lunchrooms.
- Offer Versus Serve adoption rates in K-12 education.

Medium-Term:

- Uncompromised food collection rates over time.

Long-Term:

- Federal and state school food program budgets change over time.
- Fluctuations in milk purchases for school meals over time.

Summary of Actions

Table 8

Initiative 4 Summary of Actions

Task		Time to Complete		Costs	Party Responsible	Notes
		Days	Months			
4. LUNCHROOM POLICY CHANGES		**314**	**45**	**$0-12,000**	**Sustainability Director, School Administrators**	
4.1.	**Extend Mealtimes to a 25-minute Minimum Seating Time**	82	12	$0	School Administrators, Sustainability Director	
4.2.	**Implement Share Tables in School Lunchrooms**	35	5	$0	Sustainability Coordinator	
	1.a. Evaluate School Bylaws Regarding Food Sharing	47	7	$0	Schools	
4.3.	**Adopt Offer Versus Serve for Breakfast and Lunch in All Schools**	132	19	$0	Sustainability Director	
4.4.	**Release Students By Table at the End of Each Lunch Period**	29	4	$0	Sustainability Coordinator	
4.5.	**Implement Bulk Milk Dispensers**	212	30	$0-12,000	Sustainability Coordinator	

Risks & Mitigations

Table 9

Initiative 4 Risk Matrix

Title	Description	Mitigation(s)
Scheduling conflicts	Longer lunch periods interfere with instructional time or other school activities.	Revise school schedule to balance longer lunch periods with school start/end time and instructional time.
Supervision challenges	Longer lunch periods require additional staff or volunteers for supervision.	Allocate staff responsibilities to manage extended lunch periods without overburdening them. Create a rotating lunchroom supervision schedule for teachers and staff.
Health and safety concerns	Shared food increases food safety and allergy risks.	Establish and enforce strict health and safety protocols for share tables. - Cold storage, no packaged-at-home foods Implement signage to easily understand what can be returned to share tables. Provide training to students and staff regarding what can be collected and distributed through share tables.
Waste mismanagement	Share tables become another source of food waste.	Assign students, staff, or volunteers to oversee share tables to ensure only accepted items are collected.
System misunderstanding	Students and staff do not understand how Offer vs. Serve works, causing confusion and creating more waste.	Provide education and training to students and staff regarding how share tables and Offer vs. Serve works.
Imbalanced nutrition	Students return items they must take to comply with school meal programs, resulting in unbalanced diets.	Prepare a variety of healthy options for each meal that are appealing to students.
Inefficiency and delays	Releasing by table delays lunchroom clearing, preventing students and staff from returning to classrooms on time.	Develop procedures for how to release students by table during mealtimes that ensure adequate time to get from the lunchroom to each classroom.
Fairness issues	Students find releasing by table unfair.	Develop a rotating schedule for how the lunchroom will be released by table, ensuring that no one table is always first/last to be released.

INITIATIVE 5 — FOOD RECOVERY & REDISTRIBUTION

INITIATIVE 5 — FOOD RECOVERY & REDISTRIBUTION

The fifth initiative of this development plan involves implementing a food recovery and redistribution process within each school's lunchroom within the target city. This initiative will include establishing a process for recovering excess food to redistribute within each school, a process for redistributing excess food throughout the community for human consumption, and a process for redistributing food scraps for animal consumption.

Initiative 5.1
Serve Recovered Food During Other Meal Times

Reusing leftovers and food recovered from shared tables offers an opportunity for schools to teach students about the importance of food conservation and responsible consumption. By including these items in future meals, schools can show students that leftovers can be high quality, nutritious, and delicious. Furthermore, serving these items communicates that leftovers should not be discarded but, instead, appreciated as nutritious and viable choices that also help to reduce food waste. Incorporating these food items into future meals also provides an opportunity for teachers to engage students in conversations about healthy eating habits and the environmental impact of wasted food, thus empowering them to make more sustainable food choices. Therefore, schools can not only encourage students to make more sustainable food choices but also challenge societal norms that often perceive leftovers as lesser quality than freshly prepared meals.[102]

1.a. Serve Recovered Food During After-School Programs.

Serving food recovered from school meals during after-school programs reduces food waste while addressing hunger among at-risk students. Utilizing this unserved and uncompromised food from the school's daily meal services allows schools to teach students about food conservation while mitigating stigma regarding the perceived quality of leftover food. This strategy also demonstrates a sustainable approach to food management. Therefore, this strategy ensures that no child goes hungry and no food is unnecessarily wasted, confirming educational institutions' role in student health and well-being.

1.b. Serve Recovered Food During Next Day's Meals.

Serving recovered food during the next day's meals offers schools a dynamic solution for reducing food waste. Schools can repurpose leftovers from previous meals and combine them with fresh ingredients to create entirely new meals, thus minimizing waste and maximizing resource utilization. Additionally, recovered food can be integrated into the meal planning process to make a positive feedback loop, where surplus from one day becomes an integral component of the next day's menu. Therefore, this strategy allows schools to maximize resource utilization, reduce waste, and promote culinary innovation by allowing students to learn how to make new dishes from existing ingredients.

It is recommended that the School Lead works with the food service provider to determine whether each school can safely store leftover food onsite or if it is feasible to transport surplus food to Southfield A&T to be packaged and stored. It is also recommended that the School Lead evaluates the feasability of storing leftover food onsite while conducting resource assessments at each school.

Considerations for Food Re-Service

- Prioritize collecting food items that do not qualify as Temperature Controlled for Safety (TCS).[103]
- The School Lead should contact the Oakland County Health Department (OCHD) to confirm that the TCS food recovery system follows share table best practices and adheres to established food codes and regulations.[103]
- Equip share tables with temperature control mechanisms and establish a monitoring schedule with temperature logs to ensure TCS food items adhere to Food Code provision §3-306.14(B)(1) or (2) (i.e., mini fridge, fridge, etc.).[103,104]

Initiative 5.2

Package Surplus Food to Send Home with Students

Sending surplus food home with students at the end of the day and over the weekend provides a viable path to reducing food waste while ensuring that food purchased as part of the federal and Michigan School Meals Programs are used to feed students as they intended. By sending surplus food home with students, schools can ensure that students have enough to eat for dinner and over the weekend, which offers many benefits, including:

i. Alleviating food insecurity by ensuring students have food after school and on weekends,
ii. Increasing test scores by ensuring students are well nourished,
iii. Improving school attendance by incentivizing attendance by providing free meals,
iv. Reducing behavioral issues by eliminating hunger as a distraction, and
v. Increasing attention span by ensuring students don't experience hunger, allowing them to perform optimally in school.[105]

Potential Onsite Solutions

Various systems can be established to send surplus food home to students so they and their families can consume it. Some examples include:

i. Establishing school pantries for community distribution,
ii. Donating surplus food to food rescue organizations,
iii. Starting Backpack programs, and
iv. Performing direct redistribution of surplus food to students.

It is recommended that the School Lead work with schools to develop these food redistribution pathways, ensuring they are viable for each school and whether they would be better suited for implementation at the district level.

Potential Partnerships

Multiple organizations provide food to students after school and over the weekends. However, their structures and functionality differ. Three existing programs are described below. Refer to Appendix E for additional resources.

b. Blessings in a Backpack

Blessings in a Backpack is a nonprofit organization that provides "Weekend Food Packs" of ready-to-eat food to send home with students to ensure they have food over the weekend, free of charge.[106,107] The organization partners with Sysco to provide nutritional and kid-friendly food items that are peanut-free, require minimal preparation and no refrigeration and do not require the use of kitchen appliances—or items, such as can openers.[106,107]

Figure 18

Blessings in a Backpack Logo

Stevenson Elementary School, one of SPS' 12 schools, currently runs a Blessings in a Backpack program for its students, which has been very successful. Stevenson's Principal, Tonya Hickman, shared that her students take full advantage of the program's offerings.[96] Students even request backpacks to assist members of their community, indiciating the program's to reach far beyond schoolgrounds.[96]

The Blessings in a Backpack program could be used for redistributing surplus food in schools if the items are shelf-stable.[106,107] However, because the program's success is based on providing shelf-stable food to students, additional programs and strategies may need to be considered to redistribute prepared food items to students.

It is recommended that the School Lead work with Southfield Public Schools' program representative to determine if prepared food can be included in student backpacks and whether students are given choices of what items they get to take home.

c. One More Meal

One More Meal is a nonprofit organization that recovers and packages surplus food from secondary schools for redistribution to students and households at the end of the day.[80,80,108] By recovering surplus food that would otherwise be discarded, the organization addresses four top barriers to food donation: transportation, liability concerns, a lack of refrigeration, and regulatory constraints.[80,80,108]

Figure 19

One More Meal Logo

The program also allows students to decide what their next meal will be by serving surplus food buffet style.[80,80,108] By serving buffet style, students can take only the food items they or their families will eat, mitigating the risks of food waste by providing students with choices.

To make a partnership with One More Meal as sustainable as possible, the School Lead should work with the nonprofit and schools to determine whether utilizing reusable To-Go containers is possible, as well has how to best to ensure students return the containers in a timely matter to ensure their availability for future meals.

d. Green2Go

Figure 20

Green2Go Logo

Green2Go is a nonprofit organizatio that aims to transition takeout containers provided in dining halls from single-use consumables to more sustainable and reusable products.[109] Currently, the organization works with 52 universities throughout the US. However, establishing a partnership with Green2Go could not only support the organization's mission to reduce single-use plastics, this partnership could also keep packaging from wasted food out of landfills, which accounts for more than 63% of solid waste sent to landfills.[32,36] By adopting such a program, K-12 schools have the added potential to further reduce trash pickup costs, providing schools with greater flexibility to transition from trash pickup to compost pickup.

The program works by providing students with a carabiner at the beginning of their college career, which allows each student to exchange it for one reusable takeout container. Once students return their container to the dining hall, their carabiner is returned to them.

To make the program cost effective, dining services at Dartmouth University charge students $10, which covers costs for the reusable containers, carabiners, and replacements if lost or broken.[110] To ensure food safety remains the highest priority, the following should be enforced:

1. Staff or ServeSafe-trained volunteers should serve food into the containers, and
2. Students should not be allowed to reuse containers. Containers should be returned and exchanged for a container that has been sanitized by ServeSafe-trained staff or volunteers.

If partnering with Green2Go is not possible, the School Lead can work with schools to conduct a pilot of a similar program at one of Southfield's high schools to determine its feasibility in K-12 schools.

Items Needed

i. Reusable To-Go Containers
ii. Carabiners
iii. Drying Racks

Additional Opportunities

Although not explored as part of this initial development plan, additional opportunities can be explored to expand food waste elimination efforts beyond schools to help the local community. As time and resources permit, the opportunities listed below should be further explored to begin building circular economies between schools and the larger community.

i. **Implement community food pantries at schools.**

Principal Hickman shared that Stevenson Elementary School currently runs an onsite community food pantry. The school manages the pantry and Community members can put food in or take food as needed. Additionally, students help to sort food for the food pantry.

It is recommended that the School Lead work with the Sustainability Director, Sustainability Coordinators, and local food rescue organizations to determine whether expanding their food pantry model to other schools throughout the city would be feasible.

ii. **Redistribute food unfit for human consumption to local farms.**

While Metro Detroit is not known for its vast farmland or farm animals, the area has several farms that could potentially utilize food discarded by schools for animal feed.

Consultant Observations:

- A lunchroom observation in Metro Detroit revealed that the school used separate bins for general compost and farm animal food scrap collections. The separate bins were used to separate foods typically toxic to various farm animals—such as meat or onions—from animal safe foods—like apples and bread.[111] After lunch, the animal-safe food bins were then taken to Pingree Farms in Detroit by a staff member or volunteer and served to the animals.

It is recommended that the School Lead reach out to local farms to guage their interest in serving food scraps to their animals. If farms express interest, the School Lead should coordinate meetings with the Sustainability Coordinators, Sustainability Director, Sustainability Council, and local farms to develop a feasible strategy to separate animal-safe food scraps from general compost and transport the food scraps to the local farms.

Stakeholders

The key stakeholders for Initiative 5 include:

i. School administration
ii. Principals
iii. Teachers
iv. Students
v. Parents
vi. Food Service
vii. Food Rescue
viii. Nonprofit organizations

Key Performance Indicators (KPI)

Short-Term:

- Adoption of a school food recovery strategy.

Medium-Term:

- Volume of uncompromised food that is collected over time.

Long-Term:

- Federal and state school food program budget changes over time.
- Food recovery donations received from schools over time.

Summary of Actions

Table 10

Initiative 5 Summary of Actions

Task			Time to Complete		Costs	Party Responsible	Notes
			Days	Months			
5. FOOD RECOVERY & REDISTRIBUTION			**284**	**40**		Schools	
5.1.	**Serve Recovered Food During Other Meal Times**		29	4		Schools	
	1.a.	Serve Recovered Food During After-School Programs	51	7		Schools	
	1.b.	Serve Recovered Food During Next Day's Meals	51	7		Schools	
5.2.	**Package Surplus Food to Send Home with Students**		212	30		Project Partner, Nonprofit	
	2.a.	Purchase Materials to Send Surplus Food Home with Students	224	32	$6,755	Sustainability Director, Food Service Provider	Cost to cover all HS students in SPS
	2.b.	Perform a Pilot to Test Reusable To-Go Container Feasibility at HS	90	13		MFNW	

Risks & Mitigations

Table 11

Initiative 5 Risk Matrix

Title	Description	Mitigation(s)
Food safety	Recovered food increases food safety and allergy risks.	Establish food safety protocols that require all excess food to be stored and reheated according to food safety guidelines.
Stigma	Students feel stigmatized for eating "leftover" food.	Utilize positive messaging to promote consumption of leftover food before preparing new food, emphasizing the importance of food waste reduction and community sharing.
Perceived quality	Students, staff, and parents perceive leftover food as lower quality.	Ensure leftover meals are prepared and presented with the highest quality possible. Organize cooking demonstrations that educate students, staff, and parents on how to creatively utilize leftovers.
Menu variety	Repeated meals decrease interest in school meals.	Provide opportunities to increase visibility for how to use leftovers creatively to prepare new meals.
Logistical challenges	Packaging and distributing leftover food to students is complex, requiring multiple 3rd parties.	Develop a streamlined system for packaging and discreetly distributing excess food (backpack programs).
Legal challenges	Packaging and distributing food directly to students is not protected by food donation laws.	Work with Michigan DoE, EGLE, and USDA to identify strategies to effectively and safely distribute food directly to students without unnecessary 3rd party involvement.
Privacy concerns	Identifying and targeting in-need students raises privacy and stigmatization concerns.	Work with counselors and social workers and utilize school meals program paperwork to discreetly identify food insecure students.
Maintenance and stocking	Keeping little pantries well-maintained and stocked causes resources constraints.	Assign students, staff, and volunteers to regularly check and maintain little pantries. Encourage the use of little pantries as volunteer opportunities for students.
Community participation	Community involvement and utilization of little pantries is insufficient to maintain them.	Promote little pantries through community events and collaborations to encourage their use and support. - MFNW's Annual Community Feast - Flyers (around the community and sent home with students)

INITIATIVE 6 — FOOD & CLIMATE EDUCATION

INITIATIVE 6 — FOOD & CLIMATE EDUCATION

Initiative 6.1

Organize a Workshop to Educate Schools on Existing Meal Program Requirements

Organizing a training workshop to educate school administrators and food service providers on the existing laws and requirements for the federal and state Child Nutrition Programs is a critical strategy to mitigate food waste in schools. During the conversations with school principals as part of this project, several notable discrepancies and uncertainties regarding school meal reimbursement regulations were identified, regarding Offer Versus Serve (OVS), share tables, and food donations, which hinder each school's ability to feed their students healthy but palatable meals and reduce food waste. Therefore, providing schools with training to clarify the convoluted laws and requirements regulating Child Nutrition Programs and food donations is imperative for ensuring the success of this development plan.

Refer to Appendix F for a list of resources available on the existing federal and Michigan school meals programs.

Consultant Observations:

- Foodservice general and assistant managers believed all Southfield Public Schools were participating in Offer Versus Serve (OVS), while nearly all principals indicated that students must take all meal components. This finding suggests one of the two following explanations:
    - Schools are not implementing OVS properly, or
    - Schools are simply not implementing OVS.
- Principals and the food service team were confused about the laws and regulations surrounding share tables and food donations.

Initiative 6.2

Integrate Food and Climate Education into the K-12 Curriculum

Integrating food and climate education into the K-12 curriculum is critical for reducing food waste in schools and aligning the K-12 curriculum with the initiatives outlined in the Michigan Healthy Climate Plan to promote a culture of environmental stewardship.

Refer to Appendix F for links to existing lessons, experiential learning opportunities, and field trip ideas.

2.a. Work with the Director of Instruction to Develop a Food & Climate Education Integration Strategy.

Working closely with the Director of Instruction for the school district will be instrumental in successfully integrating food and climate education into the K-12 curriculum. The Director of Instruction is responsible for overseeing curriculum development, encouraging educators to adopt innovative instruction strategies, and coordinating educational programs across each school and course of study. Their involvement will ensure that lesson plans align with academic standards for each age group and learning style and support the district's broader educational objectives. The Director of Instruction's influence and authority over the district's K-12 curriculum can also encourage support from educators and administrators, which is critical for the widespread adoption and implementation of curriculum changes.

This strategic partnership will not only enhance the curriculum but will also elevate students' understanding and engagement with sustainability topics, preparing them to make informed decisions about their food consumption habits and their environmental impact. By aligning efforts with the Director of Instruction, Make Food Not Waste can ensure that food and climate education is both impactful and sustainable, thus creating lasting behavioral changes in how society views and addresses food waste.

2.b. Promote Existing Resources Available on Food & Climate Education for Integration into the K-12 Curriculum.

Many lesson plans and ideas for creating experiential learning opportunities around food and climate education exist. Sources from the Massachusetts' Green Team, World Wildlife Fund, and the Institute of Science & Math Education provide free lessons, worksheets, workbooks, and how-to guides for teachers to integrate these topics into existing curriculums seamlessly.

Not only will utilizing existing lesson plans reduce the burden placed on teachers to create new and innovative ways to teach students about these topics, but it will also allow them to use previously tested resources with high success rates for student engagement. For example, the Massachusetts Green Team has designed its lesson plans to align with the Massachusetts Science and Technology/Engineering, Mathematics, and Language Arts curriculums and, since 2004, has been integrated into 159 schools throughout the state. They even provide ideas for in-person and virtual field trips and presentations to help make these topics interesting, engaging, and impactful for students of all ages.[112–114]

2.c. Implement Vermiculture Kits in Elementary School Classrooms.

Vermiculture is a form of aerobic compost production, which utilizes red wiggler earthworms to break down organic materials into nutrient-rich soil.[115]

Potential Partnerships

Multiple organizations offer vermiculture kits to schools to teach students about composting and encourage schools to begin composting food scraps instead of sending them to landfills.

a. CO Sustainability

CO Sustainability has partnered with another Oakland County school district to provide vermiculture kits to elementary schools and teach their students about the importance of composting.

Robb Harper from CO Sustainability has expressed interested in providing the same vermiculture kits and education to Southfield Public Schools. Therefore, it is recommended that the School Lead work with Robb, the Sustainability Coordinator, and the Director of Instruction to develop a classroom curriculum that provides students with an hands-on opportunity to learn about composting that connects back to Michigan's science curriculum requirements.

b. Bower School Farm

Bower School Farm, located in Bloomfield Hills, MI, is a nonprofit organization that provides nature-based teaching and learning activities to K-12 schools, including

education on local wildlife, native plants, various forms of compost—including offering vermiculture kit rentals—livestock, farming, and 4H.

Sara Covatta, one of Bower School Farm's Community Guides, has expressed interested in working with Southfield Public Schools to provide vermiculture kits and educational resources for teaching students about composting. Therefore, it is recommended that the School Lead work with Sara, the Sustainability Coordinator, and the Director of Instruction to provide place-based opportunities for K-12 students. These programs should focus on composting and its benefits for the local environment, ensuring that each opportunity integrates into the broader Michigan science curriculum. This approach will enhance students' understanding of sustainable food systems while ensuring adherence to state curriculum standards.

Recommendations for Lesson Plans

- Utilize data collected from food waste audits to connect the experiential learning opportunity to the classroom.
- Utilize composting to teach students the science behind how food scraps turn into soil.[116]
- Teach students about chemical reactions by teaching them how to can food while preventing bacteria and preserving nutrient content.[117–121]

Stakeholders

The key stakeholders for Initiative 6 include:

i. Superintendent (or deputy)
ii. (Executive) Director of Instruction
iii. Principals
iv. Teachers
v. School board
vi. Students
vii. Food Service
viii. Custodial & facilities staff
ix. World Wildlife Fund
x. CO Sustainability
xi. City of Southfield

Key Performance Indicators (KPI)

Short-Term:

- Number of volunteers that sign up for school sustainability initiatives.
- Student engagement and interest in food & climate education.

Medium-Term:

- Number of food & climate lessons integrated into the K12 curriculum.
- Number of food & climate experiential learning opportunities offered to students (field trips, demonstrations, workshops, etc.).
- Food & climate assignment completion rates and performance.

Long-Term:

- Michigan STEM/climate college program enrollment numbers over time.
- Michigan STEM/climate college program graduation rates over time.
- Number of schools that become certified as Michigan Green Schools over time.
- Number of school gardens started over time.
- Number of sustainability-related clubs and after-school activities that are created over time.

Summary of Actions

Table 12

Initiative 6 Summary of Actions

Task			Time to Complete		Costs	Party Responsible	Notes
			Days	Months			
6. FOOD & CLIMATE EDUCATION			**365**	**52**	**$0**	**Superintendent, Director of Instruction**	
6.1.	**Organize a Workshop to Educate Schools on Existing Meal Program Requirements**		74	10	$0	School Lead	
6.2.	**Integrate Food and Climate Education into the K-12 Curriculum**		365	52	$0	Superintendent, Director of Instruction	
	2.a.	Work with the Director or Instruction to Develop Food & Climate Education Integration Strategy	201	29	$0	School Lead, Director of Instruction, Superintendent, Southfield Sustainability Office	
	2.b.	Promote Existing Lesson Plans to Integrate Food & Climate Education into the K-12 Curriculum	201	29	$0	School Lead, Director of Instruction, Superintendent	

Risks & Mitigation

Table 13

Initiative 6 Risk Matrix

Title	Description	Mitigation(s)
Teachers overburdened	Extra work is required for teachers to create lesson plans for food & climate education.	Provide teachers with ready-to-use lesson plans to integrate food & climate education into the K-12 curriculum. - Utilize existing lesson plans from Massachusetts' Green Team. - Utilize existing lesson plans from the World Wildlife Fund. - Utilize STEM Teaching Tools' lesson plans created by the Institute of Science & Math Education.
Resource constraints	Teachers do not have enough time or resources to teach students about food waste and climate change effectively.	
Data complexity	Data collected during audits is too complex to integrate into lesson plans.	Utilize existing lesson plans created to supplement food waste audits and integrate findings into the classroom.
Student engagement	Students don't engage with material.	Utilize experiential learning opportunities to create lessons that are interactive, engaging, and relatable.
Curriculum integration	Teachers cannot find opportunities to integrate food waste and climate change lessons into curriculum.	Align lesson plans with existing subjects and test standards to ensure seamless integration and alignment with existing standards.

INITIATIVE 7 — EASY WINS

INITIATIVE 7 — EASY WINS

Initiative 7.1
Procure Child-Safe Fruit Slicers

Procuring fruit slicers for students to use during mealtimes is an innovative strategy that can not only reduce food waste but also enhance accessibility and enjoyment of fruit among students. Providing such tools allows students to consume fruit in a manner that suits their individual needs and preferences. Moreover, serving whole fruit without a convenient method of slicing can render it inaccessible to a significant portion of students, including those with dental or orthodontic limitations, such as missing front teeth or braces.[122,123] Additionally, providing fruit slicers better aligns school meals with students' preferences, as they often prefer sliced fruit for convenience and ease of consumption.[124–126] Therefore, this strategy promotes healthier eating habits by encouraging students to consume nutritious foods in their preferred form and improves accessibility while reducing food waste in schools.

Research Findings:

- Children prefer to consume sliced fruit.[124–126]
- High fiber foods take longer to consume and reach satiety.[127–129]
- Elementary-aged children begin losing their baby teeth around six, making whole fruit inaccessible for students to consume or meet their recommended daily fruit intake.[122,123]
- 14.5% of US children between 8 and 18 years of age undergo orthodontic treatment—including braces and retainers—which limits the types of food they can consume while undergoing treatment.[130] Patients undergoing orthodontic treatment are provided lists of foods they should avoid, which include whole apples and crunchy veggies when unchopped or uncooked.[131,132] However, orthodontists provide alternative consumption options for patients to continue enjoying foods they love, including chopping apples into slices and serving baby carrots instead of whole.[131,132]

On-Demand Versus Prepare Ahead

The table below provides a comparison of on-demand versus preparing ahead sliced fruit in schools. The table compares advantages and disadvantages of both methods and provides several examples of personal and commercial grade tools that schools could purchase to increase students' consumption of fresh fruit. However, the information in this table is not an exhaustive list; it is provided to help the Sustainability Coordinator for each school make the best decision possible for their students and schools.

Table 14

On-Demand versus Prepare Ahead Fruit Slicer Matrix

		On-Demand		Prepare Ahead	
#	**Category**	**Advantages**	**Disadvantages**	**Advantages**	**Disadvantages**
1	**Waste**	• Less fruit wasted due to storage and preservation requirements • No food packaging waste	• Fruit can fall on fall on the ground during slicing	• Students waste less by taking fruit to go, if portioned out ahead	• More fruit wasted due to storage and preservation requirements • Increased food packaging waste, depending on storage capabilities • Increased food packaging waste if portioned out ahead
2	**Resources**	• No refrigeration required • No oxidation concerns • No storage required	• Requires purchase of fruit slicers ○ i.e., handheld or commercial grade	N/A	• Requires refrigeration • Requires storage • Requires oxidation control (lemon juice)
3	**Labor**	• As needed	• Labor intensive if staff support is required • Students strength not enough to use handheld unit	• Students can grab and go • Less labor labor intensive	• High labor costs
4	**Meal Reimburse**	• Reimbursable because students take whole piece of fruit	N/A	• Reimbursable if portions are measureable	• Not reimbursable if students do not take the required portions
5	**Portion Sizes**	• Students take required portion sizes	• Students take more than they can eat	• Students take as much or as little as they want to eat	• No regulation over volume students take ○ i.e., Students don't take whole serving
6	**Autonomy**	• Students are given autonomy to decide for themselves how they prefer to consume their food	• Younger students may need assistance to use	N/A	• Students cannot decide how they want to consume their food

7	**Time**	• Students can prepare their food quickly • Can grab and go if they don't mind whole fruit	• Students have to wait for slicer to be available for use • Students can't grab and go if they want sliced fruit	• Students can grab prepared food quickly, leaving more time for them to eat • Faster than by hand	• Requires significant staff time to prepare fruit ahead of time
8	**Safety**	**Commercial Grade** • Blade guards available **Handheld** • Requires both hands for use	**Commercial Grade** • Younger students would require supervision while using	**Commercial Grade** • No risk to student safety	**Commercial Grade** • Potential injury loading fruit in slicer ○ i.e., Time restraints, repetitive action (reduced focus)
9	**Difficulty Level**	**Commercial Grade** • Load and pull/press handle **Handheld** • Place fruit, press with both hands	**Commercial Grade** • Student demonstration required for proper use **Handheld** • Requires both hands for use	**Commercial Grade** • Load and pull/press handle	N/A
10	**Options**	**Commercial Grade** • Can place tray/bowl under unit to catch fruit • Multiple blades to cut a variety of fruits and vegetables	**Handheld** • Single purpose use ○ i.e., apple corer/slicer, orange wedger • Requires plate/cutting board	**Commercial Grade** • Multiple blades to cut a variety of fruits and vegetables	**Commercial Grade** • Requires consistent cleaning
11	**Cost**	**Handheld** - Affordable	**Commercial Grade -** Expensive	**Commercial Grade -** Expensive	**Commercial Grade -** Expensive
12	**Models - Handheld**	133	134		
13	**Models - Commercial Grade**	135	136	137	138

Initiative 7.2

Establish A "Flavor Station" in School Lunchrooms

Establishing flavor stations in school lunchrooms is a strategic initiative that reduces food waste by empowering students to personalize their meals to their taste preferences. By offering a variety of condiments and spices, schools can empower students to enhance the flavor profile of their dishes, making them more appealing and enjoyable, which is particularly beneficial when school meals contain larger volumes of whole fruits and vegetables, grains, and lean proteins. This customization encourages students to eat healthier options by allowing them to experiment with enhancing their flavor using different sauces or dips. Therefore, by promoting student autonomy and culinary exploration, schools can turn the condiment and spice bar into a practical tool for nutrition education, healthy eating, and food waste reduction. Refer to Figure 21 for a sample flavor station in schools.

Figure 21

School Flavor Station[139]

Recommendations for Establishing Flavor Stations in Schools

- Provide an assortment of shelf-stable spices and sauces (i.e., Sriracha, balsamic vinegar, red pepper flakes, garlic powder, etc.).[140]
- Provide fresh items, such as lemon or lime slices, to brighten the flavor of school meals.[140]
- Provide daily spice recommendations based on the day's meals (i.e., taco sauce or chili powder when serving tacos or black bean soup, etc.).[140,141]

- To ensure spice and condiment offerings adhere to existing nutrition standards, salt should not be available at the flavor station. However, if needed, salt should be made available to students through the kitchen upon request and under supervision.

Stakeholders

The key stakeholders for Initiative 7 include:

i. School administration
ii. Principals
iii. Food Service
iv. Custodial & facilities staff
v. Oakland County Health Department

Key Performance Indicators (KPI)

Short-Term:

- Initial student food satisfaction surveys.

Medium-Term:

- Changes in fruit and vegetable discard rates (in compost and trash bins) over time.

Long-Term:

- Changes in student food choices over time.
- Long-term student food satisfaction surveys.

Summary of Actions

Table 15

Initiative 7 Summary of Actions

Task		Time to Complete		Costs	Party Responsible	Notes
		Days	Months			
7. EASY WINS		**120**	**16**	**$0-200**	**Schools**	
7.1.	**Purchase child-safe fruit slicers**	103	15	$20-200*	Food Service	• 3-pack (apple, orange, and mango slicers) • Industrial fruit slicer with 9 attachments available (sold separately)
7.2.	**Establish a lunchroom condiment and spice bar**	29	4	$60-200*	Food Service	• Insulated condiment dispenser • Bulk condiment dispenser

Prices listed are per unit. Refer to the budget matrix provided in **Chapter 10, Table 17 for additional details and links.*

Risks & Mitigations

Table 16

Initiative 7 Risk Matrix

Title	Description	Mitigation(s)
Safety concerns	Increased risk of injury if students utilize sharp tools without supervision.	Establish a safety protocol for students to utilize fruit slicers. - Utilize under the supervision of staff (particularly younger students) - Implement safety mechanisms to ensure safety during use
Hygiene and sanitation	Multiple people utilizing tools without an established cleaning schedule increases contamination risks and spread of diseases/illnesses.	Implement a strict cleaning and maintenance protocol to reduce contamination risks.
Equipment misuse or damage	Frequent equipment utilization increases risks of misuse or damage, requiring higher maintenance costs.	Provide training and clear instructions for how to use fruit slicers correctly and safely.
Condiment overuse or waste	Students use more condiments than needed, creating excess waste.	Use dispensers that limit the amount dispensed at a time to reduce waste.
Cross-contamination	Open containers increase contamination risks.	Label all condiments and spices clearly, to avoid cross-contamination. - Do not include options with known allergies to avoid potential exposure. - Use dispensers instead of jars or vessels requiring spoons for proper serving.
Mess and maintenance	Frequent utilization creates a mess and shortages, requiring additional resources to maintain and keep options full.	Assign students, staff, and volunteers to maintain, clean, and restock the condiment & spice bar regularly.

CHAPTER 9: PERFORMANCE MANAGEMENT & REPORTING

9. PERFORMANCE MANAGEMENT & REPORTING

GENERAL KPIs

While the Key Performance Indicators (KPI) listed in the previous chapter are specific for measuring progress of each initiative individually, the KPIs in this section can be used to measure long-term progress for the overall project over time.

Long-Term:

- US Census data to evaluate societal impact across key indicators, including poverty, food insecurity, health, and education.
- GHG emissions from food waste over time.
- Household purchasing power fluctuations.
- Federal and state school food program budgets change over time.

ACTIVITIES FOR MEASURING PROGRESS

Data Collection & Audits

The metrics outlined above require recurrent collection and monitoring to evaluate progress over time. Make Food Not Waste should work with key stakeholders for each target district and school to determine which metrics are critical for evaluating the initiative's long-term success and who will be responsible for collecting and monitoring each metric and at what cadence. ***The above list is not all-inclusive and should be reviewed and adjusted to capture the most critical metrics for measuring food waste reduction progress in schools.***

Make Food Not Waste, and the target schools should identify and train at least two long-term volunteers (one as primary and one as backup) who will be responsible for collecting and monitoring the agreed-upon metrics. Establishing a collaborative database, such as Google Docs (short-term) or Domo (long-term), is recommended to capture each metric over time, easily analyze the available data, and show real-time progress. Once a database has been established, it is also recommended that Make Food Not Waste perform an annual audit to ensure any data collected is captured correctly and any errors identified can be corrected in a timely manner. However, Make Food Not Waste could utilize existing partnerships, such as with ReFED, to capture food waste data on a local level, in addition to capturing statewide data.

It is important to capture baseline values for any metric that will be used to track long-term progress. While Initiative 2 includes actions to establish baseline measurements for food waste, opinions and suggestions regarding food waste and quality, and resource availability, any metrics not captured under Initiative 2 will require additional actions to ensure a baseline measurement can be established.

REPORTING

A robust reporting strategy will create transparency between schools and Make Food Not Waste and between schools and the Federal and Michigan School Meals Programs. This transparency will ensure that key stakeholders work together to ensure funding for the Federal and Michigan School Meals

Programs is not wasted, remains fully allocated to feeding children enrolled in K-12 education, and funding remains available to keep each program running with taxpayer support.

Furthermore, a robust reporting strategy is critical for creating transparency regarding Michigan's direct contributions to SDG2: Zero Hunger and SDG12: Responsible Consumption and Production. Therefore, the following reporting opportunities are recommended:

1. **Annual School Food Quality and Waste Report**

   Make Food Not Waste should work with schools to produce annual progress reports on school adherence to agreed-upon Key Performance Indicators (KPI) for reducing food waste. Annual reporting provides an opportunity to hold both schools and Make Food Not Waste accountable for their efforts towards Michigan's ambitious goal of eliminating 1 billion pounds of food waste from landfills by 2030. This can also create transparency between schools, state legislators, and taxpayers to demonstrate the effectiveness of food waste reduction initiatives while ensuring that funding allocated for feeding students is utilized efficiently. Therefore, schools and Make Food Not Waste can use annual KPI reporting to effectively monitor food waste reduction progress, thus reinforcing accountability and responsible resource management.

   In addition to measuring food waste, this report should also analyze food quality to assist schools in developing targeted strategies to enhance the nutritional value and appeal of school meals. By collecting student feedback, schools can integrate collected input into meal planning processes, ensuring that meals are enjoyable while promoting healthier relationships with nutrient-dense foods among their students.

   Recommended Methods for Data Collection:

   i. Surveys
   ii. Focus Groups
   iii. Taste Tests
      i. For students
      ii. For staff
   iv. Student Food Shows
   v. Student Participation on Food and Nutrition Advisory Committees
   vi. Lunchroom Suggestion Boxes

2. **Bi-Annual Indicator Report**

   School districts should collaborate with their city's sustainability office and Make Food Not Waste to develop a bi-annual school food quality and waste report that offers more comprehensive reporting on food waste Key Performance Indicators (KPI) every two years.

   This bi-annual report should provide a more in-depth analysis of each school's progress compared to other schools in the district and how the district's overall progress aligns with the city's broader sustainability goals.

   This type of collaborative reporting can also help facilitate community support for school sustainability initiatives and encourage residents to actively participate. Additionally, partnering with the city's sustainability office can help both parties identify opportunities for enhancing static and dynamic sustainability efforts citywide. Therefore, collaborative bi-annual reporting can not only provide transparency but can also promote a more resilient and environmentally conscious community.

CHAPTER 10: FUNDING REQUIRED, SOURCES & PROCESSES

10. FUNDING REQUIRED, SOURCES & PROCESSES

Make Food Not Waste has already secured funding for The 2030 Project through donations from consultants, nonprofit organizations, higher education institutes, and public donations. The organization has also secured in-kind support from these entities and city, county, and state officials who are providing expertise and support to the project.

However, as part of The 2030 Project, existing resources should be utilized before seeking new equipment and materials to make the initiative as sustainable as possible. Therefore, Make Food Not Waste should work with schools to develop a blended funding approach consisting of previously secured funding, in-kind support from project partners, school Excess Fund Balances (EFB), and grants, as applicable. Not only will this approach promote sustainability efforts, but it will also help ensure the continuity of school composting and recycling programs by keeping long-term maintenance costs low.

EXPENSES

The largest expense that schools should expect to implement the recommendations outlined in this development plan will be the composting strategy they choose to adopt. A matrix containing available composting options—along with estimated costs and labor requirements—can be found in Appendix C.

A list of resources needed to implement the recommendations outlined in this development plan can be found in Appendix G.

While the cost of implementing a comprehensive composting and recycling program in schools can vary greatly, it is important to remember that having **any** waste diversion program established is better than having **no** waste diversion program established. Therefore, schools can keep costs low by utilizing existing equipment and resources, eliciting donations, applying for grants, and allocating EFBs to implement and maintain these programs.

FUTURE INVESTMENT OPPORTUNITIES

If additional funding becomes available, purchasing the following items should be considered to transition school lunchrooms into zero-waste lunchrooms:

i. Dishwasher
ii. Dishwasher racks
iii. Bulk milk dispenser
iv. Reusable cups
v. Reusable utensils
vi. Reusable trays

GRANTS

This section contains a list of grant opportunities that schools can apply for to establish and maintain sustainability initiatives that help create circular economies to combat food waste in schools. Make Food Not Waste should work with schools to evaluate each suggestion and determine the most suitable grants to achieve each school's goals.

PATRICK LEAHY FARM TO SCHOOL GRANT PROGRAM

The Patrick Leahy Farm to School Grant Program offers schools 24 months of funding to increase access to locally grown foods and help connect students to their food sources. Funding can be used for education, school gardens, field trips, taste tests, and the purchase of locally sourced foods for school meals. It is important to note that recipients must match 25% of their project budget with cash or in-kind donations.

- **Potential Grant Amount:** Up to $500,000
- **Application Timeline:** October to January each year
- **Website(s):**
  - Farm to School Grant Program Guide[142]
  - Resources for Farm to School Grant Program Applicants[143]
  - Farm to School Fact Sheets[144]
- **Point(s) of Contact:** SM.FN.FarmToSchool@usda.gov

LEANPATH 12.3 INITIATIVE

Leanpath offers free or reduced-cost hardware and software to culinary educators and nonprofits to educate, measure, and track efforts to reduce food waste. The hardware and software are available as part of the Leanpath 12.3 Initiative, which aligns the organization's efforts with the United Nations SDG12.3 to cut food waste in half by 2030.[145]

- **Potential Grant Amount:** N/A
- **Application Timeline:** Unclear. Interested schools and educators should fill out the food waste prevention application and discuss the available opportunities with a Leanpath representative.
- **Website:**
  - Food Waste Prevention Application[146]
  - Leanpath 12.3 Initiative[145]
- **Point(s) of Contact:** initiative@leanpath.com

COMPOSTING

The grants listed below provide funding to establish and maintain school composting programs.

Food Waste Warriors Program

World Wildlife Fund's Food Waste Warriors program offers K-12 schools grants, stipends, toolkits, and lesson plans to engage students in food waste reduction initiatives. Funding can be utilized for teacher stipends, training, materials, and educational or project-related costs.

- **Potential Grant Amount:** Varies.
  - $7,500 for implementation support in 3-5 schools.
  - $25,000 for implementation in at least 7-10 schools across a district.
- **Application Timeline:** July 20th

- **Website:** https://www.worldwildlife.org/pages/bring-food-waste-warriors-to-your-school[147]
- **Point(s) of Contact:** fwwstaff@googlegroups.com

EDUCATION

The grants listed below provide funding for schools to incorporate food & climate education into the Pre-K-12 curriculum.

National Agriculture in the Classroom

The National Agriculture in the Classroom Organization (NAITCO) offers an opportunity for general education teachers to incorporate agricultural education into Pre-K-12 classrooms.[148]

- **Potential Grant Amount:** Up to $500
- **Application Timeline:** April 15, 2024
- **Website:** https://agclassroom.org/teacher/grants/[148]
- **Point(s) of Contact:** Michelle Blodgett - mblodge@michfb.com

GARDENING PROGRAMS

The grants listed below offer an opportunity for schools to implement school gardens, which would provide educational and experiential learning opportunities for students and create a circular economy where excess food waste created by a school can be used to feed the onsite garden.

Big Green Jumpstart Program

As part of their Jumpstart Program, Big Green offers Metro-Detroit schools a grant to establish onsite gardens to support and engage students in outdoor education.[149]

- **Potential Grant Amount:** $2,000
- **Eligibility Criteria:** https://biggreen.org/wp-content/uploads/2023/05/Program-Summary.pdf[150]
- **Application Timeline:** March 1st - March 29th each year
- **Website:** https://biggreen.org/jumpstartdetroit/[149]
- **Point(s) of Contact:** info@biggreen.org

Samull Classroom Herb Garden Grant

The Herb Society of America is offering elementary schools in grades K-6 funding to establish herb gardens. The funding can be used to purchase supplies, including soil, tools, and containers.

- **Potential Grant Amount: $300**
- **Application Timeline:** Unclear. Interested schools should visit The Herb Society of America's website during the summer 2024 for information on when the 2025 application cycle opens.
- **Website:** https://www.herbsociety.org/get-involved/grants-scholarships/[151]
- **Point(s) of Contact:** https://www.herbsociety.org/about/contact.html

MEAL IMPROVEMENT GRANTS

Fuel Up Grant

The United Dairy Industry of Michigan offers a grant to help schools improve access to healthy meals by providing school nutrition equipment to K-12 schools.

cover the startup costs for schools to implement bulk machines.

- **Potential Grant Amount:** Unclear. The grant application
- **Eligibility Criteria:** https://www.fuelup.org/funding-information
- **Application Timeline:** March 12th - April 16th each year
- **Website:** https://www.fuelup.org/funding-information
- **Point(s) of Contact:** https://www.fuelup.org/contact-us

Moolah for Schools

The United Dairy Industry of Michigan offers a grant to help schools cover the startup costs to implement bulk machines in their lunchrooms.

- **Potential Grant Amount:** $500-6,200
  - https://www.milkmeansmore.org/wp-content/uploads/2024/04/Moolah-for-Schools-Grant-Option-2.pdf [152]
- **Eligibility Criteria:**
  - https://www.milkmeansmore.org/wp-content/uploads/2024/04/Moolah-for-Schools_Grant-Overview-Packet_06-2024_WEB-1.pdf [153]
- **Application Timeline:**
  - Round 1: March 14th - May 10th each year
  - Round 2: March 14th - November 22th each year
- **Website:** https://www.milkmeansmore.org/schools-educators/grants/moolah-for-schools/ [1]
- **Point(s) of Contact:** https://www.fuelup.org/contact-us

CASH

Make Food Not Waste should work with schools to identify opportunities for how to spend their Excess Fund Balances (EFB) to implement recommendations outlined in this development plan.

Under Section 206 of the Healthy, Hunger-Free Kids Act, Child Nutrition Programs must operate a Non-Profit Food Service Account (NFSA), which accrues all revenue earned from selling non-reimbursable food items.[154] Schools must reinvest these funds into their food service program to benefit the children enrolled in these programs.[154]

As part of this provision, NFSAs are only allowed to carry a balance equating to the three-month average expenditures for the program.[154] For anything over this amount, the Michigan Department of Education

(MDE) requires that schools create a Spend Down Plan of Action (POA) for how they will use their EFBs at year-end.[154]

These funds allow schools to upgrade existing kitchen equipment and purchase new equipment and supplies to decrease meal preparation time, improve food quality and service times, and create more sustainable lunchrooms.[154] EFBs can also be used to purchase supplies and equipment for school garden programs.[154]

- **Website(s):**
  - Instructions for Completing the Excess Fund Balance Spend Down Plan of Action Form[155]
  - Spend Down Plan of Action Ideas for Excess Fund Balances[156]
  - Pre-Approved Food Service Equipment List[157]
- **Contact Information:**
  - **Email:** MDE-Fiscal@michigan.gov
  - **Phone:** 517-241-5380

IN-KIND DONATIONS

Make Food Not Waste should work with schools to identify potential in-kind donors for establishing and maintaining school composting and recycling programs and provide experiential learning opportunities. In-kind donations can include:

i. Volunteers to help run the lunchroom composting and recycling program.
ii. Volunteers to build lunchroom composting stations and onsite compost bins.
iii. Organics experts to provide composting workshops and expertise as to which composting style will be best for each school.
iv. Hardware stores to provide buckets, grow bags, tarps, shovels, and gloves for waste audits, composting, and workshops.
v. Restaurants to provide meals to food waste reduction competition winners.
vi. Chefs to provide cooking demonstrations to students.

Let's Go Compost

Let's Go Compost offers free composting tools for schools to integrate composting education into the K-12 curriculum. This 501(c)(3) nonprofit organization designed its program to improve environmental literacy, improve understanding of the importance of waste reduction and recycling, and create the next generation of environmentally conscious citizens.[158]

- **Potential Grant Amount:** N/A
- **Application Timeline:** Unclear. Interested teachers and schools should contact Let's Go Compost to determine when applications are due for Fall 2024 support.
- **Website:** https://www.letsgocompost.org/request-school-composting-support[158]
- **Point(s) of Contact:** education@letsgocompost.org

FUNDING MANAGEMENT PROCESS

Funding provided as part of The 2030 Project should be managed by Make Food Not Waste and released as each initiative begins implementation. The Project Manager will be responsible for ensuring that each initiative of the project remains within the established budget and determining whether adjustments or additional funding will be required.

Funding secured by schools should be jointly managed by the Sustainability Council and the district's Chief Financial Officer (CFO) if the CFO is not an appointed council member. This will provide the council with financial expertise to ensure the project requirements align with the existing budget.

The Project Manager and Sustainability Council should also work together to align existing funding streams and determine how available funding should be allocated to implement each project initiative. This partnership will be critical for identifying potential budget risks and developing an appropriate risk mitigation strategy to ensure implementation can continue.

BUDGET

Budget

Table 17

Budget Matrix

CHAPTER 11: VISION, GOVERNANCE & STAFFING

11. VISION, GOVERNANCE & STAFFING

VISION

Make Food Not Waste envisions Michigan as a state whose residents value food and prevent it from ending in landfills. Driven by its mission to keep food out of landfills and slow climate change by creating lasting solutions to food waste through education, food upcycling, and advocacy, the organization focuses on food source reduction and feeding people by developing solutions to stop food waste before it occurs and turning excess food into value-added products for the community. While a majority of their work aligns with their mission's actions, specifically upcycling excess food and raising awareness about how to reduce food waste, the recommendations outlined in this development plan expand upon Make Food Not Waste's mission by integrating food and climate education into the K-12 curriculum, providing greater opportunities to educate a community's youngest residents on the importance of reducing food waste so these practices become apart of their everyday lives.

The successful implementation of this development plan will support Make Food Not Waste's mission of keeping food out of landfills while helping Michigan eliminate one billion pounds of food waste by 2030. Furthermore, successful implementation will contribute to the UN's goal of cutting food waste in half by 2030 while providing education on the importance of reducing food waste to ensure that food-insecure children are prioritized when schools have excess food. Not only will this reduce food and trash costs, but successful implementation will also provide experiential learning opportunities that keep students engaged during school, inspire students to enroll in higher education STEM programs, reduce childhood food insecurity, and help build community.

STAFFING

Once The 2030 Project blueprint is completed, Make Food Not Waste will oversee its implementation in Southfield, begin working with the next two cities to adapt the blueprint to their locations, and continue this process until it is implemented in all 15 Southeast Michigan cities.[1] Therefore, as part of The 2030 Project, Make Food Not Waste will require the following internal project roles to implement the recommendations outlined in this development plan successfully:

- **Danielle Todd:** As founder and executive director, Danielle will support the implementation of the development plan by connecting the project team with city, county, and state representatives and existing project partners. Additionally, Danielle will be responsible for determining what funding from The 2030 Project will be allocated for this implementation. Danielle's support will be available throughout Initiatives 1-7.
- **Project Manager:** The project manager will be responsible for executing Initiative 1 and coordinating efforts with each school throughout Initiatives 2-7. For a list of the project manager's responsibilities, refer to Chapter 8, Initiative 1.
- **Volunteers:** Make Food Not Waste volunteers will support the project manager in executing Initiative 2 in each school and support the project manager and Sustainability Council where needed throughout Initiatives 3-7.
- **Culinary Director:** The culinary director will support the project manager and each school's food service provider in executing Initiatives 5-6 in each school. They will provide expertise on transforming excess or leftover food into new meals. They will also provide support in

developing experiential learning opportunities to teach students how to improve the palatability of their food while reducing waste.

GOVERNANCE

Communication and information sharing between the project manager and volunteers will be as follows:

- Bi-weekly meetings between the project manager and volunteers to provide status updates on each Initiative's deliverables.
- Between bi-weekly meetings, the project manager and volunteers will communicate and provide feedback via email and documents shared through Google Drive.

During the project's initial kickoff meeting, the project manager and volunteers will need to discuss whether to use phone or text communication methods—in addition to the methods outlined above—for quicker communication, as needed.

Throughout the project, if the established communication method is determined to be insufficient or additional interim meetings are needed, the project manager will work with the volunteers to adjust their communication methods and meeting cadence to meet the project's objectives and deliverables.

CHAPTER 12: MILESTONES & TIMELINES

12. MILESTONES & TIMELINES

This development plan is divided into seven Initiatives to give Make Food Not Waste the greatest opportunity for success with implementing a food waste reduction initiative in Michigan schools.

The development plan is designed to begin with Initiatives 1 and 2, allowing Make Food Not Waste to secure school commitment for participation in The 2030 Project and collect baseline data required to measure progress over time. The plan is designed to then begin implementation of Initiatives 3-7, either independently or in parallel, depending on school funding and resource availability.

While Make Food Not Waste plans to begin executing implementation of the The 2030 Project in November 2024, Initiatives 1 and 2 are currently underway in Southfield, and Initiatives 3-7 are designed to begin implementation in late August or early September, at the start of the 2024-2025 school year.

For each city after Southfield, Make Food Not Waste will ideally begin outreach efforts for Initiatives 1 and 2 in the fall before planned implementation. However, school outreach should begin no later than mid-January to provide enough time for data collection and planning of Initiatives 3-7 well ahead of starting a new academic year. Refer to **Figure 22** for a GANTT Chart for the development plan.

NOTE:
Implementation of Initiatives 3-7 should begin at the start of a new academic year not only to establish rules and expectations but also to provide structure, order, and consistency throughout the school year.[82,83] However, if the timing does not align with the implementation of Initiatives 3-7 at the start of a new academic year, implementation should begin at the start of the spring semester.

Milestones

INITIATIVE 1 — SCHOOL COMMITMENT — FALL 2023 TO WINTER 2024

Make Food Not Waste should begin communicating with target city schools as soon as possible to secure commitment from school administrators, food service, teachers, custodial staff, students, and parents. Therefore, Make Food Not Waste should plan to have a project manager onboarded by January of the planned implementation year to kick off communication with schools and key stakeholder identification.

INITIATIVE 2 — DATA COLLECTION

Make Food Not Waste should begin the data collection initiative no later than mid-April of the planned implementation year and complete actions 2.1-2.4 by the end of the academic year. Action 2.4 will be ongoing and begin at the end of the following academic year to provide a progress report for each school within the district.

INITIATIVE 3 — FOOD WASTE DIVERSION

Make Food Not Waste should work with schools to begin implementing the food waste diversion initiative by mid-July of the planned implementation year. Action 3.1 would be completed by the end of September. Action 3.4 will be ongoing but will be completed by the end of each academic year.

INITIATIVE 4 — LUNCHROOM POLICY CHANGES

Schools should begin planning for the lunchroom policy changes outlined in Initiative 4 by the end of May of the planned implementation year and fully implemented by the end of September.

INITIATIVE 5 — FOOD RECOVERY & REDISTRIBUTION

Make Food Not Waste should work with schools and food rescue partners to begin planning food recovery and redistribution strategies by September of the planned implementation year and be fully established by the end of the calendar year.

INITIATIVE 6 — FOOD & CLIMATE EDUCATION

Make Food Not Waste and schools should begin developing food and climate lesson plans and experiential learning opportunities by the end of May of the planned implementation year and have a fully established curriculum incorporating food and climate education by the end of the academic year.

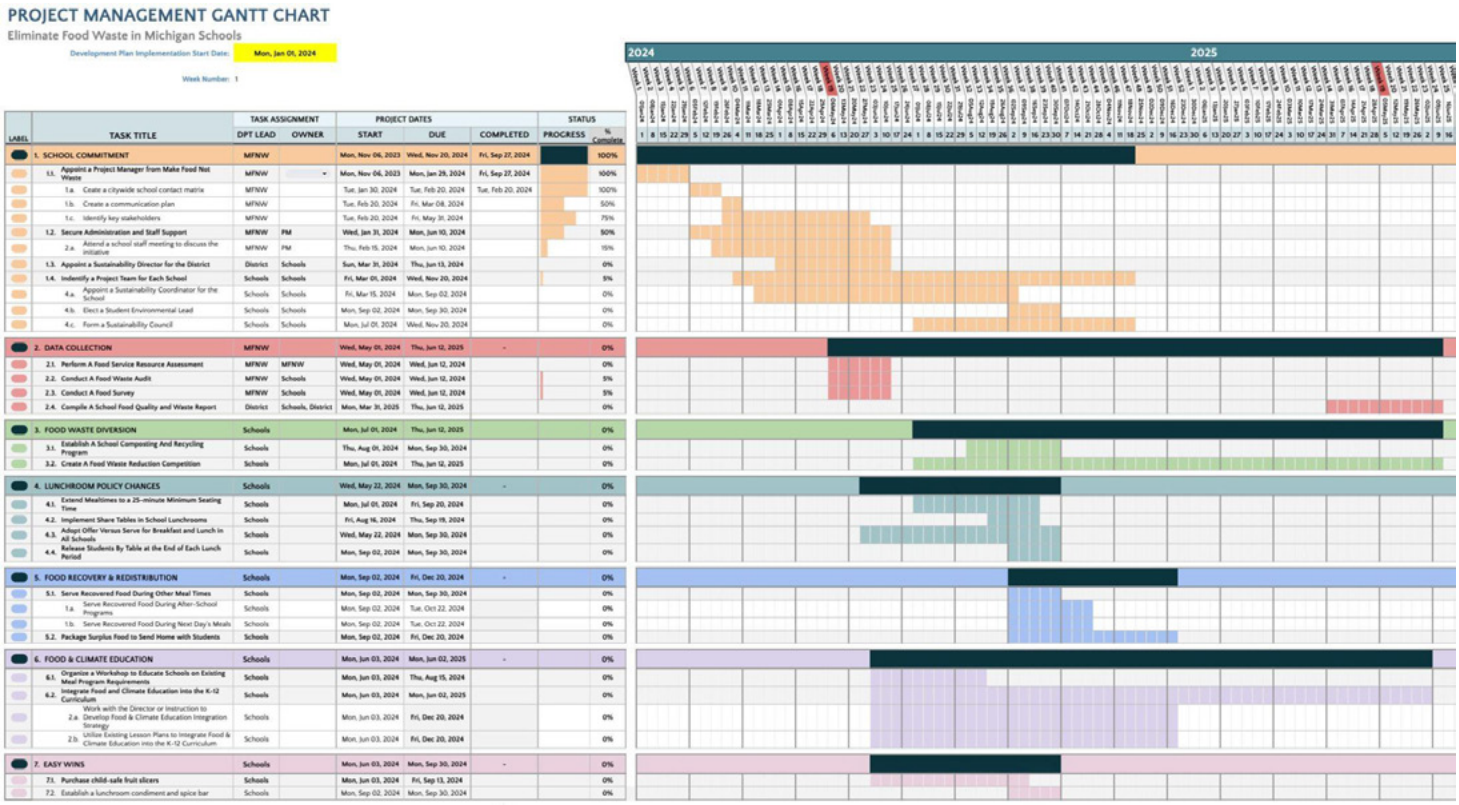
INITIATIVE 7 — EASY WINS

Schools should begin planning to allocate some of their Excess Fund Balances (EFB) to purchase materials needed to implement Initiative 7 by the end of May of the planned implementation year. Schools should also plan to have the required materials acquired and implemented in school lunchrooms by the end of September.

GANTT Chart for Recommended Initiatives

Figure 22

GANTT Chart for the Development Plan's Recommended Initiatives



CHAPTER 13: SUSTAINABILITY GOALS & CONTRIBUTIONS TO THE 2030 AGENDA

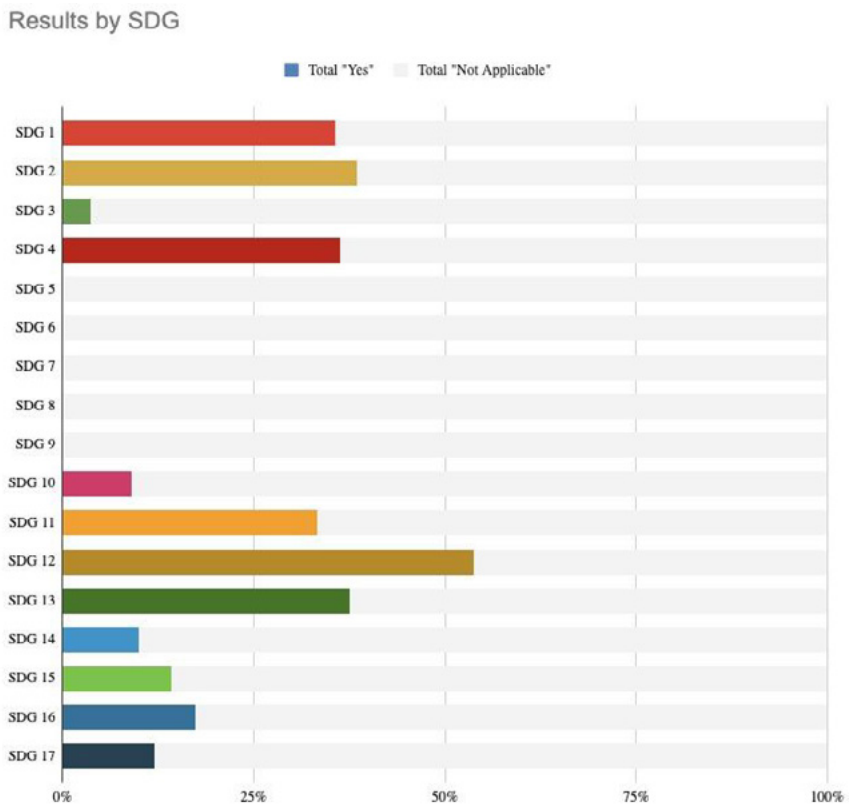
13. SUSTAINABILITY GOALS & CONTRIBUTIONS TO THE 2030 AGENDA

In 2015, the 195 United Nations Member States unanimously endorsed The 2030 Agenda for Sustainable Development.[159] The 2030 Agenda is a comprehensive master plan for fostering global peace and prosperity, benefiting humanity and the environment in the present and future. The 17 Sustainable Development Goals (SDGs) are central to this agenda, each with multiple targets and associated indicators to measure global progress over time.[159] Together, the SDGs serve as a call to action by all countries, emphasizing the need for worldwide collaboration. These goals acknowledge the connection between eradicating poverty and other hardships with strategies to improve health and education, reduce inequality, and fuel economic advancement while addressing climate change.[159] Therefore, the SDGs provide a blueprint representing the United Nations' collective vision for a balanced and sustainable future that benefits humanity and the planet.

Figure 23 shows how this development plan contributes to each SDG and its associated indicators. Each colored "**Yes**" bar represents the SDG indicators this project addresses, while each gray "**Not Applicable**" bar represents the SDG indicators not influenced by the project.

Figure 23

Contributions to the SDGs



Strengths & Direct Contributions to the SDGs

As discussed in Chapter 2, this development plan intended to address three objectives: food waste elimination, food & climate education, and food insecurity reduction. Accordingly, this project directly contributes to the following Sustainable Development Goals (SDGs):

SDG2: Zero Hunger

This project relates to SDG2 because nearly 40% of all edible food available in the United States, equivalent to 108 billion pounds, goes uneaten each year.[160] More than enough food is available to feed every person in America, yet 38 million people battle food insecurity yearly.[31,31] Furthermore, this project relates directly to SDG2 because reducing food waste can help reduce all forms of malnutrition and ensure all people, especially the poor and those in vulnerable situations, have access to nutritious and sufficient food all year.[28]

SDG4: Quality Education

This project relates to SDG4 because students must be well nourished to receive an inclusive and equitable quality education. Experiencing even short-term or intermittent food insecurity can result in poorer test scores, reduced school attendance, behavioral issues, and decreased attention span.[105] Therefore, reducing food waste, integrating food and climate education into the K-12 curriculum, and using food purchased as part of the federal and Michigan School Meals Programs effectively not only ensures that students have sufficient access to nutrient-dense foods to improve their academic outcomes, but also ensures that students are provided real-world examples of how their food consumption habits impact the environment around them.

SDG12: Responsible Consumption and Production

This project relates to SDG12 because the United Nations, as well as the State of Michigan, intends to cut food waste in half by 2030.[161] Therefore, this project directly aligns with the U.N.'s initiative. Furthermore, it supports the global effort of creating sustainable food systems that eliminate food waste at every stage of the supply chain. The project also emphasizes the importance of providing adequate education regarding sustainable development and harmony with nature by integrating food and climate education into the K-12 curriculum to educate not only students but also teachers, administration, parents, and the outstanding community to begin making long-term behavioral changes regarding how society addresses food waste and views sustainable food systems.[161]

Additional Contributions to the SDGs

This project also contributes to the following SDGs, either directly or indirectly:

SDG1: No Poverty

This project relates to SDG1 because the federal school meal programs provide social protection systems for food-insecure children, while the Michigan School Meals Program expands this social protection to not only ensure that food-insecure children do not go hungry but also eliminate the stigma associated with utilizing such programs by providing meal access to all students, regardless of income.

SDG3: Good Health and Well-Being

This project relates to SDG3 because healthcare costs associated with malnutrition and pollution are significant. The Food and Land Use Coalition (FOLU) estimates that wasted food costs almost $12 trillion

annually.[162] Furthermore, excess food waste increases reliance on pesticides and fertilizers, which pollute the soil used to grow food and can negatively affect human and environmental health, increasing the risk of cancer and groundwater contamination.[163]

Food waste diverted from landfills can be composted, promoting soil health, reducing reliance on pesticides and fertilizers, and reducing risks of respiratory illnesses, including asthma and Chronic obstructive pulmonary disease (COPD).[164–167]

SDG10: Reduced Inequalities

This project relates to SDG10 because reducing food waste in schools ensures that food purchased through the federal and Michigan School Meals Programs is used effectively to feed students rather than sent to landfills. By ensuring this food is used effectively, schools can help alleviate food insecurity.

SDG11: Sustainable Cities and Communities

This project relates to SDG11 because reducing food waste in schools can divert 17.7 thousand tons of food from landfills, allowing cities to reduce the burden of food waste on their waste management systems by keeping compostable materials out of solid waste streams.[8]

SDG13: Climate Action

This project relates to SDG13 because irresponsible food consumption and production causes climate change, biodiversity loss, and pollution. Nationally, food waste accounts for 2% of energy, over 25% of fresh water, and 31% of cropland available to produce discarded food.[54] Furthermore, food waste sent to landfills accounts for nearly 20% of US methane emissions, while food packaging accounts for 63% of all solid waste sent to landfills.[32,36] Therefore, this project relates to SDG13 by taking steps to reduce the negative impact of food waste on the planet's natural and finite resources.

SDG14: Life Under Water

This project relates to SDG14 because an estimated 7 billion tons of food waste pollutes the oceans annually. Food waste not only disrupts ocean ecosystems but is also responsible for population surges in some bird species and population reductions in some fish species.[168] Furthermore, food waste that ends up in waterways depletes them of oxygen as it decomposes, creating dead zones where marine life cannot sustain life.[169]

SDG15: Life on Land

This project relates to SDG15 because nearly 30% of global farmland, equaling about 80 million acres, produces food that is never eaten.[168] This land could be better utilized as wildlife habitats, housing, or greenspaces for communities to benefit from, while the food currently wasted could be recovered and redistributed to the nearly 238 million people battling food insecurity each year.[170]

SDG16: Peace, Justice, and Strong Institutions

This project relates to SDG16 because creating robust reporting strategies that provide transparency to school meal spending, food waste, and meal satisfaction can help schools transition to more sustainable food practices while holding them accountable to adopt measures to reduce food waste and become more sustainable over time.

SDG17: Partnerships for the Goals

This project relates to SDG17 because reducing food waste in Michigan schools would allow them to maximize the funding provided through the federal and Michigan School Meals Programs to feed students they enjoy more effectively. Additionally, the Michigan School Meals Program is fully paid for through federal reimbursements and state funding and requires participating schools to fully utilize funding provided through the federal program.[171] By implementing comprehensive food waste reduction initiatives, schools can encourage and promote sustainable food systems and leverage available funding effectively to ensure students obtain quality education while providing transparency regarding how these funds are utilized.

Opportunities for Continued Contribution to the SDGs

Some additional opportunities for Make Food Not Waste to further contribute to the SDGs but are currently out of The 2030 Project's scope are listed below:

SDG11.7.1: "Average share of the built-up area of cities that is open space for public use for all, by sex, age, and persons with disabilities."

Make Food Not Waste can further contribute to SDG11 by working with city officials and their sustainability offices to require all new or redeveloped properties to implement comprehensive compost and recycling systems. They can also collaborate to identify opportunities for community green spaces that can act as compost drop-off sites and community gardens to grow food and provide educational opportunities for the community.

SDG12.6.1: "Number of companies publishing sustainability reports."

Make Food Not Waste can further contribute to SDG12 by working with schools, city officials, and sustainability offices to develop strategies for robust sustainability reporting.

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Timeline
Budgets
KPIs
Supporting Documents
Reports
Methods
Implementation Team
Glossary

14. REFERENCES

REFERENCES THROUGHOUT SECTIONS 1-12

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204. Michigan Department of Education. SNP: Offer vs. Serve - Overview. *Michigan Department of Education*, https://mdoe.state.mi.us/mdedocuments/NutritionTrainingFiles-2022/SNP-OffervsServe/index.html#/#/## (2024, accessed 22 April 2024).
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207. Project breakFAST toolkit, https://extension.umn.edu/school-and-child-care-nutrition/project-breakfast-toolkit (accessed 9 July 2024).
208. Green Schools Program. *Food Systems and Food Waste Reduction: Green Team and Classroom learning and activities*. King County, https://kingcounty.gov/en/legacy/depts/dnrp/solid-waste/programs/greenschools/waste-reduction/-/media/depts/dnrp/solid-waste/greenschools/documents/food-systems-food-waste-reduction.ashx?la=en&hash=425E6B546B72A750AA123B11BE84B85E (accessed 28 May 2024).
209. World Wildlife Fund. Be A Food Waste Warrior. *World Wildlife Fund*, https://www.worldwildlife.org/teaching-resources/toolkits/be-a-food-waste-warrior (2023, accessed 6 November 2023).

APPENDICES

APPENDIX A: INITIATIVE 1 RESOURCES

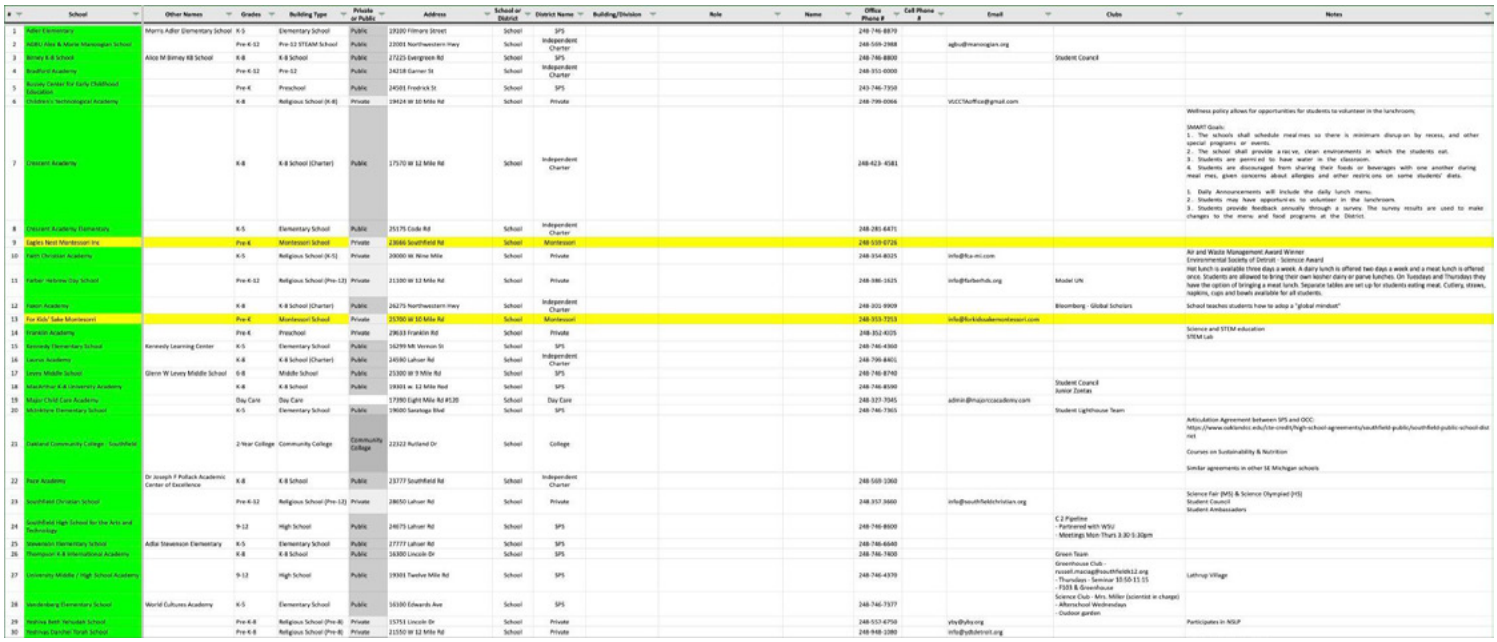
SCHOOL CONTACT MATRIX

The table provided below (***Figure 24***) is the contact matrix containing school-specific information only. The link provided in this Appendix contains the full contact matrix used throughout the project, which was already been shared with Make Food Not Waste early in the project.

A link to the matrix can be found here: School Contact Matrix Template

Figure 24

School Contact Matrix



#	School	Other Names	Grades	Building Type	Private or Public	Address	School or District	District Name	Building/Division	Role	Name	Office Phone #	Cell Phone #	Email	Clubs	Notes
1	Adler Elementary	Morris Adler Elementary School	K-5	Elementary School	Public	19100 Filmore Street	School	SPS				248-746-8870				
2	ABEL Alex & Marie Manoogian School		Pre-K-12	Pre-12 STEAM School	Public	21001 Northwestern Hwy	School	Independent Charter				248-569-2988		agbus@manoogian.org		
3	Birney K-8 School	Alice M Birney K8 School	K-8	K-8 School	Public	27225 Evergreen Rd	School	SPS				248-746-8800			Student Council	
4	Bradford Academy		Pre-K-12	Pre-12	Public	24218 Garner St	School	Independent Charter				248-351-0000				
5	Bussey Center for Early Childhood Education		Pre-K	Preschool	Public	24501 Fredrick St	School	SPS				243-746-7350				
6	Children's Technological Academy		K-8	Religious School (K-8)	Private	19424 W 10 Mile Rd	School	Private				248-799-0066		VLCCTAoffice@gmail.com		
7	Crescent Academy		K-8	K-8 School (Charter)	Public	17570 W 12 Mile Rd	School	Independent Charter				248-423-4581				Wellness policy allows for opportunities for students to volunteer in the lunchroom; SMART Goals: 1. The schools shall schedule meal mes so there is minimum disrup on by recess, and other special programs or events. 2. The school shall provide a rac ve, clean environments in which the students eat. 3. Students are permi ed to have water in the classroom. 4. Students are discouraged from sharing their foods or beverages with one another during meal mes, given concerns about allergies and other restric ons on some students' diets. 1. Daily Announcements will include the daily lunch menu. 2. Students may have opportuni es to volunteer in the lunchroom. 3. Students provide feedback annually through a survey. The survey results are used to make changes to the menu and food programs at the District.
8	Crescent Academy Elementary		K-5	Elementary School	Public	25175 Code Rd	School	Independent Charter				248-281-6471				
9	Eagles Nest Montessori Inc		Pre-K	Montessori School	Private	23686 Southfield Rd	School	Montessori				248-559-0726				
10	Farm Christian Academy		K-5	Religious School (K-5)	Private	26000 W Nine Mile	School	Private				248-354-8025		info@fca-mi.com		Air and Waste Management Award Winner Environmental Society of Detroit - Sciencce Award
11	Farber Hebrew Day School		Pre-K-12	Religious School (Pre-12)	Private	21100 W 12 Mile Rd	School	Private				248-386-1625		info@farberhds.org	Model UN	Hot lunch is available three days a week. A dairy lunch is offered two days a week and a meat lunch is offered once. Students are allowed to bring their own kosher dairy or parve lunches. On Tuesdays and Thursdays they have the option of bringing a meat lunch. Separate tables are set up for students eating meat. Cutlery, straws, napkins, cups and bowls available for all students.
12	Falcon Academy		K-8	K-8 School (Charter)	Public	26275 Northwestern Hwy	School	Independent Charter				248-301-9909			Bloomberg - Global Scholars	School teaches students how to adop a "global mindset"
13	For Kids' Sake Montessori		Pre-K	Montessori School	Private	25700 W 10 Mile Rd	School	Montessori				248-353-7253		info@forkidsakemontessori.com		
14	Franklin Academy		Pre-K	Preschool	Private	29633 Franklin Rd	School	Private				248-352-4105				Science and STEM education STEM Lab
15	Kennedy Elementary School	Kennedy Learning Center	K-5	Elementary School	Public	16299 Mt Vernon St	School	SPS				248-746-4360				
16	Laurus Academy		K-8	K-8 School (Charter)	Public	24580 Lahser Rd	School	Independent Charter				248-796-8401				
17	Levey Middle School	Glenn W Levey Middle School	6-8	Middle School	Public	25300 W 9 Mile Rd	School	SPS				248-746-8740				
18	MacArthur K-8 University Academy		K-8	K-8 School	Public	19301 w. 12 Mile Road	School	SPS				248-746-8590			Student Council Junior Zoetas	
19	Major Child Care Academy		Day Care	Day Care		17390 Eight Mile Rd #120	School	Day Care				248-327-7045		admin@majorccacademy.com		
20	McKinley Elementary School		K-5	Elementary School	Public	19600 Saratoga Blvd	School	SPS				248-746-7365			Student Lighthouse Team	
21	Oakland Community College - Southfield		2-Year College	Community College	Community College	22322 Rutland Dr	School	College								Articulation Agreement between SPS and OCC: https://www.oaklandcc.edu/cte-credit/high-school-agreements/southfield-public/southfield-public-school-district Courses on Sustainability & Nutrition Similar agreements in other 14 Michigan schools
22	Pace Academy	Dr Joseph F Pollack Academic Center of Excellence	K-8	K-8 School	Public	23777 Southfield Rd	School	Independent Charter				248-569-1060				
23	Southfield Christian School		Pre-K-12	Religious School (Pre-12)	Private	28650 Lahser Rd	School	Private				248-357-3660		info@southfieldchristian.org		Science Fair (MS) & Science Olympiad (HS) Student Council Student Ambassadors
24	Southfield High School for the Arts and Technology		9-12	High School	Public	24675 Lahser Rd	School	SPS				248-746-8600			C2 Pipeline - Partnered with WSU - Meetings Mon Thurs 3:30-5:30pm	
25	Stevenson Elementary School	Adlai Stevenson Elementary	K-5	Elementary School	Public	27777 Lahser Rd	School	SPS				248-746-6640				
26	Thompson K-8 International Academy		K-8	K-8 School	Public	16300 Lincoln Dr	School	SPS				248-746-7800			Green Team	
27	University Middle / High School Academy		9-12	High School	Public	19301 Twelve Mile Rd	School	SPS				248-746-4370			Greenhouse Club - russell.macag@southfieldk12.org - Thursdays - Seminar 10:50-11:15 - F103 & Greenhouse Science Club - Mrs. Miller (scientist in charge) - Afterschool Wednesdays - Outdoor garden	Lathrup Village
28	Vanderberg Elementary School	World Cultures Academy	K-5	Elementary School	Public	16100 Edwards Ave	School	SPS				248-746-7377				
29	Yeshiva Beth Yehudah School		Pre-K-8	Religious School (Pre-8)	Private	15751 Lincoln Dr	School	Private				248-557-6750		yby@yby.org		Participates in NSLP
30	Yeshiva Darchei Torah School		Pre-K-8	Religious School (Pre-8)	Private	21550 W 12 Mile Rd	School	Private				248-948-1080		info@ydbdetroit.org		

APPENDIX B: INITIATIVE 2 RESOURCES

FOOD SERVICE RESOURCE CHECKLIST RESOURCES

The materials provided in this appendix are meant to help Make Food Not Waste perform a comprehensive food service resource assessment effectively.

The Michigan Department of Education provides schools with materials to determine what their kitchens require to prepare and store food for their students, as well as resources for schools to determine how to utilize their Excess Fund Balances (EFB).

Excess Fund Balance (EFB) Resources

i. All About Excess Fund Balances [172]
ii. School Food Service Account Revenue from the Sale of Non-Program Foods [154]
iii. Nonprofit School Food Service Account Nonprogram Food Revenue Requirements [173]
iv. Completing the Excess Fund Balance Spend Down Plan of Action Form [155]
v. Spend Down Plan of Action Ideas for Excess Fund Balances [174]
vi. Pre-Approved Food Service Equipment List [157]

a. The Food Service Resource Checklist created for this development plan was adapted into a Google Sheet from MDE's Pre-Approved Food Service Equipment List[157] so that Make Food Not Waste can perform resource assessments for each school efficiently and asynchronously. Refer to **Figure 25** for a sample of the Food Service Resource Checklist created for this development plan.

i. *The full checklist can be found here: Food Service Resource Checklist*

Figure 25

Sample Food Service Resource Checklist

	School	District-Wide Information	Adler Elementary	Birney K-8 School	Bussey Center for Early Childhood Education	Kennedy Elementary School
55	**LUNCHROOMS (refer to the link below:)**					
56	Pre-approved Food Service Equipment List from MDE					
57	**Lunch Monitors**					
58	*Staff Member*					
59	*Students*					
60						
61	**Do students have access to condiments, sauces, and spices?**					
62	*Bulk Dispensers*					
63	*Individual Packets/Servings*					
64						
65	**Meal Service**					
66	Recyclable Clamshells (For Salads/Meals)					
67	Disposable Plastic Cups (Fruit, Vegetables, or Condiment Servings)					
68	Paper Boats					
69	Washable Plates					
70	Washable Trays					
71	Washable Silverware					
72	Washable Cups					
73	Milk					
74	Milk Cartons - Individual					
75	Milk Dispenser					
76	Straws?					
77	Disposable Silverware Packets					
78						
79	**Composting & Recycling**					
80	Liquid Separation (Bucket)					
81	Compost Bin					
82	*All Food Scraps*					
83	*Separate Bins for Produce/Grains and Meat*					
84	Recycling (Well Managed, Not Contaminated)					
85						
86	**Carts/Cabinets**					
87	Can Dispenser Rack					
88	Condiment Cart/Bar					
89	Dish Dolly/Caddy					
90	Heated Transport Cart					
91	Holding Cabinet					
92	Insulated Transport Cart					
93	Kiosk					
94	Proofing Cabinet					
95	Refigerated Transport Cart					
96	Sheet Pan Rack/Speed Rack					
97	Storage Rack					
98	Trash Cart					
99	Tray Dispenser					
100	Utility Cart					
101						
102	**Cleaning**					
103	Commerical Sinks/Three Compartment Sinks					
104	Containers to Handle Recyclables					
105	Dish Machine/Dishwasher					
106	Dish Tables					
107	Floor Troughs					
108	Garbage Disposal					
109	Pot and Pan Machine					
110	Specialty Sinks: Hand, Pot & Pan, Prep, Produce, Utility					
111	Sprayer Hose					
112	Water Booster Heater					
113	Water Softener (food service exclusive)					
114						
115	**Computers/Hardware & Software**					
116	Cash Registers/Point-of-Sale (POS) Equipment/Hardware					
117	Computer Hardware					
118	Point of Sale (POS) Software					
119	Software/programs for management (i.e., inventory, nutritional analysis)					
120	Meal counts, eligibility application approval					
121						
122	**Cooking**					
123	Barbeque					
124	Broiler					
125	Char broiler					
126	Cook Chill Kettle					
127	Cook Top/Range					
128	Exhaust Hood/System					

FOOD WASTE AUDIT RESOURCES & GUIDES

The materials provided in this Appendix are to help Make Food Not Waste conduct food waste audits.

Pre-Consumer Food Waste Audit Guides

i. Measuring Tracking and Analyzing Pre-Consumer Food Waste [175]

Food Waste Audit Guides

i. Lunchroom Waste Audit Guide [176]

ii. Guide to Conducting Student Food Waste Audits: A Resource for Schools [177]

iii. Food Waste Audit for Schools - Sustainable New Jersey [178]

Policy, Systems, and Environmental Change Information

i. FY 2024 SNAP-Ed Policy, Systems, and Environmental Change Intiative Data Toolkit [85]

SCHOOL FOOD SURVEY RESOURCES

The materials provided in this Appendix are to help Make Food Not Waste conduct a school food survey.

School Lunch Survey Guides and Example Survey Questions

i. School Lunch Survey Guide and Sample Questions [179]
ii. Student School Food Survey [180]
iii. A Curriculum Guide Companion to the film Nourish: Food + Community [181]
iv. Food Service School Questionaire [182]
v. Lunch Survey Questions for Students [183]
vi. Lunch Survey for Parents [184]
vii. Kids Taste - Food Hero Kids' Tasting Survey Resources [185]

APPENDIX C: INITIATIVE 3 RESOURCES

FOOD WASTE REDUCTION GUIDES & TOOLKITS

Food Waste Reduction Guides and Toolkits

i. School Food Waste Reduction Toolkit [186]
ii. A STEP-BY-STEP GUIDE TO LUNCHROOM COMPOSTING [187]
iii. WASTING LESS FOOD IN K-12 SETTINGS: BEST PRACTICES FOR SUCCESS [188]
iv. US Composting Council: Backyard composting and vermicompsting resources and links - by state [189]

COMPOSTING MATRIX

The matrix provided below is not an exhaustive list of available composting options. However, it provides several options at various price points and labor requirements for schools to get started. The composting and organics recycling partners involved with The 2030 Project helped develop the matrix shown in **Figure 26**, which has been shared with Make Food Not Waste.

The composting and organics recycling partners involved with The 2030 Project also helped create a matrix outlining some benefits and challenges with available composting options, including municipal, on-site compost piles, and on-site digesters, which are shown in **Figure 27**.

A link to the matrix can be found here: Composting Matrix

Figure 26

Composting Options Matrix

#	Name	Photo	Municipal or Onsite	Weight	Unit Size	Unit Material	Type	How it Works	Capacity	Composting Time	Need to Stir or Turn?		Options	Accepted Material	Not Accepted Material	Tips	Cost
1	Kitchen composter (such as Lomi, Reencle or Harp)		Residential	23kg (50lbs)	17"X26"X18"	Plastic and metal	Kitchen	Add food waste and the machine mixes and breaks the food scraps down in 24 hours.	12kg (27lbs) per week	24 hours	No	Manages food waste as it occurs eliminating smell and rodent issues;	everything is included	BPI certified compostable products. proteins, vegetables and fruits	non compostable plastics and oil	NOTE: Proper communication about these systems is very important. These systems are "compost alternatives" or "producers of feedstock suitable for composting" or "producers of products that are not compost and are suitable for amending soil". They are generally designed either to "collect food scraps" or "reduce food scraps into another form". The product literature for Lomi calls the product "Lomi Earth" and describes it as homemade fertilizer. Research is underway to learn about the produce produced by Reencle system.	$800
2	Aerobic Digestion (Harp)		Drop off site, hotel, hospital, school casino and downtown district.	1000-2500 lbs	From 7'5"X49"X 48" to 25'8" X 150" X 91"	Stainless steel	On site management	Add food waste and the machine mixes and breaks the food scraps down in 24 hours.	from 440 lbs to 5.5 tons per 24 hours	24 hours	No	Allows to manage food waste immediatly without developing smell or attracting rodents	Cart dumper, shredder and auto feed	BPI certified compostable products. proteins, vegetables and fruits	non compostable plastics and oil	Unlike traditional composting, there is no need to create a recipe as the food at it's freshest it can be placed inside the machine. Many food scrap collection programs are shut downbecause of odor. There is no odor during processing.	$38,000-$600,000
3	CO Sustainability		Business Food Waste Collection	Up to 400 lbs when full	64 Gallon	Plastic and metal	Institution and Business	Put front and back of the house scraps into container. Gets picked up weekly for compost.	64 Gallon	NA	No	Pick up frequency and number of carts on site is flexible to best fit collection volume/ customer need	Compostable liners	All food scraps BPI Certified compostables	Non-compostable items (traditional plastic, metal, glass) Un-certified compostable products Bulk grease	Liners keep bins cleaner, reduces smells, prevent freeze-in during winter	Pick up service prices vary
4	My Green Michigan		On site collection + commercial pick up		44" tall, 22" wide, 26.5" deep	HDPE	Commercial	Curbside food waste collection bin	64 gallons 224 lbs	NA	No	Pick up frequency and number of carts on site is flexible to best fit collection volume/ customer need	Compostable liners	All food scraps BPI Certified compostables	Non-compostable items (traditional plastic, metal, glass) Un-certified compostable products Bulk grease	Liners keep bins cleaner, reduces smells, prevent freeze-in during winter	Pick up service prices vary
5	3-bin system + feedstock storage (food scraps, browns) + Kitchen collection carts/buckets		On-site		1 typical sized wooden bin = 4x4x4 (cube) (can be larger) wire bins vary in size	COMPOST SYSTEM Wood, 1/4" Hardware cloth, Corregated metal for lids; locking system; hardware; (Note: modified Compost Know system design) AERATED SYSTEM COMPONENTS (recommended to reduce labor requirements) FOUNDATION Concrete slab or pavers - place composting system on; also used for mixing materials FEEDSTOCK COLLECTION AND STORAGE SYSTEMS Food scraps: Jori tumbler; Compost for food scrap storage Yard Waste (leaves, wood chips, saw dust, grass clippings): 2-3 bin wire system FINISHED COMPOST STORAGE Open pile; Bin or Bay	Community-Scale	Collect yard waste in wire bin system Collect kitchen food scraps in bins or buckets Transport food scraps to compost system site Transfer food scraps to tumbler & mix with browns Build compost pile using best practices recipe (food scraps, yard waste, water) Put materials in 3 bin system (1st bin); monitor temperatures and moisture to ensure reduction/elimination of pathogens and weed seeds Manage through remaining 2 bins to the curing phase	Depends on size	~9 months	Yes	Requires management of incoming materials, composting, storage and distribution of finished compost	size can be changed based on need	Vegetative food waste; Yard Waste	Meats, bones, FOG (fats, oils, grease), dairy	PARTICIPATORY IMPLEMENTTION Identify an experienced composter or someone willing to learn how to compost; Someone with capacity to serve as the "composter and compost system manager"; Best Practice: Partner with an experienced composter during learning curve Composter training: on-line with facilitated discussions (4-6 hours),. 5 day hands-on Offer training to teachers, volunteers and students engaged in composting: on-line training w/facilitated discussions (4-6 hours); on-line training self-paced (4 hours), hands-on training (.5 day) Train kitchen staff how to "collect clean" food scraps (no labels, twist ties, plastic, inorganic materials, etc)(only acceptable materials); introduce them to the composter to build relationship Train general services staff how to "collect appropriate" yard waste; introduce them to the composter to build relationship Identify uses of compost and engage users about how they will use compost in advance of starting the program; encourage them to take the on-line training to build awareness and appreciation for the process; introduce them to the composter to build relationship NOTE: Proper communications about this system is very important. This system is a "compost alternative that produces feedstock suitable for composting". The system is designed "collect food scraps" through the garbage disposal system. The product literature illustrates how the disposal system "collects food scraps" and makes recommendations to divert food scraps to curbside bin or composting of food scraps. The system itself does not produce compost.	between $50-300 varies based on material selection
6	Sepura		On-site		15.25"-20.25" X 11" X 12.5"	Plastic and metal	Kitchen	https://sepurahome.com/products/sepura	2.6 gallons	2-4 weeks	No	Unit collects food scraps through kitchen sink disposal system; Recommends emptying sealed food scrap bin every 2-4 weeks	NA	All food scraps BPI Certified compostables	Non-compostable items (traditional plastic, metal, glass) Un-certified compostable products Bulk grease	The product literature illustrates how the disposal system "collects food scraps" and makes recommendations to divert food scraps to curbside bin or composting of food scraps. The system itself does not produce compost.	$800

Figure 27

Composting Benefits and Challenges Matrix

	Municipal		Onsite (Compost Pile)		Onsite (Digester)	
#	Benefits	Challenges	Benefits	Challenges	Benefits	Challenges
1	Less labor intensive (No regular compost pile maintenance)	More expensive	Cheaper (lower waste hauler costs)	Labor intensive (daily maintenance)	Lower waste hauler costs	Less labor intensive (No regular compost pile maintenance)
2	No risk of ratios being off balance	No circular economy integrated into the composting process for the schools	Experiential learning opportunities for students (integration into K-12 curriculum and enrichment activities, like gardening or green clubs; compost crews)	Greater risk of ratios being off balance	Experiential learning opportunities for students (integration into K-12 curriculum and enrichment activities, like gardening or green clubs)	Higher upfront and maintenance costs (initial purchase & electricity)
3	Doesn't require a dedicated space to compost	No onsite use for compost created from onsite food scraps	Can use compost for onsite landscaping	Requires adequate volume of carbon ("brown") materials to maintain correct balance	Can use compost for onsite landscaping	Requires a dedicated space to establish and maintain compost (Need enough space to install)
4	Builds community connections	No experiential learning opportunities available to students (in K-12 curriculum or in enrichment activities)	Can sell compost created onsite for fundraisers to the community	Requires a dedicated space to establish and maintain compost (Need enough space to install)	Can sell compost created onsite for fundraisers to the community	Requires staff and student support and buy-in
5	Less onsite logistics to figure out	No fundraising opportunities	Schools keep the finished composted product	Requires staff and student support and buy-in	Schools keep the finished composted product	Power supply is 240V 3-phase at remote sites that can be a challenge, usually a street light has this power.
6	Quicker to start	Must coordinate with waste hauler to pick up compost	School doesn't need to coordinate days and times for someone to pick up compost	Requires initial startup costs build and setup compost site	School doesn't need to coordinate days and times for someone to pick up compost	The soil amendment needs to cure for 6 days after it exits the machine prior to use. Once the 6 days have passed the amendment can be used exactly like compost.
7		Schools do not keep final composted product	Students have an active role in the process		Students have an active role in the process	
8		Storage containers must be kept outside until pickup			Eliminates the carbon impact of transportation, food, miles add CO2, methane and cost.	
9					Eliminates on site bad smells, the only smell would be the containers if they ae not washed or the site does not use compostable bags.	
10					Eliminates the recipe required of composting by focusing on browns and greens instead the site is balancing moisture (for example if it is too wet from watermelon day just add brown paper towels from the bathroom)	
11					The above makes the process a lot less labor intensive than piling and turning.	
12					Fully automated literally open the lid throw it in and restart the machine.	
13					Machine can be outside	
14					Remote access through an application allowing the user to know the weight, temperature and any other aspect of the process without being on site.	
15					Complete and total pathogen elimination, food waste carries a lot of harmful pathogens especially if it has been sitting for a week!	

APPENDIX D: INITIATIVE 4 RESOURCES

SHARE TABLES RESOURCES

There are many resources available to help schools integrate food and climate education into the K-12 curriculum. Therefore, the materials provided in this Appendix are to help Make Food Not Waste work with schools and Directors of Instruction to utilize existing and develop new lesson plans and experiential learning opportunities for students that can be integrated into the K-12 curriculum.

Share Tables

i. HELPING SCHOOLS SAVE FOOD: Food Share Table [190]
ii. Share tables at schools [191]
iii. Use of Share Tables in Child Nutrition Programs [192]
iv. CalFresh Healthy Living Share Table Implementation Guide [193]

USDA-Approved Recipes

i. Recipes - FoodHero - Oregon State University [194]
ii. Information for Schools - Food Hero [195]
iii. Recipes by Ingredient - Food Hero [196]

APPENDIX E: INITIATIVE 5 RESOURCES

FOOD RECOVERY & REDISTRIBUTION RESOURCES

The materials provided in this Appendix are to provide Make Food Not Waste with resources to assist schools with establishing a food recovery & redistribution system to provide surplus food to students and their communities.

Blessings in a Backpack

i. Blessings in a Backpack Michigan - Benefits [197]
ii. Southfield - Blessings in a Backpack [198]
iii. Blessings in a Backpack - Program Specifics [106]
iv. Blessings in a Backpack - National Food Solutions [199]

One More Meal

i. One More Meal Explained [108]

Green2Go

i. Green2Go Website [109]
ii. Green2Go Information Guide [110]
iii. Green2Go Grant Application [200]

APPENDIX F: INITIATIVE 6 RESOURCES

FOOD & CLIMATE EDUCATION RESOURCES

There are many resources available to help schools eliminate their food waste and connect the lunchroom to the classroom through integration of food and climate education into the K-12 curriculum, while ensuring school meals adhere to child nutrition standards. Therefore, the materials provided in this Appendix are to eliminate existing knowledge gaps that prevent schools from adopting strategies currently supported by the federal and Michgian School Meals programs, and provide existing lessons, experiential learning opportunities, and field trip ideas to connect strategies adopted by school lunchrooms back to the classroom.

This Appendix contains online training courses for school administrators and food service staff, various educational resources for classroom tie-ins, and resources to ensure schools can adopt the lunchroom strategies outlined in Initiative 5 successfully.

Online Training Courses

General

iv. Online Training Modules [201]
v. The Michigan School Meals Program - Overview [202]
vi. Michigan School Meals Training Materials for Schools [203]
vii. Offer Versus Serve Training Course [204]
viii. FAST: Excess Fund Balances (EFB) [205]

Breakfast in the Classroom

ix. Breakfast in the Classroom [206]
x. Project breakFAST toolkit [207]

Lessons, Experiential Learning Opportunities, Field Trip Ideas

i. Food Systems and Food Waste Reduction: Green Team and Classroom learning and activities [208]
ii. Field Trips and Presentations | The Green Team [112]
iii. Educational Resources for Schools - Classroom and Lunchroom - Food Hero [195]
iv. Food Waste Warrior Toolkits by Grade Level - WWF [209]

APPENDIX G: MISCELLANEOUS RESOURCES

RISK MATRIX

The table presented in this Appendix (**Figure 28**) lists the potential risks and their mitigations, likelihood, and impact on implementing the development plan successfully.

A link to the risk matrix can be found here: Risk Matrix

Figure 28

Risk Matrix

	Label	Initiative	Title	Description	Mitigation(s)	Likelihood	Impact
2		1	Resource limitations	Limited resources (financial, human, time, etc.) prevents PM from securing support from schools.	Raise awareness for MFNW's mission and goal, post volunteer and job opportunities to job boards, and share help needed post on LinkedIn.	Low	Medium
3		1	No administration support	Administrators do not support the project.	Attend school board meetings. Provide savings estimates if food waste is eliminated by the schools within each district. Meet with county officials to secure support for the project.	Medium	High
4		1	Limited staff participation	Staff resist project due to concerns over perceived workload.	Provide staff with potential resource savings by implementing the project. Less trash (lower weight, less bags), less meal preparation	Medium	Medium
5		1	Limited student participation	Students resist the project due to not understanding how it relates to them and their futures.	Organize and hold a trash reduction competition. Sports teams, clubs, etc. manage lunchroom waste sorting. Team with the least amount of compostable/recyclable material in the trash at the end of the semester wins a prize (i.e., pizza party, early school release). Utilize lesson plans to teach students about food waste and climate change (Initiative 6).	High	High
6		1	Lack of coordination	Project manager faces challenges coordinating initiatives across multiple schools and departments.	Clearly define the PM's responsibilities and authority.	High	Medium
7		1	Stakeholder resistance	School staff and students do not support the project.	Involve stakeholders early in the project to answer questions and secure buy-in.	Medium	Medium
8		1	Ineffective communication	Communication plan does not meet MFNW or school expectations, nor align with the project timelines.	Tailor communication plan to each audience (staff, students, parents).	Medium	High
9		1	Stakeholder engagement	Difficulty engaging stakeholders throughout project.	Establish a clear plan for how PM will engage with stakeholders throughout the project.	Medium	High
10		1	Ineffective operations	Sustainability council unable to effectively implement project due to poor organization or lack of clear goals.	Define sustainability council's structure, objectives, and methods of operation. Charter, role elections, role expectations, meeting schedule	Medium	Medium
11		1	Limited representation	Selected participants do not attend meetings nor have sufficient representation for ongoing initiatives.	Ensure sustainability council includes members from different school positions and grades to ensure comprehensive representation throughout each school.	Low	Medium
12		2	Inaccurate or incomplete data	Poor record-keeping during assessments and audits.	Provide resources and training to staff and students involved in the assessments and audits to ensure comprehensive data collection. Interview questions, waste tracking sheets, scales, etc.	Medium	Medium
13		2	Resistance to change	Students and staff are resistant to altering existing waste operations.	Engage all stakeholders throughout the process to understand concerns, answer questions, and gain support (refer to Initiative 1).	Medium	High
14		2	Resource limitations	Insufficient resources (financial, human, or physical) prevent completion of assessments and audits.	Utilize existing materials to conduct assessments and audits. Request volunteers to help organize and conduct assessments and audits. Apply for grants available through the World Wildlife Fund and SFE to conduct audits.	Low	Low
15		2	Non-compliance	Students and staff do not cooperate with the food waste audit requirements.	Involve students and staff in the food waste audit planning process to encourage support and buy-in (refer to Initiative 1 - Sustainability Council).	Medium	High
16		2	Data management	Insufficient resources to collect, store, and analyze data collected from the food waste audit.	Utilize efficient data collection tools and methods to manage and analyze food waste audit data effectively.	Medium	Medium
17		2	Low response rate	Students and staff do not complete the survey.	Make the survey engaging and easy to complete.	Medium	Medium
18		2	Biased responses	Responses do not accurately reflect the true preferences or habits of the survey participants.	Work with students and staff to develop a list of questions to ensure views of each party are reflected accurately. Make they survey anonymous to encourage participation and honesty.	Medium	Medium
19		2	Overwhelming information	Food waste report is too dense or technical for schools to understand or utilize.	Work with technical report writers and MFNW marketing experts to structure the report in an easy-to-understand report with key findings highlighted.	Medium	Medium
20		2	Lack of actionable insights	Food waste report does not translate findings into clear, actionable recommendations.	Utilize the key findings to provide clear, practical recommendations that facilitate action.	Medium	Medium

	Label	Initiative	Title	Description	Mitigation(s)	Likelihood	Impact
21		3	**Insufficient buy-in**	Insufficient support/participation from students, staff, and/or parents for implementing and maintaining a school composting program.	Conduct workshops to educate the school community about the benefits of composting. Attend staff meetings to educate school officials about the benefits of composting. Present the project during morning announcements for each school.	Medium	High
22		3	**Operational challenges**	Insufficient capacity or resources to properly manage compost requirements, leading to odor, pests, or health hazards.	Work with composting experts to determine the best composting strategy for each school. Have composting partners put together matrix of available composting systems and provide estimates for municipal composting.	Medium	Medium
23		3	**Cost**	Insufficient funding to implement and maintain a composting program.	Secure funding and/or grants to implement and maintain school composting programs. Apply for grants through Southeast Food Excellence (SFE).	Low	Low
24		3	**Non-compliance**	Students and staff do not follow plate waste disposal requirements.	Make the existing waste disposal process as inconvenient as possible. Make compost bin the largest and general trash the smallest bin in the system. Remove excess trash bins from the lunchroom. Implement clear labeling for all bins within the composting program. Conduct educational campaigns to educate students and staff on proper disposal methods. Implement lunchroom walkthrough process, where lunch monitors/custodial staff/volunteers walk bins around lunchroom to collect plate waste to ensure it is disposed of properly.	Medium	High
25		3	**Misuse**	Students and staff use incorrect bins to dispose of plate waste.	Audit bins used for composting program to ensure compliance and adjust system accordingly.	Medium	High
26		3	**Workload**	Composting program creates additional work for custodial staff.	Conduct training sessions with custodial staff and provide necessary resources to manage the composting program effectively.	Medium	Medium
27		3	**Ineffective incentives**	Students not interested in participation incentives.	Offer incentives that students are interested in. Pizza, coffee, early release from school	Medium	Medium
28		3	**Short-term focus**	Competition does not encourage long-term behavioral change.	Design the trash reduction competition to promote ongoing awareness and long-term integration into K-12 curriculum and daily habits.	Low	Medium
29		3	**Data integrity**	Insufficient resources or capacity to ensure fair and accurate waste measurements from student teams.	Use clear, fair, and easy-to-understand metrics for administrators, teachers, and staff to measure waste reduction for each student team.	Medium	Medium
30		4	**Scheduling conflicts**	Longer lunch periods interfere with instructional time or other school activities.	Revise school schedule to balance longer lunch periods with school start/end time and instructional time.	Medium	Medium
31		4	**Supervision challenges**	Longer lunch periods require additional staff or volunteers for supervision.	Allocate staff responsibilities to manage extended lunch periods without overburdening them. Create a rotating lunchroom supervision schedule for teachers and staff.	Medium	High
32		4	**Health and safety concerns**	Shared food increases food safety and allergy risks.	Establish and enforce strict health and safety protocols for share tables. Cold storage, no packaged-at-home foods Implement signage to easily understand what can be returned to share tables. Provide training to students and staff regarding what can be collected and distributed through share tables.	Medium	Medium
33		4	**Waste mismanagement**	Share tables become another source of food waste.	Assign students, staff, or volunteers to oversee share tables to ensure only accepted items are collected.	Medium	High
34		4	**System misunderstanding**	Students and staff do not understand how Offer vs. Serve works, causing confusion and creating more waste.	Provide education and training to students and staff regarding how share tables and Offer vs. Serve works.	Medium	High
35		4	**Imbalanced nutrition**	Students return items they must take to comply with school meal programs, resulting in unbalanced diets.	Prepare a variety of healthy options for each meal that are appealing to students.	Medium	High
36		4	**Inefficiency and delays**	Releasing by table delays lunchroom clearing, preventing students and staff from returning to classrooms on time.	Develop procedures for how to release students by table during mealtimes that ensure adequate time to get from the lunchroom to each classroom.	Medium	Low
37		4	**Fairness issues**	Students find releasing by table unfair.	Develop a rotating schedule for how the lunchroom will be released by table, ensuring that no one table is always first/last to be released.	Low	Low
38		5	**Food safety**	Recovered food increases food safety and allergy risks.	Establish food safety protocols that require all excess food to be stored and reheated according to food safety guidelines.	Medium	Medium
39		5	**Stigma**	Students feel stigmatized for eating "leftover" food.	Utilize positive messaging to promote consumption of leftover food before preparing new food, emphasizing the importance of food waste reduction and community sharing.	Medium	Medium
40		5	**Perceived quality**	Students, staff, and parents perceive leftover food as lower quality.	Ensure leftover meals are prepared and presented with the highest quality possible. Organize cooking demonstrations that educate students, staff, and parents on how to creatively utilize leftovers.	Medium	Medium

1	Label	Initiative	Title	Description	Mitigation(s)	Likelihood	Impact
40		5	**Perceived quality**	Students, staff, and parents perceive leftover food as lower quality.	Ensure leftover meals are prepared and presented with the highest quality possible. Organize cooking demonstrations that educate students, staff, and parents on how to creatively utilize leftovers.	Medium	Medium
41		5	**Menu variety**	Repeated meals decrease interest in school meals.	Provide opportunities to increase visibility for how to use leftovers creatively to prepare new meals.	Medium	Medium
42		5	**Logistical challenges**	Packaging and distributing leftover food to students is complex, requiring multiple 3rd parties.	Develop a streamlined system for packaging and discreetly distributing excess food (backpack programs).	Medium	High
43		5	**Legal challenges**	Packaging and distributing food directly to students is not protected by food donation laws.	Work with Michigan DoE, EGLE, and USDA to identify strategies to effectively and safely distribute food directly to students without unnecessary 3rd party involvement.	Low	Medium
44		5	**Privacy concerns**	Identifying and targeting in-need students raises privacy and stigmatization concerns.	Work with counselors and social workers and utilize school meals program paperwork to discreetly identify food insecure students.	Low	Low
45		5	**Maintenance and stocking**	Keeping little pantries well-maintained and stocked causes resources constraints.	Assign students, staff, and volunteers to regularly check and maintain little pantries. Encourage the use of little pantries as volunteer opportunities for students.	Medium	High
46		5	**Community participation**	Community involvement and utilization of little pantries is insufficient to maintain them.	Promote little pantries through community events and collaborations to encourage their use and support. MFNW's Annual Community Feast Flyers (around the community and sent home with students)	Medium	Medium
47		6	**Teachers overburdened**	Extra work is required for teachers to create lesson plans for food & climate education.	education into the K-12 curriculum. Utilize existing lesson plans from Massachusetts' Green Team.	Medium	Medium
48		6	**Resource constraints**	Teachers do not have enough time or resources to teach students about food waste and climate change effectively.	Utilize existing lesson plans from the World Wildlife Fund. Utilize STEM Teaching Tools' lesson plans created by the Institute of Science		
49		6	**Data complexity**	Data collected during audits is too complex to integrate into lesson plans.	Utilize existing lesson plans created to supplement food waste audits and integrate findings into the classroom.	Medium	Medium
50		6	**Student engagement**	Students don't engage with material.	Utilize experiential learning opportunities to create lessons that are interactive, engaging, and relatable.	Medium	High
51		6	**Curriculum integration**	Teachers cannot find opportunities to integrate food waste and climate change lessons into curriculum.	Align lesson plans with existing subjects and test standards to ensure seamless integration and alignment with existing standards.	High	High
52		7	**Safety concerns**	Increased risk of injury if students utilize sharp tools without supervision.	Establish a safety protocol for students to utilize fruit slicers. Utilize under the supervision of staff (particularly younger students) Implement safety mechanisms to ensure safety during use	Medium	High
53		7	**Hygiene and sanitation**	Multiple people utilizing tools without an established cleaning schedule increases contamination risks and spread of diseases/illnesses.	Implement a strict cleaning and maintenance protocol to reduce contamination risks.	Medium	High
54		7	**Equipment misuse or damage**	Frequent equipment utilization increases risks of misuse or damage, requiring higher maintenance costs.	Provide training and clear instructions for how to use fruit slicers correctly and safely.	Medium	Medium
55		7	**Condiment overuse or waste**	Students use more condiments than needed, creating excess waste.	Use dispensers that limit the amount dispensed at a time to reduce waste.	Low	Medium
56		7	**Cross-contamination**	Open containers increase contamination risks.	Label all condiments and spices clearly, to avoid cross-contamination. Do not include options with known allergies to avoid potential exposure. Use dispensers instead of jars or vessels requiring spoons for proper serving.	Medium	Medium
57		7	**Mess and maintenance**	Frequent utilization creates a mess and shortages, requiring additional resources to maintain and keep options full.	Assign students, staff, and volunteers to maintain, clean, and restock the condiment & spice bar regularly.	Medium	Low

RESOURCE LIST

The resources needed to implement the recommendations outlined in this development plan include:

i. Time
ii. Space
iii. Lesson plans
iv. Fruit slicers
v. Materials to implement a comprehensive compost and recycling program
    a. Tables
    b. Bins
    c. Buckets
    d. Colander
    e. Lids
    f. Bags
    g. Gloves
    h. Aprons
    i. Signage
vi. Materials to implement an onsite food donation program
    a. Wood
    b. Plexiglass
    c. Screws
vii. Materials to implement a condiment and spice bar
    a. Table or cart
    b. Bulk dispensers
    c. Cups
    d. Spices
    e. Condiments
viii. Materials to implement onsite composting (*if applicable*)
    a. Composter
    b. Materials to build a compost pile
        i. Wood
        ii. Screws
        iii. Chicken wire
        iv. Shovels
        v. Gloves

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APPENDIX F:

Methods

Appendix F: Methods

The Team

Make Food Not Waste (MFNW) worked with various departments and stakeholders in each community that was included in this planning cohort.

In Farmington Hills, the main point of contact was within the Department of Public Services. The Department of Public Works and the City Manager also provided input and feedback on the Blueprint.

Many of the local and national experts convened as part of the pilot food waste elimination Blueprint planning in Southfield supported the development of this Blueprint on an as-needed basis. Input from these experts in food waste prevention and communication, schools, food rescue, and organics recycling were specifically used to tailor the strategies to overcome challenges and be successful in Farmington Hills. The project was managed by Giffels Webster, a consultant hired by MFNW.

Meetings

The commitment shared with all communities when asked to participate in the *Every Bit Counts* initiative was participation in three meetings. The first meeting was held October 31, 2024, at the Livonia Department of Public Works building. This meeting convened all five communities participating in this cohort of the planning effort and served as a kick-off to explain the project, share findings about food waste in each community, and discuss opportunities for collaboration.

The second meeting was held between January and March 2025 with each community. Representatives from multiple departments and stakeholder groups were present and a menu of strategies was discussed to discuss potential barriers and resources and determine feasibility and palatability of each strategy. The information collected during this workshop and additional follow up information was used to draft the Blueprint.

The third meeting was held on July 1, 2025, at Westland City Hall. This meeting reconvened representatives from all five communities in this planning cohort as well as from the City of Southfield, the pilot community. The focus of this meeting was discussing opportunities for collaboration and economies of scale between all of the participating communities. Representatives also learned about the upcoming Materials Management Plans (MMPs), what the changes in those plans would mean for their communities, and how the food waste plans support what will be asked of each municipality once the MMPs are adopted.

Outreach

Surveys to capture resident and food-based business owner knowledge, attitudes, and practices related to food and food waste were developed by MFNW, Giffels Webster, and researchers at Eastern Michigan University. Promotional materials for social media, newsletters, and printing were created and shared with the point person for sharing to the appropriate people for distribution. Arabic and English versions of the materials were available.

The city promoted the survey via the city newsletter, website, e-mail, and social media for three weeks and also received some press and news segments on local news channels. The survey was open for two weeks. During that time, 783 residents completed the survey. The findings from the survey are summarized in Appendix E.

Drafts

Following the second meeting and additional feedback gathering, the narrative of strategies and implementation timeline for each community were drafted. The draft was sent to the point person to distribute for review and feedback. Feedback was incorporated into the final draft and timeline and the narrative was used to create a budget for implementation in each community. Final drafts were provided to the point person in each community in July with an itemized list of all changes made from the original document. These drafts were reviewed for any final revisions.

Calculating Food Waste by Sector

A calculator for estimating food waste developed by the Natural Resources Defense Council was used to estimate the baseline amount of food wasted in each community by sector, as well as the potential for rescue and upcycling. The following provides more detail about the methods used to gather and input the data required for the calculator.

A search for specific NAICS codes in ESRI Business Analyst were used to identify sites such as grocery stores, markets, convenience stores, restaurants, hospitality sites, and food manufacturers, processors, and wholesalers where food waste may occur in each community. Schools and related data like enrollment numbers were found mainly via publicschoolreview.com and privateschoolreview.com. A Google Search was also conducted to cover all bases and find any missing information. When ESRI Business Analyst's query did not find any hospitality sites, hospitality sites were identified via Google. Senior facilities were found using matchnursinghomes.org. The information from these sources was tabulated, and additional online searches and phone calls to sites were conducted to find any necessary missing information. All entries were cross referenced with Google searches, and businesses that closed or moved out of the community were removed from the list. Additional healthcare facilities like hospitals were found via Google searches. Event and recreation facilities were found through Google searches and correctional facilities were found through prisonpro.com/correctional-facilities-by-state, a source provided by the NRDC, and Google searches.

Once the project team had exhausted these ways to complete and clean the data set, the information was sent to the subject community for review, corrections, and gathering some of the missing values. The following describes how the missing information was estimated to complete the data inputs for the food waste calculator, and any deviations from what was provided by the community:

- Schools - publicschoolreview.com and privateschoolreview.com were used to obtain school enrollment for K-12 schools. Enrollment numbers for colleges and universities were obtained from a variety of sources, including specific school websites and third-party sites.
- Hospitality – All communities, except Westland, had some hospitality sites. We were unable to get employee numbers for most sites so we used 10 FTEs for all sites for which we could not find this data, as that was representative of the number of employees at other hospitality sites among the four communities.
- Healthcare – Over 75% of all healthcare facilities in Farmington Hills and Livonia provided the number of beds, and approximately 50% of the facilities in the other three communities also made that information available. For those sites that we did not have bed data for, the number of beds was estimated via benchmarking facilities with known bed counts and used their footprints, floors, windows, and doors to estimate this value.
- Grocery and Markets – Revenue was missing from only four grocery/market sites among all five communities. All sites had information regarding the number of employees. The four missing values for revenue were estimated by calculating the average revenue of sites with the same employee count as the site with missing revenue. Large grocery sites such as Target and Costco were identified through a Google search as they were not included in the NAICS codes and locations were added to the list of food-based businesses, but not included in the calculator as this was outside the instructions for using the calculator.
- Convenience stores - Revenue was missing from only four convenience store sites among all five communities. This information was completed using the method that was used for grocery and markets.
- Restaurants – While the data required for the calculator (number of full-time equivalent employees and revenue) were available for most restaurants, it was not provided for all restaurants. Those were taken on a case-by-case basis. For example, one Starbucks in a community did not have the data, but the other four Starbucks sites did. The number of employees and revenue was averaged for the four sites with this information and that value was used to fill in the missing information. For restaurants that are not chains, a restaurant of a similar size, style (sit down, take out, etc.), and type of food (when possible) from the same community that had the required information was used as a benchmark for the missing values.
- Catering – No adjustments were made to this data category beyond the information provided via the NAICS code search in ESRI Business Analyst.
- Food Wholesalers and Distributors – No adjustments were made to this data category beyond the information provided via the NAICS code search in ESRI Business Analyst with the exception of estimating the revenue for Sysco Detroit, located in Canton. This site had 625 employees, and no other sites among the five communities had a wholesaler with that many employees. Dearborn's Shatila Food Products was the closest with 60 employees. The number of employees and revenue was extrapolated from Shatila to estimate revenue of Sysco Detroit in Canton.

- Food Manufacturing and Processing - There were three food manufacturing and processing sites in Farmington Hills that had missing data. These were all sites that create to-go food within grocery stores. The calculator required only information about revenue, and the information from the NAICS codes provided employee count and revenue. Therefore, the employee count was used as a proxy for size of operation and output, and the average revenue of those sites with the same employee count as the subject business were averaged to estimate the missing revenues.
- Event and Recreation Facilities – If the website for the site did not provide the required number of seats or number of annual visitors for the calculator, the project team called the location or provided and estimate based on the site's size.
- Correctional Facilities – No adjustments were made to this category beyond the information provided via prisonpro.com/correctional-facilities-by-state and Google searches.

Strategies Explored, but Not Suitable for Farmington Hills

There are several food waste prevention, reduction, and elimination strategies that are feasible and effective in other communities, but were determined to not be an appropriate fit for Farmington Hills. These are described below.

Advanced upcycling

There are numerous advanced upcycling technologies and specialized equipment manufactures that can process large quantities (millions of pounds annually) of underutilized food and organic material to make it suitable for human consumption. Many of these systems employ dehydration technologies that evaporate water by applying direct or indirect thermal energy typically with infrared, heat pump or gas-fired devices. Others employ microwaves or proprietary methods (e.g. cavitation or latent process energy) to densify, sanitize and render the organics shelf stable--and ultimately edible.

Even though these technologies could provide substantial food waste diversions and environmental benefits that surpass aerobic and anaerobic digestion, they were omitted from further evaluation given the fact that Farmington Hills does not have sufficiently large food or beverage producers to make this economically viable. Furthermore, residential food waste cannot be sourced readily as an input given the potential for contamination. Many of these advanced upcycling systems require consistent and predictable feedstocks and substantial capital expenditures at the outset to operate at necessary economies of scale. Although these technologies are not included in our initial recommendations, there could be situations in the future where further evaluation is warranted.

Require large food waste generators to report and divert food scraps

More and more municipalities and states are requiring large food waste generators to report their waste and diversion volumes. While reporting requirements vary from program to program, they all support the idea that simply measuring these amounts helps change behavior and reduce food waste.

Legislation on this topic is currently being discussed at the state level. It was determined that the state would be best equipped to handle this instead of the city, and that businesses within the city would most benefit from using the tracking and prevention strategies discussed in the Food-Based Businesses section that may result in similar outcomes to required reporting and diversion.

Include waste collection service as a line item on property tax bill

Currently, property tax bills are issued without the services provided being itemized so residents do not know how much they are spending on each service. National best practices suggest that this could disincentivize waste reduction as it makes waste collection appear and feel to be free when it is really a service that is paid for. However, listing the cost as a specific line item could encourage people to throw away more in order to get their monies' worth for the service that they are required to pay. Therefore, we decided not to include this strategy in the Blueprint. Providing that information could encourage households to reduce their waste, even if it is not directly tied to a cost savings.

Implement an organics waste ban

The state ban on yard waste in landfills has been effective and shows a possible strategy to also divert food waste from landfills. However, it was felt that this top-down approach would create more contention and division than other strategies that may reach the same outcome of full diversion of food from landfills.

Site a new compost facility in Farmington Hills

Siting a new compost facility within the city was discussed as a way to reduce emissions associated with hauling food scraps and to alleviate pressure on existing sites that can accept yard waste and food scraps. However, a compost facility was not deemed feasible within the city due to the relatively few parcels of land large enough to accommodate this use.

Permit soup kitchens in more districts to process surplus food

Finding ways to increase upcycling of excess food in the city was discussed, including following the model of MFNW's Upcycling Kitchens, both located in Detroit. Farmington Hills has one kitchen located within the Costick Community Center. This kitchen prepares meals for those who are 60+ to eat on site or delivered to homebound seniors who cannot make food themselves through their "Meals on Wheels" program. If there was more funding the city could see the possibility of permitting soup kitchens in more districts. The city also uses Community Development Block Grant (CDBG) funds to support organizations outside the city that support residents in this way. Surplus food preservation and processing techniques could be included in future funding collaborations with these sites.

Create a workforce development program in circular waste management

A dearth of knowledgeable, trained workers in the area of circular waste management, particularly for organics, has been recognized through this planning process. If all food waste is to be diverted from landfills, Southeast Michigan will need many more compost facilities and staff that can operate them. The City of Farmington Hills felt that this is something that could be considered at a later time, but felt that it would mostly be in the purview of the local schools to create a workforce pipeline and training pathway for these jobs.

Pay As You Throw trash collection fees

Pay As You Throw (PAYT) is a method of collecting fees for trash pickup that has been used in other communities to incentivize diversion from landfill to recycling and composting. Tags are purchased to pay for bags of trash that are collected at curbside, so the more one throws away, the more tags are needed. This was not seen as a viable option in Farmington Hills due to the likelihood that the financial incentive to divert waste from landfill would result in high recycling and food scrap contamination rates and therefore not pursued.

Unbundle waste collection service fees and reduce fees for those who compost

Currently city property taxes are itemized to show the cost of waste collection versus recycling or other services. Since the cost of waste collection and food scrap pickup could be shown separately and a discount could be provided to those who participate in the food scrap collection program. However, it was determined that this would be difficult to manage and confirm participation, and reduced fees would be unlikely. Therefore, this was not further explored in the plan.

Increase frequency of food scrap collection and decrease frequency of landfill collection

As food scraps go from the trash bin to the compost bin, the amount of trash disposed of will greatly decrease, as will the likelihood of odors and other nuisances associated with food. If all food scraps are diverted, trash bound for the landfill could be picked up less frequently than it currently is. Adjusting the pickup schedule where food scraps are picked up weekly and trash less frequently could incentivize diversion. However, it could also lead to greater rates of contamination as people throw non-organic matter into the organics collection bin just to have it removed and incite payment issues. Due to these concerns, this idea was not further explored, but may be in the future if the food scrap collection participation rate is high and weekly trash collection is no longer needed.

Bulk purchase compostable serviceware for restaurants and events

Contamination is a large issue associated with addressing food waste, and much thought has been put into this plan to identify ways to reduce contamination in all situations. Providing support to prevent contamination, such as bulk purchasing of napkins, plates, silverware, and other dishes used by patrons at restaurants where they bus their own table was discussed.

However, given that the scope of this plan is really focused on just food waste and other compostable material, this idea was not included in the plan although it may be something to consider if contamination at restaurants and events becomes an issue.

Partner with an anaerobic digestion facility

Currently, the closest anaerobic digestion facility is in Flint, Michigan. Given the distance and the associated greenhouse gases required for transport of food scraps and its position on the EPA Wasted Food Scale compared to composting, this plan does not recommend the use of anaerobic digestion for food scraps from Farmington Hills.

APPENDIX G:

Project Implementation Team

Appendix G: Project Implementation Team

Project Management and Staff

A coordinated team dedicated to plan implementation is needed to facilitate the roll out of the various interventions throughout the city to reach the food waste elimination goal. MFNW is qualified and ready to serve as the organizing body of the implementation of this plan, but other organizations may also enter the space and be able to fill this role. Positions will be posted once funding has been identified for each, and recruitment and screening of candidates will begin immediately. Positions specific to each sector will facilitate implementation, coordinating and collaborating with partners who have expertise in the sector and/or the strategy being employed. Following that structure, the following positions and partners have been identified.

Coordinating and Management Staff

The following team members all aspects of implementation

- Project Manager - This person would oversee the Every Bit Counts initiative in its entirety. This person would also support implementation of the overarching government and policy changes needed to address food waste. Reporting would also be a task for someone in this role. Strong project and people management skills are needed for this position.
- Commercial Food Waste Elimination Coordinator - This person would specialize in implementing food waste elimination strategies for restaurants, grocery stores, restaurants, hotels, convention centers, venues, and other non-residential and non-school sites. Experience in hospitality, food and beverage services, grocery, catering, food rescue, and/or safe food handling is ideal for this position.
- Residential Food Waste Elimination Coordinator - This person would focus on how to address food waste in homes. This person may also assist and work collaboratively with the Schools Food Waste Elimination Coordinator, as the two sectors are closely linked. Experience in communications, community outreach, and/or behavior change would be ideal for this position.
- Schools Food Waste Elimination Coordinator - This person would specialize in eliminating food waste in schools, adapting plans and strategies to meet the needs of each school. This position would benefit from someone with experience working in schools, food service, and/or child nutrition food policy.

Partner experts

- Food rescue organizations - Food rescue organizations such as Metro Food Rescue, Forgotten Harvest, and Food Rescue US Detroit are currently operating in Southfield and surrounding areas. They work to divert excess food from grocery stores, hotels, restaurants, and catered events to distribution sites such as food pantries and other resource hubs. Their contact information will be provided to commercial food businesses and to City of Farmington Hills leadership and staff as a resource for food donations and distribution to people facing food insecurity.
- Creative design and communications - The overarching and targeted sub-communication campaigns are key components of this plan as they give identity to the initiative, motivate and inform stakeholders, and support the other strategies. Modish has been working on MFNW's communications for this campaign thus far, and will likely continue that work.
- Backyard composting - The Suburban Rat Hater Guide to Composting teaches individuals how to compost effectively in backyards, covering the use of different styles and materials. If backyard composting becomes more common and/or problematic in the City in the future, this is a good resource.
- Community composting and demonstration sites - There are some opportunities to begin community composting as well as demonstration sites in Farmington Hills. Several organizations in the region have experience setting up these sites and helping maintain and manage them, and could be employed to do this in Farmington Hills.
- Single-family food scrap collection, curbside and community drop-off sites - There are several local food scrap haulers that could work with the City and MFNW team to develop a contract for Citywide curbside single-family food scrap collection and collection from community drop-off sites, and work with schools for their food scrap diversion program. Priority Waste, the City's current waste hauler, has confirmed that it could also provide curbside food scrap pick up in carts for single-family residences similar to regular trash pick up. Midtown Composting already serves the area, with local residents subscribing to their services.
- Commercial and multi-family composting - My Green Michigan is a food scrap hauler that currently serves businesses in southeast Michigan, including Farmington Hills. They are willing and able to expand their operations to meet the food scrap diversion needs of all commercial, office, and institutional sites in the City.
- Evaluation - The implementation of all of these strategies calls for robust evaluation and monitoring, both to make adjustments in real time based on learnings but also to share outcomes and findings from the overall project for use in other communities. MFNW currently has a partnership with a team of researchers at Eastern Michigan University who are experts in food and program evaluation who are able to manage the evaluation portion of this initiative.

Community Leads and Supports

Farmington Hills Community Leads and Supports

- City of Farmington Hills - Farmington Hill's Planning & Building Department will publicly support plan implementation by community partners and service providers, assisting with connections to other city departments, providing guidance on how to roll out the strategies, and other facilitative tasks. They will collaborate with the City Council to create the policy pieces such as those about use of compost in city projects and special events. City administrators and City Council will take the lead on negotiating contracts with a citywide food scrap hauler for single-family residences. The Communications and Community Engagement Departments will assist with promoting the initiative and sharing practical information about food waste management strategies through their usual channels and networks. Economic Development staff will work with the Chamber of Commerce and through their usual channels to share information about technical assistance and other opportunities for business owners to learn how to better manage their food waste. Staff from the Public Service Department will assist with implementation of community food scrap drop off sites and food scrap pickup at single-family residences while the Parks and Recreation staff will assist with food scrap diversion in parks and other community spaces. In general, staff from all the departments listed will work closely with the MFNW team to ensure smooth implementation of the various strategies that their department can support.
- Greater Farmington Area Chamber of Commerce - The Chamber of Commerce share information and opportunities with business owners to gain technical assistance and resources to manage food waste at their site.

Community Groups and Resource Hubs

The following tables provide a list of resources that may be used for engagement, surplus food distribution, or other resources throughout implementation of this plan.

TABLE 32. **Community Groups**

Group Namae	Description	Location	Email	Phone Number
Commission on Community Health	The Commission's purpose is to achieve a community-wide collaboration and partnership of organizations and individuals to work together to identify and develop new and innovative programs, utilize existing programs, and locate and capture funding to assist in building a healthier community.	Farmington Hills City Hall, located at 31555 W. Eleven Mile Road	Liason Teresa: Tjergovich@fhgov.com	248-871-2400 Liason Teresa: 248-473-1826

Commission on Children, Youth and Families	The Commission on Children, Youth & Families' mission is to encourage a supportive environment where children, youth, and families are happy, healthy, educated, safe, and have the opportunity to reach their full potential.	Community Room, Farmington Hills City Hall, 31555 W. Eleven Mile Rd.	staff liaison Matthew: mgale@fhgov.com	staff liaison Matthew: 248-699-6703
Philip House Mission	By empowering displaced individuals and families with all necessary information, resources, programs and services we position them into the role of self-sufficiency. With help from our donors and volunteers, we promote healthy, stable living.	30800 Northwestern Hwy 221	thephiliphouse@gmail.com othephiliphousemission.org	(248) 532-0023
Economic Development Authority	A public entity encouraging the establishment of businesses beneficial to the community.	Farmington Hills City Hall, located at 31555 W. Eleven Mile Road		(248) 871-2400
Grand River Corridor Improvement Authority	To correct and prevent deterioration in business districts; to encourage historic preservation; to authorize the acquisition and disposal of interests in real and personal property	Jon Grant Community Center, 29260 Grand River Ave, Farmington Hills, MI 48336		(248) 871-2400
Greater Farmington Area Chamber of Commerce	Represents both business communities in Farmington and Farmington Hills.	33805 Grand River Ave, Farmington, MI 48335	info@gfachamber.com	(248) 919-6917
Boys&Girls Clubs of Southeastern Michigan	Provides youth with the economic, cultural and social capital needed to become career, startup and homeowner ready. Also has an after school program	26777 Halsted Rd Ste 100, Farmington Hills, MI 48331		(248) 473-1400

TABLE 33. Community Facilities

Facility Name	Address
Farmington Hills Fire Station 1	35725 W 9 Mile Rd, Farmington, MI 48335
Farmington Community Library - Main	32737 W 12 Mile Rd, Farmington Hills, MI 48334
47th District Court	31605 W 11 Mile Rd, Farmington Hills, MI 48336
Farmington Hills Municipal Building (city hall)	31555 W 11 Mile Rd, Farmington Hills, MI 48336
Farmington Hills Police Dept	31655 W 11 Mile Rd, Farmington Hills, MI 48336
Costick Activities Center	28600 W 11 Mile Rd, Farmington Hills, MI 48336
Farmington Hills Fire Station 4	28711 Drake Rd, Farmington Hills, MI 48331
Farmington Hills Fire Station 2	28225 Middlebelt Rd, Farmington Hills, MI 48334
Farmington Hills Fire Station 5	31455 W 11 Mile Rd, Farmington Hills, MI 48336
Farmington Hills Fire Station 3	29260 Grand River Ave, Farmington Hills, MI 48336
Oakland Community College Public Safety Orchard Ridge	27055 Orchard Lake Rd, Farmington Hills, MI 48334
YMCA Farmington Family	28100 Farmington Rd, Farmington Hills, MI 48334
Heritage Park	24915 Farmington Rd, Farmington Hills, MI 48336
Founders Sports Park	35500 W 8 Mile Rd, Farmington Hills, MI 48335-4900
Harmon Oaks Park	28000 Greening Rd., Farmington Hills, MI 48334
Olde Town Park	28530 Independence St, Farmington Hills, Michigan 48336
Woodland Hills Nature Park	26655 Farmington Rd, Farmington Hills, MI 48334
William Grace Dog Park	29040 Shiawassee Rd, Farmington Hills, MI 48336
Golf Club and Driving Range	37777 11 Mile Ct, Farmington Hills, MI 48335-1019
The Hawk Community Center	29995 W 12 Mile Rd, Farmington Hills, MI 48334
Ice Arena	35500 W 8 Mile Rd, Farmington Hills, MI 48335
Jon Grant Community Center	29260 Grand River Ave, Farmington Hills, MI 48336-5614
Longacre House	24705 Farmington Rd, Farmington Hills, MI 48336
Memorial Park	29401-, 29535 W Eleven Mile Rd, Farmington Hills, MI 48366
The Nature Center	24915 Farmington Rd, Farmington Hills, MI 48336-17ND
Pioneer Park	29885 Farmington Rd. Farmington Hills, 48334
Riley Archer Range	24915 Farmington Rd, Farmington Hills, MI 48336-17ND
Riley Skate Park	35500 W 8 Mile Rd, Farmington, MI 48335
Woodland Hills Park	26655 Farmington Rd, Farmington Hills, MI 48334
Bond Field	31500 W 13 Mile Rd, Farmington Hills, MI 48334-2122
Social Security Office	27650 Farmington Rd, Farmington Hills, MI 48334
Beaumont Hosp. Farmington Hills/ Corewell Health Farmington Hills Hospital Emergency	28050 Grand River Ave, Farmington Hills, MI 48336
After school youth program @ HAWK community center	29995 W 12 Mile Rd, Farmington Hills, MI 48334
The Angel House	33228 W 12 Mile Rd, Farmington Hills, MI 48334
Judson Center-Farmington Hills	30301 Northwestern Hwy Ste 100, Farmington Hills, MI 48334

Facility Name	Address
Trinity Health IHA Medical Group, Pediatrics	28300 Orchard Lake Rd Ste 103, Farmington Hills, MI 48334 · 23 mi
Bloomfield Medical Center	23900 Orchard Lake Rd Ste 150, Farmington Hills, MI 48336
Postal Annex	23231 Industrial Park Dr Ste B, Farmington Hills, MI 48335

TABLE 34. **Places of Worship**

Name	Address	Phone Number
Chinese Bible Church	28111 W 10 Mile Rd, Farmington Hills, MI 48336	(248) 473-2050
Faith Bible Church	23414 Orchard Lake Rd, Farmington Hills, MI 48336	(248) 426-0096
Faith Covenant Church	35415 W 14 Mile Rd, Farmington Hills, MI 48331	(248) 661-9191
Farmington Hills Church of Christ	36500 W 11 Mile Rd, Farmington Hills, MI 48335-1102	(248) 477-5033
Farmington Hills Church Of God	25717 Power Rd, Farmington Hills, MI 48336	(248) 477-9144
Forest Park Baptist Church	26805 Farmington Rd, Farmington Hills, MI 48334	(248) 476-0080
Holy Cross Greek Orthodox Church	25225 Middlebelt Rd, Farmington Hills, MI 48336	(248) 477-1677
Hope Lutheran Church	39200 W 12 Mile Rd, Farmington Hills, MI 48331	(248) 553-7170
Monastery Of The Blessed Sacrament	29575 Middlebelt Rd, Farmington Hills, MI 48334	(248) 626-8253
Nardin Park United Methodist	29887 W Eleven Mile Rd, Farmington Hills, MI 48336	(248) 476-8860
North Congregational Church	36520 W 12 Mile Rd, Farmington Hills, MI 48331-3169	(248) 848-1750
Oakland Hills Community Church	37150 W 8 Mile Rd, Farmington Hills, MI 48335-4834	(248) 478-5001
Old Apostolic Lutheran Church	34100 W 8 Mile Rd, Farmington Hills, MI 48335	(248) 478-2420
Orchard United Methodist Church	30450 Farmington Rd, Farmington Hills, MI 48334	(248) 626-3620
Prince of Peace Lutheran Church	28000 New Market Rd, Farmington Hills, MI 48334	(248) 553-3380
Salvation Army Farmington Hills Corps	27500 Shiawassee Rd, Farmington Hills, MI 48336	(248) 477-1153
St Clare of Assisi Parish	29200 W 10 Mile Rd, Farmington Hills, Mi 48336	(248) 477-9870
St. Fabian Catholic Church	32200 W 12 Mile Rd, Farmington Hills, MI 48334	(248) 553-4610
St John Lutheran Church	23225 Gill Rd, Farmington Hills, MI 48335	(248) 474-0584

Name	Address	Phone Number
Trinity in the Woods Episcopal Church	26880 La Muera St, Farmington Hills, MI 48334	(248) 474-2860
Life Renewal Church	28312 Grand River Ave, Farmington Hills, MI 48336	(248) 987-8295
Testimony Christian Center Church (TC3)	32920 W 13 Mile Rd, Farmington Hills, MI 48334	(248) 327-6495
The Promised Land Word Ministry	23233 Drake Rd, Farmington Hills, MI 48335	(248) 962-3666
Christ The King Church	23765 W Newell Circle, Farmington Hills, MI 48336	(401) 783-7459
First Presbyterian Church of Farmington	26165 Farmington Rd, Farmington Hills, MI 48334	(248) 474-6170
Farmington Hills Seventh-Day Adventist Church	29831 W 10 Mile Rd, Farmington Hills, MI 48336	(248) 476-6029
Harvest International Ministries	23233 Drake Rd, Farmington Hills, Mi 48335	(248) 478-1511
Saint George Of Kratovo Macedonian Orthodox Church	29141 W 12 Mile Rd, Farmington Hills, MI 48334-4107	(248) 477-4612
St. Thomas Orthodox Church	29150 W 10 Mile Rd, Farmington Hills, MI 48336	(248) 471-1059
Old Apostolic Lutheran Church of Farmington Hills	34100 W 8 Mile Rd, Farmington Hills, MI 48335	(248) 478-2420
Saint Toma Syriac Catholic Church	25600 Drake Rd, Farmington Hills, MI 48335	(248) 536-2176
Adat Shalom Synagogue	29901 Middlebelt Rd, Farmington Hills, MI 48334	(248) 851-5100
Muslim Community Mosque: Home of the Islamic Cultural Association	35700 W 12 Mile Rd, Farmington Hills, MI 48331-3149	(248) 488-5600
Tawheed Center	29707 W 10 Mile Rd, Farmington Hills, MI 48336	(248) 426-7360
Dawoodi Bohra Al Masjid Al Burhani Anjuman-E-Najmi, Detroit	20959 Orchard Lake Rd, Farmington Hills, MI 48336-5226	detroit@thedawoodibohras.com
Al Fal h Institute	38325 W 14 mile Rd, Farmington Hills, MI 48331	(804) 274-0645
Sri Baktha Hanuman Temple	30687 Grand River Ave, Farmington Hills, MI 48336	(248) 516-5533
ISKCON Farmington Hills	36600 Grand River Ave, Farmington Hills, MI 48335	(866) 987-1799
Michigan Zhong Shu Temple (aka I-Kuan Tao Foundation of America)	23845 Middlebelt Rd, Farmington Hills, MI 48336	(248) 579-4791
Jain Society of Greater Detroit	29278 W 12 Mile Rd, Farmington Hills, MI 48334-4108	(248) 851-5246
Congregation for Humanistic Judaism of Metro Detroit	28611 W 12 Mile Rd, Farmington Hills, MI 48334	(248) 477-1410
Good Shephard Primitive Baptist Church	20909 Whitlock St, Farmington Hills, MI 48336-5173	(419) 422-5495

TABLE 35. **Pantries**

Name	Address	Hours	Email	Phone Number
C.A.R.E.S. of Farmington Hills	27835 Shiawassee Road Farmington Hills, MI 48336	9:30am-3:00pm T,W,R	info@caresfh.org	(248) 474-8231
Neighborhood House	31455 W 11 Mile Rd Farmington Hills, MI 48336	Provides food to families in need	_	(248) 871-2848
Farmington Area Goodfellows	31455 W. Eleven Mile Road Farmington Hills, MI 48336	Open Thanksgiving to Christmas	info@goodfellows.info	(248) 986-1111
Senior Center's Meals on Wheels	28600 W 11 Mile Rd, Farmington Hills, MI 48336-1509	Food delivery for those 60+ homebound/ unable to make food themselves	_	(248) 473-1800
Hope Lutheran Church	39200 W 12 Mile Rd, Farmington Hills, MI 48331	24/7 self-serve shelf	office@hopeon12.com	(248) 553-7170
Salvation Army Farmington Hills Corps	27500 Shiawassee Rd, Farmington Hills, MI 48336	"Wednesday 10:30am-11:30am Community lunch Thurs 12pm-1pm"	_	(248) 477-1153
Testimony Christian Center Church (TC3)	32920 W 13 Mile Rd, Farmington Hills, MI 48334	Appointment only	testimonychristian centerchurch@gmail.com	(248) 254-3381

TABLE 36. K-12 Schools

School	Address	Type	Number of Students	Grades	Phone Number
Beechview Elementary School	26850 Westmeath Ct Farmington, MI 48334	Public	364	k-5	(248) 489-3655
East Middle School	25000 Middlebelt Rd Farmington, MI 48336	Public	522	6th-8	(248) 489-3601
Farmington Central High School	30175 Highmeadow Rd Farmington, MI 48334	Public	153	8th-12	(248) 489-3827
Farmington STEAM Academy	32800 W 12 Mile Rd Farmington, MI 48334	Public	707	K-8	(248) 785-2070
Forest Elementary School	34545 Old Timber Rd Farmington, MI 48331	Public	397	k-5	(248) 785-2068
Hillside Elementary School	36801 W 11 Mile Rd Farmington, MI 48335	Public	629	k-5	(248) 489-3773
Kenbrook Elementary School	32130 Bonnet Hill Rd Farmington, MI 48334	Public	392	k-5	(248) 489-3711
J.A. Lanigan Elementary School	23800 Tuck Rd Farmington, MI 48336	Public	505	k-5	(248) 489-3722
North Farmington High School	32900 W 13 Mile Rd Farmington, MI 48334	Public	1,268	9th-12	(248) 785-2005
Power Middle School	34740 Rhonswood St Farmington, MI 48335	Public	605	6th-8	(248) 489-3622
Visions Unlimited	33000 Freedom Rd Farmington, MI 48336	Public	41	Special education 9-12	(248) 489-3833
Warner Middle School	30303 W 14 Mile Rd Farmington, MI 48334	Public	571	6th-8	(248) 785-2030

School	Address	Type	Number of Students	Grades	Phone Number
Wood Creek Elementary School	28400 Harwich Dr Farmington, MI 48334	Public	401	k-5	(248) 785-2077
Farmington High School	32000 Shiawassee Rd Farmington, MI 48336	Public	1,400	9th-12	(248) 489-3455
Gill Elementary School	21195 Gill Rd Farmington, MI 48335	Public	485	pk-5	(248) 489-3690
Longacre Elementary School	34850 Arundel Dr Farmington, MI 48335	Public	455	k-5	(248) 489-3733
Oakland Early College	Building J, 27055 Orchard Lake Rd, Farmington Hills, MI 48334	Public	158	9th-12	(248) 522-3540
Oakland Flextech High School	23801 Industrial Park Dr Farmington, MI 48335	Public	201	9th-12	(248) 426-8530
Hillel Day School	32200 Middlebelt Rd Farmington, MI 48334	Private	601	pk-8	(248) 851-3220
Mercy High School	29300 W 11 Mile Rd Farmington, MI 48336	Private	520	9th-12	(248) 476-2484
Our Lady Of Sorrows Catholic School	24040 Raphael Rd Farmington, MI 48336	Private	801	pk-8	(248) 476-0977
St. Fabian Catholic School	32200 W 12 Mile Rd Farmington, MI 48334	Private	334	pk-8	(248) 552-2750
Aim High School	29230 W 12 Mile Rd Farmington, MI 48334	Private	89	6th-12 spceial ed	(248) 702-6922
Concordia Lutheran North	20805 Middlebelt Road Farmington, MI 48336	Private	24	k-4	(248) 474-2488

School	Address	Type	Number of Students	Grades	Phone Number
Montessori Academy Of Farmington Hills	31195 W 13 Mile Rd Farmington, MI 48334	Private	99	Montessori pk-2	(248) 626-2850
Country Hills Montessori	24480 Orchard Lake Rd Farmington, MI 48336	Private	119	Montessori pk-3	(248) 477-8020
Red Hill Montessori	29001 W 13 Mile Rd Farmington, MI 48334	Private	91	Montessori pk-5	(248) 851-4166
The Maria Montessori Center	32450 W 13 Mile Rd Farmington, MI 48334	Public	106	montessori pk-6	(248) 851-9695
Alameda Early Childhood Center	32400 Alameda St, Farmington Hills, MI 48336	Public		pk	(248) 489-3808
Childrens Place Montessori	32175 Folsom Rd, Farmington Hills, MI 48336	Private	42	pk-k	(248) 476-9660
Farmington Hills KinderCare	38042 W 12 MILE ROAD, Farmington Hills, MI 48331	Private		ns-pk	(248) 536-2360
Walnut Lake Preschool and Developmental Kindergarten	29375 Halsted Rd, Farmington Hills, MI 48331-2815	Private		pk-k	(248) 553-4656
Farmington Presbyterian Preschool	26165 Farmington Road Farmington, MI 48334	Private	50	ns-pk	(248) 474-9752
Middlebelt Road KinderCare	25005 Middlebelt Rd, Farmington Hills, MI 48336	Private		ns-pk	(248) 477-4040

TABLE 37. Higher Education

School	Address	# of Non-Residential Students	# of Residential Students	Phone Number
Oakland Community College	27055 Orchard Lake Rd, Farmington Hills, MI 48334	2,686	0	(248) 522-3400
Michigan School of Professional Psychology	26811 Orchard Lake Rd, Farmington Hills, MI 48334	181	0	(248) 476-1122

TABLE 38. Daycares

Name	Address	Phone Number
The Learning Experience - Farmington Hills	23500 Orchard Lake Rd, Farmington Hills, MI 48336	(248) 427-0072
Minto's Child Care Center	28190 Farmington Rd, Farmington Hills, MI 48334-3325	(248) 489-3055
Little Tree Huggers Child Care	38620 9 Mile Rd, Farmington Hills, MI 48167	(248) 957-6301
Great Beginnings Day Care Center	35912 W 12 Mile Rd, Farmington Hills, MI 48331	(248) 489-0810
Magic World Childcare Daycare	28675 Aranel St, Farmington Hills, MI 48334-2801	(248) 780-8332
Carole Stallings Daycare	27440 Royal Crescent Dr, Farmington Hills, MI 48336	(248) 442-7609
Little Wonders	22520 Vacri Lane, Farmington Hills, MI 48335-3853	(313) 673-9345
Natalie's Little Friends	24423 Orchard Lake Rd, Farmington Hills, MI 48336	(248) 477-4555
Jtots	26550 Halsted Rd, Farmington Hills, MI 48331-3751	(248) 471-1022
4C Learning Treehouse Child Care	32740 Northwestern Hwy, Farmington Hills, MI 48334	(248) 254-3067
Annie's Daycare	32450 Hearthstone Rd, Farmington Hills, MI 48334	(248) 489-4298

Annual Events

The following events generally occur every year. Many of them have food and therefore have the potential to not only reach ressidents on this issue but also showcase how food can be rescued and diverted from landfills.

Event Name	Approximate Date	Description	Contact Name	Phone Number
Mother Daughter Princess Tea Party	15-Nov	The event will conclude with tea and cookies	Special Services Dept.	248-699-6700
Breakfast with Santa	8-Dec	Santa Claus is coming to town for breakfast	Special Services Dept.	248-699-6700
Cookies with Santa	9,10-Dec	Milk and cookies, decorating their own cookies	Special Services Dept.	248-699-6700
Oh Deer, Santa's Here	11,12-Dec	Hot cocoa and smores kits	Special Services Dept.	248-699-6700
Chili Golf Open	8,10-Feb	Chili, hot dogs, there will be giveaways	Special Services Dept.	248-699-6700
Daddy Daughter Dance	8-Feb	Snacks and refreshments will be provided	Special Services Dept.	248-699-6700
Sweetheart Stroll	14-Feb	Complete the evening with a warm drink and sweet treats	Special Services Dept.	248-699-6700
Maple Suagring in Your Backyard	2,16-Mar	Enjoy a free syrup treat	Special Services Dept.	248-699-6700
Mother Daughter Princess Tea Party	8,9 -Mar	The event will conclude with tea and cookies	Special Services Dept.	248-699-6700
Earth Day Celebration	22-Apr	Food trucks	Special Services Dept.	248-699-6700
FH Heritage Celebration	20-Sep	Smores kits	Special Services Dept.	248-699-6700
Capes & Crowns Family Fun Night	1-Mar	Dinner of hot dogs with mac ‘n cheese will be served	Special Services Dept.	248-699-6700
CROP Hunger Walk	4-May	To support CWS and help families who are struggling with hunger	Furst United Methodist Church	248-474-6573
Easy Ride	June 6 - Sept. 26	Bike ride and community fair to share community resources	Farmington Hills and the Farmington Commission on Community Health	248-871-2400

APPENDIX H:

Glossary & List of Acronyms

Appendix H: Glossary & List of Acronyms

Glossary

Aerobic Digestion
Aerobic digestion is the natural process in which microorganisms break down organic matter in the presence of air (an aerobic environment)

Anaerobic Digestion
Anaerobic digestion is the natural process in which microorganisms break down organic matter in the absence of air (an anaerobic environment). Anaerobic digestion creates usable products such as biogas and digested material. (EPA).

Biosolids
Nutrient-rich organic materials resulting from the treatment of sewage sludge (the name for the solid, semisolid or liquid untreated residue generated during the treatment of domestic sewage in a treatment facility). When treated and processed, sewage sludge becomes biosolids which can be safely recycled and applied as fertilizer to sustainably improve and maintain productive soils and stimulate plant growth.

Conmingled
Refers to a mixture of several recyclable materials in one container.

Compost
The product manufactured through the controlled aerobic, biological decomposition of biodegradable materials. Compost is typically used as a soil amendment, but may also contribute plant nutrients. (USCC).

Compostables
See Organics.

Composting
A controlled, aerobic (oxygen-required) process that converts organic materials into a nutrient-rich, biologically stable soil amendment or mulch through natural decomposition.

Composting, Community
A model of composting that sources organic materials locally, engages the community in the composting process, and uses the compost produced in local soils. For the purposes of this plan, it is anything under 500 cubic yards (when regulations from EGLE become applicable).

Composting, Commercial
A model of composting that sources organic materials potentially from both inside and outside the community it occurs at. For the purposes of this plan, it is a site that handles at least 500 cubic yards of organic material and is subject to regulation via EGLE.

Drop-off Site
A decentralized, publicly accessible location with collection containers serviced by a designated hauler meant for use by individual residents to leave their organic material for recycling.

Excess Food
Food that is donated to feed people. Also known as “Surplus Food.”

Food Desert
A community or neighborhood with limited to no access to affordable and nutritious food (USDA).

Food Loss
Unused product from the agricultural sector, such as unharvested crops, and production up to (and not including) the retail level.

Food Scraps
See Food Waste. This term is typically used to describe food that is composted.

Food Waste
Food that is not ultimately consumed by humans that is discarded or recycled, such as plate waste (i.e., food that has been served but not eaten), spoiled food, or peels and rinds considered inedible. Also known as "Food scraps" but typically used to describe food that is sent to a landfill, a sewer system, or incinerator.

Food Rescue
Proven method of "rescuing" surplus nutritious food and redistributing it to people instead of destroying it. Frequently, food rescues are charitable organizations that pick up or receive donated food across the food supply chain. Food rescue operations may also include distribution to people facing food insecurity.

Organics
The remains, residues or waste products of any organism that are recovered resources from solid waste disposal. Such materials may include, but are not limited to: food residuals; yard debris; and wood, plant or paper products. Also known as Compostables.

Packaging, Compostable
Capable of undergoing aerobic biological decomposition in a compost system, such that the material becomes visually indistinguishable and breaks down into carbon dioxide, water, inorganic compounds, and biomass. (USCC)

Product, Compostable
Any product specifically manufactured to break down in a compost system at the end of its useful life. May be made from plastic, paper, or plant fibers, along with other ingredients that provide necessary form and functionality. (USCC)

Scratch cooking
The practice of preparing food items from raw, whole ingredients rather than using pre-packaged or processed products. This typically involves techniques such as chopping, measuring, and mixing ingredients by hand, rather than relying on pre-made mixes or prepared ingredients.

Surplus Food
See Excess Food.

Upcycling
The processing of food, usually raw components, into another product that increases the longevity of the original.

Vermicomposting
Composting done with worms. The output material is frequently referred to as "worm castings" or "vermicompost."

Wasted Food
An overarching term to describe food that was not used for its intended purpose and is managed in a variety of ways, such as donation to feed people, creation of animal feed, composting, anaerobic digestion, or disposal in landfills or combustion facilities. This can be used to refer to both Excess Food and Food Scraps.

List of Acronyms

ACS
American Community Survey

DDA
Downtown Development Authority

EGLE
Department of Environment, Greats Lakes, and Energy

EPA
Environmental Protection Agency

FEMA
Federal Emergency Management Agency

MFNW
Make Food Not Waste

NRDC
National Resources Defense Council

RRRASOC
Resource Recovery and Recycling Authority of Southwest Oakland County

RRS
Resource Recycling Systems

SEMCOG
Southeast Michigan Council of Governments

USCC
United States Composting Council

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FARMINGTON HILLS Michigan

CENTRAL SERVICES DEPARTMENT

DATE: 09/08/2025

TO: City Council

FROM: Gary Mekjian, City Manager
Michelle Aranowski, Director of Central Services

SUBJECT: Responsible Contracting

A couple of council members have requested that this topic be placed on a study session agenda for City Council discussion.

Tenants of responsible contracting measures are aimed at procuring overall value, not just the lowest bid. It would put in place language that requires contractors to meet a set of pre-defined standards to ensure quality work, fair labor practices, and community benefits. Many of the items included as part of "responsible contracting" are currently included in the City's purchasing policies and boilerplate contract language.

Attached is a similar ordinance from Royal Oak, the only benchmark community to have adopted such an ordinance.

City Administration requests a consensus from City Council if it wishes staff to further evaluate such an ordinance and report back to City Council with recommendations.

Chapter 45

CONTRACTS

ARTICLE I
Responsible Contractors

§ 45-1. Title.
§ 45-2. Purpose.
§ 45-3. Definitions.
§ 45-4. Application.
§ 45-5. Administration.
§ 45-6. Prequalifying screening.
§ 45-7. Bid evaluation criteria.
§ 45-8. Subcontractor compliance.
§ 45-9. Substantially low bid review.
§ 45-10. Enforcement.
§ 45-11. Public input.
§ 45-12. Severability.

[HISTORY:[1] Adopted by the City Commission of the City of Royal Oak as indicated in article histories. Amendments noted where applicable.]

1. **Editor's Note: Former Ch. 45, Contracts, Ethics in, adopted 6-14-1993 by Ord. No. 93-8, as amended, was superseded 9-14-2009 by Ord. No. 2009-11. For current provisions on ethics, see Ch. 66, Ethics.**

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ARTICLE I
Responsible Contractors
[Adopted 11-8-2021 by Ord. No. 2021-10; amended in its entirety 11-28-2022 by Ord. No. 2022-07]

§ 45-1. Title.

This article shall be known as and may be cited as the "Responsible Contractor Ordinance."

§ 45-2. Purpose.

The City of Royal Oak recognizes that there is a need to ensure that all work on public construction and maintenance contracts is performed by responsible, qualified firms that maintain the capacity, expertise, personnel, and other qualifications and resources necessary to successfully perform public contracts in a timely, reliable, and cost-effective manner.

A. To effectuate the purpose of selecting responsible contractors for public contracts and to protect the City of Royal Oak's investments in such contracts, prospective contractors and subcontractors should be required to meet preestablished, clearly defined, minimum standards relating to contractor responsibility, including requirements and criteria concerning technical qualifications, competency, experience, adequacy of resources, including equipment, financial and personnel, and satisfactory records regarding past project performance, safety, law compliance and business integrity.

B. Further, due to the critical impact that skilled construction craft labor has on public works projects, and due to the limited availability of skilled construction craft labor and imminent craft labor skill shortages, it is necessary to encourage contractors and subcontractors to participate in established, formal apprenticeship training programs, for the purpose of both promoting successful project delivery and ensuring future workforce development. The City of Royal Oak also recognizes that it is beneficial to the local community to ensure that firms receiving public contracts provide adequate wages and benefits to their employees and utilize fair business, employment and training practices that have a positive impact on local communities affected by such contracts.

C. Therefore, the City of Royal Oak shall require compliance with the provisions of this article by business entities seeking to provide services to the City of Royal Oak as specified herein. The requirements of this article are intended to supplement, not replace, existing contractor qualification and performance standards or criteria currently required by law, public policy or contracting documents. However, in the event that any of the provisions of this article conflict with any law, public policy or contracting documents of the City of Royal Oak, this article shall prevail.

§ 45-3. Definitions.

As used in this article, the following terms shall have the meanings indicated:

BEST VALUE — A request for proposal procurement method that emphasizes both value and price. "Best value" is a method that is utilized in the evaluation process of the proposals received and reviewed. Best value for construction will be determined based on a 100% distribution looking at construction that includes, but is not limited to, the following: quality of workmanship, quality of materials, references, experience (including experience on past City or public works projects), proposed schedule, safety, time, and cost.

BID — Any application submitted by a bidder in response to an invitation for bid, request for proposal or request for qualifications, or other procurement process.

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BIDDER — Any person or entity that applies for any contract, whether or not the application process is through an invitation for bid, request for proposal, request for qualifications, or other procurement process.

CONSTRUCTION PROJECT — Any contract of more than $250,000 awarded for the construction, alteration, demolition, or repair of any public building or public work of the City of Royal Oak. The labor and material necessary, for the construction, renovation, repair, or improvements to real property, except repair in emergency situations, which requires solicited bids.

CONTRACTOR — Any person, firm, corporation, partnership, association, or any combination thereof, which enters into a contract with any awarding authority of the City of Royal Oak and includes a recipient of City financial assistance and a public lessee or licensee.

RESPONSIBLE BIDDER — A bidder for a construction project that has satisfied the prequalifying criteria designated in the bid and as provided in these guidelines.

SUBCONTRACTOR — Any person not an employee who enters into a contract with a contractor to assist the contractor in performing a contract, including a contractor or subcontractor of a public lessee or licensee or sublessee or sublicensee, to perform or assist in performing services on the leased or licensed premises. The term "subcontractor" does not include vendors or suppliers to City purchasing contractors.

§ 45-4. Application.

A. All contractors and subcontractors of any tier that perform work on any public construction project valued at over $250,000 shall meet the requirements of this article.

B. All firms engaged in contracts covered by this article shall be qualified, responsible contractors or subcontractors that have sufficient capabilities in all respects to successfully perform contracts on which they are engaged, including the necessary experience, equipment, technical skills, and qualifications and organizational, financial and personnel resources. Firms bidding on public contracts shall also be required to have a satisfactory past performance record and a satisfactory record of law compliance, integrity and business ethics as described in this article.

§ 45-5. Administration.

A. The Finance Department must promulgate rules and regulations for implementation of this article. Said rules must be submitted to the City commission for consideration as a component of officially designated policies and procedures within 45 days after the effective date of this article.

B. The Finance Department must develop questionnaires to be used by awarding authorities for determining bidder responsibility and best bid within 45 days after the effective date of this article.

C. The Finance Department must monitor compliance with this article, including investigation of alleged violations.

§ 45-6. Prequalifying screening.

A. The City shall develop a questionnaire that each contractor intending to bid on a construction project contract must submit with its bid to determine if it is a responsible bidder based on the information in parts of Subsections B and C of this section. This questionnaire shall be developed within 30 days after the effective date of this article and must be made available to all contractors interested in bidding on City construction projects via commonly accessible spaces, such as the City website.

(1) The response to the questionnaire must be signed under penalty of perjury. If the City learns any

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contractor submitted false information on the questionnaire, the City may terminate any contract and pursue remedies set forth in § 45-8, Subcontractor compliance. The contractor must be obligated to update its responses to the questionnaire during the term of the contract within 30 calendar days after any change to responses previously provided if such change would affect a contractor's fitness and ability to continue performing the contract. The City may consider failure of the contractor to update the questionnaire with this information as a material breach of the contract and invoke the remedies set forth in § 45-8, Subcontractor compliance.

(2) There must be a period of no fewer than 14 calendar days between the date for receipt of bids and the award of the contract in order to allow full review of questionnaires submitted by bidders. If no bid is required, the prospective contractor must submit a questionnaire no fewer than 14 calendar days' prior to execution of the contract in order to allow full review of the questionnaire. Questionnaires will be public records and information contained therein will be available for public review, except to the extent that such information is exempt from disclosure pursuant to applicable law. The awarding authority must rely on responses to the questionnaire, information from compliance and regulatory agencies, and/or independent investigation to determine bidder responsibility. All questions must be fully answered on the questionnaire. If a contractor fails to provide all of the required information on the prequalifying questionnaire, their bid must not be considered.

(a) If a contractor is deemed as a nonresponsible bidder, their bid must not be considered. Additionally, they must be added to a list of nonresponsible bidders as further explained in Subsection A(5) of this section.

(3) Before being declared a nonresponsible bidder, a bidder must be notified of the proposed determination of nonresponsibility, served with a summary of the information upon which the awarding authority is relying and provided with an opportunity to be heard in accordance with applicable law. At the responsibility hearing, the bidder will be allowed to rebut adverse information and to present evidence that it has the necessary quality, fitness, and capacity to perform the work. The bidder must exercise its right to request a hearing within five calendar days after receipt of such notice. Failure to submit a written request for a hearing within the time frame set forth in this section will be deemed a waiver of the right to such a hearing and the awarding authority may proceed to determine whether or not the award of the contract should be made to another bidder. The determination by an awarding authority that the bidder is nonresponsible must be final and constitute exhaustion of the bidder's administrative remedies.

(4) A list of individuals and entities which have been determined to be nonresponsible bidders by the City must be maintained by the Finance Department. Nonresponsible bidders must not be considered for City contracts for a minimum of six months. After six months from the date the individual or entity has been determined to be nonresponsible, the individual or entity may request removal from the list by the awarding authority. If the individual or entity can satisfy the awarding authority that it has the necessary quality, fitness, and capacity to perform work in accordance with the criteria set forth in § 45-6, Prequalifying screening, its name must be removed from the list. Unless otherwise removed from the list by the awarding authority, names must remain on the list for five years from the date of being declared a nonresponsible bidder.

(5) If, through the prequalifying screening questionnaire, the City determines a contractor to be a responsible bidder and is qualified to bid, that determination may remain valid for a period not to exceed two years. This shall not apply if changes are warranted. The Finance Department shall maintain a list of qualified responsible bidders.

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(6) Contractors must ensure that their subcontractors meet the criteria for responsibility as set forth in the prequalifying criteria of this article.

B. The prequalifying screening questionnaire will identify those criteria which will automatically qualify and disqualify bidders by deeming them either a responsible or a nonresponsible bidder. The City must use the following criteria in the prequalifying screening questionnaire to determine if a contractor is or is not a responsible bidder. If a contractor is deemed a nonresponsible bidder their bid must not be considered. The City may at any time add additional information to the screening questionnaire. The information required on the prequalifying screening questionnaire includes:

(1) General information about the bidder's company, its principals, and its history, including all former business names, and an explanation of any business name changes.

(2) If the submitting firm has ever operated under another name or is controlled by another company or business entity or in the past five years controlled or was controlled by another company or business entity, whether as a parent company, subsidiary or in any other business relation, it must attach a separate statement to its bid packet that explains in detail the nature of any such relationship. Additional information may be required from such an entity if the relationship in question could potentially impact contract performance.

(3) Information regarding the state and local licenses and license numbers held by the bidder.

(4) A confirmation that all employees, subcontractors, and other individuals working on the construction project will maintain current applicable licenses required by law for all licensed occupations and professions.

(5) Documentation of master or journeyperson certification or status for masters and journeypersons to be used on the project, and the source of such certification or status.

(6) Verification that the bidder is in compliance with all applicable state and federal laws and visa requirements regarding the hiring of non-U.S. citizens, and disclosure of any work visas sought or obtained by the bidder, any of the bidder's subcontractors, or any of the bidder's employees or independent contractors, in order to perform any portion of the project.

(7) A list of projects completed within the past five years of comparable size/complexity, including dates, clients, approximate dollar value, and size. Documentation from these previous projects, including, but not limited to, all extra costs relating to the bidder's timeliness, performance, quality of work, extension requests, contractual fines and penalties imposed, liens filed, history of claims for extra work and any contract defaults with an explanation of the reason for the default and how the default was resolved.

(8) The bidder must identify those portions of the project it reasonably believes will be subcontracted and the names of the subcontractors.

(9) Audited financial information current within the past 12 months, such as a balance sheet, statement of operations, and bonding capacity. Evidence that the applicant has financial resources to start up and follow through on the project(s) and to respond to damages in case of default as shown by written verification of bonding capacity equal to or exceeding the amount of the bidder's scope of work on the project. The written verification must be submitted by a licensed surety company rated "B+" (or better) in the current A.M. Best Guide and qualified to do business within the state of Michigan.

(10) A list of all litigation and arbitrations currently pending and within the past five years, including

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an explanation of each (parties, court/forum, legal claims, damages sought, and resolution).

(11) Disclosure of any violations of state, federal or local laws or regulations, including the Occupational Safety Health Administration or the Michigan Occupational Safety Health Administration violations, state or federal prevailing wage laws, wage and hour laws, workers' compensation or unemployment compensation laws, rules, or regulations, issued to or against the bidder within the past five years.

(12) Disclosure of any debarment by any federal, state, or local governmental unit and/or findings of nonresponsibility or noncompliance with respect to any public or private construction project performed by the bidder.

(13) Proof of insurance, including certificates of insurance, confirming existence and amount of coverage for liability, property damage, workers' compensation, and any other insurances required by the proposed contract documents.

(14) A statement regarding the bidder's staffing capabilities and labor sources, including subcontractors, and a verification from the bidder that construction workers will not be misclassified as independent contractors in violation of state or federal law.

(15) Verification of an existing fitness for duty program (drugs and alcohol) of each employee working on the proposed job site.

(16) A warranty statement regarding labor, equipment, and materials.

(17) A statement affirming that the firm will pay all craft employees that it employs on the project the current wage rates and fringe benefits as required under applicable federal or state wage laws.

(18) A statement identifying what possible change orders could be necessary and what their approximate subsequent total costs would be.

(19) A statement from the contractor or subcontractor acknowledging their obligation to comply with this article in each contract and subcontract.

(20) Assurances that the project timeline the contractor submits will be followed and that the project will finish in a timely fashion.

C. The City must use the information collected on the prequalifying screening questionnaire to determine if a bidder is a responsible or a nonresponsible bidder. For the City to deem a contractor nonresponsible, the information on the prequalifying screening must demonstrate at least one of the following:

(1) A determination that the bidder exhibits a pattern of negligence pertaining to safety.

(2) The absence of proper licensure from the state or other certifying bodies.

(3) A gross lack of qualifications or expertise by personnel at the bidding company.

(4) A pattern of poor performance or nonperformance on past contracts.

D. The City's determination of these factors is within its sole discretion. If a contractor's prequalifying screening questionnaire does not demonstrate any of the items in Subsection C of this section, then the information provided in Subsection B will be used to determine if a contractor is a responsible

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bidder and proceed into evaluating the contractor's bid.

§ 45-7. Bid evaluation criteria.

A. Once the City deems a contractor a responsible bidder, having used the process identified in § 45-6, the City must consider the contractor's bid. The City must consider, at minimum, each of the evaluation criteria listed in this section in determining the best bid. The City may require contractors or subcontractors to provide additional information by inclusion in bid documents. Additionally, the list set forth below in no way limits any additional criteria that the City may deem relevant for purposes of determining of the best bid.

B. Bid documents must require any contractor or subcontractor bidding on the project to submit written responses and other information and documentation regarding the listed criteria and any other criteria specified by the City through the bid documents. The City may request additional information or explanation from any contractor or subcontractor regarding any particular criteria. The bid documents must provide that the City retains the right in its discretion to reject any and all bids. All required contractor financial and privileged information must be kept from public disclosure unless otherwise required by law.

C. For each separate bid package, the City in its discretion will weigh the information provided by the contractor or subcontractor regarding the evaluating criteria, as a whole, to determine the best bid.

D. Except as otherwise required by law, no single criterion will necessarily be determinative in assessing which bid is the best bid. The Finance Department must weigh each of the criteria based on a distribution of percentage points on a 100-point scale. The criteria to be considered in bid evaluation on construction projects by the City shall be weighed categorically as follows, and shall include:

(1) Price (30%).

(2) Corporate accountability (20%).

(a) Qualifications of management and supervisory personnel to be assigned by the bidder.

(b) References from individuals or entities the bidder has worked for within the last five years, including information regarding records of performance and job site cooperation.

(c) Evidence of any quality assurance program used by the bidder and the results of any such program on the bidder's previous projects.

(d) Assurance that all construction work for this project must proceed economically, efficiently, continuously and without interruption.

(3) Workplace safety (25%).

(a) The ratio of masters or journeypersons to apprentices proposed to be used on the construction project job site if apprentices are to be used on the project.

(b) Evidence of the bidder's workers' compensation experience modification rating (EMR). Preference will be given to contractors and subcontractors who exhibit an EMR of 1.0 or less, based on a three-year average.

(c) Provide a description of safety training programs, including the how often employees complete any relevant training.

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(4) Workforce development (15%).

(a) Documentation as to pay rates of employees and whether the bidder provides health insurance, pension or other retirement benefits, or other benefits to its employees.

(b) Documentation if the bidder has participated in a Class A apprenticeship program for each separate trade or classification in which it employs craft employees and shall continue to participate in such programs for the duration of the project including the start of the program. Class A apprenticeship program is an apprenticeship program that is currently registered with and approved by the U.S. Department of Labor or a state apprenticeship agency, and has graduated apprentices to journeyperson status for at least three of the past five years. A role setting forth the trades and classifications of craft employees with their names and addresses will be furnished in order to verify participation in a Class A apprenticeship program.

(c) Documentation of how the bidder assesses the skills and qualifications of any employees who do not have master or journeyperson certification or status or are not participants in a registered apprenticeship program.

(5) Social equity (10%).

(a) A statement from the bidder as to what percentage of its workforce can be drawn from Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne counties in southeastern Michigan, because a goal of the City is to utilize, in its construction activities, local residents as much as is economically feasible while retaining the high quality of construction required for its construction activities, consistent with applicable law. The City will consider in evaluating which bids best serve its interests the extent to which responsible and qualified bidders are able to achieve this goal.

(b) Evidence of equal employment opportunity programs for minorities, women, veterans, returning citizens, and small businesses.

(c) Assurance that the bidder is an equal opportunity employer and does not discriminate on the basis of race, sex, pregnancy, age, religion, national origin, marital status, sexual orientation, gender identity or expression, height, weight, or disability.

(d) Documentation if contractor and/or subcontractors are certified under the Michigan Department of Transportation Small Business Program or equivalent program.

§ 45-8. Subcontractor compliance.

A. A construction manager, general contractor or other lead or prime contractor must not be permitted to use a subcontractor on any work performed for the City unless it has identified the subcontractor on its subcontractor list and a confirmation that the subcontractor has been prequalified as stated in the prequalifying section.[2]

B. A subcontractor listed on a firm's subcontractor list must not be substituted unless written authorization is obtained from the Finance Department and the subcontractor has been prequalified as stated in the prequalifying section.[3]

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2. **Editor's Note: See § 45-6.**
3. **Editor's Note: See § 45-6.**

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C. In the event that the Finance Department determines that a prospective subcontractor listed by the apparent bid awardee does not meet the prequalifying standards of this article, it may, after informing the prospective awardee, exercise one of the following options:

(1) Permit the awardee to substitute a qualified, responsible, subcontractor in accordance with the requirements of this article; or

(2) Require the awardee to self-perform the work in question if the firm has the required experience, licenses, and other qualifications to perform the work in question; or

(3) Disqualify the prospective awardee.

D. In the event that a subcontractor is disqualified under this article, the general contractor, construction manager or other lead or prime contractor must not be permitted to make any type of contractual claim against the Finance Department on the basis of a subcontractor disqualification.

E. Subcontractors completing work that is less than $50,000 of the overall bid price are not required to be designated as a responsible contractor. The contractor shall still notify the City of which subcontractor is being used and the percentage of the overall price for the work performed by that subcontractor.

§ 45-9. Substantially low bid review.

In the event the amount of a bid appears disproportionately low when compared with estimates undertaken by or on behalf of the City and/or compared to other bids submitted, the City reserves the right to inquire further of the bidder to determine whether the bid contains mathematical errors, omissions, and/or erroneous assumptions, and whether the bidder has the capability to perform and complete the contract for the bid amount.

§ 45-10. Enforcement.

A. Contracts must provide that violation of this article must constitute a material breach thereof and entitle the City to terminate the contract and otherwise pursue legal remedies that may be available.

B. Compliance with the prequalifying screening criteria of this article must be required in contract amendments if the initial contract was not subject to the provisions of this article. Contract amendments must provide that violation of prequalifying screening criteria must constitute a material breach thereof and entitle the City to terminate the contract and otherwise pursue legal remedies that may be available.

C. Information that is provided under the processes set forth in this article that is at any point deemed false or in an attempt to mislead the City entitles the City to terminate the contract and otherwise pursue legal remedies that may be available.

D. Violations of this article may be reported to the Finance Department which must investigate such complaints. Whether based upon such a complaint or otherwise, if the Finance Department has determined that the contractor has violated any provision of this article, the Finance Department must issue a written notice to the contractor that the violation is to be corrected within 10 calendar days from receipt of notice. In the event the contractor has not corrected the violation or taken reasonable steps to correct the violation within 10 calendar days, then the Finance Department may:

(1) Request the awarding authority to declare a material breach of the contract and exercise its contractual remedies thereunder, which are to include, but not be limited to, termination of the

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contract.

(2) Request the awarding authority to declare the contractor to be nonresponsible in accordance with the procedures set forth in prequalifying section of this article.[4]

§ 45-11. Public input.

The City must develop a complaint form that will allow members of the public to report suspected violations of this article to the Finance Department. Members of the public may at any time submit a report of suspected violations of this article. The complaint form must be accessible to the public on the City's website and a physical copy of the form will be available at Royal Oak City Hall. If the City receives a complaint through the public complaint form, the Finance Department must investigate the claim and respond to the complainant within 21 calendar days with the Finance Department's reply to the complaint.

§ 45-12. Severability.

The terms, conditions, and provisions of this article are hereby declared to be severable and, should any portion, part or provision of this article be found by a court of competent jurisdiction to be invalid, unenforceable, or unconstitutional, the City commission hereby declares its intent that this article shall have been enacted without regard to the invalid, unenforceable or unconstitutional portion, part, or provision of this article.

4. **Editor's Note: See § 45-6.**

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Responsible Contractor Questionnaire Form A

Please complete the following information related to the company making the bid. This form is intended to give information related to the company.

Contract Number:

Are you completing this form as a: Contractor ☐ Subcontractor ☐

Company Name:

Point of Contact

Name:

Phone:

Email:

Company Owner(s):

Principle Staff Names:

Please provide a list of any names this company has done business as before and explain any changes to the name.

Is your company controlled now or has been in the past five years by another company or business entity? No ☐ Yes ☐

If yes, please attach a statement detailing the nature of the relationship and if the relationship could impact the contract performance.

Have you ever been disbarred, found non-responsible, non-compliant by a federal, state or local government before? No ☐ Yes ☐

If yes, please attach a statement detailing the situation.

Submit the following additional information or a statement that it does not exist/apply for your company:

- ☐ Please attach a copy of a balance sheet, statement of operations, bonding capacity or other audited financial information that is current within the past 12 months that can demonstrate your financial capacity to start and follow through with the project.
- ☐ List of relevant state and local licenses including license numbers.
- ☐ List of litigation and arbitration current pending or occurred within the past five years. Include an explanation of legal claims, parties, court/forum, damages and the resolution.
- ☐ Proof of insurance including amount of coverage for liability, property damage, workers compensation, and any other insurance required by contract documents.
- ☐ A statement affirming that craft employees are paid current wage rates, and benefits as required under federal and state law.
- ☐ A statement acknowledging their obligation to comply with this ordinance in each contract and subcontract.

Royal Oak
Life Now Playing

Responsible Contractor Questionnaire Form B

Please complete the following information related to the company making the bid. This form is intended to give information related to the company.

Contract Number:

Are you completing this form as a: Contractor ☐ Subcontractor ☐

Company Name:

Project Manager Information:

Name:

Phone:

Email:

Are you pre-qualified? Yes ☐ No ☐

If yes, when were you pre-qualified as a responsible contractor?

Estimate the following:

Number of employees to complete the project:

Number of employees who are certified masters in their trade:

Number of employees who are certified journeypersons in their trade:

Number of employees who are using work visas:

Submit the following additional information or a statement that it does not exist/apply for your company:

☐ A list of all licenses held by key staff members for this project.

☐ Documentation of master or journeyperson certifications and statuses for employees who will be working on this project. Be sure to include the source for certifications.

☐ Verification of compliance with federal and state laws regarding the employment of non-US citizens.

☐ A list of projects completed (and associated client information, name and phone number) within the past five years that are comparable in size, complexity, budget, timeline to the project that is being bid on.

- [ ] A list of portions of the project could be completed by a subcontractor. List those subcontractors and attach their Forms A and B as a part of your bid.

- [ ] A list of any violations of federal, state, or local laws or regulations, including Occupational Safety Health Administrations, Michigan Occupational Safety.

- [ ] A list of violations related to health administration, wages, workers compensation, unemployment compensation, that have been issued to or against the bidder in past five years.

- [ ] A statement regarding the staffing capabilities and labor sources. Verification that employees are not misclassified as independent contractors.

- [ ] An explanation of an existing fitness for duty program related to drug and alcohol testing for employees who would be working on the job site.

- [ ] A warranty statement regarding labor, equipment, and materials.

- [ ] A statement of potential change orders and approximate costs.

- [ ] Assurances that the project timeline submitted by the contractor will be followed and the project will be completed in a timely manner.

AGENDA
CITY COUNCIL MEETING
SEPTEMBER 8, 2025
CITY OF FARMINGTON HILLS
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
Telephone: 248-871-2410 Website: www.fhgov.com
Cable TV: Spectrum – Channel 203; AT&T – Channel 99
YouTube Channel: https://www.youtube.com/user/FHChannel8

REQUESTS TO SPEAK: Anyone requesting to speak before Council must complete and turn in to the City Clerk a blue Public Participation Registration Form.

REGULAR SESSION BEGINS AT 7:30PM IN THE CITY COUNCIL CHAMBER

STUDY SESSION (6:00PM Community Room – See Separate Agenda)

REGULAR SESSION

CALL REGULAR SESSION TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

1. Approval of regular session agenda

2. Proclamation honoring the 25th Anniversary of the Farmington Hills Special Services Department Cultural Arts Division

ANNOUNCEMENTS/PRESENTATIONS FROM CITY BOARDS, COMMISSIONS AND PUBLIC OFFICIALS

CORRESPONDENCE

CONSENT AGENDA - (See Items No. 6-17)

All items listed under Consent Agenda are considered routine, administrative, or non-controversial by the City Council and will be enacted by one motion. There will be no separate discussion of these items, unless a Council Member or citizen so requests, in which event the items may be removed from the Consent Agenda for consideration.

CONSENT AGENDA ITEMS FOR DISCUSSION

COUNCIL MEMBERS' COMMENTS AND ANNOUNCEMENTS

CITY MANAGER UPDATE

PUBLIC HEARING:

3. Public hearing and consideration of INTRODUCTION of an Ordinance to amend the Farmington Hills Code of Ordinances, Chapter 34, "Zoning," Article 5.0, "Site Standards," to add a new Section 34-5.20, "Design Standards;" Zoning Text Amendment 5, 2024. CMR 9-25-117

NEW BUSINESS:

4. Consideration of a request to reconsider City Council's motion to deny Planned Unit Development 2, 2024, including Site Plan 56-8-2024, Mulberry Park and The Tabernacle Multi-Family Housing, located on 13 Mile Road, west of Middlebelt Road. CMR 9-25-118

5. Consideration of appointment to the Innovation, Energy and Environmental Sustainability Committee.

CONSENT AGENDA:

6. Recommended approval of extension of agreement for resurfacing the Farmington Hills Golf Club cart path to BSI Paving in the estimated amount, not to exceed, $275,000.00. CMR 9-25-119

7. Recommended approval of purchase of John Deere Equipment Package for the Parks and Golf Division to Deere & Company in the amount of $168,619.12. CMR 9-25-120

8. Recommended approval of an agreement for Payroll Coordination Functions with Manor Costerisan, LLC in an amount not to exceed $50,000. CMR 9-25-121

9. Recommended approval of purchase of one 10-yard and one 5-yard dump truck chassis to Wolverine Freightliner in the amount of $282,264.00. CMR 9-25-122

10. Recommended approval of purchase of Fleet Vehicles to Lunghamer Ford for seven vehicles in the amount of $341,065, Todd Wenzel Buick GMC for eleven vehicles in the amount of $535,665 and Berger Chevrolet for two vehicles in the amount of $79,768.00. CMR 9-25-123

11. Recommended approval of purchase of a sewer crawler, camera and related accessories to MacQueen Equipment in the amount of $109,671.00. CMR 9-25-124

12. Recommended adoption of Bylaws and Rules of Procedure for the Innovation, Energy, and Environmental Sustainability Commission. CMR 9-25-125

13. Recommeded adoption of a policy to waive the collection of penalties for failure to file Property Transfer Affidavits as allowed by MCL 211.27b. CMR 9-25-126

14. Recommended approval of an agreement with the Michigan Department of Transportation for maintenance and operation of gateway sign, MDOT Contract #25-5460. CMR 9-25-127

15. Recommended approval of City Council study session minutes of August 11, 2025.

16. Recommended approval of City Council regular session minutes of August 11, 2025.

17. Recommended approval of City Council special meeting - workshop minutes of August 13, 2025.

ADDITIONS TO AGENDA

PUBLIC COMMENTS
Limited to three (3) minutes.

CITY ATTORNEY REPORT

ADJOURNMENT

Respectfully submitted,

Carly Lindahl, City Clerk

Reviewed by:

Gary Mekjian, City Manager

NOTE: Anyone planning to attend the meeting who has need of special assistance under the Americans with Disabilities Act (ADA) is asked to contact the City Clerk's Office at 248-871-2410 at least two (2) business days prior to the meeting, wherein necessary arrangements/ accommodations will be made.

PROCLAMATION
Honoring the 25th Anniversary of the Farmington Hills Special Services Department Cultural Arts Division September 2025

WHEREAS, the City of Farmington Hills has one of the nation's largest municipal cultural arts divisions, which has played a vital role in shaping a vibrant community through awarding-winning programs; and,

WHEREAS, the Cultural Arts Division began in 2000, building on decades of community commitment to the arts through the Farmington Arts Council and the Farmington Area Arts Commission; and,

WHEREAS, the Cultural Arts Division has offered high-quality programs, including classes, concerts, exhibits, summer camps, youth theatre productions, festivals, the Public Art Program and more, engaging participants of all ages, interests, abilities and backgrounds; and,

WHEREAS, signature events such as Art on the Grand and the Free Summer Concert Series have attracted tens of thousands of visitors annually, fostering cultural enrichment and civic pride; and,

WHEREAS, the Cultural Arts Division's partnerships with esteemed institutions, including the Detroit Symphony Orchestra and Detroit Institute of Arts, strengthening its impact on the community and region; and,

WHEREAS, in venues like The Hawk Theatre and The Hawk Makerspace, the Cultural Arts Division has provided platforms for local artists, performers and creators to connect with the community; and,

WHEREAS, the City will celebrate the Division's 25th anniversary at the Farmington Area Art Awards at 6:30 p.m. on Saturday, Oct. 4 at The Hawk, an event that is free and open to all.

NOW, THEREFORE, I, Theresa Rich, Mayor of the City of Farmington Hills, on behalf of the City Council, do hereby recognize all former and current staff of the Cultural Arts Division and thank the community members who have participated in the City's arts programs. As we acknowledge the **25th anniversary of the Cultural Arts** Division, I encourage community members to find an arts opportunity to take part in.

Theresa Rich, Mayor

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: **September 8, 2025**

DEPT: **Planning and Community Development**

RE: **Draft Zoning Text Amendment ("ZTA") 5, 2024 – Design standards**

ADMINISTRATIVE SUMMARY

Draft ZTA 5, 2024 is a part of a comprehensive effort to update the Zoning Ordinance and move forward meaningful implementation of the Master Plan for Future Land Use's vision for the City. The development of Design Standards for non-residential uses is an action item called out within the Master Plan for Future Land Use. The goal of this amendment is to establish baselines for building quality and durability. Draft ZTA 5, 2024 compliments previous text amendments for commercial development that have been approved earlier this year.

The following is a brief procedural history of draft ZTA 5, 2024:

March 20, 2025 –	Planning Commission Study Session
May 15, 2025 –	Planning Commission Set for Public Hearing (9-0)
June 19, 2025 –	Planning Commission Public Hearing/Recommendation to Council (6-0)
August 11, 2025 -	City Council Study Session

The following is a brief overview of draft ZTA 5, 2024:

The draft ZTA 5, 2024 would create design standards for non-residential buildings by specifying: permitted primary and accent building materials permitted on any building façade that is facing a public right-of-way, fenestration, architectural scale and breaks, roof design and building entrance features. During the City Council study session on August 11, 2025 two recommendations were made: 1) Façade compliance with the updated codes if an existing building façade is modified beyond the one for one replacement windows or doors and 2) the addition of Glass with Metal framing to the listing of Permitted Primary Materials. These additions have been highlighted in yellow on the draft ordinance.

The *Giffels Webster memo – Post Master Plan Amendments Design Standards*, describes the draft ordinance language in greater detail.

ATTACHMENTS

- Giffels Webster Memo – Post Master Plan Amendments Design Standards

- Draft ZTA 5, 2024
- March 20, 2025, Planning Commission study session meeting minutes
- May 15, 2025, Planning Commission regular meeting minutes
- June 19, 2025, Planning Commission public hearing meeting minutes
- August 11, 2025, City Council study session meeting minutes

# # #

Reviewed by: Charmaine Kettler-Schmult, Director of Planning and Community Development
Approved by: Gary Mekjian, P.E., City Manager

ORDINANCE NO. C-_____-2025

CITY OF FARMINGTON HILLS
OAKLAND COUNTY, MICHIGAN

AN ORDINANCE TO AMEND THE FARMINGTON HILLS CODE OF ORDINANCES, CHAPTER 34, "ZONING," ARTICLE 5.0, "SITE STANDARDS," TO ADD A NEW SECTION 34-5.20, "DESIGN STANDARDS" IN ORDER TO ESTABLISH STANDARDS REGARDING BUILDING MATERIALS, ARCHITECTURAL SCALING, AND ROOFING, WINDOW, AND BUILDING ENTRANCE DESIGN REQUIREMENTS FOR NEW CONSTRUCTION AND FOR CERTAIN EXPANSIONS, ADDITIONS, AND CHANGES IN USE.

THE CITY OF FARMINGTON HILLS ORDAINS:

Section 1 of Ordinance. Ordinance Amendment.

The Farmington Hills City Code, Chapter 34, "Zoning," Article 5.0, "Site Standards," is amended to add a new Section 34-5.20, "Design Standards," to read as follows:

Sec. 34-520 Design Standards

1. Purpose. The purpose of these design standards is to promote harmonious use of design elements and achieve visually appealing and functionally efficient development that is compatible with surrounding land uses. These standards serve as a framework for new developments that strengthen and enhance the city's overall character, while allowing for creativity and innovation in design. Specifically, these standards are intended to:

    a. Enhance aesthetic quality.

    b. Promote the use of building materials that are durable and resilient.

    c. Support economic development.

    d. Maintain a harmonious relationship between adjacent land uses.

    e. Encourage pedestrian-friendly design elements.

2. Applicability.

    a. All new construction shall comply with the design standards in this section.

    b. For building expansions, additions, and changes in use, the following shall apply

        i. When a building expansion or change of use results in an increase of 50% or more in terms of total gross floor area or indoor seating capacity, all façades that are oriented toward a public right-of-way shall comply with the design standards in this section.

ii. When a building expansion or change proposes to increase the total gross floor area or indoor seating capacity by less than 50%, only new or modified design elements are required to be compliant with this section.

iii. When an existing building façade is modified beyond the one-for-one replacement or windows and doors, the full façade shall be brought into compliance with this section.

3. Exceptions.

a. The following exceptions from this section shall apply:

i. Single and two-family dwellings are not required to comply with the design standards of this section.

ii. In the LI-1 Zoning District, only properties with frontage on a major thoroughfare are required to comply with the design standards of this section.

4. Building Materials.

a. The following may be permitted as primary materials on any building façade that is oriented toward a public right-of-way. At least 60% of façades, excluding windows and doors, shall be comprised of primary building materials:

Permitted Primary Materials
Brick, cut stone, field stone, manufactured stone, or decorative CMU block
Timber or dimensional wood or engineered equivalent
Fiber cement siding or panels.
Glass with metal framing

b. The following may be permitted as accent materials on any building façade:

Permitted Accent Materials
Glass block
Metal and metal paneling
Decorative masonry veneer
Polymer plastic (e.g. Fypon, Azek)
Stucco
Plain or painted masonry block
Exterior Insulation and Finishing Systems (EFIS) [1]
[1] Exterior Insulation and Finishing Systems may only be permitted when located at least 8 ft above grade.

c. All building materials and colors shall be clearly labeled on the proposed building elevation plans.

d. Samples of building materials may be requested by the City Planner or approving body.

e. Engineered building materials should match the appearance and durability of natural building materials.

f. Prohibited materials. The following materials shall be prohibited: vinyl, mirrored glass, scorched block, except when permitted under Article 34-5.5.

g. A waiver from the required building materials in this section may be granted when the Planning Commission finds both of the following:

i. The waiver will achieve a specific architectural objective or purpose.

ii. The proposed building materials are compatible with surrounding development.

5. Architectural Scaling.

a. There are to be no blank or unarticulated façades. All façades oriented toward a public right-of-way must provide windows and architectural scaling elements (such as vertical pilasters, columns, or other architectural elements) to break up the scale of the building. Distance between breaks shall be consistent with the scale and rhythm of adjacent buildings.

b. Building façades shall include no less than two of the following elements:

i. Building color change.

ii. Building material or texture change.

iii. Projections or recesses extending along at least 20% of the façade.

iv. Recessed entranceways or projecting vestibules.

v. A horizontal expression line, such as a molding or reveal, shall define the transition between the ground floor and upper stories. If a one-story building is proposed, the horizontal expression line is not required

6. Roofs.

a. Roofs shall meet the following standards:

i. Flat roofs. Parapets shall not exceed one-third of the height of the supporting wall at any point.

ii. Pitched roofs. Pitched roofs shall have an average slope between 1:4 and 1:1. The Planning Commission may grant a waiver from the required

average slope upon a finding that it achieves a specific architectural purpose.

b. Rooftop patios and terraces may be permitted on structures three stories or greater and are prohibited in the rear 35% of lot depth to protect the privacy of neighboring properties.

7. Fenestration.

a. Fenestration shall be provided along all façades oriented toward a public right-of-way in accordance with the table below:

Fenestration requirements by Façade Orientation		
Façade Orientation	**Minimum Ground Floor Fenestration**	**Minimum Upper Floor Fenestration**
Facing a Major Thoroughfare	60%	35%
Facing a Public ROW that is not a Major Thoroughfare	50%	20%

b. Multiple-family dwellings, places of worship, hospitals, public schools, and public utility buildings shall only be required to comply with the upper floor fenestration requirements described above; ground floor fenestration may be discretionary for these uses.

c. Upper floor windows shall be vertical in proportion.

d. Accordion, roll-up, or folding doors and sliding windows may be permitted for ground floor uses to provide indoor-outdoor service, providing adequate sidewalk clearance is provided.

e. Doorways and window surrounds shall be articulated by sills, lintels, pilasters or mullions through a change in plane of at least two inches.

f. A waiver from the fenestration requirements in this section may be granted when the Planning Commission finds one of the following:

i. The waiver will achieve a specific architectural objective or purpose.

ii. The proposed building materials are compatible with surrounding development.

iii. Compliance with the standard will result in a practical difficulty.

8. Building entrances shall be clearly defined and visually prominent. This may be achieved through the use of architectural elements such as recesses, canopies, lintels, pediments,

pilasters, columns, awnings, overhangs, or other distinguishing features. Any such element shall be architecturally compatible with the style, materials, and colors of the building.

a. A pathway to the entrance shall be provided as described in Section 5.19.

b. Entrances shall be well-lit with decorative or functional lighting that enhances visibility and security. Entrance lighting must comply with Section 5.16 Exterior Lighting.

c. Entrance features shall be proportional to the building façade.

d. When practical, service entrances and overhead doors that are not articulated or clearly defined shall be obscured from view of a public right-of-way.

e. Entryway features, such as planters, benches, exterior artwork, or other pedestrian-friendly amenities, are encouraged.

Section 2 of Ordinance. Repealer.

All ordinances, parts of ordinances, or sections of the City Code in conflict with this ordinance are repealed only to the extent necessary to give this ordinance full force and effect, and the Farmington Hills Ordinance Code shall remain in full force and effect, amended only as specified above.

Section 3 of Ordinance. Savings.

The amendments of the Farmington Hills Code of Ordinances set forth in this ordinance do not affect or impair any act done, offense committed, or right accruing, accrued, or acquired or liability, penalty, forfeiture or punishment, pending or incurred prior to the amendments of the Farmington Hills Code of Ordinances set forth in this ordinance.

Section 4 of Ordinance. Severability.

If any section, clause or provision of this ordinance shall be declared to be unconstitutional, void, illegal or ineffective by any court of competent jurisdiction, the validity of the ordinance as a whole, or in part, shall not be affected other than the part invalidated, and such section, clause or provision declared to be unconstitutional, void or illegal shall thereby cease to be a part of this Ordinance, but the remainder of this ordinance shall stand and be in full force and effect.

Section 5 of Ordinance. Effective Date.

The provisions of this ordinance are ordered to take effect twenty-one (21) days after enactment.

Section 6 of Ordinance. Date and Publication.

This ordinance is declared to have been enacted by the City Council of the City of Farmington Hills at a meeting called and held on the ____ day of _____, 2025, and ordered to be given publication in the manner prescribed by law.

Ayes:
Nays:
Abstentions:
Absent:

STATE OF MICHIGAN)
) ss.
COUNTY OF OAKLAND)

I, the undersigned, the qualified and acting City Clerk of the City of Farmington Hills, Oakland County, Michigan, do certify that the foregoing is a true and complete copy of the Ordinance adopted by the City Council of the City of Farmington Hills at a meeting held on the _____ day of _____, 2025, the original of which is on file in my office.

_____
CARLY LINDAHL, City Clerk
City of Farmington Hills

MINUTES
PLANNING COMMISSION SPECIAL MEETING
CITY OF FARMINGTON HILLS
COMMUNITY ROOM
MARCH 20, 2025, 6:00 P.M.

CALL MEETING TO ORDER
The Planning Commission Special Meeting was called to order by Chair Trafelet at 6:00pm.

ROLL CALL

Commissioners present:	Aspinall, Brickner, Countegan, Grant, Mantey, Stimson, Trafelet, Varga, Ware
Commissioners Absent:	None
Others Present:	City Planner Perdonik, City Attorney Schultz, Planning Consultants Upfal and Tangari

APPROVAL OF AGENDA
MOTION by Stimson, support by Grant, to approve the agenda as published.
Motion passed unanimously by voice vote.

SPECIAL MEETING

A. DISCUSSION OF DRAFT ZONING TEXT AMENDMENT 5, 2024, TO INTRODUCE DESIGN STANDARDS AND REVISE PLANNED UNIT DEVELOPMENT PROVISIONS

Planning Consultants Upfal and Tangari led a discussion based on the Giffels Webster February 13, 2025 memorandums *Post-Master Plan Amendments: Design Standards.*

The intention of the standards was to guide developers toward high-quality design while leaving room for architectural creativity. The standards were not prescriptive but provided minimum expectations related to building design.

The memorandum was organized into five categories typically addressed by communities through design standards, and each category as described in the memo was reviewed in some detail:

1. Building materials
2. Fenestration
3. Architectural scale and breaks
4. Roof design
5. Entrance features

A purpose and intent statement was intended to support the standards by introducing the themes of:

1. Enhance aesthetic quality,
2. Promote the use of building materials that are durable and resilient
3. Support economic development
4. Maintain a harmonious relationship between adjacent land uses
5. Encourage pedestrian-friendly design elements

An applicability section clarified which types of development would need to comply with the standards:

- All *new construction* must comply.
- *Expansions* exceeding 50% of gross floor area or indoor seating must bring all public-facing facades into compliance.
- *Smaller expansions* (under 50%) would not need to update existing facades.
- *Exemptions* were suggested for single- and two-family dwellings. In industrial (LI-1) districts, only buildings fronting major thoroughfares would be subject to the standards.

Commissioners were asked to consider whether the 50% threshold was appropriate and to potentially differentiate between elements that should always be brought into compliance and those that should not.

Building material standards are separated into two categories, distinguishing between primary and accent materials. The memorandum provided a suggested list of both types of materials, and also suggested that at least 60% of facades, excluding windows and doors, shall be comprised of primary building materials.

Commission discussion

Question: Why is this issue being raised, particularly in light of the city's long-standing absence of such regulations and its largely developed condition?

In response, City Planner Perdonik and the consultants noted that:

- There has been ongoing interest in establishing design standards, with interest and direction indicated from both City Council and the City Manager.
- Many surrounding communities have already adopted commercial design standards or form-based codes. The proposed standards aim to bring the city in line with regional practices while maintaining flexibility for developers.
- Many of the proposed standards are intended as guidelines rather than mandatory requirements.

Several perspectives were shared by Planning Commission members regarding the overall intent and impact of adopting design standards.

- Commissioners expressed support for the potential of these standards to guide redevelopment and bring consistency and visual improvement to older properties.
- However, some Commissioners cautioned against imposing rigid or sterile uniformity across building districts and styles.
- On the other hand, although the proposed language was not overly restrictive and would allow for quality development, it also lacked the strength to prevent undesirable building outcomes.
- Design standards in general had been under discussion as part of the master plan process and were aligned with the long-standing goal of ensuring accountability in development quality.
- The proposed standards, unlike some more prescriptive ordinances, were drafted to be administered in-house by planning staff without the need for external architectural review.

- Nearly every development proposal in the recent past would likely have been impacted by the proposed standards, particularly new construction and projects coming through the Planned Unit Development process. While the PUD process already allows for some architectural review, these proposed standards would apply more broadly and give more direction.
- The intent is to apply the standards consistently to new development while allowing flexibility for rehabilitations. The ordinance is designed to avoid creating unreasonable barriers for redevelopment and to prevent older properties from becoming stagnant or blighted due to overly burdensome design expectations.
- There was discussion relative to the role of government in regulating design.
    - Local government is not always well-positioned to dictate design outcomes, and the free market has historically driven successful development in the city. From this perspective, traditional zoning regulations that focus on use, height, density, and infrastructure have proven effective without the need for additional design oversight.
    - Codifying design standards might also create difficulties in adapting to evolving trends and materials.
    - Attorney Schultz provided an overview of regulatory frameworks related to materials and design:
        - Building material regulations are common and legally defensible when they serve a legitimate governmental purpose, such as structural integrity, durability, or aesthetics.
        - While it is acceptable to regulate materials, more detailed architectural requirements (e.g., building articulation, window types, façade breaks) often appear in overlay districts or corridor-specific guidelines rather than citywide ordinances.
        - He emphasized the importance of tailoring design regulations to specific areas to avoid overly burdensome or arbitrary citywide mandates.
- Planning Consultant Upfal emphasized that the draft design standards incorporate numerous waiver provisions, providing flexibility to both developers and the Planning Commission. This built-in flexibility allows developers to propose alternatives, while still giving the Planning Commission the authority to evaluate and push back on design elements that may not align with community expectations. She also noted that the proposed 60/40 ratio of primary to secondary building materials is more lenient than many other communities, which often require a stricter 75/25 or greater ratio in favor of primary materials.
- Planning Consultant Tangari stated that establishing a baseline set of expectations increases the likelihood of receiving better quality proposals.
- Commissioners raised the question of banning specific materials like EIFS (Exterior Insulation Finishing Systems). Different communities regulated EIFS in different ways, such as regulating the percentage of EIFS which can be used, the height at which it can be used, etc. Northville Township and Canton ban the use of EIFS entirely, based on the idea that allowing the use of low quality materials negatively affects the community's appearance and property values.
- Commissioners pointed out the recurring issue of applicants presenting high-quality renderings initially, only to return with substantially diminished versions. The lack of formal design guidelines currently leaves the Commission with no authority to reject projects based on aesthetics or diminished quality unaligned with city standards.

Discussion of proposed standards
The Commission discussed specific standards in the draft language.

- Should entrances always be required on the front façade? Certain commercial developments were built around the concept that people entered from a rear parking lot, after entering the site. Certain small offices also had entrances facing inward, away from the street. While street entrances aligned with the Master Plan goal of creating a walkable city, the standards should acknowledge those times when it was appropriate not to have entrances facing the street.
- Fenestration requirements could be refined to better reflect the needs and of the business community and not apply blanket requirements without taking into account variations of design.
- Considerations were raised regarding how to apply the standards to industrial and warehouse buildings. While industrial properties were generally exempt—except where fronting major thoroughfares—discussion centered on balancing aesthetic expectations with the functional nature of such structures. Even utilitarian uses, such as storage facilities, can meet design standards creatively through use of varied forms and treatments.

Summary
There was general—though not unanimous—support for developing design guidelines or standards. This support was tempered by concerns about over-regulation, subjectivity, and enforceability.

One perspective emphasized the need for the city to remain attractive to investment. Overly restrictive regulations could deter developers, potentially reducing opportunities to expand the tax base and fund essential public services.

The alternative viewpoint argued that the proposed standards were not excessively prescriptive but aimed to establish development accountability. The standards seek to prevent aesthetic decline, especially given that modern developers may not adhere to past standards of durability and aesthetics.

Moving forward
The consultants will incorporate tonight's discussion in the draft *design standards* language.

PUBLIC COMMENT
None.

COMMISSIONER COMMENTS
None.

ADJOURNMENT
MOTION by Brickner, support by Grant, to adjourn.
Motion carried unanimously by voice vote.

The meeting adjourned at 7:22pm.

Respectfully Submitted,
Kristen Aspinall
Planning Commission Secretary

Approved 04-17-2025

/cem

CITY OF FARMINGTON HILLS
PLANNING COMMISSION MEETING
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
MAY 15, 2025, 7:30 P.M.

CALL MEETING TO ORDER
The Planning Commission Regular Meeting was called to order by Chair Trafelet at 7:30 p.m.

ROLL CALL

Commissioners present:	Aspinall, Brickner, Countegan, Grant, Mantey, Stimson, Trafelet, Varga, Ware
Commissioners Absent:	None
Others Present:	City Planner Perdonik, Staff Planner II Mulville-Friel, Staff Engineer Sonck, Planning Consultants Tangari and Upfal (Giffels Webster), City Attorney Schultz

APPROVAL OF THE AGENDA
MOTION by Countegan, support by Stimson, to approve the agenda as published.
Motion passed unanimously by voice vote.

A. ZONING TEXT AMENDMENT 5, 2024
CHAPTER OF CODE: 34, Zoning Ordinance
PROPOSED AMENDMENT: Add design standards
ACTION REQUESTED: Set for public hearing
SECTION: Article 5.0 (new section)

After brief discussion, the following motion was offered:

MOTION by Mantey, support by Varga, that draft Zoning Text Amendment 5, 2024, BE SET FOR PUBLIC HEARING for the Planning Commission's next available regular meeting agenda.

Motion passed unanimously by voice vote.

APPROVAL OF MINUTES April 17, 2025, Regular and Special Meetings

MOTION by Varga, support by Grant, to approve the April 17, 2025 Regular and Special Meeting minutes as submitted.
Motion passed unanimously by voice vote.

PUBLIC COMMENT
None

COMMISSIONER/STAFF COMMENTS
City Planner Perdonik introduced new Staff Planner II Diane Mulville-Friel.

ADJOURNMENT

The meeting was adjourned at 9:42 pm.

Respectfully submitted,
Kristen Aspinall,
Planning Commission Secretary

Approved 07-17-2025

CITY OF FARMINGTON HILLS
PLANNING COMMISSION MEETING
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
JUNE 19, 2025, 7:30 P.M.

CALL MEETING TO ORDER

The Planning Commission Regular Meeting was called to order by Chair Trafelet at 7:30 p.m.

ROLL CALL

Commissioners present:	Brickner, Countegan, Mantey, Stimson, Trafelet, Varga, Ware
Commissioners Absent:	Aspinall, Grant
Others Present:	Staff Planner II Mulville-Friel, Planning Consultant Upfal (Giffels Webster), City Attorney Schultz

APPROVAL OF THE AGENDA

MOTION by Countegan, support by Mantey, to approve the agenda as published.
Motion passed unanimously by voice vote.

PUBLIC HEARING

A. ZONING TEXT AMENDMENT 5, 2024

CHAPTER OF CODE: **34, Zoning Ordinance**
PROPOSED AMENDMENT: Add design standards
ACTION REQUESTED: **Recommendation to City Council**
SECTION: **new Section 34-5.20**

Planning Consultant Upfal introduced the proposed amendment to add design standards to the Zoning Ordinance, noting that this topic had been discussed and reviewed in two prior study sessions. The objective of the amendment is to establish a baseline for building quality and appearance, emphasizing durability, maintainability, and consistency with the City's aesthetic vision, while balancing flexibility for developers.

Key elements of the proposed standards include:

- **Applicability**: Applies to all new construction. For expansions, applies only when there is a 50% or greater increase in floor area or indoor seating capacity, and only to facades facing or oriented toward a public right-of-way. Single and two-family dwellings are exempt, and in LI-1 zoning districts, the standards apply only on major thoroughfares.
- **Building Materials:** Specifies permitted primary and accent materials. At least 60% of the facade must use primary materials. This threshold is considered flexible compared to requirements in other communities.
- **Waivers:** The Planning Commission may grant waivers to the building material requirements if the two defined findings in 4.g. are met.
- **Architectural Scaling:** Prohibits blank facades and requires variation and articulation on visible facades facing public rights-of-way.

- **Roof Standards**: Flat roofs must include parapets to conceal HVAC equipment; pitched roofs must meet slope requirements, with waivers available. Rooftop patios/terraces on buildings three stories or more are prohibited in the rear 35% of lot depth.
- **Fenestration:** Specifies minimum ground and upper floor fenestration for buildings facing major thoroughfares and other public rights-of-way, with exceptions for uses requiring privacy.
- **Entrances:** Removes the mandate for front-facing entrances, instead requiring defined entrance features.

Commission discussion:

Discussion included the following key points and questions:

- One intent of the proposed design standards is to discourage poor-quality, low-cost construction, ensuring a baseline level of architectural integrity and material durability.
- Commissioners were concerned as to whether developers or the Chamber of Commerce had been notified of tonight's public hearing. In any event, community stakeholders should be notified before this amendment is presented to City Council.
- The draft referenced the "Zoning Administrator" as someone who reviews building facades, but the City does not use this title. The designation will be updated to "City Planner."
- It was suggested that 4.c. be edited to read: ". . . labeled on the proposed building elevation *plans*."
- Site plan informational requirements might need to be updated to require elevation drawings.
- A request was made to add a provision allowing additions to existing buildings to use the same materials as the original structure. Planning Consultant Upfal explained that the current draft requires full facade compliance if expansion exceeds 50%. Discussion focused on whether requiring such full compliance discourages redevelopment. Concerns were raised about forcing developers to update entire facades when expanding a building slightly beyond 50%. It was suggested that such strict compliance requirements might prevent some redevelopment or discourage reasonable building expansions.
- Planning Consultant Upfal clarified that additions under 50% are exempt from the standards, but that additions exceeding 50% must bring the entire visible facade into compliance. Commissioners debated the merits of adding an exception that would allow existing materials to be reused on expansions for design continuity.
- City Attorney Schultz pointed out that the ordinance intentionally requires buildings undergoing expansions over 50% to bring the visible facade into compliance with new standards. This was designed to improve outdated or lower-quality construction. For expansions under 50%, only the new or modified elements must comply. Additionally, the ordinance includes a general waiver provision that allows flexibility when existing materials may still be appropriate.
- Questions were raised about whether the requirement for parapets to screen rooftop mechanical units is redundant, as existing ordinances already require such screening. Planning Consultant Upfal suggested eliminating that requirement, but retaining the requirement that limited parapet height to one third of the height of the supporting wall (6.a.i.).
- A broader concern was raised about the assumption that using preferred materials would prevent blight. Even buildings made with approved materials can become eyesores if poorly maintained, while other materials might still result in attractive, well-kept buildings.
- Commissioner Countegan was concerned about placing financial strain on small businesses seeking to invest in modest improvements. He argued that cost-effective, code-compliant materials should remain an option, and that inflexible requirements might deter reinvestment.

- City Attorney Schultz reiterated that the waiver provision exists specifically to address concerns about high costs for required materials during redevelopment or renovation.
- There appeared to be consensus that the Commission should retain case-by-case discretion through the waiver process rather than creating an automatic exemption. It was up to developers to provide financial or practical reasoning in support of waiver requests.
- A final concern was that routine maintenance projects could inadvertently trigger the ordinance's requirements if more than 50% of the facade was affected. It was pointed out that any project that involved more than 50% of a façade would constitute a significant investment and would likely not be considered basic maintenance.
- Commissioner Brickner suggested revising 8.e. to include "exterior artwork" as an encouraged entryway feature.

Chair Trafelet opened the public hearing. As no public was present, Chair Trafelet closed the public hearing and brought the matter back to the Commission for further discussion and/or a motion.

MOTION by Mantey, support by Stimson, to recommend approval of Zoning Text Amendment No. 5-2024 to City Council, with the following revisions:

- **Section 4.c.: "All building materials and colors shall be clearly labeled on the proposed *building elevation plans*."**
- **Section 4.d: Replace "Zoning Administrator" with "City Planner."**
- **Section 6.a.i.: Eliminate first sentence.**
- **Section 8.e.: Add "exterior artwork" after "benches" in the list of entryway feature examples.**

Motion passed unanimously by voice vote.

PUBLIC COMMENT

None

COMMISSIONER/STAFF COMMENTS

Commissioner Brickner spoke regarding the ongoing construction on Orchard Lake Road between 12 and 13 Mile Roads.

ADJOURNMENT

MOTION by Ware, support by Brickner, to adjourn the meeting.
Motion passed unanimously by voice vote.

The meeting ended at 8:05pm.

Respectfully submitted,
Kristen Aspinall,
Planning Commission Secretary

Approved 07-17-2025

CITY OF FARMINGTON HILLS
PLANNING COMMISSION MEETING
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
JUNE 19, 2025, 7:30 P.M.

CALL MEETING TO ORDER

The Planning Commission Regular Meeting was called to order by Chair Trafelet at 7:30 p.m.

ROLL CALL

Commissioners present:	Brickner, Countegan, Mantey, Stimson, Trafelet, Varga, Ware
Commissioners Absent:	Aspinall, Grant
Others Present:	Staff Planner II Mulville-Friel, Planning Consultant Upfal (Giffels Webster), City Attorney Schultz

APPROVAL OF THE AGENDA

MOTION by Countegan, support by Mantey, to approve the agenda as published.
Motion passed unanimously by voice vote.

PUBLIC HEARING

A. ZONING TEXT AMENDMENT 5, 2024

CHAPTER OF CODE: **34, Zoning Ordinance**
PROPOSED AMENDMENT: Add design standards
ACTION REQUESTED: **Recommendation to City Council**
SECTION: **new Section 34-5.20**

Planning Consultant Upfal introduced the proposed amendment to add design standards to the Zoning Ordinance, noting that this topic had been discussed and reviewed in two prior study sessions. The objective of the amendment is to establish a baseline for building quality and appearance, emphasizing durability, maintainability, and consistency with the City's aesthetic vision, while balancing flexibility for developers.

Key elements of the proposed standards include:

- **Applicability**: Applies to all new construction. For expansions, applies only when there is a 50% or greater increase in floor area or indoor seating capacity, and only to facades facing or oriented toward a public right-of-way. Single and two-family dwellings are exempt, and in LI-1 zoning districts, the standards apply only on major thoroughfares.
- **Building Materials:** Specifies permitted primary and accent materials. At least 60% of the facade must use primary materials. This threshold is considered flexible compared to requirements in other communities.
- **Waivers:** The Planning Commission may grant waivers to the building material requirements if the two defined findings in 4.g. are met.
- **Architectural Scaling:** Prohibits blank facades and requires variation and articulation on visible facades facing public rights-of-way.

- **Roof Standards**: Flat roofs must include parapets to conceal HVAC equipment; pitched roofs must meet slope requirements, with waivers available. Rooftop patios/terraces on buildings three stories or more are prohibited in the rear 35% of lot depth.
- **Fenestration:** Specifies minimum ground and upper floor fenestration for buildings facing major thoroughfares and other public rights-of-way, with exceptions for uses requiring privacy.
- **Entrances:** Removes the mandate for front-facing entrances, instead requiring defined entrance features.

Commission discussion:

Discussion included the following key points and questions:

- One intent of the proposed design standards is to discourage poor-quality, low-cost construction, ensuring a baseline level of architectural integrity and material durability.
- Commissioners were concerned as to whether developers or the Chamber of Commerce had been notified of tonight's public hearing. In any event, community stakeholders should be notified before this amendment is presented to City Council.
- The draft referenced the "Zoning Administrator" as someone who reviews building facades, but the City does not use this title. The designation will be updated to "City Planner."
- It was suggested that 4.c. be edited to read: ". . . labeled on the proposed building elevation *plans*."
- Site plan informational requirements might need to be updated to require elevation drawings.
- A request was made to add a provision allowing additions to existing buildings to use the same materials as the original structure. Planning Consultant Upfal explained that the current draft requires full facade compliance if expansion exceeds 50%. Discussion focused on whether requiring such full compliance discourages redevelopment. Concerns were raised about forcing developers to update entire facades when expanding a building slightly beyond 50%. It was suggested that such strict compliance requirements might prevent some redevelopment or discourage reasonable building expansions.
- Planning Consultant Upfal clarified that additions under 50% are exempt from the standards, but that additions exceeding 50% must bring the entire visible facade into compliance. Commissioners debated the merits of adding an exception that would allow existing materials to be reused on expansions for design continuity.
- City Attorney Schultz pointed out that the ordinance intentionally requires buildings undergoing expansions over 50% to bring the visible facade into compliance with new standards. This was designed to improve outdated or lower-quality construction. For expansions under 50%, only the new or modified elements must comply. Additionally, the ordinance includes a general waiver provision that allows flexibility when existing materials may still be appropriate.
- Questions were raised about whether the requirement for parapets to screen rooftop mechanical units is redundant, as existing ordinances already require such screening. Planning Consultant Upfal suggested eliminating that requirement, but retaining the requirement that limited parapet height to one third of the height of the supporting wall (6.a.i.).
- A broader concern was raised about the assumption that using preferred materials would prevent blight. Even buildings made with approved materials can become eyesores if poorly maintained, while other materials might still result in attractive, well-kept buildings.
- Commissioner Countegan was concerned about placing financial strain on small businesses seeking to invest in modest improvements. He argued that cost-effective, code-compliant materials should remain an option, and that inflexible requirements might deter reinvestment.

- City Attorney Schultz reiterated that the waiver provision exists specifically to address concerns about high costs for required materials during redevelopment or renovation.
- There appeared to be consensus that the Commission should retain case-by-case discretion through the waiver process rather than creating an automatic exemption. It was up to developers to provide financial or practical reasoning in support of waiver requests.
- A final concern was that routine maintenance projects could inadvertently trigger the ordinance's requirements if more than 50% of the facade was affected. It was pointed out that any project that involved more than 50% of a façade would constitute a significant investment and would likely not be considered basic maintenance.
- Commissioner Brickner suggested revising 8.e. to include "exterior artwork" as an encouraged entryway feature.

Chair Trafelet opened the public hearing. As no public was present, Chair Trafelet closed the public hearing and brought the matter back to the Commission for further discussion and/or a motion.

MOTION by Mantey, support by Stimson, to recommend approval of Zoning Text Amendment No. 5-2024 to City Council, with the following revisions:

- **Section 4.c.: "All building materials and colors shall be clearly labeled on the proposed *building elevation plans*."**
- **Section 4.d: Replace "Zoning Administrator" with "City Planner."**
- **Section 6.a.i.: Eliminate first sentence.**
- **Section 8.e.: Add "exterior artwork" after "benches" in the list of entryway feature examples.**

Motion passed unanimously by voice vote.

PUBLIC COMMENT

None

COMMISSIONER/STAFF COMMENTS

Commissioner Brickner spoke regarding the ongoing construction on Orchard Lake Road between 12 and 13 Mile Roads.

ADJOURNMENT

MOTION by Ware, support by Brickner, to adjourn the meeting.
Motion passed unanimously by voice vote.

The meeting ended at 8:05pm.

Respectfully submitted,
Kristen Aspinall,
Planning Commission Secretary

MINUTES
CITY OF FARMINGTON HILLS
FARMINGTON HILLS CITY COUNCIL
STUDY SESSION
CITY HALL – COMMUNITY ROOM
AUGUST 11, 2025 – 6:00PM

The study session meeting of the Farmington Hills City Council was called to order by Mayor Rich at 6:00pm.

Councilmembers Present:	Aldred, Boleware, Bridges, Bruce, Dwyer, Knol and Rich
Councilmembers Absent:	None
Others Present:	City Manager Mekjian, Assistant City Manager Mondora, City Clerk Lindahl, Directors Kettler-Schmult, Schnackel and Skrobola, and City Attorney Joppich

DISCUSSION ON DRAFT ZONING TEXT AMENDMENT 5, 2025 - DESIGN STANDARDS

Presentation

Director of Planning and Community Development Charmaine Kettler-Schmult introduced this discussion item. She explained that the proposed text amendment is part of a broader effort to align city codes and regulations with the master plan. This amendment complements recent updates to the commercial zones and the OS-4 zoning district. Key areas of focus include building materials, fenestration, architectural scale, roof design, and building entrances. She noted that the Planning Commission considered options ranging from no design standards to highly prescriptive regulations, with the current draft representing a moderate approach.

Planning Consultant Tangari presented details of the proposed standards. He explained that while the master plan called for the development of design standards, the city currently lacks general design regulations, aside from overlays for certain corridors and uses. He emphasized the importance of balancing consistency and long-term durability with affordability and flexibility for small businesses and startups.

Planning Consultant Tangari described the following key elements:
Purpose and Applicability:

- The ordinance will include a statement of purpose to guide future interpretation and – where appropriate – waivers. The standards will not apply to single-family homes, and minor modifications to existing buildings will not require full compliance.

Building Materials:

- The ordinance identifies durable primary materials such as brick, stone, fiber cement siding, concrete masonry units (CMU), and timber. Decorative masonry veneers are classified separately as accent materials because they are not structural elements, and if not properly applied there can be drainage behind them. Less durable or less aesthetically consistent materials, such as plain CMU, stucco, plastics, and extensive glass, are restricted to accent use. EIFS (Exterior Insulation and Finish Systems) may only be used above ground level due to durability concerns.
- Material Flexibility: The ordinance allows for administrative approval of new materials not listed, ensuring that innovation is not stifled.

Architectural Scaling:

- The standards encourage features that break up flat facades and create human scale, including horizontal expression lines, pilasters, recessed entries, and vestibules. This helps buildings feel more approachable and visually engaging.

Roof Design:

- The amendment proposes limits on parapet height to prevent artificially tall appearances and to ensure that height serves functional purposes, such as screening mechanical equipment, rather than creating disproportionate structures.

Fenestration and Building Entrances:

- Proposed standards for fenestration (windows and doors) addressed the importance of avoiding blank facades and creating street-facing buildings that convey activity and welcome the public. Exceptions and waiver provisions are included for uses such as schools and places of worship, where extensive windows may not be practical.
- New standards for building entrances ensure that they are clearly visible, accessible, and distinct from other facade features. The goal is to improve wayfinding and create welcoming public access points.

Discussion

Councilmember Boleware asked for Planning Consultant Tangari's professional opinion on the proposed standards. Consultant Tangari responded that the draft represents a strong starting point, striking a balance between having no standards (the current situation) and avoiding overly prescriptive design mandates. The standards encourage durable, attractive, and lasting buildings without dictating specific architectural styles, providing flexibility for entrepreneurs and smaller developments.

Councilmember Bruce asked whether the standards would apply to new or existing buildings. Planning Consultant Tangari explained that the standards apply primarily to new construction. Redevelopment projects that expand floor area or seating capacity by more than 50% would also trigger compliance for the entire building. Minor modifications to older buildings would not require full compliance. Consultant Tangari noted that the anticipated cost increases for new construction would be modest, and most recent commercial projects would already comply with the proposed standards.

Councilmember Bridges asked for further clarity on what appeared to be an incremental approach – with likely changes occurring in a few years that might strengthen the standards further. Planning Consultant Tangari explained that the city is currently at a near-zero baseline, with only limited standards in overlays. The proposed amendment represented a moderate but notable change. This approach avoids overwhelming developers and allows the city to adjust standards over time based on results and community feedback. Planning Consultant Tangari supported the proposal as a balanced and practical starting point.

In response to questions from Councilmember Bridges, Planning Consultant Tangari said that West Bloomfield has more rigorous standards, particularly in the north Orchard Lake corridor. Investment demand and community demographics play a role in the development of standards. Farmington Hills has a wide range of incomes, and design standards need to acknowledge and encourage attractive design and redevelopment at all levels. Predictability in zoning and design standards benefits investment, as it assures developers that just as they have to meet standards, future projects by other developers will have to meet the same quality expectations. Establishing standards helps create a reliable framework for redevelopment efforts along corridors such as 12 Mile, Orchard Lake, and Grand River.

Councilmember Bridges suggested a hybrid, flexible approach based on the characteristics of the existing business neighborhoods. Planning Consultant Tangari agreed that flexibility is necessary, particularly along Grand River Avenue, where the current voluntary overlays are overly prescriptive and complex, and remain unused. He recommended simplifying those requirements to encourage greater participation in redevelopment projects.

Councilmember Aldred expressed general support for the draft ordinance but questioned the omission of steel as a permitted primary material, noting that modern architecture often features glass and steel designs. Planning Consultant Tangari explained that metal had been placed under accent materials in the draft, but the Planning Commission and Council could reconsider including steel as a primary material.

Councilmember Knol pointed out that the City of Farmington has long maintained architectural design standards as part of its Main Street program, providing another nearby example of a community with established requirements.

Councilmember Knol asked whether facade renovations, absent major expansions, would trigger compliance with the new design standards. Planning Consultant Tangari explained that as written, standards apply primarily to floor area expansions of 50% or more. Councilmember Knol noted that most activity in Farmington Hills involves facade improvements to strip malls along corridors such as Orchard Lake Road and Grand River, rather than major new construction, and new facades should follow the new design standards.

Planning Consultant Tangari suggested language requiring compliance when facades are modified beyond simple replacements of windows or doors. Changes such as replacing EIFS cladding would require adherence to the new standards. Recent developments were cited, including Chillbox renovations to gas stations conveniences stores; these would not meet the new standards.

City Manager Mekjian voiced strong support for including facade improvement standards, linking them to the city's broader strategic vision. He emphasized the importance of revitalizing corridors such as 12 Mile, Orchard Lake, and Grand River, noting that redevelopment interest is already growing. The focus should be on consistency, quality, and attractive modern architecture.

Director Kettler-Schmult said that staff will revise the text based on tonight's feedback and schedule the draft amendment for a public hearing. The first reading and public hearing are anticipated for September, pending legal review.

ADJOURNMENT

The Study Session meeting was adjourned at 7:12pm.

Respectfully submitted,

Carly Lindahl, City Clerk

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: **September 8, 2025**

DEPT: **Planning and Community Development**

RE: **Request to Reconsider Planned Unit Development ("PUD") Plan 2, 2024, including Site Plan 56-8-2024 - Mulberry Park and The Tabernacle Multi-Family Housing**

ADMINISTRATIVE SUMMARY:

Applicant: Steven Schafer

Owners: Detroit Baptist Manor and MOBI Investments

Sidwell: 22-23-11-201-001, -002, -004, -005, -006, -020, and -021

Zoning: RA-1 One Family Residential District

Master Plan: Flex Residential

Location: South side of Thirteen Mile Road, just west of Middlebelt Road

Description of Request: Schafer Development has formally requested a reconsideration of the City Council motion to deny PUD Plan 2, 2024 and concurrent Site Plan 56-8-2024. The request further proposes to make modifications to the proposed layout to increase the rear setback to at least 100 along the south property line by removing interior sidewalks and reducing the interior rear setbacks. The request is for reconsideration of the proposed revised plans by the City Council at a date set after the municipal elections.

Proposal Background: The subject application more generally proposes a two-part development under separate names across seven (7) parcels on the south side of Thirteen Mile Road, just west of Middlebelt Road: Mulberry Park (approximately 5.98 acres) and The Tabernacle (approximately 6.06 acres). Mulberry Park is proposed to consist of eight (8) buildings with thirty-two (32) units of both; attached, two (2)-story townhomes and attached, one (1) story ranches. The Tabernacle is proposed to be age-restricted and consists of nine (9) buildings with thirty-one (31) units of attached, one (1)-story ranches. The current proposal has proposed a total of 63 units.

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

PROCEDURAL HISTORY:

- April 18, 2024 – Planning Commission qualifies PUD (7-0)
- October 17, 2024 – Planning Commission set for public hearing (8-0)
- November 21, 2024 – Planning Commission public hearing/recommendation to City Council (5-0)
- January 13, 2025 – City Council public hearing postponed to March 3, 2025 (6-1)
- February 10, 2025- City Council study session
- March 3, 2025- City Council postponed to May 12, 2025 (6-1)
- May 12, 2025- City Council postponed to August 11, 2025 (4-2)
- July 14, 2025- City Council study session
- August 11, 2025- City Council regular meeting, motion to deny (4-3)

ZONING DEVIATIONS:

Permit

- Attachment of dwelling units where it is not permitted;
- RC-1 Multiple Family Residential District density where RA-1 One Family Residential District density is the maximum density permitted; and
- Forty-nine (49) replacement trees to be planted offsite, at the Detroit Baptist Manor.

ATTACHMENTS:

- Request for Reconsideration, narrative and exhibits from Schafer Development dated August 19, 2025
- Letter from MOBI Investments, dated August 27, 2025
- PUD Plan 2, 2024 narrative, revised PUD Plan 2, 2024 and Site Plan 56-8-2024 dated received July 15, 2025
- Giffels Webster's review, dated July 22, 2025
- City Engineer's interoffice correspondence, dated July 29, 2025
- Fire Marshal's interoffice correspondence, dated July 25, 2025
- April 18, 2024, Planning Commission regular meeting minutes
- October 17, 2024, Planning Commission regular meeting minutes
- November 21, 2024, Planning Commission regular meeting minutes
- January 13, 2025, City Council regular meeting minutes
- February 10, 2025, City Council study session minutes
- March 3, 2025, City Council regular meeting minutes
- May 12, 2025, City Council regular meeting minutes

- July 14, 2025, City Council study session minutes
- August 11, 2025, City Council regular meeting minutes

Reviewed by: Charmaine Kettler-Schmult, Director of Planning and Community Development
Approved by: Gary Mekjian, P.E., City Manager

Schafer Development, LLC
31400 Northwestern Highway, Suite H, Farmington Hills, MI 48334

Date: August 19, 2025

To: City of Farmington Hills, Planning Office, Mayor's Office, and City Council

From: Schafer Development, LLC

CC: *The Tabernacle + Mulberry Park* PUD – Changes to Site Plan Submittal for Reconsideration

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Request to Reconsider Planned Unit Development:

Schafer Development respectfully submits the below revisions to our Site Plan Submittal for *The Tabernacle + Mulberry Park* Planned Unit Development, as we can process minor revisions to meet the design objectives of the Flex Residential designation in the 2024 Master Plan.

Schafer Development respectfully requests that the City Council reconsider the proposed PUD, or alternatively, allow this matter to return for further discussion and vote at a date certain following the upcoming municipal elections.

History of Schafer Development and Project Overview:

Schafer Development is a family-run real estate development firm based in Farmington Hills, with more than 50 years of combined experience building, developing, and investing in high-quality projects across the City of Farmington Hills and the greater metro-Detroit community. Our mission is to be an exceptional corporate citizen by delivering high-quality residential, multi-family, commercial, and mixed-use communities that residents can take pride in – projects designed to endure and enhance the community for generations.

Our commitment is both professional and personal. My twin sons, Aaron and Spencer, live in Farmington Hills, and both our company's and my wife's offices are located in Farmington Hills. Every project we undertake – whether in our own backyard or elsewhere – is approached with the same dedication: engaging early with neighbors and community organizations, prioritizing tree, wetland, and site preservation over excessive density, and ensuring strong buffers that safeguard and respect legacy neighborhoods.

Schafer Development has consistently demonstrated its commitment to being a responsible corporate citizen, as exemplified by our work on *The Tabernacle + Mulberry Park* multi-generational living PUD. From the outset, we have gone above and beyond standard requirements: meeting one-on-one with neighbors, voluntarily attending annual HOA meetings, and welcoming HOA board members into our offices to review plan revisions in detail. Throughout this process, Schafer Development has remained transparent, responsive, and collaborative – listening to community members and elected officials, making necessary modifications, and working toward balanced solutions that respect the needs of all stakeholders. In addition, in March 2025 we received a Violation Notice requiring cleanup of residential blight, roof drainage issues, and minor exterior repairs on one of the homes; although only the contract purchaser, our team took the initiative to complete and fund these repairs swiftly, along with ongoing property maintenance.

Our company has never been a "bull in a china shop" that forces projects through or resorts to legal recourse when approvals are not granted. However, please understand and appreciate that the landowners have

standing for a legal challenge. Whether we pursue by-right entitlements or discretionary approvals – such as this specific PUD proposal – we pride ourselves on going back to the drawing board as many times as necessary, often making voluntary revisions to reach a consensus that all parties can support. This project is no exception.

While our project has been subject to an unusually high level of scrutiny compared to other recent PUDs – including questions beyond the scope of the underlying Site Plan review process and Council's purview – we continue to be fully transparent in all questions directed to our team and remain proud of the significant public benefit initiatives incorporated into our proposal through each plan iteration. Additionally, while we respect the perspectives of nearby residents, localized opposition should be balanced with the broader benefits this development provides for the entire community—including creative housing solutions for seniors seeking areas to downsize and age-in-place and younger households currently priced out of homeownership.

Our team continues to believe that, by working collaboratively, we can develop a solution that both addresses community concerns and delivers a lasting, high-quality development that Farmington Hills residents can be proud of for generations to come.

Master Plan – Flex Residential (Page 52):

At the August 11, 2025 City Council hearing, a Councilman Aldred referenced language in the Master Plan that provides additional context on the objectives of the Flex Residential future land use designation.

This provision had not previously been raised by the Planning Commission, Giffels Webster, or any other City department. Had this guidance been shared earlier in the review process, we would have incorporated and honored these objectives within our seven (7) earlier PUD Submittals.

For reference, below is the exact quote from Page 52 of the Master Plan:

> *"In the Flex Residential and Flex Residential/Office areas, permitted densities should generally correspond with RA-4 district, but may be increased to RC-1 densities* ***where a third or more of the site is preserved*** *and* ***setbacks of 100 feet or more are preserved*** *to adjacent neighborhoods."*

- **Council Request:** Provide 1/3 or more of the site is preserved.
    - **Developer Response:** The August Site Plan includes 51.3% open space—an 18% increase over the Master Plan's minimum recommendation.
- **Council Request:** Provide a 100-foot rear yard setback.
    - **Developer Response:** As shown in **Exhibit A**, we can provide a continuous 100-foot plus rear yard setback along the entire southern property line, by:
        - Removing three (3) 5-foot-wide east/west sidewalks
        - Reducing rear yard depths by 2 feet at *The Tabernacle* ranch units
        - Reducing rear yard depths by 12 feet at the *Mulberry Park* townhome units

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Reponses to Public Benefit Comments:

Based on six meetings with City Council to date—four public hearings and two study sessions—along with

a thorough review of YouTube recordings and official meeting minutes, we have compiled a comprehensive list of public benefit considerations, whether voluntarily offered or raised by elected officials and residents. Each of these recommendations has been carefully evaluated and incorporated into the latest Site Plan Submittal. Collectively, these initiatives underscore our commitment to listening to all stakeholders and making a concerted effort to enhance the project in ways that serve both the community and the City:

1) Deep Buffering (refer to Exhibit A)

- **Master Plan Compliance:** Per **Exhibit A**, our Site Plan can be revised to feature a 100-foot setback to *Holly Hill Farms* through revised internal setbacks and selective sidewalk removals.

2) Traffic & Access Enhancements

- **Primary Entrance:** Removal of the first duplex unit at Baptist Manor to create a direct entrance to the signalized intersection at 13 Mile Road and Detroit Baptist Drive.
- **Legacy Unit Demolition:** Removal of three aging duplex units south of the proposed PUD entrance – note these units are among the oldest structures on the Baptist Manor campus. Their demolition and replacement represent more than $1.5 million in reinvestment, delivering critical upgrades and long-term improvements to the campus.
    - Due to cost implications, these improvements will likely not occur or be substantially delayed without approval of the larger PUD project.
- **Relocation of Residents:** A Planning Commission hearing is scheduled for August 21, 2025, to consider construction of a new 6-plex on Baptist Manor greenfield land to house displaced residents. This project represents over $1.5 million in reinvestment and provides meaningful upgrades to the campus.
    - Due to cost implications, these improvements will likely not occur or be substantially delayed without approval of the larger PUD project.

3) Walkability

- **New Right-of-Way Sidewalk:** Installation of a landscaped sidewalk to replace the existing unsafe walkway, currently situated less than one foot from vehicular traffic on 13 Mile Road.
- **Enhanced Connectivity:** The redesigned sidewalk provides safe, convenient pedestrian access to shopping, dining, entertainment, and lifestyle destinations along Orchard Lake Road. This improvement aligns with recommendations from *Community Attributes* (Township retained Planning Consultant) *Orchard Lake Market Study* visioning session, in which we voluntarily participated at the request of the City Manager's office, alongside several community stakeholders.

4) Reduced Density

- Density reduced from 76 units to 63 units – a 18% reduction in overall density from our original Site Plan Submittal.

5) Visual Impact

- All units adjacent to *Holly Hill Farms* are now single-story ranch structures, limited to two- and three-units per building, with a minimum 25-foot side-yard setback between building runs.
- We have made significant revisions since the original Site Plan submittal, including the introduction of a single-story ranch product along the entire southern property line. This design adjustment better

aligns with the scale and character of the adjacent single-family residences, reducing intensity and providing a more compatible transition for the neighborhood – in addition to the 100-foot setback and Tree Preservation Area.

6) Landscape and Public Art Proposal (refer to Exhibit B)

- **Public Art Installation:** Voluntary part art feature along 13 Mile Road frontage to enhance the streetscape and benefit both residents and the wider community – note this is a voluntary developer community benefit not required anywhere in the Zoning Ordinance or as part of a PUD.
- **Pocket Parks & Interior Trail:**
    - Two pocket parks overlooking preserved open space and Tree Preservation Area.
    - Winding, landscaped interior trail connecting neighborhoods and enhancing "sense of place."
    - Direct pedestrian link to 13 Mile Road with three north-south interior sidewalk connections, with curated public art and hallmark landscaping (perennials, shrubs, arborvitaes).
- **Landscape Screening & Beautification:**
    - **Screen Wall:** 3-foot screening wall and robust landscaping along portions of 13 Mile Road to reduce light and noise pollution.
    - **Tree Deficiency:** Addressing the 49-tree deficiency by either:
        - **Option 1:** Planting larger evergreens along the southern property line.
        - **Option 2:** Significantly improve corridor aesthetics through additional plantings along Baptist Manor's existing campus frontage, where only two trees exist today.
            - ***NOTE:*** *Revising our Site Plan Submittal to feature a 100-foot setback to Holly Hill Farms will likely reduce our tree impact and the tree deficiency figure is likely to shrink as a result.*

7) Stormwater Management (refer to Exhibits C – D)

- On-site detention basin designed to handle two consecutive 100-year storm events, capturing nearly all of current runoff (as well as post-development drainage) impacting *Holly Hill Farms* – note this is a requirement by the Farmington Hills Engineering Department to adhere to Oakland County drainage standards.
    - Additionally this PUD provides the unique opportunity for a master stormwater control system to help alleviate the flooding concerns expressed by the nine southerly residents.
- Refer to Pre-Construction (Existing) Site Drainage showcased in **Exhibit C**.
- Refer to Post-Construction Site Drainage showcased in **Exhibit D**.

8) Multi-Generational Living Opportunity

- **"Missing Middle" Housing:** The PUD delivers much needed housing diversity and creates opportunities for multiple generations to live within the same community.
- **Age-Restricted (55+) Ranch Apartment Homes (31 of 63 units / 49%):** Offering a more attainable option for active adults and empty nesters, this offering provides a maintenance-free lifestyle with access to Baptist Manor services, supporting aging-in-place.
- **For-Sale Townhomes (24 of 63 units / 38%):** Designed for young professionals, couples, and families seeking a maintenance-free lifestyle, while also contributing to increased student enrollment in Farmington Hills schools.
- **For-Sale Ranch Duplexes (8 of 63 units / 13%):** Targeted to active adults and empty nesters, these homes feature all primary living and entertainment accommodations on the main floor.

Responses to Health, Safety and Public Welfare Objections:

Below are excerpts cited by certain Council members during the August 11, 2025 hearing – entered into the record – that appear to challenge the findings of Staff and Consultant Review Letters, which were used as rationale for denying the proposed PUD:

- **Denial of Approval – Inadequate Southern Setback**

    - **Developer Response:** The revisions highlighted in **Exhibit A** showcase a minimum 100-foot buffer to *Holly Hill Farms,* meeting the spirit and intent of the guidelines on Page 52 of the Master Plan.

➢ **CONCLUSION:** The concern regarding the **southern setback** can be fully addressed and should no longer be considered a basis for denial.

- **Denial of Approval – Inadequate Open Space**

    - **Developer Response:** Pages L2 and L4 of the Site Plan Submittal, dated July 15, 2025, show an open space calculation of 51.3% – exceeding the Master Plan guidelines on Page 52 by more than 18% and fully meeting its spirit and intent. With the proposed setback revisions, the open space percentage will increase further.

➢ **CONCLUSION:** The concern regarding project **open space** should not be considered a basis for denial.

- **Denial of Approval – Traffic Safety**

    - **Developer Response:** Schafer Development has met with the City's Traffic and Engineering Departments on numerous occasions to address neighborhood concerns regarding traffic. Following these discussions, the most effective solution was determined to be a primary entrance connecting the proposed PUD with the signalized intersection at 13 Mile Road and Detroit Baptist Drive, directly aligning with the recommendations from Engineering Review Letters dated October 8, 2024, and November 12, 2024.
    - Additionally, the City's Fire and Traffic Departments require a secondary entrance along 13 Mile Road, adjacent to Westgate Drive. This requirement ensures compliance with municipal traffic standards – as aligned drives allow for safer turning movements – and the International Fire Code – which mandates that emergency vehicles have two points of access to address a fire- or life-safety emergency.
    - To further demonstrate good faith, Schafer Development retained Fleis & Vandenbrink, a highly regarded traffic engineering firm with offices in Farmington Hills, who have extensive experience in Farmington Hills and across Michigan, as they represent private clients and perform municipal work on behalf of several local communities.
    - Their Traffic Impact Study dated November 11, 2024, and resubmitted on February 21, 2025, recommended the addition of a deceleration taper lane along 13 Mile Road as warranted.
    - It is also critical to note that **the Trip Generational Analysis for our 63-unit project falls below the City's internal thresholds requiring a full Traffic Impact Study**. Nevertheless,

Schafer Development chose to voluntarily prepare a comprehensive study, underscoring our commitment to being a responsible community partner.

- **CONCLUSION:** The concern regarding **traffic safety** should not be considered a basis for denial, as no City Department or City-retained Outside Consultant suggested that the proposed entrance locations or traffic management warrant additional improvements.

- **Denial of Approval – Increased Stormwater Runoff (refer to Exhibits C – D)**

    - **Developer Response:** Oakland County stormwater standards mandate that redevelopment of properties must have on-site stormwater management to capture stormwater runoff. Per the Drainage Maps in **Exhibits C – D**, nearly all stormwater runoff will be captured by our on-site stormwater detention basin, alleviating a significant amount of stormwater runoff that naturally traverses onto *Holly Hill Farms* residents' properties at the southern property line.
    - At the request of *Holly Hill Farms* residents, a substantial portion of the 100-foot rear yard setback will be preserved as a Tree Preservation Area. To preserve the maximum number of trees within the Tree Preservation Area, only limited grading will occur in the setback.
    - Within the Tree Preservation Area, stormwater will continue to follow natural grading, while stormwater from all areas north of the 100-foot setback will be fully captured by our engineered stormwater system and outlet into the municipal storm system along 13 Mile Road.

- **CONCLUSION:** The concern regarding **stormwater runoff** is unfounded and should not be considered a basis for denial, as no City Department or City-retained Outside Consultant suggested that the stormwater runoff or management was inadequate.

- **Denial of Approval – Reduced Property Values**

    - **Developer Response:** As noted by Councilwoman Boleware and Mayor Rich at the August 11, 2025 City Council hearing, the City's Assessing Department confirmed that existing single-family residential homesites do not experience reduced property values when a PUD project is developed in immediate vicinity to an existing residential neighborhood.
    - This project has the opportunity to generate over $25 million in new investment into the community, including substantial tax revenue over the existing vacant homesites.

- **CONCLUSION:** The concern regarding **property values** does not align with the City's data and findings and should no longer be considered a basis for denial.

Responses to Councilman Bruce Objections:

- **Proof of Marketing Efforts for RA-1 Development (refer to Exhibit D)**

    - **Developer Response:** As noted by Mayor Rich at the August 11, 2025 City Council hearing, RA-1 residences east of the PUD have been on the market for numerous years and languishing at a price point comparable – or far higher – than Schafer's acquisition price.

- **Summary of NAI Cover Letter:** Between 2020 and 2023, the site was broadly marketed as a prime redevelopment opportunity, noting the underlying RA-1 residential zoning. The property generated substantial interest, particularly from national and regional homebuilders, senior housing developers, and group home investors. Developers including Robertson Brothers, Pulte, and other residential builders pursued the site, along with senior living operators seeking to meet growing demand for age-friendly housing. The majority of inquiries centered on building condominiums, townhomes, or senior living communities, while secondary interest came from group home investors and select commercial developers.
- Notably, **no inquiries were received for single-family RA-1 development, rentals, or new builds along the corridor**. This lack of demand clearly demonstrates that the market does not support redevelopment of the site under its current RA-1 zoning. Buyers were focused instead on higher-density, modern housing formats that better reflect today's consumer preferences, accessibility requirements, and demographic trends.
- Despite receiving numerous letters of intent and nearly a dozen Purchase Agreements, no transactions were finalized. The barriers were not a lack of interest but restrictive RA-1 zoning, density limitations, and the challenge of assembling adjacent parcels at viable prices. Several developers attempted to negotiate with neighboring residents, most of whom expressed willingness to sell, but above-market asking prices made a larger assemblage unworkable.
- Meanwhile, many existing homes along 13 Mile remain outdated, reliant on well systems, and lacking code compliant or modern features, making them unattractive for new families, empty nesters, or seniors. **This "functional obsolescence" further underscores why traditional RA-1 development is not feasible or market-supported in this corridor**. Therefore, tearing down existing homesites and replacing them with comparable residences does not make economic sense.

➢ **CONCLUSION: Based on NAI's three-plus years of marketing efforts on the MOBI Investments and Chaldean Community Foundation properties**, demand has been consistently demonstrated for higher-density housing such as townhomes, condominiums, and senior living—uses that directly align with the spirit and intent of the Flex Residential future land use designation. By contrast, **there has been no meaningful market interest in maintaining large-lot RA-1 development**, as evidenced by comparable properties further east that have remained unsold for more than 20-plus years at a comparable (or far higher) economic value than Schafer Development is under contract to purchase the MOBI site.

Continued reliance on RA-1 zoning will only ensure continued stagnation and underutilization, while a PUD approach meets the spirit and intent of the Flex Residential designation meets evolving community needs.

- **Proof of Misuse of PUD Process**

  - **Developer Response:** The Flex Residential category has not been fully defined – intentionally left broad by Staff, Outside Consultants, Planning Commission, and ultimately Council – to encourage use of the PUD mechanism, as no existing zoning district corresponds to this new future land use designation.
  - The assertion that the proposed PUD misuses this process is, in effect, "moving the goalposts mid-game," as this category was purposefully approved with flexible parameters. The suggestion that our interpretation of the land use description is "not good enough" sets a dangerous precedent, as our team has made every effort to interpret and apply the limited guidance available.

- Moreover, City Council unanimously voted to adopt this new land use designation into the 2024 Master Plan, with Staff and Outside Consultants recognizing its necessity to address the challenges of redeveloping select parcels across the City for purposes beyond conventional large-lot residential.

➢ **CONCLUSION:** The concern regarding **misuse of the PUD process** does not align with City Staff, Outside Consultants, or Planning Commission's unanimous approval of the PUD Qualification, and should no longer be considered a basis for denial.

Page 52 of the Master Plan states two design objectives that permit a redevelopment at RC-1 densities so long as (i) 1/3 or more of the site is preserved as open space and (ii) setbacks to adjacent neighborhoods are 100 feet.

Additionally, per Page 238 of the Master Plan, under *Equivalent Zoning District* for the *Flex Residential* future land use category, it states the following:

> *"No equivalent [zoning district]; FLU category is intended to flexibly facilitate missing middle housing and **new district should focus on form**."*

Given that no district has been created, **a PUD is the only valid instrument** by which a proposal under Flex Residential can be considered.

- **Proof that Project sets PUD Rezoning Precedent for Other Vacant Properties**

  - **Developer Response:** As noted by City Attorney Steve Joppich at the August 11, 2025 City Council hearing, he refuted this response, stating the proposed PUD is "highly unlikely" to set a precedent for other future developments. Furthermore, it was stated that since the assemblage holds a Flex Residential future land use description, a PUD is the only legitimate mechanism since there is not a direct zoning category in the Zoning Ordinance that correlates with the future land use recommendation.

➢ **CONCLUSION:** The City Attorney has refuted the **PUD rezoning precedent** for other vacant properties next to established residential communities, and it should not be considered a valid basis for denial.

Closing:

Schafer Development respectfully requests that the City Council allow this matter to return for further discussion and vote on a date certain following the upcoming municipal elections. **Our updated Site Plan reflects substantial revisions directly responsive to City Council, Staff, City-retained Outside Consultants, and community input** – delivering greater open space, enhanced buffering, reduced density, upgraded stormwater protections, and a robust package of public benefits, consistent with both the City's long-term planning goals under the Zoning Ordinance and the Master Plan's Flex Residential designation. Throughout this process, we have acted in good faith, addressing every single concern – setbacks, traffic, open space, stormwater, property values, and most recently Councilman Bruce's additional objections – with documented evidence supported by City Staff, City-retained Outside Consultants, and the Planning Commission. We have also voluntarily incorporated community-focused enhancements, including public art, interior trails, pocket parks, a masonry screen wall, and landscape screening, to ensure this project integrates

seamlessly into the neighborhood while serving the broader community.

We acknowledge that stark differences remain between City Council's position and the interpretations and recommendations of Staff, City-retained Consultants, and the Planning Commission. Nonetheless, we remain committed to constructive collaboration. Predictability and consistency in the review process are vital for both applicants and residents, and this project offers a unique opportunity to reinforce those values while advancing the City's adopted planning objectives.

Importantly, this proposal addresses the challenges of an underutilized assemblage, while setting a benchmark for high-quality redevelopment in Farmington Hills. It expands housing diversity, enriches quality of life and fulfills the vision of the Master Plan. **While we respect the perspectives of nearby residents, localized opposition should be weighed against the broader benefits this development provides for the entire community** – including creative housing solutions for aging seniors seeking to downsize and simplify, and younger households who are currently priced out of homeownership. Denial risks undermining the Master Plan itself, sending the wrong message about the City's commitment to implementing its unanimously adopted vision.

We thank the City Council, Planning Staff, and community members for their engagement. Schafer Development remains dedicated to achieving an outcome that balances neighborhood preservation with responsible redevelopment – an outcome that Farmington Hills residents can take pride in for generations to come.

Sincerely,

The Schafer Development Team

Steve Schafer
President
E: steve@schafer-dev.com
C: (248) 613-6262

Spencer Schafer
VP, Acquisitions & Development
E: spencer@schafer-dev.com
C: (248) 914-7499

Aaron Schafer
Acquisitions & Development
E: aaron@schafer-dev.com
C: (248) 660-4454

Exhibit A

100-foot Buffer Concept Plan

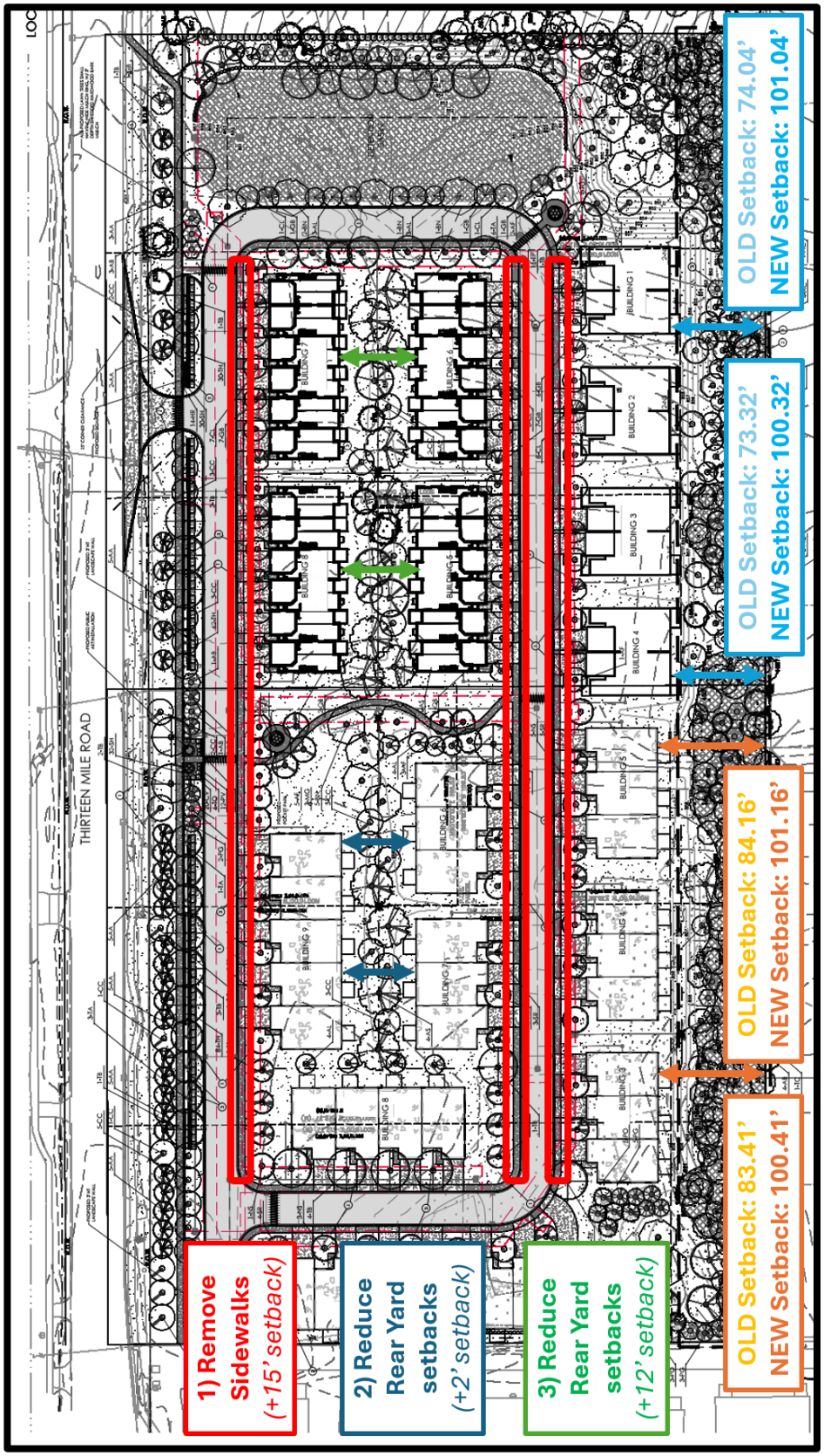


Exhibit B

Landscape and Public Art Proposal

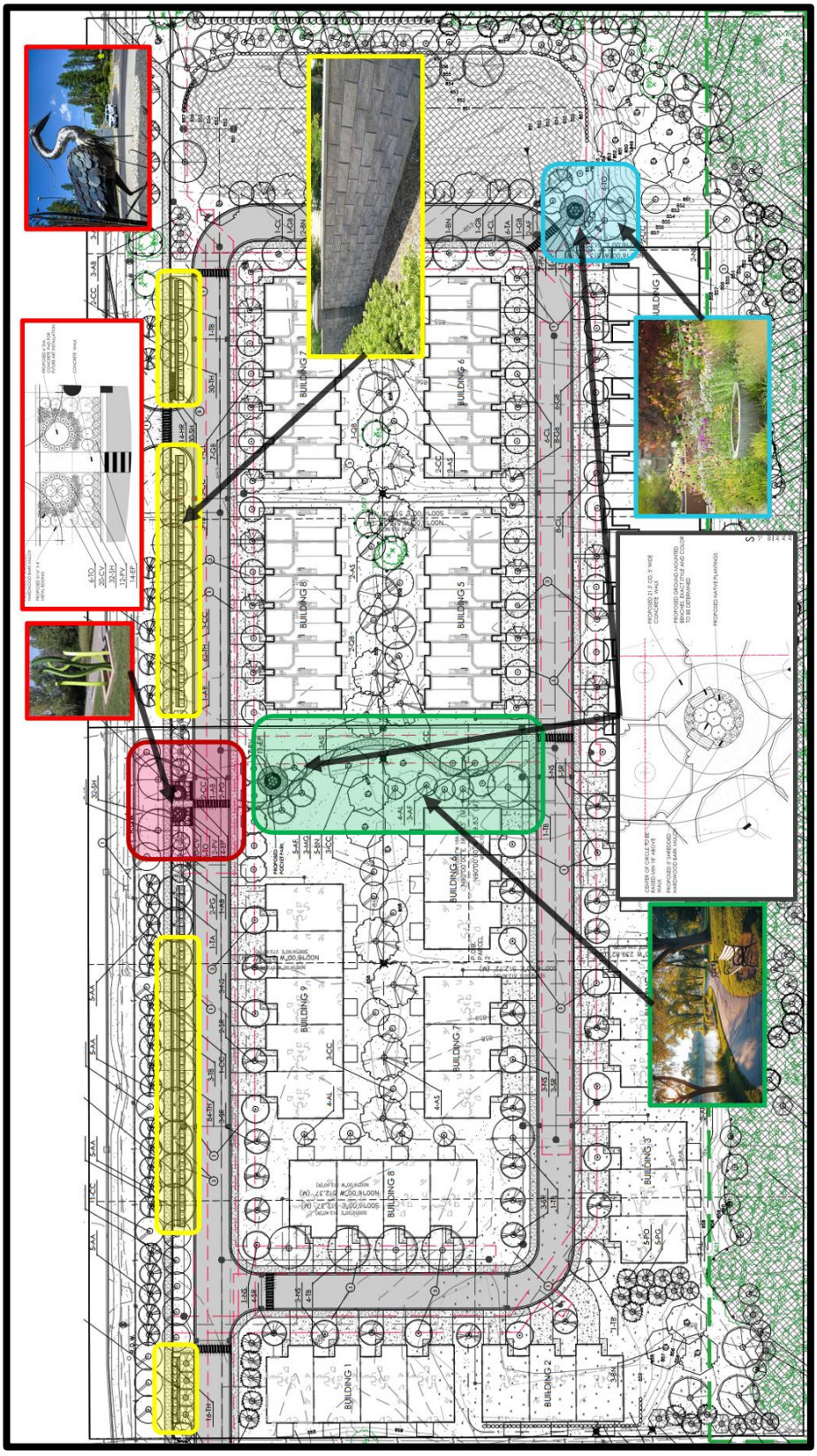


Exhibit C

Pre-Development Drainage Map

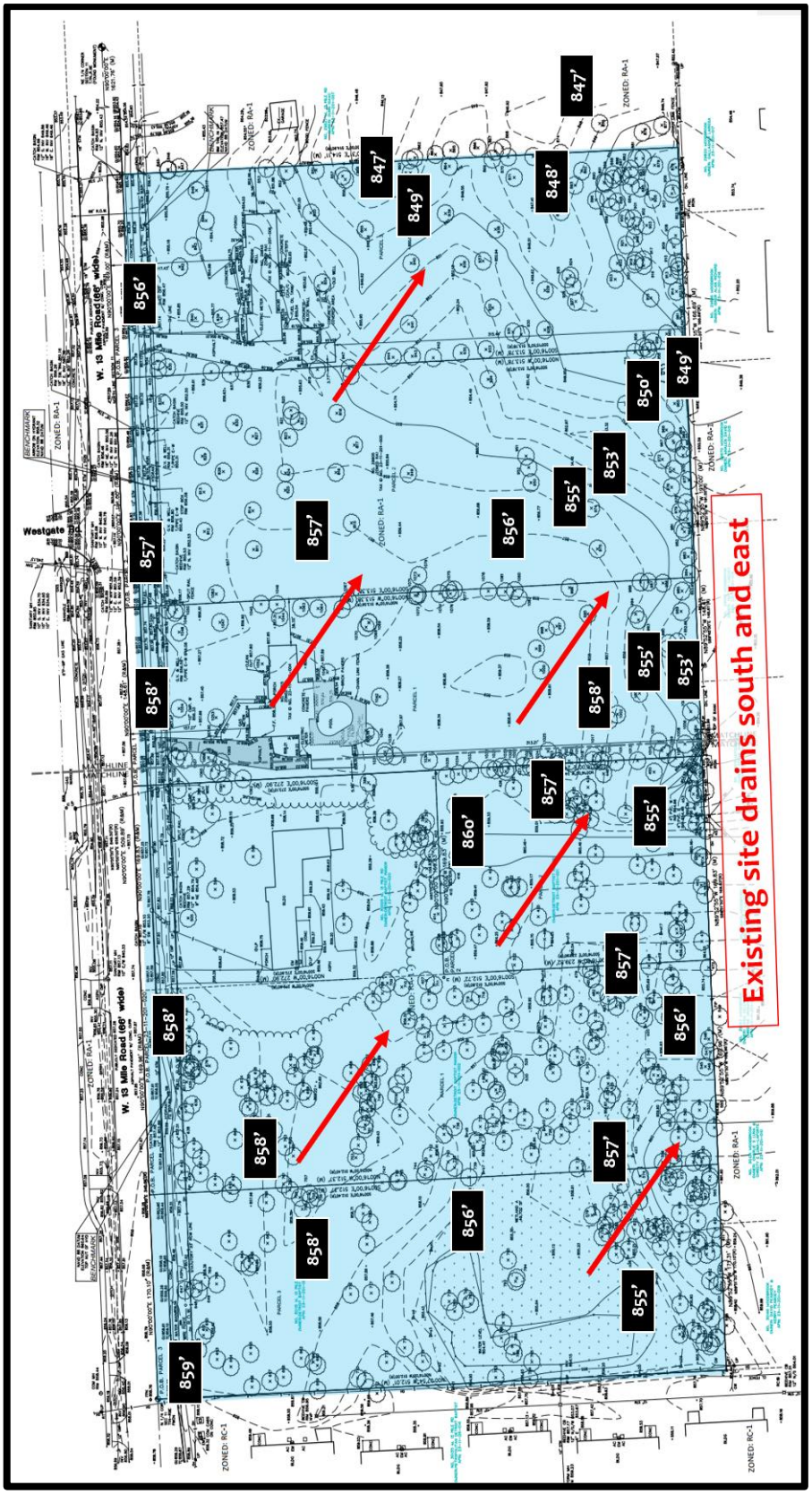
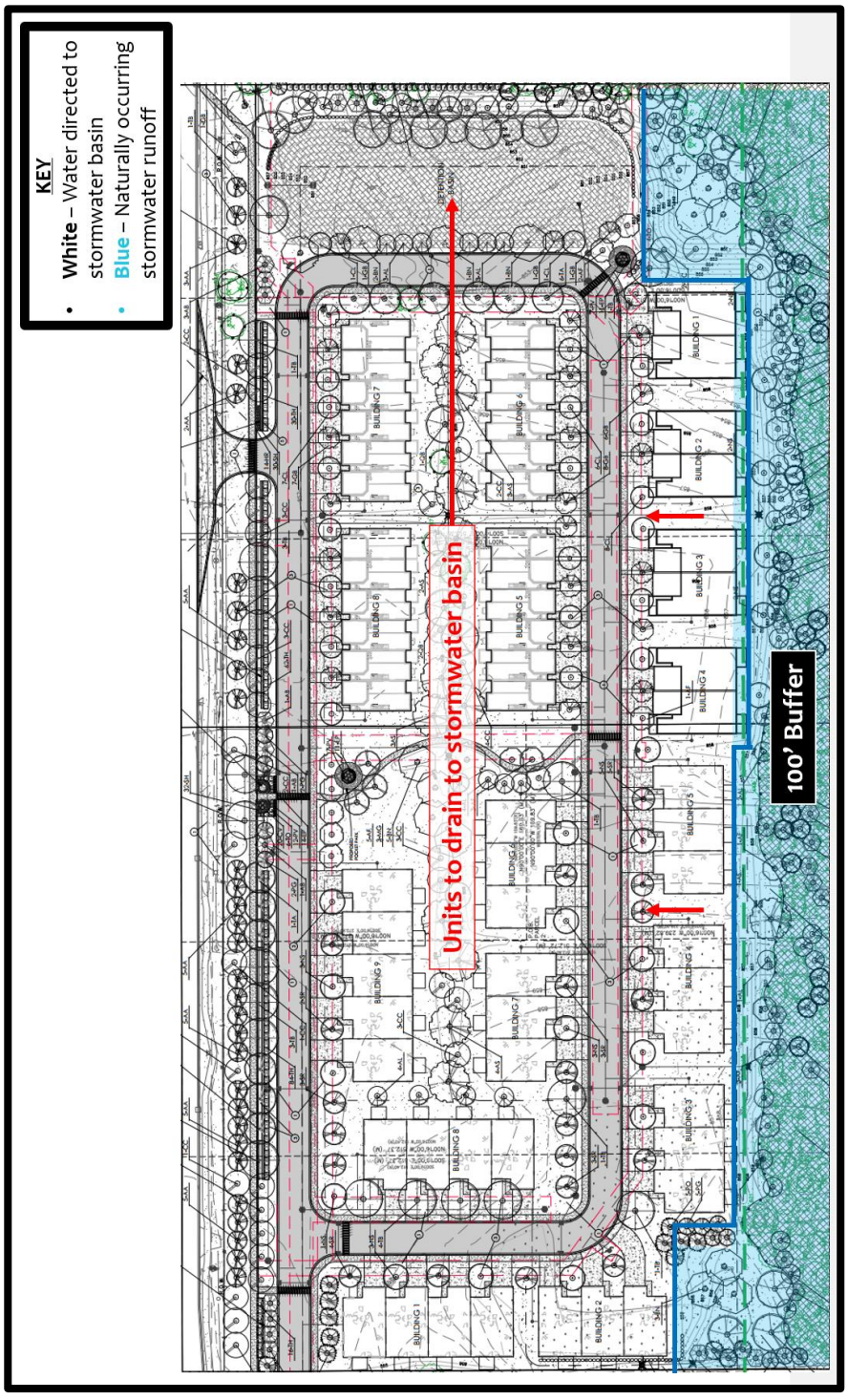


Exhibit D

Post-Development Drainage Map



Please note: *The August Site Plan is provided here as a reference. This plan does not reflect the subsequent removal of the three east–west sidewalks or the reduced back-to-back setback between the Mulberry Park townhome units and the Baptist Manor ranch units fronting 13 Mile Road.*

Exhibit E

NAI Farbman Marketing Materials

City of Farmington Hills, MI
Planning Commission
31555 W. Eleven Mile Rd.
Farmington Hills, MI 48336

August 15, 2025

To Whom It May Concern,

I am a commercial real estate broker who represented the **5.63-acre parcel**s located along 13 Mile Road between Orchard Lake Road and Middlebelt Road, listed for sale from 2020 to 2023. The property was extensively marketed during that period, attracting interest from a wide range of developers—including major homebuilders such as Robertson Brothers and Pulte, smaller residential builders, and senior living facility operators.

We received **numerous letters of intent** and approximately a **dozen purchase agreements**. However, all ultimately fell through due to challenges related to development density and the need to assemble additional parcels not owned by the current property owners. Several developers attempted to engage neighboring residents to the east in hopes of acquiring adjacent parcels to meet requirements for density, setbacks, and parking.

Throughout the listing period, I was contacted by multiple residents along 13 Mile Road expressing interest in selling their properties. Their motivations varied—from relocating to the east side of town or moving into larger subdivisions with parks, to personal circumstances such as illness or the passing of a loved one. The majority of inquiries I received were from developers interested in constructing **condominiums, townhomes, or senior living communities**. The second most sought-after were group home investors and commercial developers. I did not receive any inquiries related to single-family home rentals, purchases, or new builds along 13 Mile Road.

Many of the residences in this corridor lacked modern infrastructure, with some still reliant on well water systems. My marketing efforts included outreach to all neighboring property owners to the east—from Cove Creek to the Baptist-owned parcels. With the sole exception of Evelyn Golden's property, all expressed openness to selling and participating in a potential land assembly at the time.

The commercial and busy thoroughfare of 13 Mile Rd also was sought out by commercial retail developers, but zoning did not accommodate. Many other uses have inquired but ultimately passed on the site to the **limited zoning (RA-1**). The single-family homes along 13 Mile Road have seen little to no improvement over the years. As a result, constructing new homes or condominiums in the area would yield similar pricing to the existing inventory. Many of the current homes are **outdated and lack the modern features and amenities** that today's buyers demand. A major concern is the **absence of ADA-compliant access** in hallways and bathrooms, making these **homes unsuitable** for empty nesters, seniors, or group home residents.

Most inquiries came from homebuilders—both large and small—interested in developing new inventory. However, they were constrained by RA-1 zoning regulations or faced homeowner asking prices that **exceeded market viability**. I had no issue with the pricing of the 5.63-acre parcel listed for sale. The real challenge was assembling adjacent properties, as homeowners consistently raised their prices with each inquiry. These inflated prices were difficult to justify, especially given the **functional obsolescence of the homes**, many of which likely failed to meet current zoning standards and would require costly demolition.

Thank you, and please let me know if I can provide any additional information.

Kindest Regards,
Wendy Acho
(248) 563-0739 / acho@farbman.com

PROPERTY DETAILS

VACANT LAND FOR SALE
29905 THIRTEEN MILE ROAD, FARMINGTON HILLS, MI 48334
Oakland County | Three prime parcels on 13 Mile between Middlebelt and Orchard Lake Road

- 5.63 ACRES
- 3 Parcels
- Parcel Number: 22-23-11-201-004, 005, 006
- Zoned: RA-1 Residential
- Proposed Zoning: Site Condo Detached
- Prime Development Real Estate Opportunity
- School District: Farmington Hills Public Schools
- **Located Near**: Glen Oaks Golf Country Club, Franklin Hills Country Club, Copper Creek Golf Course
- **Retailers Near**: Busch's Fresh Food Market, Simsbury Plaza, Kendallwood Shopping Plaza
- **Major Freeway Access**: Northwestern Highway, M-10 John C. Lodge, Interstate 696 (I-696) Walter P. Reuther Freeway, Interstate 75 (I-75), Interstate 96 (I-96), Interstate 275 (I-275)

NOTES: Located in one of the wealthiest counties in the nation and one of the most affluent communities in southeastern Oakland County, Farmington Hills is home to over 80,000 residents and consistently ranks as one of the safest cities in the United States. Farmington Hills is the second largest city in Oakland County that extends over 33 square miles. The surrounding markets provide high income and dense residential population within affluent trade areas as well as high traffic volumes. School District: FARMINGTON PUBLIC SCH DIST.

- **Affluent Area**: Median Household Income exceeds $100,000 within a 3-Mile Radius. One of the wealthiest counties an most affluent in southeast Oakland County measuring 30 squares miles with 80,000 residents
- **National Retailer Presence**: Major Tenants within 2 Miles from the Orchard Lake Road corridor (25,000 vehicles per day)that major power centers that include tenants Best Buy, Home Depot, TJ Maxx, Kohl's, Whole Foods , Planet Fitness, Plum Market, Burlington, Aldi, Ferrari dealership.

- **High concentration of employment**: Over 1.1 Million square feet of office and retail space within a 1 mile radius.

SALE PRICE: $900,000

BREAKDOWN OF PARCELS

29915 THIRTEEN MILE, FARMINGTON HILLS, MI 48334-2201

- **Parcel Number: 22-23-11-201-004 | 1.640 ACRES**
- Zoned: RA-1
- Existing 1948 single-family ranch resident 2,588 SF
- School District: Farmington Hills Public Schools
- Total Frontage: 148.61 ft | Average Depth: 513.38 ft
- LEGAL DESC: T1N, R9E, SEC 11 PART OF NE 1/4 BEG AT PT DIST E 509.89 FT FROM N 1/4 COR, TH S 00-16-00 E 513.20 FT, TH S 89-48-00 E 148.61 FT, TH N 00-16-00 W 513.56 FT, TH W 148.61 FT TO BEG 1.75 A

29905 THIRTEEN MILE, FARMINGTON HILLS, MI 48334-2201

- **Parcel Number: 22-23-11-201-005 | 2.120 ACRES**
- Zoned: RA-1
- Land SF: 92,347 SF
- School District: Farmington Hills Public Schools
- Total Frontage: 191.00 ft | Average Depth: 513.67 ft
- LEGAL DESC: T1N, R9E, SEC 11 PART OF NE 1/4 BEG AT PT DIST E 658.50 FT FROM N 1/4 COR, TH E 191 FT, TH S 00-16-00 E 513.78 FT, TH N 89-51-50 W 191 FT, TH N 00-16-00 W 513.56 FT TO BEG 2.25 A

29845 THIRTEEN MILE, FARMINGTON HILLS, MI 48334-2308

- **Parcel Number: 22-23-11-201-006 | 1.870 ACRES**
- Zoned: RA-1
- Existing 1947 single-family ranch resident 2,879 SF
- School District: Farmington Hills Public Schools
- Total Frontage: 169.00 ft | Average Depth: 514.34 ft
- LEGAL DESC: T1N, R9E, SEC 11 PART OF NE 1/4 BEG AT PT DIST E 849.50 FT FROM N 1/4 COR, TH S 00-15-50 E 513.78 FT, TH S 89-48-10 E 166.69 FT, TH N 514.90 FT, TH W 169 FT TO BEG 1.98 A

NEIGHBORS

Cove Creek Condo Parcel
2.6 ACRES or less 2.22 AC
Cove Creek Condominium Association
Parcel Number 22-23-11-226-047
This parcel was the Phase I, west of the existing Cove Creek development, that went undeveloped.
13 Mile frontage and access
2.22 Acres buildable
Creek runs thru property that divides lot for sale and existing 14 unit condo site
Flat land
Detention Pond – can we share the detention pond with the Cove Creek and buy the backyard of the neighbors to the west?
Any decision has to be run thru the association board

Rabindran (Robert) Ganesan | 29487 Cove Creek Ln, Farmington Hills, MI 48334
Cove Creek Board President
Cove Creek Condominium Association
Parcel Number 22-23-11-226-047
248-538-1743 H. | (248) 514-2295 M.
rob.ganesan@gmail.com
ASKING $329,000

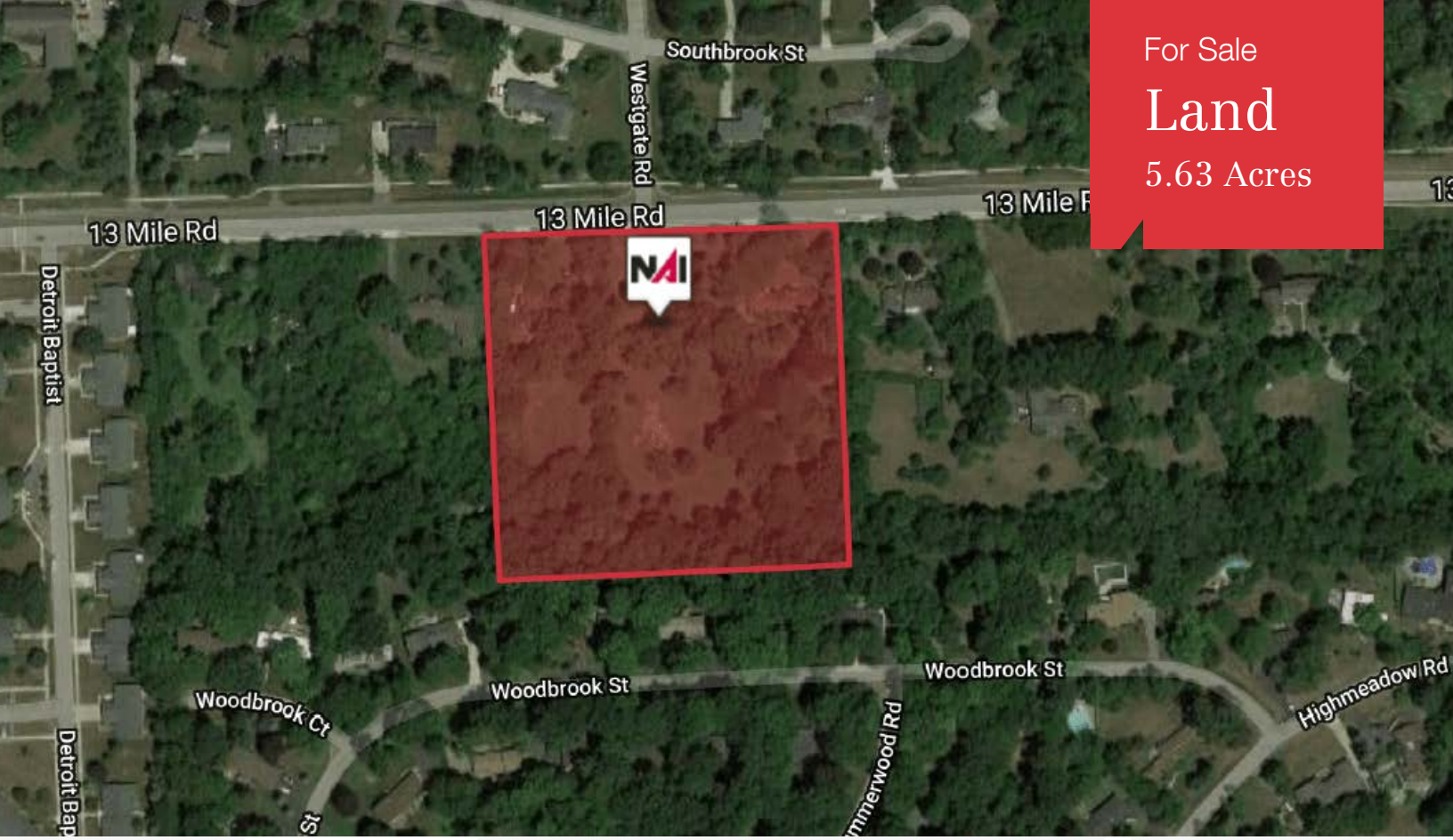
29649 THIRTEEN MILE FARMINGTON HILLS, MI 48334-2304
Parcel Number: 22-23-11-226-002
2.22 ACRES | Home
SKIOTYS, DAINIUS / SKIOTYS, KIMBERLY
29649 THIRTEEN MILE FARMINGTON HILLS, MI 48334-2304
RESULT: MAKE ME AN OFFER – spoke and email
248-882-6858
k_skiotys@yahoo.com
UNPRICED – seller is a realtor; well/septic

29701 THIRTEEN MILE FARMINGTON HILLS, MI 48334-2306
Parcel Number: 22-23-11-226-001
2.22 ACRES | Land
David Wax BROKER, Burger & Company
(248) 891-3440
david@burgercollc.com
ASKING $295,000

29711 THIRTEEN MILE FARMINGTON HILLS, MI 48334-2306
Parcel Number: 22-23-11-201-008
2.22 ACRES | House
GOLDEN, EVELYN F – passed away
PO BOX 810490 DALLAS, TX 75381-0490

RESULT: Son, Bernard Golden living in the house
(248) 765-1760, 248-626-3763
NOT FOR SALE

29827 THIRTEEN MILE FARMINGTON HILLS, MI 48334-2308
Parcel Number: 22-23-11-201-007
1.87 ACRES | House
DUNN, ISAAC
29827 THIRTEEN MILE FARMINGTON HILLS, MI 48334-2308
RESULT: MAKE ME AN OFFER – moving to Macomb County
(313) 310-5555, (313) 333-3962 | heavygut@gmail.com
ASKING $450,000



For Sale

Land

5.63 Acres

13 Mile Rd

Farmington Hills, Michigan 48334

Property Highlights

- 5.63 Acres
- 3 Parcels
- Parcel Number: 22-23-11-201-004, 005, 006
- Zoned: Residential RA-1
- Prime Development Opportunity
- School District: Farmington Hills Public Schools
- Located Near: Glen Oaks Golf Country Club, Franklin Hills Country Club, Copper Creek Golf Course
- Retailers Near: Busch's Fresh Food Market, Simsbury Plaza, Kendallwood Shopping Plaza
- Major Freeway Access: Northwestern Highway, M-10, I-696, I-75, I-96 and I-275
- Sale Price: $900,000

OFFERING SUMMARY	
Sale Price	$900,000
Lot Size	5.63 Acres

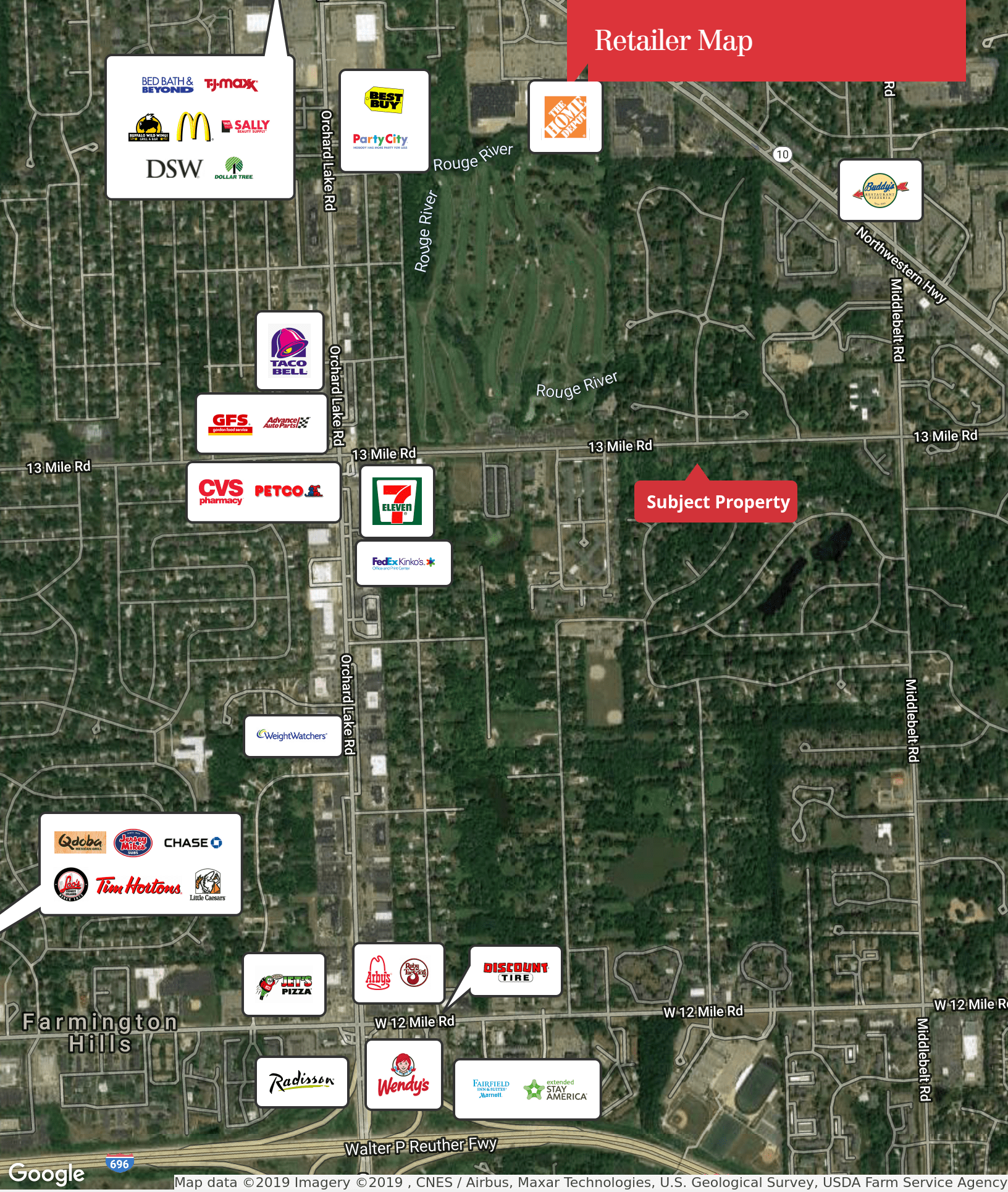
DEMOGRAPHICS		
Stats	**Population**	**Avg. HH Income**
1 Mile	8,695	$103,567
3 Miles	66,415	$110,833
5 Miles	181,445	$102,679

For more information

Wendy Acho
O: 248 563 0739
acho@farbman.com

Dan Callaway
O: 313 202 2243
callaway@farbman.com

Retailer Map

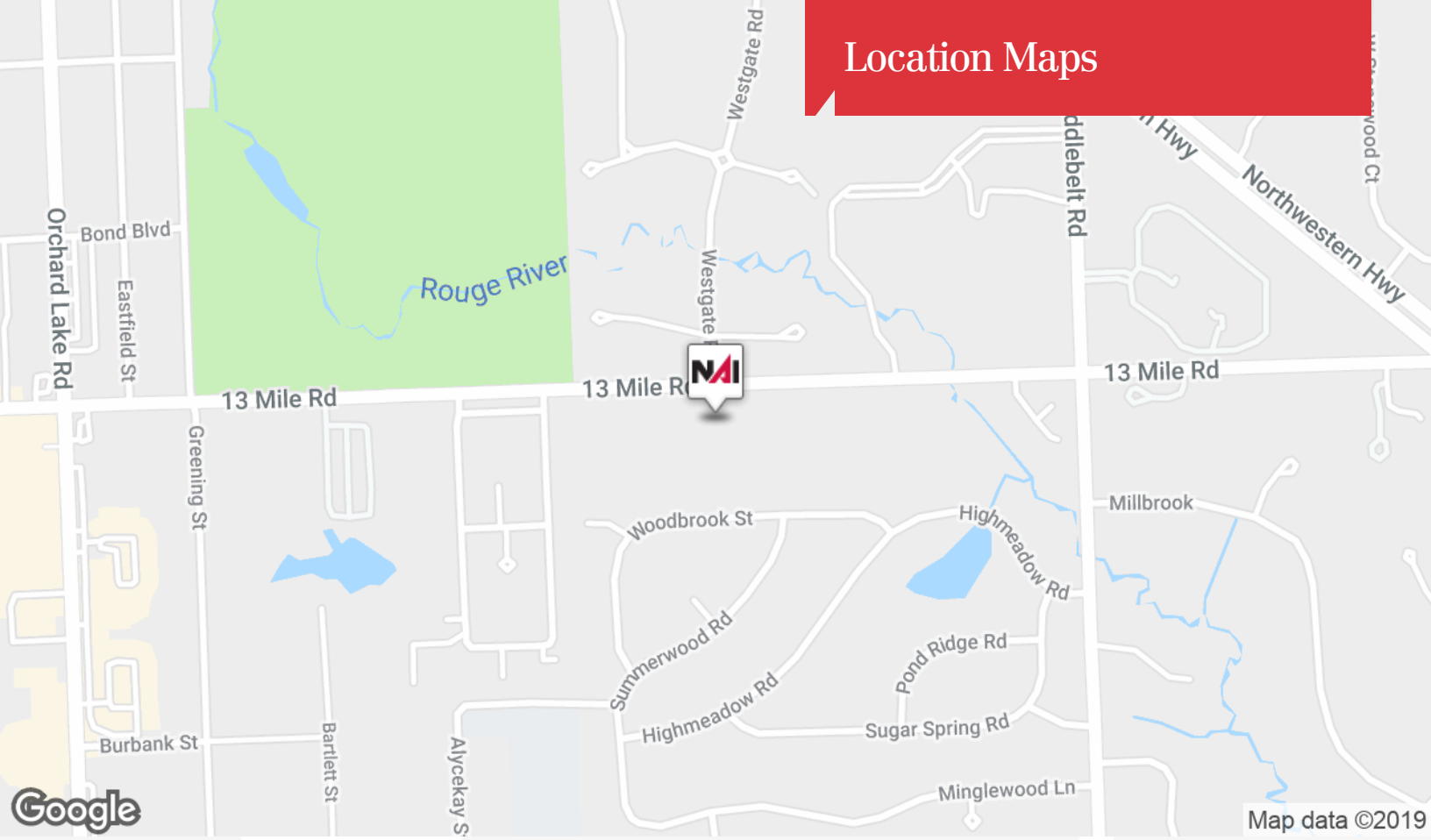


NAI Farbman
Commercial Real Estate Services, Worldwide.

WWW.FARBMAN.COM
MIDWEST EXPERTISE, GLOBAL REACH.

28400 Northwestern Hwy
Fourth Floor
Southfield, MI 48034
248 353 0500 tel
naifarbman.com

Location Maps



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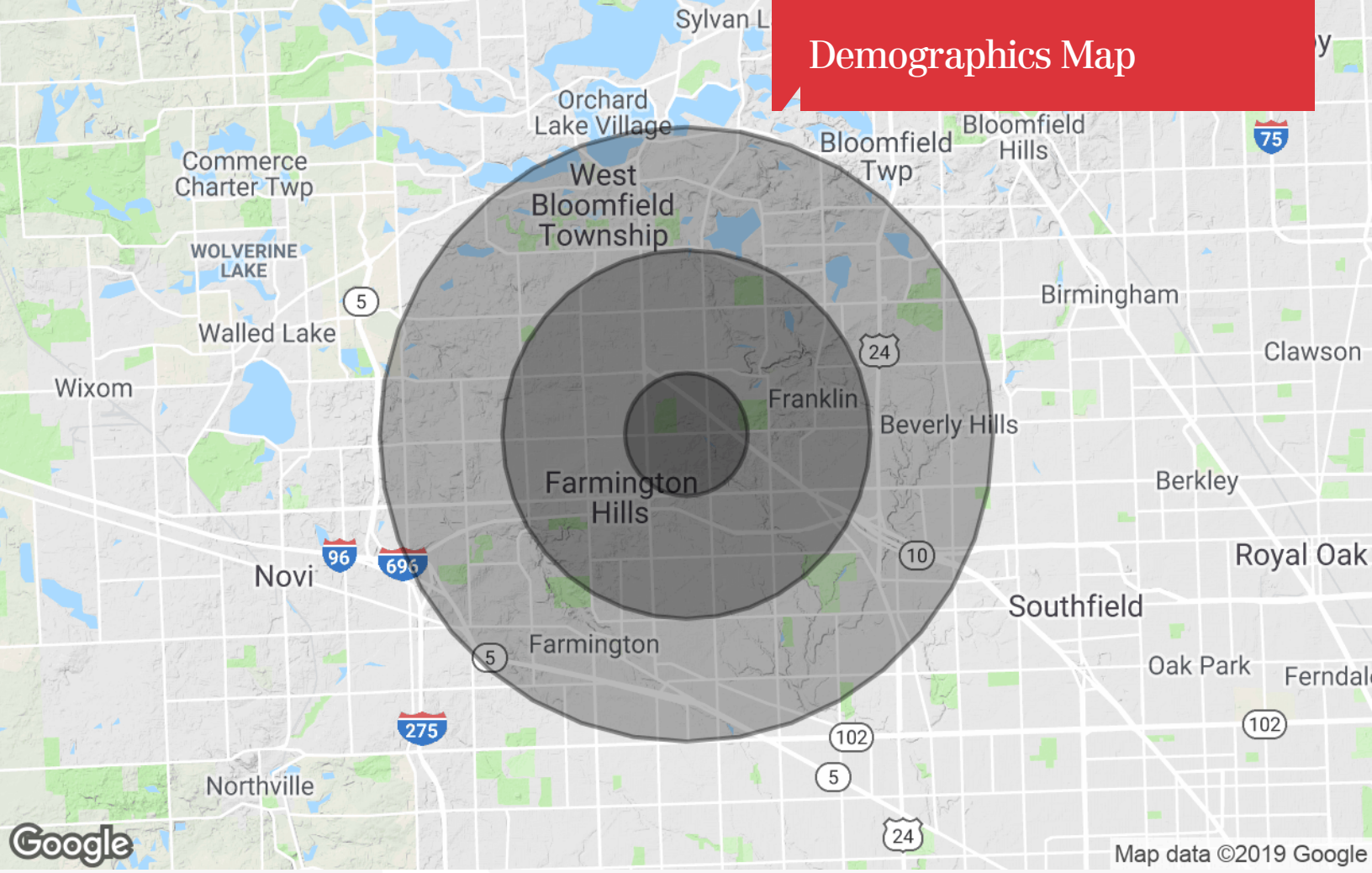
Demographics Map



Population	1 Mile	3 Miles	5 Miles
TOTAL POPULATION	8,695	66,415	181,445
MEDIAN AGE	45.0	43.8	42.5
MEDIAN AGE (MALE)	44.1	43.5	41.3
MEDIAN AGE (FEMALE)	45.6	44.2	43.5

Households & Income	1 Mile	3 Miles	5 Miles
TOTAL HOUSEHOLDS	3,393	25,983	74,101
# OF PERSONS PER HH	2.6	2.6	2.4
AVERAGE HH INCOME	$103,567	$110,833	$102,679
AVERAGE HOUSE VALUE	$248,065	$287,671	$300,796

Race	1 Mile	3 Miles	5 Miles
% WHITE	80.8%	75.7%	72.6%
% BLACK	9.6%	12.0%	15.1%
% ASIAN	9.3%	11.7%	11.8%
% HAWAIIAN	0.0%	0.2%	0.1%
% INDIAN	0.1%	0.2%	0.2%
% OTHER	0.1%	0.4%	0.3%

Ethnicity	1 Mile	3 Miles	5 Miles
% HISPANIC	1.0%	1.4%	1.7%

** Demographic data derived from 2010 US Census*

28400 Northwestern Hwy
Fourth Floor
Southfield, MI 48034
248 353 0500 tel
naifarbman.com

13 Mile Rd

48834 W 13 Mile Rd, Farmington Hills, Oakland County, MI 48334

5.63 AC | Site Condo Detached - Senior Living

Activity Summary

First	Last	Phone	Email	Last Action Date	Company	Industry Role
Anil	Goel	(248) 563-4823	anil_goel@hotmail.com	2/11/2020	Garv Holdings	Principal Investor
Sheila	Konanur	(248) 716-5136	meadowbrook.vacantland@gmail.com	2/11/2020		Principal Investor
matthew	vale	(586) 262-2000	matthewjvale@yahoo.com	2/12/2020		Listing Rep
Keith	Norush	(734) 904-7191	knorush@quadrants.com	3/6/2020		Principal Investor
BRENDA	KASSAB	(248) 349-3312	Kbrenda42@aol.com	7/29/2020	Stevens Properties	Principal Investor
Howard	Gitler	(248) 739-1713	howiegit71@gmail.com	8/22/2020		Principal Investor
Yehuda	Cohen		Yehuda11cohen@gmail.com	1/6/2021		Principal Investor
Bill	Skubik	(734) 604-6222	bskubik@aol.com	2/11/2021	Religious Real Estate	Buyer Rep, Listing Rep, Landlord Rep
Anil	SANNE	(248) 894-1900	asanne@avittor.com	4/14/2021		Principal Investor
Robert	Halso	(313) 882-3606	bhalso@yahoo.com	5/12/2021		Principal Investor
Zain	Alsaadi	(248) 535-1290	zalsaadi10@gmail.com	6/6/2021		Principal Investor
Erin	Tolin	(330) 966-8800	etolin@naispring.com	7/16/2021	NAI Spring Commercial Realty	Listing Rep, Coordinator/Admin
Drew	Easley	(225) 262-9260	drew@josephmill.com	8/3/2021		Principal Investor
Jason	Miller	(248) 538-6370	jmiller@grandsakwa.com	8/8/2021	Grand Sakwa	Principal Investor, Listing Rep
Tahir	Khan		tfifa6@gmail.com	8/12/2021		
Jeffrey	Buck		jbuck@cypressmi.com	8/31/2021		Principal Investor
Stephanie	Scarpino	(419) 967-3627	scarpinostephanie84@yahoo.com	9/2/2021		Service Provider
Roy	Berlocker	(330) 730-2946	rberlocker@sbcglobel.net	9/16/2021		Service Provider
John	Caputo	(631) 873-8578	jt@lincolnavecap.com	9/21/2021		Principal Investor
Muhammad	Abdallah		mesama@gmail.com	10/5/2021		Principal Investor
Ahmad	Chebbani	(313) 846-3322	ac@omnextax.com	10/12/2021		Principal Investor
Dmitriy	Selektor	(917) 202-5668	d-selektor@usa.net	10/12/2021	eXp Realty LLC - Michigan	Listing Rep, Landlord Rep
Michael	Kelly		michael.kelly@blueribbonmgt.com	11/11/2021		Principal Investor
Jayne	Brown	(586) 864-6918	turbo6984@yahoo.com	12/29/2021		Listing Rep
Michael	Bowers	(650) 224-0141	mbowers@pirhl.com	12/30/2021		Listing Rep
Joshua	Fair	(248) 840-3546	jfair4605@gmail.com	1/16/2022		Principal Investor
Ruchi	Tandon	(248) 568-4050	ruchitan@gmail.com	1/22/2022		Buyer Rep
David	Specht	(330) 209-9981	binker1@sssnet.com	1/29/2022		Listing Rep
Edward	Clement	(727) 946-0745	ejclement1@hotmail.com	1/29/2022	PREFERRED PROPERTIES GROUP LLC	Listing Rep
Felicia	Wilson	(313) 478-0755	drfdw0707@gmail.com	1/30/2022	Ayson Logistics, LLC	Principal Investor
Jose	Ramos	(915) 538-7236	ppramos@msn.com	1/31/2022		Principal Investor
Ali	Fayz	(313) 460-1981	alifayz95@gmail.com	2/2/2022	One- Fayz Group	Listing Rep, Landlord Rep
Jay	Singh		jaysingh15041504@gmail.com	3/6/2022		
Mel	PAREKH	(703) 909-9450	MPDLR@AOL.COM	3/9/2022	Knight Estates LLC	Principal Investor
charise	valentine	(248) 890-6515	charisevalentine@yahoo.com	3/10/2022		Buyer Rep
Brandon	Nunnink	(312) 252-8915	brandon.nunnink@am.jll.com	3/12/2022	JLL	Listing Rep
Aaron	Palushaj	(248) 444-4191	aaron.palushaj@gmail.com	5/3/2022	Paloosh	Principal Investor
David	Cohen		dcohen@arco1952.com	5/21/2022		Principal Investor
Saddath	Rahman	(248) 420-7587	saddathrahman@hotmail.com	5/23/2022		Listing Rep
Carrie	Weiss	(248) 351-6328	weiss@farbman.com	6/30/2022	NAI Farbman Southfield	Listing Rep, Landlord Rep
Shiva	Polamarasetti	(248) 346-4083	polamarasetti@gmail.com	7/30/2022	Mitra	Principal Investor
David	Amez	(586) 904-9017	dsamez13@gmail.com	8/1/2022		Principal Investor
Spencer	Sandiha	(248) 952-7155	spencer@pinnaclepmg.com	8/1/2022	Pinnacle Hospitality	Principal Investor
Chintan	Patel	(224) 717-4027	chintan198@gmail.com	8/2/2022	Sai management group	Principal Investor

Barbara	Bloch	248-980-5455	bbloch2272@att.net	BROKER Realtor
Dorian P.	Harvey	(248) 800-6428	dorian@teamhusa.com	BROKER
Cornelia	Stoian	(248) 755-1821	cornelia.stoian@exprealty.com	BROKER
Greg	Eisenberg	(248) 310-5959	geisenberg@velmeir.com	California billionare group, Affordabel/Workforce Housing MSHDA Credits 150 units
Jeff	Buck	(248) 540-9300	jbuck@cypresspartners.biz	Cypress Partners
Andrew	Milia		amilia@franklinpropertycorp.com	Franklin Property
Jamal	Tobia	(248) 850-9907	JamalTobia@yahoo.com	Residence
Dmitiry	Selektor		dselektor@gmail.com	Senior Living
Isam	Yaldo		isamyaldo@aol.com	Condos
Alan	Gottlieb	248-881-1218	mollygott@aol.com	
Joseph	Mancinelli	313-363-4326	joe@jdmhomebuilding.com	JDM Homes
Adam	Chayet	249-879-4706	adam@strathdaledevelopment.com	Strathdale Development
Edwin	Davila	(404) 399-4959	E_Davila6564026@hotmail.com	
Dollie	Lewis	248-660-9485	MandMenterprise@outlook.com	
Charles	Dunn	(313) 580-0901	charlesdun@aol.com	Detach Condos
Adam	Ossipove	(248) 330-3000	aossipove@grandviewcompanies.com	
J.T.	Caputo		jt@lincolnavecap.com	
Ray	LeDuc	(248) 343-6487	Rplwb@sbcglobal.net	
Ron	Leibovitch		roni.leibovitch@gmail.com	
Glenn	Cantor		gcantor@duncap.com	
Matt	Barker	(248) 807-2232	matt@mattbarkerhomes.com	BROKER Realtor
Chris	Kinaya	248-445-5885	Chriskhomeloans@gmail.com	
Kelly	Hall		khall@franklinpropertycorp.com	Franklin Property Corporation
Andrew	Milia		amilia@franklinpropertycorp.com	Franklin Property Corporation
Robert	Hibbert	(248) 760-7144	Robert.Hibbert@freg.com	BROKER - Lombardo
Dan	Vojvodjan	(480) 343-7431	vojvodjan@aol.com	Home builder from MI, live in AZ – buys small lots to finish a subdivision and then sell it to home builders as finished
Adel	Alasad	(586) 747-4471	fpic4@yahoo.com	
Heather	Stolp	(248) 330-1054	hstolp2012@gmail.com	Ameusement Park
Daniel	Canvasser		daniel.canvasser@nmrk.com	Community Center
William (Bill)	Skubik	(734) 459-5040	BSkubik@aol.com	BROKER Charter School
Tim			tkeyesadc@gmail.com	
Ramez	Abdulnour	(248) 390-0160	ramez@laramieplace.com	BROKER Realtor
Craig	KOVARIK	(248) 672-7761	CKCREALESTATELLC@aol.com	
Gary	Eisenberg	(248) 985-0323	geisenberg@velmeir.com	Affordable housing
Mark	Lewis	(248) 514-2300	markl@lewisklein.com	
John	Wingert		johnwingert1@gmail.com	All
Reggie	Clark	216-396-2789	rclark@zpiland.com	
Emad/Rafi Elsha	Kakoz	586-215-0195	kakozllc@gmail.com	

From:
MOBI Investments, LLC
33060 Northwestern Hwy
West Bloomfield MI 48323

To:
Farmington Hills Planning Department
Farmington Hills City Council

Date:
August 27, 2025

Dear Members of the City Council,

Overview

We write to clarify the ownership and history of the properties at **29845, 29905, and 29915 W. 13 Mile Road** in Farmington Hills. MOBI Investments, LLC, acquired this three-parcel assemblage between 2015 and 2021 with the vision of developing an affordable housing community within the City, particularly serving the Chaldean population.

Following the **November 23, 2023 City Council denial** of our proposed 100-unit attainable apartment home development, we determined that the most constructive path forward was to seek a sale to a respected local developer. After careful evaluation, we selected **Schafer Development, LLC**, a Farmington Hills–based firm with a strong track record of successful projects in Farmington Hills and across Southeast Michigan.

Acquisition and Marketing History

Between 2021 and 2023, CCF engaged **NAI Farbman** to market the properties both for conventional single-family development and for broader redevelopment opportunities. These **RA-1 zoned parcels** were in a distressed state prior to our acquisition.

NAI's marketing records, which we provided to **Schafer Development following the August 11, 2025 City Council hearing**, indicate that the assemblage generated interest from **82 qualified parties**—including national and regional homebuilders, senior housing developers, and group home investors. Notably, these proposals overwhelmingly focused on **higher-density development concepts consistent with the City's updated Master Plan** (e.g., condominiums, townhomes, or senior living communities).

It is important to emphasize that **no inquiries were received for conventional RA-1 development**. Our acquisition price of **$900,000 ($300,000 per lot)** reflected prevailing market values for comparable homesites east of the assemblage and was based on a realistic assessment of land use potential.

Statements made by certain Councilmembers suggesting that these parcels could easily be sold for conventional large-lot single-family homes oversimplify the market dynamics. The absence of market interest, paired with decades of site vacancy, demonstrates that **continued RA-1 use along this portion of the 13 Mile corridor is not viable**.

Request for Reconsideration

Based on our internal and legal review of the public record—including meeting minutes, recordings, and community correspondence—we respectfully request that the City Council **reconsider this development** at the upcoming **September 8 hearing**, and postpone action to a date certain following the election.

In recognition of concerns raised, **MOBI, INC. has agreed to reduce the purchase price for Schafer Development** to allow for a **lower-density plan**. This adjustment, paired with enhanced public benefits, represents a significant step toward compromise. Schafer Development has informed CCF that the revised plan will provide:

- **Over 51.3% open space**,
- Internal sidewalk modifications to ensure a consistent **100-foot setback to the south**, and
- Other design refinements reflecting community and Council feedback.

We hope these measures demonstrate that CCF and Schafer Development have listened carefully and are making a genuine effort to secure PUD approval in good faith. **However, should the Council ultimately vote against the reconsideration to give Schafer Development a chance to implement these revisions, please be advised that MOBI, INC. will have no choice but to pursue all available legal remedies.** This includes both legal recourse and a broad media campaign to inform the Chaldean community, Farmington Hills residents, and the wider region of the disparities and political theatrics that have influenced this process. Such outreach would necessarily highlight which mayoral candidates and elected officials fairly support the Chaldean community.

Conclusion

MOBI INC. has been a **tax-paying property owner in Farmington Hills for more than a decade** and has maintained and improved the 13 Mile Road parcels throughout our stewardship. We believe the stated reasons for denial—many of which relied on speculation rather than documented findings from Staff, Consultants, and the Planning Commission—were not substantiated.

We are concerned that comments and slanderous conduct by certain residents and elected officials have suggested bias toward our organization and community. Such remarks are troubling and inconsistent with the principles of fairness and inclusion that should guide public deliberations.

Nonetheless, our goal remains constructive: to achieve a solution that meets community needs while honoring Our mission of advancing attainable, multi-generational housing. We respectfully ask the Council to reconsider this proposal in that spirit.

Respectfully submitted,

Sharkey Haddad, Chaldean Community Foundation

Jim Manna, MOBI Investments, LLC
West Bloomfield Trustee

August 28, 2025

Farmington Hills City Council
31555 W. 11 Mile Road
Farmington Hills, MI 48336

Dear Mayor and Members of the Farmington Hills City Council,

I am writing to express serious concern over the Council's recent decision to reject the proposed housing development on 13 Mile Road—a project that had already received approval from the Farmington Hills Planning Commission. This rejection is not only disappointing, but it also reflects a troubling disregard for the long-term housing needs of our community.

At a time when our city, our state, and our country face a deepening housing crisis, your decision demonstrates a short-sighted resistance to change, shaped more by fear and political convenience than by leadership or evidence. The reality is clear: attainable housing is in dangerously short supply, and cities like Farmington Hills have a moral and economic responsibility to be part of the solution—not the problem.

Rather than embracing a development vetted and approved through the appropriate planning channels, the Council chose to sideline the expertise of its own Planning Commission. This is a textbook case of red tape and over-regulation undermining progress. Worse, it signals to developers and community stakeholders that even when they follow the rules, invest substantial time and capital, and engage in good faith, they can still be denied without a sound basis.

Equally disturbing was Council Member Randy Bruce's public letter attacking the property owners involved in this project. His remarks—accusing them of "bad behavior," of trying to "scam" and "play" the city, and of attempting to "cash in"—were not only unprofessional but crossed a line that should never be breached by an elected official.

These comments were aimed at members of the Chaldean-American community, who have invested hundreds of thousands of dollars into this property over the past decade, with the entirely reasonable hope of a modest future return on that investment.
Isn't that the American way? To invest, take risks, follow due process, and participate in the economic development of one's community?

To frame these business owners as opportunists or manipulators—especially given the ethnic undertones and inflammatory language of Mr. Bruce's letter—is unacceptable and undermines public trust. Such rhetoric has no place in a city that claims to value diversity, inclusion, and economic opportunity.

The courage to govern well means making tough, even unpopular decisions, especially when they serve the greater good. Denying this development placates a narrow segment of residents at the expense of the broader community and future generations. It reflects the influence of NIMBYism and a failure to act with the foresight and fairness that Farmington Hills desperately needs.

I urge this Council to reconsider its decision and, more importantly, to reflect on the message it is sending—not only to developers and property owners, but to the people who are watching and hoping for leadership. Our community deserves better than fear-based politics and finger-pointing. It deserves vision, fairness, and action.

Sincerely,

Sharkey Haddad

CHALDEAN AMERICAN CHAMBER OF COMMERCE
CHALDEAN COMMUNITY FOUNDATION

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CHAIRMAN
KEVIN JAPPAYA
EXECUTIVE VICE-CHAIRMAN
KEVIN DENHA
VICE-CHAIRMAN
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HALEY JONNA
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PIERRE NONA
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MARTIN MANNA
PRESIDENT

AFFILIATES
CN
MK ANGEL FUND
PAC

30095 NORTHWESTERN HIGHWAY, SUITE 101 | FARMINGTON HILLS, MI 48334 | PHONE: (248) 851-1200 | FAX: (248) 851-1348
3601 15 MILE ROAD | STERLING HEIGHTS, MI 48310 | PHONE: (586) 722-7253 | FAX: (586) 722-7257
WWW.CHALDEANCHAMBER.COM | WWW.CHALDEANFOUNDATION.ORG

Schafer development

Date: July 15, 2025

To: City of Farmington Hills, Planning Office

From: Schafer Development, LLC

CC: The Tabernacle + Mulberry Park PUD – Changes to Site Plan Submittal

Received
JUL 15 2025
City of Farmington Hills
Planning Dept.

Schafer Development is submitting REVISED Site Plan Submittal including:

- One (1) 11" x 17" copy of PUD Engineering / Landscape Plan
- Eight (8) 24" x 36" copies of PUD Engineering Plan
- Electronic versions of materials – emailed to the Planning Office

Changes to Site Plan Submittal

As highlighted during the July 14 City Council Study Session, Schafer Development has made the following revisions to the Site Plan Submittal:

- **Ranch Units Along Entire Southern Property Line:**
  - The previously proposed 2-story townhomes on the *Mulberry Park* (east) side of the site have been replaced with 1-story ranch duplexes.
  - All units directly abutting the *Holly Hill Farms* residences will now be single-story, addressing concerns about building height and compatibility with adjacent properties.

- ***Mulberry Park* – Reduced Southern Setback:**
  - Due to the increased width and depth of the ranch-style duplexes, the rear yard setback from the covered patios to the southern property line has been reduced from 76 feet to 66 feet.
  - During the Study Session, some Councilmembers suggested removing the southernmost sidewalk to push the development further north gain an additional 5 feet of setback relief.
    - *We are open to exploring this revision further in coordination with City Staff.*

- **Increased Side Yard Setbacks:**
  - The side yard setbacks for all units along the southern property line have been increased from 20 feet to 25 feet, further enhancing spatial separation and buffering between the proposed attached ranch units and neighboring *Holly Hill Farms* residences.

Sincerely,

The Schafer Development Team

City of City of Farmington Hills, Oakland County, Michigan
SITE PLAN DOCUMENTS
Prepared For the
The Baptist Manor / Schafer Development
P.U.D. Developments

Owner / Developer

"The Tabernacle" - West Parcel
The Baptist Manor
30301 W 13 Mile
Farmington Hills, MI 48334

Contact:
Ryan Doelle
Tel. (248) 842-9106
Email: r.doelle@the baptistmanor.org

"Mulberry Park" - East Parcel
Schafer Development
31400 Northwestern Highway, Suite H
Farmington Hills, MI 48334

Contact:
Spencer Schafer
Tel. (248) 613-6262
Email: steve@schafer-dev.com

Civil Engineer

Nowak & Fraus Engineers
46777 Woodward Ave.
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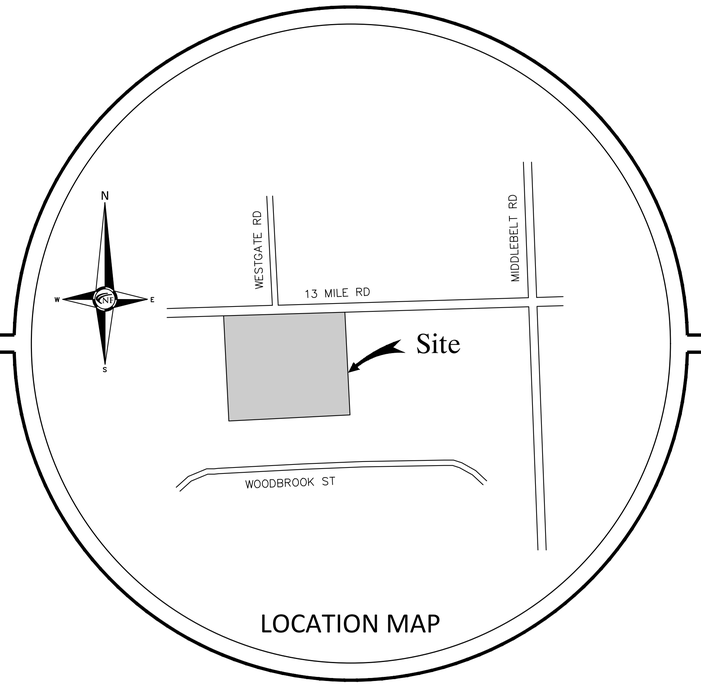
Tel. (248) 332-7931
Fax. (248) 332-8257

Contact: Andrew Wiseman
Tel. (248) 332-7931
Fax. (248) 332-8257
Email: awiseman@nfe-engr.com

Landscape Architect

Nowak & Fraus Engineers
46777 Woodward Ave.
Pontiac, MI 48342-5032
Tel. (248) 332-7931
Fax. (248) 332-8257

Contact: George A. Ostrowski, PLA, LEED AP
Tel. (248) 332-7931
Fax. (248) 332-8257
Email: gostrowski@nfe-engr.com



LOCATION MAP

LEGAL DESCRIPTION - "The Tabernacle"

Land situated in the City of Farmington Hills, County of Oakland, State of MI described as follows:

PARCEL 1: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, described as: Beginning at a point 170.10 feet due East from the Northwest corner of the Northeast 1/4, Section 11, Town 1 North, Range 9 East; thence due East 169.96 feet; thence South 0°16'00" East, 512.80 feet; thence North 89°51'50" West 169.96 feet; thence North 0°16'00" West 512.40 feet to the point of beginning.

PARCEL 2: That part of the Northeast 1/4 of Section 11, Town 1 North Range 9 East, described as: Beginning at a point located due East along the North Section line, 340.06 feet and South 0°16' East 272.9 feet from the North 1/4 corner; thence South 0°16' East 239.9 feet; thence South 89°51'50" East 169.83 feet; thence North 0°16' West 240.1 feet; thence Westerly to the point of beginning, together with a 20 foot easement for water line utilities and ingress and egress over the East 20 feet of the Northerly 273.1 feet of the East 2 acres of the West 6 acres of the following described Parcel: Beginning at the North 1/4 corner of said Section; thence South 0°16' East 512 feet; thence North 89°51'50" East 849.50 feet; thence North 0°16' West 514 feet; thence due West 849.50 feet along the North Section line to the point of beginning.

PARCEL 3: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, more particularly described as follows: Beginning at the Northwest corner of the Northeast 1/4 of the said Section 11, Town 1 North, Range 9 East; thence due East along the centerline of the 13 Mile Road a distance of 170.10 feet; thence South 0°16'00" East a distance of 512.40 feet; thence North 89°51'50" West a distance of 170.10 feet; thence North 0°16'00" West a distance of 512.00 feet to the point of beginning.

Commonly known as: 30115 West 13 Mile Road and Vacant Parcels, Farmington Hills, MI 48334-2205
Tax ID: 23-11-201-001; 23-11-201-002 & 23-11-201-021

LEGAL DESCRIPTION – "Mulberry Park"

LAND IN THE CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MI, DESCRIBED AS FOLLOWS:

PARCEL 1:
TOWN 1 NORTH, RANGE 9 EAST, SECTION 11, PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT EAST 509.89 FEET FROM THE NORTH 1/4 CORNER; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.20 FEET; THENCE SOUTH 89 DEGREES 48 MINUTES 00 SECONDS EAST 148.61 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET; THENCE WEST 148.61 FEET TO BEGINNING.

TAX ID NO. 23–11–201–004

PARCEL 2:
PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MICHIGAN, BEGINNING AT A POINT DISTANT EAST 658.50 FEET FROM THE NORTH 1/4 CORNER; THENCE EAST 191 FEET; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.78 FEET; THENCE NORTH 89 DEGREES 51 MINUTES 50 SECOND WEST 191 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET TO BEGINNING.

TAX ID NO. 23–11–201–005

PARCEL 3:
THE WEST 1/2 OF THE FOLLOWING DESCRIBED PREMISES: PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, MICHIGAN; COMMENCING AT THE NORTHWEST CORNER OF THE NORTHEAST 1/4 OF THE SAID SECTION 11; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 849.50 FEET TO THE POINT OF BEGINNING OF THIS DESCRIPTION; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 338.00 FEET; THENCE SOUTH 00 DEGREES 15 MINUTES 00 SECONDS WEST, A DISTANCE OF 514.90 FEET; THENCE NORTH 89 DEGREES 48 MINUTES 10 SECONDS WEST, A DISTANCE OF 333.38 FEET; THENCE NORTH 00 DEGREES 15 MINUTES 50 SECONDS WEST, A DISTANCE OF 513.78 FEET TO THE POINT OF BEGINNING.

TAX ID NO. 23–11–201–006

Project Name

"The Tabernacle"
&
"Mulberry Park"

SHEET INDEX

SP-00	Cover Sheet
SP-01	Overall Boundary / Topographic / Tree Survey
SP-01.1	Tree List -West
SP-01.2	Tree List -East
SP-02	Topographic / Boundary / Tree Survey - West
SP-03	Topographic / Boundary / Tree Survey - East
SP-04	General Site Plan - West
SP-05	General Site Plan - East
SP-06	Paving & Grading Plan - West
SP-07	Paving & Grading Plan - East
SP-08	Utility Plan - West
SP-09	Utility Plan - East
L0	Landscape Overview
L1	Tree Preservation Plan
L2	Landscape Plan
L3	Tree Preservation Plan
L4	Landscape Plan
L5	Landscape Notes & Details

N & F JOB #N423-02/03

Know what's below Call before you dig.

STATE OF MICHIGAN
PATRICK J. WILLIAMS
ENGINEER
NO. 44351
LICENSED PROFESSIONAL ENGINEER

NF ENGINEERS
CIVIL ENGINEERS
LAND SURVEYORS
LAND PLANNERS

NOWAK & FRAUS ENGINEERS
46777 WOODWARD AVE.
PONTIAC, MI 48342-5032
TEL. (248) 332-7931
FAX. (248) 332-8257
WWW.NFE-ENGR.COM

LEGAL DESCRIPTIONS (DEVON TITLE AGENCY)

Land situated in the City of Farmington Hills, County of Oakland, State of MI described as follows:

PARCEL 1: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, described as: Beginning at a point 170.10 feet due East from the Northwest corner of the Northeast 1/4, Section 11, Town 1 North, Range 9 East; thence due East 169.96 feet; thence South 0°16'00" East, 512.80 feet; thence North 89°51'50" West 169.96 feet; thence North 0°16'00" West 512.40 feet to the point of beginning.

PARCEL 2: That part of the Northeast 1/4 of Section 11, Town 1 North Range 9 East, described as: Beginning at a point located due East along the North Section line, 340.06 feet and South 0°16' East 272.9 feet from the North 1/4 corner; thence South 0°16' East 239.9 feet; thence South 89°51'50" East 169.83 feet; thence North 0°16' West 240.1 feet; thence Westerly to the point of beginning, together with a 20 foot easement for water line utilities and ingress and egress over the East 20 feet of the Northerly 273.1 feet of the East 2 acres of the West 6 acres of the following described Parcel: Beginning at the North 1/4 corner of said Section; thence South 0°16' East 512 feet; thence North 89°51'50" East 849.50 feet; thence North 0°16' West 514 feet; thence due West 849.50 feet along the North Section line to the point of beginning.

PARCEL 3: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, more particularly described as follows: Beginning at the Northwest corner of the Northeast 1/4 of the said Section 11, Town 1 North, Range 9 East; thence due East along the centerline of the 13 Mile Road a distance of 170.10 feet; thence South 0°16'00" East a distance of 512.40 feet; thence North 89°51'50" West a distance of 170.10 feet; thence North 0°16'00" West a distance of 512.00 feet to the point of beginning.

Commonly known as: 30115 West 13 Mile Road and Vacant Parcels, Farmington Hills, MI 48334-2205
Tax ID: 23-11-201-001; 23-11-201-002 & 23-11-201-021

PARCEL-23-11-201-020

Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East: Beginning at a point distant East 340.06 feet and South 00°16'00" East 272.90 feet from the North 1/4 corner; thence North 00°16'00" West 272.90 feet; thence East 169.83 feet; thence South 00°16'00" East 273.10 feet; thence West 159.83 feet to beginning.

Commonly known as: 30005 W. 13 Mile Road, Farmington Hills, MI 48334
Parcel ID: 23-11-201-020

LEGAL DESCRIPTION

LAND IN THE CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MI, DESCRIBED AS FOLLOWS:

PARCEL 1:
TOWN 1 NORTH, RANGE 9 EAST, SECTION 11, PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT EAST 509.89 FEET FROM THE NORTH 1/4 CORNER; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.20 FEET; THENCE SOUTH 89 DEGREES 48 MINUTES 00 SECONDS EAST 148.61 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET; THENCE WEST 148.61 FEET TO BEGINNING.

TAX ID NO. 23-11-201-004

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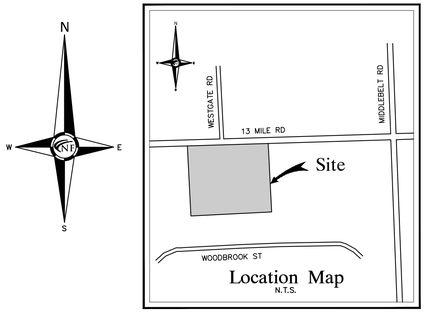
TAX ID NO. 23-11-201-005

PARCEL 3:
THE WEST 1/2 OF THE FOLLOWING DESCRIBED PREMISES: PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, MICHIGAN; COMMENCING AT THE NORTHWEST CORNER OF THE NORTHEAST 1/4 OF THE SAID SECTION 11; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 849.50 FEET TO THE POINT OF BEGINNING OF THIS DESCRIPTION; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 338.00 FEET; THENCE SOUTH 00 DEGREES 15 MINUTES 00 SECONDS WEST, A DISTANCE OF 514.90 FEET; THENCE NORTH 89 DEGREES 48 MINUTES 10 SECONDS WEST, A DISTANCE OF 333.38 FEET; THENCE NORTH 00 DEGREES 15 MINUTES 50 SECONDS WEST, A DISTANCE OF 513.78 FEET TO THE POINT OF BEGINNING.

TAX ID NO. 23-11-201-006



LEGEND

- MANHOLE — EXISTING SANITARY SEWER
- HYDRANT / GATE VALVE — EXISTING WATER MAIN
- MANHOLE / CATCH BASIN — EXISTING STORM SEWER
- EX. R.Y. CATCH BASIN
- EXISTING BURIED CABLES
- UTILITY POLE / GUY POLE / GUY WIRE — OVERHEAD LINES
- LIGHT POLE
- SIGN
- EXISTING GAS MAIN

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LAND PLANNERS

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PONTIAC, MI 48342-5032
TEL. (248) 332-7931
FAX. (248) 332-8257
WWW.NFE-ENGR.COM

SEAL

STATE OF MICHIGAN — PATRICK J. WILLIAMS — ENGINEER NO. 44351 — LICENSED PROFESSIONAL ENGINEER

PROJECT
The Tabernacle & Mulberry Park P.U.D. Development

CLIENT
The Baptist Manor
30301 W 13 Mile
Farmington Hills, MI 48334

Schafer Development
31400 Northwestern
Highway, Suite H
Farmington Hills, MI 48334

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Overall Boundary /
Topographic / Tree Survey

811 Know what's below Call before you dig.

DATE	ISSUED/REVISED
10-23-24	REVISED PER P.C.
12-16-24	REVISED PER CLIENT
02-21-25	REVISED PER CLIENT
03-10-25	REVISED PER CLIENT
03-18-25	REVISED PER CLIENT
06-26-25	REVISED PER CLIENT

DRAWN BY:

DESIGNED BY:

APPROVED BY: P. Williams

DATE: 09-12-2024

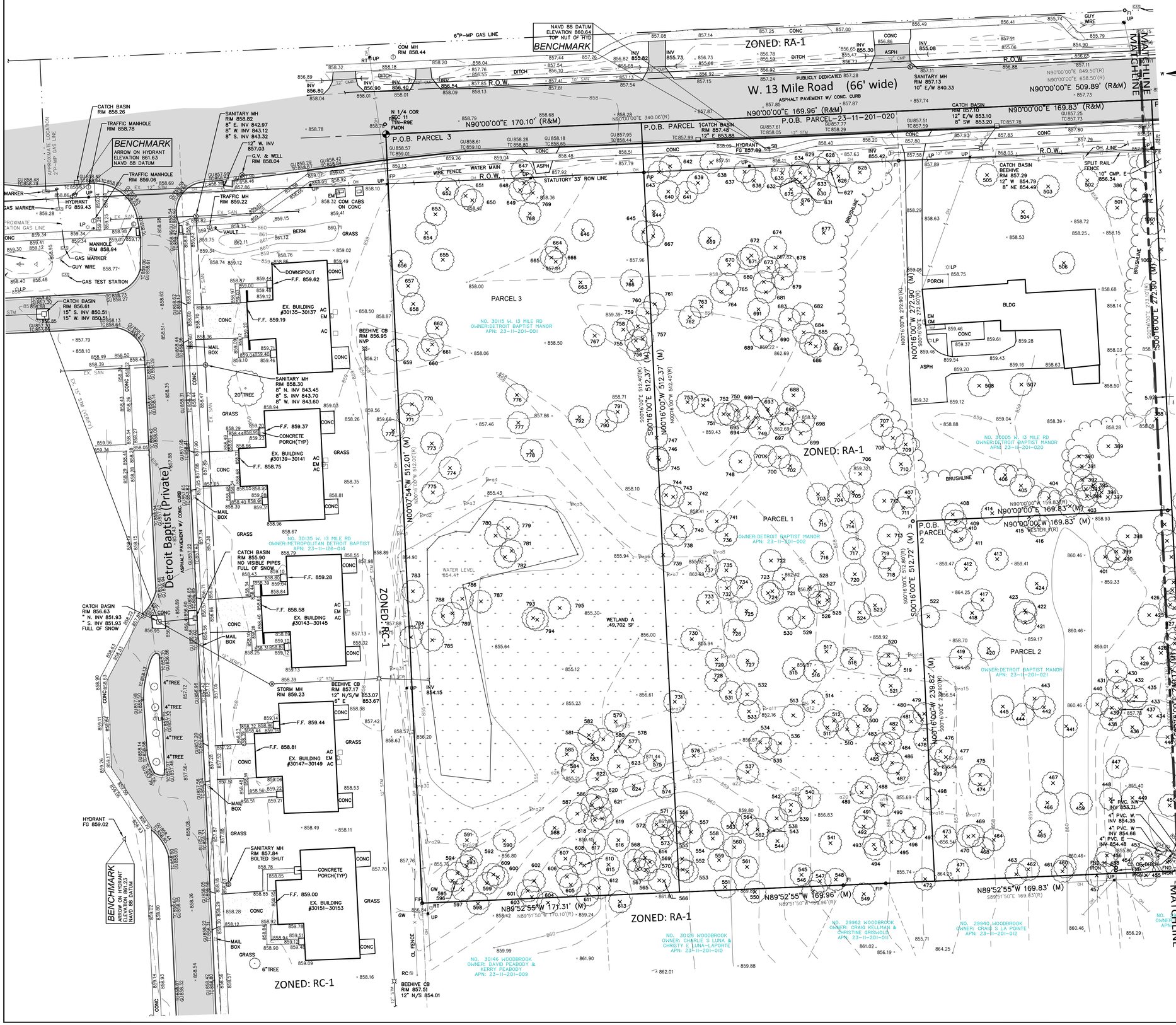
SCALE: 1" = 50'
50 25 0 25 50 75

NFE JOB NO. **N423-02/03**
SHEET NO. **SP-01**

Tag #	Remove/Save	Landmark	Dia. (in)	Other Dia.	Botanical Name	Common Name	Cond.	Comments
385	REMOVE		10.3	8.6, 6.5	Ulmus americana	American elm	fair	co-dominance, utility line-clearance pruning
386	REMOVE		6.6		Malus spp.	crabapple spp.	fair	20-degree lean
387	SAVE		15.3		Acer negundo	box-elder	poor	trunk cut at 4 feet, suckers
388	REMOVE		10.2	9	Ulmus pumila	Siberian elm	fair	several broken/dead branches, heavy grape vine
389	REMOVE		8.7		Ulmus pumila	Siberian elm	fair	several broken/dead branches
390	REMOVE		11.5	11.2, 5	Ulmus pumila	Siberian elm	good	
391	REMOVE		7.1		Ulmus pumila	Siberian elm	good	
392	REMOVE		6.1		Quercus macrocarpa	bur oak	good	
393	REMOVE		9.5		Acer saccharinum	silver maple	fair	asymmetrical crown
394	REMOVE		8.7		Ulmus pumila	Siberian elm	fair	siberian broken/dead branches
395	REMOVE		9.5		Acer negundo	box-elder	fair	30 degree lean
396	REMOVE		12		Acer saccharinum	silver maple	good	
397	REMOVE		6.6		Acer negundo	box-elder	fair	40 degree lean
398	REMOVE		8.4		Acer saccharum	sugar maple	good	
399	REMOVE		14.4		Populus deltoides	eastern cottonwood	good	
400	REMOVE		6.2		Fraxinus americana	white ash	good	
401	REMOVE		7.5		Pinus resinosa	red pine	fair	sparse foliage
402	REMOVE		8.4		Acer negundo	box-elder	fair	broken/dead branches, 40 degree lean
403	REMOVE		9.3		Ulmus pumila	Siberian elm	fair	asymmetrical crown, 10 degree lean
404	REMOVE		7.5		Acer negundo	box-elder	fair	30-degree lean, suckers
405	REMOVE		7		Ulmus pumila	Siberian elm	poor	broken/dead branches, little foliage
406	REMOVE		9.4		Acer negundo	box-elder	good	
407	REMOVE		11	8.2, 6	Acer negundo	box-elder	poor	60-degree lean, suckers
408	REMOVE		12.8	6	Acer negundo	box-elder	fair	several broken/dead branches, 20-degree lean
409	REMOVE		8.2		Ulmus pumila	Siberian elm	fair	several broken/dead branches
410	REMOVE		8.5		Carya ovata	shagbark hickory	good	
411	REMOVE		11.4		Quercus macrocarpa	bur oak	good	
412	REMOVE		6.8		Quercus macrocarpa	bur oak	good	
413	REMOVE		6		Malus spp.	crabapple spp.	good	
414	REMOVE		9.2		Quercus macrocarpa	bur oak	good	
415	REMOVE		13.5		Acer saccharinum	silver maple	good	
416	REMOVE		7.5		Quercus macrocarpa	bur oak	good	
417	REMOVE		8.5		Ulmus pumila	Siberian elm	fair	several broken/dead branches
418	REMOVE		11.8		Quercus macrocarpa	bur oak	good	
419	REMOVE		6.3		Fraxinus americana	white ash	good	
420	REMOVE		8.8	6	Acer negundo	box-elder	fair	6" trunk broken/dead
421	REMOVE		9.4		Quercus macrocarpa	bur oak	good	
422	REMOVE		6.5		Quercus macrocarpa	bur oak	good	
423	REMOVE		6.2		Quercus macrocarpa	bur oak	good	
424	REMOVE		8		Quercus macrocarpa	bur oak	good	
425	REMOVE		7		Ulmus pumila	Siberian elm	good	
426	REMOVE		7.5		Quercus macrocarpa	bur oak	good	
427	REMOVE		8.9		Prunus serotina	black cherry	fair	several broken/dead branches
428	REMOVE		6.7		Ulmus americana	American elm	good	
429	REMOVE		7.7		Fraxinus americana	white ash	good	
430	REMOVE		6.3		Ulmus americana	American elm	good	
431	REMOVE		6.5		Ulmus americana	American elm	good	
432	REMOVE		8.4		Ulmus americana	American elm	good	
433	REMOVE		7	5.6	Ulmus americana	American elm	good	
434	REMOVE		8.2		Prunus serotina	black cherry	fair	several broken/dead branches
435	REMOVE		7		Prunus serotina	black cherry	fair	several broken/dead branches
436	REMOVE		8.6		Fraxinus americana	white ash	good	
437	REMOVE		7.8		Ulmus pumila	Siberian elm	fair	several broken/dead branches
438	REMOVE		6.9		Ulmus americana	American elm	good	
439	REMOVE		7.6		Ulmus americana	American elm	fair	several broken/dead branches
440	REMOVE		7.8	5	Ulmus americana	American elm	fair	several broken/dead branches
441	REMOVE		7.5	6	Rhamnus cathartica	common buckthorn	fair	several broken/dead branches
442	REMOVE		9.4		Ulmus americana	American elm	good	
443	REMOVE		9	5.6	Quercus macrocarpa	bur oak	good	
444	REMOVE		20.8		Populus deltoides	eastern cottonwood	good	
445	REMOVE		7		Ulmus americana	American elm	good	
446	REMOVE		10.7		Juglans nigra	black walnut	good	
447	REMOVE		10.3		Ulmus americana	American elm	good	
448	SAVE		11.6	10, 8, 8	Acer negundo	box-elder	good	
449	SAVE		9.8		Ulmus americana	American elm	good	
450	SAVE		6.2	3	Acer negundo	box-elder	fair	prostrate trunk
451	SAVE		20.7	19	Tilia americana	basswood	fair	trimmed, utility line-clearance pruning
452	SAVE		7		Acer saccharum	sugar maple	fair	asymmetrical crown
453	SAVE		6.2		Acer saccharum	sugar maple	good	
454	SAVE		15		Prunus serotina	black cherry	fair	trunk bark peel
455	*SAVE		12.9		Quercus macrocarpa	bur oak	fair	trim, utility line-clearance pruning
456	SAVE		8		Acer saccharum	sugar maple	fair	
457	*SAVE		10		Prunus serotina	black cherry	fair	trimmed, utility line-clearance pruning
458	SAVE		8.3		Ulmus americana	American elm	fair	asymmetrical crown
459	SAVE		6		Quercus macrocarpa	bur oak	good	
460	SAVE		11.8		Acer saccharum	sugar maple	fair	asymmetrical crown
461	SAVE		16.1		Fraxinus americana	white ash	good	
462	SAVE		6.3		Ulmus americana	American elm	fair	twisted trunk, broken/dead branches
463	SAVE		17.3	10	Fraxinus americana	white ash	good	
464	SAVE	LANDMARK	24.5		Quercus macrocarpa	bur oak	good	
465	SAVE		9.8		Fraxinus americana	white ash	good	
466	SAVE	LANDMARK	21.1		Acer saccharinum	silver maple	good	
467	REMOVE		7.3		Ulmus americana	American elm	good	
468	SAVE		6.3		Ulmus americana	American elm	good	
469	SAVE		7		Ulmus americana	American elm	good	
470	SAVE		6.1		Ulmus americana	American elm	good	
471	SAVE		19.6		Ulmus americana	American elm	good	
472	SAVE		11.9		Tilia americana	basswood	good	
473	SAVE		8		Tilia americana	basswood	good	
474	REMOVE		13.1		Tilia americana	basswood	good	
475	REMOVE		11.2	8	Tilia americana	basswood	good	
476	REMOVE	LANDMARK	26		Quercus macrocarpa	bur oak	good	
477	REMOVE		6.1		Quercus macrocarpa	bur oak	good	
478	REMOVE	LANDMARK	21.5	10, 6	Quercus macrocarpa	bur oak	good	
479	REMOVE	LANDMARK	25.8		Quercus macrocarpa	bur oak	fair	crown broken/dead, asymmetrical shape
480	REMOVE		14.3		Quercus macrocarpa	bur oak	fair	crown broken/dead, asymmetrical shape
481	REMOVE		7.6		Carya ovata	shagbark hickory	fair	crown broken/dead, asymmetrical shape
482	REMOVE		12.3		Quercus macrocarpa	bur oak	fair	several broken/dead branches
483	REMOVE		9.1		Tilia americana	basswood	good	
484	REMOVE		15.5	14.5	Quercus macrocarpa	bur oak	fair	co-dominant trunks
485	REMOVE	LANDMARK	21	5	Quercus macrocarpa	bur oak	fair	5" trunk broken/dead
486	REMOVE	LANDMARK	22	20	Quercus macrocarpa	bur oak	fair	co-dominant trunks
487	REMOVE		15.8	11.7	Quercus macrocarpa	bur oak	fair	co-dominant trunks
488	REMOVE		14.2		Quercus macrocarpa	bur oak	good	
489	REMOVE	LANDMARK	22.5		Quercus macrocarpa	bur oak	good	
490	SAVE		14.8		Quercus macrocarpa	bur oak	good	
491	SAVE		9.5	5	Quercus alba	white oak	fair	5" trunk dead
492	SAVE	LANDMARK	30		Quercus macrocarpa	bur oak	fair	bark peel at trunk base
493	SAVE		6.7		Tilia americana	basswood	good	
494	SAVE		12.5		Carya ovata	shagbark hickory	good	
495	SAVE		9.6		Tilia americana	basswood	good	
496	SAVE	LANDMARK	16.2		Quercus macrocarpa	bur oak	good	
497	SAVE		6.7		Carya ovata	shagbark hickory	good	
498	SAVE		6.4		Tilia americana	basswood	good	
499	REMOVE	LANDMARK	21.8	13.5, 5	Quercus macrocarpa	bur oak	fair	5" trunk dead
500	REMOVE		8.4		Tilia americana	basswood	good	
501	REMOVE		8.4	6, 5	Rhamnus cathartica	common buckthorn	good	
502	SAVE		12.8		Morus rubra	red mulberry	good	
503	SAVE	LANDMARK	16.1		Juniper spp.	cedar spp.	good	
504	SAVE	LANDMARK	17.6		Juniper spp.	cedar spp.	good	
505	SAVE	LANDMARK	17.9		Juniper spp.	cedar spp.	good	
506	REMOVE		21.1	19.5	Thuja occidentalis	northern white-cedar	good	
507	REMOVE		14.9		Acer saccharinum	silver maple	good	
508	REMOVE		16.4		Acer saccharinum	silver maple	good	
509	REMOVE		10.1		Carya ovata	shagbark hickory	good	
510	REMOVE		8		Tilia americana	basswood	good	
511	REMOVE		6.3		Carya ovata	shagbark hickory	good	
512	REMOVE		10.8		Rhamnus cathartica	common buckthorn	good	
513	REMOVE		7.8		Rhamnus cathartica	common buckthorn	good	30-degree lean
514	REMOVE		7.7		Malus spp.	crabapple spp.	fair	crooked trunk
515	REMOVE		6	6.5	Malus spp.	crabapple spp.	fair	broken/dead trunk
516	REMOVE		6.1		Rhamnus cathartica	common buckthorn	fair	several broken/dead branches
517	REMOVE		10.2		Acer saccharinum	silver maple	fair	trunk damage
518	REMOVE		7	6, 5.3	Rhamnus cathartica	common buckthorn	good	
519	REMOVE		10.1		Carya ovata	shagbark hickory	good	
520	REMOVE		9	8.8, 7.1, 7	Rhamnus cathartica	common buckthorn	fair	broken/dead trunks
521	REMOVE		6		Ulmus americana	American elm	good	
522	REMOVE		6		Nyssa sylvatica	black walnut	good	
523	REMOVE		6.3		Malus spp.	crabapple spp.	good	
524	REMOVE		6.9		Malus spp.	crabapple spp.	good	
525	REMOVE		9.3		Ulmus pumila	Siberian elm	good	
526	REMOVE		7.1		Ulmus pumila	Siberian elm	good	
527	REMOVE		8.3		Ulmus americana	American elm	good	heavy grape vine
528	REMOVE		6.3		Fraxinus americana	white ash	fair	bark peeling
529	REMOVE		6		Fraxinus americana	white ash	good	
530	REMOVE		6.4		Fraxinus americana	white ash	good	
532	REMOVE		7.3		Rhamnus cathartica	common buckthorn	fair	trunk splitting
533	REMOVE		8.5		Malus spp.	crabapple spp.	good	
534	REMOVE		10.2		Malus spp.	crabapple spp.	good	
535	REMOVE		8.3	5	Rhamnus cathartica	common buckthorn	fair	several broken/dead branches
536	REMOVE		8		Rhamnus cathartica	common buckthorn	good	
537	REMOVE		12		Tilia americana	basswood	good	
538	SAVE		16.1		Tilia americana	basswood	fair	trunk cavity, poison ivy
539	REMOVE		12.8		Tilia americana	basswood	poor	crown broken/dead
540	REMOVE		6		Rhamnus cathartica	common buckthorn	fair	trunk cavity, broken/dead branches
541	SAVE		11.2		Tilia americana	basswood	good	
542	REMOVE		7.1		Tilia americana	basswood	good	
543	SAVE		14.3		Tilia americana	basswood	good	
544	SAVE		6.5		Carya ovata	shagbark hickory	good	
545	SAVE	LANDMARK	29.1		Tilia americana	basswood	fair	utility line-clearance pruning
546	*SAVE	LANDMARK	24.5		Tilia americana	basswood	fair	utility line-clearance pruning
547	SAVE		12.2		Tilia americana	basswood	fair	utility line-clearance pruning
548	SAVE		9.1		Carya ovata	shagbark hickory	fair	utility line-clearance pruning
549	*SAVE	LANDMARK	17.2		Quercus macrocarpa	bur oak	fair	utility line-clearance pruning
550	*SAVE	LANDMARK	27.2		Tilia americana	basswood	fair	utility line-clearance pruning
551	SAVE	LANDMARK	18	10	Carya ovata	shagbark hickory	fair	utility line-clearance pruning
552	SAVE		6.6		Ulmus americana	American elm	good	
553	SAVE		6		Ulmus americana	American elm	fair	bark peeling
554	SAVE		7.3		Ulmus americana	American elm	good	
555	SAVE		11.3		Tilia americana	basswood	good	
556	SAVE		15.8		Tilia americana	basswood	good	
557	SAVE		11.8		Tilia americana	basswood	good	
558	SAVE		8.1		Carya ovata	shagbark hickory	good	
559	SAVE		6.1		Ulmus americana	American elm	good	
560	SAVE		10.5		Tilia americana	basswood	good	
561	SAVE		6.6		Ulmus americana	American elm	good	
562	SAVE		7.5		Ulmus americana	American elm	fair	twisted trunk
563	SAVE		15.3		Tilia americana	basswood	good	
564	SAVE		7.3		Tilia americana	basswood	good	
565	SAVE		6.4		Ulmus americana	American elm	poor	trunk cut at 10 feet height, utility line-clearance pruning
566	SAVE		8.4		Ulmus americana	American elm	good	
567	SAVE		16.6		Prunus pensylvanica	pin cherry	good	
568	SAVE		16.6		Prunus pensylvanica	pin cherry	good	
569	SAVE		13.9		Acer rubrum	red maple	good	
570	SAVE		16.1		Prunus pensylvanica	pin cherry	good	
571	SAVE		16		Prunus pensylvanica	pin cherry	poor	no foliage
572	SAVE		8.2		Tilia americana	basswood	fair	30-degree lean
573	SAVE		17.8		Populus deltoides	eastern cottonwood	good	
574	REMOVE		6.2		Rhamnus cathartica	common buckthorn	good	
575	REMOVE		8	3, 3	Rhamnus cathartica	common buckthorn	fair	suckers
576	REMOVE		8.5	5, 3	Rhamnus cathartica	common buckthorn	poor	broken/dead trunks
577	REMOVE		21		Populus deltoides	eastern cottonwood	good	
578	REMOVE		22.4		Populus deltoides	eastern cottonwood	good	
579	REMOVE		6.2		Rhamnus cathartica	common buckthorn	good	
580	REMOVE		23.4		Populus deltoides	eastern cottonwood	good	
581	REMOVE		22		Populus deltoides	eastern cottonwood	good	
582	REMOVE		12.5		Populus deltoides	eastern cottonwood	fair	crown half broken/dead
583	REMOVE		10.3		Populus deltoides	eastern cottonwood	good	
584	REMOVE		11		Populus deltoides	eastern cottonwood	good	
585	REMOVE		23.5	18	Populus deltoides	eastern cottonwood	good	
586	REMOVE		9		Populus deltoides	eastern cottonwood	good	
587	REMOVE		8.7		Prunus pensylvanica	pin cherry	good	
588	SAVE		21		Populus deltoides	eastern cottonwood	good	
589	REMOVE		7		Rhamnus cathartica	common buckthorn	good	
590	REMOVE		12.6		Rhamnus cathartica	common buckthorn	good	suckers
591	REMOVE		6.4		Rhamnus cathartica	common buckthorn	good	20-degree lean, suckers
592	SAVE		9.8		Carya ovata	shagbark hickory	good	
593	SAVE		12.5	12	Carya ovata	shagbark hickory	good	
594	SAVE		14.8		Quercus macrocarpa	bur oak	good	
595	SAVE		8.9		Fraxinus americana	white ash	good	
596	SAVE		6		Rhamnus cathartica	common buckthorn	good	
597	SAVE		14.8	6	Tilia americana	basswood	poor	6 inch trunk broken/dead, 14 inch trunk has cavity
598	*SAVE		11.4		Fraxinus americana	white ash	good	
599	SAVE		8.2	8.1, 8	Tilia americana	basswood	good	
600	SAVE	LANDMARK	23.5		Quercus alba	white oak	good	
601	SAVE		8.5		Quercus macrocarpa	bur oak	good	
602	SAVE		15.9		Quercus macrocarpa	bur oak	good	
603	SAVE		6.7		Fagus grandifolia	American beech	good	
604	*SAVE		10.5		Quercus palustris	pin oak	good	
605	SAVE		13.9	6	Fagus grandifolia	American beech	good	
606	SAVE		6.4		Tilia americana	basswood	good	
607	SAVE		14		Quercus macrocarpa	bur oak	good	
608	SAVE		9.3	6.1	Acer saccharum	sugar maple	good	
609	SAVE		7.5		Carya ovata	shagbark hickory	good	
610	SAVE	LANDMARK	23.8		Quercus palustris	pin oak	good	
611	SAVE		7.8		Fagus grandifolia	American beech	good	
612	SAVE		7.9		Ulmus americana	American elm	good	knobby
613	*SAVE	LANDMARK	19.7		Quercus alba	white oak	good	
614	SAVE		6.1		Tilia americana	basswood	good	
615	SAVE		6		Acer saccharum	sugar maple	good	
616	SAVE		6		Ulmus americana	American elm	good	
617	SAVE		6.5		Tilia americana	basswood	good	
618	REMOVE		9.8		Prunus pensylvanica	pin cherry	good	
619	REMOVE		7		Prunus pensylvanica	pin cherry	good	
620	REMOVE		6		Prunus pensylvanica	pin cherry	good	
621	REMOVE		6.2		Prunus pensylvanica	pin cherry	good	
622	REMOVE		18		Populus deltoides	eastern cottonwood	fair	bark peeling
623	REMOVE		19		Populus deltoides	eastern cottonwood	fair	crowded
624	REMOVE		6		Prunus serotina	black cherry	fair	crowded
625	REMOVE		6	5, 5	Rhamnus cathartica	common buckthorn	fair	utility line-clearance pruning, suckers
626	REMOVE		14	13, 12.5	Ulmus americana	American elm	poor	trunk broken/dead, utility line-clearance pruning
627	REMOVE		6	4	Acer rubrum	red maple	good	
628	REMOVE		7.1		Ulmus americana	American elm	poor	utility line-clearance pruning, suckers
629	REMOVE		7.2		Ulmus americana	American elm	fair	utility line-clearance pruning, suckers
630	SAVE		9.9		Quercus bicolor	swamp white oak	good	
631	REMOVE		6	3	Malus spp.	crabapple spp.	good	
632	REMOVE		7.6		Ulmus americana	American elm	poor	bark peel, utility line-clearance pruning
633	REMOVE		7.2		Ulmus americana	American elm	poor	bark peel, utility line-clearance pruning
634	REMOVE		7	6, 5	Malus spp.	crabapple spp.	fair	utility line-clearance pruning, suckers
635	REMOVE		6.9	6, 5, 4	Rhamnus cathartica	common buckthorn	good	
636	REMOVE		6	6, 5	Rhamnus cathartica	common buckthorn	good	
637	REMOVE		6		Rhamnus cathartica	common buckthorn	good	
638	REMOVE		7.3	4	Rhamnus cathartica	common buckthorn	fair	crown cut, utility line-clearance pruning
639	REMOVE		7.5		Ailanthus altissima	tree of heaven	fair	utility line-clearance pruning
640	REMOVE		9.9		Ailanthus altissima	tree of heaven	fair	utility line-clearance pruning
641	SAVE		7.5		Ulmus rubra	slippery elm	good	
642	REMOVE		9.9		Ulmus americana	American elm	poor	utility line-clearance pruning
643	REMOVE		6.8		Ulmus americana	American elm	poor	utility line-clearance pruning
644	REMOVE		10.2	3	Ailanthus altissima	tree of heaven	good	
645	SAVE		6	5.4	Taxus baccata	yew tree	good	
646	SAVE	LANDMARK	24		Pinus sylvestris	Scot's pine	good	
647	REMOVE		7.1	6	Prunus pensylvanica	pin cherry	good	
648	REMOVE		6		Ulmus americana	American elm	poor	broken/dead trunk
649	REMOVE		6.2		Acer negundo	box-elder	fair	60-degree lean
650	SAVE		13	10	Taxus baccata	yew tree	fair	
651	SAVE		7	5	Taxus baccata	yew tree	good	
652	SAVE		6	5.3	Taxus baccata	yew tree	good	
653	REMOVE		6.2	5, 2	Rhamnus cathartica	common buckthorn	fair	dug up, root tissue exposed
654	REMOVE		7	6, 4	Rhamnus cathartica	common buckthorn	fair	dug up, root tissue exposed
655	REMOVE		8	6, 5, 3	Rhamnus cathartica	common buckthorn	fair	dug up, root tissue exposed
656	REMOVE		16		Ailanthus altissima	tree of heaven	good	
657	REMOVE		10		Ailanthus altissima	tree of heaven	good	
658	SAVE		13		Acer negundo	box-elder	good	
659	REMOVE	LANDMARK	18.6		Fraxinus americana	white ash	fair	utility line-clearance pruning
660	REMOVE		11.9		Ailanthus altissima	tree of heaven	good	
661	REMOVE		12.2		Ailanthus altissima	tree of heaven	good	
662	REMOVE		6.9	6, 5, 3	Rhamnus cathartica	common buckthorn	good	
663	REMOVE		15.6		Picea abies	Norway spruce	good	
664	REMOVE		7.1	3	Rhamnus cathartica	common buckthorn	fair	3 inch trunk is cracked
665	REMOVE		6.4	2	Rhamnus cathartica	common buckthorn	fair	trunk cracked
666	REMOVE		6	2	Rhamnus cathartica	common buckthorn	good	
667	REMOVE		6		Rhamnus cathartica	common buckthorn	fair	cracked trunk
668	REMOVE		6.2	5.5	Malus spp.	crabapple spp.	poor	6.2 inch trunk broken/dead, no foliage
669	REMOVE		8.9	5, 4, 3	Rhamnus cathartica	common buckthorn	good	
670	REMOVE		12.9	5.5	Acer negundo	box-elder	poor	trunk cracked, 70-degree lean
671	REMOVE		7.1		Fraxinus americana	white ash	good	
672	REMOVE		6.4		Rhamnus cathartica	common buckthorn	poor	45-degree lean, suckers
673	REMOVE		7.3		Malus spp.	crabapple spp.	fair	broken/dead trunks leaning on tree, crown broken/dead
674	REMOVE		7	6, 5, 5	Rhamnus cathartica	common buckthorn	good	
675	SAVE		6.4		Acer negundo	box-elder	fair	20-degree lean
676	SAVE		7.1		Acer negundo	box-elder	fair	30-degree lean
677	REMOVE		6	5, 5, 4, 4	Rhamnus cathartica	common buckthorn	good	
678	REMOVE		7.1	6, 4, 4	Rhamnus cathartica	common buckthorn	good	
679	REMOVE		8	7, 6, 5, 5	Rhamnus cathartica	common buckthorn	good	
680	REMOVE		7.1	6.5	Rhamnus cathartica	common buckthorn	good	
681	REMOVE		9.5		Prunus serotina	black cherry	fair	broken/dead branches
682	REMOVE		7.8		Fraxinus americana	white ash	good	
683	REMOVE		11		Acer negundo	box-elder	fair	30-degree lean
684	REMOVE		6		Rhamnus cathartica	common buckthorn	good	
685	REMOVE		12.4		Acer negundo	box-elder	good	
686	REMOVE		12	12	Acer negundo	box-elder	good	
687	REMOVE		6.2	6.5	Rhamnus cathartica	common buckthorn	good	
688	REMOVE		6.6		Rhamnus cathartica	common buckthorn	good	
689	REMOVE		12		Juglans nigra	black walnut	good	
690	REMOVE		7.2	7.1, 5	Rhamnus cathartica	common buckthorn	good	
691	SAVE		19.5		Juglans nigra	black walnut	good	
692	REMOVE		16.7		Acer negundo	box-elder	good	
693	REMOVE		14.5		Acer negundo	box-elder	good	
694	REMOVE		11.5		Prunus pensylvanica	pin cherry	good	
695	REMOVE		7.1		Rhamnus cathartica	common buckthorn	good	
696	REMOVE		7.1		Quercus macrocarpa	bur oak	good	
697	REMOVE		12.8		Prunus pensylvanica	pin cherry	good	
698	REMOVE		10.2		Prunus pensylvanica	pin cherry	fair	peeling bark
699	REMOVE		8.8		Prunus pensylvanica	pin cherry	good	
700	REMOVE		6	5	Rhamnus cathartica	common buckthorn	poor	several broken/dead branches
701	REMOVE		6		Rhamnus cathartica	common buckthorn	good	
702	REMOVE		7.4		Juglans nigra	black walnut	good	heavy vines
703	REMOVE		6		Ulmus pumila	Siberian elm	good	
704	REMOVE		9	7, 6	Acer negundo	box-elder	good	suckers
705	REMOVE		6	5, 5	Rhamnus cathartica	common buckthorn	good	
706	REMOVE	LANDMARK	15.4		Malus spp.	crabapple spp.	fair	trunk cracked, broken/dead branches
707	REMOVE		10.6		Acer negundo	box-elder	good	
708	REMOVE		10.2		Ulmus pumila	Siberian elm	good	
709	REMOVE		7.1		Rhamnus cathartica	common buckthorn	good	
710	REMOVE		8.2		Acer negundo	box-elder	good	
711	REMOVE		6.7		Rhamnus cathartica	common buckthorn	good	
712	REMOVE		10.7		Acer negundo	box-elder	good	
713	REMOVE		6	5, 5	Rhamnus cathartica	common buckthorn	poor	prostrate, fallen over, still alive
714	REMOVE		13.9		Acer negundo	box-elder	good	
715	REMOVE		7.3		Acer negundo	box-elder	good	
716	REMOVE		11.2		Ulmus pumila	Siberian elm	good	
717	REMOVE		6.1		Rhamnus cathartica	common buckthorn	good	
718	REMOVE		10		Acer negundo	box-elder	good	
719	REMOVE		6	5, 4	Rhamnus cathartica	common buckthorn	good	
720	REMOVE		8.5	5	Rhamnus cathartica	common buckthorn	good	
721	REMOVE		7.5		Acer negundo	box-elder	good	
722	REMOVE		7.2		Acer negundo	box-elder	good	
723	REMOVE		6.6		Fraxinus americana	white ash	fair	trunk damage
724	REMOVE		7.8		Acer negundo	box-elder	good	
725	REMOVE		6.5		Acer negundo	box-elder	good	
726	REMOVE		6.1		Ulmus pumila	Siberian elm	good	
727	REMOVE		6.3	5.8	Malus spp.	crabapple spp.	good	
728	REMOVE		6.8		Rhamnus cathartica	common buckthorn	good	
729	REMOVE		6.6	4	Rhamnus cathartica	common buckthorn	fair	asymmetrical structure
730	REMOVE		8.4		Acer negundo	box-elder	fair	trunk splitting, bark peel
731	REMOVE		6.2	3	Rhamnus cathartica	common buckthorn	good	
732	REMOVE		11.7		Acer saccharum	sugar maple	good	
733	REMOVE		6.6	4	Malus spp.	crabapple spp.	good	
734	REMOVE		6		Fraxinus americana	white ash	good	
735	REMOVE		6	5	Rhamnus cathartica	common buckthorn	good	
736	REMOVE		7.6		Rhamnus cathartica	common buckthorn	good	
737	REMOVE		8		Rhamnus cathartica	common buckthorn	poor	several broken/dead branches
738	REMOVE		8.3		Quercus macrocarpa	bur oak	good	
739	REMOVE	LANDMARK	24.8		Quercus macrocarpa	bur oak	good	
740	REMOVE		6	5, 4, 3	Rhamnus cathartica	common buckthorn	good	
741	REMOVE		9		Thuja occidentalis	northern white-cedar	good	
742	REMOVE		11.1		Quercus macrocarpa	bur oak	good	
743	REMOVE		6.1		Rhamnus cathartica	common buckthorn	fair	bark peeling
744	REMOVE		7	5	Acer saccharinum	silver maple	fair	5-inch trunk cut
745	REMOVE		12.8		Ulmus americana	American elm	good	
746	REMOVE	LANDMARK	34.5		Acer saccharinum	silver maple	good	
747	REMOVE		11.2		Rhamnus cathartica	common buckthorn	good	
748	REMOVE		6.3		Rhamnus cathartica	common buckthorn	poor	little foliage, suckers
749	REMOVE		6.6		Prunus pensylvanica	pin cherry	fair	broken/dead branches
750	REMOVE		10.6		Prunus pensylvanica	pin cherry	poor	several broken/dead limbs, bark peeling
751	REMOVE		13	12, 9	Prunus pensylvanica	pin cherry	good	
752	REMOVE		10.2		Prunus pensylvanica	pin cherry	good	
753	REMOVE		14		Prunus pensylvanica	pin cherry	good	heavy poison ivy
754	REMOVE		9.5		Acer negundo	box-elder	good	
755	REMOVE		7.1	5, 3	Rhamnus cathartica	common buckthorn	fair	suckers, branches cut
756	REMOVE		6	4, 3	Rhamnus cathartica	common buckthorn	fair	suckers, branches cut
757	REMOVE		6	3, 3	Rhamnus cathartica	common buckthorn	fair	trunk splitting
758	REMOVE		6.8		Acer saccharum	sugar maple	good	
759	REMOVE		8	6, 3, 3	Rhamnus cathartica	common buckthorn	fair	broken/dead branches, suckers
760	REMOVE	LANDMARK	21.6		Pinus strobus	white pine	good	
761	REMOVE		7.5		Rhamnus cathartica	common buckthorn	fair	damaged trunk
762	REMOVE		10	6

Table 1: Tree Inventory: 29845, 29905, 29915 W. 13 Mile Road, Farmington Hills, Oakland Co. (ASTI # 12687)

Tree Tag #	Remove/Save	landmark	Common Name	Scientific Name	# DBHs	DBH1	DBH2	DBH3	DBH4	Condition
811	REMOVE		Blue Spruce	*Picea pungens*	1	16.8	0.0	0.0	0.0	Fair
812	REMOVE	landmark	White Pine	*Pinus strobus*	1	21.2	0.0	0.0	0.0	Good
813	REMOVE	landmark	White Pine	*Pinus strobus*	1	23.5	0.0	0.0	0.0	Good
814	REMOVE	landmark	White Pine	*Pinus strobus*	1	25.1	0.0	0.0	0.0	Good
815	SAVE	landmark	Silver Maple	*Acer saccharinum*	1	43.5	0.0	0.0	0.0	Good
816	REMOVE	landmark	Silver Maple	*Acer saccharinum*	1	38.2	0.0	0.0	0.0	Good
817	SAVE	landmark	Silver Maple	*Acer saccharinum*	1	34.1	0.0	0.0	0.0	Good
818	REMOVE	landmark	Silver Maple	*Acer saccharinum*	1	24.2	0.0	0.0	0.0	Good
819	SAVE	landmark	Silver Maple	*Acer saccharinum*	1	31.6	0.0	0.0	0.0	Good
820	REMOVE		Box-elder	*Acer negundo*	1	8.5	0.0	0.0	0.0	Good
821	REMOVE		Wild Black Cherry	*Prunus serotina*	1	8.0	0.0	0.0	0.0	Good
822	REMOVE		Norway Spruce	*Picea abies*	1	16.0	0.0	0.0	0.0	Fair
823	REMOVE		Box-elder	*Acer negundo*	2	13.4	9.8	0.0	0.0	Good
824	REMOVE	landmark	Box-elder	*Acer negundo*	1	19.4	0.0	0.0	0.0	Fair
825	REMOVE		White-Cedar	*Thuja occidentalis*	3	12.8	10.2	7.1	0.0	Good
826	REMOVE	landmark	White Pine	*Pinus strobus*	1	25.4	0.0	0.0	0.0	Good
827	REMOVE		Ginkgo	*Ginkgo biloba*	1	16.5	0.0	0.0	0.0	Good
828	REMOVE		Black Walnut	*Juglans nigra*	1	19.1	0.0	0.0	0.0	Good
829	SAVE	landmark	White Pine	*Pinus strobus*	1	23.6	0.0	0.0	0.0	Good
830	REMOVE	landmark	Norway Spruce	*Picea abies*	1	22.5	0.0	0.0	0.0	Fair
831	SAVE		Norway Spruce	*Picea abies*	1	15.6	0.0	0.0	0.0	Good
832	SAVE		White Spruce	*Picea glauca*	1	12.2	0.0	0.0	0.0	Good
833	REMOVE		White-Cedar	*Thuja occidentalis*	3	10.5	8.5	7.1	0.0	Good
834	REMOVE		White-Cedar	*Thuja occidentalis*	1	12.7	0.0	0.0	0.0	Good
835	REMOVE		White-Cedar	*Thuja occidentalis*	4	9.8	9.5	9.0	6.2	Good
836	REMOVE	landmark	Apple	*Malus pumila*	1	12.0	0.0	0.0	0.0	Good
837	REMOVE		Siberian Elm	*Ulmus pumila*	1	20.3	0.0	0.0	0.0	Good
838	REMOVE	landmark	Silver Maple	*Acer saccharinum*	1	31.2	0.0	0.0	0.0	Good
839	REMOVE		Horse-Chestnut	*Aesculus hippocastanum*	4	16.2	10.2	9.0	6.0	Good
840	SAVE	landmark	Honey Locust	*Gleditsia triacanthos*	1	34.0	0.0	0.0	0.0	Good
841	REMOVE	landmark	Silver Maple	*Acer saccharinum*	1	40.1	0.0	0.0	0.0	Good
842	SAVE		Saucer Magnolia	*Magnolia X soulangeana*	1	6.0	0.0	0.0	0.0	Good
843	REMOVE		White Mulberry	*Morus alba*	1	8.0	0.0	0.0	0.0	Good
844	REMOVE	landmark	Dawn Redwood	*Metasequoia glyptostroboide*	1	31.2	0.0	0.0	0.0	Poor
845	*SAVE		Blue Spruce	*Picea pungens*	1	10.2	0.0	0.0	0.0	Good
846	*SAVE		Blue Spruce	*Picea pungens*	1	9.8	0.0	0.0	0.0	Good
847	*SAVE		Blue Spruce	*Picea pungens*	1	7.9	0.0	0.0	0.0	Good
848	SAVE	landmark	Silver Maple	*Acer saccharinum*	1	32.5	0.0	0.0	0.0	Good
849	SAVE	landmark	Norway Spruce	*Picea abies*	1	20.0	0.0	0.0	0.0	Good
850	SAVE	landmark	Sycamore	*Platanus occidentalis*	1	39.6	0.0	0.0	0.0	Good
851	REMOVE		White-Cedar	*Thuja occidentalis*	1	6.2	0.0	0.0	0.0	Good
852	REMOVE		Box-elder	*Acer negundo*	2	10.6	7.0	0.0	0.0	Good
853	REMOVE		White Mulberry	*Morus alba*	1	7.4	0.0	0.0	0.0	Good
854	REMOVE	landmark	Apple	*Malus pumila*	2	15.5	10.7	0.0	0.0	Good
855	REMOVE	landmark	American Beech	*Fagus grandifolia*	1	32.3	0.0	0.0	0.0	Good
856	REMOVE		White Mulberry	*Morus alba*	2	14.3	14.0	0.0	0.0	Good
857	REMOVE		White Mulberry	*Morus alba*	1	9.6	0.0	0.0	0.0	Good
858	SAVE		Basswood	*Tilia americana*	1	18.2	0.0	0.0	0.0	Good
859	REMOVE		White Mulberry	*Morus alba*	1	12.5	0.0	0.0	0.0	Good
860	*SAVE	landmark	Box-elder	*Acer negundo*	1	19.8	0.0	0.0	0.0	Good
861	REMOVE		Box-elder	*Acer negundo*	2	9.7	8.0	0.0	0.0	Good
862	*SAVE		White Mulberry	*Morus alba*	1	14.3	0.0	0.0	0.0	Good
863	*SAVE		Box-elder	*Acer negundo*	3	16.7	14.1	11.0	0.0	Good
864	REMOVE		White Mulberry	*Morus alba*	1	15.5	0.0	0.0	0.0	Good
865	*SAVE		White Mulberry	*Morus alba*	1	6.6	0.0	0.0	0.0	Good
866	*SAVE		White Mulberry	*Morus alba*	1	6.6	0.0	0.0	0.0	Good
867	*SAVE		Black Walnut	*Juglans nigra*	1	13.1	0.0	0.0	0.0	Good
868	*SAVE		Black Walnut	*Juglans nigra*	1	6.7	0.0	0.0	0.0	Good
869	REMOVE		Box-elder	*Acer negundo*	1	16.2	0.0	0.0	0.0	Good
870	REMOVE		Red Maple	*Acer rubrum*	1	6.1	0.0	0.0	0.0	Good
871	REMOVE	landmark	Norway Maple	*Acer platanoides*	1	23.1	0.0	0.0	0.0	Good
872	REMOVE		Black Walnut	*Juglans nigra*	1	13.3	0.0	0.0	0.0	Good
873	SAVE		Black Walnut	*Juglans nigra*	1	13.4	0.0	0.0	0.0	Good
874	SAVE		Black Walnut	*Juglans nigra*	1	8.5	0.0	0.0	0.0	Good
875	*SAVE		Box-elder	*Acer negundo*	1	10.0	0.0	0.0	0.0	Good
876	*SAVE		Wild Black Cherry	*Prunus serotina*	1	10.2	0.0	0.0	0.0	Good
877	*SAVE		Basswood	*Tilia americana*	1	18.5	0.0	0.0	0.0	Good
878	SAVE		Basswood	*Tilia americana*	1	8.4	0.0	0.0	0.0	Good
879	SAVE		Box-elder	*Acer negundo*	1	11.0	0.0	0.0	0.0	Good
880	SAVE		Box-elder	*Acer negundo*	1	10.1	0.0	0.0	0.0	Good
881	SAVE		American Elm	*Ulmus americana*	1	8.1	0.0	0.0	0.0	Good
882	SAVE		Red Pine	*Pinus resinosa*	1	9.8	0.0	0.0	0.0	Good
883	SAVE		Red Pine	*Pinus resinosa*	1	11.3	0.0	0.0	0.0	Good
884	SAVE		Red Pine	*Pinus resinosa*	1	6.7	0.0	0.0	0.0	Good
885	SAVE		Red Pine	*Pinus resinosa*	1	7.8	0.0	0.0	0.0	Good
886	SAVE		Red Pine	*Pinus resinosa*	1	11.8	0.0	0.0	0.0	Good
887	SAVE		Red Pine	*Pinus resinosa*	1	13.0	0.0	0.0	0.0	Good
888	SAVE		Red Pine	*Pinus resinosa*	1	8.1	0.0	0.0	0.0	Good
889	SAVE		Red Pine	*Pinus resinosa*	1	8.2	0.0	0.0	0.0	Good
890	SAVE		Red Pine	*Pinus resinosa*	1	12.6	0.0	0.0	0.0	Good
891	SAVE		White Mulberry	*Morus alba*	1	6.9	0.0	0.0	0.0	Good
892	SAVE		American Elm	*Ulmus americana*	1	9.3	0.0	0.0	0.0	Good
893	SAVE		Box-elder	*Acer negundo*	1	6.6	0.0	0.0	0.0	Good
894	SAVE		Ginkgo	*Ginkgo biloba*	1	16.5	0.0	0.0	0.0	Good
895	SAVE	landmark	Pin Oak	*Quercus palustris*	1	27.0	0.0	0.0	0.0	Good
896	SAVE		Wild Black Cherry	*Prunus serotina*	1	12.4	0.0	0.0	0.0	Good
897	SAVE		Wild Black Cherry	*Prunus serotina*	1	8.2	0.0	0.0	0.0	Good
898	SAVE		Wild Black Cherry	*Prunus serotina*	1	8.2	0.0	0.0	0.0	Good
899	SAVE		Box-elder	*Acer negundo*	1	16.5	0.0	0.0	0.0	Good
900	SAVE		Wild Black Cherry	*Prunus serotina*	1	14.0	0.0	0.0	0.0	Good
901	SAVE		Wild Black Cherry	*Prunus serotina*	1	6.7	0.0	0.0	0.0	Good
902	SAVE		Box-elder	*Acer negundo*	1	6.1	0.0	0.0	0.0	Good
903	SAVE		Sugar Maple	*Acer saccharum*	1	7.7	0.0	0.0	0.0	Good
904	SAVE		Box-elder	*Acer negundo*	1	15.8	0.0	0.0	0.0	Good
905	SAVE		Wild Black Cherry	*Prunus serotina*	1	7.0	0.0	0.0	0.0	Good
906	SAVE		Wild Black Cherry	*Prunus serotina*	1	10.2	0.0	0.0	0.0	Good
907	SAVE		Wild Black Cherry	*Prunus serotina*	1	7.1	0.0	0.0	0.0	Good
908	SAVE		Sugar Maple	*Acer saccharum*	1	17.5	0.0	0.0	0.0	Good
909	SAVE		Sugar Maple	*Acer saccharum*	1	13.8	0.0	0.0	0.0	Good
910	SAVE	landmark	Wild Black Cherry	*Prunus serotina*	1	20.1	0.0	0.0	0.0	Good
911	SAVE		Sugar Maple	*Acer saccharum*	1	6.7	0.0	0.0	0.0	Good
912	SAVE		Bitternut Hickory	*Carya cordiformis*	1	7.0	0.0	0.0	0.0	Good
913	SAVE		Ironwood	*Ostrya virginiana*	1	10.0	0.0	0.0	0.0	Good
914	SAVE		Sugar Maple	*Acer saccharum*	1	9.7	0.0	0.0	0.0	Good
915	SAVE		Wild Black Cherry	*Prunus serotina*	1	8.0	0.0	0.0	0.0	Fair
916	SAVE		Red Pine	*Pinus resinosa*	1	13.5	0.0	0.0	0.0	Good
917	SAVE		Red Pine	*Pinus resinosa*	1	7.9	0.0	0.0	0.0	Good
918	SAVE		Red Pine	*Pinus resinosa*	1	11.0	0.0	0.0	0.0	Good
919	SAVE		Red Pine	*Pinus resinosa*	1	9.0	0.0	0.0	0.0	Good
920	SAVE		Red Pine	*Pinus resinosa*	1	12.5	0.0	0.0	0.0	Good
921	SAVE		Red Pine	*Pinus resinosa*	1	14.0	0.0	0.0	0.0	Good
922	REMOVE		Norway Maple	*Acer platanoides*	1	7.9	0.0	0.0	0.0	Good
923	SAVE	landmark	Honey Locust	*Gleditsia triacanthos*	1	25.4	0.0	0.0	0.0	Good
924	REMOVE		Tree-of-Heaven	*Ailanthus altissima*	1	17.6	0.0	0.0	0.0	Good
925	REMOVE		Tree-of-Heaven	*Ailanthus altissima*	1	13.8	0.0	0.0	0.0	Good
926	REMOVE		Blue Spruce	*Picea pungens*	1	16.8	0.0	0.0	0.0	Fair
927	REMOVE		Tree-of-Heaven	*Ailanthus altissima*	1	9.7	0.0	0.0	0.0	Good
928	REMOVE	landmark	Sugar Maple	*Acer saccharum*	1	19.1	0.0	0.0	0.0	Good
929	SAVE		Apple	*Malus pumila*	1	8.4	0.0	0.0	0.0	Good
930	REMOVE		White Mulberry	*Morus alba*	1	8.6	0.0	0.0	0.0	Good
931	REMOVE		Blue Spruce	*Picea pungens*	1	14.6	0.0	0.0	0.0	Fair
932	REMOVE	landmark	Honey Locust	*Gleditsia triacanthos*	1	28.7	0.0	0.0	0.0	Good
933	REMOVE	landmark	English Walnut	*Juglans regia*	2	25.3	24.0	0.0	0.0	Good
934	REMOVE		English Walnut	*Juglans regia*	1	20.1	0.0	0.0	0.0	Good
935	REMOVE	landmark	Sycamore	*Platanus occidentalis*	1	25.0	0.0	0.0	0.0	Good
936	REMOVE	landmark	Katsura Tree	*Cercidiphyllum spp.*	1	24.2	0.0	0.0	0.0	Good
937	REMOVE		Red Pine	*Pinus resinosa*	1	14.6	0.0	0.0	0.0	Good
938	REMOVE		Box-elder	*Acer negundo*	1	6.8	0.0	0.0	0.0	Good
939	REMOVE		Box-elder	*Acer negundo*	1	7.0	0.0	0.0	0.0	Good
940	REMOVE	landmark	Honey Locust	*Gleditsia triacanthos*	1	32.2	0.0	0.0	0.0	Good
941	REMOVE	landmark	Norway Maple	*Acer platanoides*	2	21.6	21.2	0.0	0.0	Good
942	REMOVE		Wild Black Cherry	*Prunus serotina*	1	15.2	0.0	0.0	0.0	Good
943	REMOVE		Box-elder	*Acer negundo*	1	10.5	0.0	0.0	0.0	Good
944	REMOVE	landmark	Black Walnut	*Juglans nigra*	1	42.5	0.0	0.0	0.0	Good
945	REMOVE		White Mulberry	*Morus alba*	1	6.1	0.0	0.0	0.0	Good
946	REMOVE		White Mulberry	*Morus alba*	1	6.3	0.0	0.0	0.0	Good
947	SAVE	landmark	Silver Maple	*Acer saccharinum*	5	36.0	21.6	16.0	14.5	Good
948	REMOVE		Box-elder	*Acer negundo*	1	6.3	0.0	0.0	0.0	Good
949	REMOVE		Box-elder	*Acer negundo*	2	9.1	7.8	0.0	0.0	Good
950	REMOVE		Siberian Elm	*Ulmus pumila*	1	20.6	0.0	0.0	0.0	Good
951	REMOVE		White-Cedar	*Thuja occidentalis*	1	6.0	0.0	0.0	0.0	Good
952	REMOVE		Norway Maple	*Acer platanoides*	1	7.6	0.0	0.0	0.0	Good
953	SAVE	landmark	Basswood	*Tilia americana*	1	24.3	0.0	0.0	0.0	Fair
954	SAVE		Basswood	*Tilia americana*	1	16.8	0.0	0.0	0.0	Good
955	SAVE		Basswood	*Tilia americana*	1	17.1	0.0	0.0	0.0	Good
956	SAVE		Basswood	*Tilia americana*	1	12.0	0.0	0.0	0.0	Good
957	SAVE		Basswood	*Tilia americana*	1	12.2	0.0	0.0	0.0	Good
958	SAVE	landmark	Bitternut Hickory	*Carya cordiformis*	1	20.2	0.0	0.0	0.0	Good
959	SAVE		Ironwood	*Ostrya virginiana*	1	8.5	0.0	0.0	0.0	Good
960	SAVE		Ironwood	*Ostrya virginiana*	1	6.1	0.0	0.0	0.0	Good
961	SAVE		Sugar Maple	*Acer saccharum*	1	10.4	0.0	0.0	0.0	Good
962	SAVE		Ironwood	*Ostrya virginiana*	1	6.8	0.0	0.0	0.0	Good
963	SAVE		Sugar Maple	*Acer saccharum*	1	14.1	0.0	0.0	0.0	Good
964	SAVE		Basswood	*Tilia americana*	1	20.3	0.0	0.0	0.0	Good
965	SAVE		Sugar Maple	*Acer saccharum*	1	14.8	0.0	0.0	0.0	Good
966	SAVE		Sugar Maple	*Acer saccharum*	1	13.0	0.0	0.0	0.0	Good
967	SAVE		Sugar Maple	*Acer saccharum*	1	6.6	0.0	0.0	0.0	Good
968	SAVE		Sugar Maple	*Acer saccharum*	1	11.5	0.0	0.0	0.0	Good
969	SAVE		Sugar Maple	*Acer saccharum*	1	8.6	0.0	0.0	0.0	Good
970	SAVE		Sugar Maple	*Acer saccharum*	1	8.0	0.0	0.0	0.0	Good
971	SAVE		Sugar Maple	*Acer saccharum*	1	17.2	0.0	0.0	0.0	Good
972	SAVE		Wild Black Cherry	*Prunus serotina*	1	9.7	0.0	0.0	0.0	Good
973	REMOVE		White Spruce	*Picea glauca*	1	14.0	0.0	0.0	0.0	Good
974	REMOVE		White Spruce	*Picea glauca*	1	11.8	0.0	0.0	0.0	Good
975	REMOVE	landmark	Norway Spruce	*Picea abies*	1	21.7	0.0	0.0	0.0	Good
976	SAVE	landmark	American Elm	*Ulmus americana*	1	25.1	0.0	0.0	0.0	Good
977	SAVE		Sugar Maple	*Acer saccharum*	1	10.9	0.0	0.0	0.0	Good
978	SAVE		Sugar Maple	*Acer saccharum*	1	9.4	0.0	0.0	0.0	Good
979	SAVE		Sugar Maple	*Acer saccharum*	1	14.3	0.0	0.0	0.0	Good
980	SAVE		Sugar Maple	*Acer saccharum*	1	7.2	0.0	0.0	0.0	Good
981	SAVE	landmark	Sugar Maple	*Acer saccharum*	1	18.1	0.0	0.0	0.0	Good
982	SAVE		Sugar Maple	*Acer saccharum*	1	6.7	0.0	0.0	0.0	Good
983	SAVE		Sugar Maple	*Acer saccharum*	1	17.6	0.0	0.0	0.0	Good
984	SAVE		Sugar Maple	*Acer saccharum*	1	16.0	0.0	0.0	0.0	Good
985	SAVE		Sugar Maple	*Acer saccharum*	1	6.6	0.0	0.0	0.0	Good
986	SAVE		Sugar Maple	*Acer saccharum*	1	9.5	0.0	0.0	0.0	Good
987	SAVE		Sugar Maple	*Acer saccharum*	1	15.1	0.0	0.0	0.0	Good
988	SAVE		Sugar Maple	*Acer saccharum*	1	13.2	0.0	0.0	0.0	Good
989	SAVE		Sugar Maple	*Acer saccharum*	1	10.1	0.0	0.0	0.0	Good
990	SAVE	landmark	Black Walnut	*Juglans nigra*	1	25.1	0.0	0.0	0.0	Good
991	SAVE		Red Pine	*Pinus resinosa*	1	11.8	0.0	0.0	0.0	Good
992	SAVE		Sugar Maple	*Acer saccharum*	1	10.5	0.0	0.0	0.0	Good
993	SAVE	landmark	Sugar Maple	*Acer saccharum*	1	24.6	0.0	0.0	0.0	Good
994	SAVE	landmark	Sugar Maple	*Acer saccharum*	1	22.2	0.0	0.0	0.0	Good
995	REMOVE	landmark	Wild Black Cherry	*Prunus serotina*	2	30.5	20.6	0.0	0.0	Good
996	REMOVE	landmark	Sugar Maple	*Acer saccharum*	1	20.6	0.0	0.0	0.0	Good
997	REMOVE		Apple	*Malus pumila*	3	10.5	9.6	9.5	0.0	Good
998	REMOVE		Apple	*Malus pumila*	3	11.6	10.2	7.5	0.0	Good
999	REMOVE		Box-elder	*Acer negundo*	2	10.6	9.6	0.0	0.0	Good
1000	REMOVE		Box-elder	*Acer negundo*	1	9.8	0.0	0.0	0.0	Good
1001	REMOVE	landmark	Silver Maple	*Acer saccharinum*	4	24.1	23.2	16.2	10.0	Good
1002	REMOVE	landmark	Siberian Elm	*Ulmus pumila*	2	25.6	20.2	0.0	0.0	Fair
1003	REMOVE		Box-elder	*Acer negundo*	1	7.0	0.0	0.0	0.0	Good
1004	REMOVE	landmark	Siberian Elm	*Ulmus pumila*	1	27.4	0.0	0.0	0.0	Good
1005	SAVE		Sugar Maple	*Acer saccharum*	1	12.6	0.0	0.0	0.0	Good
1006	SAVE		Sugar Maple	*Acer saccharum*	1	7.5	0.0	0.0	0.0	Good
1007	SAVE		Bitternut Hickory	*Carya cordiformis*	1	15.8	0.0	0.0	0.0	Good
1008	SAVE		Sugar Maple	*Acer saccharum*	1	8.0	0.0	0.0	0.0	Good
1009	SAVE	landmark	Bitternut Hickory	*Carya cordiformis*	1	20.0	0.0	0.0	0.0	Good
1010	SAVE	landmark	Bitternut Hickory	*Carya cordiformis*	2	22.1	6.5	0.0	0.0	Good
1011	SAVE		American Elm	*Ulmus americana*	1	7.0	0.0	0.0	0.0	Good
1012	SAVE		Sugar Maple	*Acer saccharum*	1	6.5	0.0	0.0	0.0	Good
1013	SAVE		Sugar Maple	*Acer saccharum*	1	7.6	0.0	0.0	0.0	Good
1014	REMOVE		Sugar Maple	*Acer saccharum*	1	9.6	0.0	0.0	0.0	Good
1015	REMOVE	landmark	Sugar Maple	*Acer saccharum*	1	22.1	0.0	0.0	0.0	Good
1016	REMOVE		Sugar Maple	*Acer saccharum*	1	7.3	0.0	0.0	0.0	Good
1017	REMOVE		American Elm	*Ulmus americana*	1	8.4	0.0	0.0	0.0	Good
1018	REMOVE		Sugar Maple	*Acer saccharum*	1	9.3	0.0	0.0	0.0	Good
1019	REMOVE	landmark	Sugar Maple	*Acer saccharum*	1	18.1	0.0	0.0	0.0	Good
1020	REMOVE		Sugar Maple	*Acer saccharum*	1	6.0	0.0	0.0	0.0	Good
1021	REMOVE		Sugar Maple	*Acer saccharum*	1	15.0	0.0	0.0	0.0	Good
1022	REMOVE		Sugar Maple	*Acer saccharum*	1	10.3	0.0	0.0	0.0	Good
1023	REMOVE		Sugar Maple	*Acer saccharum*	1	12.0	0.0	0.0	0.0	Good
1024	REMOVE		Sugar Maple	*Acer saccharum*	1	6.1	0.0	0.0	0.0	Good
1025	REMOVE		Wild Black Cherry	*Prunus serotina*	1	11.0	0.0	0.0	0.0	Good
1026	REMOVE		Sugar Maple	*Acer saccharum*	1	8.0	0.0	0.0	0.0	Good
1027	REMOVE		Box-elder	*Acer negundo*	1	7.5	0.0	0.0	0.0	Good
1028	REMOVE		Apple	*Malus pumila*	1	7.3	0.0	0.0	0.0	Good
1029	REMOVE		Shagbark Hickory	*Carya ovata*	1	7.5	0.0	0.0	0.0	Good
1030	REMOVE		Sugar Maple	*Acer saccharum*	1	9.5	0.0	0.0	0.0	Good
1031	REMOVE		Wild Black Cherry	*Prunus serotina*	1	13.2	0.0	0.0	0.0	Good
1032	REMOVE		Sugar Maple	*Acer saccharum*	1	9.1	0.0	0.0	0.0	Good
1033	REMOVE	landmark	Sugar Maple	*Acer saccharum*	1	25.1	0.0	0.0	0.0	Good
1034	REMOVE		Siberian Elm	*Ulmus pumila*	1	8.0	0.0	0.0	0.0	Good
1035	REMOVE		Wild Black Cherry	*Prunus serotina*	1	7.0	0.0	0.0	0.0	Good
1036	SAVE	landmark	Red Oak	*Quercus rubra*	1	25.1	0.0	0.0	0.0	Good
1037	SAVE	landmark	Siberian Elm	*Ulmus pumila*	1	31.2	0.0	0.0	0.0	Good
1038	SAVE		Scotch Pine	*Pinus sylvestris*	1	10.5	0.0	0.0	0.0	Good
1039	SAVE		Scotch Pine	*Pinus sylvestris*	1	10.9	0.0	0.0	0.0	Good
1040	REMOVE		Norway Maple	*Acer platanoides*	1	13.5	0.0	0.0	0.0	Good
1041	REMOVE		Norway Maple	*Acer platanoides*	1	14.0	0.0	0.0	0.0	Good
1042	SAVE	landmark	Sugar Maple	*Acer saccharum*	1	20.4	0.0	0.0	0.0	Good
1043	REMOVE	landmark	Siberian Elm	*Ulmus pumila*	1	39.5	0.0	0.0	0.0	Good
1044	REMOVE	landmark	Siberian Elm	*Ulmus pumila*	1	32.5	0.0	0.0	0.0	Good
1045	REMOVE		Blue Spruce	*Picea pungens*	1	12.0	0.0	0.0	0.0	Good
1046	REMOVE		Blue Spruce	*Picea pungens*	1	10.2	0.0	0.0	0.0	Good
1047	REMOVE	landmark	Siberian Elm	*Ulmus pumila*	2	26.5	16.0	0.0	0.0	Good
1048	REMOVE		Silver Maple	*Acer saccharinum*	1	16.1	0.0	0.0	0.0	Good
1049	REMOVE		Austrian Pine	*Pinus nigra*	1	17.2	0.0	0.0	0.0	Good
1050	REMOVE		Austrian Pine	*Pinus nigra*	1	9.8	0.0	0.0	0.0	Good
1051	REMOVE		Swamp White Oak	*Quercus bicolor*	1	9.6	0.0	0.0	0.0	Good
1052	REMOVE		Japanese Maple	*Acer palmatum*	4	9.7	9.3	7.2	6.8	Good
1053	SAVE		Hawthorn	*Crataegus spp.*	2	15.2	9.3	0.0	0.0	Good
1054	REMOVE		Siberian Elm	*Ulmus pumila*	1	20.1	0.0	0.0	0.0	Good
1055	REMOVE		American Elm	*Ulmus americana*	1	7.5	0.0	0.0	0.0	Good
1056	REMOVE		Austrian Pine	*Pinus nigra*	1	12.4	0.0	0.0	0.0	Poor
1057	REMOVE	landmark	Austrian Pine	*Pinus nigra*	1	22.6	0.0	0.0	0.0	Good
1058	REMOVE		Apple	*Malus pumila*	1	9.5	0.0	0.0	0.0	Good
1059	SAVE	landmark	Austrian Pine	*Pinus nigra*	1	21.2	0.0	0.0	0.0	Good
1060	SAVE		American Elm	*Ulmus americana*	1	15.5	0.0	0.0	0.0	Good
1061	SAVE		American Elm	*Ulmus americana*	1	14.1	0.0	0.0	0.0	Good
1062	REMOVE		Sugar Maple	*Acer saccharum*	1	14.0	0.0	0.0	0.0	Good
1063	REMOVE	landmark	Silver Maple	*Acer saccharinum*	1	37.2	0.0	0.0	0.0	Good
1064	REMOVE		Black Willow	*Salix nigra*	1	8.2	0.0	0.0	0.0	Good
1065	SAVE	landmark	Austrian Pine	*Pinus nigra*	1	18.6	0.0	0.0	0.0	Good
1066	REMOVE		Blue Spruce	*Picea pungens*	1	12.6	0.0	0.0	0



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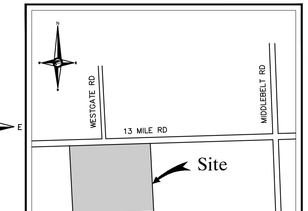


LEGAL DESCRIPTIONS (DEVON TITLE AGENCY)

Land situated in the City of Farmington Hills, County of Oakland, State of MI described as follows:

PARCEL 1: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, described as: Beginning at a point 170.10 feet due East from the Northwest corner of the Northeast 1/4, Section 11, Town 1 North, Range 9 East; thence due East 169.96 feet; thence South 0°16'00" East, 512.80 feet; thence North 89°51'50" West 169.96 feet; thence North 0°16'00" West 512.40 feet to the point of beginning.

PARCEL 2: That part of the Northeast 1/4 of Section 11, Town 1 North Range 9 East, described as: Beginning at a point located due East along the North Section line, 340.06 feet and South 0°16' East 272.9 feet from the North 1/4 corner; thence South 0°16' East 239.9 feet; thence South 89°51'50" East 169.83 feet; thence North 0°16' West 240.1 feet; thence Westerly to the point of beginning, together with a 20 foot easement for water line utilities and ingress and egress over the East 20 feet of the Northerly 273.1 feet of the East 2 acres of the West 6 acres of the following described Parcel: Beginning at the North 1/4 corner of said Section; thence South 0°16' East 512 feet; thence North 89°51'50" East 849.50 feet; thence North 0°16' West 514 feet; thence due West 849.50 feet along the North Section line to the point of beginning.

PARCEL 3: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, more particularly described as follows: Beginning at the Northwest corner of the Northeast 1/4 of the said Section 11, Town 1 North, Range 9 East; thence due East along the centerline of the 13 Mile Road a distance of 170.10 feet; thence South 0°16'00" East a distance of 512.40 feet; thence North 89°51'50" West a distance of 170.10 feet; thence North 0°16'00" West a distance of 512.00 feet to the point of beginning.

Commonly known as: 30115 West 13 Mile Road and Vacant Parcels, Farmington Hills, MI 48334-2206
Tax ID: 23-11-201-001; 23-11-201-002 & 23-11-201-021

TITLE NOTES

SUBJECT TO:

14. EASEMENT AS DICLOSED BY INSTRUMENT RECORDED IN LIBER 13587, PAGE 80, OAKLAND COUNTY RECORDS. [NOT PLOTTED – DOCUMENT NOT PROVIDED TO SURVEYOR]

ALL EXCEPTIONS SHOWN OR NOTED ON THIS SURVEY WERE OBTAINED FROM TITLE COMMITMENT NO. 247112 WITH A COMMITMENT DATE OF OCTOBER 20, 2014, ISSUED BY OLD REPUBLIC NATIONAL TITLE INSURANCE COMPANY.

BASIS OF BEARING NOTE

THE BASIS OF BEARING FOR THIS SURVEY WAS ESTABLISHED BY THE RECORD LEGAL DESCRIPTION.

ACCESS NOTE

THE SUBJECT LAND HAS DIRECT VEHICLE AND PEDESTRIAN ACCESS TO W. 13 MILE ROAD A PUBLICLY DEDICATED RIGHT OF WAY.

UTILITY NOTE

ALL UTILITIES ARE UNDERGROUND UNLESS OTHERWISE NOTED.

THE UTILITIES SHOWN ON THIS SURVEY WERE DETERMINED BY FIELD OBSERVATION. ALL LOCATIONS ARE APPROXIMATE. THE LOCATION OF ANY OTHER UNDERGROUND SERVICES WHICH MAY EXIST CAN ONLY BE DEPICTED IF A UTILITY PLAN IS FURNISHED TO THE SURVEYOR.

NOTE: DTE HAS NEW REGULATIONS THAT MAY IMPACT DEVELOPMENT OUTSIDE THEIR EASEMENT OR THE PUBLIC RIGHT OF WAY. CLIENT SHALL CONTACT DTE TO DETERMINE THE NEW STRUCTURES AND POWER LINE REQUIREMENTS AS THEY MAY APPLY TO ANY FUTURE BUILDING OR RENOVATION OF A STRUCTURE. DTE ENERGY CAN BE CONTACTED AT 800–477–4747

FLOOD HAZARD NOTE

THE PROPERTY DESCRIBED ON THIS SURVEY DOES NOT LIE WITHIN A SPECIAL FLOOD HAZARD AREA AS DEFINED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY; THE PROPERTY LIES WITHIN ZONE X OF THE CURRENT AVAILABLE FLOOD INSURANCE RATE MAP IDENTIFIED AS MAP NO. 26125C0513F BEARING AN EFFECTIVE DATE OF 09–29–2006.

TOPOGRAPHIC SURVEY NOTES

ALL ELEVATIONS ARE EXISTING ELEVATIONS, UNLESS OTHERWISE NOTED.

UTILITY LOCATIONS WERE OBTAINED FROM MUNICIPAL OFFICIALS AND RECORDS OF UTILITY COMPANIES, AND NO GUARANTEE CAN BE MADE TO THE COMPLETENESS, OR EXACTNESS OF LOCATION.

NF ENGINEERS
CIVIL ENGINEERS
LAND SURVEYORS
LAND PLANNERS

NOWAK & FRAUS ENGINEERS
46777 WOODWARD AVE.
PONTIAC, MI 48342-5032
TEL. (248) 332-7931
FAX. (248) 332-8257
WWW.NFE-ENGR.COM

SEAL

STATE OF MICHIGAN
PATRICK J. WILLIAMS
ENGINEER
NO. 44351
REGISTERED PROFESSIONAL

PROJECT
The Tabernacle
P.U.D.

CLIENT
The Baptist Manor
30301 W 13 Mile
Farmington Hills, MI 48334

Contact:
Ryan Doelle
Phone: (248) 842-9106
Email: r.doelle@the baptistmanor.org

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Boundary / Topographic / Tree Survey - West

811 Know what's below Call before you dig.

DATE	ISSUED/REVISED
10-23-24	REVISED PER P.C.
12-16-24	REVISED PER CLIENT
02-21-25	REVISED PER CLIENT
03-10-25	REVISED PER CLIENT
03-18-25	REVISED PER CLIENT
06-26-25	REVISED PER CLIENT

DRAWN BY:

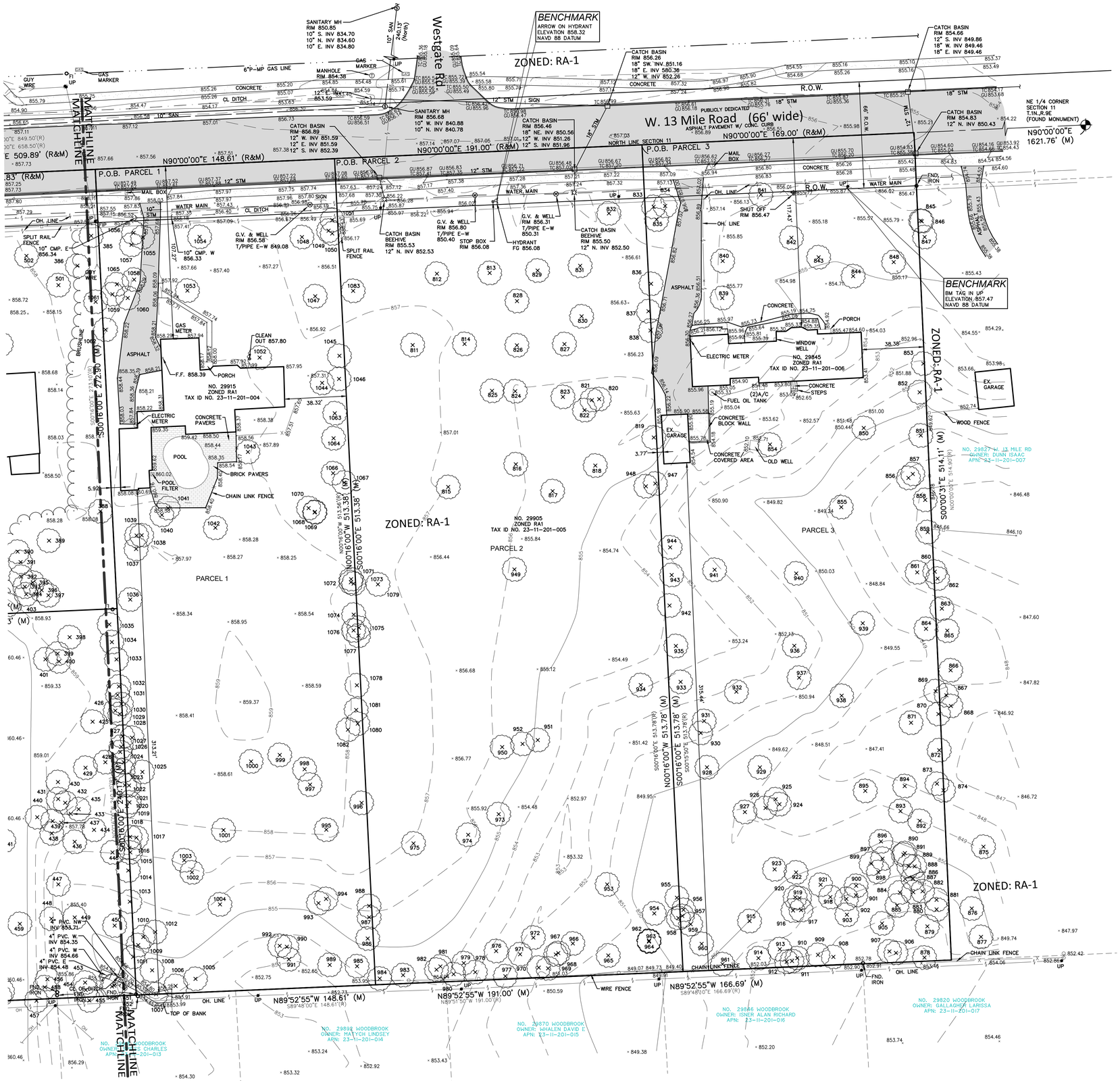
DESIGNED BY:

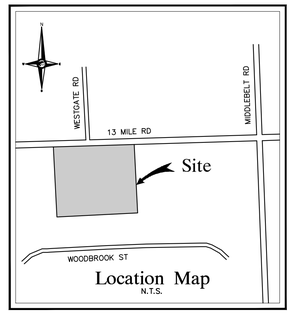
APPROVED BY:
P. Williams

DATE:
09-12-2024

SCALE: 1" = 30'
30 15 0 15 30 45

NFE JOB NO. N423-02
SHEET NO. SP-02





LEGAL DESCRIPTION

LAND IN THE CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MI, DESCRIBED AS FOLLOWS:

PARCEL 1:
TOWN 1 NORTH, RANGE 9 EAST, SECTION 11, PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT EAST 509.89 FEET FROM THE NORTH 1/4 CORNER; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.20 FEET; THENCE SOUTH 89 DEGREES 48 MINUTES 00 SECONDS EAST 148.61 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET; THENCE WEST 148.61 FEET TO BEGINNING.

TAX ID NO. 23-11-201-004

PARCEL 2:
PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MICHIGAN, BEGINNING AT A POINT DISTANT EAST 658.50 FEET FROM THE NORTH 1/4 CORNER; THENCE EAST 191 FEET; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.78 FEET; THENCE NORTH 89 DEGREES 51 MINUTES 50 SECOND WEST 191 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET TO BEGINNING.

TAX ID NO. 23-11-201-005

PARCEL 3:
THE WEST 1/2 OF THE FOLLOWING DESCRIBED PREMISES: PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, MICHIGAN; COMMENCING AT THE NORTHWEST CORNER OF THE NORTHEAST 1/4 OF THE SAID SECTION 11; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 849.50 FEET TO THE POINT OF BEGINNING OF THIS DESCRIPTION; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 338.00 FEET; THENCE SOUTH 00 DEGREES 15 MINUTES 00 SECONDS WEST, A DISTANCE OF 514.90 FEET; THENCE NORTH 89 DEGREES 48 MINUTES 10 SECONDS WEST, A DISTANCE OF 333.38 FEET; THENCE NORTH 00 DEGREES 15 MINUTES 50 SECONDS WEST, A DISTANCE OF 513.78 FEET TO THE POINT OF BEGINNING.

TAX ID NO. 23-11-201-006

BASIS OF BEARING NOTE

THE BASIS OF BEARING FOR THIS SURVEY WAS ESTABLISHED BY THE RECORD LEGAL DESCRIPTION.

ACCESS NOTE

THE SUBJECT LAND HAS DIRECT VEHICLE AND PEDESTRIAN ACCESS TO W. 13 MILE ROAD A PUBLICLY DEDICATED RIGHT OF WAY.

CEMETERY NOTE

THERE WAS NO OBSERVABLE EVIDENCE OF CEMETERIES OR BURIAL GROUNDS WITHIN THE SUBJECT PROPERTY.

UTILITY NOTE

ALL UTILITIES ARE UNDERGROUND UNLESS OTHERWISE NOTED.

THE UTILITIES SHOWN ON THIS SURVEY WERE DETERMINED BY FIELD OBSERVATION. ALL LOCATIONS ARE APPROXIMATE. THE LOCATION OF ANY OTHER UNDERGROUND SERVICES WHICH MAY EXIST CAN ONLY BE DEPICTED IF A UTILITY PLAN IS FURNISHED TO THE SURVEYOR.

NOTE: DTE HAS NEW REGULATIONS THAT MAY IMPACT DEVELOPMENT OUTSIDE THEIR EASEMENT OR THE PUBLIC RIGHT OF WAY. CLIENT SHALL CONTACT DTE TO DETERMINE THE NEW STRUCTURES AND POWER LINE REQUIREMENTS AS THEY MAY APPLY TO ANY FUTURE BUILDING OR RENOVATION OF A STRUCTURE. DTE ENERGY CAN BE CONTACTED AT 800-477-4747

FLOOD HAZARD NOTE

THE PROPERTY DESCRIBED ON THIS SURVEY DOES NOT LIE WITHIN A SPECIAL FLOOD HAZARD AREA AS DEFINED BY THE FEDERAL EMERGENCY MANAGEMENT AGENCY. THE PROPERTY LIES WITHIN ZONE X OF THE CURRENT AVAILABLE FLOOD INSURANCE RATE MAP IDENTIFIED AS MAP NO. 26125C0513F BEARING AN EFFECTIVE DATE OF 09-29-2006.

TOPOGRAPHIC SURVEY NOTES

ALL ELEVATIONS ARE EXISTING ELEVATIONS, UNLESS OTHERWISE NOTED.

UTILITY LOCATIONS WERE OBTAINED FROM MUNICIPAL OFFICIALS AND RECORDS OF UTILITY COMPANIES, AND NO GUARANTEE CAN BE MADE TO THE COMPLETENESS, OR EXACTNESS OF LOCATION.

LEGEND

- MANHOLE — EXISTING SANITARY SEWER
- HYDRANT, GATE VALVE — EXISTING SAN. CLEAN OUT
- MANHOLE, CATCH BASIN — EXISTING WATER MAIN
- EXISTING STORM SEWER
- EX. R.Y. CATCH BASIN
- EXISTING BURIED CABLES
- UTILITY POLE, GUY POLE, GUY WIRE — OVERHEAD LINES
- LIGHT POLE
- SIGN
- EXISTING GAS MAIN

NF ENGINEERS
CIVIL ENGINEERS
LAND SURVEYORS
LAND PLANNERS

NOWAK & FRAUS ENGINEERS
46777 WOODWARD AVE.
PONTIAC, MI 48342-5032
TEL. (248) 332-7931
FAX. (248) 332-8257
WWW.NFE-ENGR.COM

SEAL

STATE OF MICHIGAN
PATRICK J. WILLIAMS
ENGINEER
NO. 44351
LICENSED PROFESSIONAL ENGINEER

PROJECT
Mulberry Park
P.U.D.

CLIENT
Schafer Development
31400 Northwestern
Highway, Suite H
Farmington Hills, MI 48334

Contact:
Spencer Schafer
Tel. (248) 613-6262

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Boundary / Topographic /
Tree Survey - East

Know what's below
Call before you dig.

DATE	ISSUED/REVISED
10-23-24	REVISED PER P.C.
12-16-24	REVISED PER CLIENT
02-21-25	REVISED PER CLIENT
03-10-25	REVISED PER CLIENT
03-18-25	REVISED PER CLIENT
06-26-25	REVISED PER CLIENT

DRAWN BY:

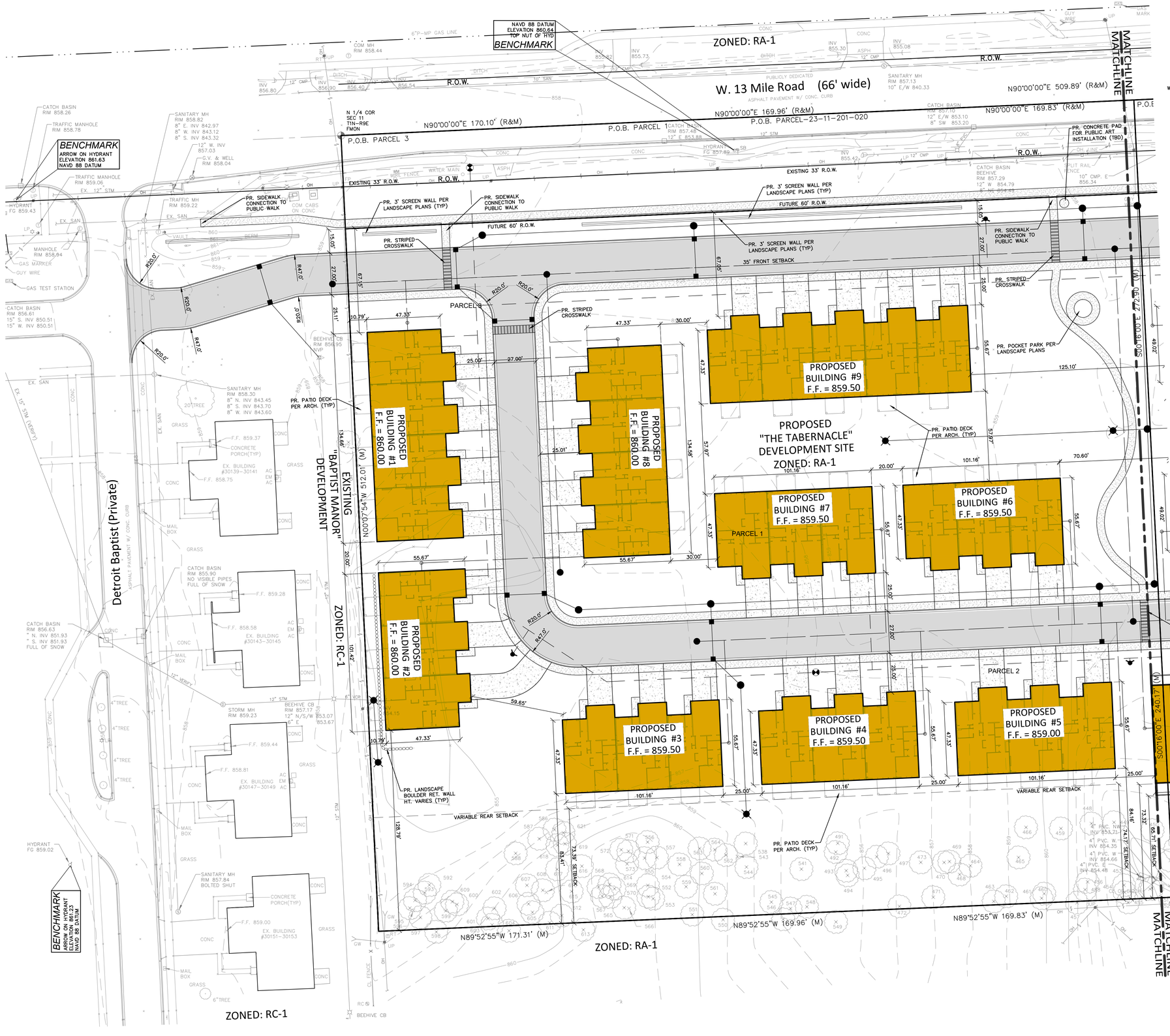
DESIGNED BY:

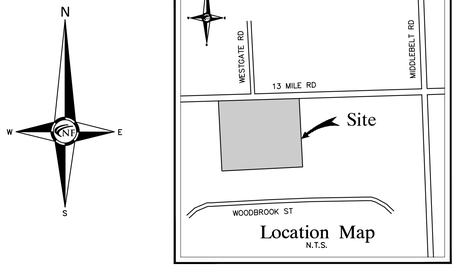
APPROVED BY:
P. Williams

DATE:
09-12-2024

SCALE: 1" = 30'
30 15 0 15 30 45

NFE JOB NO. N423-03
SHEET NO. SP-03





LEGAL DESCRIPTIONS (DEVON TITLE AGENCY)

Land situated in the City of Farmington Hills, County of Oakland, State of MI described as follows:

PARCEL 1: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, described as: Beginning at a point 170.10 feet due East from the Northwest corner of the Northeast 1/4, Section 11, Town 1 North, Range 9 East; thence due East 169.96 feet; thence South 0°16'00" East, 512.80 feet; thence North 89°51'60" West 169.96 feet; thence North 0°16'00" West 512.40 feet to the point of beginning.

PARCEL 2: That part of the Northeast 1/4 of Section 11, Town 1 North Range 9 East, described as: Beginning at a point located due East along the North Section line, 340.06 feet and South 0°16' East 272.9 feet from the North 1/4 corner; thence South 0°16' East 239.9 feet; thence South 89°51'50" East 169.83 feet; thence North 0°16' West 240.1 feet; thence Westerly to the point of beginning, together with a 20 foot easement for water line utilities and ingress and egress over the East 20 feet of the Northerly 273.1 feet of the East 2 acres of the West 6 acres of the following described Parcel: Beginning at the North 1/4 corner of said Section; thence South 0°16' East 512 feet; thence North 89°51'60" East 849.50 feet; thence North 0°16' West 514 feet; thence due West 849.50 feet along the North Section line to the point of beginning.

PARCEL 3: Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East, more particularly described as follows: Beginning at the Northwest corner of the Northeast 1/4 of the said Section 11, Town 1 North, Range 9 East; thence due East along the centerline of the 13 Mile Road a distance of 170.10 feet; thence South 0°16'00" East a distance of 512.40 feet; thence North 89°51'50" West a distance of 170.10 feet; thence North 0°16'00" West a distance of 512.00 feet to the point of beginning.

Commonly known as: 30115 West 13 Mile Road and Vacant Parcels, Farmington Hills, MI 48334-2205
Tax ID: 23-11-201-001; 23-11-201-002 & 23-11-201-021

PARCEL-23-11-201-020

Part of the Northeast 1/4 of Section 11, Town 1 North, Range 9 East: Beginning at a point distant East 340.06 feet and South 00°16'00" East 272.90 feet from the North 1/4 corner; thence North 00°16'00" West 272.90 feet; thence East 169.83 feet; thence South 00°16'00" East 273.10 feet; thence West 159.83 feet to beginning.

Commonly known as: 30005 W. 13 Mile Road, Farmington Hills, MI 48334
Parcel ID: 23-11-201-020

SITE DATA

PARCEL 1 GROSS LAND AREA: 87,111 S.F. OR 1.200 ACRES.
PARCEL 2 GROSS LAND AREA: 40,757 S.F. OR 0.936 ACRES.
PARCEL 3 GROSS LAND AREA: 87,433 S.F. OR 2.007 ACRES.
PARCEL -020 GROSS LAND AREA: 46,346 S.F. OR 1.064 ACRES.

ZONED: RA1 (RESIDENTIAL DISTRICT)
BUILDING SETBACKS:
FRONT= 40'
SIDES= ONE 10'/25' TWO
REAR= 35'

MAX. LOT COVERAGE = 25% PROVIDED COVERAGE = 23%

MAX. BUILDING HEIGHT PERMITTED: N/A

TOTAL STRIPED PARKING: 0 STRIPED SPACES INCLUDING 0 BARRIER FREE (HANDICAP) SPACES.

THE ABOVE ZONING AND ZONING REQUIREMENTS WERE OBTAINED FROM THE CITY OF FARMINGTON HILLS ONLINE ZONING MAP AND ZONING ORDINANCE.

NOTE: THE SETBACKS & HEIGHT RESTRICTIONS NOTED ABOVE ARE FOR REFERENCE PURPOSES ONLY AND SHOULD NOT BE USED FOR DESIGN OR CONSTRUCTION AND SHOULD NOT BE USED TO DETERMINE COMPLIANCE. A SURVEYOR CANNOT MAKE A CERTIFICATION ON THE BASIS OF AN INTERPRETATION OR OPINION OF ANOTHER PARTY. A ZONING ENDORSEMENT LETTER SHOULD BE OBTAINED FROM FARMINGTON HILLS TO INSURE CONFORMITY AS WELL AS MAKE A FINAL DETERMINATION OF THE REQUIRED BUILDING SETBACK & HEIGHT REQUIREMENTS.

PAVING LEGEND

PROPOSED CONCRETE PAVEMENT
PROPOSED ASPHALT PAVEMENT

LEGEND

EXISTING SANITARY SEWER
SAN. CLEAN OUT
EXISTING WATERMAIN
EXISTING STORM SEWER
EX. R. Y. CATCH BASIN
EXISTING BURIED CABLES
OVERHEAD LINES
LIGHT POLE
SIGN
EXISTING GAS MAIN
PR. SANITARY SEWER
PR. WATER MAIN
PR. STORM SEWER
PR. R. Y. CATCH BASIN
PROPOSED LIGHT POLE
TC 600.00 PR. TOP OF CURB ELEVATION
GU 600.00 PR. GUTTER ELEVATION
TW 600.00 PR. TOP OF WALK ELEVATION
TP 600.00 PR. TOP OF PVMT. ELEVATION
FG 600.00 FINISH GRADE ELEVATION

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SEAL

PATRICK J. WILLIAMS
ENGINEER NO. 44351
LICENSED PROFESSIONAL ENGINEER
STATE OF MICHIGAN

PROJECT
The Tabernacle
P.U.D.

CLIENT
The Baptist Manor
30301 W 13 Mile
Farmington Hills, MI 48334

Contact:
Ryan Doelle
Phone: (248) 842-9106
Email: r.doelle@the baptistmanor.org

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
General Site Plan - West

Know what's below Call before you dig.

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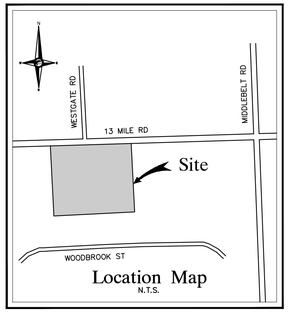
10-23-24	REVISED PER P.C.
12-16-24	REVISED PER P.C.
02-21-25	REVISED PER CLIENT
03-10-25	REVISED PER CLIENT
03-18-25	REVISED PER CLIENT
06-26-25	REVISED PER CLIENT

DRAWN BY:
A. Wiseman
DESIGNED BY:
A. Wiseman
APPROVED BY:
P. Williams
DATE:
09-12-2024
SCALE: 1" = 30'
30 15 0 15 30 45

NFE JOB NO. N423-02
SHEET NO. SP-04



LEGAL DESCRIPTION

LAND IN THE CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MI, DESCRIBED AS FOLLOWS:

PARCEL 1:
TOWN 1 NORTH, RANGE 9 EAST, SECTION 11, PART OF THE NORTHEAST 1/4 BEGINNING AT A POINT DISTANT EAST 509.89 FEET FROM THE NORTH 1/4 CORNER; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.20 FEET; THENCE SOUTH 89 DEGREES 48 MINUTES 00 SECONDS EAST 148.61 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET; THENCE WEST 148.61 FEET TO BEGINNING.

TAX ID NO. 23-11-201-004

PARCEL 2:
PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, CITY OF FARMINGTON HILLS, OAKLAND COUNTY, MICHIGAN, BEGINNING AT A POINT DISTANT EAST 658.50 FEET FROM THE NORTH 1/4 CORNER; THENCE EAST 191 FEET; THENCE SOUTH 00 DEGREES 16 MINUTES 00 SECONDS EAST 513.78 FEET; THENCE NORTH 89 DEGREES 51 MINUTES 50 SECOND WEST 191 FEET; THENCE NORTH 00 DEGREES 16 MINUTES 00 SECONDS WEST 513.56 FEET TO BEGINNING.

TAX ID NO. 23-11-201-005

PARCEL 3:
THE WEST 1/2 OF THE FOLLOWING DESCRIBED PREMISES: PART OF THE NORTHEAST 1/4 OF SECTION 11, TOWN 1 NORTH, RANGE 9 EAST, MICHIGAN; COMMENCING AT THE NORTHWEST CORNER OF THE NORTHEAST 1/4 OF THE SAID SECTION 11; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 849.50 FEET TO THE POINT OF BEGINNING OF THIS DESCRIPTION; THENCE DUE EAST ALONG THE CENTERLINE OF THIRTEEN MILE ROAD, A DISTANCE OF 338.00 FEET; THENCE SOUTH 00 DEGREES 15 MINUTES 00 SECONDS WEST, A DISTANCE OF 514.90 FEET; THENCE NORTH 89 DEGREES 48 MINUTES 10 SECONDS WEST, A DISTANCE OF 333.38 FEET; THENCE NORTH 00 DEGREES 15 MINUTES 50 SECONDS WEST, A DISTANCE OF 513.78 FEET TO THE POINT OF BEGINNING.

TAX ID NO. 23-11-201-006

BASIS OF BEARING NOTE

THE BASIS OF BEARING FOR THIS SURVEY WAS ESTABLISHED BY THE RECORD LEGAL DESCRIPTION.

SITE DATA

PARCEL 1 GROSS LAND AREA: 76,269 S.F. OR 1.750 ACRES.
PARCEL 2 GROSS LAND AREA: 98,091 S.F. OR 2.250 ACRES.
PARCEL 3 GROSS LAND AREA: 86,259 S.F. OR 1.980 ACRES.

ZONED: RA1 (RESIDENTIAL DISTRICT)
BUILDING SETBACKS:
FRONT= 40'
SIDES= ONE 10'/25' TWO
REAR= 35'

MAX. LOT COVERAGE = 25% PROVIDED COVERAGE = 19%

MAX. BUILDING HEIGHT PERMITTED: N/A

TOTAL STRIPED PARKING: 0 STRIPED SPACES INCLUDING 0 BARRIER FREE (HANDICAP) SPACES.

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PAVING LEGEND

- PROPOSED CONCRETE PAVEMENT
- PROPOSED ASPHALT PAVEMENT

LEGEND

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- HYDRANT, GATE VALVE — SAN. CLEAN OUT
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- EX. R. Y. CATCH BASIN
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- INLET, C.B., MANHOLE — PR. STORM SEWER
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SEAL

STATE OF MICHIGAN — PATRICK J. WILLIAMS — ENGINEER NO. 44351 — REGISTERED PROFESSIONAL ENGINEER

PROJECT
Mulberry Park
P.U.D.

CLIENT
Schafer Development
31400 Northwestern
Highway, Suite H
Farmington Hills, MI 48334

Contact:
Spencer Schafer
Tel. (248) 613-6262

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
General Site Plan - East

Know what's below Call before you dig.

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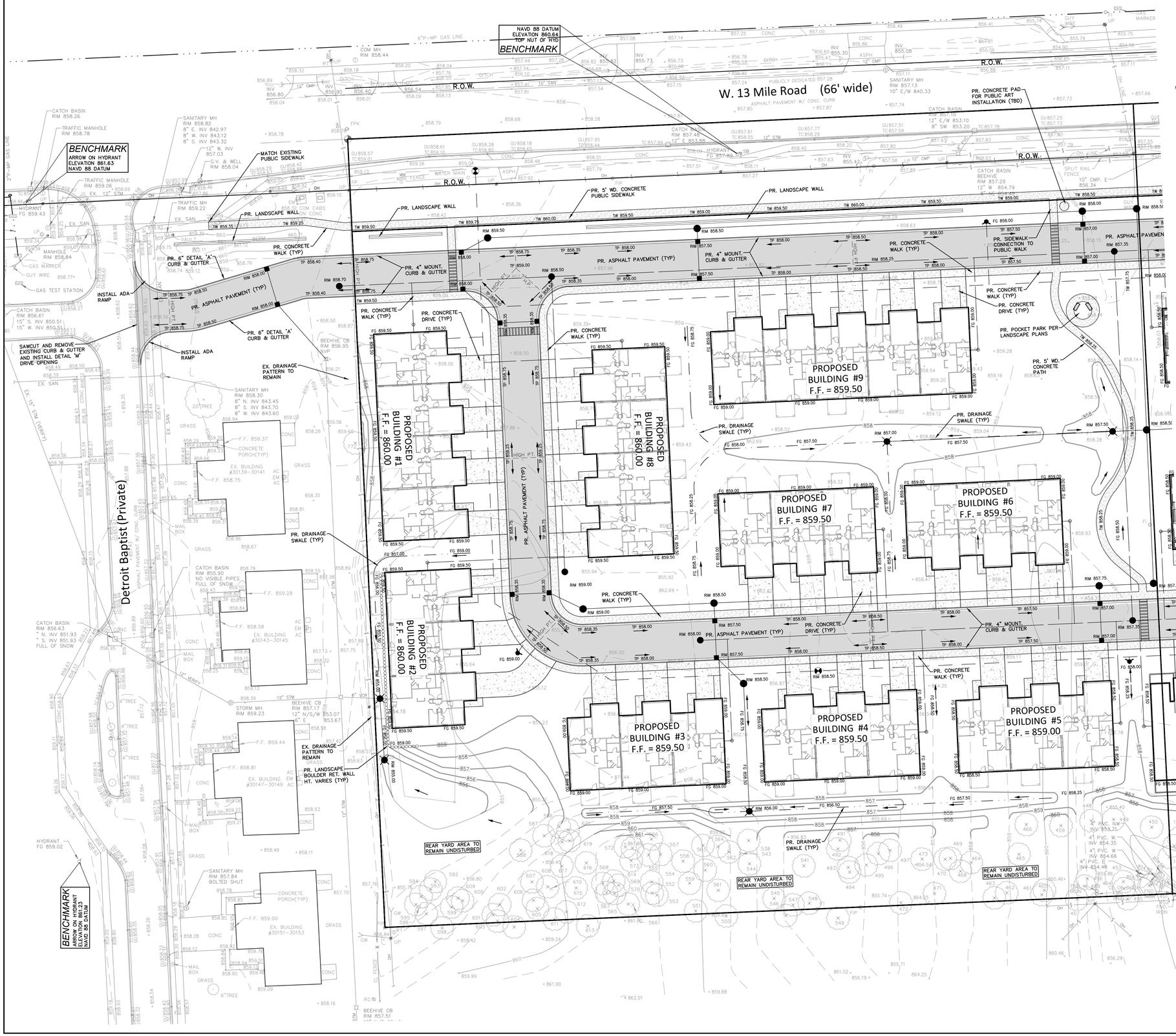
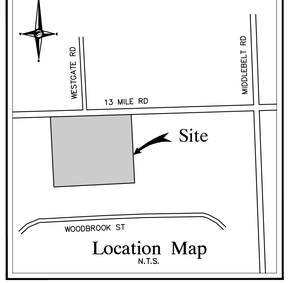
02-21-25	REVISED PER CLIENT
03-10-25	REVISED PER CLIENT
03-18-25	REVISED PER CLIENT
06-26-25	REVISED PER CLIENT

DRAWN BY: A. Wiseman
DESIGNED BY: A. Wiseman
APPROVED BY: P. Williams
DATE: 09-12-2024
SCALE: 1" = 30'

30 15 0 15 30 45

NFE JOB NO. N423-03
SHEET NO. SP-05





PAVING LEGEND

- PROPOSED CONCRETE PAVEMENT
- PROPOSED ASPHALT PAVEMENT

LEGEND

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- SAN. CLEAN OUT
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Contact:
Ryan Doelle
Phone: (248) 842-9106
Email: r.doelle@the baptistmanor.org

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Paving and Grading
Plan - West

Know what's below Call before you dig.

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DRAWN BY: A. Wiseman
DESIGNED BY: A. Wiseman
APPROVED BY: P. Williams
DATE: 09-12-2024
SCALE: 1" = 30'
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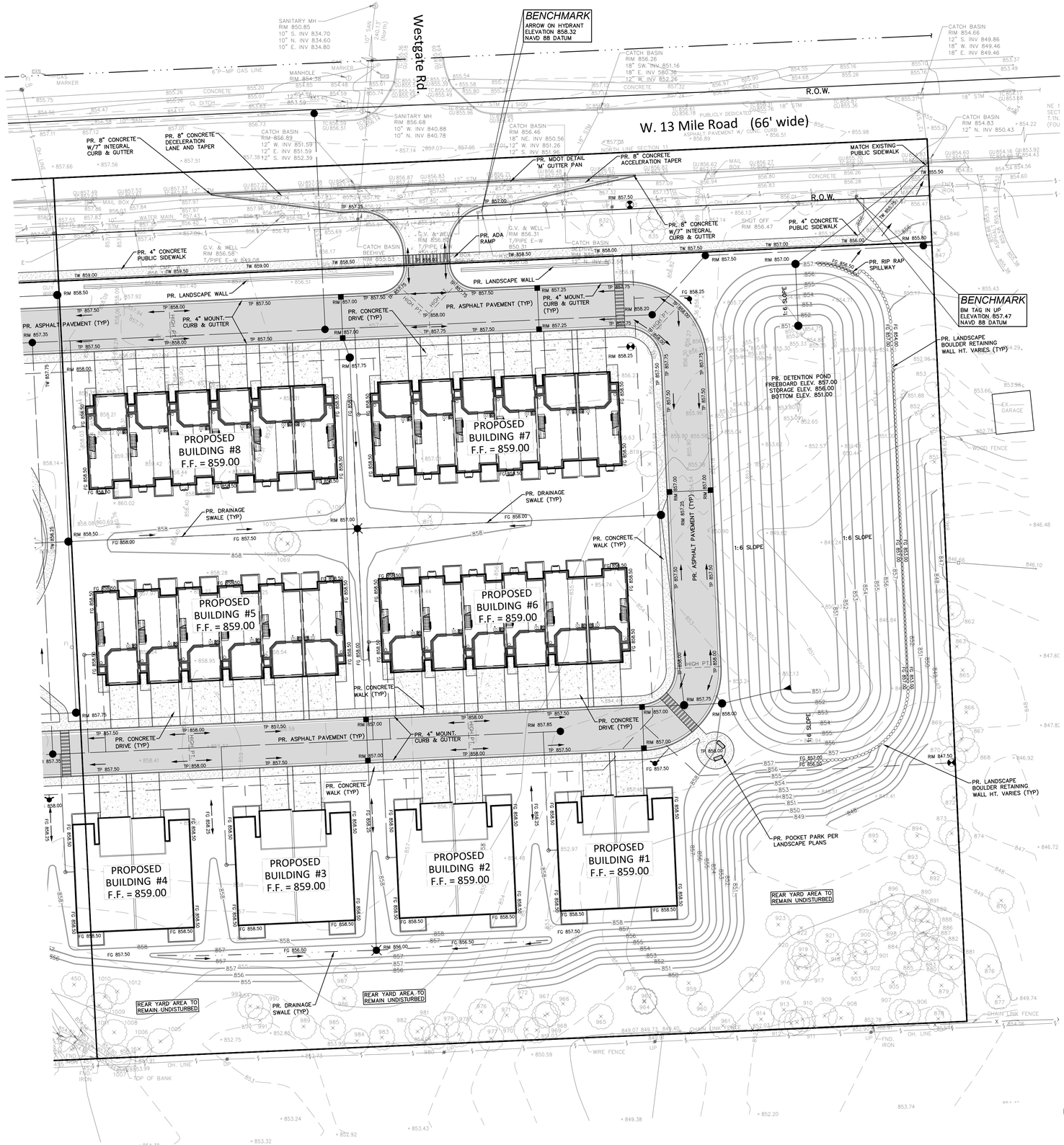
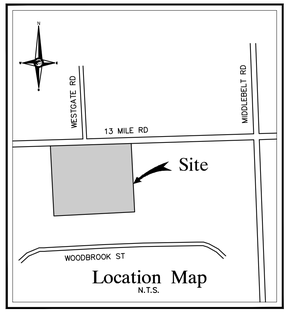
NFE JOB NO. N423-02
SHEET NO. SP-06





Location Map
N.T.S.

GENERAL PAVING NOTES

PAVEMENT SHALL BE OF THE TYPE, THICKNESS AND CROSS SECTION AS INDICATED ON THE PLANS AND AS FOLLOWS:

CONCRETE: PORTLAND CEMENT TYPE IA (AIR-ENTRAINED) WITH A MINIMUM CEMENT CONTENT OF SIX SACKS PER CUBIC YARD, MINIMUM 28 DAY COMPRESSIVE STRENGTH OF 3,500 PSI AND A SLUMP OF 1 1/2 TO 3 INCHES.

ASPHALT: BASE COURSE – MDOT BITUMINOUS MIXTURE HMA, 4E ML;
SURFACE COURSE – MDOT BITUMINOUS MIXTURE HMA, 5E ML;
BOND COAT – MDOT SS-1H EMULSION AT 0.10 GALLON PER SQUARE YARD;

PAVEMENT BASE SHALL BE COMPACTED TO 95% OF THE MAXIMUM DENSITY (MODIFIED PROCTOR) PRIOR TO PLACEMENT OF PROPOSED PAVEMENT. EXISTING SUB-BASE SHALL BE PROOF-ROLLED IN THE PRESENCE OF THE ENGINEER TO DETERMINE STABILITY.

ALL CONCRETE PAVEMENT, DRIVEWAYS, CURB & GUTTER, ETC., SHALL BE SPRAY CURED WITH WHITE MEMBRANE CURING COMPOUND IMMEDIATELY FOLLOWING FINISHING OPERATION.

ALL CONCRETE PAVEMENT JOINTS SHALL BE FILLED WITH HOT POURED RUBBERIZED ASPHALT JOINT SEALING COMPOUND IMMEDIATELY AFTER SAWCUT OPERATION. FEDERAL SPECIFICATION SS-S164.

ALL WORKMANSHIP AND MATERIALS SHALL BE IN ACCORDANCE WITH THE CURRENT STANDARDS AND SPECIFICATIONS OF THE MUNICIPALITY AND THE MICHIGAN DEPARTMENT OF TRANSPORTATION STANDARD SPECIFICATIONS FOR CONSTRUCTION, CURRENT EDITION.

ALL TOP OF CURB ELEVATIONS, AS SHOWN ON THE PLANS, ARE CALCULATED FOR A 6" CONCRETE CURB UNLESS OTHERWISE NOTED.

ALL SIDEWALK RAMPS, CONFORMING TO PUBLIC ACT NO. 8, 1993, SHALL BE INSTALLED AS INDICATED ON THE PLANS.

CONSTRUCTION OF A NEW OR RECONSTRUCTED DRIVE APPROACH CONNECTING TO AN EXISTING STATE OR COUNTY ROADWAY SHALL BE ALLOWED ONLY AFTER AN APPROVED PERMIT HAS BEEN SECURED FROM THE AGENCY HAVING JURISDICTION OVER SAID ROADWAY.

FOR ANY WORK WITHIN THE PUBLIC RIGHT-OF-WAY, THE CONTRACTOR SHALL PAY FOR AND SECURE ALL NECESSARY PERMITS AND LIKEWISE ARRANGE FOR ALL INSPECTION.

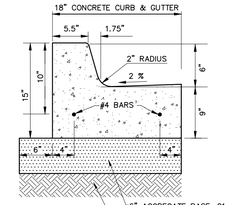
EXISTING TOPSOIL, VEGETATION AND ORGANIC MATERIALS SHALL BE STRIPPED AND REMOVED FROM PROPOSED PAVEMENT AREA PRIOR TO PLACEMENT OF BASE MATERIALS.

EXPANSION JOINTS SHOULD BE INSTALLED AT THE END OF ALL INTERSECTION RADII.

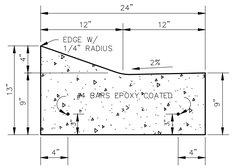
SIDEWALK RAMPS, CONFORMING TO PUBLIC ACT NO. 8, 1973, SHALL BE INSTALLED AS SHOWN AT ALL STREET INTERSECTIONS AND AT ALL BARRIER FREE PARKING AREAS AS INDICATED ON THE PLANS.

ALL PAVEMENT AREAS SHALL BE PROOF-ROLLED UNDER THE SUPERVISION OF A GEOTECHNICAL ENGINEER PRIOR TO THE PLACEMENT OF BASE MATERIALS AND PAVING MATERIALS.

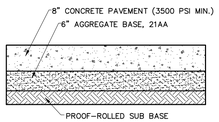
FILL AREAS SHALL BE MACHINE COMPACTED IN UNIFORM LIFTS NOT EXCEEDING 9 INCHES THICK TO 98% OF THE MAXIMUM DENSITY (MODIFIED PROCTOR) PRIOR TO PLACEMENT OF PROPOSED PAVEMENT.



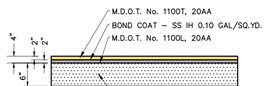
CONCRETE CURB DETAIL 'A'
N.T.S.



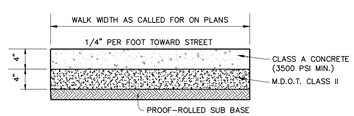
4" MOUNTABLE CURB & GUTTER
N.T.S.



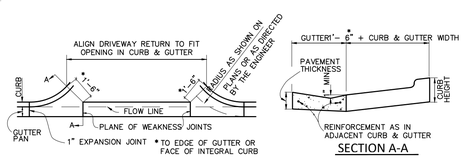
CONCRETE PAVEMENT SECTION
N.T.S.



4" ASPHALT PAVING SECTION
PARKING & DRIVE



CONCRETE SIDEWALK SECTION
N.T.S.



MDOT DRIVEWAY OPENING DETAIL 'M'
N.T.S.

SECTION A-A

PAVING LEGEND

PROPOSED CONCRETE PAVEMENT

PROPOSED ASPHALT PAVEMENT

LEGEND

MANHOLE	EXISTING SANITARY SEWER
HYDRANT / GATE VALVE	SAN. CLEAN OUT
MANHOLE / CATCH BASIN	EXISTING WATERMAIN
	EXISTING STORM SEWER
	EX. R. Y. CATCH BASIN
UTILITY POLE / GUY POLE / GUY WIRE	EXISTING BURIED CABLES
	OVERHEAD LINES
	LIGHT POLE
	SIGN
	EXISTING GAS MAIN
C.O. / MANHOLE	PR. SANITARY SEWER
HYDRANT / GATE VALVE	PR. WATER MAIN
INLET / C.B. / MANHOLE	PR. STORM SEWER
	PR. R. Y. CATCH BASIN
	PROPOSED LIGHT POLE
TC 600.00	PR. TOP OF CURB ELEVATION
GU 600.00	PR. GUTTER ELEVATION
TW 600.00	PR. TOP OF WALK ELEVATION
TP 600.00	PR. TOP OF PVMT. ELEVATION
FG 600.00	FINISH GRADE ELEVATION

NF ENGINEERS
CIVIL ENGINEERS
LAND SURVEYORS
LAND PLANNERS

NOWAK & FRAUS ENGINEERS
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PONTIAC, MI 48342-5032
TEL. (248) 332-7931
FAX. (248) 332-8257
WWW.NFE-ENGR.COM

SEAL

STATE OF MICHIGAN
PATRICK J. WILLIAMS
ENGINEER
NO. 44351
REGISTERED PROFESSIONAL ENGINEER

PROJECT
Mulberry Park
P.U.D.

CLIENT
Schafer Development
31400 Northwestern
Highway, Suite H
Farmington Hills, MI 48334

Contact:
Spencer Schafer
Tel. (248) 613-6262

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Paving and Grading
Plan - East

Know what's below
Call before you dig.

DATE	ISSUED/REVISED
10-23-24	REVISED PER P.C.
12-16-24	REVISED PER CLIENT
02-21-25	REVISED PER CLIENT
03-10-25	REVISED PER CLIENT
03-18-25	REVISED PER CLIENT
06-26-25	REVISED PER CLIENT

DRAWN BY:
A. Wiseman

DESIGNED BY:
A. Wiseman

APPROVED BY:
P. Williams

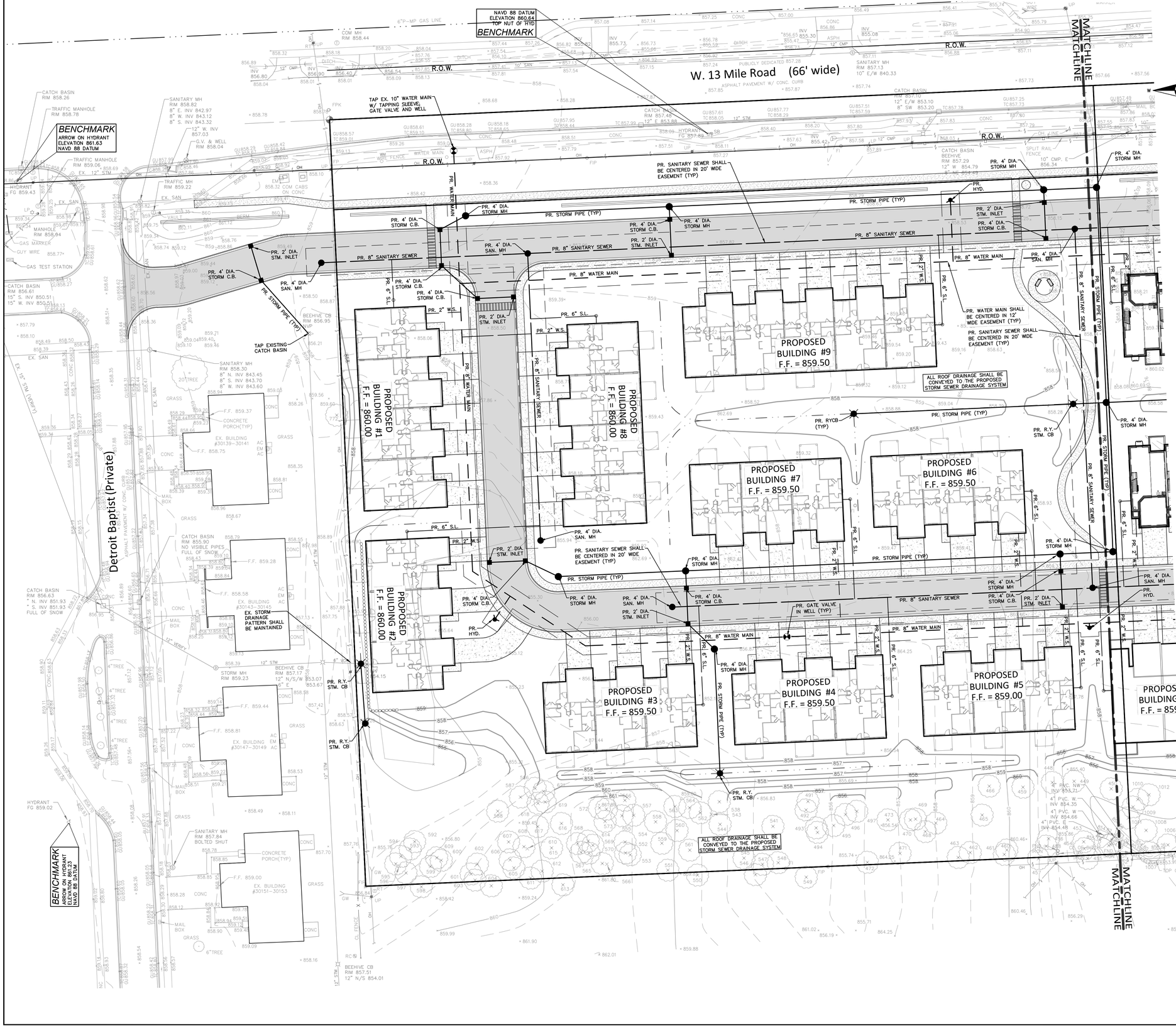
DATE:
09-12-2024

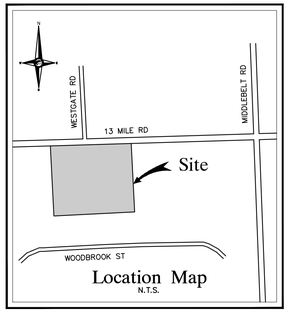
SCALE: 1" = 30'

30 15 0 15 30 45

NFE JOB NO. N423-03

SHEET NO. SP-07





LEGEND

- MANHOLE — EXISTING SANITARY SEWER
- SAN. CLEAN OUT
- HYDRANT, GATE VALVE — EXISTING WATERMAIN
- MANHOLE, CATCH BASIN — EXISTING STORM SEWER
- EX. R. Y. CATCH BASIN
- EXISTING BURIED CABLES
- UTILITY POLE, GUY POLE, GUY WIRE — OVERHEAD LINES
- LIGHT POLE
- SIGN
- EXISTING GAS MAIN
- C.O., MANHOLE, HYDRANT, GATE VALVE — PR. SANITARY SEWER
- PR. WATER MAIN
- INLET, C.B., MANHOLE — PR. STORM SEWER
- PR. R. Y. CATCH BASIN
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- TC 600.00 — PR. TOP OF CURB ELEVATION
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SEAL

STATE OF MICHIGAN
PATRICK J. WILLIAMS
LICENSED PROFESSIONAL ENGINEER
ENGINEER NO. 44351

PROJECT
The Tabernacle
P.U.D.

CLIENT
The Baptist Manor
30301 W 13 Mile
Farmington Hills, MI 48334

Contact:
Ryan Doelle
Phone: (248) 842-9106
Email: r.doelle@the baptistmanor.org

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Utility Plan - West

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02-21-25	REVISED PER CLIENT
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06-26-25	REVISED PER CLIENT

DRAWN BY:
A. Wiseman

DESIGNED BY:
A. Wiseman

APPROVED BY:
P. Williams

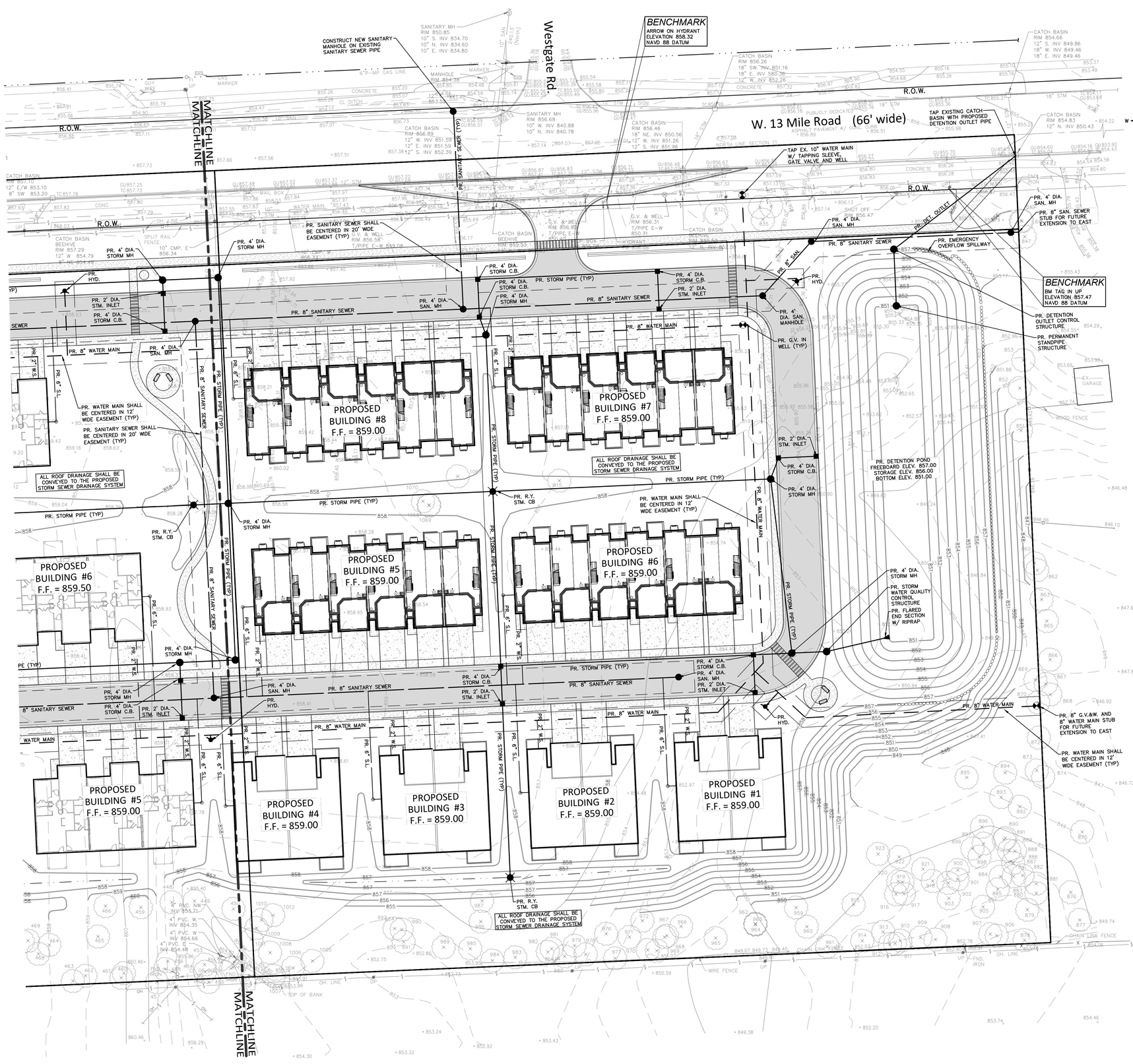
DATE:
09-12-2024

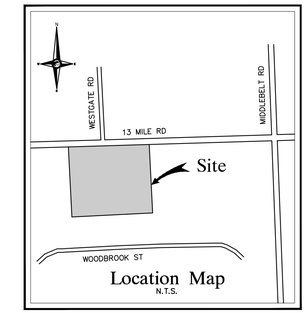
SCALE: 1" = 30'

30 15 0 15 30 45

NFE JOB NO. N423-02

SHEET NO. SP-08





REQUIRED DETENTION VOLUME CALCULATIONS

100 Year Post-Development Detention Volume

Name of Project:	**Name**
Location of Project:	**Location**
NFE Project No.:	**N423**
Contributing Acreage "A":	7.76 *ac*
Weighted Runoff Coefficient "C":	0.68
Time of Concentration "Tc":	20.00 *min*
1. Calculate Required Water Quality Volume (Vwq) (1" Rainfall Event)	
Vwq = 3630(C)(A)	19,155 *cft*
2. Calculate Required Water Quality Rate (Qwq)	
Qwq = (C)(A)30.20/(Tc+9.17)^.81	10.37 *cfs*
3. Calculate Required Channel Protection Volume (Vcp-r) (1.3" Rainfall Event)	
Vcp-r = 4719(C)(A)	24,901 *cft*
4. Calculate Required Extended Detention Volume (Ved) (1.9" Rainfall Event)	
Ved = 6897(C)(A)	36,394 *cft*
5. Calculate Extended Detention Outlet Rate (Qed) (48 hour discharge)	
Qed = Ved / [(48 hr)(60 min)(60 sec)] = Ved/172800	0.21 *cfs*
6. Calculate 100-year Rainfall Intensity (I100)	
I100 = 83.3/(Tc+9.17)^0.81))	5.42 *in/hr*
7. Calculate 100-year Storm Inlet Rate (Q100-in)	
Q100-in = (C)(I100)(A)	28.60 *cfs*
8. Determine the Variable Release Rate (Qvrr)	
Qvrr = 1.1055-(0.206*LN(A))	0.68 *cfs/ac*
Restricted Outlet rate per local municipality	0.150 *cfs/ac*
9. Calculate Allowable 100-year Storm Outlet Rate (Q100P)	
Q100p = (Qvrr)(A)	1.16 *cfs*
10. Calculate Storage Curve Factor (R)	
R = 0.206-(0.15)(LN(Q100P/Q100-in))	0.686
11. Calculate Required 100-year Storm Volume In (V100R)	
V100R = 18,985(C)(A)	100,180 *cft*
12. Calculate 100-year Storm Detention Storage Volume (V100D)	
V100D = (V100R)(R)	68,748 *cft*
Vcp(credit)	0 *cft*
TOTAL DETENTION VOLUME REQUIRED:	**68,748 *cft***

PROVIDED DETENTION VOLUME CALCULATIONS

Volume of Frustum: AB = H (A + B + √ AB)/ 3

SEDIMENT FOREBAY

Contour Elevation	Surface Area (sft)	Incremental Volume (cft)	Cumulative Volume (cft)
0	0	--	0
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
Volume of Proposed Sediment Forebay:			***0***

DETENTION BASIN

Contour Elevation	Surface Area (sft)	Incremental Volume (cft)	Cumulative Volume (cft)
851	5,949	--	0
852	8,936	7,392	7,392
853	12,150	10,502	17,894
854	15,590	13,834	31,728
855	19,256	17,391	49,119
856	23,148	21,172	70,291
Volume of Proposed Detention Basin:			***70,291***
TOTAL VOLUME PROVIDED (cft)			**70,291**

EMERGENCY OVERFLOW SPILLWAY WEIR

100 Year Storm Event

100 Year Storm Inlet Rate "Q100in":	28.60 *cfs*
Head Above Crest Weir, Hweir	0.50 *ft*
Calculate Required Length of Weir	
Lweir = Q100in/(3.367*(Hweir)^1.5)	24.03 *ft*
TOTAL LENGTH PROVIDED	**25** *ft*

LEGEND

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- EXISTING STORM SEWER
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STATE OF MICHIGAN — PATRICK J. WILLIAMS — LICENSED PROFESSIONAL ENGINEER — ENGINEER NO. 44351

PROJECT

Mulberry Park
P.U.D.

CLIENT

Schafer Development
31400 Northwestern
Highway, Suite H
Farmington Hills, MI 48334

Contact:
Spencer Schafer
Tel. (248) 613-6262

PROJECT LOCATION

Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET

Utility Plan - East

811 Know what's below Call before you dig.

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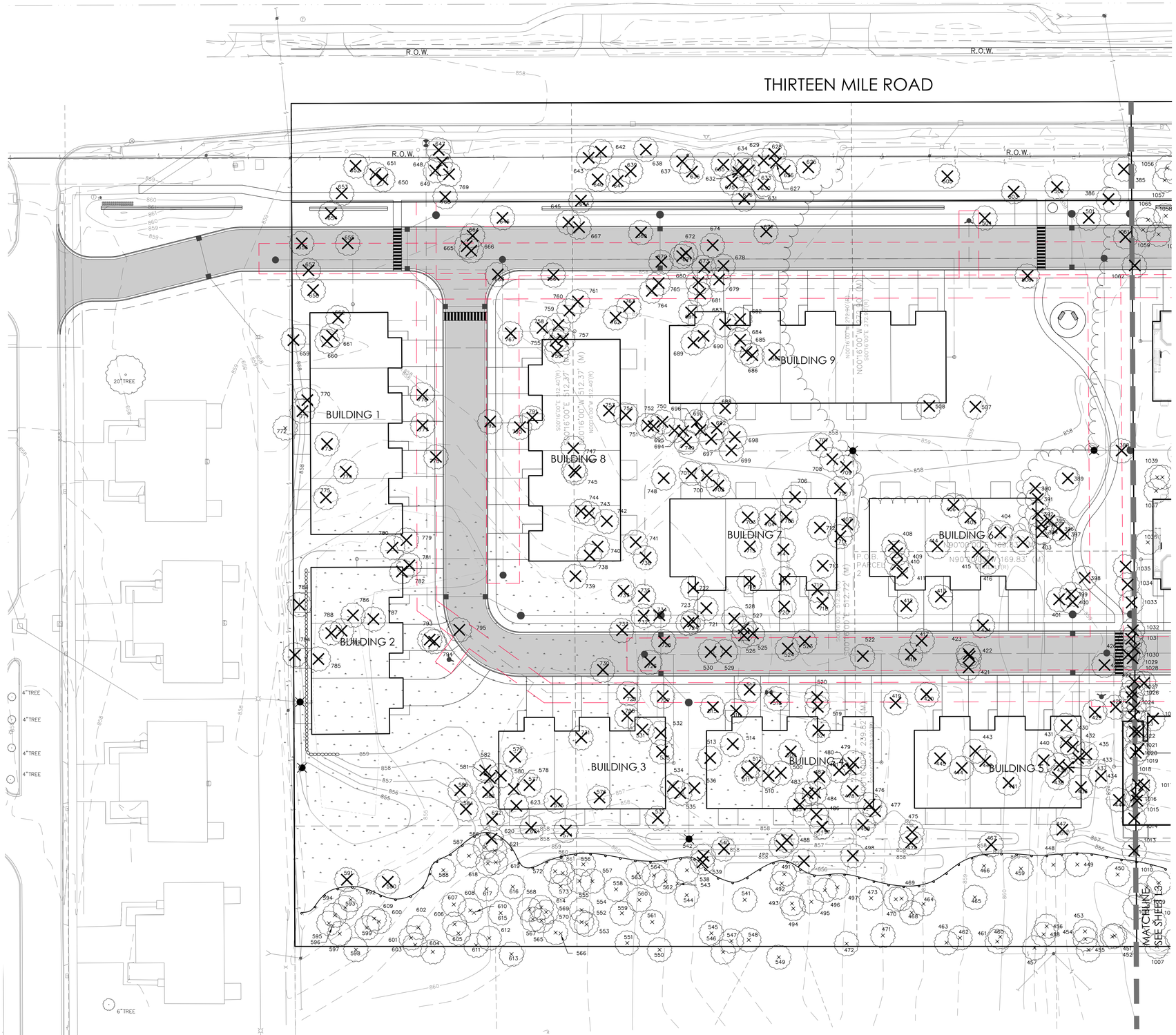
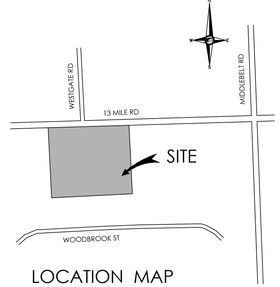
06-26-25	REVISED PER CLIENT

DRAWN BY:
A. Wiseman
DESIGNED BY:
A. Wiseman
APPROVED BY:
P. Williams
DATE:
09-12-2024
SCALE: 1" = 30'

30 15 0 15 30 45

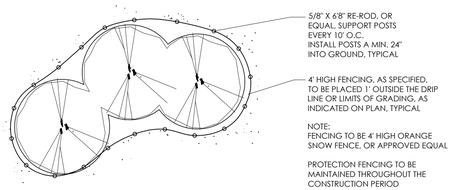
NFE JOB NO. **N423-03**
SHEET NO. **SP-09**





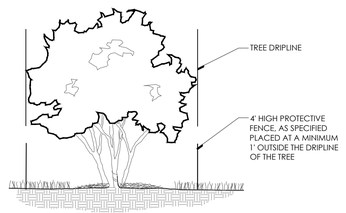
LOCATION MAP

N.T.S.



TREE PROTECTION DETAIL-PLAN

NTS



TREE PROTECTION DETAIL-SECTION

NTS

GENERAL TREE PROTECTION NOTES

1. APPROVED TREE PROTECTION SHALL BE ERECTED PRIOR TO THE START OF CONSTRUCTION ACTIVITIES, AND SHALL REMAIN IN PLACE UNTIL THE IN PLACE UNTIL CONSTRUCTION IS COMPLETE.
2. ALL UNDERSTORY VEGETATION WITHIN THE LIMITS OF PROTECTIVE FENCING SHALL BE PRESERVED.
3. NO PERSON MAY CONDUCT ANY ACTIVITY WITHIN THE DRIP LINE OF ANY TREE DESIGNATED TO REMAIN, INCLUDING BUT NOT LIMITED TO, PLACING SOLVENTS, BUILDING MATERIALS, CONSTRUCTION EQUIPMENT, OR SOIL DEPOSITS WITHIN THE DRIP LINE.
4. WHERE GROUPINGS OF TREES ARE TO REMAIN, TREE FENCING SHALL BE PLACED AT THE LIMITS OF GRADING LINE.
5. DURING CONSTRUCTION, NO PERSON SHALL ATTACH ANY DEVICE OR WIRE TO ANY TREE, SCHEDULED TO REMAIN.
6. ALL UTILITY SERVICE REQUESTS MUST INCLUDE NOTIFICATION TO THE INSTALLER THAT PROTECTED TREES MUST BE AVOIDED. ALL TRENCHING SHALL OCCUR OUTSIDE OF THE PROTECTIVE FENCING.
7. SWALES SHALL BE ROUTED TO AVOID THE AREA WITHIN THE DRIP LINES OF PROTECTED TREES.
8. TREES LOCATED ON ADJACENT PROPERTIES THAT MAY BE AFFECTED BY CONSTRUCTION ACTIVITIES MUST BE PROTECTED.
9. ROOT ZONES OF PROTECTED TREES SHOULD BE SURROUNDED WITH RIGIDLY STAKED FENCING.
10. THE PARKING OF IDLE AND RUNNING EQUIPMENT SHALL BE PROHIBITED UNDER THE DRIP LINE OF PROTECTED TREES.
11. THE STRIPPING OF TOPSOIL FROM AROUND PROTECTED TREES SHALL BE PROHIBITED.
12. ALL TREES TO BE REMOVED SHALL BE CUT AWAY FROM TREES TO REAMIN.
13. THE GRUBBING OF UNDERSTORY VEGETATION WITHIN CONSTRUCTION AREAS SHOULD BE CLEARED BY CUTTING VEGETATION AT THE GROUND WITH A CHAIN SAW OR MINIMALLY WITH A HYDRO-AXE.
14. THE CONTRACTOR IS RESPONSIBLE FOR THE REPLACEMENT PER ORDINANCE GUIDELINES, FOR THE DAMAGE OR REMOVAL OF ANY TREE DESIGNATED TO REMAIN.
15. TREES TO BE REMOVED SHALL BE FIELD VERIFIED, EVALUATED AND FLAGGED FOR REMOVAL BY THE LANDSCAPE ARCHITECT OR FORESTER, ONLY AS DIRECTED BY THE OWNER OR OWNERS REPRESENTATIVE.

TREE PRESERVATION SUMMARY:

TOTAL NUMBER OF TREES SURVEYED:	410
TOTAL OFF-SITE TREES:	9
TOTAL EXEMPT DUE TO SPECIES (RHAMNUS):	81
NET TREES ON-SITE:	320
TOTAL NUMBER OF PROTECTED TREES TO BE REMOVED:	207
TOTAL LANDMARK TREES TO BE REMOVED:	22 (527.1")
TOTAL NUMBER OF TREES TO REMAIN:	91
TOTAL LANDMARK REPLACEMENT TREES: (527.1" x 25% = 131.78 INCHES)	44 TREES (3" CAL)
TOTAL REGULATED REPLACEMENT TREES REQUIRED:	207 TREES
TOTAL REPLACEMENT TREES:	251 TREES
REPLACEMENT TREES PROVIDED:	213 TREES
TREES TO BE PLANTED ON EXISTING BAPTIST MANOR PROPERTY:	38 TREES

COMMON BUCKTHORN (RHAMNUS) IS CONSIDERED INVASIVE BY THE STATE OF MICHIGAN DNR, AS SUCH ITS REMOVAL IS RECOMMENDED.

LEGEND:

- TREES TO BE REMOVED
- TREES TO REMAIN
- TREE PROTECTION FENCING

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Oakland County, Michigan

SHEET
Tree Preservation Plan

811 Know what's below Call before you dig.

REVISIONS
2024-08-16 ISSUED FOR SITE PLAN REVIEW
2024-09-18 ISSUED FOR SITE PLAN REVIEW
2024-10-23 REVISED PER P.C.
2024-12-16 REVISED PER CLIENT
2025-02-20 REVISED PER CLIENT
2025-03-10 REVISED PER CLIENT
2025-03-17 REVISED PER CLIENT
2025-06-27 REVISED PER CLIENT

DRAWN BY:
G. Ostrowski

DESIGNED BY:
G. Ostrowski

APPROVED BY:
G. Ostrowski

DATE:
08/09/2024

SCALE: 1" = 30'

30 15 0 15 30 45

NFE JOB NO. N423-02

SHEET NO. L1

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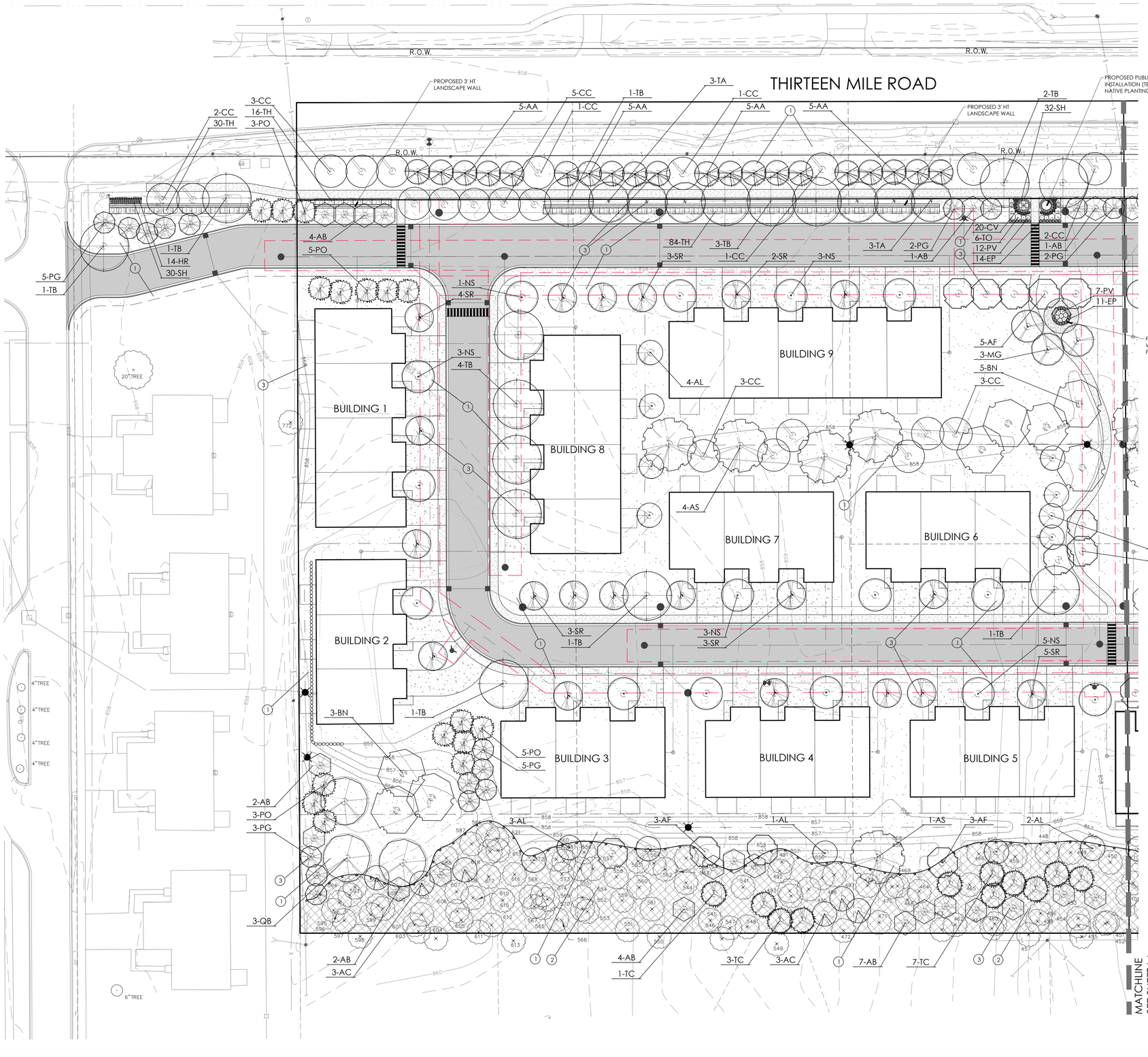

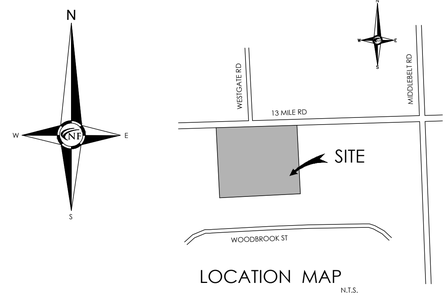

LOCATION MAP N.T.S.

LANDSCAPE REQUIREMENTS

OPEN SPACE
AREA PROVIDED: 124,618.45 S.F. (53.82%)-TABERNACLE ONLY
TOTAL COMBINED AREA PROVIDED: 231,102.5 S.F. (51.30%)

LANDSCAPE BUFFERYARD
2 CANOPY TREES / 100 LF
4 SUBCANOPY TREES PER 100 L.F.
2 EVERGREEN TREES PER 100 L.F.
6 LARGE SHRUBS PER 100 L.F.

SOUTH PROPERTY LINE: 511.10 L.F. (THIS SHEET ONLY)
MULTIPLIER: 0.6 (72' SETBACK)
REQUIRED:
CANOPY TREES: 5.11 X 2 = 10.22 CANOPY TREES X 0.6 = 6 CANOPY TREES
SUBCANOPY: 5.11 X 4 = 20.44 SUBCANOPY TREES X 0.6 = 12 SUBCANOPY TREES
EVERGREEN: 5.11 X 2 = 10.22 EVERGREEN TREES X 0.6 = 6 EVERGREEN TREES
LARGE SHRUBS: 5.11 X 6 = 30.66 SHRUBS X 0.6 = 18 SHRUBS REQUIRED

PROVIDED: 70 EXISTING TREES AND UNDERSTORY VEGETATION TO REMAIN TO FULFILL THE BUFFERYARD REQUIREMENTS

TREE REPLACEMENT REQUIREMENTS
REQUIRED: 251 TREES REQUIRED
PROVIDED: 213 TREES PROVIDED, 38 TREES TO BE PLANTED ON BAPTIST MANOR PROPERTY AS A PART OF THE NEW DRIVE CONNECTION

GENERAL LANDSCAPE NOTES

1. LANDSCAPE CONTRACTOR SHALL VISIT SITE, INSPECT EXISTING CONDITIONS AND REVIEW PROPOSED PLANTING AND RELATED WORK. IN CASE OF DISCREPANCY BETWEEN PLAN AND PLANT LIST, THE PLAN SHALL GOVERN QUANTITIES. CONTACT THE LANDSCAPE ARCHITECT WITH ANY CONCERNS.
2. THE CONTRACTOR SHALL VERIFY LOCATIONS OF ALL ON-SITE UTILITIES PRIOR TO BEGINNING CONSTRUCTION ON HIS/HER PHASE OF WORK. ANY DAMAGE OR INTERUPTION OF SERVICES SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR.
3. THE CONTRACTOR SHALL COORDINATE ALL RELATED ACTIVITIES WITH OTHER TRADES, AND SHALL REPORT ANY UNACCEPTABLE SITE CONDITIONS TO THE OWNER'S REPRESENTATIVE PRIOR TO COMMENCEMENT.
4. ALL PLANTS SHALL BE WELL BRANCHED, AND IN HEALTHY VIGOROUS GROWING CONDITION.
5. PLANTS SHALL BE WATERED BEFORE AND AFTER PLANTING IS COMPLETE.
6. ALL TREES MUST BE STAKED, FERTILIZED AND MULCHED AND SHALL BE GUARANTEED TO EXHIBIT A NORMAL GROWTH CYCLE FOR AT LEAST ONE (1) YEAR FOLLOWING PLANTING.
7. ALL MATERIAL SHALL CONFORM TO THE GUIDELINES ESTABLISHED IN THE MOST RECENT EDITION OF THE AMERICAN STANDARDS FOR NURSERY STOCK.
8. EXCAVATE FLOOR OF PLANTING BEDS TO GRADE AND EXCAVATE AS NECESSARY TO SUPPLY PLANT MIX DEPTH IN ALL PLANTING BEDS AS INDICATED IN PLANT DETAILS AND A DEPTH OF 3" IN ALL LAWN AREAS.
9. PROVIDE CLEAN BACKFILL SOIL, USING MATERIAL STOCKPILED ON-SITE. SOIL SHALL BE SCREENED AND FREE OF DEBRIS, FOREIGN MATERIAL, AND STONE.
10. SLOW-RELEASE FERTILIZER SHALL BE ADDED TO THE PLANT PITS BEFORE BEING BACKFILLED. APPLICATION SHALL BE AT THE MANUFACTURERS RECOMMENDED RATES.
11. AMENDED PLANT MIX (PREPARED TOPSOIL) SHALL CONSIST OF 1/3 SCREENED TOPSOIL, 1/3 SAND, AND 1/3 "DAIRY DOO" COMPOST, MIXED WELL AND SPREAD TO A DEPTH AS INDICATED IN PLANTING DETAILS.
12. ALL PLANTINGS SHALL BE MULCHED WITH SHREDDED HARDWOOD BARK. SPREAD TO A DEPTH OF 3" FOR TREES AND SHRUBS, AND 2" ON ANNUALS, PERENNIALS, AND GROUNDCOVER PLANTINGS. MULCH SHALL BE FREE FROM DEBRIS AND FOREIGN MATERIAL, AND PIECES ON INCONSISTENT SIZE.
13. NO SUBSTITUTIONS OR CHANGES OF LOCATION, OR PLANT TYPE SHALL BE MADE WITHOUT THE APPROVAL OF THE LANDSCAPE ARCHITECT OR OWNERS REPRESENTATIVE.
14. THE LANDSCAPE ARCHITECT SHALL BE NOTIFIED OF ANY DISCREPANCIES BETWEEN THE PLANS AND FIELD CONDITIONS PRIOR TO INSTALLATION.
15. THE LANDSCAPE CONTRACTOR SHALL BE RESPONSIBLE FOR MAINTAINING ALL PLANT MATERIAL IN A VERTICAL CONDITION THROUGHOUT THE GUARANTEED PERIOD.
16. THE LANDSCAPE ARCHITECT OR OWNERS REPRESENTATIVE SHALL HAVE THE RIGHT TO REJECT ANY WORK OR MATERIAL THAT DOES NOT MEET THE REQUIREMENTS OF THE APPROVED PLANS AND SPECIFICATIONS.
17. THE LANDSCAPE CONTRACTOR SHALL SEED AND MULCH OR SOD (AS INDICATED ON PLANS) ALL AREAS DESIGNATED AS SUCH ON THE PLANS, THROUGHOUT THE CONTRACT LIMITS. FURTHER, THE CONTRACTOR SHALL BE RESPONSIBLE FOR RESTORING AREAS DISTURBED DURING CONSTRUCTION, NOT IN THE CONTRACT LIMITS, TO EQUAL OR GREATER CONDITION.
18. ALL LANDSCAPE AREAS SHALL HAVE PROPER DRAINAGE THAT PREVENTS EXCESSIVE WATER FROM PONDING ON LAWN AREAS OR AROUND TREES AND SHRUBS.
19. ALL LANDSCAPE AREAS SHALL BE IRRIGATED WITH AN AUTOMATIC UNDERGROUND SYSTEM.

KEY LEGEND

1. TYPICAL SEEDED LAWN AREAS, SOWN ON 3" TOPSOIL
2. RESTORE DISTURBED UNDERSTORY AREA W/ SHORT WOODLAND SEED
3. 4' DIA SPADE CUT EDGE W/ 3" SHREDDED BARK MULCH
4. SEDGE MEADOW SEED MIX, SOWN AT A RATE OF 40 PLS LBS/ACRE
5. PROPOSED 36" HT SCREEN WALL

PLANT SCHEDULE

KEY	QTY	BOTANICAL/COMMON NAME	SIZE	SPACING	ROOT	COMMENT
TREES						
AB	21	Abies balsamea Balsam Fir	8' HT	SEE PLAN	B&B	FULL TO GROUND
AC	6	Abies balsamea phaneolepi Canaan Fir	8' HT	SEE PLAN	B&B	FULL TO GROUND
AA	20	Acer rubrum 'Armstrong' Armstrong Red Maple	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
AF	12	Acer rubrum 'Frank Jr.' Redpointe Red Maple	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
AS	5	Acer saccharum 'Legacy' Legacy Sugar Maple	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
AL	14	Amelanchier laevis Allegheny Serviceberry	6-8' HT	SEE PLAN	B&B	CLUMP FORM
BN	8	Betula nigra River Birch	12' HT	SEE PLAN	B&B	CLUMP FORM
CC	21	Cercis canadensis Eastern Redbud	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
MG	3	Metasequoia glyptostroboides Dawn Redwood	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
NS	15	Nyssa sylvatica 'Green Gables' Green Gable Black Gum	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
PG	17	Picea glauca 'Densata' Black Hills Spruce	8' HT	SEE PLAN	B&B	FULL TO GROUND
PO	16	Picea omorika 'Bruns' Bruns Serbian Spruce	8' HT	SEE PLAN	B&B	FULL TO GROUND
QB	3	Quercus bicolor Swamp White Oak	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
SR	20	Syringa reticulata 'Ivory Silk' Ivory Silk Tree Lilac	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
TA	6	Tilia americana 'McKSentry' American Sentry Linden	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
TB	15	Tilia cordata 'Baileyi' Shamrock Little Leaf Linden	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
TC	11	Tsuga canadensis Eastern Hemlock	8' HT	SEE PLAN	B&B	FULL TO GROUND
TOTAL	213					
SHRUBS						
CV	20	Coreopsis verticillata 'Zagreb' Zagreb Coreopsis	2 GAL	24" OC	CONT	
TH	130	Taxus x m. 'Hicksii' Hicks Yew	36" HT	30" OC	B&B	MAINTAIN AS 4-5' HEDGE
TO	6	Thuja occidentalis 'DeGroot's Spire' DeGroot's Spire	5' HT	36" OC	B&B	MAINTAIN AS 6' HEDGE
GROUNDCOVERS/PERENNIALS						
EP	25	Echinacea purpurea 'Cheyenne Spirit' Cheyenne Spirit Coneflower	2 GAL	24" OC	CONT	WELL-ROOTED
HR	14	Hemerocallis 'Happy Returns' Happy Returns Daylily	2 GAL	18" OC	CONT	WELL-ROOTED
PV	19	Panicum virgatum 'Northwind' Northwind Switch Grass	3 GAL	30" OC	CONT	WELL-ROOTED
SH	62	Sporobolus heterolepis 'Tara' Tara Prairie Dropseed	2 GAL	18" OC	CONT	WELL-ROOTED

NF ENGINEERS
CIVIL ENGINEERS
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LAND PLANNERS

NOWAK & FRAUS ENGINEERS
46777 WOODWARD AVE.
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FAX. (248) 332-8257

SEAL

PROJECT
The Tabernacle

CLIENT
The Baptist Manor
30301 W 13 Mile
Farmington Hills, MI 48334

Contact:
Ryan Doelle
Phone: (248) 842-9106
Email: r.doelle@the baptistmanor.org

PROJECT LOCATION
Part of the NE 1/4 of Section 11
T.1N, R.9E
City of Farmington Hills, Oakland County, Michigan

SHEET
Landscape Plan

Know what's below Call before you dig.

REVISIONS
2024-08-16 ISSUED FOR SITE PLAN REVIEW
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2025-06-27 REVISED PER CLIENT

DRAWN BY:
G. Ostrowski
DESIGNED BY:
G. Ostrowski
APPROVED BY:
G. Ostrowski
DATE:
08/09/2024
SCALE: 1" = 30'
30 15 0 15 30 45

NFE JOB NO. N423-02
SHEET NO. L2

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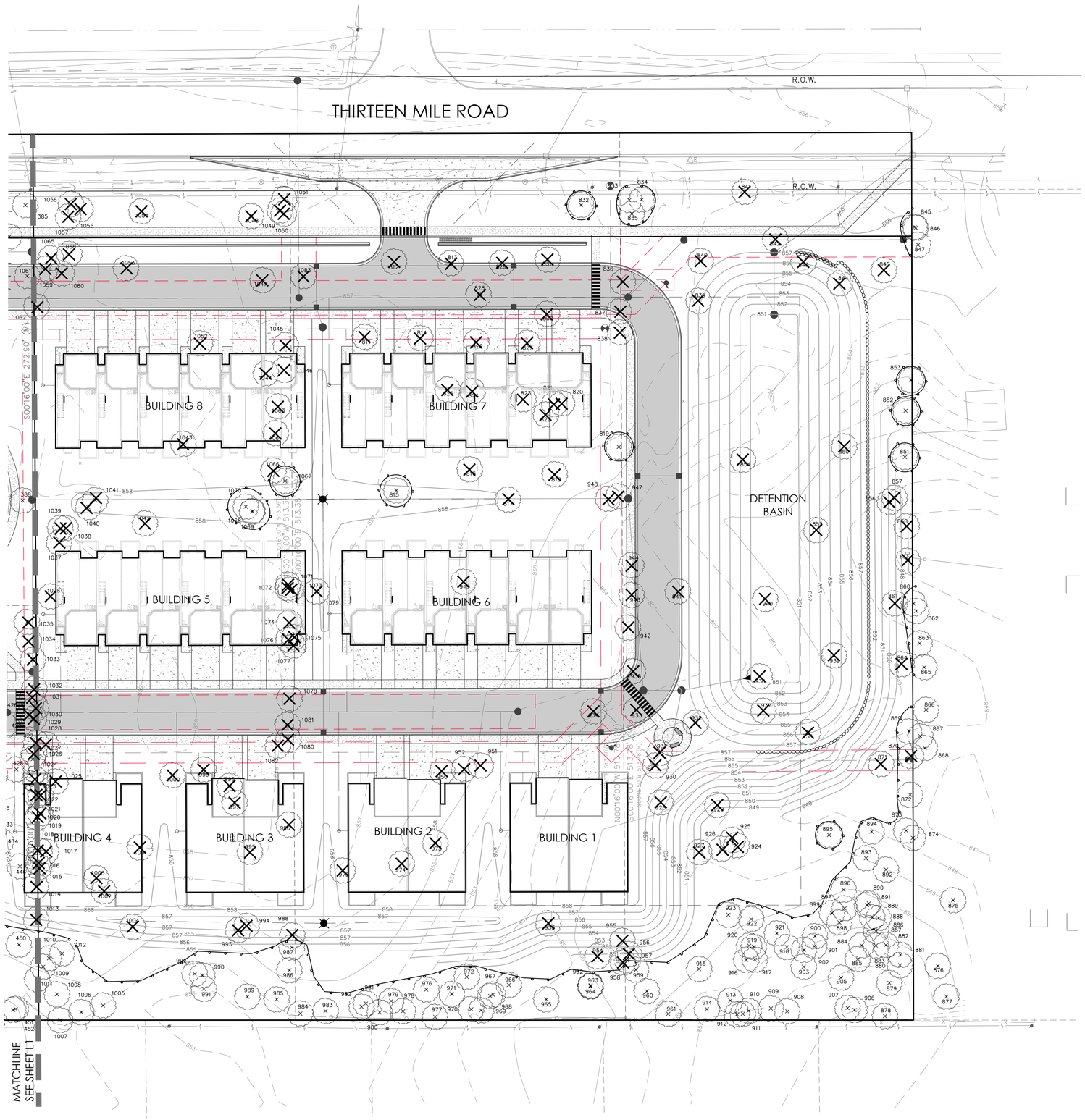
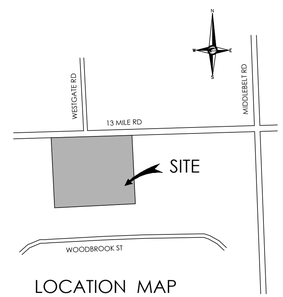
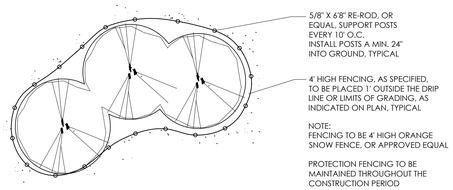




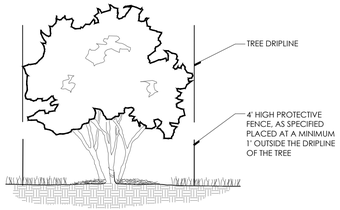
LOCATION MAP
N.T.S.

LEGEND:

- TREES TO BE REMOVED
- TREES TO REMAIN
- TREE PROTECTION FENCING



TREE PROTECTION DETAIL-PLAN
NTS



TREE PROTECTION DETAIL-SECTION
NTS

GENERAL TREE PROTECTION NOTES

1. APPROVED TREE PROTECTION SHALL BE ERECTED PRIOR TO THE START OF CONSTRUCTION ACTIVITIES, AND SHALL REMAIN IN PLACE UNTIL THE IN PLACE UNTIL CONSTRUCTION IS COMPLETE.
2. ALL UNDERSTORY VEGETATION WITHIN THE LIMITS OF PROTECTIVE FENCING SHALL BE PRESERVED.
3. NO PERSON MAY CONDUCT ANY ACTIVITY WITHIN THE DRIP LINE OF ANY TREE DESIGNATED TO REMAIN, INCLUDING BUT NOT LIMITED TO, PLACING SOLVENTS, BUILDING MATERIALS, CONSTRUCTION EQUIPMENT, OR SOIL DEPOSITS WITHIN THE DRIP LINE.
4. WHERE GROUPINGS OF TREES ARE TO REMAIN, TREE FENCING SHALL BE PLACED AT THE LIMITS OF GRADING LINE.
5. DURING CONSTRUCTION, NO PERSON SHALL ATTACH ANY DEVICE OR WIRE TO ANY TREE, SCHEDULED TO REMAIN.
6. ALL UTILITY SERVICE REQUESTS MUST INCLUDE NOTIFICATION TO THE INSTALLER THAT PROTECTED TREES MUST BE AVOIDED. ALL TRENCHING SHALL OCCUR OUTSIDE OF THE PROTECTIVE FENCING.
7. SWALES SHALL BE ROUTED TO AVOID THE AREA WITHIN THE DRIP LINES OF PROTECTED TREES.
8. TREES LOCATED ON ADJACENT PROPERTIES THAT MAY BE AFFECTED BY CONSTRUCTION ACTIVITIES MUST BE PROTECTED.
9. ROOT ZONES OF PROTECTED TREES SHOULD BE SURROUNDED WITH RIGIDLY STAKED FENCING.
10. THE PARKING OF IDLE AND RUNNING EQUIPMENT SHALL BE PROHIBITED UNDER THE DRIP LINE OF PROTECTED TREES.
11. THE STRIPPING OF TOPSOIL FROM AROUND PROTECTED TREES SHALL BE PROHIBITED.
12. ALL TREES TO BE REMOVED SHALL BE CUT AWAY FROM TREES TO REMAIN.
13. THE GRUBBING OF UNDERSTORY VEGETATION WITHIN CONSTRUCTION AREAS SHOULD BE CLEARED BY CUTTING VEGETATION AT THE GROUND WITH A CHAIN SAW OR MINIMALLY WITH A HYDRO-AXE.
14. THE CONTRACTOR IS RESPONSIBLE FOR THE REPLACEMENT PER ORDINANCE GUIDELINES, FOR THE DAMAGE OR REMOVAL OF ANY TREE DESIGNATED TO REMAIN.
15. TREES TO BE REMOVED SHALL BE FIELD VERIFIED, EVALUATED AND FLAGGED FOR REMOVAL, BY THE LANDSCAPE ARCHITECT OR FORESTER, ONLY AS DIRECTED BY THE OWNER OR OWNERS REPRESENTATIVE.

TREE PRESERVATION SUMMARY:

TOTAL NUMBER OF TREES SURVEYED:	273
TOTAL OFF-SITE TREES:	13
TOTAL EXEMPT DUE TO CONDITION:	2
NET TREES ON-SITE:	258
TOTAL NUMBER OF PROTECTED TREES TO BE REMOVED:	104
TOTAL LANDMARK TREES TO BE REMOVED:	53 (1,394.4")
TOTAL NUMBER OF TREES TO REMAIN:	101
TOTAL LANDMARK REPLACEMENT TREES: (1,394.4" x 25% = 348.6")	116 TREES (3" CAL)
TOTAL REGULATED REPLACEMENT TREES REQUIRED:	104 TREES
TOTAL REPLACEMENT TREES:	220 TREES
REPLACEMENT TREES PROVIDED:	220 TREES

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FAX. (248) 332-8257

SEAL

PROJECT
Mulberry Park
Townhouses

CLIENT
Shafer Development
31400 Northwestern Hwy
Suite H
Farmington Hills, MI 48334
Contact:
Steve Shafer
Phone: (248) 613-6262

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Tree Preservation Plan

811 Know what's below Call before you dig.

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2025-06-27 REVISED PER CLIENT

DRAWN BY:
G. Ostrowski

DESIGNED BY:
G. Ostrowski

APPROVED BY:
G. Ostrowski

DATE:
08/09/2024

SCALE: 1" = 30'
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NFE JOB NO. N423-03
SHEET NO. L3

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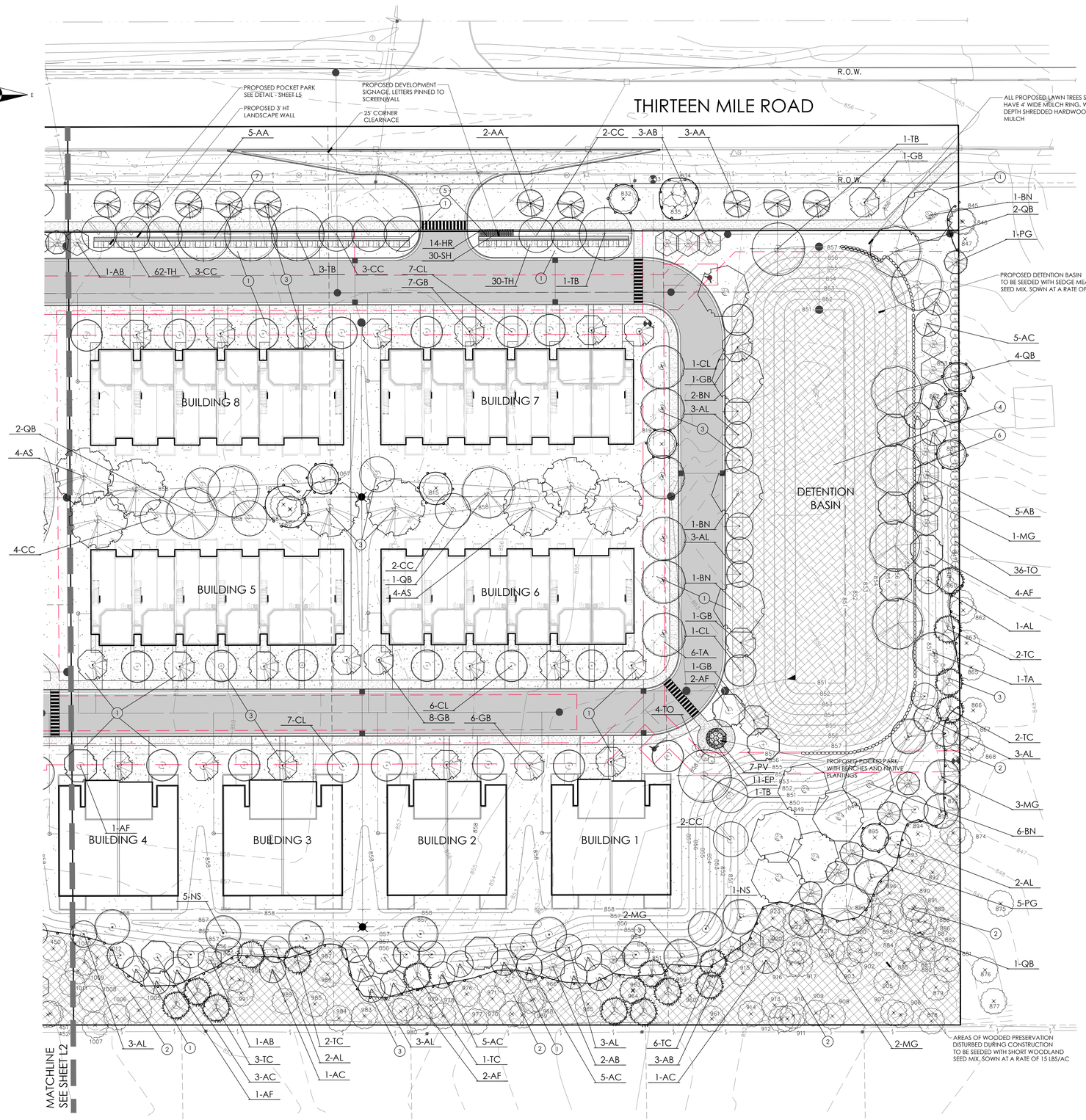

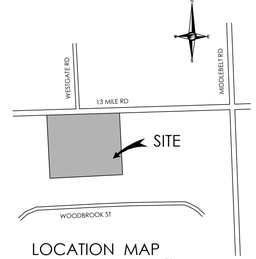

LOCATION MAP
N.T.S.

LANDSCAPE REQUIREMENTS

OPEN SPACE
AREA PROVIDED: 106,484.05 S.F. (52.36%)-MULBERRY PARK ONLY.
EXCLUDES DETENTION
TOTAL COMBINED AREA PROVIDED: 231,102.5 S.F. (51.30%)

LANDSCAPE BUFFERYARD
2 CANOPY TREES / 100 L.F
4 SUBCANOPY TREES PER 100 L.F.
2 EVERGREEN TREES PER 100 L.F.
6 LARGE SHRUBS PER 100 L.F.

SOUTH PROPERTY LINE: 506.30 L.F. (THIS SHEET ONLY)
MULTIPLIER: 0.6 (72' SETBACK)
REQUIRED:
CANOPY TREES: 5.06 X 2 = 10.12 CANOPY TREES X 0.6 = 6 CANOPY TREES
SUBCANOPY: 5.06 X 4 = 20.24 SUBCANOPY TREES X 0.6 = 12 SUBCANOPY TREES
EVERGREEN: 5.06 X 2 = 10.12 EVERGREEN TREES X 0.6 = 6 EVERGREENS TREES
LARGE SHRUBS: 5.06 X 6 = 30.36 SHRUBS X 0.6 = 18 SHRUBS

PROVIDED: 57 EXISTING TREES AND UNDERSTORY VEGETATION TO REMAIN TO FULFILL THE BUFFERYARD REQUIREMENTS

EAST PROPERTY LINE: 481.11 L.F. (THIS SHEET ONLY)
MULTIPLIER: 0.75 (41' SETBACK)
REQUIRED:
CANOPY TREES: 4.81 X 2 = 9.62 CANOPY TREES X 0.75 = 7 CANOPY TREES
SUBCANOPY: 4.81 X 4 = 19.24 SUBCANOPY TREES X 0.75 = 14 SUBCANOPY TREES
EVERGREEN: 4.81 X 2 = 9.62 CANOPY TREES X 0.75 = 7 EVERGREEN TREES
LARGE SHRUBS: 4.81 X 6 = 28.86 SHRUBS X 0.75 = 22 SHRUBS REQUIRED

PROVIDED: 25 EXISTING CANOPY TREES AND UNDERSTORY VEGETATION TO REMAIN, PROPOSED ADDITIONAL 11 SUBCANOPY TREES, 19 EVERGREEN TREES, AND 36 LARGE EVERGREEN SHRUBS WITH RETAINING WALL TO REMAIN TO FULFILL THE BUFFERYARD REQUIREMENTS

TREE REPLACEMENT REQUIREMENTS
REQUIRED: 220 TREES REQUIRED
PROVIDED: 220 TREES PROVIDED

KEY LEGEND

1. TYPICAL SEEDED LAWN AREAS, SOWN ON 3" TOPSOIL
2. RESTORE DISTURBED UNDERSTORY AREA W/ SHORT WOODLAND SEED
3. 4' DIA SPADE CUT EDGE W/ 3" SHREDDED BARK MULCH
4. SEDGE MEADOW SEED MIX, SOWN AT A RATE OF 40 PLS LBS/ACRE
5. PROPOSED DEVELOPMENT SIGNAGE
6. PROPOSED BOULDER RETAINING WALL
7. PROPOSED 36" HT SCREEN WALL

PLANT SCHEDULE

KEY	QTY	BOTANICAL/COMMON NAME	SIZE	SPACING	ROOT	COMMENT
TREES						
AB	15	Abies balsamea Balsam Fir	8' HT	SEE PLAN	B&B	FULL TO GROUND
AC	20	Abies balsamea phaneolepi Canaan Fir	8' HT	SEE PLAN	B&B	FULL TO GROUND
AA	10	Acer rubrum 'Armstrong' Armstrong Red Maple	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
AF	10	Acer rubrum 'Frank Jr.' Redpointe Red Maple	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
AS	8	Acer saccharum 'Legacy' Legacy Sugar Maple	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
AL	23	Amelanchier laevis Allegheny Servicaberry	6-8' HT	SEE PLAN	B&B	CLUMP FORM
BN	11	Betula nigra River Birch	12' HT	SEE PLAN	B&B	CLUMP FORM
CC	16	Cercis canadensis Eastern Redbud	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
CL	23	Crataegus laevigata 'Crimson Cloud' Crimson Cloud Hawthorn	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
GB	25	Ginkgo biloba 'Princeton Sentry' Princeton Sentry Ginkgo	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
MG	8	Metasequoia glyptostroboides Dawn Redwood	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
NS	6	Nyssa sylvatica 'Green Gables' Green Gables Black Gum	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
PG	6	Picea glauca 'Densata' Black Hills Spruce	8' HT	SEE PLAN	B&B	FULL TO GROUND
QB	10	Quercus bicolor Swamp White Oak	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
TA	7	Tilia americana 'McKSentry' American Sentry Linden	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
TB	6	Tilia cordata 'Baileyii' Shamrock Little Leaf Linden	3" CAL	SEE PLAN	B&B	FULLY BRANCHED HEADS
TC	16	Tsuga canadensis Eastern Hemlock	8' HT	SEE PLAN	B&B	FULL TO GROUND
TOTAL	220					
SHRUBS						
TH	92	Taxus x m. 'Hicksii' Hicks Yew	36" HT	30" OC	B&B	MAINTAIN AS 4-5' HEDGE
TO	4	Thuja occidentalis 'DeGroot's Spire' DeGroot's Spire Arborvitae	5' HT	30" OC	B&B	
PERENNIALS AND GRASSES						
EP	11	Echinacea purpurea 'Cheyenne Spirit' Cheyenne Spirit Coneflower	2 GAL	24" OC	CONT	WELL-ROOTED
HR	14	Hemmerocallis 'Happy Returns' Happy Returns Daylily	2 GAL	16" OC	CONT	WELL-ROOTED
PV	7	Panicum virgatum 'Northwind' Northwind Switch Grass	3 GAL	30" OC	CONT	WELL-ROOTED
SH	30	Sporobolus heterolepis 'Tara' Tara Prairie Dropseed	2 GAL	18" OC	CONT	WELL-ROOTED

GENERAL LANDSCAPE NOTES

1. LANDSCAPE CONTRACTOR SHALL VISIT SITE, INSPECT EXISTING CONDITIONS AND REVIEW PROPOSED PLANTING AND RELATED WORK. IN CASE OF DISCREPANCY BETWEEN PLAN AND PLANT LIST, THE PLAN SHALL GOVERN QUANTITIES. CONTACT THE LANDSCAPE ARCHITECT WITH ANY CONCERNS.
2. THE CONTRACTOR SHALL VERIFY LOCATIONS OF ALL ON-SITE UTILITIES PRIOR TO BEGINNING CONSTRUCTION ON HIS/HER PHASE OF WORK. ANY DAMAGE OR INTERUPTION OF SERVICES SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR.
3. THE CONTRACTOR SHALL COORDINATE ALL RELATED ACTIVITIES WITH OTHER TRADES, AND SHALL REPORT ANY UNACCEPTABLE SITE CONDITIONS TO THE OWNER'S REPRESENTATIVE PRIOR TO COMMENCEMENT.
4. PLANTS SHALL BE FULL, WELL-BRANCHED, AND IN HEALTHY VIGOROUS GROWING CONDITION.
5. PLANTS SHALL BE WATERED BEFORE AND AFTER PLANTING IS COMPLETE.
6. ALL TREES MUST BE STAKED, FERTILIZED AND MULCHED AND SHALL BE GUARANTEED TO EXHIBIT A NORMAL GROWTH CYCLE FOR AT LEAST ONE (1) YEAR FOLLOWING PLANTING.
7. ALL MATERIAL SHALL CONFORM TO THE GUIDELINES ESTABLISHED IN THE MOST RECENT EDITION OF THE "AMERICAN STANDARDS FOR NURSERY STOCK".
8. CONTRACTOR WILL SUPPLY FINISHED GRADE AND EXCAVATE AS NECESSARY TO SUPPLY PLANT MIX DEPTH IN ALL PLANTING BEDS AS INDICATED IN PLANT DETAILS AND A DEPTH OF 3" IN ALL LAWN AREAS.
9. PROVIDE CLEAN BACKFILL SOIL, USING MATERIAL STOCKPILED ON-SITE. SOIL SHALL BE SCREENED AND FREE OF DEBRIS, FOREIGN MATERIAL, AND STONE.
10. SLOW-RELEASE FERTILIZER SHALL BE ADDED TO THE PLANT PITS BEFORE BEING BACKFILLED. APPLICATION SHALL BE AT THE MANUFACTURERS RECOMMENDED RATES.
11. AMENDED PLANT MIX (PREPARED TOPSOIL) SHALL CONSIST OF 1/3 SCREENED TOPSOIL, 1/3 SAND, AND 1/3 "SHAY DOG" COMPOST, MIXED WELL AND SPREAD TO A DEPTH AS INDICATED IN PLANTING DETAILS.
12. ALL PLANTINGS SHALL BE MULCHED WITH SHREDDED HARDWOOD BARK, SPREAD TO A DEPTH OF 3" FOR TREES AND SHRUBS, AND 2" ON ANNUALS, PERENNIALS, AND GROUNDCOVER PLANTINGS. MULCH SHALL BE FREE FROM DEBRIS AND FOREIGN MATERIAL, AND PIECES ON INCONSISTENT SIZE.
13. NO SUBSTITUTIONS OR CHANGES OF LOCATION, OR PLANT TYPE SHALL BE MADE WITHOUT THE APPROVAL OF THE LANDSCAPE ARCHITECT OR OWNERS REPRESENTATIVE.
14. THE LANDSCAPE ARCHITECT SHALL BE NOTIFIED OF ANY DISCREPANCIES BETWEEN THE PLANS AND FIELD CONDITIONS PRIOR TO INSTALLATION.
15. THE LANDSCAPE CONTRACTOR SHALL BE RESPONSIBLE FOR MAINTAINING ALL PLANT MATERIAL IN A VERTICAL CONDITION THROUGHOUT THE GUARANTEED PERIOD.
16. THE LANDSCAPE ARCHITECT OR OWNERS REPRESENTATIVE SHALL HAVE THE RIGHT TO REJECT ANY WORK OR MATERIAL THAT DOES NOT MEET THE REQUIREMENTS OF THE PLANS AND/OR SPECIFICATIONS.
17. THE LANDSCAPE CONTRACTOR SHALL SEED AND MULCH OR SOD (AS INDICATED ON PLANS) ALL AREAS DESIGNATED AS SUCH ON THE PLANS, THROUGHOUT THE CONTRACT LIMITS. FURTHER, THE CONTRACTOR SHALL BE RESPONSIBLE FOR RESTORING AREAS DISTURBED DURING CONSTRUCTION, NOT IN THE CONTRACT LIMITS, TO EQUAL OR GREATER CONDITION.
18. ALL LANDSCAPE AREAS SHALL HAVE PROPER DRAINAGE THAT PREVENTS EXCESSIVE WATER FROM PONDING ON LAWN AREAS OR AROUND TREES AND SHRUBS.
19. ALL LANDSCAPE AREAS SHALL BE IRRIGATED WITH AN AUTOMATIC UNDERGROUND SYSTEM.

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SEAL

PROJECT
Mulberry Park
Townhouses

CLIENT
Shafer Development
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Suite H
Farmington Hills, MI 48334
Contact:
Steve Shafer
Phone: (248) 613-6262

PROJECT LOCATION
Part of the NE 1/4
of Section 11
T.1N, R.9E
City of Farmington Hills,
Oakland County, Michigan

SHEET
Landscape Plan

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G. Ostrowski
DESIGNED BY:
G. Ostrowski
APPROVED BY:
G. Ostrowski
DATE:
08/09/2024
SCALE: 1" = 30'
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NFE JOB NO. N423-03
SHEET NO. L4

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DEMOLITION NOTES:

1. IT SHALL BE THE CONTRACTOR'S RESPONSIBILITY TO VERIFY ALL EXISTING SURVEY INFORMATION INCLUDING THE UTILITY SYSTEMS BEFORE ANY DEMOLITION OR CONSTRUCTION WORK OCCURS. ANY DISCREPANCIES WITH THE SURVEY INFORMATION SHALL BE REPORTED TO THE ARCHITECT AND OWNER'S REPRESENTATIVE IMMEDIATELY.
2. CONTRACTOR SHALL BE RESPONSIBLE FOR MAKING HIMSELF FAMILIAR WITH ALL UNDERGROUND UTILITIES, PIPES AND STRUCTURES. CONTRACTOR SHALL TAKE SOLE RESPONSIBILITY FOR COST INCURRED DUE TO DAMAGE AND REPLACEMENT OF SAID UTILITIES.
3. ALL EXISTING IMPROVEMENTS, MATERIALS AND PLANT MATERIAL TO REMAIN WITHIN THE NEW CONSTRUCTION AREA SHALL BE PROPERLY AND ADEQUATELY PROTECTED FROM DAMAGE DURING THE DEMOLITION OPERATIONS. IT SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR TO RESTORE TO THE ORIGINAL CONDITION ANY OF THESE EXISTING ITEMS THAT ARE DAMAGED OR DISTURBED IN ANY WAY.
4. ALL MATERIALS TO BE REUSED OR SALVAGED SHALL BE STORED IN AN AREA DESIGNATED BY THE CITY ENGINEER FOR THAT PURPOSE. ALL SALVAGED MATERIALS SHALL REMAIN THE PROPERTY OF THE CITY ENGINEER.
5. STREETS, SIDEWALKS AND ADJACENT PROPERTIES SHALL BE PROTECTED THROUGHOUT THE WORK AS REQUIRED BY LOCAL CODES AND REGULATIONS AND APPROVED BY THE OWNER.
6. ALL MATERIAL SPECIFIED TO BE REMOVED SHALL BE DISPOSED OF OFF-SITE PER LOCAL CODES AND REGULATIONS. CONTRACTOR SHALL COORDINATE METHOD OF DISPOSAL WITH CITY ENGINEER PRIOR TO COMMENCEMENT OF WORK.
7. MATERIALS TO BE REUSED OR SALVAGED SHALL BE STORED IN AN AREA DESIGNATED BY THE OWNERS REPRESENTATIVE FOR THAT PURPOSE. ALL SALVAGED MATERIALS SHALL REMAIN THE PROPERTY OF THE OWNER.
8. DURING DEMOLITION OPERATIONS EVERY EFFORT SHALL BE MADE TO CONTROL DUST, PER CITY REQUIREMENTS.
9. TREES AND SHRUBS TO BE REMOVED WITHIN THE LIMITS OF WORK SHALL BE CLEARLY IDENTIFIED WITH BRIGHTLY COLORED RIBBON.
10. GRUBBING SHALL INCLUDE ALL WEEDS, SHRUBS, STUMPS AND ROOT SYSTEMS OF REMOVED PLANT MATERIAL, IRRIGATION PIPING AND ANY OTHER IRRIGATION MATERIALS WITHIN THE LIMITS OF DEMOLITION. GRUBBING SHALL BE TO THE DEPTHS BELOW PROPOSED IMPROVEMENTS INDICATED AS FOLLOWS: CONCRETE PAVING AND WALKWAYS-TOTAL DEPTH OF PAVING AND SUB-BASE: ASPHALT PAVING-TOTAL DEPTH OF PAVING AND SUB-BASE: LAWN AND OTHER PLANTINGS AREAS-REMOVE DEPTH REQUIRED OF STUMPS AND ROOTS OVER TWO (2) INCHES IN DIAMETER AND TURF.
11. PROTECT EXISTING TREES TO REMAIN PER TYPICAL TREE PROTECTION DETAIL.
12. STOCKPILED TOPSOIL SHALL BE STORED ON SITE AND REMAIN PROTECTED FROM CONTAMINATION PRIOR TO REDISTRIBUTION.
13. SAWCUT AND REMOVE EXISTING ASPHALT AS REQUIRED TO INSTALL NEW SITE IMPROVEMENTS AND ADJUST GRADES WITHIN CITY STREETS. ALL WORK WITHIN CITY RIGHT OF WAY SHALL MEET CITY STANDARDS AND SPECIFICATIONS.
14. ARRANGE FOR APPLICABLE UTILITY COMPANY TO RELOCATE EXISTING CABLES, WIRES, PHONE LINES, ETC. ALONG WITH EDISON POWER LINES AS REQUIRED.
15. CONTRACTOR SHALL SECURE AND PAY FOR ALL APPLICABLE PERMITS AND FEES NECESSARY FOR THE COMPLETE CONSTRUCTION OF THE PROJECT.

GRADING NOTES:

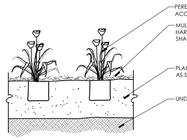
1. IT SHALL BE THE CONTRACTOR'S RESPONSIBILITY TO VERIFY ALL EXISTING SURVEY INFORMATION INCLUDING THE UTILITY SYSTEMS BEFORE ANY DEMOLITION OR CONSTRUCTION WORK OCCURS. ANY DISCREPANCIES WITH THE SURVEY INFORMATION SHALL BE REPORTED TO THE ARCHITECT AND OWNER'S REPRESENTATIVE IMMEDIATELY.
2. CONTRACTOR SHALL BE RESPONSIBLE FOR MAKING HIMSELF FAMILIAR WITH ALL UNDERGROUND UTILITIES, PIPES AND STRUCTURES. CONTRACTOR SHALL TAKE SOLE RESPONSIBILITY FOR COST INCURRED DUE TO DAMAGE AND REPLACEMENT OF SAID UTILITIES.
3. CONTRACTOR SHALL NOT WILLFULLY PROCEED WITH CONSTRUCTION AS DESIGNED WHEN IT IS OBVIOUS THAT UNKNOWN OBSTRUCTIONS AND / OR GRADE DIFFERENCES EXIST THAT MAY NOT HAVE BEEN KNOWN DURING THE DESIGN. SUCH CONDITIONS SHALL BE IMMEDIATELY BROUGHT TO THE ATTENTION OF THE CITY ENGINEER. THE CONTRACTOR SHALL ASSUME FULL RESPONSIBILITY FOR ALL NECESSARY REVISIONS DUE TO LACK OF SUCH NOTIFICATION.
4. CONTRACTOR SHALL BE RESPONSIBLE FOR ANY COORDINATION WITH SUBCONTRACTORS AS REQUIRED TO ACCOMPLISH OPERATIONS.
5. CONTRACTOR IS RESPONSIBLE FOR REPLACEMENT OF ANY EXISTING MATERIALS THAT ARE DAMAGED DURING CONSTRUCTION.
6. NO CHANGE IN CONTRACT PRICE WILL BE ALLOWED FOR ACTUAL OR CLAIMED BETWEEN EXISTING GRADE AND THOSE SHOWN ON PLANS AFTER CONTRACTOR HAS ACCEPTED EXISTING GRADES AND MOVED ON TO THE SITE.
7. ALL PROPOSED GRADES ARE TO MEET AND BLEND IN WITH THE EXISTING GRADE AT PROJECT LIMIT. PRECISE ELEVATIONS INDICATED ON THE PLANS TO BE VERIFIED IN FIELD TO AS-BUILT CONDITION.
8. ALL GRADING AND PLACEMENT OF DRAINAGE STRUCTURES TO BE SUPERVISED IN THE FIELD BY THE OWNER'S REPRESENTATIVE.
9. INSTALL 4" DEPTH TOPSOIL OVER ALL DISTURBED LAWN AREAS.
10. SEED ALL PROPOSED OR DISTURBED LAWN AREAS.

CONSTRUCTION NOTES:

1. IT SHALL BE THE CONTRACTOR'S RESPONSIBILITY TO VERIFY ALL EXISTING SURVEY INFORMATION INCLUDING THE UTILITY SYSTEMS BEFORE ANY DEMOLITION OR CONSTRUCTION WORK OCCURS. ANY DISCREPANCIES WITH THE SURVEY INFORMATION SHALL BE REPORTED TO THE ARCHITECT AND OWNER'S REPRESENTATIVE IMMEDIATELY.
2. CONTRACTOR SHALL BE RESPONSIBLE FOR MAKING HIMSELF FAMILIAR WITH ALL UNDERGROUND UTILITIES, PIPES AND STRUCTURES. CONTRACTOR SHALL TAKE SOLE RESPONSIBILITY FOR COST INCURRED DUE TO DAMAGE AND REPLACEMENT OF SAID UTILITIES.
3. CONTRACTOR SHALL NOT WILLFULLY PROCEED WITH CONSTRUCTION AS DESIGNED WHEN IT IS OBVIOUS THAT UNKNOWN OBSTRUCTIONS AND / OR GRADE DIFFERENCES EXIST THAT MAY NOT HAVE BEEN KNOWN DURING THE DESIGN. SUCH CONDITIONS SHALL BE IMMEDIATELY BROUGHT TO THE ATTENTION OF THE CITY ENGINEER. THE CONTRACTOR SHALL ASSUME FULL RESPONSIBILITY FOR ALL NECESSARY REVISIONS DUE TO LACK OF SUCH NOTIFICATION.
4. CONTRACTOR SHALL BE RESPONSIBLE FOR ANY COORDINATION WITH SUBCONTRACTORS AS REQUIRED TO ACCOMPLISH OPERATIONS.
5. CONTRACTOR IS RESPONSIBLE FOR REPLACEMENT OF ANY EXISTING MATERIALS THAT ARE DAMAGED DURING CONSTRUCTION.
6. SEE SPECIFICATIONS FOR CONSTRUCTION REQUIREMENTS, MATERIALS, AND EXECUTION.
7. ALL PROPERTY LINES AND LOT LINES SHALL BE VERIFIED PRIOR TO COMMENCING WORK.
8. CONTRACTOR SHALL SUBMIT ALL SAMPLES PER SPECIFICATIONS. ALL SAMPLES SHALL BE APPROVED BY THE ARCHITECT OR OWNER'S REPRESENTATIVE PRIOR TO CONSTRUCTION.
9. DIMENSIONAL FLEXIBILITY SHALL BE WITHIN PLANT BEDS ONLY.
10. CONTRACTOR SHALL COORDINATE ALL SITE LAYOUT WITH THE LANDSCAPE ARCHITECT AND REPORT ANY DIMENSIONAL DISCREPANCIES PRIOR TO CONSTRUCTION.
11. HANDICAPPED RAMPS SHALL MEET ALL CURRENT BARRIER FREE DESIGN CODES.

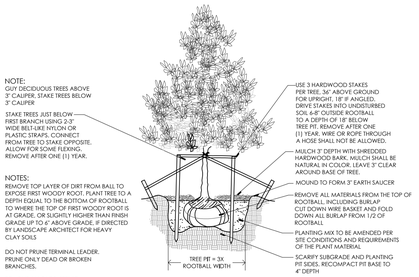
PLANTING NOTES:

1. THE CONTRACTOR SHALL VERIFY ALL RIGHTS OF WAY, EASEMENTS, PROPERTY LINES AND LIMITS OF WORK, ETC. PRIOR TO COMMENCING WORK.
2. THE CONTRACTOR SHALL BE RESPONSIBLE FOR CONTACTING AND COORDINATING WITH ALL PERTINENT UTILITY COMPANIES 72 HOURS IN ADVANCE OF ANY DIGGING TO MAKE HIMSELF FAMILIAR WITH ALL UNDERGROUND UTILITIES, PIPES AND STRUCTURES. THE CONTRACTOR SHALL TAKE SOLE RESPONSIBILITY FOR ANY COST INCURRED DUE TO DAMAGE OF SAID UTILITIES.
3. THE CONTRACTOR SHALL NOT WILLFULLY PROCEED WITH CONSTRUCTION AS DESIGNED WHEN IT IS OBVIOUS THAT UNKNOWN OBSTRUCTIONS AND/OR GRADE DIFFERENCES EXIST. SUCH CONDITIONS SHALL BE IMMEDIATELY BROUGHT TO THE ATTENTION OF THE OWNER'S REPRESENTATIVE AND/OR LANDSCAPE ARCHITECT. THE CONTRACTOR SHALL ASSUME FULL RESPONSIBILITY FOR ALL NECESSARY REVISIONS DUE TO FAILURE TO GIVE SUCH NOTIFICATION.
4. ANY DISCREPANCIES BETWEEN DIMENSIONED LAYOUT AND ACTUAL FIELD CONDITIONS SHALL BE REPORTED TO THE OWNER'S REPRESENTATIVE AND LANDSCAPE ARCHITECT. FAILURE TO MAKE SUCH DISCREPANCIES KNOWN WILL RESULT IN CONTRACTOR'S RESPONSIBILITY AND LIABILITY FOR ANY CHANGES AND ASSOCIATED COST.
5. THE CONTRACTOR SHALL BE RESPONSIBLE FOR ANY COORDINATION WITH SUBCONTRACTORS AS REQUIRED TO ACCOMPLISH CONSTRUCTION INSTALLATION OPERATIONS.
6. THE CONTRACTOR SHALL PROVIDE AND MAINTAIN POSITIVE SURFACE DRAINAGE. ANY DISCREPANCIES SHALL BE BROUGHT TO THE ATTENTION OF THE LANDSCAPE ARCHITECT, AND OR OWNER'S REPRESENTATIVE.
7. THE CONTRACTOR SHALL BE RESPONSIBLE FOR ANY EXISTING MATERIALS THAT ARE DAMAGED DURING CONSTRUCTION.
8. SEE SPECIFICATIONS, PLANT LIST AND PLANTING DETAILS FOR PLANTING REQUIREMENTS, MATERIALS AND EXECUTION.
9. ALL TREES TO HAVE CLAY LOAM OR CLAY BALLS - TREES WITH SAND BALLS SHALL NOT BE ACCEPTED.
10. ALL TREES TO BE APPROVED BY OWNER'S REPRESENTATIVE AND/OR LANDSCAPE ARCHITECT PRIOR TO DELIVERY TO THE SITE. ANY TREES DELIVERED TO THE SITE NOT PREVIOUSLY APPROVED MAY BE REJECTED AND ARE THE SOLE RESPONSIBILITY OF THE CONTRACTOR.
11. FINAL LOCATION OF ALL PLANT MATERIAL SHALL BE SUBJECT TO THE APPROVAL OF THE LANDSCAPE ARCHITECT.
12. THE CONTRACTOR TO VERIFY PERCOLATION OF ALL PLANTING PITS PRIOR TO INSTALLATION OF PLANT MATERIAL.
13. THE CONTRACTOR SHALL PLACE 3" DEPTH OF SHREDDED BARK MULCH IN ALL PLANTING BEDS, UNLESS OTHERWISE INDICATED.



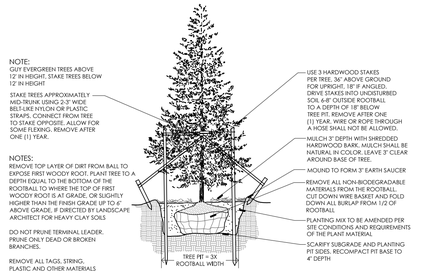
PERENNIAL PLANTING DETAIL

NTS



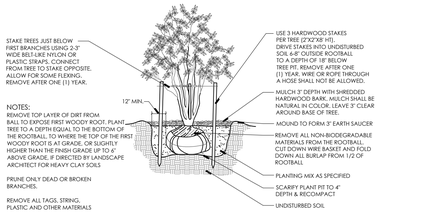
DECIDUOUS TREE PLANTING DETAIL

NTS



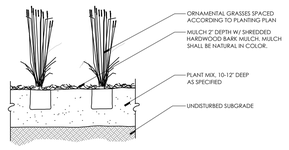
EVERGREEN TREE PLANTING DETAIL

NTS



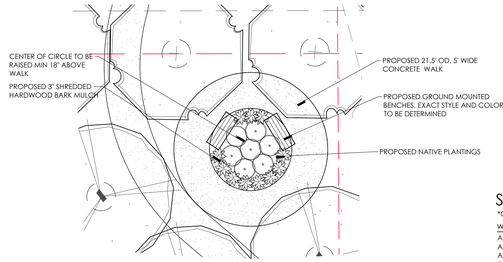
MULTI-STEM TREE PLANTING DETAIL

NTS



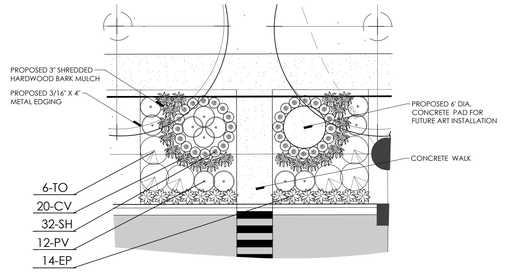
ORNAMENTAL GRASS PLANTING DETAIL

NTS



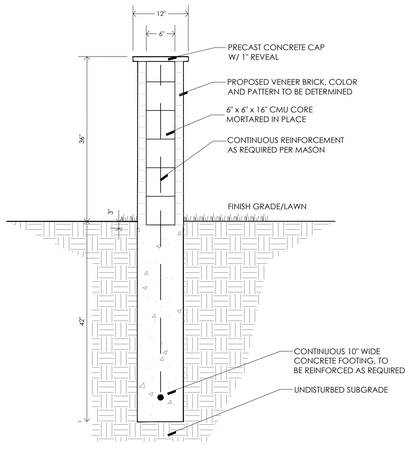
POCKET PARK DETAIL

SCALE: 1" = 10'-0"



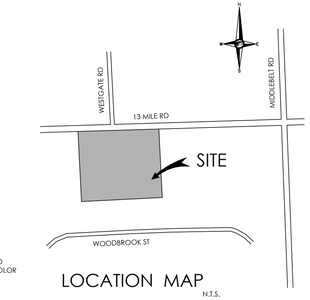
ART INSTALLATION DETAIL

SCALE: 1" = 10'-0"



36" HT. BRICK WALL DETAIL

NTS



LOCATION MAP

N.T.S.

SHORT WOODLAND SEED MIX

*CONTAINS 60% GRASSES, 40% WILDFLOWERS

WILDFLOWERS

ACHILLEA MILLEFOLIUM	YARROW
ALLIUM CERNUUM	NODDING WILD ONIN
ANEMONE VIRGINIANA	TALL THIMBLEWEED
AQUILEGIA CANADENSIS	WILD COLUMBINE
ASCLEPIAS TUBEROSA	BUTTERFLY WEED
ECHINACEA PURPUREA	PURPLE CONEFLOWER
MONARDA FISTULOSA	WILD BERGAMOT
PENESTEMON DIGITALIS	FOXGLOVE BEARD-TONGUE
PENESTEMON HIRSUTUS	HAIRY BEARD-TONGUE
RUDBECKIA HIRTA	BLACK-EYED SUSAN
RUDBECKIA TRILOBA	THREE-LOBED CONEFLOWER
SYMPHYOTRICHUM LAEVE	SMOOTH ASTER
SYMPHYOTRICHUM OOLENTANGLENSIS	PRAIRIE HEART-LEAVED ASTER
SYMPHYOTRICHUM PILOSUM	HAIRY ASTER
THALICTRUM DIOICUM	EARLY RUE MEADOW
ZIZEA AUREA	GOLDEN ALEXANDERS

GRASSES

BOUTELOUA CURTIPEDULA	SIDE-OATS GRAMA
ELYMUS HYSTRIX	BOTTLEBRUSH GRASS
KOELERIA MACRANTHA	JUNE GRASS
SCHIZACHYRIUM SCOPARIUS	LITTLE BLUESTEM

RECOMMENDED SEEDING RATES

BARE GROUND: 10 LBS/ACRE
HIGH PROFILE AREAS: 15-20 LBS/ACRE
SLOPE AND EROSION CONTROL: 25 LBS/ACRE

SEED MIX AVAILABLE

MICHIGAN WILDFLOWER FARM
11770 CULTER ROAD
PORTLAND, MI 48875
T: 517-647-6010

SEDGE MEADOW SEED MIX

*CONTAINS 14 NATIVE GRASSES AND 27 SHRUBS/FORBS

NATIVE GRASSES	SHRUBS/FORBS
BLUEJOINT GRASS	COMMON WATER PLANTAIN
BRISTLY SEDGE	GREAT ANGELICA
CRESTED OVAL SEDGE	NODDING BUR MARIGOLD
BRISTLY CATTAIL SDGE	FALSE NETTLE
COMMON HOP SEDGE	TALL COREOPSIS
BOTTLEBRUSH SEDGE	FLAT-TOP ASTER
COMMON FOX SEDGE	COMMON BONESET
COMMON TUSSOCK SEDGE	SPOTTED JOE-PYE WEED
BROWN FOX SEDGE	SNEEZEWEED
VIRGINIA WILD RYE	SMOOTH ROSE MALLOW
FOWL MANNA GRASS	BLUE FLAG
COMMON RUSH	MARSH BLAZING STAR
RICE CUT GRASS	CARDINAL FLOWER
DARK GREEN RUSH	GREAT BLUE LOBELIA
WOOL GRASS	COMMON WATER HOREHOUND
RED BULRUSH	DITCH STONECROP
GREAT BULRUSH	OBEDIENT PLANT
PRAIRIE CORD GRASS	PINKWEED SPECIES
	COMMON MOUNTAIN MINT
TEMPORARY GRASSES	COMMON ARROWHEAD
COMMON OAT	WILD SENNA
	CUP PLANT
	COMMON BUR REED
	NEW ENGLAND ASTER
	BRISTLY ASTER
	PURPLE MEADOW RUE
	BLUE VERVAIN
	COMMON IRONWEED
	GOLDEN ALEXANDERS

RECOMMENDED SEEDING RATE: 40 LBS/ACRE

SEED MIX AVAILABLE:
CARDINO NATIVE PLANT NURSERY
T 574-586-2412

IRRIGATION NOTE:

ALL LANDSCAPE AREAS, INCLUDING THOSE WITHIN THE R.O.W. SHALL BE IRRIGATED WITH AN AUTOMATIC UNDERGROUND IRRIGATION SYSTEM. THE SYSTEM SHALL OPERATE IN COMPLIANCE WITH LOCAL STANDARDS AND SEASONAL RESTRICTIONS. SEPARATE ZONES SHALL BE PROVIDED FOR LAWN AREAS AND PLANTING BEDS. IRRIGATION SHALL BE DESIGNED IN THE THE MOST EFFICIENT MANNER NECESSARY TO FULLY IRRIGATE ALL PLANTING AREAS.

GENERAL SEED NOTE:

ALL LAWN AREAS DESIGNATED TO BE SEEDED, SHALL BE HYDRO-SEEDED WITH SPECIFIED BLENDS, AND STABILIZED WITH WOOD CELLULOSE FIBER MULCH (2,000 LBS PER ACRE) . IN AREAS SUBJECT TO EROSION, SEEDED LAWN SHALL BE FURTHER STABILIZED WHERE NECESSARY WITH BIODEGRADABLE EROSION BLANKET AND STAKED UNTIL ESTABLISHED. ALL SEED SHALL BE APPLIED OVER A MINIMUM 3" PREPARED TOPSOIL, AND SHALL BE KEPT MOIST AND WATERED DAILY UNTIL ESTABLISHED.
SEEDING INSTALLATION SHALL OCCUR ONLY:
SPRING: APRIL1 TO JUNE1
FALL: AUGUST 15 TO OCTOBER 15

TYPICAL SEEDED LAWN MIX:

ALL LAWN AREAS DESIGNATED TO BE SEEDED, SHALL BE HYDROSEEDED WITH TYPICAL DROUGHT TOLERANT, DURABLE BLENDED SEED MIX, AT A RATE OF 220 LBS PER ACRE
MIX IS COMPRISED OF
- 30% NITE HAWK PERENNIAL RYE
- 30% KENTUCKY BLUEGRASS
- 20% CREEPING RED FESCUE
- 10% MERIT KENTUCKY BLUEGRASS
- 10% NEWPORT KENTUCKY BLUEGRASS

NF ENGINEERS
CIVIL ENGINEERS
LAND SURVEYORS
LAND PLANNERS

NOWAK & FRAUS ENGINEERS
46777 WOODWARD AVE.
PONTIAC, MI 48342-5032
TEL. (248) 332-7931
FAX. (248) 332-8257

SEAL

PROJECT
The Tabernacle/Mulberry Park Townhouses

CLIENT
Shafer Development
31400 Northwestern Hwy
Suite H
Farmington Hills, MI 48334
Contact:
Steve Shafer
Phone: (248) 613-6262

PROJECT LOCATION
Part of the NE 1/4 of Section 11
T.1N, R.9E
City of Farmington Hills, Oakland County, Michigan

SHEET
Landscape Notes and Details

Know what's below Call before you dig.

REVISIONS
2024-08-16 ISSUED FOR SITE PLAN REVIEW
2024-09-18 ISSUED FOR SITE PLAN REVIEW
2024-10-23 REVISED PER P.C.
2025-02-20 REVISED PER CLIENT
2025-03-10 REVISED PER CLIENT
2025-03-17 REVISED PER CLIENT
2025-06-27 REVISED PER CLIENT

DRAWN BY: G. Ostrowski
DESIGNED BY: G. Ostrowski
APPROVED BY: G. Ostrowski
DATE: 08/09/2024
SCALE: 1" = VARIES'

NFE JOB NO. N423-03
SHEET NO. L5

W:\CAD\N-2000 Files\N000 FILES\N423\Officer\Landscape\N423-02_L5.dwg, 6/27/2025 10:55:56 AM

July 22, 2025

Farmington Hills Planning Commission
31555 W 11 Mile Rd
Farmington Hills, MI 48336

Received August 7, 2025

PUD Review

Case:	PUD 2, 2024/56-8-2024
Site:	29845, 29905, 29915, 30005, 30115 W 13 Mile (Parcel IDs 22-23-11-201-001, -002, -004, -005, -006, -020, -021)
Applicant:	Schafer Development, LLC
Application Date:	Plans revised 7/15/25
Zoning:	RA-1 One Family Residential District (20,000 square feet)

We have completed a review of the application for final PUD approval referenced above and a summary of our findings is below. Items in **bold** require specific action by the Applicant. Items in *italics* can be addressed administratively. Highlighted text is changed from the last review.

SUMMARY OF FINDINGS

Existing Conditions

1. **Zoning.** The site is currently zoned RA-1.
2. **Existing site.** The site is 12.04 acres over seven parcels and there are three houses present. The site has no wetlands or other notable natural features apart from trees, which are especially dense in the southern portion of the property.
3. **Adjacent Properties.**

Direction	Zoning	Land Use
North	RA-1	Single family homes
RA-1	RA-1	Single family homes
South	RA-1	Single family homes
West	RC-1	Baptist Manor

4. **Site configuration and access.** The site is proposed to be accessed from two driveways to 13 Mile Rd.

Project Summary

The applicant proposes a two-fold development under two names: The Tabernacle (6.06 acres) and Mulberry Park (5.98 acres).

The Tabernacle consists of nine buildings with a total of ~~33~~ 31 units of single-story attached ranch homes. The community will be a 55+, age-restricted neighborhood and an extension of Baptist Manor to the west, which will manage the development. This corresponds to the four westernmost existing parcels.

Mulberry Park consists of nine buildings with ~~34~~ 32 units of attached, two-story, 3-bedroom townhouses. These townhouses are for sale and the development will be managed by a property association. This corresponds to the three easternmost existing parcels.

Buildings in both developments are oriented toward a shared ring road with garages and driveways on the front façade. Structures are buffered from neighboring developments by a minimum 83.4-foot setback along the southern border, with a 67-foot greenbelt along 13 Mile Road.

PUD Qualification

At its meeting on April 18, 2024, the Planning Commission granted preliminary PUD qualification to this application with the following motion:

> MOTION by Brickner, support by Aspinall, to make a preliminary finding that PUD 1, 2024, dated March 19th, 2024, submitted by Schafer Development LLC, qualifies for the Planned City of Farmington Hills Approved 05-16-2024 Planning Commission Meeting April 18, 2024 Page 13 Unit Development Option under Section 34-3.20.2.A through D. of the Zoning Chapter. It is further determined that the proposal meets at least one of the objectives as outlined in Section 34-3.20.2.E.i. through viii. and that it be made clear to the applicant that final granting of the PUD plan and contract requires approval by City Council, after recommendation by the Planning Commission, with the following finding and condition:

1. The proposed plan preliminarily meets the following qualification standards of Section 34- 3-20-2.E.i through viii.: Standards i, iii, vii, viii
2. The applicant shall include as part of their plans all the recommendations from the Giffels Webster review memorandum dated April 11, 2024.

Motion passed unanimously by voice vote.

This determination was made based upon the following:

Criteria for qualifications. In order for a zoning lot to qualify for the Planned Unit Development option, the zoning lot shall either be located within an overlay district or other area designated in this chapter as qualifying for the PUD option, or it must be demonstrated that all of the following criteria will be met as to the zoning lot:

A. The PUD option may be effectuated in any zoning district.
B. The use of this option shall not be for the sole purpose of avoiding the applicable zoning requirements. Any permission given for any activity or building or use not normally permitted shall result in an improvement to the public health, safety and welfare in the area affected.
The proposed use—townhouses—is not permitted in the RA-1 district. However, this proposed use may be considered as a deviation from the ordinance as a part of the PUD. Density is consistent with the RC-1 district.

C. The PUD shall not be utilized in situations where the same land use objectives can be accomplished by the application of conventional zoning provisions or standards. Problems or constraints presented by applicable zoning provisions shall be identified in the PUD application. Asserted financial problems shall be substantiated with appraisals of the property as currently regulated and as proposed to be regulated.
The applicant is proposing density consistent with the RC-1 district. The Planning Commission should note that the site was carried forward from the 2009 Master Plan as a "special residential planning area." During the current planning process, it has been recognized that the thoroughfare frontage of the 13 Mile corridor, particularly between Orchard Lake and Middlebelt Roads, is less desirable for single-family residential lots. A flexible residential designation has been applied to the draft future land use map.

D. The Planned Unit Development option may be effectuated only when the proposed land use will not materially add service and facility loads beyond those contemplated in the Future Land Use Plan unless the proponent can demonstrate to the sole satisfaction of the city that such added loads will be accommodated or mitigated by the proponent as part of the Planned Unit Development.
The number of attached units proposed on the site clearly exceeds the number of single-family units that could be built under RA-1 zoning (~~76~~ 69 versus 26). The applicant should provide a traffic study to compare the likely traffic volume from this development to potential commercial development on the site. The complex would utilize two access points to 13 Mile Rd.

E. The Planned Unit Development must meet, as a minimum, one of the following objectives of the city. The applicant has provided responses to five of the PUD objectives.

i. **To permanently preserve open space or natural features because of their exceptional characteristics or because they can provide a permanent transition or buffer between land uses.**
The applicant notes that the attached concept plans include a substantial buffer to the neighboring subdivision. Rear yard buffers on the concept plan are generally 83 feet or greater.

ii. To permanently establish land use patterns which are compatible or which will protect existing or planned uses.

iii. To accept dedication or set aside open space areas in perpetuity.
The applicant proposes that the buffer area along the southern property line will be dedicated as an open space preservation area in perpetuity.

iv. To provide alternative uses for parcels which can provide transition buffers to residential areas.

v. To guarantee the provision of a public improvement which could not otherwise be required that would further the public health, safety, or welfare, protect existing or future uses from the impact of a proposed use, or alleviate an existing or potential problem relating to public facilities.

vi. To promote the goals and objectives of the Master Plan for Land Use.
The applicant provided responses citing the Master Plan. However, the goals and policies listed in the Applicant's response were specific to the West Side of Orchard Lake and South of Thirteen Mile Study Area, which does not contain the subject site.

vii. **To foster the aesthetic appearance of the city through quality building design and site development, the provision of trees and landscaping beyond minimum requirements; the preservation of unique and/or historic sites or structures; and the provision of open space or other desirable features of a site beyond minimum requirements.**
The applicant's response cites the southern perimeter setback for the provision of open space. In addition, the application notes the PUD will result in a unique townhouse development capable of producing an attractive for-sale community.

viii. To bring about redevelopment of sites where an orderly change of use is determined to be desirable.
The applicant's narrative also addresses this criterion.

Though only one objective must be met by the plan, the applicant's narrative addressed objectives i, iii, vi, vii, and viii. ***The PC found that the plan preliminarily met objectives i, iii, vii, and viii.***

F. The PUD shall not be allowed solely as a means of increasing density or as a substitute for a variance request; such objectives should be pursued through the normal zoning process by requesting a zoning change or variance.
An increase in density over current zoning is sought by the applicant. Given that the proposed use is not permitted in the underlying district, it appears that the request is not made solely to avoid a variance.

Final Determination

Per Section 34-3.20.5.B, the following must be submitted when seeking final determination of PUD qualification:

a. A boundary survey of the exact acreage being requested done by a registered land surveyor or civil engineer (scale not smaller than one inch equals one hundred (100) feet).	√
b. A topographic map of the entire area at a contour interval of not more than two (2) feet. This map shall indicate all major stands of trees, bodies of water, wetlands and unbuildable areas (scale: not smaller than one inch equals one hundred (100) feet).	√
c. A proposed land use plan indicating the following at a scale no smaller than one inch equals one hundred (100) feet (1" = 100'):	√
(1) Land use areas represented by the zoning districts enumerated in Section 34-3.1.1 through Section 34-3.1.30 of this chapter.	*
(2) Vehicular circulation including major drives and location of vehicular access. Preliminary proposals as to cross sections and as to public or private streets shall be made.	√
(3) Transition treatment, including minimum building setbacks to land adjoining the PUD and between different land use areas within the PUD.	√
(4) The general location of nonresidential buildings and parking areas, estimated floor areas, building coverage and number of stories or height.	**
(5) The general location of residential unit types and densities and lot sizes by area.	√
(6) A tree location survey as set forth in Section 34-5.18, Tree Protection, Removal and Replacement.	√
(7) The location of all wetlands, water and watercourses and proposed water detention areas.	√
(8) The boundaries of open space areas that are to be preserved and reserved and an indication of the proposed ownership thereof.	√

(9) A schematic landscape treatment plan for open space areas, streets and border/transition areas to adjoining properties.	√
d. A preliminary grading plan, indicating the extent of grading and delineating any areas which are not to be graded or disturbed.	√
e. An indication of the contemplated water distribution, storm and sanitary sewer plan.	√
f. A written statement explaining in detail the full intent of the applicant, indicating the type of dwelling units or uses contemplated and resultant population, floor area, parking and supporting documentation, including the intended schedule of development.	√

***Land use is all attached single family; plan shows split between managed 55+ housing and for-sale unrestricted housing.**
****The plan does not include non-residential buildings.**

Site Plan Review (56-8-2024):

1. **Summary of Proposed Use.** The plan is presented as two site plans, both falling under the same PUD. The plan proposes ~~65~~ 63 total units in ~~16~~ 17 buildings; ~~34~~ 32 townhome units in the Mulberry Park portion are proposed to be for-sale units, each including three bedrooms; the 31 ranch units in the Tabernacle portion are 55+. In Mulberry Park, all units in Buildings 1, 2, 3, and 4 are ranch units, while buildings 5, 6, 7, and 8 are two stories. Access to the site would be via one driveway from 13 Mile, and a connection to Baptist Manor to the west.

2. **Density.** The parcel is 524,462.4 square feet. Density is determined by the number of rooms. To determine the number of rooms, the following standard (Section 34-3.5.2.F.) is applied:

   Two-bedroom unit: 3 rooms

   Three-bedroom unit: 4 rooms

   The applicant proposes ~~65~~ 63 total units, including ~~34~~ 32 three-bedroom units (~~136~~ 128 rooms) and 31 two-bedroom ranch units (93 rooms). The following densities are permitted under conventional zoning:

District	Lot Area/sq ft	Rooms permitted
RC-1	1,900	276 rooms
RC-2	1,400	374 rooms
RC-3	1,050	499 rooms

   Across the two portions of the PUD, ~~229~~ 221 rooms are proposed, which is in line with the RC-1 district.

   Taken individually, the 6.06 acres of the Tabernacle portion permits 138 rooms in RC-1, and 93 are provided. The 5.98 acres of the Mulberry Park portion permits 137 rooms in RC-1, and ~~136~~ 128 are provided; this number is in line with the permitted RC-1 density.

3. **Master Plan.** The master plan's Future Land Use map designates this site as Flex Residential, and it is part of a Residential Special Planning Area, titled 13 Mile Road Near Middlebelt in the 2024 Master Plan. This area covers several additional lots in that plan, and was identified as an area with the potential to be aggregated and redeveloped with a single access point off 13 Mile Rd.

Flex Residential Description
"The Flex Residential category is intended to acknowledge the challenging nature of redevelopment on the designated land and allow for a variety of approaches to future residential projects. Such approaches may include clustering of detached or attached units, constructing units in a townhome, rowhouse, or cottage court format, duplexes, triplexes, or quadplexes in either side-by-side or stacked arrangements, with a height of one to three stories. In all cases, density beyond that permitted in the current zoning district should be tied to the provision of preserved open space, and especially natural buffers to adjacent, established neighborhoods. For more detail on the sites in the City that are identified for this category, see Special Residential Planning Areas in the following chapter."

2024 Master Plan Recommendations for This Area
"The Flex Residential future land use category has been applied to this planning area. Redevelopment could occur in a variety of formats, from small detached units to attached units built as townhomes, small multiplex buildings, or a mix of multiple styles. This category recommends clustering of units. Where a portion of the site is developed, planning for cross-connections to future redevelopment should be integrate into site design. Increases in density should be tied to deep buffering from the neighborhood to the south, including preservation of the natural vegetation to the greatest extent possible."

4. **Dimensional Standards of the RA-1 district (34-3.1.4.E).** The applicant has not specified any requested relief from the dimensional standards of the RA-1 district.

Standard	RA-1 Requirement	Proposed (Overall)	Proposed (Tabernacle)	Proposed (Mulberry Park)
Lot Size	20,000 sq ft	12.04 acres	6.06 acres	5.98 acres
Lot width	100 ft	Over 1,000 feet	509.89	508.61
Lot coverage	25%	19%		
Front setback	40 ft	67 ft	67.05 ft	67 ft
Rear setback	35 ft	74 ft / 66 ft to decks	83.41 ft/73.39 ft to patio decks	74 ft/66 ft to patio decks
Side setback (east)	10 ft/25 total of two	165.84 ft	To Mulberry Park	165.84 ft
Side setback (west)	10 ft/25 total of two	10.79 ft	10.79 ft	To Tabernacle
Building height	Max. 30 ft	27 ft; two stories max	20 ft; one story max	27 ft; two stories max

Note: the internal setbacks between buildings along the southern edge of the Mulberry Park side of the development have been increased from 20 feet to 25 feet.

5. **Parking.** The applicant has proposed parking consistent with the requirements for 3-bedroom multi-family units.

Standard	Required Parking	Proposed
Two BR Unit or Three BR Unit	2 spaces/unit	Mulberry: Each proposed 3BR townhouse unit includes a two-car garage and driveway (20-22 ft)

		Tabernacle: Each proposed 2BR townhouse has a one-car garage and 22-foot driveway

6. **Circulation.** Vehicular circulation is via a ring road through both portions of the PUD, with outlets to 13 Mile Road and Baptist Manor. There is a pedestrian pathway through the center of the PUD, along the boundary between the two portions, and this connects to the public sidewalk, the plans have been revised to show sidewalk circulation throughout the site, with two small seating areas. Fire and Engineering would like to see a stub connection to the east, but the applicant has stated that this is not practical. The updated narrative letter from the applicant also notes that the 13 Mile frontage will include a space for public art, and a pad for this installation is now shown where the internal sidewalk meets the public sidewalk.
7. **Open Space.** All areas outside the walls of the units are held in common in both portions. As noted in the project summary, Tabernacle will be managed by Baptist Manor, and Mulberry Park will be managed by an association of the units' owners. Each portion includes a small pocket park; the retention basin is on the Mulberry Park portion.
8. **Rooftop Screening (34-5.17).** Rooftop equipment does not appear to be proposed. Units placed on the ground may require screening.
9. **Waste Management.** The plan does not show dumpster enclosures on either portion of the PUD; the applicant notes that curbside pickup is planned.
10. **Lighting.** The only lighting proposed on the site is from standard residential wall sconces directed toward the ring road. These appear to have frosted glass preventing direct viewing of the source of illumination. The photometric plan indicates that lighting is concentrated in front of the units and the common areas around the site's perimeter are not lit.
11. **Landscaping (34-5.14) and Screening (34-5.14)**. The majority of preserved trees are located along the road frontage and the southern property line; in both cases, the number preserved is adequate to meet the buffer tree requirements on the ordinance. A meandering 3-foot brick wall is proposed along the road frontage on both portions of the PUD. Arborvitae are provided in rows along the eastern property line in addition to the required trees.

Item	Required			Proposed/Comments
Landscape plan informational requirements (34-5.14.3)	To be prepared, signed, and sealed by a sealed landscape architect The spacing and root type of all proposed trees.			*Compliant*
Minimum size and spacing requirements (34-5.14.F)	**Size**	**Center to center distance (max)**		
	(Height/width)	**groupings**	**rows**	
• Evergreen Trees	8 ft. height	20 ft.	12 ft.	*Compliant*
• Narrow Evergreen Trees	5 ft. height	10 ft.	5 ft.	*Compliant*
• Large Shrubs	30 in. height	10 ft.	5 ft.	*N/A*
• Small Shrubs	24 in. width	4 ft.	4 ft.	*N/A*
• Large Deciduous	3 in. caliper	30 ft.	-	*Compliant*

• Small deciduous trees	2 in. caliper	15 ft.	-	*Compliant*
• Hedge shrubs	24 in. height	3 ft.	3 ft.	*N/A*
Canopy Trees (34-5.14.4)	One such tree shall be provided for each two thousand eight hundred (2,800) square feet of the paved surface area on the zoning lot			*This plan does not have a parking lot, which this standard is generally applied to.*
Parking lot screening from public thoroughfare (34-5.14.5)	A planted hedge of small shrubs, or A masonry wall or berm of 2 feet high			*No parking lot proposed, but 3' fence is proposed between ring drive and right-of-way, in addition to numerous existing and replacement trees.*
Buffer area from RA District (34-5.14.6)	Required along east and south property lines			*Preserved trees along the southern property line are adequate to meet the buffer tree requirement; a large portion of the required replacement trees are also placed in the buffer area and along the eastern property line to provide screening.*

No wall or berm is required given the absence of a parking lot; the plan does not provide any fences or walls in addition to the dense vegetative screening; **City Council may discuss whether this plan, as a PUD, warrants any additional screening.**

12. **Tree Removal**. A tree removal and replacement plan was provided. It provides calculations for Tabernacle and Mulberry Park separately. This plan was adjusted from the last submission. The middle column below shows the applicant's numbers, with our observations in the right column. **We find that the replacement calculations do not accurately reflect the trees listed to be removed. This will require verification.**

Tabernacle		
Standard	**Shown in Table**	**Notes**
Total Trees Removed	229	We count 214
Total Regulated Trees Removed	207 (replace 1:1)	We count 197
Total Landmark Trees/dbh	22 (527.1") X 0.25 = 131.78" / 3 = 44	We count only 17 removals, with 433.5 " dbh = 36 replacements
Replacements Required	207 + 44 = 251	233
Replacements Provided	202 + 49 on Baptist Manor property	
Mulberry Park		
Standard	**Shown in Table**	**Notes**
Total Trees Removed	153	We count 140
Total Regulated Trees Removed	103 (replace 1:1)	We count 100
Total Landmark Trees/dbh	50 (1,320.2" dbh) X 0.25 = 330.05" / 3 = 110	We count 40 removals, with 1,041.5" dbh = 87 replacements
Replacements Required	103 + 110 = 213	187

Replacements Provided	213	
Totals		
Required	**464**	
Provided	**415 + 49 off-site = 464**	
Total Shortfall		

13. **Relief Sought from Ordinance Standards**
    a. Permit attached units at RC-1 density.
    b. Permit 49 replacement trees to be planted off-site.

It appears possible that this plan could be achieved under RC-1 zoning.

We are available to answer questions.

Respectfully,
Giffels Webster

Joe Tangari, AICP
Principal Planner

Julia Upfal, AICP
Senior Planner

Current zoning

Master Plan designations for this area. See discussion above.

Hydric Soils
1% Annual Chance Flood Hazard
0.2% Annual Chance Flood Hazard
Regulatory Floodway
Surface Water
Southbrook
Westgate
W 13 Mile Rd
Subject Sites
Detroit Baptist
Woodbrook
Summerwood Rd
0
150
300 Feet
Surface Water and Wetlands: NWI, Version 2. Special Flood Hazard Area: FEMA. Hydric Soils: NWI. Parcels, Roads, Municipalities, and Imagery: Oakland County. Map Exported: April 11, 2024. ©2024 Giffels Webster.

Wetland map

DEPARTMENT OF PUBLIC SERVICES
JACOB RUSHLOW, P.E., DIRECTOR

INTEROFFICE CORRESPONDENCE

DATE: July 29,2025

TO: Charmaine Kettler-Schmult, Director of Community Development

FROM: James Cubera, City Engineer

SUBJECT: **FOURTH REVISED** Tabernacle & Mulberry Park
29845, 29905, 29915, 30005, & 30115 Thirteen Mile Road
22-23-11-201-002 thru 006, 021 & 022
FOURTH REVISED PUD #2, 2024; PJ #11-23-89

This office has performed a preliminary review of the above referenced revised PUD plan submitted to the Planning Department on July 15, 2025. The plan appears to replace the southern 2-story townhouses with ranch style duplexes. It includes a reduced southern setback and an expanded side yard setback for the southern units. We have no objection to this plan as many of our concerns have been addressed or will be addressed during construction review. Our preliminary comments remain as called out in our memos of November 12, 2024, February 21, 2025, and April 10, 2025.

FIRE
FARMINGTON HILLS

INTEROFFICE CORRESPONDENCE

DATE: July 25, 2025

TO: Planning Commission

FROM: Jason Baloga, Fire Marshal

SUBJECT: 4th Revised PUD 2-2024, Site Plan 56-8-2024 (Mulberry Park & The Tabernacle)

The Fire Department has no objection to approval of this site plan contingent upon compliance with the following requirements:

1. Building shall be maintained in accordance with minimum Fire Prevention Code requirements.

2. 72 hours or more of backup power may be considered for age restricted buildings.

3. Site shall meet Chapter 12, Section 12-11(2)d of the City Ordinance (hydrants); "All points on the exterior of the building shall be no further than two hundred fifty (250) feet from a hydrant. Hydrant placement will be discussed further with Proponent during the Engineering review to satisfy all portions of 12-11 (2).

Jason Baloga, Fire Marshal

JB/al

MINUTES
CITY OF FARMINGTON HILLS
PLANNING COMMISSION MEETING
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
APRIL 18, 2024, 7:30 P.M.

CALL MEETING TO ORDER

The Planning Commission Regular Meeting was called to order by Chair Trafelet at 7:30 p.m.

ROLL CALL

Commissioners present:	Aspinall, Brickner, Mantey, Trafelet, Stimson, Varga, Ware
Commissioners Absent:	Countegan, Grant
Others Present:	City Planner Perdonik, Staff Planner Canty, Staff Engineer Alexander, City Attorney Schultz, Planning Consultants Tangari and Upfal

APPROVAL OF THE AGENDA

MOTION by Brickner, support by Aspinall, to approve the agenda as submitted.

Motion passed unanimously by voice vote.

D. PLANNED UNIT DEVELOPMENT (PUD) QUALIFICATION 1, 2024

LOCATION:	South side of Thirteen Mile Road, approximately 0.3 miles west of Middlebelt Road
PARCEL I.D.:	22-23-11-201-001, 002, 004, 005, 006, 020, and 021
PROPOSAL:	Construction of ranch and townhomes in RA-1, One Family Residential zoning district
ACTION REQUESTED:	Qualification of PUD
APPLICANT:	Schafer Development, LLC
OWNER:	MOBI Investments, LLC, and Detroit Baptist Manor

Spencer Schafer, Steve Schafer, and Aaron Schafer were present on behalf of this request for PUD qualification, in order to construct a ranch and townhome development in the RA-1 residential zoning district, on parcels located on the south side of Thirteen Mile Road, approximately 0.3 miles west of Middlebelt Road. Ryan Goleski and Ryan Doelle, Baptist Manor, were also present.

Spencer Schafer provided the following information:

- Schafer Development is under contract with property owner Moby Investments, LLC. Schafer Development and Baptist Manor are coordinating their efforts on a PUD qualification, to ensure both properties are developed in a cohesive and complementary land use pattern.
- The applicants have had substantial outreach to the neighbors (Westgate, Holly Hills) in the first 3 months of this year. Additionally, they had watched the recordings of the Planning Commission and City Council meetings for the previous proposal for this site, and understood neighbor concerns as stated in those meetings.
- The properties are currently zoned RA-1 single family. However, the likelihood of the properties being developed as single-family homes is very low. The draft Master Plan currently under

consideration contemplates this parcel for flex residential, allowing a variety of single residential products up to 3 stories in height.

- Neighbors' concerns included setbacks, traffic, density, building height. Based on conversations with the neighbors, the applicants had revised their initial plans relative to height and density. They were requesting forty 22' wide two-story townhouses. They were also working in conjunction with Baptist Manor, who wanted to develop their property as part of this PUD with age restricted single-story condominium ranches. The result will be a multi-generational community, with townhomes targeted toward young families, and ranches targeted toward senior citizens.
- The plans as submitted met all the requirements of the RC District, with the exception of some internal side yard setbacks. The applicants were in discussion with two nationally traded home builders. The proposed setbacks are consistent or greater than other similar communities in the southeast Michigan area.
- City Engineer Cubera had communicated concern about providing internal connections to development to the west. Fire and other public safety individuals were concerned about providing good circulation within the development. The applicants felt their plan met both these concerns.
- There was a substantial change in topography to the east of the proposed site, which made further development on those single-family residential sites unlikely.
- Regarding the submitted site plan, there is an optional sunroom extension and deck extension. Homeowners who utilize that option would have a 67' setback to the Holly Hill Farms subdivision to the south. Those who did not utilize that option would have a 70' setback.
- The PUD option enables the applicant to shift the development further north, increasing the buffer to the south. This would leave a 35' greenbelt to the north, with the potential of adding landscape walls and plantings to further shield and buffer the development from the roadway. They were providing as large a buffer as possible to satisfy the neighbors to the south. Additionally, the applicants were exploring providing a 40'-50' conservation easement to the south. They had also discussed with the residents filling in any landscape gaps in that area, potentially placing some of the developer's required landscaping on neighboring properties.
- Generous setbacks had also been provided to the properties to the east and west.
- The applicants had spoken with the residential neighbor to the east; they were proposing locating the detention basin closer to 13 Mile Road and bringing the eastern townhouses closer in to the site, minimizing disruption to the east as much as possible.
- Renderings showed representative examples of the 2-story townhomes, as well as the 1-story ranches that Baptist Manor was seeking to develop.

Planning Commission questions and discussion:

Commissioner Mantey said that he would want to walk the site, to see what the planned buffer actually looked like in terms of distance from the properties to the south.

Commissioner Stimson asked if Engineering will have issues with the easternmost access not being directly opposed to the Westgate subdivision entrance to the north. And while development to the east of the proposed site might not be likely right now, some type of future access or cross easement to the east should at least be discussed, in case the residential properties to the east ever did develop. Last, per the renderings the front elevations of the townhomes provided contrasting looks, but the rear elevations were all identical, resulting in a more massive appearance, rather than presenting as distinct units.

Planner's review

Referencing the April 11, 2024 Giffels Webster memorandum, Planning Consultant Tangari gave the background and review for this request for PUD Qualification.

- The site is 12.04 acres and there are four houses present. The site has no wetlands or other notable natural features apart from trees, which are especially dense in the southern portion of the property. There are two development areas on the conceptual plan: the three easternmost properties are identified for a 2-story townhome development, and the four westernmost parcels are identified for age-restricted (55+) ranch homes.
- The applicant's concept plan shows 40 units of attached, two-story townhouses in eight buildings, each including four to six units, and 36 units of attached, one-story, age-restricted ranch townhomes in nine buildings, each including three to five units. The age-restricted portion of the project is to be constructed in collaboration with Baptist Manor, which borders the site to the west.
- Tonight the Planning Commission is being asked whether this proposal qualifies for a PUD. Qualification standards are listed on pages 2-4 of the April 11 memorandum.
  A. The PUD option may be effectuated in any zoning district.
  B. The use of this option shall not be for the sole purpose of avoiding the applicable zoning requirements. Any permission given for any activity or building or use not normally permitted shall result in an improvement to the public health, safety and welfare in the area affected.

     The proposed use – townhouses – is not permitted in the RA-1 district. However, this proposed use may be considered as a deviation from the ordinance as a part of the PUD. Density is consistent with the RC-1 District.

  C. The PUD shall not be utilized in situations where the same land use objectives can be accomplished by the application of conventional zoning provisions or standards. Problems or constraints presented by applicable zoning provisions shall be identified in the PUD application. Asserted financial problems shall be substantiated with appraisals of the property as currently
     regulated and as proposed to be regulated.

     The applicant is proposing density consistent with the RC-1 district. The Planning Commission should note that the site was carried forward from the 2009 Master Plan as a "special residential planning area." During the current planning process, it has been recognized that the thoroughfare frontage of the 13 Mile corridor, particularly between Orchard Lake and Middlebelt Roads, is less desirable for single-family residential lots. A flexible residential designation has been applied to the draft future land use map.

  D. The Planned Unit Development option may be effectuated only when the proposed land use will not materially add service and facility loads beyond those contemplated in the Future Land Use Plan unless the proponent can demonstrate to the sole satisfaction of the city that such added loads will be accommodated or mitigated by the proponent as part of the Planned Unit Development.

     The number of attached units proposed on the site clearly exceeds the number of single-family units that could be built under RA-1 zoning (76 versus 26). The applicant should provide a traffic study to compare the likely traffic volume from this development to potential commercial development on the site. The complex would utilize two access points to 13 Mile Road.

E. The Planned Unit Development must meet, as a minimum, one 8 objectives as listed in the Ordinance and on on pages 3-4 of the April 11 memorandum. The applicants believe they have met 5 of the objectives:

i. To permanently preserve open space or natural features because of their exceptional characteristics or because they can provide a permanent transition or buffer between land uses.

The applicant notes that the attached concept plans include a substantial buffer to the neighboring subdivision. Rear yard buffers on the concept plan are generally 70 feet, with one ranch building at 60 feet. There has also been conversation regarding a conservation easement.

iii. To accept dedication or set aside open space areas in perpetuity.

The applicant proposes that the buffer area along the southern property line will be dedicated as an open space preservation area in perpetuity.

vi. To promote the goals and objectives of the Master Plan for Land Use.

The applicant provided responses citing the Master Plan. However, the goals and policies listed in the Applicant's response were specific to the West Side of Orchard Lake and South of Thirteen Mile Study Area, which does not contain the subject site.

vii. To foster the aesthetic appearance of the city through quality building design and site development, the provision of trees and landscaping beyond minimum requirements; the preservation of unique and/or historic sites or structures; and the provision of open space or other desirable features of a site beyond minimum requirements.

The applicant's response cites the southern perimeter setback for the provision of open space. In addition, the application notes the PUD will result in a unique townhouse development capable of producing an attractive for-sale community.

viii. To bring about redevelopment of sites where an orderly change of use is determined to be desirable.

The applicant's narrative also addresses this criterion.

F. The PUD shall not be allowed solely as a means of increasing density or as a substitute for a variance request. Such objectives should be pursued through the normal zoning process by requesting a zoning change or variance.

An increase in density over current zoning is sought by the applicant. Given that the proposed use is not permitted in the underlying district (attached townhomes), it appears that the request is not made solely to avoid a variance.

<u>Regarding the conceptual site plan and use:</u>

- The plan proposes 76 total units in 17 buildings; 40 two-story townhome units are proposed to be for-sale units, each including three bedrooms; a room count was not specified for the 36 ranch units. Access to the site would be from 13 Mile.
- The proposed density is not possible to determine without bedroom counts for the ranch units, though it appears that the full project would be in line with maximum permitted density in the RC-1 district. Under RA-1 zoning, the maximum number of units available is 26.

  The applicants affirmed the density will be less than the maximum allowed for the RC-1 district.

- The applicant is seeking relief from the height limit of the underlying RA-1 district to permit a building height of 41 feet rather than the permitted 30'.
- The proposed parking is consistent with the requirements for 3-bedroom multi-family units.
- Concept plans do not show pedestrian circulation through the site; this, among other items, will be a point of discussion at final PUD if this plan is qualified.
- An area designated as recreation/open space should be provided as a part of the schematic landscape plan required at final PUD determination.

In summary, relief sought from ordinance standards includes:

a. Permit multi-family at RC-1 density.
b. Permit attached units.

It is possible the plan could be achieved under RC-1 zoning.

Planning Commission discussion and action

Commissioner Mantey said that for him the most important objective for a PUD at this location is to permanently preserve open space and/or natural features. A buffer is a permanent preservation; it is not a setback.

MOTION by Brickner, support by Aspinall, to make a preliminary finding that PUD 1, 2024, dated March 19th, 2024, submitted by Schafer Development LLC, qualifies for the Planned Unit Development Option under Section 34-3.20.2.A through D. of the Zoning Chapter. It is further determined that the proposal meets at least one of the objectives as outlined in Section 34-3.20.2.E.i. through viii. and that it be made clear to the applicant that final granting of the PUD plan and contract requires approval by City Council, after recommendation by the Planning Commission, with the following finding and condition:

1. **The proposed plan preliminarily meets the following qualification standards of Section 34-3-20-2.E.i through viii.: Standards i, iii, vii, viii**
2. **The applicant include as part of their plans all the recommendations from the Giffels Webster review memorandum dated April 11, 2024.**

Motion passed unanimously by voice vote.

APPROVAL OF MINUTES — **March 21, 2024, Special Meeting, and March 21, 2024 Regular Meeting**

MOTION by Varga, support by Brickner, to approve the March 21, 2024 Special Meeting minutes, and March 21, 2024 Regular Meeting minutes as submitted.

DRAFT

CITY OF FARMINGTON HILLS
PLANNING COMMISSION MEETING
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
OCTOBER 17, 2024, 7:30 P.M.

CALL MEETING TO ORDER

The Planning Commission Regular Meeting was called to order by Chair Trafelet at 7:30 p.m.

ROLL CALL

Commissioners present:	Aspinall, Brickner, Mantey, Trafelet, Varga, Ware, Countegan, Stimson
Commissioners Absent:	Grant
Others Present:	Planning and Community Development Director Kettler-Schmult, Staff Planner Canty, Planning Consultants Tangari and Upfal (Giffels Webster), Staff Engineer Alexander, City Attorney Schultz

APPROVAL OF THE AGENDA

MOTION by Aspinall, support by Brickner, to approve the agenda as published.
Motion passed unanimously by voice vote.

A. PUD PLAN 2, 2024, INCLUDING SITE PLAN 56-8-2024

LOCATION:	South side of Thirteen Mile Road, just west of Middlebelt Road
PARCEL I.D.:	22-23-11-201-001, -002, -004, -005, -006, -020, and -021
PROPOSAL:	Construction of multiple-family dwellings within RA-1, One Family Residential District
ACTION REQUESTED:	Schedule for Public Hearing
APPLICANT:	Steven Schafer
OWNER:	Detroit Baptist Manor and MOBI Investments

Chair Trafelet introduced this agenda item and invited the applicant to make their presentation.

Applicant presentation

Spencer Schafer, Schafer Development, gave an overview of this proposed development:

- The subject site is located on the south side of 13 Mile between Middlebelt Road and Orchard Lake Road. The development site is directly east of the Baptist Manor facility. To the north is Westgate Subdivision, and to the south is Holly Hills Farms.
- The project is a planned unit development, with two different residential communities within the single PUD.
  - The Mulberry Way Townhouses will feature two-story, for sale units, directly east of property owned by the Baptist Manor.
  - The Tabernacle Community will feature one-story ranch homes, rented to active adults, on property owned by and directly adjacent to the Baptist Manor.
  - There will be 76 total units: 40 townhouses and 36 age-restricted rental homes.

Community Engagement

The development team has held seven or eight meetings with the local HOAs and residents to receive feedback. Several modifications have been made to the original proposal as the result of this feedback, including a permanent open space preservation buffer between this project and Holly Hills Farms.

Project Details

The Planning Commission granted unanimous approval for PUD qualification at its April 18, 2024 meeting. The plan remains substantially the same. In the interim Schafer Development has assisted the Baptist Manor in choosing an architect who has helped develop floor plans, and Schafer Development has also substantially completed their site plans, which they have shared with the neighbors.

Response to review letters:

Regarding height:

- The townhouses will be 27' high, below the 30' maximum.
- The ranch homes will be 17' high.
- The heights meet ordinance requirements.

Regarding zoning and future land use:

- The site is currently zoned RA-1, which allows only single-family detached housing.
- The new Master Plan classifies this area as flex residential, supporting attached housing options for both younger individuals and downsizing seniors, providing "missing middle" housing.

Regarding stormwater management:

- A modified plan shown this evening includes a third detention basin that may be needed in the southeast corner of the site. The development team will collaborate with city engineers to refine stormwater management as needed.
- The buildings will have pitched roofs, allowing water to run off into the front and rear yards. The water draining off the rear roof will be channeled into the main stormwater system.

Regarding traffic and access:

- In response to the City Engineer's review, the applicant is studying the feasibility of creating a boulevard entrance to align ingress and egress with the entrance to the Westgate Subdivision.
- Baptist Manor has a signal to the west. The applicants will work to ensure that what they propose will be the best means of access to that community.

Lot coverage ratio:

- Maximum allowed lot coverage ratio is 25%; the applicant is proposing 21%.

Fire and Life Safety Improvements:

- A T-intersection in the southwest corner has been reconfigured based on feedback from engineers and the Fire Marshal to improve access for emergency vehicles.
- A traffic study will hopefully be available before the public hearing.

Tree Replacement and Preservation:

- The City requires 234 replacement trees. The developer will plant 200 new trees, with monies placed in the township's tree replacement fund for the shortfall.
- The landscape plan prioritizes maintaining the existing tree canopy, while focusing on filling gaps where trees have fallen or been removed.

Architectural and Design Overview

- The townhouses and ranch homes will feature harmonized but distinct design elements to ensure architectural continuity across the development.
- Preliminary renderings of townhouse interiors were shared to give the Commission a sense of the design.
- Baptist Manor's architect is still working on the final design for the ranch homes.

Response to Giffels Webster review comments:

- Fleis and VandenBrink, will conduct a traffic study to ensure compliance, and to evaluate the feasibility of the single boulevard entrance.
- The development will feature private roads managed by a homeowner's association.
- Regarding installing a road stub to the east, where there are four single-family lots between this project and Cove Creek condominiums, one of the four lots sold earlier this year, with the buyer intending to build a single-family home. Additionally, the topography and the status of the other property owners makes acquisition and combination of those properties very unlikely. Last, the HOA is going to be managing the private roads in this development, and the applicant would prefer not to burden them with future maintenance involving traffic from the east.
- Most of the ranch units and townhomes will be slab on grade, though some walkout basements may replace retaining walls to minimize environmental impact.

Mr. Schafer concluded that they will have changes submitted to the Planning Department within the next week, and he asked for the Commission to schedule a public hearing on this project.

Commission questions and discussion

In response to questions, Mr. Schafer gave the following further information:

- While there was some change in the configuration of the units on the Baptist Manor site, the number of units will remain the same.
- Bogaerts Design is working on the Baptist Manor development, while a different architect is responsible for the townhouses.
- A joint development agreement with Baptist Manor will work out the details of phased development. The horizontal portion (road infrastructure, etc.) will be done at the same time. Construction is likely beginning summer or fall 2025.
- The applicant will explore using a tree conservation easement or similar designation of the landscape buffer area. Commissioner Mantey noted the importance of enforcing against homeowner encroachment in the buffer area.

Commissioner Mantey emphasized the need for a pedestrian walkway connecting the senior development to Baptist Manor, promoting walkability. Seniors often did not find pleasure walking along busy roadways.

Mr. Schafer agreed to explore the feasibility of adding an internal sidewalk.

Commissioner Aspinall expressed concern about the single entrance for two distinct developments, finding such a single entrance potentially confusing.

MOTION by Countegan, support by Brickner, that PUD 2, 2024, including Site Plan 56-8-2024, submitted by Steven Schafer, be set for public hearing for the Planning Commission's next available regular meeting agenda.

Motion passed unanimously by voice vote.

C. **PUD QUALIFICATION 3, 2024**

LOCATION:	29150 Twelve Mile Road
PARCEL I.D.:	22-23-12-376-035
PROPOSAL:	Construction of multiple-family dwellings within RA-1A, One Family Residential District
ACTION REQUESTED:	Qualification of PUD
APPLICANT:	Schafer Development, LLC
OWNER:	Mike H. Yousif

Applicant presentation

Aaron Schafer, Schafer Development, was present on behalf of this application for PUD qualification.

Mr. Schafer explained that the goal of this for sale owner-occupied townhome project is to attract first-time homebuyers, including singles, couples, and young families, thereby addressing the "missing middle" housing need. The townhomes will include two and three bedroom units with two-car garages.

The 4.55-acre site is north of 12 Mile Road, about a quarter mile west of Middlebelt Road. The site is zoned RA-1A for single-family residential. The Woodcreek subdivision is directly to the north, zoned RA-1A and RA-1B. To the east is the Levy property, a single-family residence zoned RA-1A. To the south, Timbercrest is a single-family condominium community zoned RA-2. To the west, the AIM High School property is a private school use zoned RA-1A, with potential for a Knox Box access to provide shared emergency access.

Communication with neighbors:

- Schafer Development has met with the neighbors, including several meetings with the Wood Creek HOA President, resulting in over 110' setback to the northern property line, preserving the mature vegetation that has grown around the creek.
- Schafer Development has also been in contact with their eastern neighbors, the Levy and Cole families. Based on those conversations, Schafer is working to plant additional native tree species in the areas where there are gaps and shifted the townhome units to the west to create more separation from the Levy residence, losing 2 units.
- Schafer Development has met with Headmaster Earls at AIM Academy, to discuss the possibility of granting Knox Box access to the property, thereby providing two means of emergency access to the AIM property as well as to the proposed development property. This had been requested by City Engineer Cubera.

Design Revisions, Specifications, and Access Plan

- Original plan with 30 units was reduced to 28 units, allowing for larger end-cap units and providing more open space. Open space had increased from 21% to 29%.

Approved as amended 12-19-2024

CITY OF FARMINGTON HILLS
PLANNING COMMISSION MEETING
31555 W ELEVEN MILE ROAD
FARMINGTON HILLS, MICHIGAN
NOVEMBER 21, 2024, 7:30 P.M.

CALL MEETING TO ORDER

The Planning Commission Regular Meeting was called to order by Chair Trafelet at 7:30 p.m.

ROLL CALL

Commissioners present:	Aspinall, Brickner, Trafelet, Varga, Countegan
Commissioners Absent:	Grant, Mantey, Ware, Stimson
Others Present:	City Planner Perdonik, Planning Consultants Tangari and Upfal (Giffels Webster), Engineering Division representative Natasha Sonck, City Attorney Schultz

APPROVAL OF THE AGENDA

MOTION by Countegan, support by Aspinall, to approve the agenda as published.
Motion passed unanimously by voice vote.

PUBLIC HEARING

A. PUD PLAN 2, 2024, INCLUDING SITE PLAN 56-8-2024

LOCATION:	South side of Thirteen Mile Road, just west of Middlebelt Road
PARCEL I.D.:	22-23-11-201-001, -002, -004, -005, -006, -020, and -021
PROPOSAL:	Construction of multiple-family dwellings within RA-1, One Family Residential District
ACTION REQUESTED:	Recommendation to City Council
APPLICANT:	Steven Schafer
OWNERS:	Detroit Baptist Manor and MOBI Investments

Aaron and Steven Shafer, Shafer Development, were present on behalf of this application for a Planned Unit Development to construct multiple-family dwellings within RA-1, One Family Residential District.

Applicant presentation

Overview

Aaron Schafer gave an overview of this proposed development:

- The 12.04 acre site is located on the south side of 13 Mile between Middlebelt Road and Orchard Lake Road. The development site is directly east of the Baptist Manor facility. To the north is Westgate Subdivision, and to the south is Holly Hill Farms.
- The project is a planned unit development, with two different residential communities within a single PUD:
  - The Mulberry Way townhouse site (5.9 acres) will feature 40 two-story, for sale units, directly east of property owned by the Baptist Manor
  - The Tabernacle community will feature 36 one-story age-restricted rental ranch homes, on property owned by and directly adjacent to the Baptist Manor.

Timeline

- January 2024 the property was put under contract
- April 18, 2024 Applicant secured PUD qualification from the Planning Commission
- October 17, 2024 Applicant presented to the Planning Commission, who set a date for tonight's public hearing.

Community outreach

- February 2024 – present. Met multiple times with both the Westgate and Holly Hill Farms Homeowners Associations.
  - February 2, 2024 – Westgate HOA
  - February 6, 2024 – Holly Hill Farms HOA
  - March 3, 2024 – Westgate Annual HOA Neighborhood Meeting
  - March 26, 2024 – Holly Hill Farms HOA
  - April 9, 2024 – Holly Hill Farms Neighborhood Meeting
  - September 23, 2024 – Westgate HOA
  - October 11, 2024 – Holly Hill Farms HOA

Background work regarding the site

Since the April and October Planning Commission meetings, Schafer Development has completed the following:

- Assisted the Baptist Manor team in selecting an architect to design their ranch units
- Engaged with Civil Engineering Firm Nowak & Fraus to prepare the Site Plan/PUD Package
- Incorporated Giffels Webster, Engineering and Fire Department Review Letter(s) feedback into Site Plan/PUD Package
- Engaged with Wetlands Consultant ASTI and conducted on-site pre-application meeting with EGLE (Michigan Department of Environment, Great Lakes, and Energy) to verify no wetland permits are required for this project.

Special planning area – flex residential

- The site has been designated as a special planning area since the adoption of the 2009 Master Plan.
  - This designation recognizes that the thoroughfare frontage along 13 Mile Road, particularly between Orchard Lake and Middlebelt, is less desirable for single-family residential lots.
  - Homes in this area back directly onto 13 Mile Road, which experiences significantly higher traffic levels compared to nearby neighborhoods like Westgate and Holly Hill Farms, which are set farther back from the thoroughfare.
  - The special planning area designation encourages cluster development to preserve as much natural vegetation as possible.
- On the 2024 Future Land Use Map, the property is identified as "flex residential," which:
  - Supports creative redevelopment approaches for challenging sites.
  - Allows for a maximum building height of three stories.
  - Emphasizes the preservation of open space and natural buffers to adjacent established communities.
    - This project includes a substantial southern perimeter setback of approximately 60 to 70 feet from Holly Hill Farms, the adjacent development to the south.
    - The development prioritizes preserving as many existing trees as possible to maintain natural buffers and open space.

Site plan updates:

- Road Design Updates: A key point in Mr. Cubera's Engineering review letter was the recommendation to eliminate the "road to nowhere" located in the southwestern corner of the Baptist Manor property. The design has been revised to replace this road with a more cohesive horseshoe-shaped ring road.
- Entrance Configuration: The review letter also suggested consolidating two separate entrances into a single combined boulevard. The updated site plan now reflects this change, with the boulevard aligned with Westgate Road to improve traffic flow and site access.
- Potential Secondary Access: The updated plan also considers the addition of a secondary access point for emergency services along 13 Mile Road. This secondary access, potentially located near the Tabernacle property, could feature a breakaway gate or chain for exclusive use by fire and life safety personnel. The developers will collaborate with City Engineering on this issue.
- Stormwater Management Improvements: The initial site plan included three stormwater basins, but further analysis determined that one basin in the northeast corner of the property could be upsized to meet the site's needs. This revision reduces the total number of basins to two, avoiding the need for a basin near a single-family residence, a concern raised in a review letter and by a neighbor.
- Stub street request: The engineering review letter included a request to provide a stub-street to the east, connecting to four single-family lots adjacent to the property near the corner of 13 Mile Road and Middlebelt. However, the topography of the eastern lots presents significant challenges, including steep elevations that make further expansion impractical. Additionally, two of the four adjacent lots have recently been sold, and the new owners plan to maintain the properties as single-family residential, further supporting the decision not to extend the development eastward. The decision to upsize the stormwater

  basin in the northeast corner of the property, reducing the number of basins on-site, has further limited available space for a road extension.

<u>Landscape plan updates:</u>

The landscape plan was designed based on multiple site walks with and feedback from neighboring residents and the homeowners' associations. Buffering, natural screening, and overall landscape design were identified as top priorities.

- Tree Planting Details:
  - There will be over 140 new trees planted across the property, with a focus on filling gaps along the southern property line where a forested tree stand exists. Evergreen trees will be added along the southern property line to provide consistent screening for adjacent properties.
  - Along the southern perimeter and portions of the eastern and western property lines, 89 new trees are proposed to enhance the existing canopy and address gaps identified during site walks.
- Tree Count and Ordinance Compliance: While the design maximizes tree placement throughout the site, the plan is 34 trees short of the ordinance requirements. The applicant proposed three options to address this shortfall:
  1. Requesting a waiver (not preferred by the applicant or the City), or
  2. Donating funds representing the 34 trees to the City's tree fund, or
  3. With the City's permission, collaborating with neighbors along Holly Hill Farms to plant the 34 trees in their rear yards, addressing concerns about development near their properties.
- Commitment to the neighbors: Shafer Development is willing to work directly with affected neighbors to ensure their concerns are addressed.

Architectural and Design Overview

- Shafer Development is under contract with M/I Homes for the development of the 40 townhomes, and renderings showed a representative sample of this new product, which will be 3 bedroom, 2-1/2 bath 2,200sf units, with 2-car garages.
- While architectural plans for the Baptist Manor portion of the development are still being finalized, the developers are committed to ensuring that exterior materials and masonry will complement both communities. Maintaining a cohesive aesthetic for the development along 13 Mile Road remains a priority.

Traffic Impact Study

- As requested in the Giffels Webster review comments prior to the October meeting, a traffic impact study has been conducted by Fleis & VandenBrink and submitted to the City. The traffic study recommended a right-turn deceleration taper along eastbound 13 Mile Road at the site driveway.
- The Engineering review letter suggested relocating the boulevard slightly further west to avoid left-hand turning conflicts with Westgate. The developer is open to this suggestion.

Planning Consultant Comments

Referencing the November 14, 2024 Giffels Webster review letter, Planning Consultant Tangari highlighted the following information:

- The April motion qualifying this project for a Planned Unit Development is included in the packets.
- The proposed development complies with RC-1 district standards for both the number of units and bedrooms.
- Regarding Master Plan and Zoning Standards: The site is designated as "flex residential" in the Master Plan, and the development meets all dimensional standards of the underlying RA-1 district, including setbacks and height requirements, for both the Tabernacle and Mulberry Park portions of the site.
- Curbside pickup of trash is planned, with no dumpster enclosures included.
- Lighting Plan: The only proposed lighting consists of residential wall sconces with frosted glass, directed toward the ring road. The photometric plan shows that light is concentrated on the ground and driveways in front of the units, ensuring minimal light spillage.
- Tree Preservation and Screening: The plan preserves significant tree coverage along the southern property line and 13 Mile Road frontage, with additional trees added to fill gaps. The southern screening is particularly dense, although its adequacy remains a point for discussion, as this has been a major concern.
- Tree Shortfall and Ordinance Relief: The 34-tree shortfall has been acknowledged and discussed.
- The only ordinance relief being sought under the Planned Unit Development is to permit attached units at RC-1 density. All other standards appear to be met.

Commission clarifying questions

Chair Trafelet raised safety concerns for pedestrians walking by the retention pond in the northeast corner of the site, which was very close to the road. Would fencing be installed?

Steven Shafer responded that the slope of the basin, which determines the need for fencing, has not yet been finalized. However, they would commit to addressing safety concerns during detailed engineering. If fencing is not required, alternative protective measures, such as split rail fencing or landscaping, will be implemented.

Chair Trafelet asked if the project could be moved closer to 13 Mile Road to increase the setback

on the southern property line.

Mr. Shafer explained that the current placement maximizes the southern setback in response to concerns from neighboring residents, while adhering to engineering constraints, including the required 64-foot road right-of-way.

In response to further comments, Mr. Shafer explained that the detention basins have been designed to capture all stormwater runoff from the site, ensuring that no flooding will occur on neighboring properties, including Holly Hill Farms. The basins meet current, stringent stormwater standards, and should help to mitigate existing runoff issues. Additionally, the site grading plan redirects water away from Holly Hill Farms and toward the street, significantly reducing the runoff currently affecting neighboring areas during rain events.

Public Hearing

Pam Gerard, resident, asked if any of the proposed dwellings were ADA compliant.

In response, Mr. Shafer said the Tabernacle single story homes will be accessible. The two-story townhomes will not be accessible.

Isaac Dunn, resident, said he lived directly east of the development. He asked the distance between the enlarged detention basin and his property. Would there be a complete tree line separating his property from this development?

In response, Steven Shafer said he could not immediately answer the distance question regarding the detention pond but he would talk to Mr. Dunn after the meeting. The setback for that area is 45'. There were trees proposed at the property line, and they would work with Mr. Dunn regarding potentially planting additional trees offsite.

Louise Lieberman, Southbrook Street, expressed appreciation that the developers had been willing to talk with residents. She remained concerned regarding density, traffic, and the need for an animal relocation plan.

Eric Schmidt, Woodbrook Court, opposed the proposed development, citing concerns about its impact on the natural environment and quality of life in the neighborhood. While acknowledging the developers' efforts to mitigate impacts, Schmidt emphasized that the construction would disrupt the area through noise pollution and loss of green space, ultimately detracting from the neighborhood's character. He questioned the long-term viability of the proposed landscaping and asked that the proposal be denied.

Lindsey and Zack Matych, Woodbrook Street, opposed this development. Ms. Matych cited concerns over extensive tree removal, loss of privacy, and excessive density beyond the standards of both RA-1 zoning and the recommendations of the 2024 Master Plan. She said the plan fails to preserve natural vegetation, including landmark trees, and does not provide the deep buffering necessary to protect adjacent neighborhoods as outlined in the Master Plan. She argued that the project creates environmental, traffic, and drainage issues while compromising the privacy and well-being of neighboring residents. She stated that the proposal does not align with zoning ordinances, city objectives, or Master Plan goals, calling it aesthetically undesirable and detrimental to the character of the historic neighborhood.

Spencer Krauss, Westgate, expressed deep concern about the increased traffic hazards the proposed development may cause, particularly at the Westgate entrance which he already finds dangerous when turning left. As a parent, he emphasized the safety risks to his children, citing aggressive traffic conditions and the potential for accidents with the addition of the new development. Krauss urged the Commission to conduct thorough traffic studies to ensure the

community's safety.

Amy Brooklyn Peterson, Westgate, emphasized the importance of preserving the natural tree line along 13 Mile Road and ensuring substantial and well-maintained landscaping. She raised concerns about wildlife preservation, overflow parking, and traffic management, noting the area's significance for local species and the challenges residents already face with traffic.

As no other public indicated they wished to speak, Chair Trafelet closed the public hearing and brought the matter back to the Planning Commission for discussion and/or a motion.

Commission discussion and action

In response to public comments, Commissioner Countegan clarified that the project had previously been qualified under the applicable Planned Unit Development criteria. The property in question is privately owned, and the owner has the right to develop it. The Commission's role is limited to regulating and overseeing development within the framework of the Zoning Ordinance and Master Plan.

MOTION by Brickner, support by Varga, that the Planning Commission recommend to City Council that Planned Unit Development Plan 2, 2024, including Site Plan 56-8-2024, both dated September 4, 2024, submitted by Steven Schafer, BE APPROVED, because the plans are consistent with the goals, objectives, and policies of the Master Plan and applicable provisions of the Planned Unit Development Option in Section 34-3.20 of the Zoning Ordinance, SUBJECT TO:

- **Modifications of Zoning Ordinance requirements as indicated on the proposed plan.**
- **Resolution of outstanding issues in the November 14, 2024 Giffels Webster review letter.**

Motion passed unanimously by voice vote.

APPROVAL OF MINUTES Approval of October 17, 2024 Regular Meeting

MOTION by Brickner, support by Aspinall, to approve the October 17 2024 Regular Planning Commission meeting minutes as submitted.

Motion passed unanimously by voice vote.

PUBLIC COMMENT

None

ADJOURNMENT

Motion by Aspinall, support by Varga, to adjourn the meeting.
Motion passed unanimously by voice vote.

The meeting was adjourned at 11:47pm.

Respectfully submitted,
Kristen Aspinall,
Planning Commission Secretary

/cem

APPROVED 2/10/2025

APPROVED 2/10/2025

MINUTES
CITY OF FARMINGTON HILLS
CITY COUNCIL MEETING
CITY HALL – COUNCIL CHAMBER
JANUARY 13, 2025 – 7:30 PM

The regular session meeting of the Farmington Hills City Council was called to order by Mayor Rich at 7:32PM.

Council Members Present:	Aldred, Boleware, Bridges, Bruce, Dwyer, Knol and Rich
Council Members Absent:	None
Others Present:	City Manager Mekjian; Assistant City Manager Mondora; City Clerk Lindahl; Directors Aranowski, Kettler-Schmult, Rushlow, Schnackel, and Skrobola, Interim Police Chief Piggot, Fire Chief Unruh, and City Attorney Joppich

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Corewell Health Farmington Hills President Derk Pronger and members of his team.

APPROVAL OF REGULAR SESSION MEETING AGENDA

MOTION by Knol, support by Bridges, to approve the agenda as amended moving item 8 up to after item 2.

MOTION CARRIED 7-0.

PUBLIC HEARING AND CONSIDERATION OF PLANNED UNIT DEVELOPMENT 2, 2024 INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD. CMR 1-25-02

Director of Planning and Community Development Kettler-Schmult explained that this application proposes a two-part development under separate names across seven (7) parcels on the south side of Thirteen Mile Road, just west of Middlebelt Road: Mulberry Park (approximately 5.98 acres) and The Tabernacle (approximately 6.06 acres). Mulberry Park is proposed to consist of nine (9) buildings with forty (40) units of attached, two (2)-story townhouses. The Tabernacle is proposed to be age-restricted and consist of nine (9) buildings with thirty-six (36) units of attached, one (1)-story ranches.

APPROVED 2/10/2025

The applicant has had three meetings before Planning Commission as is the standard process for a Planned Unit Development:

- April 18, 2024 – Planning Commission qualified PUD (7-0)
- October 17, 2024 – Planning Commission set for public hearing (8-0)
- November 21, 2024 – Planning Commission public hearing/recommendation to City Council (5-0)

The next step in the process is this evening for the public hearing before Council after hearing from the applicant, City consultants and the public.

Consultant comments

Referencing her January 6, 2025 review memorandum, Planning Consultant Bahm (Giffels Webster) provided the following information:

- The property is currently zoned RA-1 (single-family, large-lot residential).
- The proposed development includes relief from RA-1 zoning standards to allow higher density consistent with RC-1 zoning. Properties to the north, south and east are zoned RA-1; the project to the west (Baptist Manor) is zoned RC-1.
- During the qualification hearing (April 18, 2024) the Planning Commission found that of the eight standards that they could look at for the planned unit development eligibility, four were applicable to this project, primarily due to the preservation of open space and natural features. While there are significant number of trees that will be removed, there are many trees that are going to be added on the site.
- During the recent Master Plan update that acknowledged the need for housing within the community, the Planning Commission kept this area as a special planning area with the classification of Flex Residential, to allow for a different kind of housing type than single family residential detached.
- While most dimensional standards of the RA-1 zoning district are met, ordinance relief is being sought for:
  a. Permit attached units at RC-1 density.
  b. Permit 45 replacement trees not to be planted and 40 to be planted off site. (485 trees required to be replaced; 400 trees will be planted on-site, 40 trees replaced off-site, and waiver requested for 45 trees not replaced.)

Council questions and discussion

In response to questions, Planning Consultant Bahm provided the following information:

- Confirmed that the surrounding properties are primarily RA-1, except for Baptist Manor to the west.
- Public benefits offered as a balance to the requested zoning relief include preservation of open space, tree preservation, and alignment with the Master Plan, particularly the call for additional housing in the City, noting that this project is proposing lower density than some of the projects the City had seen in the past. The review letter lists the four items the Planning Commission considered under their qualification, including the provision of open space, and the redevelopment of sites where an orderly change of use is determined to be desirable.
- Regarding impact to the existing neighborhoods, this project minimizes impact by offering an entrance and exit only to 13 Mile Road, so that no traffic will be using existing neighborhood roads. The significant greenbelt between this project and its neighbors is beyond minimum requirements.

Applicant presentation
Aaron Schafer presented on behalf of this application for PUD approval. Steve Schafer and Spencer Schafer were also present, as were representatives from Baptist Manor and M/I Homes.

Mr. Schafer addressed the following:

- Schafer Development is under contract with Moby Investments for the 12.04 acres just west of Baptist Manor. Schafer Development is also working in conjunction with Baptist Manor to help them entitle their project and get through the approval process. The Tabernacle is the Baptist Manor portion of the project and will be age-restricted to those 55 or older. Mulberry Park is a conventional 2-story townhome development that is aimed toward younger or first-time home buyers.
- Flex Residential Zoning enables creative redevelopment of less desirable single-family lots along the 13 Mile corridor, including the clustering of townhome or attached ranch units consistent with the proposed site plan. One of the main objectives of the flex residential designation is the clustering of units to preserve substantial open space and tree rows.
- If the property were developed under the current RA-1 zoning, a home could be located as close as 35 feet from the shared southern property line. The proposed plan nearly doubles that setback to approximately 65-74 feet.
- The southern and eastern property lines contain some of the most significant tree rows, and the development has been intentionally clustered to preserve as many of these large trees as possible.
- A wildlife corridor area is a hallmark of this development, traversing eastward to the River Rouge tributary.
- The plan meets all the suggestions made by the Fire and Engineering departments, including aligning the single access boulevard entrance with Westgate Road. The drive aisles were expanded to 27' feet wide. The ring road serves both developments with widened drive aisles for improved circulation. No stub street is proposed to the east due to topographical challenges there.
- The proposed plan has evolved from the high density project previously proposed by the Chaldean Community Foundation to what is being presented today. The current proposal provides much needed multi-generational housing, providing the community at large with "missing middle" housing, catering to the needs of couples and young families who are looking to build and establish roots and enroll their children into the Farmington Hills School District, as well as seniors seeking maintenance and commitment free housing where they can age in place.
- The 76 units on 12.04 acres has a total density of roughly 6.3 units to the acre.
- Renderings showed the proposed one-story ranches for the Tabernacle, and the proposed townhomes for Mulberry Park. The two portions of this PUD will have a complementary appearance in terms of materials and colors.
- The landscape plan was designed based on feedback received from numerous site walks with residents and HOA meetings. Schafer Development continues to meet with neighbors and will be submitting a revised landscape plan to provide additional evergreens as requested by the neighbors.
- The ordinance requires that 485 trees be replaced. Over 400 trees will be planted on site, and existing trees along the southern and eastern property line, and part of the northern property line will be preserved. Of the 85 trees remaining, Schafer Development has offered to plant a significant number (approximately 45 trees) off site, on neighbor's properties.
- About 167 or 45% of the existing trees to be removed are low quality (box elders, crab apples, cottonwoods, etc.).

APPROVED 2/10/2025

- Residents have been concerned about construction noise. Schafer Development is anticipating 4-5 months to do all earthwork, construction of basins, and underground utilities, and 18-24 month lead time before homes can be listed for sale and be ready for move-in.
- Schafer Development has walked neighboring residents' rear yards and knows drainage is an issue there – currently the water flows south and east. The proposed development will be designed to alleviate those issues, directing water to make its way into the basin at an agricultural rate, and from there move to 13 mile and eventually into the River Rouge tributary.
- In response to questions received from the Mayor's office this morning, Mr. Schafer said that they anticipate the value of the development to be $27M - $28M. Approximately 200 new residents will be added. The Tabernacle units will rent at $2000+. The Townhomes will start in the $400K range.
- Taxable values will be in the $620K range for the entire development per year. The City receives approximately 30% of the total taxes.
- The Tabernacle will be for active adults 55 or older, who will not put additional burdens on the Fire Department or Public Services beyond that of any residential community.

Council discussion and clarifications

Council Member Aldred raised concerns about the traffic study presented during the November 21 Planning Commission review, noting that the projected level of service for the Westgate intersection would degrade from a C to an F by 2028 due to the proposed development, with significantly increased wait times for residents.

Aaron Schafer explained that they had worked extensively with fire and engineering departments to mitigate traffic impacts, including widening the boulevard and providing additional right-of-way for future 13 Mile Road improvements.

Public Hearing

Mayor Rich opened the Public Hearing by first noting that comments in opposition to the project had been received from Adele Letterman, Beverly Mihalko, Charles Spiess, Craig LaPointe, David and Wanda Whalen, Doug Graham, Douglas and Mamie Roberson, Dr. Sharon Lee Havis, Duane Pitcher, Elena Mityaeva and Tim Pike, Emilio Ramirez of Holly Hill Farms Subdivision, Farida Attar, Guido and Eileen Campagna, H. Nelhans, Harold Howard, J. Meissner, Joe and Kathy Sterbling, John P. Nagoda, Kim and Jeriel Heard, Larry Rosenstock, Lindsey Matych, Mais Moran, Mark Sanders, Michele Nagoda, Nicole Carroll, Patricia Labrecque, Paul Shultz, Renee and Gari Chaffin, Roger Matuz, Roman Golshteyn, Ron Breining, Rory McHarg, Teresa Petersen, Ursula Kizy, Valerie Watson, and Dr. Meital Yerushalmi.

Public comment was offered in person by:

- Emilio Ramirez/Holly Hills Farms Subdivision noted that Schafer Development had communicated well with the HOA. The 9-10 residents of Holly Hill Farms that will be directly affected by this development are concerned about loss of privacy, potential drainage problems, construction noise, possible decreases in property value, strain on the power grid, loss of wildlife habitat, removal of over 400 trees (including 57 landmark trees), and increased traffic and congestion on 13 Mile Road.
- Julie Skene, Holly Hills Farms, suggested that all homes be single-story across the back of the development, and all multi-story homes be placed further forward. She was concerned about the affordability of the homes for senior citizens, and the traffic issues that will be caused by the entryway being directly opposite Westgate subdivision's entryway. Could a traffic light be installed?
- Amy Broglin-Peterson, Westgate subdivision, was concerned about traffic.

- Michael Menlo, WoodCreek subdivision, asked for "flare lanes" and a traffic light at Westbrook if this development went forward. He was concerned about construction wear and tear on the roads.
- John Nagoda, Westgate subdivision, asked Council to deny this PUD request. The lots were zoned RA-1 for a reason, and this project provides little or no benefits to the existing community. He was concerned about tree removal, traffic safety, density, and the additional burden placed on city staff and resources.
- Adele Letterman, Westgate subdivision, opposed the density of the project. Westgate lots were ¾ acre.
- Mark Sanders, Westgate HOA president, commended the Schafers for being open with the HOA. However, the HOA thought this proposal was too big a change and too dense relative to the neighboring developments.
- Louise Lieberman, Westgate subdivision, was concerned about traffic, density, and loss of animal habitat.
- Mark Pucher, Westgate subdivision, was concerned about traffic and density of the proposed development. He requested a traffic light at the Westgate entrance.
- Debbie Isner, Woodbrook, said her property backed up to the proposed Mulberry Park development. She acknowledged the Flex Residential designation, and said it was vital to capture the tree conservation area into perpetuity. Schafer Development had met with her and made changes based on her comments.
- Lindsey Matych, Holly Hill Farms, lived directly adjacent to the project. She opposed the proposal due to the tree removal, density, impact on drainage, traffic, wildlife, loss of privacy for existing residents, and marketability. The increase in density is not tied to deep buffering from the neighborhood to the south and does not bring change that is desirable for the neighboring communities.
- Eric Schmidt said that they had recently purchased their home in the Northwest corner of Holly Hill Farms because of the location and the zoning in the area. Had they known this development could potentially be built, they would have chosen a different home in a different location. While he appreciated the Schafers coming to his home and talking to him, Mr. Schmidt believed the proposed development is not compatible with the existing neighborhood. He was concerned about traffic and the fact the intersection at Westgate Road will go down to an F.
- Angie Smith thanked the Schafers for being very transparent. She was concerned about the intersection at Westgate Road, as the situation there was already dangerous.
- Robin White, Farmington Hills resident, supported the expansion of the Baptist Manor, as long as 13 Mile Road was widened first. There needed to be a traffic light at Westgate Road.

Council questions and discussion
Council Member Knol raised several concerns and questions for the developer regarding the proposed project, focusing on compatibility, density, and privacy.

- **Compatibility Concerns:** Knol highlighted the disparity between the proposed two-story townhouses in Mulberry Park and the neighboring Holly Hill Farms, which consists of lower mid-century modern homes, many of them tri-levels. Despite the proposed buffer, the two-story structures would be visible, especially given the time it will take for newly planted trees to mature.
- **Density Issues:** While the proposal includes a similar number of units as neighboring developments, such as Westgate and Cove Creek, those developments feature larger lots and lower density. Council Member Knol compared the project to the recently approved Villas at Pebble Creek, which has 75

condos spread over 30 acres and consists of one and 1.5-story units catering to families and older residents looking for options without stairs.

- **Potential Modifications:** Council Member Knol suggested reducing the density of the Mulberry Park section by converting the two-story townhouses near Holly Hill Farms into one-story condos. This adjustment could address privacy concerns and reduce the total room count, aligning it more closely with RC-1 standards.

Council Member Knol said that she could not support the project in its current form. She invited the developer to consider reducing the density and incorporating more one-story units, particularly along the border with Holly Hill Farms.

In response, Mr. Schafer noted that when combined, the developments fall seven units below the RC-1 unit cap for the site. He emphasized the trees that would be planted and the outreach to neighbors regarding landscaping. Mr. Schafer acknowledged density concerns but emphasized that the property's location along 13 Mile and evolving housing trends favor clustered, lower-maintenance housing, as reflected in the City's master plan since 2009. He highlighted the significant density reductions from previous proposals while balancing economic feasibility with community feedback and striving to provide attainable housing options.

Spencer Schafer emphasized efforts to ensure compatibility by transitioning to two-story buildings for half the development, aligning more closely with neighboring ranches and colonials. The proposed setbacks far exceed PUD and RA-1 requirements, providing additional buffer space. While the proposal differs from current zoning, it does align with the master plan's allowance for one- to three-story units.

Council Member Bruce asked the planning consultant to clarify the primary purpose of a Planned Unit Development (PUD). Planning Consultant Bahm explained that a PUD allows projects that do not align with existing zoning standards to move forward, particularly when no other zoning category adequately accommodates the proposed development.

Council Member Bruce expressed concerns about the proposed PUD, questioning its appropriateness for the subject RA-1-zoned properties. He emphasized that the PUD process is typically used for problematic properties that cannot otherwise be developed, but in this case, he has seen no evidence that the lots could not be sold and developed as RA-1. The proposal's high density disrupts the residential character of the neighborhood and unfairly alters expectations for nearby residents who purchased properties assuming the current zoning would remain unchanged.

Council Member Bruce highlighted the importance of maintaining low-density zoning to protect neighborhood integrity and argued that development should not prioritize maximizing a property owner's financial return at the expense of the community. While the development is visually appealing, it would be better suited to a different location. Concerns about increased traffic and congestion were real, as the proposed development would add 200 residents to the area.

In conclusion, Council Member Bruce stated that sometimes no development is better than bad development, and that while he appreciates the developer's efforts and the development is beautiful, he does not see sufficient community benefit from the PUD at this location and cannot support the

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proposal in its current form. He reiterated his commitment to ensuring developments align with zoning standards and protect the long-term character of the city.

Council Member Aldred acknowledged that the Master Plan designates the area as Flex Residential, providing for greater development flexibility, but emphasized that this designation does not equate to RC-1 density. The proposed density at 6.3 units per acre exceeds what is appropriate for the site and does not align with the intent of flex residential zoning.

Council Member Aldred outlined three key objectives for the development: minimal impact on the neighboring properties, acceptable traffic levels with safe conditions, and a high-quality housing product. He stated that the proposal falls short on the first two points, citing insufficient setbacks, limited open space, and significant traffic concerns, including a projected F grade for level of service at the boulevard entrance. While he commended the housing designs as high quality and visually appealing, he criticized the lack of walkability and sidewalks within the development, which he attributed to the high density. Council Member Aldred noted that developments like Cove Creek, with a density of 3.1 units per acre, are more compatible with the area and should serve as a benchmark for flex residential zoning.

In response, Aaron Schafer emphasized the development team's readiness to work collaboratively and explore creative adjustments to the plan to address the issues raised.

Council Member Bridges discussed the PUD process and its application to the proposed development. He clarified with Planning Consultant Bahm that the process is guided by the Michigan Planning Enabling Act, but cities have discretion over the specific criteria outlined in their ordinances. Council Member Bridges noted that the Planning Commission is considering reviewing the ordinance to ensure it aligns with current land development needs and remains applicable to the city's context as a nearly fully developed community.

Council Member Bridges was opposed to this development project, citing concerns about density and compatibility with the area's character. He emphasized that Farmington Hills residents value open space and large lots and move here for those characteristics, and the proposal's higher density disrupts the established neighborhood dynamic. While commending the developer for thoroughly addressing resident concerns and presenting a comprehensive review, Council Member Bridges maintained that the proposed development is out of character for the area and does not align with the expectations of the surrounding community.

In response, Aaron Schafer noted the scarcity of open land in Farmington Hills and emphasized that the Planned Unit Development (PUD) mechanism is one of the few tools available to creatively address housing needs. He highlighted the importance of providing housing options for the "missing middle" as well as empty nesters and the aging population in the city. At the same time, Mr. Schafer acknowledged the Council's concerns about density and traffic.

Council Member Boleware agreed with concerns raised by fellow council members. She praised the overall design of the project, particularly the Tabernacle portion. However, she expressed significant concerns about the density of the Mulberry portion and its impact on traffic. Council Member Boleware supported the concept of a multi-generational development combining housing for older adults and

younger families but the traffic challenges in the area, especially during peak hours, make the proposed density problematic. She noted that the Tabernacle's age-restricted residents are less likely to add to traffic during busy times, but the Mulberry portion, with younger families, would increase the traffic congestion.

Council Member Boleware commended the effort to replace 400 removed trees and distribute additional trees throughout the site. Unfortunately, density and traffic concerns particularly at the Westgate/Mulberry intersection remain primary issues and she encouraged the developer to consider reducing the number of units in the Mulberry portion. Council Member Boleware complimented the project's design and facade.

Request for postponement
Spencer Schafer addressed concerns about traffic, explaining that the development team was working with Julie Kroll at Fleis & Vandenbrink. The alignment of the proposed boulevard entrance with Westgate had been requested by the City's engineering department, changing the current three-way intersection into a four-way. The development team wants to maintain the intersection's level of service at a D rating or better and is open to revisiting potential solutions, including the possibility of adding a second entrance. Mr. Schafer expressed a willingness to refine the proposal based on Council feedback and requested that the item be tabled to allow time for revisions.

Mayor Rich thanked the Schafers for their community engagement, including attending the recent "Walk the Hawk" event and discussing the proposed development with residents. However, Mayor Rich acknowledged significant concerns raised by both residents and Council members.

Mayor Rich was also concerned about walkability, along with the absence of placemaking. She suggested incorporating public art in the proposal, noting the Council's ongoing discussions about implementing a public art ordinance. She was concerned about affordability, as the proposed $2,500 monthly cost of the Tabernacle rentals is more than many residents can pay, especially seniors living on fixed incomes. Traffic impacts and the deteriorating state of existing structures on the property remain pressing issues.

Acknowledging the developer's request to table, and after discussion regarding scheduling, the following motion was offered:

> MOTION by Boleware, support by Dwyer, that the City Council of Farmington Hills hereby approves the postponement of the public hearing and consideration of Planned Unit Development 2, 2024 including Site Plan 56-8-2024, Mulberry Park and The Tabernacle Multi-Family Housing, located on 13 Mile Road, west of Middlebelt Road, to March 3, 2025.
>
> MOTION CARRIED 6-1 (Bruce opposed).

At 10:00pm Mayor Rich called a short break and reconvened the meeting at 10:14pm.

ADDITIONS TO AGENDA
There were no additions to the agenda.

PUBLIC COMMENTS
None.

CITY ATTORNEY REPORT

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DISCUSSION ON PLANNED UNIT DEVELOPMENT 2, 2024 INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD

Director of Planning and Community Development Kettler-Schmult gave the background to this discussion item, noting that the last discussion on this item took place during the January 13, 2025 regular Council meeting, which included a public hearing, following which Council and staff provided feedback. The Schafer development team has returned with a presentation outlining proposed improvements, and they are seeking Council's reaction this evening as to whether they are moving in the right direction.

The project remains scheduled for a public hearing on March 3. After Council provides feedback during this meeting, the developers can choose to submit their revised plans for formal staff review.

Members of the development team present this evening included Aaron, Spencer, and Stephen Schafer, who presented revisions relative to the following topics:

- **Reduced Density**
  - The number of units has been reduced from 76 to 69 with room count adjustments leading to an overall decrease of 25 to 35 rooms across the project, and a density reduction from 6.3 to 5.5 units per acre (12.2% reduction), with room counts decreasing to 18–19.5 rooms per acre (9.3% reduction).
  - Schafer Development conducted an analysis of residential density along the south side of 13 Mile Road between Orchard Lake and Middlebelt:
    - Glen Oaks: 21 rooms per acre, 5.3 units per acre.
    - Cove Creek: 17 rooms per acre, 4.2 units per acre.
    - Proposed Mulberry Park Plan: Falls between Glen Oaks and Cove Creek at 18–19.5 rooms per acre.
  - The developers emphasized that the revised plan creates a balanced density transition in the area.

- **Traffic Flow/Safety**
  - Baptist Manor will remove the first duplex unit to create a new entrance at the Detroit Baptist Drive/13 Mile Road signalized intersection. There will also be a secondary entrance on 13 Mile Road east of Westgate Drive, aligning with engineering recommendations.
  - The plan maintains flexibility to comply with engineering and fire code requirements, ensuring adequate access points.
  - The curved roadway connecting to Baptist Manor will result in removing four older duplex units, with Baptist Manor committed to relocating affected residents within its campus.
  - The project maintains two access points to meet International Fire Code standards.

- **Deep Buffering**
  - Building setbacks along the southern property line have increased by 11 to 16 feet, creating a total buffer of 83 to 86 feet, exceeding the original 75-foot buffer request.
  - The revised plan approximately doubles the eastern stormwater basin and potentially completely eliminates the western stormwater basin, thereby increasing open space.

- **Visual Impact**
  - The unit configurations to the south have been modified to better match the surrounding neighborhood, shifting from four-, five-, and six-unit structures to primarily three- and four-unit buildings **to** reduce visual impact on adjacent residential properties.

- **Walkability**
  - The revised plan includes sidewalks on both sides of the roadway and along the south side of the main thoroughfare connecting the development to Detroit Baptist.
  - The 13 Mile Road sidewalk will be reconstructed**,** as the existing sidewalk is unsafe due to its close proximity to the roadway. The new design will include a buffer to accommodate future expansion and improve pedestrian safety.
  - Regarding landscaping enhancements:
    - The developers will enhance landscaping rather than request a waiver for reduced tree planting.
    - The revised plan adds significant new plantings along the PUD frontage and Baptist Manor's property, particularly along the 13 Mile corridor.
  - Placemaking enhancements include:
    - A designated space for public art along the 13 Mile Road frontage.
    - A walking trail for community wellness, with additional features such as a butterfly or pollinator garden or a rain garden for ecological sustainability. This space may expand further if the western stormwater basin is removed.
    - Eastern overlook – a passive amenity area, possibly including a pergola or seating area, overlooking the basin and the wildlife corridor/tree preservation area at the southern property line.

Council feedback

In response to questions, Director Kettler-Schmult provided the following information:

- Revisions to this plan have been ongoing since the January 13, 2025 City Council meeting. Once a final plan is submitted, updated staff and planner's reviews will be prepared. The primary items brought out in the January 13 meeting have been addressed.
- The area is zoned RA-1, a low-density residential designation. The newly adopted master plan introduces a "flex zoning" category intended to allow for varied land uses and increased development flexibility including increased density in some cases. However, the master plan has not been fully implemented, and specific definitions and guidelines for flex zoning have not yet been adopted. The proposed density aligns more closely to RC-3 or RC-1 zoning.

  Aaron Schafer pointed out that the revised plan presented this evening proposes 35 to 55 fewer rooms than what RC-1 zoning permits, reflecting a reduction in density.

- Council Member Knol acknowledged the proposed connection to Baptist Manor, allowing residents access to a signalized entrance, and asked whether the eastern entrance would be gated for emergency use only, directing all traffic to the light.

  Aaron Schafer responded that discussions with engineering are ongoing, and recent conversations had focused on restricting turn movements at the eastern entrance. Installing a breakaway gate

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might not be feasible due to separation distances. The fire marshal has approved the current entrance designs, pending engineering approval, and options like a right-in, right-out configuration are under consideration.

In response to further questions, Aaron Schafer said that:

- They had shared the revised plan with the Westgate Homeowners Association who were receptive to the changes. The developers were hoping to schedule a meeting with the Holly Hill Farms HOA within the next week or two.
- An updated traffic study was being prepared, and the developers would submit it as soon as possible.
- A comprehensive stormwater management plan will address concerns about potential drainage and flooding issues affecting neighboring properties, in that all runoff from the southern units, particularly near the natural foliage, will be directed northward into designated basins, eventually connecting to the 13-mile stormwater outlet. This aligns with recommendations from the engineering department, which suggested that roof runoff be channeled into the stormwater system, while other surface runoff should infiltrate the ground at a controlled, agricultural rate. By preserving existing vegetation and minimizing land disturbance, the plan will enhance natural infiltration and reduce the need for additional infrastructure. Schafer Development has engaged with individual residents to identify specific areas of concern and is committed to addressing these issues proactively. Overall, this strategy is expected to significantly improve current drainage conditions experienced by neighboring properties.

- Council Member Boleware advocated for the inclusion of adult playgrounds in the design, particularly near the proposed pergola.
- Several council members expressed appreciation for the detailed responses to concerns raised at the January 13 meeting and also for the continued interaction with nearby residents.

City Manager Mekjian emphasized the importance of submitting the traffic impact study as soon as possible. He noted that as a best management practice, the recommendation is always to line up driver approaches across major roads to minimize traffic impacts/accidents as much as possible. The geometrics that were shown tonight in the revised plan were not good geometrics in terms of traffic safety.

Mayor Rich reiterated that the March 3rd meeting is scheduled as planned. At that time, Council will decide whether to approve, deny, or defer the proposal based on the information and revisions presented.

ADJOURNMENT

The Study Session meeting was adjourned at 7:22pm.

Respectfully submitted,

Carly Lindahl, City Clerk

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Yeas: ALDRED, BOLEWARE, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: BRIDGES

MOTION CARRIED 6-0-0-1.

CONSENT AGENDA ITEMS FOR DISCUSSION

There were no consent agenda items for discussion.

COUNCIL MEMBERS' COMMENTS AND ANNOUNCEMENTS

Council Member Aldred highlighted the City's extensive summer camp offerings, noting that Farmington Hills hosted 277 summer camps last year, with 91% of families saying they would recommend a Farmington Hills summer camp to a friend. These programs are revenue-generating, with 28% of the revenue coming from outside the City. He encouraged residents to enroll their children, as registration began in January and spots fill quickly. Council Member Aldred also mentioned upcoming hiring events on March 11 and March 17 for seasonal positions related to summer camps and other City programs. He commended the Special Services Department for its role in making recreation a defining feature of Farmington Hills and encouraged continued investment in these programs.

Mayor Rich wished Ramadan Mubarak for those who are observing Ramadan.

Mayor Rich also mentioned:

- "Walk the Hawk" event tomorrow at noon on the third floor of The Hawk, for those who might want to share a point of view regarding the City.
- Greater Farmington Chamber of Commerce State of the City event will be held April 1, 7:00pm, at The Hawk, with a business expo from 4:30pm-6:30pm the same day. The event is free, and presenters will be Chancellor of Oakland Community College, Superintendent of Schools, Mayor of the City of Farmington, and Mayor Rich.

CITY MANAGER UPDATE

City Manager Mekjian highlighted the following:

- Yard waste pickup resumes the first full week in April, starting April 7.
- As mentioned, there are upcoming hiring events on March 11 and March 17, both starting at 5pm. There are over 200 seasonal position opportunities at the Special Services and Public Services departments.

PUBLIC HEARING

PUBLIC HEARING AND CONSIDERATION OF PLANNED UNIT DEVELOPMENT 2, 2024 INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD. CMR 3-25-32

Staff Comments and Planning Consultant Review

Director of Planning and Community Development Kettler-Schmult introduced this agenda item, noting that this request for approval of Planned Unit Development 2, 2024 including Site Plan 56-8-2024, was before City Council on January 13, when it was postponed to tonight's hearing.

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Council Member Bridges asked that tonight's discussion include staff responses to the suggestions and comments made by Council at the January meeting.

Council Member Bruce asked for a brief summary of enforcement actions on the properties being discussed, especially as the existing homes on the properties had apparently been allowed to rot over time. Director Kettler-Schmult said she would gather that information and forward it to Council.

Referencing his February 25, 2025 memorandum, Planning Consultant Tangari, Giffels Webster, provided an overview of the revisions made to the site plan since it was last presented to the Council. Key changes included a reduction in unit count, modifications to setbacks, adjustments to circulation and access points, and revisions to tree removal and replacement plans.

Unit Count Adjustments:

- The total number of units for the entire project was reduced from 76 to 69.
- The development remains divided into two sections: the Tabernacle (Baptist Manor) side and the Mulberry Park side.
- The number of two-story townhome units for sale in Mulberry Park decreased from 40 to 36.
- The number of 55-plus ranch units on the Tabernacle side decreased from 36 to 33.
- Based on ordinance calculations that factor in room counts, the project now includes 243 rooms, down from 268, aligning with the density requirements of the RC-1 district.

Setback Modifications:

- The stormwater ponds were consolidated into a single pond on the far east side of the project.
- The front setback for both the Tabernacle and Mulberry Park sections was adjusted to 67 feet for both, previously 62 and 82 feet, respectively.
- The rear setback, adjacent to the neighborhood behind the development, increased to 83 feet for Tabernacle and 85 feet for Mulberry Park, from the previous 60 and 76 feet.
- The east side setback, where an occupied neighboring home is located, increased from 45 feet to 165 feet.
- The setback to the west, abutting Baptist Manor, was reduced from 37 feet to 10.79 feet.
- Buildings along the east property line that previously had walkouts were removed, with the stormwater pond occupying this space.

Circulation and Access Changes:

- One access point along 13 Mile Road was removed.
- The boulevard previously planned across the street from the Westgate entrance on 13 Mile was eliminated, making the width of that access point consistent with the Westgate entrance.
- A direct connection between this development and Baptist Manor was incorporated, allowing movement between the two sites without requiring access to 13 Mile Road.
- Additional sidewalks were added throughout the project, including along 13 Mile, connecting to interior pathways leading to two new small park areas with seating.

Public Art and Landscaping:

- The applicant's narrative mentioned a designated space for public art along the 13 Mile frontage, though its specific location was unclear and would likely be addressed in their presentation.
- Minor changes were made to tree removal plans due to the site reconfiguration, reducing the tree replacement shortfall to 19, down from previous estimates. 59 trees will be planted as replacement trees, with some of those trees being planted on the Baptist Manor site.

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Presentation by applicant
Aaron and Steven Schafer, Schafer Development, were present on behalf of this application. Jacob Geiger, Traffic Engineer, Fleis & VandenBrink, was also present.

Aaron Schafer presented the revised site plan for the proposed Mulberry Park and The Tabernacle Multi-Family Housing project. Several modifications were made in response to feedback from City Council and residents during prior meetings in January and February.

Community Engagement:
- Since first contracting the property in early 2024, the development team has engaged in multiple discussions with local homeowner associations, including the Westgate HOA Board, Holly Hill Farms HOA Board, and additional meetings after the February 10th study session. The revised plans incorporate nearly all comments from previous Council discussions.

Changes from Previous Site Plan:
- The earlier plan had 76 units (36 at The Tabernacle, 40 at Mulberry Park). The revised plan reduces this to 69 units (33 at The Tabernacle, 36 at Mulberry Park).
- Density has decreased from 6.3 to 5.5 units per acre, with an associated reduction in total room count. The revised plan remains significantly below the RC-1 zoning maximum.
- The room yield per acre has been adjusted from a previous range of 20 to 22 to a new range of 18 to 19.5, keeping it below the RC-1 limit of 276 total rooms.
- This reduction translates to 25 to 35 fewer bedrooms, decreasing bedroom density by approximately 9-14%.

Comparative Density Analysis:
- The revised site plan maintains a lower room yield per acre than neighboring developments along 13 Mile Road, demonstrating a gradual decrease in density from Orchard Lake to Middlebelt Road. For reference, the room yield per acre is:
    - Glen Oaks: 21 rooms/acre
    - Revised PUD Plan: 18-19.5 rooms/acre
    - Cove Creek: 17 rooms/acre

Site Plan Modifications and Enhancements:
- Traffic and Access Improvements:
    - The project team met with the Mayor's Office and Traffic and Engineering departments in January, where alignment with Westgate Drive was strongly recommended to avoid left turn conflicts due to the hill near Westgate.
    - The development's primary entrance has been relocated to align with Detroit Baptist Drive's signalized intersection.
    - The secondary entrance is directly across the street from Westgate Drive, designed to meet International Fire Code requirements and Engineering and Traffic recommendations.
    - The project reduces the number of curb cuts on 13 Mile from five to one.

Stormwater Management and Open Space Enhancements:
- The revised plan consolidates stormwater retention into one basin, eliminating the western basin on The Tabernacle property.
- Stormwater currently flows south and east, impacting neighboring properties. The development will redirect all stormwater runoff, including roof drains, into the expanded eastern stormwater basin.

- Rear yard swales and stormwater catch basins along the roadway will route water to the eastern basin before releasing it at an agricultural rate into the 13 Mile storm system.
- Limited grading and clearing will be performed in the southernmost areas to preserve legacy trees while addressing existing drainage concerns.
- More communal and recreational space has been incorporated.
- The revised site plan incorporates sidewalks on both sides of the internal roadways to improve pedestrian accessibility. A direct pedestrian connection south of the primary entrance will allow access to Baptist Manor's campus via two routes: the 13 Mile frontage sidewalk and the internal sidewalk along the new drive.
- Two placemaking and amenity spaces have been designated in the central corridor and southeast quadrant of the property.
- The project will include a public art installation along the 13 Mile frontage, with final placement to be determined in coordination with engineering staff.

Increased Buffering and Setbacks:

- The rear yard setback to Holly Hill Farms has increased from the required 35 feet to 83-86 feet, providing an additional 48-51 feet beyond zoning requirements.
- Southernmost building configurations were modified to include only three- and four-unit buildings to reduce visual impact on adjacent properties.

Baptist Manor Adjustments:

- Baptist Manor has agreed to remove a duplex along 13 Mile Road to facilitate the new primary entrance.
- Discussions are ongoing regarding the removal of four aging duplexes along the shared western property line, with the possibility of replacing them with two four-plex units. The overall density of Baptist Manor would remain unchanged.

Landscaping and Tree Preservation:

- The revised clustered development plan reduces the deficient tree calculation from 85 to 59 trees, preserving 26 additional legacy trees.
- Extensive landscaping will be installed along the 13 Mile frontage, with Baptist Manor planting additional trees to compensate for any deficiencies.
- Over one-third mile of new landscaping will extend from Baptist Manor through the Tabernacle to Mulberry Park.

Housing Market Considerations:

- The proposed townhomes at Mulberry Park will start at approximately $400,000, which is lower than recently built single-family homes in Farmington Hills, which range from $500,000 to over $700,000.
- Comparable townhouse developments in the region show higher price points (Gramercy Ridge is starting at $700,000 or more), indicating strong demand for attached housing and also pointing out the need for more moderate priced housing to support younger home buyers.
- The Rose Senior Living Development has rental rates starting at $4,300 per month. In contrast, Baptist Manor Ranch units will start in the low-to-mid $2,000 range, offering a more affordable alternative with similar amenities. Residents of The Tabernacle will have access to Baptist Manor's services, including housekeeping, laundry, and additional care as needed.

Summary of Public Benefits and Amenities:

- A central gathering space and public art installation are planned along the 13 Mile frontage.
- A fitness trail and meandering pathway will replace the previously planned western basin.

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- A native landscape garden, butterfly corridor, and benches will be incorporated to enhance ecological stability.
- An additional park area south of the eastern basin will provide scenic seating with views of the tree preservation buffer.
- A three-foot landscape wall will be installed along select areas for privacy, particularly for Holly Hill residents and future community members.

Alignment with the City's Master Plan:

- The development addresses the need for "missing middle" housing, catering to young professionals, first-time homebuyers, and seniors seeking a maintenance-free lifestyle.
- The City's master plan highlights a growing demand for senior housing as the baby boomer demographic continues to age.
- The special planning area designation for this property encourages creative higher-density residential development.
- The proposal includes setbacks of 83 to 86 feet to buffer the new development from existing single-family neighborhoods.
- The master plan allows for a mix of detached and attached housing styles, which is reflected in the project's combination of ranch and two-story units.

Public Hearing

Mayor Rich explained the process for public comment and opened the Public Hearing.

Mayor Rich read a list of individuals to would like to go on record as being opposed to this PUD/site plan request: Beverly Mihalko, Joanne Zechar, Joe and Kathy Sterbling, Lindsey Matych, Michele Nagoda, Amy Broglin-Peterson, Charles Spiess, John Nagoda, Mark Sanders, Patricia Labrecque, Paul Shultz, Roger Matuz, Brant Kessel, Douglas and Mamie Roberson.

Sam Rabah, Westgate, was concerned about traffic on 13 Mile Road near Westgate. While deceleration lanes exist for residential streets between Farmington Road and Haggerty Road, there are none between Westgate and Orchard Lake, creating hazardous conditions. Mr. Rabah described frequent incidents where vehicles following too closely attempt to pass him in the left-turn lane as he slows down to enter his subdivision, including one occasion where he had to reverse to avoid a head-on collision. He urged Council to consider installing a deceleration lane to improve safety and prevent future accidents.

Michael Pucher, Westgate, supported the request for deceleration lanes. He also expressed concerns about the density of the proposed development, noting that the Robertson project at 12 Mile and Inkster has 75 units on 30 acres, while the 13 Mile proposal seeks to place 69 units on 15 acres. Mr. Pucher emphasized the unique character of the Westgate neighborhood, with its custom homes and distinctive landscaping, and questioned how the new development might impact property values. Lastly, he requested action on longstanding blight issues in the area, noting that they have persisted for years.

Wanda Whalen, Woodbrook Street, was strongly opposed to the proposed Planned Unit Development. While she is not against new construction, she objected to this development at this location. She emphasized concerns about the impact on longtime residents, many of whom have lived in the area for decades, and believed the development would alter the character of the neighborhood. She also cited existing traffic congestion on the two-lane roadway, and voiced skepticism about developers' promises, urging the City to prioritize the interests of current residents over large-scale development.

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Michele Nagoda, Richmond Hill, noted that with the ongoing closure of I-696, local roads such as 12 Mile and 13 Mile will experience increased congestion, which will be further exacerbated by construction. She questioned the adequacy of parking for community gatherings and expressed concerns that the development's density is far greater than what is typical in the area. She urged the City to consider a more moderate increase in housing rather than the proposed 69 units.

John P. Nagoda, Westgate subdivision, reiterated his opposition to the proposed development, citing concerns over density and safety. He emphasized that while the developers' projections account for unit numbers, the real impact will be the increased traffic flow and congestion caused by residents and their vehicles. He highlighted past safety issues, particularly after the removal of deceleration lanes about 20 years ago. He expressed skepticism regarding developer commitments, referencing a long-unfulfilled promise for a brick wall along Northwestern Highway relative to development there, which wall remains unbuilt after 30 years.

Amy Broglin-Peterson, Northbrook Street, urged Council to reject the revised proposal, stating that it fails to address key concerns raised in previous meetings, including density, traffic safety, affordability, and compatibility with the surrounding area. She questioned why the subject properties have been allowed to deteriorate into blight, despite city ordinances designed to prevent such conditions. She alleged that the property owner has deliberately neglected the area, citing violations such as standing cesspools, in-ground oil tanks, and unsecured structures. She asked the City to enforce its ordinances and facilitate the sale of the properties rather than approving high-density development.

Adele Letterman, Westgate subdivision, expressed continued opposition to the proposed development, stating that even with the reduction from 76 to 69 units, the density remains too high for the area. She recounted previous discussions with the developers, during which she was told that further reductions would make the project unprofitable. Ms. Letterman urged Council to prioritize the long-term well-being of Farmington Hills and its neighborhoods over financial considerations.

Louise Lieberman, Southbrook, reiterated concerns that the proposed development is too dense. Previous community feedback overwhelmingly opposed increased density in the area. She added her name, along with Arlene Spicer and Adele Letterman, to those formally opposing the project. Ms. Lieberman also pointed out that online public comments did not support zoning changes to allow higher density development.

Julie Skene, Highmeadow, voiced support for previous public comments and reiterated concerns about the proposed development's density and traffic impact. She objected to having two-story structures backing up to Holly Hill Farms and suggested that single-story units should be placed along the perimeter, with townhomes centralized within the development. While she acknowledged the revisions made to the proposal, she urged the developers to further address the height of buildings near existing single-family homes.

Laviv Matutuca, Richmond Hill, expressed agreement with previous public comments and raised concerns about the impact of the proposed development on the character and safety of the Westgate subdivision. The neighborhood is a quiet, well-connected community, and he worries that increased foot

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traffic from the new development may lead to security concerns. Additionally, he questioned why the City is considering a proposal that does not conform to existing RA-1 zoning regulations.

Lindsey Matych, Holly Hill Farms, opposed the proposed development, arguing that it exceeds reasonable density for the area and contradicts zoning regulations. She contended that the developers' comparison chart contained inaccurate figures, particularly regarding Cove Creek, and that the proposed density is more than double that of comparable projects. Ms. Matych also raised concerns about significant tree removal, loss of open space, and the project's failure to provide adequate buffers between existing neighborhoods. She asserted that the proposal does not align with the city's master plan, prioritizing density over community benefits, and urged Council to reject the project.

John Good, Polo Club Drive, acknowledged the value of increasing residential density along major thoroughfares like 12 Mile and 13 Mile but emphasized the need for thoughtful design that respects existing neighborhoods. He highlighted the architectural significance of Holly Hill Farms and the custom-designed large lots in Westgate, suggesting that adjustments be made to reduce the density and lower the height of buildings along the southern boundary of the proposed project. He encouraged the City to pursue growth while ensuring that new developments are thoughtfully integrated into their surroundings.

Eric Schmidt, Holly Hill Farms, reiterated his strong opposition to the proposed development, citing concerns over excessive density and inadequate green space. The minor adjustments made to the plan do not align with the character of the area. Density should be reduced to levels comparable to Cove Creek. Mr. Schmidt also criticized the poor maintenance of the subject property, pointing out abandoned vehicles and debris visible from 13 Mile Road, which reflected a pattern of neglect. He questioned the developers' claims of ongoing engagement with residents, stating that no one he spoke with had been contacted by the developer, which raised doubts about their transparency. He urged the Council to reject the proposal.

Mayor Rich closed the Public Hearing and brought the matter back to City Council.

Traffic Study Discussion

Council Member Bridges inquired about the traffic study results and how they were analyzed. Director of Public Services Rushlow explained that the city does not conduct its own traffic study, but reviews analyses submitted by the applicant's traffic engineer. The city received the latest traffic impact analysis on February 21, after business hours, and completed a review within a week. Due to timing constraints, the report was not included in Council's packet but was emailed to council members earlier today.

Public Services Director Rushlow noted differences between the latest traffic study and the previous one, particularly regarding traffic conditions at Westgate Drive and 13 Mile Road. He stated that additional questions remained regarding the methodology and findings.

- The study indicated that existing traffic conditions at Westgate Drive were already rated at a Level of Service (LOS) E, with projections showing a decline to LOS F upon project completion.
- The primary improvements sought by the City included connecting the site to the existing traffic signal and ensuring a second egress aligned with Westgate Drive to reduce turning conflicts.
- While these measures improved traffic flow, the study still projected increased delays at the intersection.

- The analysis did not include the impact of a potential deceleration lane for Westgate Drive, as that improvement falls outside the development site.

Council Member Aldred expressed concern that the traffic study was not available for thorough review before the meeting, emphasizing that traffic impact is a significant issue relative to this proposed development. He questioned why the new study showed a shift from an expected LOS C-to-F deterioration to an LOS E-to-F deterioration at the Westgate intersection.

Mr. Geiger, the applicant's traffic consultant, explained that the difference resulted from changes in evaluation methodology. The updated study assessed the intersection as a four-leg rather than a three-leg intersection, following Highway Capacity Manual (HCM) guidelines. This methodological adjustment, rather than project modifications, accounted for the shift in projected impact.

Aaron Schafer requested that Council consider tabling the matter in order to give the Schafers time to speak with their traffic engineer and city staff to evaluate constructing a deceleration lane along Westgate Drive, as requested by several speakers.

Mayor Rich asked the applicant if they would consider funding a deceleration lane if the City's traffic engineer determined it to be warranted. Steven Schafer acknowledged the request and indicated willingness to collaborate on this matter. He noted that traffic reports showed no recorded accidents in the last four years at the intersection. He affirmed a willingness to eliminate or relocate the access point to Westgate, pending approval from city staff and emergency services. A potential alternative included installing a breakaway gate for emergency access only. Steven Schafer emphasized that the revised plan integrates new units along Baptist Manor, providing a direct and improved entry to the development, reducing reliance on the Westgate access

Council Member Boleware noted that the study found morning congestion at LOS E and evening congestion at LOS F, with part of the delay stemming from the timing of the traffic signal at Detroit Baptist Manor, which has a 110-second cycle length. Mr. Geiger confirmed that the signal's timing contributed to delays but also explained that adjusting that signal would affect the coordination of all traffic signals along 13 Mile Road.

Mr. Geiger noted that the proposed development would increase traffic delay at Westgate Drive by approximately seven seconds per vehicle, which was not considered a significant change. Vehicle queuing at Westgate was projected to increase by one foot, with the number of queued cars (2) remaining the same.

Council Member Aldred asked if prohibiting left turns from the development onto 13 Mile Road would improve safety. Mr. Geiger acknowledged that restricting movements generally enhances safety but also pointed out that the connection to the signalized intersection at Baptist Manor would naturally encourage most residents to exit via that route.

Council Member Dwyer was confident that the city's traffic division is capable of managing any potential traffic concerns. He emphasized that the development would not generate the kind of congestion seen in large employment centers and was unlikely to cause significant disruptions.

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Araon Schafer reiterated their request to table the matter for further analysis of the deceleration lanes and additional review of traffic impacts.

Director Rushlow stated that the City had reviewed the updated study and found no major discrepancies. The primary question related to whether the queuing observations were based on field data or modeling, and it was confirmed that both were used. As stated, the study projected a minor delay increase of approximately seven seconds per vehicle at Westgate Drive, which was deemed insignificant.

Director Rushlow said there were no significant outstanding issues with the applicant's traffic study, and the City found the conclusions to be reasonable. Regarding the possibility of adding a deceleration lane, Director Rushlow explained that a separate analysis would be required to determine if such a lane would be appropriate, given the three-lane road configuration.

Impact on Neighboring Properties

Council Member Knol inquired about changes to the site plan, particularly the relocation of Unit 5 and the resulting increase in green space and stormwater detention. She asked how the overall square footage of the development had changed between the original and revised plans. Aaron Schafer said he could provide this information to Council.

Council Member Knol expressed concerns about the placement of two-story buildings near Holly Hill, stating that the larger setback was beneficial but did not mitigate the visual impact in winter months when tree foliage is reduced. She suggested continuing the one-story ranch units along the perimeter to minimize this effect. Steven Schafer responded that some Holly Hill homes are tri-levels or two-story structures, and the proposed design aligns with existing development patterns. However, he was open to modifying the proposal by increasing the number of ranch units.

Council Member Knol reiterated concerns regarding the impact of density on adjacent neighborhoods, particularly Holly Hill. She advocated for reducing density further by incorporating more single-story units, which she believed would be less intrusive for neighboring residents. Council Member Knol also suggested that a shift toward condominiums rather than townhouses could be more compatible with market demand, noting that many residents in the area seek single level living arrangements for downsizing. Such a change could maintain profitability while preserving green space and reducing environmental impacts.

Council Member Bruce emphasized that the proposed development would significantly alter the RA-1 zoning character of the area, effectively transitioning it to an RC-3 density. He strongly opposed the plan, stating that zoning changes should not be made in a way that disrupts neighborhood stability. He expressed concerns that the existing properties had been intentionally neglected to facilitate higher-density development and maintained that the site could still be developed within RA-1 parameters.

Council Member Aldred appreciated the substantial changes made in the site plan. He agreed that the density should be reduced further, to match the density of Cove Creek. He also supported ranch homes at the south of the property. He thought the proposal was close to approval.

Council Member Boleware highlighted the importance of multi-generational housing. She noted that the project could provide attainable and affordable housing, which is in high demand in Farmington Hills and

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the surrounding areas. She acknowledged concerns about density but emphasized the value of offering housing options for young families looking to purchase their first home, as well as for seniors seeking downsized living arrangements. She supported the project's overall concept but stated that reducing density and incorporating acceleration and deceleration lanes for safety would be preferable.

Steven Schafer indicated willingness to reduce density to levels comparable with the Cove Creek development and to work with staff on the safest access points.

Mayor Rich echoed support for the project's overall concept, commending the applicant for implementing substantial changes based on previous feedback. She noted that the proposed development could encourage multi-generational living. Mayor Rich also pointed out the project's walkability and its proximity to amenities. She supported postponing the matter to allow for further refinements.

After further discussion and in collaboration with the applicant, Council agreed to postpone further discussion and until the first meeting in May.

> MOTION by Bridges, support by Boleware, to postpone consideration of Planned Unit Development 2, 2024 including Site Plan 56-8-2024, Mulberry Park and The Tabernacle Multi-Family Housing, located on 13 Mile Road, west of Middlebelt Road to May 12, 2025.
>
> MOTION CARRIED 6-1 (Bruce opposed).

Mayor Rich called a short recess at 10:00pm and reconvened the meeting at 10:10pm.

UNFINISHED BUSINESS

CONSIDERATION OF AMENDMENT TO PLANNED UNIT DEVELOPMENT 2, 2021, INCLUDING REVISED SITE PLAN 59-5-2022, VILLAS AT PEBBLE CREEK (SARAH FISHER), LOCATED AT 27400 TWELVE MILE ROAD. CMR 3-25-33

Planning and Community Development Director Kettler Schmult introduced this request to amend Planned Unit Development 2, 2021, including revised site plan 59-5-2022, for the Villas at Pebble Creek (Sarah Fisher). The primary modification is the removal of the northern driveway access point, which has been converted into open space. The project now features a single boulevard entrance off Inkster Road, with a gated emergency access point on Twelve Mile Road.

Tim Loughrin of Robertson Homes provided an overview of the amendment, emphasizing that the layout of the site remains largely unchanged except for the removed access point. He noted that the adjustment was made following discussions with city staff and that the traffic study addressed concerns related to the access change.

Council Member Aldred inquired about potential uses for the new open space. Mr. Loughrin responded that the area would primarily feature plantings as a buffer for adjacent homes. A sidewalk connection may be challenging due to grade differences.

Mayor Rich asked how preserving the chapel on site would be a benefit to the greater community. Mr. Loughrin explained that maintaining the chapel, which will be prominent from the road, as well as the

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MINUTES
CITY OF FARMINGTON HILLS
CITY COUNCIL MEETING
CITY HALL – COUNCIL CHAMBER
MAY 12, 2025 – 7:30 PM

The regular session of the Farmington Hills City Council was called to order by Mayor Rich at 7:32PM.

Council Members Present:	Aldred, Boleware, Bruce, Dwyer, Knol, and Rich
Council Members Absent:	Bridges
Others Present:	City Manager Mekjian; Assistant City Manager Mondora; City Clerk Lindahl; Directors Aranowski, Brockway, Kettler-Schmult, Rushlow, Schnackel and Skrobola; City Attorneys Joppich and Young

PLEDGE OF ALLEGIANCE
The pledge of allegiance was led by Bill and Helene Heaton.

APPROVAL OF REGULAR SESSION MEETING AGENDA

MOTION by Boleware, support by Bruce, to approve the agenda as published.

MOTION CARRIED 6-0.

UNFINISHED BUSINESS
CONSIDERATION PLANNED UNIT DEVELOPMENT 2, 2024 INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD (POSTPONED FROM MARCH 3, 2025). CMR 5-25-81
Planning and Community Development Director Charmaine Kettler-Schmult introduced the item, highlighting the following:

- The 2-part development, named Mulberry Park and the Tabernacle, is located in the RA-1 zoning district on the south side of 13 Mile between Middlebelt and Orchard Lake Roads
- The Planning Commission approved the PUD qualification on April 18, 2024, and recommended approval after a public hearing held on November 21, 2024
- City Council considered the item on January 13, 2025, when it was postponed to March 3, 2025. At the March 3rd meeting, Council held and closed a public hearing, then postponed deliberation until this meeting.
- The applicant has made modifications to address Council discussion items. A revised plan and reviews from planning staff, consultants, and city staff have been provided to Council.
- It was important to note that City staff and consultants neither advocate for nor oppose developments, but process and review applications according to existing regulations. Staff then forwards items to approving bodies for their deliberation and decision.

Planning Consultant Jill Bahm, Giffels Webster, explained that the proposal had been revised since the last presentation. The number of buildings has not changed, but the number of units had been reduced:

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the single story ranch units reduced from 33 to 31 homes, and the Mulberry Park townhome portion reduced from 36 to 34 units. The total reduction was from 69 to 65 units. The buffer to the south and the amount of landscaping has not changed.

In response to questions from Mayor Rich, Director Kettler-Schmult explained that the current zoning is RA-1, with a master plan designation of "flex residential". Flex residential is not currently a zoning classification, but can be implemented through tools such as a Planned Unit Development (PUD). The purpose of flex residential is to allow for greater flexibility in the planning and development process.

This area was identified in the Master Plan as unlikely to attract single-family residential development, given the challenges posed by existing structures on the site. Instead, it has been highlighted in both the current and previous master plans as a location suitable for redevelopment consistent with the community's identified housing needs.

Councilmember Bruce asked whether any of the parcels had been marketed in recent years for RA-1 development as single family homes. Planning Consultant Bahm replied she did not have the marketing history; she could only respond to development proposals that had been submitted to the City. Over time several development proposals had been submitted—with none being for the typical four to seven single-family homes permitted under the RA-1 district. Past proposals included attached residential at higher density than that being proposed this evening.

Councilmember Bruce raised concerns about long-time neglect of the properties, alleging that they had been allowed to deteriorate without attempts at maintenance or sale. Director Kettler-Schmult confirmed that enforcement actions are currently active on the properties, which are owned by Moby Investments and Detroit Baptist Manor.

Applicant presentation:
Aaron Schafer, Spencer Schafer and Steven Schafer were present on behalf of this application for PUD approval. Traffic engineer Julie Kroll, Fleis & VandenBrink, was also present.

In response to Councilmember Bruce's earlier question regarding property neglect and maintenance, Aaron Schafer explained that the properties highlighted in orange on the presentation—located in front of the Tabernacle portion—are owned by Detroit Baptist Manor. Of the original three residences in that area, two have been demolished, leaving one remaining structure adjacent to the existing Baptist Manor facility along the western property line.

The parcels shown in blue are owned by Moby Investments. Following the March meeting, a violation notice was issued for those properties, citing the need for facade improvements, gutter repairs, exterior painting, and general cleanup. In response, Schafer Development voluntarily retained a contractor at its own expense to complete the required cleanup and repairs. All items in the violation notice have been addressed.

Mr. Schafer highlighted the following:

- Schafer Development conducted a comparative analysis of nearby local multi-family developments, particularly those between Orchard Lake and Northwestern Highway. The RC multi-family zoning is

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calculated by rooms per acre (not units). The proposed density falls on the lower end of the allowable threshold, especially compared to neighboring developments like Cove Creek.

- As already discussed, although the parcels are currently zoned RA-1 single-family residential, the 2024 Future Land Use Map designates this corridor as "Flex Residential." Flex Residential supports clustered townhomes, attached units, and building heights up to three stories. The proposal aligns with this by including single-story ranch units on the Tabernacle parcel and two-story townhouses in Mulberry Park.
- Complying with Master Plan objectives, the project includes an 84–86 foot buffer to the adjacent Holly Hill Farms subdivision, and retains 56.5% open space, which far exceeds the 15% open space recorded in the nearby Cove Creek development.
- Ranch units measure approximately 16' 7" in height, while the townhouses are 26' 6" tall—both under the 30-foot maximum. Architectural features include board and batten siding, brick ledges, and materials that echo surrounding residential aesthetics.
- Pending approval, all existing homes on the site will be demolished. Baptist Manor has agreed to remove an existing duplex to enable a direct pedestrian connection to the nearby signalized intersection.
- They had met with City planning and engineering staff to address traffic and density concerns, and had participated in a focus group led by Economic Development Director Brockway to discuss regional redevelopment priorities along the Orchard Lake corridor, which had emphasized the importance of higher-density housing near residential nodes along Orchard Lake Road.
- They had also met with leadership from the Westgate Homeowners Association and a board member form Holly Hill Farms to update them on changes since the March Council meeting.

Project Evolution:

- January plan: 76 units total
- March plan: 69 units total
- Current May plan: 65 units total
- Units per acre have decreased by 14.5% since January, reflecting a net loss of 11 dwelling units. Room count has declined by 38, bringing density down from 20–22 rooms per acre in January to 17–18 rooms per acre in May. Compared to neighboring developments, the current proposal falls at the lower end of density levels. The proposal meets RC-1 zoning standards and offers a higher open space percentage than older developments like Cove Creek.

Current Proposal:

- 31 ranch-style units (Tabernacle section)
- 34 two-story townhouse units (Mulberry Park section)
- Increased setbacks to 84-86 feet from southern property line. The eastern setback is now 166 feet.
- Reduced units facing Holly Hill Farms from 24 to 21
- Enhanced stormwater management with a single detention basin. Cove Creek, by contrast, includes a simple ground depression for runoff rather than a compliant stormwater basin. The Schafer project is designed to meet modern engineering standards as outlined by the City of Farmington Hills and the Oakland County Water Resource Commission. The basin is designed to handle two back-to-back 100-year storm events. There will be 84% improvement in site drainage compared to existing conditions.

Recent restriping of 13 Mile addressed neighborhood concerns by creating a center turn lane and clear pavement markings.

Mr. Schafer showed photos illustrating conditions in both winter and summer. Where sight lines exist through foliage, additional evergreen plantings are proposed for year-round screening. One area adjacent to Mulberry Park features a relatively open field; additional tree plantings are planned to supplement privacy for abutting neighbors. Mr. Schafer emphasized responsiveness to neighboring residents, including individual meetings to discuss customized screening along the southern edge.

The development will be professionally managed by a third-party HOA. Initial maintenance will be overseen by the builder until 75% occupancy, when control will transition to a resident board. The HOA will be responsible for maintenance of roads, snow plowing, sidewalks, patios, windows, decks, facades, and ensuring consistent aesthetic standards.

Public benefits and site enhancements include:

- Deep buffering
- Public art installation along 13 Mile frontage
- A three-foot landscape wall along 13 Mile Road to mitigate lighting impacts.
- Relocation of the sidewalk further from the road to enhance pedestrian safety.
- Landscaping improvements along Baptist Manor's frontage to offset a shortfall of 59 trees.
- Two pocket parks: one featuring a public art installation and the other offering benches and native plantings near a tree preservation area and stormwater basin.
- A meandering central pathway with seating areas.

Comparison with the nearby Cove Creek development:
Councilmember Aldred pointed out that Cove Creek was a 10-acre cluster development with 31 approved units, which would equate to a density of 3.1 units per acre. Assuming an average of four rooms per unit, this translates to approximately 12.4 rooms per acre.

Director Kettler-Schmult explained that the Cove Creek property had initially been subject to a consent judgment that was vacated prior to the final layout approval. The development then proceeded through a cluster development process under RA-1 zoning, which permits a maximum of 3.1 units per acre. The approved plan allowed for 31 units on 10 acres, though only the section closest to Middlebelt Road was built.

Applying the methodology of four rooms per unit, the resulting room density would be approximately 12.4 rooms per acre. However, not all units have the same number of bedrooms – some have two bedrooms and some have three, and the City does not have complete floor plans to verify room counts precisely. The zoning ordinance provides a specific definition as to what type of space counts as a room and what size that space must be.

Mr. Schafer explained that his team used data obtained through the Freedom of Information Act to estimate density for Cove Creek's Phase One, which includes 17 units. In the absence of floor plan data, he referenced sources such as Zillow, BS&A, and real estate brokers, which indicated that most units likely contain three bedrooms. Due to the lack of consistent room data for Cove Creek and similar older

developments like Wood Creek Village, Mr. Schafer converted all comparative densities to rooms per acre to ensure a more consistent and equitable basis for evaluation. He emphasized that units per acre can be misleading when unit types vary significantly and that rooms per acre provides a more accurate measure under these circumstances.

Mayor Rich called a short recess at 9:32pm and reconvened the meeting at 9:42pm.

Public comment:
Mayor Rich asked for public comment.

Wanda Whalen, Woodbrook Street, opposed the proposed development, describing it as spot zoning that is incompatible with the character of the area and detrimental to adjacent residential properties. She was concerned about the project's impact on her property value, privacy, stormwater management, and the removal of mature trees near her home in the historic Holly Hill Farms subdivision. Ms. Whalen criticized the process as lacking transparency and questioned the public benefit of the project, noting her frustration with unaddressed neighborhood concerns and a perceived circumvention of zoning regulations through the PUD process.

John Nagoda, Richmond Hill, opposed the proposed PUD, citing concerns about increased density and its impact on neighborhood safety and quality of life. He emphasized that new development approvals should remain focused on the surrounding residential area rather than broader corridor planning. Mr. Nagoda also questioned the late-stage introduction of the "Flex Residential" designation and urged Council to reject both the PUD and the flex residential designation.

Katherine Leik, Richmond Hill, opposed the proposed development due to its density of 5.5 units per acre, which she argued was inconsistent with the character of the surrounding area. She was concerned that approving this plan would set a precedent for future high-density development on nearby parcels and suggested using Cove Creek's lower density of 3.1 units per acre as a more appropriate model. Ms. Leik also emphasized the importance of preserving legacy trees on the site.

Craig Kellman, Woodbrook Street, opposed the proposed PUD, citing concerns about the loss of natural beauty, increased flooding, and decreased privacy. He has already invested significantly in addressing existing drainage problems on his property and feared that the development will worsen flooding by redirecting stormwater into adjacent yards. Mr. Kellman was also concerned that thinning the tree canopy and constructing new units behind existing homes would diminish the neighborhood's character and reduce property values.

Lindsey Matych, Woodbrook Street, opposed the proposed PUD, citing concerns about flooding, excessive density, and violations of zoning and master plan provisions. She emphasized that the current plan greatly exceeds the RA-1 zoning limit of 26 units on the 12.04 acre site, provides inadequate rear setbacks, removes over 70% of 101 landmark trees, and channels stormwater runoff toward nearby homes. Ms. Matych argued that the plan circumvents zoning rules by using the PUD process solely to increase density and introduce townhomes, fails to preserve open space as required, and undermines the commitments previously made to residents in the master plan.

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Craig LaPointe, Woodbrook Street, opposed the proposed PUD, citing concerns about declining property values, loss of privacy, and inadequate water management. He emphasized that the existing RA-1 zoning reflects the single-family character of the neighborhood and asked that it be maintained. Mr. LaPointe also warned that the development's stormwater runoff could overwhelm nearby properties, including his own, and urged Council members to deny this development.

Eric Schmidt, Woodbrook Street, opposed the proposed PUD, emphasizing that the development is incompatible with the existing residential zoning and would set a harmful precedent for the area. He raised concerns about the disruption to wetlands, privacy loss due to building elevation changes, and diminished quality of life for neighbors—especially during months when foliage does not provide screening. While acknowledging that his own property may be less affected than others, Mr. Schmidt stressed the collective impact on the community and urged Council to uphold the zoning protections that drew residents to the area.

Amy Broglin-Peterson, Northbrook Street, opposed the proposed PUD, criticizing the "flex residential" designation as baseless and expressing frustration over the years of neglect by the current property owners. She raised unresolved concerns from previous meetings, including the plan's incompatibility with surrounding neighborhoods, increased traffic hazards, lack of demonstrated affordability, and the absence of efforts to market the land as single-family parcels. Ms. Broglin-Peterson also questioned the integrity of the approval process, citing campaign contributions from project stakeholders to public officials, and called on Council to prioritize residents' interests in their decision-making.

Ms. Michele Nagoda, Richmond Hill, supported her husband John's earlier comments and expressed strong concern about the proposed density of the development. She acknowledged that while the design itself is visually appealing, it would only be appropriate on a significantly larger parcel and urged that the number of units be substantially reduced—not by a few, but by many. Citing the contrast between the proposal and her own neighborhood, where 73 homes exist on over 80 acres, she emphasized that placing a similar number of units on just 12 acres is excessive and incompatible with the area's established character.

Council questions and comments:
Councilmember Aldred summarized three key areas of concern: traffic, stormwater and drainage, and overall density.

- Traffic: The addition of a through-road connecting the development to Baptist Manor, along with a potential restriction on left turns from the secondary access, meaningfully addressed his prior concerns about traffic circulation and safety.
- Stormwater management: Councilmember Aldred asked Director of Public Services Jacob Rushlow for an analysis of the proposed stormwater system. Director Rushlow confirmed that the planned stormwater infrastructure meets both City and Oakland County Water Resource Commissioner standards. All runoff from impervious surfaces would be captured on site and directed through swales or underground storm pipes into a detention basin on the east side of the property before discharging into the 13 Mile Road storm sewer. This design would be a "massive improvement" over current conditions, where water drains uncontrolled from north to south onto neighboring yards.
- Density: Density remained as the primary concern. While acknowledging that the developer had improved the proposal with added sidewalks, pocket parks, and better traffic solutions,

Councilmember Aldred remained uncomfortable with the overall number of rooms per acre. He referred to Cove Creek as a benchmark and explained his calculation of its density as 3.1 units per acre, or 12.4 rooms per acre based on an average of four rooms per unit across 31 approved units on 10 acres. The Schafer proposal is 19 rooms per acre.

Spencer Schafer responded with a clarification of his own density methodology. His team calculated density based on room counts, following the City's RC zoning ordinance, and used a range of projections based on unit configurations. Mr. Schafer stated that the proposed development's density fell between 16.77 and 18.38 rooms per acre depending on whether all units were configured as two- or three-bedroom homes. Based on sales trends, he estimated the actual density to fall between 17 and 17.5 rooms per acre.

Mr. Schafer further contended that the Cove Creek site is listed as 8.22 acres on the tax rolls, not 10 acres; this would alter density calculations.

Councilmember Aldred reiterated that his density figures were based on official City data, which stated 31 units were approved on 10 acres, resulting in a maximum of 3.1 units per acre and 12.4 rooms per acre using four rooms per unit.

Director Kettler-Schmult clarified that when developments are approved based on a 10-acre site, that total typically includes areas later dedicated for public improvements, such as road rights-of-way. The reduced acreage currently being referenced likely reflects the remaining land after those dedications. Therefore both figures can be correct: the original approval was based on a 10-acre site at a density of 3.1 units per acre, while the smaller acreage now reflects the net developable area.

Councilmember Aldred concluded that, regardless of calculations, the current proposal stands at 19 units, and while the proposal included several improvements, the density remained too high. The development would need to feature single-story buildings along the rear of the site and smaller building configurations (preferably five-unit clusters instead of six), and be closer to 12.4 units per acre, in order for him to consider it acceptable.

Councilmember Knol stated that rather than debating density calculations, she is more concerned with the scale and visual compatibility of the development relative to its surroundings. She explained that Cove Creek feels less imposing due to its lower elevation and compact footprint, as well as its visual buffering from open space and woodlands—regardless of whether that space is defined as wetlands or undeveloped land.

Councilmember Knol emphasized that the proposed development feels too large in scale compared to the adjacent single-family neighborhoods with large-lot RA-1 zoning. While she appreciated the developer's efforts to increase rear setbacks and reduce building heights in some areas, she maintained that further changes—such as the use of single-story ranch units along the southern boundary—would provide more appropriate transitions to Holly Hill and neighboring parcels. She also suggested a further reduction in unit count to lessen overall scale and allow more open space preservation.

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Aaron Schafer requested clear guidance from Council on what rooms-per-acre threshold or development configuration would lead to approval, noting that the project has gone through multiple public meetings and received unanimous Planning Commission support. Despite design revisions—reduced density, increased setbacks, and the addition of a Baptist Manor connection—there remains no clear feedback on what would make the proposal acceptable.

Mr. Schafer emphasized that the project's viability depends on maintaining sufficient density to meet cost and pricing goals, with for-sale units targeted at $400,000 and rentals in the mid-to-upper $1,500s. Mr. Schafer asked for the opportunity to meet with Councilmembers to discuss specific expectations, stating that continued investment without clearer direction risks wasting time and resources. He reminded Council that the property is privately owned, designated flex residential in the master plan, and should be evaluated based on overall community benefit as well as adjacent neighbor concerns.

Councilmember Bruce said that he remained firm in his opposition to the proposed PUD, as he believed the current proposal represented a dramatic shift in land use inconsistent with the surrounding RA-1 zoning. Additionally, the existing homes on the site had been allowed to deteriorate, possibly to encourage a higher-density redevelopment. Based on other development within the City, he believed that developing the existing properties with single-family homes would be marketable and profitable, even along a major roadway.

Councilmember Bruce likened the proposal to a use variance—a type of zoning relief rarely granted—stating this project would effectively override existing zoning to allow a higher-density project that changes the character of the surrounding neighborhood. Homeowners living adjacent to these lots would reasonably expect compatible single-family development, not a denser multi-family plan. He contrasted the proposal with the Cove Creek development, which is located on a corner surrounded by non-RA-1 zoning, and concluded that this site was inappropriate for the scale of development proposed. While complimenting the design and acknowledging the effort invested by the developer, Councilmember Bruce maintained that the proposal was incompatible with the area. He preferred to see the land developed under existing RA-1 standards.

Aaron Schafer requested that the item be tabled rather than voted down, indicating that the development team intended to revisit the proposal with the property owner, in order to explore alternative approaches, such as an RA-1 cluster layout or a ranch-only design, with increased setbacks.

Mr. Schafer spoke to the difficulty of navigating the City's development process. The project and received unanimous approval from the Planning Commission at both the PUD qualification and site plan stages. Only after those approvals could the applicants bring the project to City Council; it would have been helpful to receive Council's input earlier in the process, and he encouraged the City to consider mechanisms for earlier Council engagement in future projects that involve creative or non-traditional proposals, especially in light of the limited number of remaining development sites in Farmington Hills.

Mr. Schafer emphasized the development team's willingness to pursue a solution that aligns with the expectations expressed by Council and the surrounding community.

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Councilmember Boleware referenced the City's thorough master planning process, which resulted in this portion of the 13 Mile Road corridor between Orchard Lake and Middlebelt being designated as a "flex residential" area. This designation accommodates higher density housing, including multi-family or clustered residential development. The current proposal aligns with the master plan, although it was clear that the residents preferred less dense, single-family development.

Councilmember Boleware raised concerns about stormwater management and runoff, especially in nearby Holly Hills, where residents have experienced drainage issues. Although the applicant's property contains no wetlands, stormwater impacts on adjacent neighborhoods remain a valid concern. She emphasized the financial burden individual property owners face when addressing drainage problems and urged the City to revisit this issue from a broader infrastructure perspective.

Councilmember Boleware noted that the proposed development would provide more attainable housing, with $400,000 as an entry-level price point, and warned that substantial revisions could render such pricing infeasible.

Councilmember Boleware said that her decision-making is guided by the best interest of the city's residents, not campaign donations or her own personal preferences. She acknowledged community concerns about neighborhood character and setbacks, and was struggling to resolve the competing priorities represented by this proposal.

Mayor Rich said she and Councilmember Bridges had recently toured the affected properties where they observed substantial water saturation in the area. The proposed re-routing of stormwater might help alleviate current drainage issues. She praised the developer's responsiveness and flexibility in adapting the plan in response to council and resident feedback, especially in relation to traffic modifications, water flow improvements, increased park space, and providing a mix of housing, including options for residents aged 55 and older. She supported the idea of including playground areas within the townhome section to accommodate families.

Mayor Rich supported tabling the item to allow for further revisions.

Mr. Schafer said that if the item were tabled, his team would meet with City staff to clarify calculations on room/unit density, particularly related to the 31-unit component of the development. He emphasized the need to reach agreement with the land seller and to hold discussions with the Planning Department before finalizing significant revisions/wholesale changes, which could be presented in July.

Councilmember Aldred emphasized the importance of using the public meeting to discuss the proposal thoroughly. He was reluctant to table the item again if a resolution could be reached through discussion. He offered a potential compromise: reduce the number of buildings to five, all single-story, especially those bordering Holly Hills. This adjustment would lower the development's density and minimize its visual impact on the adjacent neighborhood while preserving adequate setbacks beyond RA-1 standards.

Councilmember Boleware expressed support for Councilmember Aldred's concept, noting that the current layout along the southern portion (facing Holly Hills) included three ranch-style buildings and

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two two-story buildings. Maintaining the ranch-style character along that elevation could be a step toward building consensus among Councilmembers.

MOTION by Dwyer, support by Boleware, that the City Council of Farmington Hills hereby postpones consideration of Planned Unit Development 2, 2024 including Site Plan 56-8-2024, Mulberry Park and The Tabernacle Multi-Family Housing, located on 13 Mile Road, west of Middlebelt Road to August 11, 2025.

MOTION CARRIED 4-2 (Bruce, Alred opposed).

City Manager Mekjian summarized that future discussion should focus primarily on density; the other issues appeared to have been resolved.

NEW BUSINESS

PUBLIC COMMENTS

Pea Gee, resident, thanked the Council for recognizing National Police Week and encouraged all Farmington Hills residents to participate in the Citizens Police Academy.

David Velor, Hunters Drive, spoke to the difficulties of buying a house in Farmington Hills, and advocated for more affordable housing.

Randi Resnick, Bellcrest St., was strongly opposed to the City's decision to cull the deer population, stating that alternative methods such as birth control should be considered despite their higher cost. Ms. Resnick said she had called Deputy Director Farmer and Director Schnackel, but had not received a response. She urged Council to revisit the decision, suggesting a citywide survey to gauge resident support.

Abigail Thompson, Willow Lane, also spoke against the deer culling program, stating that Farmington Hills is a densely populated suburban area where such a program poses safety risks to families, children, and pets. Ms. Thompson advocated for non-lethal alternatives such as sterilization, habitat modification, and public education, citing successful examples from Staten Island, Fairfax City, Rochester Hills, and Ann Arbor.

Monica Sipe, Royal Oak, expressed concern over plans to kill up to 200 deer annually in Farmington Hills, noting that this approach is intended to continue indefinitely as part of the City's master plan and would eliminate residents' input. She criticized the effectiveness and ethics of ongoing deer culling efforts, questioned the use of archery hunts, and raised concerns about food safety, disease transmission, and baiting practices. She disputed claims made by City staff regarding the source of advocacy mailers and AVMA's (American Veterinary Medical Association) position on deer euthanasia methods. She asked that Council rescind the resolution authorizing the deer cull.

Inez Garfield, West Bloomfield, asked City Council to reconsider their decision to support deer culling. She asked that, if residents present a proven non-lethal alternative—similar to approaches used successfully in other cities—the Council remain open to reversing its decision.

ADJOURNMENT

The regular session of City Council meeting adjourned at 11:18PM.

Respectfully submitted,

DISCUSSION ON PLANNED UNIT DEVELOPMENT 2, 2024, INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD.

Director of Planning and Community Development Charmaine Kettler-Schmult explained that the applicants were presenting revisions for Planned Unit Development (PUD) Plan No. 2, 2024, which includes the site plan for both the Mulberry Park and Tabernacle multifamily properties on 13 Mile Road. The proposal had previously been reviewed by Council, and the present revisions were in response to feedback at those meetings (January, February study session, March and May, 2025).

Members of the development team present this evening included Aaron Schafer and Steve Schafer, as well as a representative from the Pulte Group.

Revisions included:

- Change in Homebuilder Partnership for the Mulberry Park component: Schafer Development will now work with Pulte Group rather than M/I Homes, as Pulte Group can provide duplexes, but M/I Homes did not have duplexes in their portfolio.
- Transition to Ranch Units: All units along the southern property line of the Mulberry Park property will now be one-story ranch-style duplexes, replacing the originally proposed two-story townhouses there. There will be townhomes on the east side of Mulberry Park, and on the west side will be the Tabernacle development.
- Revised Layout and Density:
  - The total unit count has been reduced from 63 units proposed in May 2025 to 61 units.
  - The layout now includes four ranch-style buildings (eight units) on Mulberry Park's southeastern edge. Previously there had been 12 units across three buildings.
  - Density was reduced to 4.9 units per acre, aligning with feedback suggesting a target of 5 units per acre was acceptable.
- Setback Adjustments:
  - The one-story ranches are slightly deeper and wider than what the townhouse product would be, which will change the rear yard setback from the southern property line to the back of the covered patios, reducing the rear yard setbacks from the southern property line from 76 feet to 66 feet.
  - A uniform 25-foot separation between buildings is now maintained along the southern edge (increased from 20 feet).
- Property Line Clarification: Building 4 straddles the Mulberry Park and Tabernacle sites. A revised legal description will clarify the boundaries.
- Updated Renderings and Heights:
  - Tabernacle units remain as previously presented in January 2025, at a height of approximately 17 feet measured to the roof midpoint per ordinance.
  - Pulte ranch units will be slightly taller at 19 feet.
  - Pulte's townhouse designs feature varied facades to prevent visual monotony. Similar successful Pulte developments can be viewed in Commerce Township (Townes at Merrill Park) and Northville Township (Northville Glades).
  - The ranch duplexes will feature zero barrier entry.
  - The Mulberry Park and Tabernacle developments will have a similar color palette.

Schafer Development had completed the revisions, with final engineering plans, and they were ready to submit in time for the August meeting deadline.

Council comments

Councilmember Bruce raised ongoing concerns about the appropriateness of the proposed density for this RA-1A zoned area. He referenced prior community comments suggesting the existing single-family properties on the site could have been marketed and sold as RA-1 lots. He asked the applicant to provide historical sales data for the subject properties, including listing dates, duration on the market, any price reductions offered, and marketing efforts undertaken.

Steve Schafer responded that the site had long been posted for sale by NAI Farbman, with some signs dating back 30 years. He explained that the large lot sizes and deteriorated conditions of existing homes made redevelopment more practical than preservation. He offered to provide the marketing history and comparative valuations.

Councilmember Bruce expressed skepticism about the properties' management history, suggesting the homes were allowed to deteriorate to justify a more lucrative redevelopment. He reiterated his opposition to high-density development in this location and emphasized the need for Council to have marketing data before considering support for this application.

The Schafers clarified that Schafer Development is the project developer, not the landowner. The current owners had owned the properties for 3-4 years, with individual homeowners listed as owners before that. The Schafers noted that the longstanding lack of redevelopment likely indicates the site's limitations under RA-1 zoning. More recently, Schafer Development has been maintaining the properties by mowing as well as boarding up the deteriorated single family structures.

Councilmember Bruce asked Director Kettler-Schmult to provide historical ownership and sales data. Schafer Development also offered to provide title work and relevant sales data.

Councilmember Bruce reiterated his objection to rewarding the current property owner for allowing the properties to deteriorate over time in order to justify redevelopment. His position on the inappropriateness of the dense development remained unchanged.

Councilmember Knol sought clarification regarding which entities would be constructing different sections of the development. The Schafers explained that the east side (Mulberry Park) will now be developed by Pulte instead of M/I Homes, who were unable to provide the desired duplex product. The Tabernacle portion remains under Baptist Manor ownership and will feature one-story rental units for seniors, which differ from the for-sale three-bedroom condos on the east side. A general contractor will construct the Tabernacle rental units.

Councilmember Knol supported the change to one-story ranches at the rear of the site, pointing out improved sightlines and compatibility with adjacent neighborhoods. She questioned the reduced setback distance due to the change in building type. The Schafers confirmed the change was necessary to accommodate the deeper three-bedroom units, which replaced two-bedroom rentals.

Councilmember Aldred echoed appreciation for the shift to one-story units but also expressed concern about the 10 to 13-foot reduction in the rear setback. He suggested the benefit of lowering building height was somewhat offset by the reduced distance from neighboring properties. While he acknowledged the revised plan decreased overall density from 63 to 61 units, he encouraged exploring opportunities to further reduce unit count or increase rear setbacks.

DRAFT

The Schafers responded that significant concessions had been made in response to public input. They emphasized that the project aligns with the Flex Residential designation approved by Council and balances market demands, neighborhood compatibility, and planning goals.

Councilmember Boleware expressed appreciation for the developers' responsiveness and the revisions presented this evening. Mayor Pro Tem Dwyer also commended the team for addressing council concerns.

Councilmember Knol raised the idea of advancing the new ranch units closer to the street to gain additional southern setback space. The Schafers pointed out that eliminating the sidewalk on the south side of the internal street could reclaim up to five feet, allowing increased southern setbacks without reducing building footprints. There would still be a sidewalk on the north side of the street, and additional crosswalks could be added, allowing residents to utilize the interior sidewalks to get to 13 Mile Road and from there to shopping on Orchard Lake Road. They could also put in 10'-12' trees, rather than 8' evergreens, to increase visual buffering.

Mayor Rich inquired about the two proposed pocket parks. The Schafers responded that the southern park would feature passive landscaping and seating areas near existing woodlands, while the central park would offer more social space, native landscaping, butterfly gardens, and public art. Mayor Rich suggested incorporating a small play structure to serve children in the nearby townhomes.

In response to comments regarding the renderings, the development team acknowledged the renderings were preliminary; future versions would better illustrate landscaping details. The interior design is generally fixed, and is based on internal market research and design standards.

Mayor Rich acknowledged that the development team had addressed numerous council concerns, including density, building height, access, stormwater, trees and buffering, parks, and art.

ADJOURNMENT

The Study Session meeting was adjourned at 7:22pm.

Respectfully submitted,

Carly Lindahl, City Clerk

- **Recognition of Jim Cubera:** City Manager Mekjian congratulated Jim Cubera on his retirement, praising Jim as a dedicated, principled professional who always prioritized residents' interests.
- **Orchard Lake Road Accident:** City Manager Mekjian expressed condolences to the family impacted by the July 23 traffic accident resulting in the tragic loss of a road crew worker, and wished a speedy recovery to those that were injured. He thanked Fire and Police personnel for their quick and professional response to the accident. He urged drivers to slow down and stay cautious, especially near construction zones, to protect workers' safety.

UNFINISHED BUSINESS

CONSIDERATION OF APPROVAL OF PLANNED UNIT DEVELOPMENT 2, 2024 INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD (POSTPONED FROM MAY 12, 2025). CMR 8-25-106

Director of Planning and Community Development Kettler-Schmult provided an overview of the history of the Mulberry Park and Tabernacle Multi-Family Housing Planned Unit Development proposal. The project had been before the Planning Commission and City Council multiple times, and had undergone a series of postponements and updates. The Planning Commission qualified the proposal in April 2024, and following a public hearing in November 2024, recommended approval. The matter was brought before City Council in January 2025, when it was postponed to March 3, 2025, for further deliberation. At the March meeting, a public hearing was held, after which the item was again postponed to May 12, 2025. After additional discussions and updates at the May meeting, the matter was postponed to the current date of August 11, 2025. In the interim, several study sessions were conducted where the applicant provided Council with updated information and modifications to the plan.

Consultant comments

Planning Consultant Tangari (Giffels Webster) provided an overview of the modifications made to the proposal since it was last presented in May 2025.

- The overall number of units had been reduced from 65 to 63, with the number of buildings increased from 16 to 17, due to the reduction of number of units in each building. Mulberry Park now includes 32 for-sale, three-bedroom townhome units, while the Tabernacle portion consists of 31 ranch-style units for residents age 55 and older, intended as an extension of Baptist Manor. In Mulberry Park, buildings 1–4 at the southern edge are now designed as one-story ranch units, while buildings 5–8 remain two stories.
- Access remains unchanged, with a single driveway from 13 Mile Road and a connection to Baptist Manor.
- Project density, calculated by rooms, has been reduced from 229 to 221 rooms, bringing both Mulberry Park and Tabernacle under the RC-1 district density.
- Setback adjustments were also made: the Tabernacle rear setback remains 83.41 feet, while Mulberry Park's rear setback has been reduced from 85.57 feet to 74 feet, but building-to-building setbacks along the southern edge have increased from 20 feet to 25 feet.

Planning Consultant Tangari noted outstanding items, including questions of whether the proposed landscaping and screening are adequate, and necessary corrections to tree removal statistics.

Councilmember Boleware asked about the 49 replacement trees to be planted off-site. If the residents abutting the southern portion of the site agreed, could the replacement trees be planted on their

properties, enhancing the landscape barrier there? City Attorney Joppich explained that such plantings would require mutual agreement between the property owners and the developer. While Council may include this option as a condition, it should not be mandated, since compliance would depend on property owner consent. Any condition addressing this issue should be carefully worded so as not to create an unenforceable requirement.

Applicant presentation
Aaron Schafer, Schafer Development, presented on behalf of this project. Steven Schafer and Spencer Schafer were also present, along with Brooks Cohen of Pulte Group, the designated home builder for the Mulberry Park portion of the project.

Mr. Schafer outlined key aspects of the revised plan for the Tabernacle Mulberry Park PUD. Regarding tree replacement, Schafer noted that while residents along the southern property line had been open to tree plantings, most preferred more substantial evergreen trees for year-round screening rather than saplings. To address the current deficiency of 49 trees, options include upsizing trees in the southern tree preservation area or supplementing plantings along the Baptist Manor frontage, or a combination of both.

The subject property spans 12.46 acres across seven parcels: four parcels comprising the Tabernacle and three parcels comprising Mulberry Park. Mr. Schafer reviewed plans to demolish an existing duplex to create a direct vehicular connection to the signalized intersection at 13 Mile and Detroit Baptist Drive. He reviewed ownership and transaction history of the parcels involved, including those acquired by Baptist Manor in 2014 and 2016, donated parcels in 2000, and Mulberry Park parcels purchased between 2015 and 2021. Mr. Schafer disclosed that Schafer Development is under contract to purchase the Mulberry Park parcels from the Chaldean Community Foundation for $900,000, reflecting a $310,000 surplus to the Foundation after their $590,000 purchase and more than a decade of holding costs, entitlement expenses, development plans, and taxes. Mr. Schafer emphasized that the Foundation's gain is modest and largely offset by prior investments.

Turning to the revised site plan, Mr. Schafer highlighted three major changes: (1) replacement of all two-story townhouses on the Mulberry Park east side with one-story ranch duplexes no taller than 20 feet, reducing visual impact for adjacent homeowners; (2) an increase of side yard setbacks between buildings from 20 to 25 feet; and (3) a reduced rear yard setback to accommodate larger ranch duplex footprints. Mulberry Park units will be for-sale homes, while the Tabernacle portion will remain age-restricted, 55+ apartments under Baptist Manor. Baptist Manor is preparing a future PUD application to modernize part of its campus, including potential replacement of aging units with a sixplex to offset units lost through demolition. He presented illustrations showing how the southeast quadrant has been modified, with the original 12 townhouse units across three buildings being replaced by eight duplex units across four buildings.

The larger building footprints for the revised ranch duplex units result in slightly greater patio encroachments compared to earlier plans. The Tabernacle portion retains setbacks of 86 and 76 feet, while Mulberry Park adjustments reduce setbacks to 79 feet from building to southern property line or 71 feet from patio edge to property line.

Mr. Schafer suggested eliminating the southern sidewalk to recover an additional five feet of depth, while maintaining pedestrian connections via north-south walkways and the 13 Mile right-of-way. Ordinance setbacks are measured from the building wall; patio dimensions were presented for clarity.

Mr. Schafer highlighted density reductions made since the initial January 2025 submittal. The project has been reduced from 76 units to 63 units across 12 acres, reflecting a 17% reduction in density from the original proposal. He noted that the City's flex residential designation allows increased density when balanced by exceptional open space and maximized setbacks.

Renderings of the proposed buildings on the Tabernacle side showed 31 single-story, 55+ apartment homes, each approximately 17 feet in height, well below the 30 foot ordinance limit. Mulberry Park featured townhouses in a horseshoe arrangement, comparable to the Northville Glades project in Northville Township. In addition, eight new ranch duplex units will be located in the southeast quadrant. This duplex model is a new Pulte Group product not yet built elsewhere in the U.S., though a similar detached single-family version is under construction at Kensington Ridge in Milford Township. Mr. Schafer emphasized their intent to coordinate architectural elements and color palettes between the Tabernacle, townhomes, and ranch duplexes to ensure a unified community design.

Mr. Schafer reiterated his commitment to ongoing communication with residents, inviting them to approach the development team about tree planting opportunities on their properties. He reaffirmed the project's willingness to address the deficiency of 49 trees by upsizing evergreens and enhancing buffers along Holly Hill Farms.

Council discussion (verbatim)

Mayor Rich	All right, questions. Dr. Bruce.
Councilmember Bruce	Yes, thank you. Thank you for the information, especially the data on the sales of these properties or how they've been traded back and forth. But I guess it confuses me a little bit more because I remember at the very beginning of this process, I thought that it was represented to us that these properties had been, there was an attempt at some point to sell these properties and these properties were not sellable as RA-1 properties. And I've not ever seen any evidence that these properties were ever put up for sale and marketed to the general public as RA-1 properties to be built on. So I'm not sure where we're at with this because to me that's a very important distinction or evidence that have these ever been marketed to the general public as RA-1 properties because I think they could be sold to develop that way. And now it looks like they've never been put up for sale in that regard. They've been traded or they've been bought by you guys or

other people and held on to for several years and never just sold to the general public or attempted to be sold in that regard.

Aaron Schafer — So prior to MOBI's acquisition of the parcels in 2022, 2021, and 2015, these parcels were marketed by NAI Farbman. I don't know whether they were for RA-1 or what kind of fugazi number they had in mind when they were trying to sell them.

Councilmember Bruce — No for how much, how long they were for sale, anything like that?

Aaron Schafer — All I know is I'm 28 years old and I cannot recall a time I did not see a for sale sign on most of these properties.

Councilmember Bruce — You haven't seen a for sale sign?

Aaron Schafer — I have seen a for sale sign. I apologize. I know they've been marketed.

They clearly haven't traded for RA-1. I mean understand that this isn't Telegraph Road and Bloomfield Hills where people are building million dollar McMansions. This is a little different character. But I mean we talked to MOBI. We talked to Baptist Manor and that was the best information we could get.

Councilmember Bruce — So we really don't know if these have ever been tried to be sold.

Aaron Schafer — Well they had a for sale sign in them so I envision they were trying to sell them. But for what amount and for how much the broker did homework on the underlying zoning and master plan, I can't speak to that.

Councilmember Bruce — You know how long ago it was that they were last put up for sale?

Steven Schafer — They've been up for sale for about almost three years.

Councilmember Bruce — How long ago? I'm sorry?

Steven Schafer — How long ago? When they were, right after they were purchased.

Councilmember Bruce — By whom?

Steven Schafer — By MOBI. And then they decided to do a development there. They bought it originally as investment parcels. Anybody could have come along and bought it for any reason. So there was a for sale sign. If they wanted to pay the price, it would have been sold. It wasn't marketed as a development or you know anything other than what it was on its face.

Councilmember Bruce — So these were put up as RA-1 pieces of property and MOBI came in and bought them up in hopes of getting a development later on.

Steven Schafer — Yeah but the zoning never changed and it was for sale. So anybody that would buy it, any reasonable person would look at the zoning ordinance and say it's RA-1. Or you'd look at your master plan, well what could you develop here?

I think what maybe they envisioned was a little bit more aggressive because it's more than half of what we're proposing. But it was always for sale. The one down at the east end has been for sale for 20 years, the broker told me. There's been a sign out there for almost 20 years. So properties have gone up for sale. There have been numerous different brokerages that went up for sale. But nobody ever marketed it as a development parcel or that you can get X, Y, or Z. It's just basically whatever the zoning was on its face that it was being sold for.

Councilmember Bruce — So for months I've asked for evidence that these were put up for sale and I've just never seen like the actual listings that these were put up for sale.

Steven Schafer — I will deliver a letter to you from Farbman. He'd be happy to.

Councilmember Bruce — Well, I've asked for that for months and I still haven't gotten it.

Steven Schafer — Well, I told you I'd get to the background. We just did our best, but I understand.

Councilmember Bruce: — So how long has MOBI owned these properties now?

Aaron Schafer — MOBI has the first one, 29115. They've owned it since November 29th of 2022. The middle parcel, 29915, they bought it on August 25th of 2015. And finally, the one on the easternmost boundary at 29845, they acquired that back in February 17th of 2021. So they've had land holdings from 2015

up to 2021 and have been a taxpayer of the City of Farmington Hills since then.

Councilmember Bruce

I know you probably can't speak for MOBI, but do you know why they've let these homes rot and why they've allowed garbage and boats and cars and construction materials to be put on these properties and to be made so just ugly? Because if you're trying to market and sell properties, I would think you'd want to clean them up and make them marketable so when we're told that these are unsellable as RA-1 and then the properties look like just littered properties, it doesn't add up. It doesn't make sense.

Aaron Schafer

Also appreciate, Dr. Bruce, that the parcels even east of MOBI have been marketed for two decades, three decades. They have not been shown as development parcels other than Cove Creek Phase 2, which didn't go into fruition. I'm doing the best I can.

Councilmember Bruce

I understand that, but just understand my concern here is that I know, living in the city for 40 years, that you can sell anything in this city. You can sell any piece of property here. People do. They buy them up and they develop them as residential homes or whatever else. So to me, if a property is for sale, I go by this place all the time. I don't recall a sign being out there for 20 years, but I don't have any evidence, again, that's been presented to me that says this property was for sale for this price, marketed this way for this many years, and I've asked for that and I've never seen anything like that.

We just keep being told that they can't be sold and developed as RA-1, which I have a hard time believing. And then I see how the condition of these properties have been over the last 15 or more years and not been a very good citizen, not been a very good property owner as far as I'm concerned. If you're a good citizen, well, yeah, you're paying your taxes, but that doesn't mean you allow homes to rot and you store garbage and use them as a dump for the city.

That's not being a good citizen.

Aaron Schafer

Listen, Dr. Bruce, I don't mean to cut you off. I appreciate your frustration. I'm just the developer. I'm not the landowner. I can't speak to what the landowner's intentions were, but if you read between the lines, I think you might understand why.

They've been working on this for quite some time and they had a hard time.

They didn't get their proposal. The gentleman who owns the property contacted my father and said, listen, I know you're the guru in Farmington Hills. You've done a lot in the past.

I know you have two great sons. Pass by this property. It's close to your office.

Do something right here so that we can all walk away without a pitchfork in your you-know-what. If you want to have a meeting with the landowner and the brokers at NAI Farbman and everyone, just tell you the whole history. I'm more than happy to set that up.

I know it would probably be too late after the fact, but I know that might be something that would go the long way so that you at least understand the full story.

Councilmember Bruce — I wish I would have had the data before and now because I've been asking for months.

Aaron Schafer — I understand. I'm doing the best I can, Dr. Bruce. Thank you very much for your feedback.

Mayor Rich — Mr. Bridges.

Councilmember Bridges — Thank you, Mr. Schafer.

Thank you for coming. We appreciate it. The central question is that Mr. Bruce has asked for this data for some time now. You haven’t provided it. It really comes to the point that there is an avoidance of providing the data information that was requested months ago. I'm concerned about that because it has been requested for some time now.

It goes to the central question regarding the marketability of this property as an RA-1 and the fact that there was opportunities to put this RA-1 property on the market. It's a history of putting it on the market as RA-1. You've been asked this data for some time and you've never provided it.

I know you said you could get it after the fact, but that's a central point in regards to are you avoiding the zoning there

because of the fact that it's zoned RA-1. You tried to go with RC-1. That's a substantial change from the previous zoning. That information is critical from the standpoint of understanding the history of the data of the property there.

RA-1 is one of the most restricted zoning that's possible in our city. RA-1, low density. You're going to put in a proposed RC-1, which is going to increase the density substantially in that area. And I've been on this council for 17 years and I've always felt that neighborhoods are very strong in our community and we need to protect it. People move to Farmington Hills because of the rural character, the open space, the wooded lots, and where they're present.

This project will somewhat disturb that in my viewpoint. I know that so the issue regarding can this property be marketed as RA-1 is critical to understanding your proposal. The fact is that without that data that Mr. Bruce had asked for, it could help clear up a lot that there's a history of promoting this project as RA-1. I know you don't own the property, however, one can have a logical conclusion that there's been an effort to try to prepare this property for something other than RA-1 over the years and without you not providing that data, it calls into question that was the plan all along.

Aaron Schafer

Thank you very much for your feedback, Mr. Bridges, and I want to provide some clarity. I'd have to look back at the exact minutes and what was said at the study sessions versus the hearings, but if I recall, it was Dr. Bruce's request that we only show the economics of the property and what it traded for. Understand these have been marketed for 20 plus, 30 plus years.

A lot of brokers I speak with don't even know what the zoning or the master plan is for what they're even trying to sell, so I'm not a broker. I don't want to speak ill of them, but what I want to mention, because this is something that's relevant to all of you, is everyone voted on the master plan here, and the master plan change on this parcel was flex residential, and flex residential understands the fact that there are some challenging parcels in the City of Farmington Hills. This was maybe one of four parcels that had that flex residential moniker, so I think there was an understanding if these sat for 30 or 40 plus years as RA-1, nothing happened, master plan changed to flex residential, and someone saw an opportunity to

do something different here versus traditional run-of-the-mill RA-1 zoning.

You've got Baptist Manor, which is technically considered an RC-3 development, where we ran through the numbers there, and it was like 16 or 17 rooms per acre, because that's how you calculate multi-family density in the community, is by the number of rooms versus the number of units. So I think there was an understanding if the master plan category changed from a residential character that mirrored RA-1 to a flex residential character, that something's broken here, and the flex residential opportunity provides this opportunity to have a dialogue, to do a PUD, to do something creative, to do something innovative, and by the letter of the law stated in your master plan, exceptional open space and rear yard setbacks to adjacent neighbors.

We ran through the exercise, and I wish I would have put it in the plan, where we did two residential layouts, one that had 10 to 12 curb cuts along 13 Mile with no stormwater management that would do nothing to help the stormwater issues that each and every Holly Hills neighbor has expressed, and we said, and we've shown exhibits time and time again, that 90 percent, 85 to 90 percent of the runoff from this development is going to be captured by our stormwater basin, while anything south in that tree preservation area, in an effort to preserve that and create as large of a buffer as possible, do that to help meet the spirit and intent. So I understand the trials and tribulations of the RA-1. I know these properties were marketed, they've been marketed for numerous times.

I can't go into the landowner's heads or the broker's heads if they specifically told interested parties that called is, listen, this is RA-1. You're only going to get six units or eight units or 10 units or do a cluster and maybe get 14 or 20 units, whatever the number is. So I think if these were set for quite a long time, the writing was more or less on the wall that the flex residential provided that category to do something unique.

I wish I could answer your question in better detail, but that's the best I have at this moment.

Councilmember Bridges — Your case would have been a lot more stronger if that data was available, okay?

I just want to ask a question from the planning consultant. Could you give us an interpretation of what flex zoning really means, or what that really means and how that should be interpreted from a master plan standpoint? The master plan also states that we should be protecting our neighborhoods, we should be protecting the character of this community regarding open space, wooded lots, and making sure that we, the master plan says a lot about protecting the character of Farmington Hills neighborhoods as well. How do you interplay those two points regarding flex zoning and this desired goal of the master plan, which is to protect Farmington Hills neighborhoods to keep its character and its natural conditions?

Planning Consultant Tangari

Sure. I know that folks listening don't have the letter in front of them necessarily, but if you go to page seven of the review letter, you'll see a description of the flex residential category that accompanies the future land use map in the master plan.

So, the flex residential category is intended to acknowledge the challenging nature of redevelopment of the designated land and allow for a variety of approaches to future residential projects.

Such approaches may include clustering of detached or attached units, constructing units in a townhome, row house, or cottage court format, duplexes, triplexes, or quadplexes in either side-by-side or stacked arrangements, and with a height of one to three stories. In all cases, density beyond that permitted in the current zoning district should be tied to the provision of preserved open space and especially natural buffers to adjacent established neighborhoods. For more detail on the sites in the city that are identified for this category, see special residential planning areas in the following chapter.

And then that chapter that follows addresses this specific area by saying the flex residential future land use category is applied to this planning area. Redevelopment could occur in a variety of formats from small detached units to attached units built as townhomes, small multiplex buildings, or a mix of multiple styles. This category recommends clustering of units.
Where a portion of the site is developed, planning for cross connections to future redevelopment should be integrated into site design and increases in density should be tied to deep buffering from the neighborhood to the south, including

preservation of the natural vegetation to the greatest extent possible.

So those are the two primary descriptions for this area in the master plan. There is a portion of the plan that also speaks to residential density. It has a residential density map. There are some more specific numbers in there. There was some concern about applying a specific number in the master plan to a discretionary approval as if it were a zoning standard, given that the number is meant as guidance for the potential development of a future zoning district or overlay.

Development of a district or overlay is a process that involves its own research and study and depending on what changes or is found in the meantime, the end result might be different from what's found in the plan in terms of specific numbers. The general guidance of the other two plan sections are referenced in the master plan provides guidance that's specific to this site and that's been accounted for during review and also the general guidance speaks to a vision for the city in terms of buffering and how transitions to neighboring properties are handled.

Councilmember Bridges

Thank you, appreciate that. My last comment is to the city attorney. Will this type of decision, we make an affirmative decision to move this project forward, we approve it, how would it be precedent setting for the city going forward in regards to similar projects across the city?

City Attorney Joppich

In the sense that in order to establish a precedent that would bind the city for another project going forward, you would have to get substantially the same project on a property that is substantially the same circumstances. Highly unlikely, very unlikely, every property is very unique, has its own unique characteristics and so on and so forth. So my answer to that would be it'd be highly unlikely to set any sort of a precedent. There is a newer twist with this project that is interesting from your master plan, which is the contemplation of this flex zoning and working through a PUD to implement that. That can also be implemented through a zoning ordinance amendment, which probably would be coming forward at some point in the future. But a PUD legitimately can, I believe, refer to that to some extent in your discretion.
If you look to that as this being a proper property for it and so on and so forth, and you've received some input in that. So in

terms of precedent, that aspect of this could be something that if you look to that flex zoning for this, it could potentially be looked to for other properties, but not necessarily granted. So again, the probability is low there, but that's an added little piece of this that I think is worth thinking about in terms of precedent setting.

Councilmember Bridges — Thank you for your comments. Appreciate it. All set. Thank you.

Aaron Schafer — Thank you, Mr. Bridges.

Councilmember Knol — Yeah, I have a question about square footage. So there's 17 buildings proposed and so far we've been talking about the number of rooms because that's how the density is calculated through the number of rooms. But could you tell me what the square footage, the total square footage of the 17 buildings, what that equates to? So not the number of rooms. I know the number of rooms, but if you just add up the square footage of the 17 buildings.

Aaron Schafer — So the tabernacle side, and we can kind of go through the arithmetic live because I didn't have that prepared for me, but the 31 tabernacle units are roughly, what is it, Spencer? 1,250, 1,300 square feet?

Spencer Schafer — Yeah.

Aaron Schafer — And Brooks, what's your square footage for your two-story towns, like 2,200 to 2,400?

Brooks Cohen — Yeah. (speaking from the audience, unintelligible)

Aaron Schafer — So you do 1,860 times 24. This is just the Mulberry. We'll start with the Mulberry Park side. And then we've got eight units and refresh my memory on what the floor plate is for the, so 1,774, we'll do 1,774 times eight.

So it's 14k, 45k, and then Tabernacle, what did we say the, it's like 1,250 times 31. So give me 45k plus 14k plus 39k. And that's the total number. Plus 45. Okay. 98,000 total.

I hope that provides some clarity Councilwoman Knol.

Councilmember Knol — It does. Thank you.

Aaron Schafer — And I can get you the exact numbers.

Councilmember Knol — No, that's close enough for my comparison. Thanks.

Mayor Rich — Anything else?

Councilmember Knol — No. Not right now.

Mayor Rich — Anyone else? Okay.

Could you go back please to the one where you showed how long things had been on market? That one. Yep.

So I hear my colleagues about not having details for listings for these three in particular parcels, but I'm also cognizant of what you're showing here about the, thank you, 29701, which was acquired in 1990 for sale for a little over double the value from 1990, which, you know, is consistent with what's gone on with my house that I got in '92. But this has been on the market for 20 years for 295 which is about, it's about the same size parcel just down the street and about the same amount of money that you are all offering to put these properties under contract. And I note that this residence right next to it, the 29711, which was just purchased in 2024, don't know by whom.

Aaron Schafer — And I wanted, for the sake of anonymity, I just wanted to show the addresses.

Mayor Rich — Yeah, thank you. But that's in ballpark for what Schafer is offering to put these properties right next door under contract. And we don't know how long that was on the market.

Aaron Schafer — Which one?

Mayor Rich — The 29711. That's an existing residence. It was just acquired a year ago.

Aaron Schafer — No, I...

Mayor Rich — So we don't know how long that was on the market. Correct. Or Aaron, do you know?

Aaron Schafer — There was an individual out of state in California, the mother who I think passed away at like '97, '98, that was roughly two to

three years ago. So that property was likely on the market for plus or minus two years before it was sold.

Mayor Rich

Okay. Thank you. And the other one, it's an existing residence as we know. That was acquired a little over a decade ago. So, I mean, we do know that some of these properties, which are quite comparable, have been languishing at this same price point for a long time. If something's been listed for 20 plus years, that kind of asks and answers the question of, is it something that's marketable?

And then similarly, the one where it's the residence, the 29649, existing residence that was purchased in '96, where they're asking 750, not really a shock that there are no pending offers, right? I mean, that's not really priced for sale. And then Cove Creek, you know, that's supposed to expand, we'll see. But that's been listed for six years for 400 with no pending offers.

So, I mean, I can empathize with the difficulty of doing something with the property as a single, as an RA-1. That was really all I had at this point in time.

So before we open it up to public comment, we're ready for public comment? All right, folks. For those who have not been to public comment before, the rules are that public comment is for three minutes. We'll have the timer going. I will let you know who is going to be speaking and the next two who will be following so that we can keep this moving. As you can see I have a fairly thick stack of people who want to talk about this particular issue and we look forward to hearing from all of you.

Public comment

Mayor Rich opened the floor to public comment.

Eric Schmidt, Woodbrook Court, opposed this development. He believed the developers stand to make significant profit at the community's expense. He objected to reduced setbacks and the removal of trees. He suggested that eliminating the back row of buildings would resolve setback, drainage, and tree-replacement issues. He questioned the accuracy of reported property values. He thought that approving this project would set a precedent that developers can use to pressure the City into concessions. He acknowledged that development is needed, but not at the expense of the community. He urged Council to reject the proposal unless developers make greater concessions to balance community concerns.

Craig LaPointe, Holly Hill Farms, opposed this development. He was concerned that the development will negatively impact his property value, his privacy, and alter the character of the neighborhood, which he had expected to remain single-family residential when he purchased his home 25 years ago. He was concerned about storm water management and had submitted a video to the Clerk showing flooding after recent heavy rains.

Lindsey Matych, Woodbrook, opposed the proposed development. She emphasized the longstanding residential character of the 13 Mile and Middlebelt area. She argued that landowners have neglected historic homes on the subject properties, turning them into blighted dumping sites in pursuit of profit. She expressed concern that the development would remove a large number of trees, disrupt wetlands, and worsen flooding. She felt traffic and other data had been manipulated. She stated the proposal violates the intent of the master plan and argued that the PUD was being used to circumvent RA-1 zoning, that flex residential was undefined in zoning law, and that the proposal ignored the master plan's intent to protect existing neighborhoods. She urged denial of the project, stating that the community's strong opposition showed the plan was not beneficial to residents.

Katherine Leik, Richmond Hill, opposed the proposed development, citing concerns that the density of the project would fundamentally change the lifestyle of residents in Holly Hill Farms and Westgate. She referenced negative impacts from traffic, tree loss, and the displacement of wildlife. Ms. Leik stated that residents support a smaller-scale development consistent with RA-1 zoning, suggesting 28 to 32 homes on 12 acres rather than the higher density proposed. She also noted that when MOBI acquired three lots, they were marketed only as a package rather than individually.

John Nagoda, Richmond Hill, opposed the proposed development. He stated that RA-1 zoning must remain in place to preserve the character and charm of Farmington Hills. He expressed concern about developers "working around the system," and emphasized that while something could be built on the site, it must be at a reasonable, lower density consistent with RA-1 zoning.

Michelle Nagoda opposed the proposed development, arguing that 60-plus homes on 12 acres do not align with surrounding subdivisions such as Holly Hill Farms and Westgate. Mrs. Nagoda raised concerns about traffic and safety, particularly with ingress and egress near Baptist Manor and across from Westgate, where turning is already difficult during peak hours. While development of the site is inevitable, the proposed density is incompatible with the neighborhood, and she urged Council to protect existing community character by denying the project.

Adam Peploski, Richmond Hill, opposed the proposed development. He raised concerns about traffic congestion on 13 Mile, and asked about the scope and duration of construction, including whether work would occur outside of standard hours or during winter months. He believed the project would negatively impact the community.

Adele Letterman, Richmond Hill, opposed the proposed development. She thought that 63 units on 12.46 acres was too much for this neighborhood.

Thomas Bader, Northbrook, opposed the proposed development. His family had moved to Farmington Hills because of its beauty, and this development would destroy that for their neighborhood. The property is zoned RA-1 for a reason, and the proposed density far exceeds the intent of the zoning

district. Property owners allowed the homes to fall into blight to manipulate the process and required the parcels to be purchased as a package rather than individually, further discouraging single-family use. He was also concerned about added traffic on 13 Mile Road.

Dr. Stacy Nuar, Woodbrook, was concerned about the negative impacts of this development on her family's enjoyment of their home and outdoor space.

Angie Smith, Ramblewood Club, opposed the proposed development, stressing concerns about transparency and honesty from the developers. She questioned statements made about outreach to nearby subdivisions, saying residents she spoke with had not been contacted at the time claimed. She warned that approving 60+ homes would need a long-term construction site that would be very disruptive to longtime residents.

Mayor Rich closed public comment and brought the matter back to the Council.

Council deliberation and action (verbatim)

Mayor Rich	Mr. Dwyer.
Mayor Pro Tem Dwyer	Thank you, Mayor. I've also been a resident here in Farmington Hills for 40 years, 40 years here. I understand where the residents are coming from. Just a little procedural history. We've been working on this for 16 months starting on April 18th of last year when it went to the Planning Commission three times. It was finally recommended to send the City Council. There's been six separate hearings before the City Council on the issue. This Council has listened to the residents, listened to the developer. I think that the residents and the developer has gotten together many, many times. And at each hearing that we've had, we've addressed the concerns that the citizens have. We've also had the developers go back to the drawing board and make the changes. I think, in my opinion, that this is a great development for the City. I think it's necessary. I'm going to make a motion.

MOTION by Dwyer, support by Boleware to approve the application for PUD 2, 2024, including Site Plan 56-8-2024, dated August 21, 2024, and September 4, 2024, respectively, as revised, submitted by Steven Schafer, are approved, subject to the following conditions:

1) All outstanding issues identified in Giffels Webster's July 22, 2025, review shall be addressed to the reasonable satisfaction of the City Planner;
2) All outstanding issues identified in the City Engineer's July 29, 2025 interoffice correspondence shall be addressed to the reasonable satisfaction of the City Engineer; and;
3) All outstanding issues identified in the Fire Marshal's July 25, 2025 interoffice correspondence shall be addressed to the reasonable satisfaction of the Fire Marshal.

IT IS FURTHER RESOLVED, that the City Attorney prepare the appropriate PUD agreement stipulating the final PUD approval conditions and authorizing the identified zoning deviations for City Council's consideration and final approval. This motion adopts and includes the findings and conclusions in the July 22, 2025 review report issued by the City Planning Consultant, Giffels Webster, as to how the standards and qualifications of PUD approval has been satisfied.

Motion discussion (verbatim)

Mayor Rich	Mr. Aldred.
Councilmember Aldred	Okay. So, I'd like to summarize how I'm seeing this. In the previous meeting, we had, I think, summarized there were three issues around this development, the traffic, stormwater management and density. And I'm going to say traffic, I think, is catered for reasonably well with the additional join through to Baptist Manor. I think the stormwater management is, again, I'll accept the word of our engineering department that that will be improved through this development. But that brings us on to density, which has continued to be an issue throughout. And I actually, you know, we had discussions back and forth that had the proposal of, let's make it single story along the back. And I understand the developer has worked hard to make that happen, brought in a new developer to do that. And that's a benefit. I think there's an additional change you didn't include in this change because an additional change on this plan is not only you've gone down to single story, you've added additional buildings, units in building eight and building five, because the overall has gone down from 65 to 63, not 65 to 61, correct? And that has reduced the size of the pocket park in the middle as well, right? Okay, so that was an additional change. So that was a good change, welcomed that reduction in height, but, you know, it

came with an offset of reduced setback now down to about minimum, I think, of 66 feet if you include the patio. So now it was like better, but it also had some negatives.

I tell you, where I was at with this proposal was that we are either at the optimum position, right? We've suggested things, the developer's done some things, and they're probably not completely happy because of the additional cost. We're not completely happy because of the density or other reasons.

And it's like, this is either a great compromise, where we've reached this optimal position where no one's completely happy, or this doesn't quite work. That's where I was at. And then it was brought to my attention that on page 62 of the master plan, there is actually a more prescriptive definition of what flex residential is.

And I think the comments that this has been zoned as part of the master plan's flex residential is a perfectly valid comment. It has, right? So therefore, these properties are up for, okay, what could we do here that's going to be beneficial?

But the wording on page 62 in the section on residential density says, in the flex residential and flex residential office areas, permitted densities should generally correspond with RA-4 district. May be increased to RC-1 densities where a third or more of the site is preserved, and setbacks of 100 feet or more are preserved to adjacent neighborhoods. Okay, so it basically says 1/3 preserve or 100 feet setback.

So again, I question planning on that. And I think our planning consultant referenced this, that it was felt that this was, well, this isn't a legally binding document. The master plan is a guidance.

Therefore, let's not include those numbers. But I look at those numbers, and they're in the master plan. There's a definition for flex residential that specifies 1/3 more site for RC-1 density, 1/3 of the site is preserved, and a setback of 100 feet.

So, and I hadn't seen that before. I had, that was not, I had read it, but I did not recall that's what it said specifically. So objectively, from my perspective, this proposal does not meet what is laid out for flex residential.

Whether we like that or not, it doesn't meet it objectively. Okay, but this is a PUD. I understand that.

So it's up to us. Do we think there's sufficient benefit for this proposal as it stands, even if, as it's defined in the master plan, this doesn't quite meet the density requirement of flex residential, as it's specified, as I read it. I could be wrong, but that's how I read it.

So I look at, so it then comes back to subjective. Do we think subjectively this meets, is it a benefit? This is a PUD.

Is it subjectively bringing a benefit to the city from the point of view of an improvement to public health, safety, and welfare in the area affected? And when I look at that, okay, so what's the benefit? The benefit listed in the PUD in one, in three, and seven is the setback.

And the setback is at most now 83 feet, I believe. So it seems odd to argue that an 83 setback is a sufficient benefit to outweigh the fact you don't have a 100 foot setback, right? That doesn't really work.

So then you have to look for what else is the benefit that we have, and what are we getting from it? Well, we have a nicely designed set of buildings. There's a lot of thought put into it.

We have a pocket park. We have some artwork. We have some benefits.

What's listed in the PUD is that it is an attractive for sale community, and it's improved the state of these lots as they are. So that's all good. For me, it is not sufficient.

There's not sufficient benefit to outweigh the fact that we don't even meet our own standard of what flex residential is. I think there is a counter argument in favor of approval, and this has been brought up in previous meetings, and I think even touched on tonight, is that even as RA-1, you could develop somewhere between 20 and 26 homes, something in that sort of area. And if you did that, then you could have as little as a 35 foot setback in this development.

So the question is, if we left the zoning as it is, we didn't rezone, in effect the PUD isn't rezoning, it's just allowing. If we

left it as RA-1, someone could, by rights according to zone, build 20 to 26 homes with a 35 foot setback. Would that be a better solution?

And I say no. It wouldn't be a better solution than this. It would be worse.

But I've come to the conclusion that just because I can imagine a worse outcome doesn't mean I should approve the one that's proposed. I don't think that's sufficient reason. Just because I can think of something worse doesn't mean I should accept what's before us.

So I'm going to vote no on this proposal this evening.

Mayor Rich — Thank you. Anyone else? Dr. Bruce.

Councilmember Bruce — First off, I have no issues with the developer on this. So my comments are to the property owner, not to the developers. They're just trying to do what any other developer would try to do in their position.

I do have an issue with the current property owner who has allowed these properties to deteriorate over many years. They have also used these properties as a dumping ground for old boats, cars, construction materials, and garbage. Statements have been made that the owners have been unable to sell and market these properties, but that appears to be false and even more so with the testimony I've heard here tonight.

First off, if you're trying to market properties, you don't use them as dumping grounds. You clean them up and make them presentable. Second, I've asked for months, as I've stated earlier, that I need some sort of proof or evidence that the present owners have attempted to sell these properties at a reasonable amount.

Trying to package them up and sell them for a million dollars for three properties at a time is not selling them at a reasonable amount as far as I'm concerned. So up to this point, I've been given absolutely no evidence these properties have ever been put up for sale or marketed at any point as reasonable RA-1 properties in terms of the cost, the value, whatever. I've been working with development issues in this city for almost 30 years, and I know when we are being played

by a proponent or property owner, as I've seen it many times in the past, it is not our job to ensure that any property owner is guaranteed the maximum return on their property, whether through a zoning variance or through a development such as a PUD.

However, in this case, I believe that the owners of this property are trying to cash in at the expense of the city and the residents that surround these properties and the proposed development. In my opinion, and from the evidence presented, I believe that these properties and the homes on them have been allowed to rot so that at some point they could be packaged and sold at a premium to a developer to maximize the return on the sale of these properties. I believe that this is a scam and that we are being played.

I do not for a moment believe that these properties could not be sold and developed individually at the RA-1 level, and I think they could be sold without difficulty. I've lived in this city for 40 years, and in my time as a resident and a past realtor and being on the ZBA and council for almost 30 years, I've seen anything that is put up for sale eventually sold in this city. Even during difficult market periods.

I've always joked that you could sell a cardboard box under a viaduct in this city, and I don't believe that as far from the truth. So the underlying premise that we must approve this PUD because these properties cannot be sold and developed as RA-1 homes to be without any evidence or merit, and in fact, the evidence is in the opposite direction. The very basis of this project does not make sense or add up.

The PUD approval is only a vehicle to send a lot of money to the property owners for years of bad behavior which has done damage to the surrounding neighborhoods and to our city. Why in the world would we want to reward this behavior? The people that bought their homes which surround these properties in the subdivisions north, east, and south did so in the belief that this area would remain RA-1.

That is a very reasonable assumption, and it is one that underlines the stability of our neighborhoods and the values of homes that people buy. If they cannot trust the zoning that has been in place for years which is consistent with their properties, then it damages the trust that they have with the

city and the process of how the city approaches development. In effect, it changes the rules in the middle of the game and pulls the rug out from under the residents.

That is why we have received dozens and dozens of emails, letters, and testimonies in person from the people that live around this area. They don't want this development as they correctly see that it is not consistent with the surrounding areas. I have always said that bad development is worse than no development as you cannot change bad development.

Over time, good development will come if we are patient. The RC equivalent development is too dense and will look completely out of place. It is basically a form of commercial development bleeding into residential.

I have always fought to protect the residential character of our neighborhoods because if not, then again you lose the trust of the people and you lower the property values of the homes in our neighborhoods. If we approve this development, it puts every other subdivision on notice that the zoning around them can be changed at any time on the whim of a property owner if they have the patience to let their property rot to extract a development that will maximize a return on their investment at the cost of everyone else. Remember, these seven homes only have seven curb cuts and the amount of traffic that would come in and out of these seven single family homes is absolutely minimal.

However, the traffic that will flow in and out of this dense development will be constant and disruptive to the surrounding areas and will add significantly to the already heavy traffic that traverses this route on a daily basis. Go eastbound in the mornings or westbound in the late afternoons and you can see the lineup of traffic. I have to go through there almost every day.

One of the things that we are supposed to consider in a PUD is a public benefit. I hear this all the time from my fellow council members and rightly so because when they look at a PUD, they are as concerned as I am about the public benefit which makes the PUD worthwhile. Someone please point out the public benefit that counters all the negatives I have already outlined.

I don't see it and I don't see it going forward. While the new master plan does propose that this area is a flex residential, this has not really been completely defined or fleshed out nor does it require that we put in a development at this density level. I'm asking my fellow council members to seriously consider everything that has led up to where we are with this proposed development.

I have nothing against the design of this development. I think there are so many other places or areas in the city that this would look great, but this is not the area. I love the Mercedes-Benz financial headquarters building on Drake and 12 Mile, but it wouldn't look good in this neighborhood.

This is bad development. This is a misuse of the PUD process. As far as I'm concerned, this is almost like spot zoning in my opinion and not appropriate.

I'm voting against this motion because I just think this area should stay the way it is. RA-1, I think these properties can be developed. Again, no evidence that it can't be and that's why I'm not going to vote for this motion.

Mayor Rich — Thank you. Anyone else? Ms. Knol.

Councilmember Knol — Sure.

So first of all, thanks to the residents and the developer for being here once again.

I know it's probably frustrating to have to come to so many meetings. We're here a lot, but I'm sure there's better things you can be doing with your time.

But this is the public process. This is democracy. This is transparency.

So this is the way things work in the city and I'm glad you're all here. And hopefully we can, you know, we've been civil for the most part about this and hopefully we can all still remain civil whatever happens tonight because that's the way we like to be here in Farmington Hills, is civil to each other and all good neighbors. So first of all, I want to say to Schafer, I actually think you're all very nice people and I think you have some great properties out there.

I've seen many of your developments and I do think you are trustworthy and you do a good job. So this is nothing personal, nothing against you. First of all, I want to thank you actually for on the south side turning those eight buildings into one story.

I think that has been a huge benefit. It is for the residents of Holly Hill that back up to that. It is much better to look out at a one-story building as opposed to a two-story building.

So thank you for that. Also thank you for increasing the side setback as well there. So I want to thank you for that.

But I do still have some concerns here. So with RA-1, I think at this point it's probably unlikely that this property is going to get redeveloped with just simply seven homes. Whether it's taking what existing homes are left and fixing them back up or knocking them down and building new ones, I just don't think financially that will happen.

I know there's a difference of opinion on that but I don't think that will happen. Another option with RA-1 is it could be redeveloped with RA-1 smaller homes. As has been said, it could be anywhere from maybe 22 to 26 homes, maybe 20, 26 homes somewhere in there.

Obviously you have to put the infrastructure and the roads in so it's hard to know exactly how many homes. But based on the lot calculation, it's going to be somewhere in there. If you do the square footage, that's why I was asking about the square footage.

If you just for example, let's take 26 homes, kind of the max of maybe what you could put in there with a RA-1 development. Let's just say there are 2,000 square feet, making up a number here that's roughly probably on the small side maybe, but you're looking at 62,000 square feet as opposed to what was calculated earlier as opposed to 98,500. So that's the difference you're looking at is if this were developed as an RA-1 as opposed to as this PUD.

I also did a Holly Hill and this may not be exact, but I took the acreage of this property and tried to overlay it onto Holly Hill directly behind. There's approximately 17, 18 homes in Holly

Hill that correspond to this acreage. I don't know the square footage, but to make things consistent for Holly Hill, I just used 2,000 square feet.

So again, if you're looking at the 2,000 square foot~~s~~ times about 17 homes, you're looking at 30,000 square foot. So again, a big difference between 98,500, approximately 34,000 for Holly Hill, and if this were developed as an RA-1, potentially it'd be above Holly Hill at potentially 62,000, but still well below the 98,000. So we talked a lot about flex zoning, and yes, flex can be allowed.

I think we acknowledge, most of us acknowledge that up here that it is an option, but again, it's in exchange for the setback in the open space. And the open space is where I'm having my issue, and it has to do, again, because of the density of this project, I still don't feel that there's enough open space in this development to really be compatible with Westgate and Holly Hill farms. So for that reason, I'm not supporting it tonight.

Mayor Rich — Thank you. Okay. Anyone else want to speak? Mr. Bridges.

Councilmember Bridges — Just to be brief, Councilmember Bruce's comments were quite representative of the comments I would have made, but he made them in a very elegant manner, so we want to compliment you on your comments there. Councilmember Bruce and I have served on the Zoning Board of Appeals together back before we joined the City Council, and we learned a lot about the residential character of this community. And I just don't think that the relief that the proponent is asking for is enough, is substantial compared to the community benefit to the city.

And I'm also looking concerned about the qualitative impact upon this area if this development goes through. So again, the Shafer's been very, very diligent, and also they've worked with the Homeowner's Association. They've come back to Council on several occasions.

I want to thank the members of the community who have been here for several meetings going through this process. We appreciate your steadfast public involvement on this issue. It's very important to you, and so we appreciate you continue to show your presence on this topic.

But for the reasons that Councilmember Bruce outlined, I just can't see the benefit to the community by offering this type of huge change from RA-1 to RC-1. The benefits don't line up for me to support this, so I would be voting against this proposal. Thank you.

Councilmember Boleware

I came here this evening with the understanding that I would be approving this PUD based upon the fact that we have a housing crisis in this country and that it's a housing crisis at every income level. And I thought that this was a way to address it. But after listening to my fellow council members, who some of them have a greater depth of knowledge in this area than I do, I appreciate the comments that they made, and they were valid.

I do have some concerns, as most of the council members have already spoken, about the density of this project. And I know that in the future, it will not be developed as seven parcels. It will be extremely expensive to do so.

So based upon what I've heard from the residents, because I've read every letter that's come in, email from you, I heard you tonight, I heard you in your previous comment, I am going to join my fellow council members and vote no on this project.

Mayor Rich

Well, I get to speak. Thank you. So as Councilmember Boleware said, we do have a housing issue in this country.

We have a housing issue in Farmington Hills. I like this project. And it is quite clear that this motion is going to fail.

But what I like about the project, I very much appreciate the Schafers listening to the feedback we've given. And I very much appreciate the partnership with Pulte to create something that didn't exist before, hopefully one day will, because that's the kind of housing that's needed. We need somewhere where most of us are 55 and up here.

We need places where we can trade in our 2,400 square foot colonials and go live in a ranch or a ranch duplex. That's a missing piece in our community. It would be great to have, and I've talked about this at Council before, at this dais, it would be great to have a development where a younger family could live in the townhome and grandparents could hypothetically

live in the ranches alongside.

I think that would be super. But it's quite clear that this motion is going to fail. And I hear my colleagues.

I'm not necessarily in agreement. I think that the PUD did show sufficient benefit. But I understand that tonight this is not going through.

So now we'll call the question. This is a roll call vote.

Roll Call Vote:
Yeas: DWYER
Nays: ALDRED, BOLEWARE, BRIDGES, BRUCE, KNOL, AND RICH
Absent: NONE
Abstentions: NONE

MOTION FAILED 1-6.

Further discussion and action (verbatim):

Attorney Joppich — Mayor Rich?

Mayor Rich — Yes.

Attorney Joppich — Well, you're at a point where the motion put on the table to approve has failed. And there's been a lot of comments made by those who voted in the negative on that as to the reasons why they were voting to the negative. But there is no motion that has been made yet to deny it where the motion includes the reasons for the denial at this point.

So my legal advice would be to now deliberate over and decide a motion to deny. Again, as indicated previously, that should take into consideration the standards in section 34-3.20.2 of the zoning ordinance to go through those standards. If I can be of any assistance, I'd be happy to do so.

But we're at that procedural step. All right. We're looking for that motion to deny right now.

Councilmember Bruce — Okay. I'd like to make a motion to resolve that the application for PUD 2-2024, including site plan 56-8-2024, dated August 21st, 2024 and September 4th, 2024, respectively, as revised, submitted by Stephen Schafer, are denied because it does not meet all the provisions set forth in section 34-3.20 of the

zoning ordinance and the proposed development will adversely affect the public health, welfare, and safety for the following reasons.

And I would like to submit to the record my comments that I made earlier if that would be sufficient in terms of the several comments that I made in my comments after the first motion was made. Is that good that I just enter it that way or do I have to reread or spell them out?

Attorney Joppich — I think if Council is satisfied that they're sufficiently aware of those comments, those comments are reflected in the record and in the recorded meeting, and you have them in writing. If you submit those with the record, I think that would be sufficient if it satisfies Council.

Councilmember Bruce — I will provide you the record that I wrote.

Mayor Rich — So we have a motion. Is there support?

Councilmember Bridge — Support.

Motion discussion (verbatim):

Mayor Rich — We have motion and support. Discussion? No discussion.

Okay. I do have a point then that I do not believe this is a detriment . . . this project is a detriment. And so for that reason, I'm not going to be able to vote for denial.

Councilmember Aldred — I understand. I believe what you're referring to, Madam Mayor, is the line here that says that the proposed development would adversely affect the public health, welfare, and safety for the following reasons.

Mayor Rich — Correct. And I do not believe that this project negatively affects public health, safety, and welfare.

Councilmember Aldred — I have a question for the attorney. Is it necessary to say adversely affect? That implies something negative, whereas I believe the consensus of opinion was there wasn't sufficient benefit.

Attorney Joppich — Well, I believe that is some language from the ordinance itself that it provides sufficient benefit in the judgment of Council. I think one aspect of the motion that's on the table so far,

something it doesn't include, are some of the comments made by Councilmember Aldred regarding similar issues. I think aspects of that were covered relative to no benefit from the setback because of it's not the 100 foot flex and doesn't even comply with the master plan.

If you want to make a motion to amend the current motion to include comments like that, you could elaborate on those and then the maker of the motion could consider whether to add those as reasons.

Councilmember Aldred — I'm happy to add that as an amendment to summarize that. I'm hearing the Mayor's comment and I'm trying to get clarification on whether it requires, this proposed development will adversely affect public health.

Councilmember Bruce — I would add to my motion that the ways that it will adversely affect public health, welfare and safety for the following reasons:

Number one is the increased traffic to this area. I think that it would be a much higher level of traffic coming in and out of that development and the traffic there is already, the road is already almost overloaded many times during the day. I think the density of this development and that amount of traffic would adversely affect this.

I think that it would adversely affect it in terms of runoff from the development. I think that it adversely affects it from the fact that we could damage property values from around this area because of the fact that we're changing zoning next to RA-1 areas and it would make the properties less desirable in those areas. Those are at least, again, some of the points that I made in my previous points that I just wanted to highlight in terms of how I think it will adversely affect this area.

Councilmember Boleware — Yes. I don't believe the development will adversely affect the surrounding neighborhood. I did contact our city assessor to ask in the past for those developments that have gone through the PUD process and the determination was they had not. And those were, so I am opposed to including that statement in the denial.

Councilmember Aldred — As I'm rereading the resolution, I see that it's saying two things. It's saying that it will, does not meet all the provisions

of section 34, which is the PUD and does not, will adversely affect for the following reasons. In other words, they're listing it below the combination of the two things.

So that, so I'm happy to support Dr. Bruce's motion and I would also add an amendment that says that the, referring to the benefit, that there is not the benefit of, the setback is not a sufficient benefit. The setback that was provided is not a sufficient benefit to meet the provisions of Section 34.3.20.

Councilmember Bruce — I would accept that.

Mayor Rich — Yeah. So we have an amended motion. Is there support for the amended motion?

Councilmember Bridges — Second.

Mayor Rich — Okay. So that being the case, I am still going to vote no on this motion because the rationale was negated by our traffic engineer regarding traffic.

The rationale about water runoff was negated by our city engineering department and the rationale about reduction in property value is at best speculation and is not supported, as Ms. Boleware said in conversation with our assessor, that rationale tends to not hold water. So for that reason, I will still be voting no on this resolution. It clearly is going to pass, but that's explaining my vote.

And folks, I know we've had a hundred people come to these things. I'm not voting against you, but I'm voting for everybody else in the community who will need that kind of housing.

Mayor Rich — Okay. Do we need to call the question? This is a roll call vote.

Clerk Lindahl — Madam Mayor, can we just clarify a couple of things here? So Council Member Bruce, your motion on the table right now is the denial. We're still including the adverse effect to public health, welfare and safety and including due to increased traffic and possible damage to property values, making it less desirable.

Councilmember Bruce — Correct.

Clerk Lindahl	And are we including all of your other notes that you're going to provide?
Councilmember Bruce	Yes.
Clerk Lindahl	Okay, perfect. And then Council Member Aldred, we're also including your comments on the setback.
Councilmember Aldred	Yes.
Clerk Lindahl	Okay.
Councilmember Aldred	There is not sufficient benefit from the setback.
Clerk Lindahl	Okay.
Councilmember Aldred:	Outweighs the flex residential definition.
Clerk Lindahl:	Perfect. And then we have a second on that from Councilmember Bridges.
Councilmember Bridges:	Yes.
Clerk Lindahl	With all those changes.
Councilmember Bridges	Yes.
Clerk Lindahl	Okay.
Mayor Rich	Now we're calling the question. It's a roll call vote.

MOTION by Bruce, support by Bridges, that that the City Council of Farmington Hills hereby denies the application for PUD 2, 2024, including Site Plan 56-8-2024, dated August 21, 2024, and September 4, 2024, respectively, as revised, submitted by Steven Schafer, because it does not meet all provisions set forth in Section 34-3.20 of the Zoning Ordinance and the proposed development will adversely affect the public health, welfare, and safety for the following reasons stated by Councilmember Bruce and the additional reasons stated below:

"First off I have no issues with the developer on this, so my comments are to the property owner not to the developers, they are just trying to do what any other developer would do in their position. I do have an issue with the current property owner, who has allowed these properties to deteriorate over many years. They have also used these properties as a dumping ground for old boats, cars, construction materials and garbage. Statements have been made that the owners have be unable to sell and market these properties, but that appears false on its face and even more so with the testimony I've heard here tonight. First off, if you are trying to market properties, you don't use them

as dumping grounds, you clean them up and make them presentable. Second, I have asked for months as I've stated earlier that I need some sort of proof or evidence that present owners have attempted to sell these properties at a reasonable amount. Trying to package them up and sell them at 1 million dollars or three properties at time is not selling them at a reasonable amount as far as I'm concerned. Up to this point, I have been given absolutely no evidence that these properties have been put up for sale or marketed at any point as reasonable RA-1 properties in terms of cost, value, whatever.

I have been working with development issues in this city for almost 30 years, and I know when we are being played by a proponent or property owner, as I have seen it many times in the past. It is not our job to ensure that any property owner is guaranteed the maximum return on their property, whether through a zoning variance or through a development such as a PUD. However, in this case I believe that the owners of this property are trying to cash in at the expense of the city and the residents that surround these properties and the proposed development. In my opinion, and from the evidence presented, I believe these properties and the homes on them have been allowed to rot, so that at some point they could be packaged and sold at a premium to a developer to maximize their return on the sale of these properties. I believe that this is a scam, and that we are being played. I do not for a moment believe that these properties could not be sold and developed individually at the RA-1 level and I think they could be sold without difficulty. I have lived in this city for 40 years, and in my time as a resident, and a past realtor, and being on the ZBA and Council for almost 30 years, I have seen anything that is put up for sale, eventually sold in this City. Even during difficult market periods. I have always joked that could sell a cardboard box under a viaduct in this City, and I don't believe that is far from the truth. So, the underlying premise, that we must approve his PUD because these properties cannot be sold and developed as RA-1 homes, to be without any evidence or merit, and in fact the evidence is in opposite direction. The very basis of this project does not make sense or add up. The PUD approval is only a vehicle to send a lot of money to the property owner for years of bad behavior, which has done damage to the surrounding neighborhoods and to our City. Why in the world would we want to reward that behavior?

The people that bought their homes which surround these properties in the subdivisions north, east and south, did so in the belief that this area would remain RA-1. That is a very reasonably assumption, and it is one that underlies the stability of our neighborhoods and the value of the homes that people buy. If they cannot trust the zoning that has been in place for years which is consistent with their properties, then it damages the trust they have with the city and the process of how this city approaches development. In effect, it changes the rules in the middle of the game and pulls the rug out from under the residents. That is why we have received dozens and dozens of emails, letters, testimonies in person, from the people that live around this area. They don't want this development, as they correctly see that it is not consistent with the surrounding areas.

I have always said that bad development is worse than no development, as you cannot change bad development, and over time good development will come if we are patient. The RC equivalent development is too dense and will look completely out of place. It is basically a form of commercial development bleeding into residential. I have always fought to protect the residential character of our neighborhoods, because if not, then again you lose the trust of the people and you lower the property values of the homes in our neighborhoods. If we approve this development, it puts every other subdivision on notice that the zoning around them can be changed at any time on the whim of a

property owner if they have the patience to let their property rot, to extract a development that will maximize a return on their investment, at the cost of everyone else.

Remember these seven homes only have seven curb cuts, and the amount of traffic that would come in and out of these seven single family homes is absolutely minimal. However, the traffic that will flow in and out of this dense development will be constant, and disruptive to the surrounding areas, and will add significantly to the already heavy traffic that traverses this route on a daily basis. Go eastbound in the mornings or westbound in the late afternoons, and you can see the lineup of traffic. I have to go through there almost every day.

One of the things that we are supposed to consider in a PUD is a public benefit. I hear this all the time from my fellow council members and rightly so, because when they look at the PUD they are as concerned as I am about the public benefit which makes the PUD worthwhile. Someone please point out a public benefit that counters all of the negatives I have already outlined. I don't see it, and I don't see it going forward. While the new master plan does propose that this area is a "flex residential," this has not really been completely defined or flushed out, nor does it require that we put in a development at this density level.

I am asking my fellow council members to seriously consider everything that has led up where we are with this proposed development. I have nothing against the design of this development, I think there are so many places or areas in the city that this would look great, but this is not the area. I love the Mercedes Benz Financial Headquarters building on Drake and 12 Mile, but it would not look good in this neighborhood. This is bad development, this is a misuse of the PUD process, as far as I'm concerned this is almost like spot zoning in my opinion and not appropriate."

And for the following additional reasons:

4) The increased density and traffic to the area would adversely affect the public and this area. The density would create a much higher level of traffic coming in and out of the development and the traffic and road are already almost overloaded many times during the day.
5) Runoff from the development.
6) It could damage property values from around the area because of the fact we are changing zoning next to RA-1 areas, and it would make the properties less desirable in those areas.
7) The setback that is provided is not a sufficient benefit to meet the provisions of Section 34-3.20.

Roll Call Vote:

Yeas: ALDRED, BRIDGES, BRUCE AND KNOL
Nays: DWYER, BOLEWARE AND RICH
Absent: NONE
Abstentions: NONE

MOTION CARRIED 4-3.

Mayor Rich called a break and 10:00pm and reconvened the meeting at 10:09pm.

CONSIDERATION OF APPROVAL OF ENACTMENT OF ORDINANCE C-5-2025 TO AMEND THE

INTEROFFICE CORRESPONDENCE

DATE: September 8, 2025

TO: City Council

FROM: Theresa Rich, Mayor

SUBJECT: Recommendation for appointment.

I would like to recommend the following appointments at the September 8, 2025 City Council meeting.

Innovation, Energy & Environmental Sustainability Committe

	Length of Term:	**Term ending:**
Dr. Robin Cash	3 years	February 1, 2029

Dr. Cash will fill the regular vacancy left by Elliot Zeltzer. Attached, please find Dr. Robin Cash's resume.

Danielle King

To: postmaster@muniweb.com
Subject: RE: The Form 'Boards and Commissions Questionnaire' was submitted

From: postmaster@muniweb.com <postmaster@muniweb.com>
Sent: Wednesday, September 3, 2025 12:42 PM
To: DistributionList-CityManagerOffice <cmo@fhgov.com>
Subject: The Form 'Boards and Commissions Questionnaire' was submitted

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Your Name
Dr. Robin Cash

Your Address
[redacted]

Your Phone Number
[redacted]

Your Email
[redacted]

Multiple choice
Innovation, Energy and Environmental Sustainability Committee

Brief Resume
Offer extensive professional and academic experience in Mechanical Engineering, including over 34 years of Fortune 500 experience that includes advancement from Production Development Engineer to Global Core Business Initiative Director and 27 years of experience as Adjunct/Associate Professor and Program Director. ▷ Passionate and tireless advocate for increasing students' commitment to STEM education and careers, especially among young minority students via public speaking, presentations, seminars and volunteerism at DrRobinCash.com.

References
Ms. Vivian Pickard, [redacted]

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: O9/08/2025

DEPT: SPECIAL SERVICES – PARKS AND GOLF DIVISION

RE: RESURFACING OF THE FARMINGTON HILLS GOLF CLUB CART PATH – EXTENSION OF AGREEMENT

ADMINISTRATIVE SUMMARY

- In March of 2024, an invitation to bid (ITB) was issued through the Michigan Inter-Governmental Trade Network (MITN) e-procurement system for the 2024/2025 Asphalt Replacement Program. The bid was awarded to BSI Paving.

- The cart paths will be resurfaced on the remaining front 9 holes, with curbing where appropriate. The map shows what areas were completed in fall of 2024 in red and the areas being replaced this fall in green.

- Please note that pricing for the project is an extension of the current contract pricing, however due to the site location, an increased mobilization cost was proposed for staging, specialized equipment rental and shuttling asphalt to the off-road site. City staff have confirmed that this price is competitive and meets current industry standards.

- Funding for this project is budgeted through the Special Services Capital Improvement Fund.

RECOMMENDATION

- IT IS RESOLVED, the City Council authorizes the City Manager to issue a purchase order for the extension of the agreement with BSI Paving for the resurfacing of the Farmington Hills Golf Course Cart Path in the estimated amount, not to exceed, $275,000.00.

Prepared by: Jim Priebe, Golf Course Supervisor
Reviewed by: Michelle Aranowski, Director of Central Services
Reviewed by: Ellen Schnackel, Director of Special Services
Approved by: Gary Mekjian, City Manager

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: O9/08/2025

DEPT: SPECIAL SERVICES – PARKS AND GOLF DIVISION

RE: PURCHASE OF JOHN DEERE EQUIPMENT PACKAGE- ONE (1) 1600 TURBO TERRAINCUT WIDE-AREA MOWER, ONE (1) 7400A TERRAINCUT TRIM MOWER, ONE (1) Z960M ZTRAK MOWER, ONE (1) MEGA TURBINE BLOWER-40HP, ONE (1) SOD CUTTER-18INCH.

ADMINISTRATIVE SUMMARY

- Sealed proposals were advertised, publicly opened and read aloud by the State of Michigan (MiDeal) for Agricultural, Grounds & Maintenance Equipment. The awarded contract with Deere & Company is offered to the City of Farmington Hills as a cooperative bid. Participating in a cooperative purchase provides cost savings for the City due to the buying power of a cooperative.

- The 1600 Turbo TerrainCut will replace a rough mower that was recently auctioned off for parts. The 7400A will take the place of a trim mower that has accumulated high hours and now requires costly repairs. The Z960M ZTrak will replace the current surrounds mower, which also has high hours and significant maintenance needs. The Mega Turbine Blower (40 HP) will complement our existing debris blower, increase productivity and reduce labor demands for debris removal. Lastly, the sod cutter will enable the grounds department to remove worn or bare turf areas and replace them with healthy new turf.

- A two-year warranty for all parts and labor was required as part of the specifications. The equipment will be stored at the Parks and Golf Maintenance Building.

- Funding for this equipment package is budgeted through the Special Services Capital Improvement Fund.

RECOMMENDATION

- IT IS RESOLVED, the City Council authorizes the City Manager to issue a purchase order in the amount of $168,619.12 for this John Deere Equipment Package, to Deere & Company and to take delivery of the equipment via Revels Turf & Tractor as an authorized dealer.

Prepared by: Jim Priebe, Golf Course Supervisor
Reviewed by: Michelle Aranowski, Director of Central Services
Reviewed by: Ellen Schnackel, Director of Special Services
Approved by: Gary Mekjian, City Manager

Z960M Rough Mower

WAM 1600 Terrain Cut

7400A Surrounds/Trim Cut

Mega Debris Blower

Sod Cutter

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 9/8/2025

DEPT: Finance

RE: Interim Payroll Coordination

ADMINISTRATIVE SUMMARY

The City's Payroll Coordinator unexpectedly had to leave the employ of the City in order to attend to personal matters. Internal backup staff are fully engaged in the year-end Audit process. In order to maintain critical accounting and payroll continuity, it is necessary to hire an accounting firm to provide interim Payroll Coordination functions while the City hires a replacement Payroll Coordinator.

The Finance Director checked with several accounting firms, and has engaged Manor Costerisan, LLC, on an emergency basis, pending approval by the City Council. Manor comes recommended by our ERP/Payroll software provider, BS&A. Manor has several staff who have led municipal Payroll in the BS&A software environment for Delta Township and for the City of Auburn Hills.

The requested scope would likely cover Payroll Coordination services through October 10th; Finance will then evaluate the new Payroll Coordinator's progress.

In the meantime, Administration will issue an RFP for ongoing services to backup and support the Payroll process, which would provide improved continuity and more professional resources than a single Payroll Coordinator can provide. Accordingly, Administration may return to the City Council with an extended engagement with a selected firm for ongoing Payroll support in October.

RECOMMENDATION

- IT IS RESOLVED, the City Council authorizes the City Manager to enter into an agreement for Payroll Coordination functions with Manor Costerisan, LLC in an amount not to exceed $50,000.

# # #

Department Approval: Thomas C. Skrobola, Finance Director/Treasurer

Executive Approval: Gary Mekjian, City Manager, P.E.

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 09/08/2025

DEPT: Department of Public Works

RE: AWARD OF BID – 10-YARD AND 5-YARD DUMP TRUCK CHASSIS

ADMINISTRATIVE SUMMARY

- A request for proposals (RFP) was issued through the Michigan Intergovernmental Trade Network (MITN) e-procurement system by the City of Rochester Hills, RFP-RH-20-023 and opened on March 18, 2020. The initial term was for three (3) years and has been extended through 2025.

- The RFP was a seven-community cooperative effort, with the City of Rochester Hills acting as lead agency and included the cities of Farmington Hills, Rochester Hills, Auburn Hills, Madison Heights, Livonia, Huntington Woods, and Bloomfield Township. The proposal was developed with the intent to create a multi-year, comprehensive, cooperative contract for any MITN agency to procure single and tandem-axle dump trucks and related equipment for snow and ice control. Participating in a cooperative purchase provides cost savings for the City of Farmington Hills due to the buying power of the cooperative.

- The proposed purchase is for one 10-yard tandem axle dump truck chassis and one 5-yard single axle dump truck chassis. The new trucks will ultimately replace the 2016 models currently in the fleet.

- The backbone of the DPW's daily operation is the dump truck. It is used for hauling debris, sand and gravel during the summer months, and granular salt, liquid brine, and sand during the winter season. These vehicles are our exclusive tool for snow plowing and ice control needed to maintain safe travel within the City.

- The recommended award complies with the City's specifications and is within budget. Funding for this purchase is provided in the Capital Improvement Budget for FY 25/26.

- The recommended vendor is Wolverine Freightliner of Mt. Clemens, Michigan. Wolverine has provided several 5-yard and 10-yard dump truck chassis to the City in the past with high quality and solid workmanship.

RECOMMENDATION

- IT IS RESOLVED that the City Council of Farmington Hills authorize the City Manager to issue a purchase order to Wolverine Freightliner located in Mt. Clemens, Michigan, in the amount of $282,264.00 for the purchase of one (1) 10-yard dump truck chassis and one (1) 5-yard dump truck chassis.

SUPPORTING ATTACHMENT:

# # #

Prepared by: Derrick Schueller, DPW Superintendent
Reviewed by: Jacob Rushlow, P.E., Director of Public Services
Michelle Aranowski, Director, Department of Central Services
Approved by: Gary Mekjian, P.E., City Manager

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 09/08/2025

DEPT: CITYWIDE

RE: PURCHASE OF FLEET VEHICLES

ADMINISTRATIVE SUMMARY

- Each year the City of Farmington Hills participates in cooperative or extendable bids with various agencies including the State of Michigan & Oakland County who are members of the Michigan Intergovernmental Trade Network (MITN Cooperative). Cooperative or extendable bids have proven to be cost effective for the City due to the volume created by the cooperative process.

- Each year staff conducts a fleet evaluation during the budget process and replacements are requested based upon the overall condition of a vehicle and available funding. Some vehicles serve multiple departments as they are cycled throughout the City.

- Each vehicle purchased includes a minimum three-years or 36,000 mile manufacturer's warranty.

- Please note, due to volatility in the market and supply chain issues, the City may have to substitute some features which may change cost. In order to address that issue, pricing is listed as "Not to Exceed" and may be less expensive once builds are finalized. Funding for each vehicle is budgeted and available in the FY 2025-2026 Capital Budget, Parks Millage budget and Public Safety Millage budget.

FARMINGTON HILLS Michigan

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

PURCHASE SUMMARY

Department	Awarded Dealer	Model	Qty	Not to Exceed Unit Price	Not to Exceed Total	Planned Replacement
Fire	Todd Wenzel Buick GMC	2026 GMC Yukon 1500 4X4 Elevation	1	$69,374	$69,374	(1) #2302 2015 Ford Explorer Service life expiration
Public Services	Todd Wenzel Buick GMC	2026 GMC Sierra 2500 HD Crew Cab Pro	3	$50,198	$150,594	(1) #9216 2015 GMC Sierra 2500 4X4 65,594 Miles, (1) #9604 2016 GMC Canyon 4X4 163,960 Miles, (1) #9106 2016 GMC Sierra 2500 4X4 89,448 Miles
Fleet and Pool Vehicles	Todd Wenzel Buick GMC	2026 GMC Terrain AWD SLE Utility	2	$30,487	$60,974	(1) #9708 2015 Ford Fusion 40,247 Miles, (1) #409 2016 Impala 60,207 Miles
Fleet and Pool Vehicles	Todd Wenzel Buick GMC	2026 Sierra 1500 Crew Cab 4X4 SLT	1	$54,598	$54,598	(1) #001 2022 GMC Sierra 1500 59,350 Miles
Parks and Recreation	Todd Wenzel Buick GMC	2026 GMC Sierra 2500 HD Crew Cab Pro	2	$50,198	$100,396	(1) #9207 2013 GMC Sierra 2500 4X4 81,748 Miles,(1) #9210 2017 GMC Sierra 2500 4X4 65,540 Miles
Parks and Recreation	Todd Wenzel Buick GMC	2026 GMC Terrain AWD SLE Utility	1	$30,487	$30,487	(1) #9628 2015 Ford Explorer 143,110 Miles
Police	Todd Wenzel Buick GMC	2026 GMC Yukon 1500 4X4 Elevation Utility	1	$69,242	$69,242	(1) #858 2020 Chevy Equinox 75,215 Miles

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

Department	Awarded Dealer	Model	Qty	Not to Exceed Unit Price	Not to Exceed Total	Planned Replacement
Police	Lunghamer Ford	2026 Ford Police Interceptor AWD	5	$50,345	$251,725	(1) #804 2020 Ford Explorer 143,000 Miles, (1) #858 2021 Ford Explorer 147,291 Miles, (1) #863 2021 Ford Explorer 154,466 Miles, (1) #871 2021 Ford Explorer 141,236 Miles, (1) #881 2022 Ford Explorer 122,601 Miles
Police	Lunghamer Ford	2026 Ford Explorer 4X4 Active	2	$44,670	$89,340	(1) #804 2015 Ford Explorer, mechanical failures, (1) #821 2021 Chevy Traverse 95,957 Miles
Police	Berger Chevrolet	2026 Chevrolet Traverse LT AWD	2	$39,884	$79,768	(1) #834 2021 Chevy Equinox 104,856 Miles, (1) #836 2019 Chevy Colorado, mechanical failures

RECOMMENDATION

Based on the above information, it is recommended that City Council authorize the City Manager to issue purchase order(s) as follows:

1) To Lunghamer Ford for seven (7) vehicles in the amount of $341,065.

2) To Todd Wenzel Buick GMC for eleven (11) vehicles in the amount of $535,665.

3) To Berger Chevrolet for two (2) vehicles in the amount of $79,768.

# # #

Prepared by: Michelle Aranowski, Director of Central Services
Reviewed by: Derrick Schueller, DPW Superintendent
Reviewed by: Jacob Rushlow, Director of Public Services
Reviewed by: Jon Unruh, Fire Chief
Reviewed by: John Piggott, Police Chief
Approved by: Gary Mekjian, City Manager

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 09/08/2025

DEPT: Department of Public Works

RE: AWARD OF BID – SEWER CRAWLER AND CAMERA

ADMINISTRATIVE SUMMARY

- Sealed bids were solicited by the State of Michigan Purchasing Department for agricultural grounds, turf, earth moving, and roadside maintenance equipment (including sewer inspection cameras). A contract was awarded to MacQueen Equipment (Contract No. 240000000166 expiring 1/16/29). The awarded contract is offered to the City as a cooperative bid under the State's MiDEAL Program. Participating in a cooperative purchase provides cost savings for the City due to the quantity of buying power of a cooperative.

- Funding for this equipment purchase is provided in the FY 25-26 Capital Improvements Program – Equipment Account. This piece of equipment will replace a 2016 CUES sewer crawler and camera which will be traded in for credit on this purchase.

- Staff evaluated the MiDEAL bid for product offering, price and vendor experience. The Envirosight Rovver X-HD was selected. This camera package is portable and comes with a touch screen controller, automatic cable reel, 1,000 feet of cable, wireless remote and quickchange crawler with lift. The pricing for the unit and attachments has been confirmed and is within budget. Pricing also includes the removal of the old camera system from the vehicle and installation of the new components.

- The recommended vendor is providing a new, current production year model with a one-year parts and labor warranty.

- The recommended vendor is MacQueen Equipment of Lake Orion, Michigan. MacQueen (formally Bell Equipment) has provided equipment and repair services to the City in the past, proving to be reliable and knowledgeable with this type of equipment.

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

RECOMMENDATION

- IT IS RESOLVED that the City Council of Farmington Hills authorize the City Manager to issue a purchase order to MacQueen Equipment, located in Lake Orion, Michigan in the amount of $109,671.00 for the purchase of a sewer crawler, camera and related accessories.

SUPPORTING DOCUMENTATION

In 2016, the DPW purchased a robotic sewer camera and recording system. This device has proven to be a valuable tool for performing detailed inspections and video documentation of our storm sewer pipe network. The current camera system has reached its service life and requires replacement. A new camera system will be more efficient and provide clear and accurate video/measurements with less downtime and costly repairs.

Prepared by: Derrick Schueller, DPW Superintendent
Reviewed by: Jacob Rushlow, P.E., Director, Department of Public Services
Reviewed by: Michelle Aranowski, Director, Department of Central Services
Approved by: Gary Mekjian, P.E., City Manager

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 9/8/25

DEPT: CITY MANAGER'S OFFICE

RE: BYLAWS AND RULES OF PROCEDURE FOR THE INNOVATION, ENERGY, AND ENVIRONMENTAL SUSTAINABILITY COMMISSION

ADMINISTRATIVE SUMMARY

- On February 10, 2025, City Council amended the City's Boards and Commissions Ordinance for the purpose of establishing the Innovation, Energy, and Environmental Sustainability Commission (IEESC).
- The ordinance requires the bylaws and rules of procedure to be adopted by both the WSAC as well as City Council.
- The City Attorney has prepared the attached Bylaws and Rules of Procedure.
- The IEESC approved the Resolution Adopting Bylaws and Rules of Procedure at their August 12, 2025, meeting.

RECOMMENDATION

RESOLVE that the Farmington Hills City Council hereby approves the Bylaws and Rules of Procedure for the Innovation, Energy, and Environmental Sustainability Commission.

###

Prepared by: Karen Mondora, Assistant City Manager

Executive Approval: Gary Mekjian, City Manager

CITY OF FARMINGTON HILLS
INNOVATION, ENERGY, AND ENVIRONMENTAL SUSTAINABILITY COMMISSION
BYLAWS AND RULES OF PROCEDURE

ARTICLE I
PURPOSES, AUTHORITY AND DUTIES

The Innovation, Energy, and Environmental Sustainability Commission (referred to in these Bylaws as the ("Commission") is formed under and pursuant to the City of Farmington Hills Code of Ordinances, Chapter 2, Article IV, Division 1, and Chapter 2, Article IV, Division 12, establishing the Innovation, Energy, and Environmental Sustainability Commission (referred to in these Bylaws as the "Governing Authorization and Regulations"). The assigned and designated purposes, authority and duties of the Commission are set forth in the Governing Authorization and Regulations as follows:

Researching, studying, and working with the City Administration on the following:

(1) innovation in the business sector, energy, and environmental sustainability matters;

(2) innovation and/or environmental sustainability plans (specific plans for certain facilities, infrastructure, sectors, or areas in the City, and general City-wide plans), and the identification of public and private resources, assistance, cooperative arrangements, and funding for the development and implementation of such plans;

(3) potential opportunities, resources, programs, projects, practices, educational efforts, and actions that will enhance, advance, and further develop innovation, energy, and environmentally sustainable practices within the community;

(4) energy and sustainability policies and practices, products and services that reflect community values and that result in energy efficiency, environmental sustainability, and/or cost savings; and

(5) public education on energy conservation and environmental sustainability, which also provides citizens with the skills and abilities to take an active role in making their families, homes, and communities more energy conscious and environmentally sustainable.

The Commission shall not engage in or undertake business, activities, actions or efforts beyond the scope of the purposes, authority and duties assigned or designated in the Governing Authorization and Regulations.

ARTICLE II
MEMBERS & LIAISONS

Section 1. Members. The Commission consists of eleven (11) regular members and two (2) alternate members, and shall include, insofar as possible, one or more residents of the City, representatives of subdivision and condominium homeowners associations in the City, representatives of businesses located in the City, an environmentalist (e.g., in the areas of energy, recycling, or other similar areas), representatives from utility companies providing energy services in the City, representatives from technology service providers in the City, a member of the City's Economic Development Corporation, a student who is engaged in high school or higher-level coursework, and technical/subject matter experts. Insofar as possible, a majority of the regular members of the IEESC shall be residents of the City, as set forth in the Governing Authorization and Regulations.

Section 2. Terms. Regular and alternate members shall hold office for terms as set forth in the Governing Authorization and Regulations and designated at the time of appointment and shall serve until a successor is appointed and seated, unless such member has been removed from office.

Section 3. Vacancies. Any vacancy occurring in the membership of the Commission shall be filled for the remainder of the unexpired term in the manner provided for original appointment.

Section 4. Absences. Three absences in the course of a calendar year may subject a member to removal from office.

Section 5. Removal. Regular and alternate members may be removed in accordance with Section 3.12 of the City Charter and any otherwise applicable state laws and City ordinances, policies and resolutions.

Section 6. Alternate Members. The chairperson of the Commission shall call alternate members to serve on a rotating basis as a voting member in the absence of a regular member or when a member has abstained for reasons of conflict of interest. At all other times, the alternate members may participate in all discussions but shall not have a vote and shall not count in determining the existence of a quorum.

Section 7. Associate Members. The Commission may appoint associate members to serve on subcommittees to work and advise on various matters consistent with the purposes, authority and duties of the Commission. An associate member shall be appointed for a designated term not to exceed three (3) years, and if no term is designated then appointment shall be for a term of one (1)

year. Associate members may participate in all discussions but shall not have a vote and shall not count in determining the existence of a quorum.

Section 8. Council Liaison. The Mayor, subject to approval by majority vote of the members of Council may appoint a member of Council to serve as a liaison to the Commission**.** The term of a Council liaison shall expire with his or her term on the City Council. An appointed Council liaison shall attend the meetings of and may participate in the deliberations and discussions of the Commission, but shall not have a vote on any matter coming before the Commission unless otherwise provided by law or the City Code. The presence of a Council liaison at a meeting shall not count toward the establishment of a quorum.

Section 9. Staff Liaison. The City Manager, or his or her designee, may assign a member of the City administration to assist and serve as a liaison to the Commission, who shall serve at the pleasure and direction of the City Manager. A staff liaison may attend the meetings of and provide information and input to the Commission, but shall not have a vote on any matter coming before the Commission. The presence of a staff liaison at a meeting shall not count toward the establishment of a quorum.

ARTICLE III
VOTING

Section 1. Votes. Only the duly appointed regular members and alternate members, when called to serve as provided above*,* are authorized to vote on matters coming before the Commission, and each such member shall be entitled to one vote.

Section 2. Quorum. The presence of a number of voting members equaling a majority of the appointed regular membership of the Commission shall constitute a quorum for purposes of conducting business (i.e., open or vacant seats shall not count in determining the existence of a quorum and alternate members called by the chairperson to serve at a meeting shall count in determining the existence of a quorum).

Section 3. Voting. Votes may be cast by a general voice vote, except where a roll call vote is requested by any voting member or required by law or other procedures established under these bylaws. If there is a question as to the number of yea or nay votes, a roll call shall be conducted.

Section 4. Transaction of Business. Unless otherwise provided by law, resolution, or other procedures established under these Bylaws, the concurring vote of the majority of members of the Commission shall be necessary for the transaction of all business and decisions of the Commission.

Section 5. Conflict of Interest. No member of the Commission shall vote on any issue in which he or she may reasonably be considered to have a conflict of interest or the member's participation would result in a violation of Section 10.01 of the City Charter, the City of Farmington Hills Code of Ethics, the Incompatible Public Offices Act, 566 PA 1978 (MCL 15.181 et seq.), or any other

state law or city charter, ordinance, ethics code or policy provision applicable to city officials and conflicts of interest. If a member could reasonably be considered to have such a conflict of interest pertaining to a matter that is to be addressed or considered by the Commission, before participating in any discussion or casting a vote on such a matter, the member shall disclose the conflict of interest to the Commission. Unless the Commission concludes, upon a majority vote of the remaining members, that the member's participation does not constitute a conflict of interest and that his or her participation and vote will not be affected by his or her interest, the member shall leave his or her seat at the dais or meeting table and shall abstain from discussion and voting on the matter. A member shall not appear before the Commission as an advocate in relation to any matter in which he or she has abstained for reasons of conflict of interest.

ARTICLE IV
MEETINGS

Section 1. Open Meetings Act and Freedom of Information Act Compliance. All meetings and members of the Commission shall comply, in all respects, with the Michigan Open Meetings Act and Freedom of Information Act.

Section 2. Frequency of Meetings; Records. The Commission shall meet no less than quarterly, but shall meet as often and regularly as necessary to conduct and complete the business and duties assigned to it, and, in coordination with its designated staff liaison, shall keep a record of its minutes, resolutions, transactions, findings, determinations, documents and other materials.

Section 3. Place of Meeting. Subject to the requirements of the Open Meetings Act, meetings of the Commission shall be held at the City Hall or at such other suitable place convenient to the members and made available by the City.

Section 4. Meetings. In accordance with the Michigan Open Meetings Act, the Commission, within ten (10) days after its first meeting of each calendar year, shall establish and, with the assistance of the staff liaison or City Clerk, post a public notice stating the dates, times, and place of its regular meetings for the ensuing year, and shall post a notice of any changes in its schedule of regular meetings in accordance with the Open Meetings Act. Special meetings of the Commission may be called and noticed, per the requirements of the Open Meetings Act, by the Chairperson, in his or her absence by the Vice-Chairperson or Secretary, upon written request of a majority of the regular members of the Commission, by the Mayor of the City, or as may be otherwise allowed by law or ordinance. No business shall be transacted at any special meeting of the Commission unless the same has been stated in the notice of such meeting. Notice of the time, place and subject matter of all meetings shall be given by telephone, electronic means, personal delivery, or mailing the same to each member. Notice of each meeting also shall be provided to the public in compliance with the Michigan Open Meetings Act. It shall be the duty of the Secretary (or other officer designated by the Chairperson in the Secretary's absence), with the assistance of the staff liaison or, if no staff liaison, the City Clerk, to serve and post the notices described in this Section on behalf of the Commission.

Section 5. Rules of Procedure. Meetings shall be conducted according to the most recent edition of Roberts Rules of Order as a guideline in all cases to which they are applicable, provided they are not in conflict with these Bylaws or any applicable State law or City Code or policy.

Section 6. Agenda. In order to avoid undertaking business or activities beyond the scope of the purposes, authority and duties assigned by the City Code or by law, and to promote orderly and efficient meetings, each meeting of the Commission shall have an agenda prepared in advance of the meeting which shall be distributed to all members and liaisons. If a staff liaison has been appointed, the agenda shall be prepared by the staff liaison with input from the chair and vice-chair. Otherwise, the agenda shall be jointly prepared by the chair and vice-chair. Other members of the Commission may ask for items to be included on an agenda through the chair or vice-chair, or by a majority vote of the membership.

Section 7. Order of Business. The order of business at meetings of the Commission shall be as follows:

Call to Order
a. Roll Call
b. Approval of Agenda
c. Approval of Minutes
d. Public Comment
e. Unfinished Business
f. New Business
g. Adjournment

Section 8. Minutes. In coordination with its designated staff liaison, if any, the Commission shall keep and approve minutes of its meetings in accordance with the Open Meetings Act. Minutes, resolutions, and any other similar record of the proceedings of the Commission, when signed by the Chairperson or Secretary, shall be presumed truthfully to evidence the matters set forth therein. A recitation in a resolution or the minutes of any such meeting that notice of the meeting was properly given shall be prima facie evidence that such notice was given. Pursuant to the Michigan Open Meetings Act, minutes shall show the date, time, place, members present, members absent, any resolution adopted and decision made at a meeting open to the public, and the purpose or purposes for which any closed session is held. The minutes shall include all roll call votes taken at the meeting. The Commission shall make any corrections in the minutes at the next meeting after the meeting to which the minutes refer. Proposed minutes shall be made available for public inspection within eight (8) business days after the meeting to which the minutes refer. Approved minutes shall be made available for public inspection within five (5) business days after the meeting at which the minutes are approved. A member of the Commission who did not attend the meeting to which the minutes refer should not vote on the minutes for that meeting.

ARTICLE V
OFFICERS

Section 1. Officers. The Commission shall have a Chairperson, Vice Chairperson, and Secretary.

a. Chairperson. The Chairperson shall preside at all meetings, rule on all points of order raised at meetings, call special meetings subject to the requirements of these Bylaws, consult with staff on the preparation of agendas, and shall perform all other duties necessary or incidental to the office of Chairperson. The Chair shall have a vote on all matters before the Commission.

b. Vice-Chairperson. The Vice-Chairperson shall perform the duties of the Chairperson in his or her absence, the duties set forth in these Bylaws and City Code, and any additional duties as determined by the Commission.

c. Secretary. The Secretary shall record the minutes of all Commission meetings, shall cause a record to be kept of all plans, documents, books and papers approved by and brought before the Commission, shall provide copies of all such records to the City Clerk upon request, shall perform such other tasks as may be delegated to him or her by the Commission, and shall perform all other duties incident other office of the Secretary.

Section 2. Term of Office. Officers shall serve terms of one (1) year, with eligibility for re-election, except that a member shall not be eligible to serve more than two (2) successive terms as Chairperson.

Section 3. Election. Officers shall be chosen annually by a vote of the majority of the Commission membership within thirty (30) days after the Mayor's and/or City Council's annual appointments or re-appointments of members to the Commission.

ARTICLE VI
REPORTING

Section 1. Fiscal Year**.** The fiscal year of the Commission shall be the same as the City of Farmington Hills.

Section 2. Report to City Council. Pursuant to the Farmington Hills Code of Ordinances, the Commission shall prepare a written report to City Council at least one (1) time in each calendar year, and if requested by the Mayor or City Council, shall present said report at a meeting of the City Council. In addition to any other information required by law or City Council, the report shall inform and advise City Council on the number of meetings held, the activities and items of business that have been and are being undertaken by the Commission, and any recommendations or advice the Commission may have concerning City policy matters relating to the purposes, authority and duties of the Commission.

ARTICLE VII

AMENDMENTS

Section 1. Method. These Bylaws may be amended at a duly constituted meeting of the Commission by the affirmative vote of a 2/3 majority of its members.

Section 2. Proposal. Amendments to these Bylaws may be proposed by any active member of the Commission or a member of the City Staff.

Section 3. Meeting. Upon any such amendment being proposed, the proposed amendment may be considered at the same or any subsequent regular meeting or a special meeting called for that purpose.

Section 4. City Council Approval. Pursuant to the Farmington Hills Code of Ordinances, the adoption of these Bylaws and all amendments to these Bylaws are subject to approval of the City Council. Accordingly, these Bylaws and any amendments thereto, prior to becoming effective, shall be submitted to City Council for review and approval.

Section 5. Distribution. A copy of these Bylaws and each amendment to these Bylaws shall be furnished to every member of the Commission after adoption, provided, however, that these Bylaws and any duly adopted amendment to them shall be binding upon all members irrespective of whether such persons actually receive a copy of the amendment.

Section 6. Regular Review of Bylaws. These Bylaws shall be reviewed by the Commission on a regular basis to ensure that they remain up-to-date and consistent with existing laws, ordinances and practices.

ARTICLE VIII
REPEALER, CONFLICTS AND SEVERABILITY

Section 1. Prior Bylaws Repealed. These Bylaws are adopted pursuant to Code of Ordinances Article IV, Division I, Section 2-126 et seq., and amend, restate and supersede any and all prior bylaws adopted by the Commission. Any prior bylaws are repealed in their entirety.

Section 2. Conflicts. If any provision of these Bylaws is inconsistent or conflicts with the Governing Authorization and Regulations, the Governing Authorization and Regulations shall supersede these Bylaws and apply.

Section 3. Severability. In the event that any of the terms, provisions, or covenants of these Bylaws are held to be partially or wholly invalid or unenforceable for any reason whatsoever, such holding shall not affect, alter, modify, or impair any of the other terms, provisions or covenants of these Bylaws or the remaining portions of any terms, provisions or covenants held to be partially invalid or unenforceable.

Adopted By: Commission on _____, 20___
Approved By: City Council on _____, 20___

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 09/08/2025

DEPT: Finance

RE: Consideration of waiving the collection of penalties for failure to file Property Transfer Affidavits as allowed by MCL 211.27b.

ADMINISTRATIVE SUMMARY

The Michigan Legislature passed PA 0097 of 2024 with an effective date of April 3, 2025. This act amended the General Property Tax Act under Section 211.27b to require the maximum penalty for failure to file a Property Transfer Affidavit be increased from $200 to $4,000 for residential non-homestead property. There are several problems within the changes to this act.

First, there is no clarification as to the date of the property being non-homestead in order to trigger the higher penalty. It could be argued that it should be as of tax date (previous December 31st), the date of transfer, or 45 days after the date of transfer. This ambiguity could result in numerous appeals until clarification is made by the Michigan Tax Tribunal or the State Tax Commission.

Second, there is currently no method in our BS&A software to track Property Transfer penalties that span more than one tax cycle. This will create the need for someone to track these penalties outside of our Assessing/Tax programs.

Third, there is no correlation between the amount of penalty and the value of the property being transferred. In some cases, the increased penalty will exceed the amount of the property tax collected. It would also be a fairness issue as homestead residential property would still be capped at $200 while non-homestead residential property is capped at $4,000.

The purpose of this penalty is to encourage compliance with filing the Property Transfer Affidavit so that the taxable value is uncapped properly in the year following the sale. However, in most cases, even when the Property Transfer Affidavit is not filed the Assessing Office is still made aware of the transfer through the filing of the deed at Oakland County Register of Deeds. Therefore, we believe that this change is not only unfair to property owners and cumbersome to administer but could result in lawsuits which could result in legal costs that outweigh the collective amount of the penalties. So, we request that council adopt a resolution as allowed in MCL 211.27b(5) to waive the Property Transfer penalties.

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

RECOMMENDATION

- To approve and adopt the waiving of the collection of Property Transfer Affidavit penalties as allowed by MCL 211.27b(5) for all transfers of ownership occurring on or after January 1, 2025.

# # #

Prepared by: Matt Dingman, City Assessor

Department Approval: Thomas C. Skrobola, Finance Director/Treasurer

Executive Approval: Gary Mekjian, City Manager, P.E.

Policy Number: 5.10	**Subject:** Collection of Property Transfer Affidavit Penalties
Revised: 08/27/2025 **Issued:** 06/10/1997	**Page:** 1 of 1
Intent: Waive the collection of Property Transfer Affidavit penalties	
Applies to: Finance Department	

1. Objective

The Finance Department Assessing Division has developed this policy to waive the collection of Property Transfer Affidavit penalties.

2. Scope

2.1. MCL 211.27a(10) requires the buyer, grantee, or other transferee of the property shall notify the appropriate assessing office in the local unit of government in which the property is located of the transfer of ownership of the property within 45 days of the transfer of ownership, on a form prescribed by the state tax commission that states the parties to the transfer, the date of the transfer, the actual consideration for the transfer, and the property's parcel identification number or legal description; and

2.2. MCL 211.27b(1) requires that if the buyer, grantee, or other transferee in the immediately preceding transfer of ownership of property do not notify the appropriate assessing officer of the transfer, then penalties as described in MCL 211.27b(1)(c) or (d) are levied; and

2.3. MCL 211.27b(5) provides that the governing body of a local tax collecting unit may waive, by resolution, the penalty levied under MCL 211.27b(1)(c) or (d).

3. Procedure

3.1. Pursuant to the authority provided to the City under MCL 211.27b(5), the City of Farmington Hills waives the penalties under MCL 211.27b(1)(c) and (d) for failure to file the Property Transfer Affidavit following a transfer of ownership for all transfers of ownership starting January 1, 2025; and

3.2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same hereby are rescinded.

4. Updating and Revisions

Updating of this will be performed on an as needed basis.

CITY MANAGER'S REPORT TO MAYOR AND COUNCIL

DATE: 09/08/2025

DEPT: Department of Public Services

RE: Consideration of approval of an agreement with the Michigan Department of Transportation (MDOT) for maintenance and operation of gateway signs MDOT Contract #24-5460

ADMINISTRATIVE SUMMARY

- This project includes the installation of the City's gateway signs at the northeast and southwest quadrants of the I-696 interchange ramps to Orchard Lake Road, including gravel access drives, gateway sign lighting systems, landscaping, and irrigation systems.
- This agreement with MDOT is for the City's maintenance and operation of the gateway signs withing the limited access MDOT right-of-way.
- Both MDOT and the Federal Highway Administration (FHWA) have approved the proposed construction of the gateway signs within the MDOT right-of-way.
- This agreement is required by MDOT prior to their issuance of a permit for construction.
- The agreement was reviewed and approved as to form by the City Attorney.

RECOMMENDATION

IT IS RESOLVED, that the City of Farmington Hills enter into agreement No. 24-5460 with MDOT to address the rights and obligations of the parties agreeing to the maintenance and operation of gateway signs by the City.

Prepared by: Jacob Rushlow, P.E., Director of Public Services
Department Authorization: Jacob Rushlow, P.E., Director of Public Services
Approved by: Gary Mekjian, P.E., City Manager

PERMIT
SPECIAL TRUNKLINE
MAINTENANCE

DA

Control Section	63101
Permit Reference Number	106615
Contract	25-5460

THIS Contract is made by and between the MICHIGAN DEPARTMENT OF TRANSPORTATION, hereinafter referred to as the "DEPARTMENT"; and the CITY OF FARMINGTON HILLS, a Michigan municipal corporation, hereinafter referred to as the "AGENCY"; for the purpose of fixing the rights and obligations of the parties in agreeing to the maintenance and operation gateway signs by the AGENCY.

WITNESSETH:

WHEREAS, the AGENCY is proposing the installation of gateway signs within the trunkline roadway limit access right-of-way (ROW); and

WHEREAS, the DEPARTMENT and the Federal Highway Administration have approved a temporary breach in limited access ROW for the construction of gateway signs; and

WHEREAS, the DEPARTMENT has determined it to be acceptable to have the AGENCY construct the proposed work which is hereinafter referred to as the "PROJECT" and are further described and located as follows:

> Gateway sign installation work in northeast and southwest quadrants of Highway I-696 and Orchard Lake Road, including gravel access drives, gateway sign lighting systems, landscaping, tree planting and sprinkler installation work; together with necessary related work, located within the corporate limits of the AGENCY; and

WHEREAS, the AGENCY will be responsible for the entire cost of the PROJECT; and

WHEREAS, the parties hereto have reached an understanding with each other regarding the performance of the PROJECT work and the maintenance and operation of the facility to be constructed as the PROJECT and desire to set forth this understanding in the form of a written Contract.

NOW, THEREFORE, in consideration of the premises and of the mutual undertakings of the parties and in conformity with applicable law, it is agreed:

1. The AGENCY will construct the PROJECT at no cost to the DEPARTMENT.

2. The AGENCY shall cause to be performed all the PROJECT work as defined in the permit obtained from the DEPARTMENT. It is understood that portions or all of the PROJECT work will be placed under contract by the AGENCY. The performance of the PROJECT work will be subject to the conditions established in PERMIT REFERENCE NUMBER 106615.

3. Upon completion of construction, the AGENCY will, at its sole cost and expense, inspect, maintain and operate the facility constructed as the PROJECT in accordance with all applicable Federal and State laws and regulations, including, but not limited to, Title II of the Americans with Disabilities Act (ADA), 42 USC 12131 et seq., and its associated regulations and standards, and DEPARTMENT Road and Bridge Standard Plans and the Standard Specifications for Construction. All future maintenance activities will require a ROW construction permit from the DEPARTMENT. The AGENCY shall conform with all DEPARTMENT permit requirements for any work to be performed within the state trunkline ROW. As built plans will be provided to the Oakland Transportation Service Center.

A. The AGENCY agrees that the PROJECT location will be maintained so as to assure that any Trunkline facilities, structures and the area within the Trunkline ROW boundaries will be kept in good condition, both as to safety and appearance. All unauthorized drawings, graffiti and vandalism shall be removed by the AGENCY at no cost the DEPARTMENT. The maintenance of the facilities by the AGENCY will be accomplished in a manner so as not to cause interference with the reconstruction, maintenance or operation of the Trunkline facility and ROW. All expenses for electrical service for the PROJECT shall be the responsibility of the AGENCY.

B. The DEPARTMENT reserves the right to enter the PROJECT location for the purpose of inspection, maintenance or reconstruction of the Trunkline facility when necessary. Additionally, the DEPARTMENT reserves the right to access the PROJECT location as deemed necessary for inspection relating to the DEPARTMENT'S interests. Such inspections are made for the DEPARTMENT'S own purposes and shall not relieve AGENCY of its duties and obligations under the terms of this Contract. Any deficiencies discovered will be corrected or repaired by the AGENCY at no cost to the DEPARTMENT.

C. Prior to occupancy and/or use of the PROJECT location, the DEPARTMENT will inspect and approve the construction of the PROJECT.

4. The parties hereto agree to comply with all applicable requirements of the Natural Resources and Environmental Protection Act, 1994 P.A., 451, MCL 324.01 et. Seq. for all PROJECT work performed under this Contract and future maintenance work, and the AGENCY shall require its contractors and subcontractors to comply with the same.

5. The AGENCY will not store, allow the storage of or discharge of any radioactive, toxic, flammable, poisonous, explosive or other dangerous, hazardous materials, or waste on the said premises. In addition, the AGENCY will not permit objectionable smoke, fumes, vapors, or odors to rise above the grade line of the Trunkline. No signs, displays or devices may be erected on the ROW for the PROJECT unless specified herein or approved by the DEPARTMENT.

6. It is expressly understood and agreed that in case of non-performance of any of the covenants herein made by the AGENCY and after said AGENCY has been furnished written notice of same by the DEPARTMENT and has been granted a reasonable period of time as determined by the DEPARTMENT for performance or correction thereof, this Contract shall be terminated and said AGENCY shall lose and be barred from all rights, remedies, and actions both at law and in equity upon or under this Contract.

7. It is expressly understood that use of the trunkline ROW is subject to the paramount right of the DEPARTMENT and that upon a determination by the DEPARTMENT that such ROW is required for the construction, operation, and/or maintenance of any present or proposed trunkline or trunkline use, this Contract may be terminated at the discretion of the DEPARTMENT and the facility constructed as the PROJECT may be removed without reimbursement to the AGENCY.

8. Upon termination of this Contract, the AGENCY will peacefully yield up said PROJECT in as good order and condition as when delivered to the AGENCY at no cost to the DEPARTMENT. In the event this Contract is terminated and if the DEPARTMENT deems it necessary to request the removal of any facility occupying the premises, such removal shall be accomplished by the AGENCY in a manner as prescribed by the DEPARTMENT, at no cost to the DEPARTMENT or the Federal Highway Administration.

9. Any removal or modification of the facilities of the AGENCY, when necessary for Trunkline purposes, shall be performed by the AGENCY at no cost to the DEPARTMENT. Upon failure to so perform, the DEPARTMENT at its discretion may perform such work at the cost of the AGENCY or terminate this Contract.

10. The AGENCY recognizes and acknowledges that private and/or public utility companies may require the modification of the AGENCY'S facilities and it shall cooperate with the utility when requested by the DEPARTMENT at no cost to the DEPARTMENT, or interference with the Trunkline ROW and Trunkline facility.

11. It is understood that if the AGENCY discontinues, abandons or changes the usage of the PROJECT ROW, then this Contract shall be terminated and the DEPARTMENT shall have the right to immediately remove the facility constructed as the PROJECT without reimbursement to the AGENCY.

12. Each party to this Contract will remain responsive for any and all claims arising out of its own acts and/or omissions during the performance of the Contract, as provided by this Contract or by law. In addition, this is not intended to increase or decrease either party’s liability for or immunity from tort claims. This Contract is also not intended to nor will it be interpreted as giving either party a right of indemnification, either by contract or by law, for claims arising out of the performance of this Contract.

13. This Contract shall become binding on the parties hereto and of full force and effect upon the signing thereof by the duly authorized officials for the AGENCY and for the DEPARTMENT and upon the adoption of a resolution approving said Contract and authorizing the signatures thereto of the respective officials of the AGENCY, a certified copy of which resolution shall be attached to this Contract.

IN WITNESS WHEREOF, the parties hereto have caused this contract to be executed as written below.

CITY OF FARMINGTON HILLS

By_____
Title:

By_____
Title

MICHIGAN DEPARTMENT
OF TRANSPORTATION

By_____
for Department Director MDOT

REVIEWED
By Larry Doyle at 10:05 am, 8/27/25

MINUTES
CITY OF FARMINGTON HILLS
FARMINGTON HILLS CITY COUNCIL
STUDY SESSION
CITY HALL – COMMUNITY ROOM
AUGUST 11, 2025 – 6:00PM

The study session meeting of the Farmington Hills City Council was called to order by Mayor Rich at 6:00pm.

Councilmembers Present:	Aldred, Boleware, Bridges, Bruce, Dwyer, Knol and Rich
Councilmembers Absent:	None
Others Present:	City Manager Mekjian, Assistant City Manager Mondora, City Clerk Lindahl, Directors Kettler-Schmult, Schnackel and Skrobola, and City Attorney Joppich

DISCUSSION ON THE INTERLOCAL AGREEMENT WITH OAKLAND COUNTY FOR HERITAGE PARK

Presentation

Director of Special Services Schnackel, along with Deputy Directors Farmer and Moran, were present for this discussion on the proposed Interlocal Agreement with Oakland County for Heritage Park. Director of Oakland County Parks Ward was also present, accompanied by County Parks Deputy Director Jaros, Chief of Nature and Outdoor Education Smith, and County Commissioner Markham.

Attorney Shortley, of Rosati, Schultz, Joppich & Amtsbuechler, who had helped negotiate the agreement, was also present.

Director Schnackel reviewed the background of the proposed interlocal agreement. Oakland County passed a parks millage in 2024, enabling collaboration between the county and the city on Heritage Park. The city's expense to operate Heritage Park in the previous fiscal year was approximately $1.8 million, with revenue of about $500,000 from the Nature Center, archery, and shelter rentals.

Key features of the proposed agreement include:

- The park name being discussed is Heritage Oaks Park.
- This will be a 30-year agreement, with an upfront investment of $4 million, resulting in anticipated annual cost reductions for the city.
- There will be significant improvements in facilities and ecological management, and increased service levels for residents and visitors.

If authorized, planning will continue through March 2026, with final approval by City Council anticipated by March 31, 2026. During the next six months, staff will work on a park action plan, including:

1. Community engagement with residents and stakeholders.
2. Analysis of existing park conditions and infrastructure.
3. Development of a strategic plan – the vision and goals for the operation and improvement of the park.
4. Creation of an operations and maintenance plan (POMP) outlining city and county roles.

5. A five-year capital improvement plan, with improvement to the north playground, including playground upgrades, splash pad and restroom improvements. A DNR grant had been applied for these improvements.

   Other anticipated improvements include Nature Center and Spicer House upgrades, parking lot expansion, trail improvements, and a possibility of park maintenance storage and expansion of the archery range.

Discussion

In response to questions from Councilmember Bridges, staff provided the following information:

- Cost reduction numbers would be determined before final approval in March 2026.
- The $4 million investment will be received as cash by the city and Council will decide its use.
- The agreement concerns Heritage Park only, with the Longacre House likely excluded. The park will remain city-owned, with responsibilities clearly defined between the city and county. Council will remain in control of agreements.
- Public engagement is central to the process, to ensure residents are assured that the park's character will remain intact. The agreement is not a takeover but a collaboration to elevate services.
- The new park name, Heritage Oaks, reflects "Oaks" as a naming convention of the County parks.

Councilmember Bridges questioned why the matter was being presented at this stage, noting the absence of a finalized plan. County Director Ward explained that the intent was transparency and early communication, allowing council and the public to be involved before agreement finalization. City Manager Mekjian added that authorization is needed for staff to continue negotiations and planning, as significant staff resources are already being utilized.

Councilmember Bridges emphasized the importance of clear communication with residents regarding the proposed agreement. He asked the amount paid by Farmington Hills taxpayers to the Oakland County parks millage. Finance Director Skrobola said that with the $1.3 million increase from the recent millage, Farmington Hills taxpayers will contribute approximately $3 million annually (not the $5 million originally stated). Councilmember Bridges stressed that city residents should receive a proportionate benefit to the taxes paid.

County Director Ward stated that the Oakland County park system has a 59-year history, dating back to 1966, but has lacked a strong presence in southern Oakland County. He noted that the proposed agreement provides a creative opportunity to establish a foothold in the area, allowing the county to invest and deliver services directly to residents. While ideally such agreements would have been implemented decades earlier, Director Ward emphasized that this approach represents the best available means to address the long-standing imbalance.

Councilmember Knol recommended that Oakland County staff present the plan to the Historic District Commission (HDC), given the HDC's oversight of several historic park properties, including Spicer House, the barn/art studio, and the museum. Director Schnackel said they were on the HDC's September agenda.

Councilmember Knol also asked whether deed restrictions from the Goodenough family (donors of the land) and State Department of Natural Resources (DNR) grant requirements had been reviewed. Attorneys Joppich and Shortley confirmed that the agreement complied with both deed restrictions and DNR grant provisions.

Councilmember Aldred sought clarification regarding the three plans outlined in the agreement: the Park Action Plan, Park Operations Management Plan, and Park Capital Improvement Plan. Director Schnackel clarified that all three plans would ultimately come before Council for input and approval, consistent with existing processes.

Councilmember Aldred also emphasized financial accountability, noting that the city contributes approximately $1.1 million more annually under the new millage. He stressed the importance of prioritizing improvements that deliver immediate community benefit, while recognizing that Oakland County's assumption of operating costs represents significant cost savings for the city.

Councilmember Boleware welcomed Oakland County's commitment to a stronger presence in southern Oakland County, noting residents have long felt underserved. She asked for clarification regarding the county's initial $4 million investment and stressed the need for sustained funding commitments.

Councilmember Boleware emphasized the importance of robust community engagement, suggesting outreach should extend beyond surveys and commission meetings to reach a larger portion of residents. She also highlighted specific capital improvement priorities, including:

- Adaptive and adult playground equipment in the north playground.
- Upgrades to the splash park, which has recurring outages.
- Modernization of park shelters to include amenities such as kitchens, lighting, and outdoor cooking facilities.

Councilmember Boleware believed that the initial $4 million investment should be dedicated to Special Services and placed into a restricted fund balance for that purpose.

County Director Ward reiterated that the $4 million provided by Oakland County will go directly to the city, to be used at the city's discretion. Councilmember Boleware reiterated that the funds should be dedicated specifically to Heritage Park, noting that residents supported the county millage with the expectation of visible benefits. Director Ward emphasized that Oakland County will also invest in capital improvements for the park. He agreed that it was critical residents see tangible enhancements to their park experience.

Councilmember Bruce strongly supported the partnership with Oakland County. The $4 million investment and ongoing improvements would result in a magnificent park.

Mayor Rich asked about the status of city employees currently working at Heritage Park. County Director Ward explained that employees would remain city staff in the short term, with further details to be worked out during the agreement negotiation process. Director Schnackel said that currently two full-time employees are assigned specifically to Heritage Park: the Nature Center supervisor and a maintenance laborer. Other parks staff rotate as needed.

Councilmember Boleware asked whether the county would have an on-site operational presence. County Director Ward said that options include the county reimbursing the city for employee costs, or the County assuming the full operational costs. Director Schnackel highlighted that Oakland County's staff expertise, such as tree trimming, could directly benefit the park and reduce reliance on contractors.

Councilmember Boleware asked who would have programming control. Director Schnackel confirmed that the city would retain ownership and decision-making authority, with all changes made collaboratively.

Assistant Director Farmer emphasized that during the six-month planning period current service levels will be maintained while improvements are developed. Councilmember Boleware noted that residents are concerned about paying taxes to Oakland County without receiving clear benefits, and said that this partnership will demonstrate how local residents can see direct returns from their tax contributions.

Councilmember Bridges asked about the execution date for the agreement. Director Schnackel said that the final park action plan will be presented to Council by March 31, 2026, with potential implementation thereafter. She emphasized the importance of aligning transition planning with spring operations to ensure uninterrupted service during the park's busiest season.

Mayor Rich spoke to the importance of engaging residents in the discussion process. She suggested county and city staff use the city-wide open house, major events at the Costick Center, and Veterans Day events as opportunities for outreach.

Mayor Rich noted that residents are now paying nearly double in taxes for parks and have expressed concerns about not seeing sufficient value. Assistant Director Farmer explained that county parks are now free to residents, which broadens access and reduces costs to families. Director Ward highlighted ongoing efforts to expand Oakland County's park presence in southern Oakland County, citing partnerships with Southfield, Oak Park, Madison Heights, and the MSU Extension at Tollgate Farms. Director Ward acknowledged historic underrepresentation of park access in southern communities. Addressing that imbalance remains a top priority.

Mayor Rich concluded that there was no objection to advancing the interlocal agreement discussion on tonight's agenda. City Manager Mekjian confirmed that the $4 million investment will be made available only after the agreement returns to Council for approval. Deputy Director Farmer expressed an interest in completing the process earlier than March 2026 if possible, noting that presenting a final agreement before the city's budget cycle would be beneficial. Public engagement remains the immediate next step.

DISCUSSION ON DRAFT ZONING TEXT AMENDMENT 5, 2025 - DESIGN STANDARDS

Presentation

Director of Planning and Community Development Charmaine Kettler-Schmult introduced this discussion item. She explained that the proposed text amendment is part of a broader effort to align city codes and regulations with the master plan. This amendment complements recent updates to the commercial zones and the OS-4 zoning district. Key areas of focus include building materials, fenestration, architectural scale, roof design, and building entrances. She noted that the Planning Commission considered options ranging from no design standards to highly prescriptive regulations, with the current draft representing a moderate approach.

Planning Consultant Tangari presented details of the proposed standards. He explained that while the master plan called for the development of design standards, the city currently lacks general design regulations, aside from overlays for certain corridors and uses. He emphasized the importance of balancing consistency and long-term durability with affordability and flexibility for small businesses and startups.

Planning Consultant Tangari described the following key elements:
Purpose and Applicability:

- The ordinance will include a statement of purpose to guide future interpretation and – where appropriate – waivers. The standards will not apply to single-family homes, and minor modifications to existing buildings will not require full compliance.

Building Materials:

- The ordinance identifies durable primary materials such as brick, stone, fiber cement siding, concrete masonry units (CMU), and timber. Decorative masonry veneers are classified separately as accent materials because they are not structural elements, and if not properly applied there can be drainage behind them. Less durable or less aesthetically consistent materials, such as plain CMU, stucco, plastics, and extensive glass, are restricted to accent use. EIFS (Exterior Insulation and Finish Systems) may only be used above ground level due to durability concerns.
- Material Flexibility: The ordinance allows for administrative approval of new materials not listed, ensuring that innovation is not stifled.

Architectural Scaling:

- The standards encourage features that break up flat facades and create human scale, including horizontal expression lines, pilasters, recessed entries, and vestibules. This helps buildings feel more approachable and visually engaging.

Roof Design:

- The amendment proposes limits on parapet height to prevent artificially tall appearances and to ensure that height serves functional purposes, such as screening mechanical equipment, rather than creating disproportionate structures.

Fenestration and Building Entrances:

- Proposed standards for fenestration (windows and doors) addressed the importance of avoiding blank facades and creating street-facing buildings that convey activity and welcome the public. Exceptions and waiver provisions are included for uses such as schools and places of worship, where extensive windows may not be practical.
- New standards for building entrances ensure that they are clearly visible, accessible, and distinct from other facade features. The goal is to improve wayfinding and create welcoming public access points.

Discussion

Councilmember Boleware asked for Planning Consultant Tangari's professional opinion on the proposed standards. Consultant Tangari responded that the draft represents a strong starting point, striking a balance between having no standards (the current situation) and avoiding overly prescriptive design mandates. The standards encourage durable, attractive, and lasting buildings without dictating specific architectural styles, providing flexibility for entrepreneurs and smaller developments.

Councilmember Bruce asked whether the standards would apply to new or existing buildings. Planning Consultant Tangari explained that the standards apply primarily to new construction. Redevelopment projects that expand floor area or seating capacity by more than 50% would also trigger compliance for the entire building. Minor modifications to older buildings would not require full compliance. Consultant Tangari noted that the anticipated cost increases for new construction would be modest, and most recent commercial projects would already comply with the proposed standards.

Councilmember Bridges asked for further clarity on what appeared to be an incremental approach – with likely changes occurring in a few years that might strengthen the standards further. Planning

Consultant Tangari explained that the city is currently at a near-zero baseline, with only limited standards in overlays. The proposed amendment represented a moderate but notable change. This approach avoids overwhelming developers and allows the city to adjust standards over time based on results and community feedback. Planning Consultant Tangari supported the proposal as a balanced and practical starting point.

In response to questions from Councilmember Bridges, Planning Consultant Tangari said that West Bloomfield has more rigorous standards, particularly in the north Orchard Lake corridor. Investment demand and community demographics play a role in the development of standards. Farmington Hills has a wide range of incomes, and design standards need to acknowledge and encourage attractive design and redevelopment at all levels. Predictability in zoning and design standards benefits investment, as it assures developers that just as they have to meet standards, future projects by other developers will have to meet the same quality expectations. Establishing standards helps create a reliable framework for redevelopment efforts along corridors such as 12 Mile, Orchard Lake, and Grand River.

Councilmember Bridges suggested a hybrid, flexible approach based on the characteristics of the existing business neighborhoods. Planning Consultant Tangari agreed that flexibility is necessary, particularly along Grand River Avenue, where the current voluntary overlays are overly prescriptive and complex, and remain unused. He recommended simplifying those requirements to encourage greater participation in redevelopment projects.

Councilmember Aldred expressed general support for the draft ordinance but questioned the omission of steel as a permitted primary material, noting that modern architecture often features glass and steel designs. Planning Consultant Tangari explained that metal had been placed under accent materials in the draft, but the Planning Commission and Council could reconsider including steel as a primary material.

Councilmember Knol pointed out that the City of Farmington has long maintained architectural design standards as part of its Main Street program, providing another nearby example of a community with established requirements.

Councilmember Knol asked whether facade renovations, absent major expansions, would trigger compliance with the new design standards. Planning Consultant Tangari explained that as written, standards apply primarily to floor area expansions of 50% or more. Councilmember Knol noted that most activity in Farmington Hills involves facade improvements to strip malls along corridors such as Orchard Lake Road and Grand River, rather than major new construction, and new facades should follow the new design standards.

Planning Consultant Tangari suggested language requiring compliance when facades are modified beyond simple replacements of windows or doors. Changes such as replacing EIFS cladding would require adherence to the new standards. Recent developments were cited, including Chillbox renovations to gas stations conveniences stores; these would not meet the new standards.

City Manager Mekjian voiced strong support for including facade improvement standards, linking them to the city's broader strategic vision. He emphasized the importance of revitalizing corridors such as 12 Mile, Orchard Lake, and Grand River, noting that redevelopment interest is already growing. The focus should be on consistency, quality, and attractive modern architecture.

Director Kettler-Schmult said that staff will revise the text based on tonight's feedback and schedule the draft amendment for a public hearing. The first reading and public hearing are anticipated for September, pending legal review.

ADJOURNMENT

The Study Session meeting was adjourned at 7:12pm.

Respectfully submitted,

Carly Lindahl, City Clerk

MINUTES
CITY OF FARMINGTON HILLS
CITY COUNCIL MEETING
CITY HALL – COUNCIL CHAMBER
AUGUST 11, 2025 – 7:30 PM

The regular session of the Farmington Hills City Council was called to order by Mayor Rich at 7:30PM.

Councilmembers Present: Aldred, Boleware, Bridges, Bruce, Dwyer, Knol, and Rich

Councilmembers Absent: None

Others Present: City Manager Mekjian; Assistant City Manager Mondora; City Clerk Lindahl; Directors Brown, Kettler-Schmult, Rushlow, Schnackel and Skrobola; City Attorney Joppich

Mayor Rich opened the meeting by introducing Cody Moore, a Walgreens shift supervisor, to lead the Pledge of Allegiance. Recently, Cody intervened when a regular customer attempted to purchase several high-value gift cards after receiving out-of-state messages urging her to do so. Recognizing the situation as a scam, he refused to complete the sale, protecting her from fraud. Resident Becky Ulinski shared the story on social media, prompting the Mayor to honor both Cody and Becky for their actions. Each received a certificate of recognition and family passes to The Hawk.

PLEDGE OF ALLEGIANCE

The pledge of allegiance was led by Cody Moore.

APPROVAL OF REGULAR SESSION MEETING AGENDA

MOTION by Bridges, support by Boleware, to approve the agenda as published.

MOTION CARRIED 7-0.

PROCLAMATION RECOGNIZING JIM CUBERA'S RETIREMENT AND YEARS OF DEDICATED SERVICE TO THE CITY

The following proclamation was read by Councilmember Bridges and accepted by Jim Cubera:

PROCLAMATION
Recognizing Jim Cubera
On the Occasion of his Retirement
August 29, 2025

WHEREAS, Jim Cubera, a pillar of the City of Farmington Hills Public Services team and the longest serving City employee to date, will retire at the end of August 2025, having served the community for more than 48 years; and,

WHEREAS, Jim began his career with the City in May 1977, after graduating from the University of Detroit, and quickly established himself as a trusted expert and

valued contributor to the Department of Public Services, Engineering Division, most recently serving as City engineer; and,

WHEREAS, Jim earned a master's in business administration, became a licensed Professional Engineer, and earned numerous awards in recognition of his commitment to excellence in civil engineering and public service; and,

WHEREAS, Throughout nearly half a century of service, Jim played a pivotal role in shaping the infrastructure in Farmington Hills, from converting dirt roads to pavement and designing sanitary sewer systems, to major improvements, including the Halsted Road drainage project and the Twelve Mile Road boulevard; and**,**

WHEREAS, Jim's technical knowledge was matched by his appreciation for teamwork, and he consistently valued the contributions of his fellow engineers, inspectors and office staff, who helped bring projects to life; and,

WHEREAS, Jim's mentorship and guidance were essential to the professional development of many colleagues, yet he remained committed to learning new methods and technologies throughout his career, always striving to make Farmington Hills the best City in the state; and,

WHEREAS, The City evolved from rural farmland to a dynamic municipality, Jim's personal and professional growth mirrored that transformation, supported every step of the way by his loving wife, Mary K, their three children and five grandchildren.

NOW, THEREFORE, I, Theresa Rich, Mayor of the City of Farmington Hills, on behalf of the City Council, do hereby recognize **Jim Cubera** and thank him for his tireless service, which has had a profound impact on the City of Farmington Hills. After an exceptional 48-year career, we wish him all the best in his well-deserved retirement.

Jim Cubera thanked the Mayor and Council for the proclamation. He introduced his wife of 41 years, and thanked her for her support during his years at the City.

PROCLAMATION RECOGNIZING SEPTEMBER 2025 AS OVARIAN CANCER AWARENESS MONTH

The following proclamation was read by Councilmember Boleware and accepted by Meredith Arant, Michigan Ovarian Cancer Alliance.

PROCLAMATION
Ovarian Cancer Awareness Month
September 2025

WHEREAS, Ovarian Cancer Awareness Month serves as an important time to recognize the strength and resilience of those affected by ovarian cancer, honor the lives lost, and support ongoing efforts to improve prevention, detection, and treatment; and,

WHEREAS, Ovarian cancer is often called a "silent disease" because symptoms can be subtle and easily overlooked, yet increased awareness and education can lead to earlier diagnoses and better outcomes; and,

WHEREAS, advances in research, innovation in treatment, and the dedication of healthcare professionals, survivors, and advocates continue to bring hope to women and families across the nation; and,

WHEREAS, we stand in solidarity with all those impacted by ovarian cancer and affirm the importance of raising awareness, early detection efforts, and the necessity of research that will bring us closer to a cure; and,

WHEREAS, by increasing understanding, we strengthen the community's ability to respond to ovarian cancer with compassion and informed action; and,

WHEREAS, Farmington Hills residents may benefit from access to quality health care resources close to home, supporting early detection, treatment, and ongoing care with trusted health care providers in the community.

NOW, THEREFORE, BE IT RESOLVED that I, Theresa Rich, Mayor of the City of Farmington Hills, on behalf of the City Council, do hereby proclaim September 2025 as **Ovarian Cancer Awareness Month** in Farmington Hills and encourage community members to unite in support, advocacy, and compassion for those affected by ovarian cancer and to support early detection efforts.

Councilmember Boleware disclosed that her mother died of ovarian cancer, and she encouraged every woman to get wellness checks, and also every man to be tested for prostate cancer. Meredith Arant, Michigan Ovarian Cancer Alliance, said that approximately one in 91 women will develop ovarian cancer. As there is no reliable early detection test, it is critical to spread information about this disease and its symptoms.

ANNOUNCEMENTS/PRESENTATIONS FROM CITY BOARDS, COMMISSIONS AND PUBLIC OFFICIALS

There were no announcements/presentations.

CORRESPONDENCE

As of 4:30pm today, correspondence had been received from the following persons regarding proposed Planned Unit Development 2, 2024, located on the south side 13 Mile just west of Middlebelt Road: Carrie Delgado, Roman Golshteyn, Katie Johnson, Aubrey Lee Jr., Lindsey Matych, Michael Pucher, Douglas Roberson, Douglas Graham, Ursula Kizy, Michael D. Roberson, Mamie Roberson, Rory McHarg, Paul Schultz, Zach Adams, Charles Spiess, J. Meissner, David Meissner, Dr. Beverly Mihalko, Duane Pitcher, Shelby Spiess, , Teresa Spiess, Valerie Watson, Addison Schmidt, Christine Griswold, Sharon Havis, Craig Kellman, Ron Letterman, Eric Schmidt, Kristen Schlaud, Roger Matuz, Chantalle LaPointe, and Craig LaPointe. There was also a letter from Attorney Courtney Agrusa with Foster, Swift, Collins, and Smith, who indicates she has been retained by Lindsey Matych regarding this matter.

CONSENT AGENDA

MOTION by Aldred, support by Bruce, to approve the consent agenda items 12 through 20 and 23 as read by Mayor Pro Tem Dwyer.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

MOTION by Knol, support by Aldred, to approve the consent agenda items 21 and 22 as read by Mayor Pro Tem Dwyer.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: BRIDGES

MOTION CARRIED 6-0-0-1.

CONSENT AGENDA ITEMS FOR DISCUSSION

There were no consent agenda items for discussion.

COUNCILMEMBERS' COMMENTS AND ANNOUNCEMENTS

Councilmember Bridges reported attending an Oakland Community College engagement session regarding a potential partnership with Little Caesars to bring an AAA hockey club to the OCC campus in Farmington Hills. The proposal includes plans for a 2,000–3,000 seat arena and has generated significant interest. He noted the potential economic benefits for the city, including increased activity for hotels, restaurants, and retail.

Mayor Rich reported on the following:

- **Walk the Hawk** for those who want to share what is on their mind: Tomorrow, August 12 at 7 p.m.; continues monthly on the second Tuesday (next on September 9, outdoors until colder months).
- **Michigan Association of Mayors Conference:** Attended last week with 60–70 mayors; hosted at the new Portage Senior Center, a public-private partnership supported by a nonprofit similar to Friends of the Library.
  - Highlights: beautiful facility with virtual tour online.
  - Differences from Farmington Hills' needs: no pool, no Meals on Wheels (county-run), no congregate meals.
- **Gibson Center for Parkinson's Wellness:** Nearing opening; community open house this Thursday, 3–6 p.m., 31440 Northwestern Highway, with opportunities to learn more or volunteer.

CITY MANAGER UPDATE

- **Recognition of Jim Cubera:** City Manager Mekjian congratulated Jim Cubera on his retirement, praising Jim as a dedicated, principled professional who always prioritized residents' interests.
- **Orchard Lake Road Accident:** City Manager Mekjian expressed condolences to the family impacted by the July 23 traffic accident resulting in the tragic loss of a road crew worker, and wished a speedy recovery to those that were injured. He thanked Fire and Police personnel for their quick and professional response to the accident. He urged drivers to slow down and stay cautious, especially near construction zones, to protect workers' safety.

UNFINISHED BUSINESS

CONSIDERATION OF APPROVAL OF PLANNED UNIT DEVELOPMENT 2, 2024 INCLUDING SITE PLAN 56-8-2024, MULBERRY PARK AND THE TABERNACLE MULTI-FAMILY HOUSING, LOCATED ON 13 MILE ROAD, WEST OF MIDDLEBELT ROAD (POSTPONED FROM MAY 12, 2025). CMR 8-25-106

Director of Planning and Community Development Kettler-Schmult provided an overview of the history of the Mulberry Park and Tabernacle Multi-Family Housing Planned Unit Development proposal. The project had been before the Planning Commission and City Council multiple times, and had undergone a series of postponements and updates. The Planning Commission qualified the proposal in April 2024, and following a public hearing in November 2024, recommended approval. The matter was brought before City Council in January 2025, when it was postponed to March 3, 2025, for further deliberation. At the March meeting, a public hearing was held, after which the item was again postponed to May 12, 2025. After additional discussions and updates at the May meeting, the matter was postponed to the current date of August 11, 2025. In the interim, several study sessions were conducted where the applicant provided Council with updated information and modifications to the plan.

Consultant comments

Planning Consultant Tangari (Giffels Webster) provided an overview of the modifications made to the proposal since it was last presented in May 2025.

- The overall number of units had been reduced from 65 to 63, with the number of buildings increased from 16 to 17, due to the reduction of number of units in each building. Mulberry Park now includes 32 for-sale, three-bedroom townhome units, while the Tabernacle portion consists of 31 ranch-style units for residents age 55 and older, intended as an extension of Baptist Manor. In Mulberry Park, buildings 1–4 at the southern edge are now designed as one-story ranch units, while buildings 5–8 remain two stories.
- Access remains unchanged, with a single driveway from 13 Mile Road and a connection to Baptist Manor.
- Project density, calculated by rooms, has been reduced from 229 to 221 rooms, bringing both Mulberry Park and Tabernacle under the RC-1 district density.
- Setback adjustments were also made: the Tabernacle rear setback remains 83.41 feet, while Mulberry Park's rear setback has been reduced from 85.57 feet to 74 feet, but building-to-building setbacks along the southern edge have increased from 20 feet to 25 feet.

Planning Consultant Tangari noted outstanding items, including questions of whether the proposed landscaping and screening are adequate, and necessary corrections to tree removal statistics.

Councilmember Boleware asked about the 49 replacement trees to be planted off-site. If the residents abutting the southern portion of the site agreed, could the replacement trees be planted on their

properties, enhancing the landscape barrier there? City Attorney Joppich explained that such plantings would require mutual agreement between the property owners and the developer. While Council may include this option as a condition, it should not be mandated, since compliance would depend on property owner consent. Any condition addressing this issue should be carefully worded so as not to create an unenforceable requirement.

Applicant presentation
Aaron Schafer, Schafer Development, presented on behalf of this project. Steven Schafer and Spencer Schafer were also present, along with Brooks Cohen of Pulte Group, the designated home builder for the Mulberry Park portion of the project.

Mr. Schafer outlined key aspects of the revised plan for the Tabernacle Mulberry Park PUD. Regarding tree replacement, Schafer noted that while residents along the southern property line had been open to tree plantings, most preferred more substantial evergreen trees for year-round screening rather than saplings. To address the current deficiency of 49 trees, options include upsizing trees in the southern tree preservation area or supplementing plantings along the Baptist Manor frontage, or a combination of both.

The subject property spans 12.46 acres across seven parcels: four parcels comprising the Tabernacle and three parcels comprising Mulberry Park. Mr. Schafer reviewed plans to demolish an existing duplex to create a direct vehicular connection to the signalized intersection at 13 Mile and Detroit Baptist Drive. He reviewed ownership and transaction history of the parcels involved, including those acquired by Baptist Manor in 2014 and 2016, donated parcels in 2000, and Mulberry Park parcels purchased between 2015 and 2021. Mr. Schafer disclosed that Schafer Development is under contract to purchase the Mulberry Park parcels from the Chaldean Community Foundation for $900,000, reflecting a $310,000 surplus to the Foundation after their $590,000 purchase and more than a decade of holding costs, entitlement expenses, development plans, and taxes. Mr. Schafer emphasized that the Foundation's gain is modest and largely offset by prior investments.

Turning to the revised site plan, Mr. Schafer highlighted three major changes: (1) replacement of all two-story townhouses on the Mulberry Park east side with one-story ranch duplexes no taller than 20 feet, reducing visual impact for adjacent homeowners; (2) an increase of side yard setbacks between buildings from 20 to 25 feet; and (3) a reduced rear yard setback to accommodate larger ranch duplex footprints. Mulberry Park units will be for-sale homes, while the Tabernacle portion will remain age-restricted, 55+ apartments under Baptist Manor. Baptist Manor is preparing a future PUD application to modernize part of its campus, including potential replacement of aging units with a sixplex to offset units lost through demolition. He presented illustrations showing how the southeast quadrant has been modified, with the original 12 townhouse units across three buildings being replaced by eight duplex units across four buildings.

The larger building footprints for the revised ranch duplex units result in slightly greater patio encroachments compared to earlier plans. The Tabernacle portion retains setbacks of 86 and 76 feet, while Mulberry Park adjustments reduce setbacks to 79 feet from building to southern property line or 71 feet from patio edge to property line.

Mr. Schafer suggested eliminating the southern sidewalk to recover an additional five feet of depth, while maintaining pedestrian connections via north-south walkways and the 13 Mile right-of-way. Ordinance setbacks are measured from the building wall; patio dimensions were presented for clarity.

Mr. Schafer highlighted density reductions made since the initial January 2025 submittal. The project has been reduced from 76 units to 63 units across 12 acres, reflecting a 17% reduction in density from the original proposal. He noted that the City's flex residential designation allows increased density when balanced by exceptional open space and maximized setbacks.

Renderings of the proposed buildings on the Tabernacle side showed 31 single-story, 55+ apartment homes, each approximately 17 feet in height, well below the 30 foot ordinance limit. Mulberry Park featured townhouses in a horseshoe arrangement, comparable to the Northville Glades project in Northville Township. In addition, eight new ranch duplex units will be located in the southeast quadrant. This duplex model is a new Pulte Group product not yet built elsewhere in the U.S., though a similar detached single-family version is under construction at Kensington Ridge in Milford Township. Mr. Schafer emphasized their intent to coordinate architectural elements and color palettes between the Tabernacle, townhomes, and ranch duplexes to ensure a unified community design.

Mr. Schafer reiterated his commitment to ongoing communication with residents, inviting them to approach the development team about tree planting opportunities on their properties. He reaffirmed the project's willingness to address the deficiency of 49 trees by upsizing evergreens and enhancing buffers along Holly Hill Farms.

Council discussion (verbatim)

Mayor Rich	All right, questions. Dr. Bruce.
Councilmember Bruce	Yes, thank you. Thank you for the information, especially the data on the sales of these properties or how they've been traded back and forth. But I guess it confuses me a little bit more because I remember at the very beginning of this process, I thought that it was represented to us that these properties had been, there was an attempt at some point to sell these properties and these properties were not sellable as RA-1 properties. And I've not ever seen any evidence that these properties were ever put up for sale and marketed to the general public as RA-1 properties to be built on. So I'm not sure where we're at with this because to me that's a very important distinction or evidence that have these ever been marketed to the general public as RA-1 properties because I think they could be sold to develop that way. And now it looks like they've never been put up for sale in that regard. They've been traded or they've been bought by you guys or

other people and held on to for several years and never just sold to the general public or attempted to be sold in that regard.

Aaron Schafer — So prior to MOBI's acquisition of the parcels in 2022, 2021, and 2015, these parcels were marketed by NAI Farbman. I don't know whether they were for RA-1 or what kind of fugazi number they had in mind when they were trying to sell them.

Councilmember Bruce — No for how much, how long they were for sale, anything like that?

Aaron Schafer — All I know is I'm 28 years old and I cannot recall a time I did not see a for sale sign on most of these properties.

Councilmember Bruce — You haven't seen a for sale sign?

Aaron Schafer — I have seen a for sale sign. I apologize. I know they've been marketed.

They clearly haven't traded for RA-1. I mean understand that this isn't Telegraph Road and Bloomfield Hills where people are building million dollar McMansions. This is a little different character. But I mean we talked to MOBI. We talked to Baptist Manor and that was the best information we could get.

Councilmember Bruce — So we really don't know if these have ever been tried to be sold.

Aaron Schafer — Well they had a for sale sign in them so I envision they were trying to sell them. But for what amount and for how much the broker did homework on the underlying zoning and master plan, I can't speak to that.

Councilmember Bruce — You know how long ago it was that they were last put up for sale?

Steven Schafer — They've been up for sale for about almost three years.

Councilmember Bruce — How long ago? I'm sorry?

Steven Schafer — How long ago? When they were, right after they were purchased.

Councilmember Bruce — By whom?

Steven Schafer — By MOBI. And then they decided to do a development there. They bought it originally as investment parcels. Anybody could have come along and bought it for any reason. So there was a for sale sign. If they wanted to pay the price, it would have been sold. It wasn't marketed as a development or you know anything other than what it was on its face.

Councilmember Bruce — So these were put up as RA-1 pieces of property and MOBI came in and bought them up in hopes of getting a development later on.

Steven Schafer — Yeah but the zoning never changed and it was for sale. So anybody that would buy it, any reasonable person would look at the zoning ordinance and say it's RA-1. Or you'd look at your master plan, well what could you develop here?

I think what maybe they envisioned was a little bit more aggressive because it's more than half of what we're proposing. But it was always for sale. The one down at the east end has been for sale for 20 years, the broker told me. There's been a sign out there for almost 20 years. So properties have gone up for sale. There have been numerous different brokerages that went up for sale. But nobody ever marketed it as a development parcel or that you can get X, Y, or Z. It's just basically whatever the zoning was on its face that it was being sold for.

Councilmember Bruce — So for months I've asked for evidence that these were put up for sale and I've just never seen like the actual listings that these were put up for sale.

Steven Schafer — I will deliver a letter to you from Farbman. He'd be happy to.

Councilmember Bruce — Well, I've asked for that for months and I still haven't gotten it.

Steven Schafer — Well, I told you I'd get to the background. We just did our best, but I understand.

Councilmember Bruce: — So how long has MOBI owned these properties now?

Aaron Schafer — MOBI has the first one, 29115. They've owned it since November 29th of 2022. The middle parcel, 29915, they bought it on August 25th of 2015. And finally, the one on the easternmost boundary at 29845, they acquired that back in February 17th of 2021. So they've had land holdings from 2015

up to 2021 and have been a taxpayer of the City of Farmington Hills since then.

Councilmember Bruce

I know you probably can't speak for MOBI, but do you know why they've let these homes rot and why they've allowed garbage and boats and cars and construction materials to be put on these properties and to be made so just ugly? Because if you're trying to market and sell properties, I would think you'd want to clean them up and make them marketable so when we're told that these are unsellable as RA-1 and then the properties look like just littered properties, it doesn't add up. It doesn't make sense.

Aaron Schafer

Also appreciate, Dr. Bruce, that the parcels even east of MOBI have been marketed for two decades, three decades. They have not been shown as development parcels other than Cove Creek Phase 2, which didn't go into fruition. I'm doing the best I can.

Councilmember Bruce

I understand that, but just understand my concern here is that I know, living in the city for 40 years, that you can sell anything in this city. You can sell any piece of property here. People do. They buy them up and they develop them as residential homes or whatever else. So to me, if a property is for sale, I go by this place all the time. I don't recall a sign being out there for 20 years, but I don't have any evidence, again, that's been presented to me that says this property was for sale for this price, marketed this way for this many years, and I've asked for that and I've never seen anything like that.

We just keep being told that they can't be sold and developed as RA-1, which I have a hard time believing. And then I see how the condition of these properties have been over the last 15 or more years and not been a very good citizen, not been a very good property owner as far as I'm concerned. If you're a good citizen, well, yeah, you're paying your taxes, but that doesn't mean you allow homes to rot and you store garbage and use them as a dump for the city.

That's not being a good citizen.

Aaron Schafer

Listen, Dr. Bruce, I don't mean to cut you off. I appreciate your frustration. I'm just the developer. I'm not the landowner. I can't speak to what the landowner's intentions were, but if you read between the lines, I think you might understand why.

They've been working on this for quite some time and they had a hard time.

They didn't get their proposal. The gentleman who owns the property contacted my father and said, listen, I know you're the guru in Farmington Hills. You've done a lot in the past.

I know you have two great sons. Pass by this property. It's close to your office.

Do something right here so that we can all walk away without a pitchfork in your you-know-what. If you want to have a meeting with the landowner and the brokers at NAI Farbman and everyone, just tell you the whole history. I'm more than happy to set that up.

I know it would probably be too late after the fact, but I know that might be something that would go the long way so that you at least understand the full story.

Councilmember Bruce — I wish I would have had the data before and now because I've been asking for months.

Aaron Schafer — I understand. I'm doing the best I can, Dr. Bruce. Thank you very much for your feedback.

Mayor Rich — Mr. Bridges.

Councilmember Bridges — Thank you, Mr. Schafer.

Thank you for coming. We appreciate it. The central question is that Mr. Bruce has asked for this data for some time now. You haven’t provided it. It really comes to the point that there is an avoidance of providing the data information that was requested months ago. I'm concerned about that because it has been requested for some time now.

It goes to the central question regarding the marketability of this property as an RA-1 and the fact that there was opportunities to put this RA-1 property on the market. It's a history of putting it on the market as RA-1. You've been asked this data for some time and you've never provided it.

I know you said you could get it after the fact, but that's a central point in regards to are you avoiding the zoning there

because of the fact that it's zoned RA-1. You tried to go with RC-1. That's a substantial change from the previous zoning. That information is critical from the standpoint of understanding the history of the data of the property there.

RA-1 is one of the most restricted zoning that's possible in our city. RA-1, low density. You're going to put in a proposed RC-1, which is going to increase the density substantially in that area. And I've been on this council for 17 years and I've always felt that neighborhoods are very strong in our community and we need to protect it. People move to Farmington Hills because of the rural character, the open space, the wooded lots, and where they're present.

This project will somewhat disturb that in my viewpoint. I know that so the issue regarding can this property be marketed as RA-1 is critical to understanding your proposal. The fact is that without that data that Mr. Bruce had asked for, it could help clear up a lot that there's a history of promoting this project as RA-1. I know you don't own the property, however, one can have a logical conclusion that there's been an effort to try to prepare this property for something other than RA-1 over the years and without you not providing that data, it calls into question that was the plan all along.

Aaron Schafer

Thank you very much for your feedback, Mr. Bridges, and I want to provide some clarity. I'd have to look back at the exact minutes and what was said at the study sessions versus the hearings, but if I recall, it was Dr. Bruce's request that we only show the economics of the property and what it traded for. Understand these have been marketed for 20 plus, 30 plus years.

A lot of brokers I speak with don't even know what the zoning or the master plan is for what they're even trying to sell, so I'm not a broker. I don't want to speak ill of them, but what I want to mention, because this is something that's relevant to all of you, is everyone voted on the master plan here, and the master plan change on this parcel was flex residential, and flex residential understands the fact that there are some challenging parcels in the City of Farmington Hills. This was maybe one of four parcels that had that flex residential moniker, so I think there was an understanding if these sat for 30 or 40 plus years as RA-1, nothing happened, master plan changed to flex residential, and someone saw an opportunity to

do something different here versus traditional run-of-the-mill RA-1 zoning.

You've got Baptist Manor, which is technically considered an RC-3 development, where we ran through the numbers there, and it was like 16 or 17 rooms per acre, because that's how you calculate multi-family density in the community, is by the number of rooms versus the number of units. So I think there was an understanding if the master plan category changed from a residential character that mirrored RA-1 to a flex residential character, that something's broken here, and the flex residential opportunity provides this opportunity to have a dialogue, to do a PUD, to do something creative, to do something innovative, and by the letter of the law stated in your master plan, exceptional open space and rear yard setbacks to adjacent neighbors.

We ran through the exercise, and I wish I would have put it in the plan, where we did two residential layouts, one that had 10 to 12 curb cuts along 13 Mile with no stormwater management that would do nothing to help the stormwater issues that each and every Holly Hills neighbor has expressed, and we said, and we've shown exhibits time and time again, that 90 percent, 85 to 90 percent of the runoff from this development is going to be captured by our stormwater basin, while anything south in that tree preservation area, in an effort to preserve that and create as large of a buffer as possible, do that to help meet the spirit and intent. So I understand the trials and tribulations of the RA-1. I know these properties were marketed, they've been marketed for numerous times.

I can't go into the landowner's heads or the broker's heads if they specifically told interested parties that called is, listen, this is RA-1. You're only going to get six units or eight units or 10 units or do a cluster and maybe get 14 or 20 units, whatever the number is. So I think if these were set for quite a long time, the writing was more or less on the wall that the flex residential provided that category to do something unique.

I wish I could answer your question in better detail, but that's the best I have at this moment.

Councilmember Bridges — Your case would have been a lot more stronger if that data was available, okay?

I just want to ask a question from the planning consultant. Could you give us an interpretation of what flex zoning really means, or what that really means and how that should be interpreted from a master plan standpoint? The master plan also states that we should be protecting our neighborhoods, we should be protecting the character of this community regarding open space, wooded lots, and making sure that we, the master plan says a lot about protecting the character of Farmington Hills neighborhoods as well. How do you interplay those two points regarding flex zoning and this desired goal of the master plan, which is to protect Farmington Hills neighborhoods to keep its character and its natural conditions?

Planning Consultant Tangari

Sure. I know that folks listening don't have the letter in front of them necessarily, but if you go to page seven of the review letter, you'll see a description of the flex residential category that accompanies the future land use map in the master plan.

So, the flex residential category is intended to acknowledge the challenging nature of redevelopment of the designated land and allow for a variety of approaches to future residential projects.

Such approaches may include clustering of detached or attached units, constructing units in a townhome, row house, or cottage court format, duplexes, triplexes, or quadplexes in either side-by-side or stacked arrangements, and with a height of one to three stories. In all cases, density beyond that permitted in the current zoning district should be tied to the provision of preserved open space and especially natural buffers to adjacent established neighborhoods. For more detail on the sites in the city that are identified for this category, see special residential planning areas in the following chapter.

And then that chapter that follows addresses this specific area by saying the flex residential future land use category is applied to this planning area. Redevelopment could occur in a variety of formats from small detached units to attached units built as townhomes, small multiplex buildings, or a mix of multiple styles. This category recommends clustering of units.
Where a portion of the site is developed, planning for cross connections to future redevelopment should be integrated into site design and increases in density should be tied to deep buffering from the neighborhood to the south, including

preservation of the natural vegetation to the greatest extent possible.

So those are the two primary descriptions for this area in the master plan. There is a portion of the plan that also speaks to residential density. It has a residential density map. There are some more specific numbers in there. There was some concern about applying a specific number in the master plan to a discretionary approval as if it were a zoning standard, given that the number is meant as guidance for the potential development of a future zoning district or overlay.

Development of a district or overlay is a process that involves its own research and study and depending on what changes or is found in the meantime, the end result might be different from what's found in the plan in terms of specific numbers. The general guidance of the other two plan sections are referenced in the master plan provides guidance that's specific to this site and that's been accounted for during review and also the general guidance speaks to a vision for the city in terms of buffering and how transitions to neighboring properties are handled.

Councilmember Bridges

Thank you, appreciate that. My last comment is to the city attorney. Will this type of decision, we make an affirmative decision to move this project forward, we approve it, how would it be precedent setting for the city going forward in regards to similar projects across the city?

City Attorney Joppich

In the sense that in order to establish a precedent that would bind the city for another project going forward, you would have to get substantially the same project on a property that is substantially the same circumstances. Highly unlikely, very unlikely, every property is very unique, has its own unique characteristics and so on and so forth. So my answer to that would be it'd be highly unlikely to set any sort of a precedent. There is a newer twist with this project that is interesting from your master plan, which is the contemplation of this flex zoning and working through a PUD to implement that. That can also be implemented through a zoning ordinance amendment, which probably would be coming forward at some point in the future. But a PUD legitimately can, I believe, refer to that to some extent in your discretion.
If you look to that as this being a proper property for it and so on and so forth, and you've received some input in that. So in

terms of precedent, that aspect of this could be something that if you look to that flex zoning for this, it could potentially be looked to for other properties, but not necessarily granted. So again, the probability is low there, but that's an added little piece of this that I think is worth thinking about in terms of precedent setting.

Councilmember Bridges — Thank you for your comments. Appreciate it. All set. Thank you.

Aaron Schafer — Thank you, Mr. Bridges.

Councilmember Knol — Yeah, I have a question about square footage. So there's 17 buildings proposed and so far we've been talking about the number of rooms because that's how the density is calculated through the number of rooms. But could you tell me what the square footage, the total square footage of the 17 buildings, what that equates to? So not the number of rooms. I know the number of rooms, but if you just add up the square footage of the 17 buildings.

Aaron Schafer — So the tabernacle side, and we can kind of go through the arithmetic live because I didn't have that prepared for me, but the 31 tabernacle units are roughly, what is it, Spencer? 1,250, 1,300 square feet?

Spencer Schafer — Yeah.

Aaron Schafer — And Brooks, what's your square footage for your two-story towns, like 2,200 to 2,400?

Brooks Cohen — Yeah. (speaking from the audience, unintelligible)

Aaron Schafer — So you do 1,860 times 24. This is just the Mulberry. We'll start with the Mulberry Park side. And then we've got eight units and refresh my memory on what the floor plate is for the, so 1,774, we'll do 1,774 times eight.

So it's 14k, 45k, and then Tabernacle, what did we say the, it's like 1,250 times 31. So give me 45k plus 14k plus 39k. And that's the total number. Plus 45. Okay. 98,000 total.

I hope that provides some clarity Councilwoman Knol.

Councilmember Knol — It does. Thank you.

Aaron Schafer — And I can get you the exact numbers.

Councilmember Knol — No, that's close enough for my comparison. Thanks.

Mayor Rich — Anything else?

Councilmember Knol — No. Not right now.

Mayor Rich — Anyone else? Okay.

Could you go back please to the one where you showed how long things had been on market? That one. Yep.

So I hear my colleagues about not having details for listings for these three in particular parcels, but I'm also cognizant of what you're showing here about the, thank you, 29701, which was acquired in 1990 for sale for a little over double the value from 1990, which, you know, is consistent with what's gone on with my house that I got in '92. But this has been on the market for 20 years for 295 which is about, it's about the same size parcel just down the street and about the same amount of money that you are all offering to put these properties under contract. And I note that this residence right next to it, the 29711, which was just purchased in 2024, don't know by whom.

Aaron Schafer — And I wanted, for the sake of anonymity, I just wanted to show the addresses.

Mayor Rich — Yeah, thank you. But that's in ballpark for what Schafer is offering to put these properties right next door under contract. And we don't know how long that was on the market.

Aaron Schafer — Which one?

Mayor Rich — The 29711. That's an existing residence. It was just acquired a year ago.

Aaron Schafer — No, I...

Mayor Rich — So we don't know how long that was on the market. Correct. Or Aaron, do you know?

Aaron Schafer — There was an individual out of state in California, the mother who I think passed away at like '97, '98, that was roughly two to

three years ago. So that property was likely on the market for plus or minus two years before it was sold.

Mayor Rich

Okay. Thank you. And the other one, it's an existing residence as we know. That was acquired a little over a decade ago. So, I mean, we do know that some of these properties, which are quite comparable, have been languishing at this same price point for a long time. If something's been listed for 20 plus years, that kind of asks and answers the question of, is it something that's marketable?

And then similarly, the one where it's the residence, the 29649, existing residence that was purchased in '96, where they're asking 750, not really a shock that there are no pending offers, right? I mean, that's not really priced for sale. And then Cove Creek, you know, that's supposed to expand, we'll see. But that's been listed for six years for 400 with no pending offers.

So, I mean, I can empathize with the difficulty of doing something with the property as a single, as an RA-1. That was really all I had at this point in time.

So before we open it up to public comment, we're ready for public comment? All right, folks. For those who have not been to public comment before, the rules are that public comment is for three minutes. We'll have the timer going. I will let you know who is going to be speaking and the next two who will be following so that we can keep this moving. As you can see I have a fairly thick stack of people who want to talk about this particular issue and we look forward to hearing from all of you.

Public comment

Mayor Rich opened the floor to public comment.

Eric Schmidt, Woodbrook Court, opposed this development. He believed the developers stand to make significant profit at the community's expense. He objected to reduced setbacks and the removal of trees. He suggested that eliminating the back row of buildings would resolve setback, drainage, and tree-replacement issues. He questioned the accuracy of reported property values. He thought that approving this project would set a precedent that developers can use to pressure the City into concessions. He acknowledged that development is needed, but not at the expense of the community. He urged Council to reject the proposal unless developers make greater concessions to balance community concerns.

Craig LaPointe, Holly Hill Farms, opposed this development. He was concerned that the development will negatively impact his property value, his privacy, and alter the character of the neighborhood, which he had expected to remain single-family residential when he purchased his home 25 years ago. He was concerned about storm water management and had submitted a video to the Clerk showing flooding after recent heavy rains.

Lindsey Matych, Woodbrook, opposed the proposed development. She emphasized the longstanding residential character of the 13 Mile and Middlebelt area. She argued that landowners have neglected historic homes on the subject properties, turning them into blighted dumping sites in pursuit of profit. She expressed concern that the development would remove a large number of trees, disrupt wetlands, and worsen flooding. She felt traffic and other data had been manipulated. She stated the proposal violates the intent of the master plan and argued that the PUD was being used to circumvent RA-1 zoning, that flex residential was undefined in zoning law, and that the proposal ignored the master plan's intent to protect existing neighborhoods. She urged denial of the project, stating that the community's strong opposition showed the plan was not beneficial to residents.

Katherine Leik, Richmond Hill, opposed the proposed development, citing concerns that the density of the project would fundamentally change the lifestyle of residents in Holly Hill Farms and Westgate. She referenced negative impacts from traffic, tree loss, and the displacement of wildlife. Ms. Leik stated that residents support a smaller-scale development consistent with RA-1 zoning, suggesting 28 to 32 homes on 12 acres rather than the higher density proposed. She also noted that when MOBI acquired three lots, they were marketed only as a package rather than individually.

John Nagoda, Richmond Hill, opposed the proposed development. He stated that RA-1 zoning must remain in place to preserve the character and charm of Farmington Hills. He expressed concern about developers "working around the system," and emphasized that while something could be built on the site, it must be at a reasonable, lower density consistent with RA-1 zoning.

Michelle Nagoda opposed the proposed development, arguing that 60-plus homes on 12 acres do not align with surrounding subdivisions such as Holly Hill Farms and Westgate. Mrs. Nagoda raised concerns about traffic and safety, particularly with ingress and egress near Baptist Manor and across from Westgate, where turning is already difficult during peak hours. While development of the site is inevitable, the proposed density is incompatible with the neighborhood, and she urged Council to protect existing community character by denying the project.

Adam Peploski, Richmond Hill, opposed the proposed development. He raised concerns about traffic congestion on 13 Mile, and asked about the scope and duration of construction, including whether work would occur outside of standard hours or during winter months. He believed the project would negatively impact the community.

Adele Letterman, Richmond Hill, opposed the proposed development. She thought that 63 units on 12.46 acres was too much for this neighborhood.

Thomas Bader, Northbrook, opposed the proposed development. His family had moved to Farmington Hills because of its beauty, and this development would destroy that for their neighborhood. The property is zoned RA-1 for a reason, and the proposed density far exceeds the intent of the zoning

district. Property owners allowed the homes to fall into blight to manipulate the process and required the parcels to be purchased as a package rather than individually, further discouraging single-family use. He was also concerned about added traffic on 13 Mile Road.

Dr. Stacy Nuar, Woodbrook, was concerned about the negative impacts of this development on her family's enjoyment of their home and outdoor space.

Angie Smith, Ramblewood Club, opposed the proposed development, stressing concerns about transparency and honesty from the developers. She questioned statements made about outreach to nearby subdivisions, saying residents she spoke with had not been contacted at the time claimed. She warned that approving 60+ homes would need a long-term construction site that would be very disruptive to longtime residents.

Mayor Rich closed public comment and brought the matter back to the Council.

Council deliberation and action (verbatim)

Mayor Rich	Mr. Dwyer.
Mayor Pro Tem Dwyer	Thank you, Mayor. I've also been a resident here in Farmington Hills for 40 years, 40 years here. I understand where the residents are coming from. Just a little procedural history. We've been working on this for 16 months starting on April 18th of last year when it went to the Planning Commission three times. It was finally recommended to send the City Council. There's been six separate hearings before the City Council on the issue. This Council has listened to the residents, listened to the developer. I think that the residents and the developer has gotten together many, many times. And at each hearing that we've had, we've addressed the concerns that the citizens have. We've also had the developers go back to the drawing board and make the changes. I think, in my opinion, that this is a great development for the City. I think it's necessary. I'm going to make a motion.

MOTION by Dwyer, support by Boleware to approve the application for PUD 2, 2024, including Site Plan 56-8-2024, dated August 21, 2024, and September 4, 2024, respectively, as revised, submitted by Steven Schafer, are approved, subject to the following conditions:

1) All outstanding issues identified in Giffels Webster's July 22, 2025, review shall be addressed to the reasonable satisfaction of the City Planner;
2) All outstanding issues identified in the City Engineer's July 29, 2025 interoffice correspondence shall be addressed to the reasonable satisfaction of the City Engineer; and;
3) All outstanding issues identified in the Fire Marshal's July 25, 2025 interoffice correspondence shall be addressed to the reasonable satisfaction of the Fire Marshal.

IT IS FURTHER RESOLVED, that the City Attorney prepare the appropriate PUD agreement stipulating the final PUD approval conditions and authorizing the identified zoning deviations for City Council's consideration and final approval. This motion adopts and includes the findings and conclusions in the July 22, 2025 review report issued by the City Planning Consultant, Giffels Webster, as to how the standards and qualifications of PUD approval has been satisfied.

Motion discussion (verbatim)

Mayor Rich	Mr. Aldred.
Councilmember Aldred	Okay. So, I'd like to summarize how I'm seeing this. In the previous meeting, we had, I think, summarized there were three issues around this development, the traffic, stormwater management and density. And I'm going to say traffic, I think, is catered for reasonably well with the additional join through to Baptist Manor. I think the stormwater management is, again, I'll accept the word of our engineering department that that will be improved through this development. But that brings us on to density, which has continued to be an issue throughout. And I actually, you know, we had discussions back and forth that had the proposal of, let's make it single story along the back. And I understand the developer has worked hard to make that happen, brought in a new developer to do that. And that's a benefit. I think there's an additional change you didn't include in this change because an additional change on this plan is not only you've gone down to single story, you've added additional buildings, units in building eight and building five, because the overall has gone down from 65 to 63, not 65 to 61, correct? And that has reduced the size of the pocket park in the middle as well, right? Okay, so that was an additional change. So that was a good change, welcomed that reduction in height, but, you know, it

came with an offset of reduced setback now down to about minimum, I think, of 66 feet if you include the patio. So now it was like better, but it also had some negatives.

I tell you, where I was at with this proposal was that we are either at the optimum position, right? We've suggested things, the developer's done some things, and they're probably not completely happy because of the additional cost. We're not completely happy because of the density or other reasons.

And it's like, this is either a great compromise, where we've reached this optimal position where no one's completely happy, or this doesn't quite work. That's where I was at. And then it was brought to my attention that on page 62 of the master plan, there is actually a more prescriptive definition of what flex residential is.

And I think the comments that this has been zoned as part of the master plan's flex residential is a perfectly valid comment. It has, right? So therefore, these properties are up for, okay, what could we do here that's going to be beneficial?

But the wording on page 62 in the section on residential density says, in the flex residential and flex residential office areas, permitted densities should generally correspond with RA-4 district. May be increased to RC-1 densities where a third or more of the site is preserved, and setbacks of 100 feet or more are preserved to adjacent neighborhoods. Okay, so it basically says 1/3 preserve or 100 feet setback.

So again, I question planning on that. And I think our planning consultant referenced this, that it was felt that this was, well, this isn't a legally binding document. The master plan is a guidance.

Therefore, let's not include those numbers. But I look at those numbers, and they're in the master plan. There's a definition for flex residential that specifies 1/3 more site for RC-1 density, 1/3 of the site is preserved, and a setback of 100 feet.

So, and I hadn't seen that before. I had, that was not, I had read it, but I did not recall that's what it said specifically. So objectively, from my perspective, this proposal does not meet what is laid out for flex residential.

Whether we like that or not, it doesn't meet it objectively. Okay, but this is a PUD. I understand that.

So it's up to us. Do we think there's sufficient benefit for this proposal as it stands, even if, as it's defined in the master plan, this doesn't quite meet the density requirement of flex residential, as it's specified, as I read it. I could be wrong, but that's how I read it.

So I look at, so it then comes back to subjective. Do we think subjectively this meets, is it a benefit? This is a PUD.

Is it subjectively bringing a benefit to the city from the point of view of an improvement to public health, safety, and welfare in the area affected? And when I look at that, okay, so what's the benefit? The benefit listed in the PUD in one, in three, and seven is the setback.

And the setback is at most now 83 feet, I believe. So it seems odd to argue that an 83 setback is a sufficient benefit to outweigh the fact you don't have a 100 foot setback, right? That doesn't really work.

So then you have to look for what else is the benefit that we have, and what are we getting from it? Well, we have a nicely designed set of buildings. There's a lot of thought put into it.

We have a pocket park. We have some artwork. We have some benefits.

What's listed in the PUD is that it is an attractive for sale community, and it's improved the state of these lots as they are. So that's all good. For me, it is not sufficient.

There's not sufficient benefit to outweigh the fact that we don't even meet our own standard of what flex residential is. I think there is a counter argument in favor of approval, and this has been brought up in previous meetings, and I think even touched on tonight, is that even as RA-1, you could develop somewhere between 20 and 26 homes, something in that sort of area. And if you did that, then you could have as little as a 35 foot setback in this development.

So the question is, if we left the zoning as it is, we didn't rezone, in effect the PUD isn't rezoning, it's just allowing. If we

left it as RA-1, someone could, by rights according to zone, build 20 to 26 homes with a 35 foot setback. Would that be a better solution?

And I say no. It wouldn't be a better solution than this. It would be worse.

But I've come to the conclusion that just because I can imagine a worse outcome doesn't mean I should approve the one that's proposed. I don't think that's sufficient reason. Just because I can think of something worse doesn't mean I should accept what's before us.

So I'm going to vote no on this proposal this evening.

Mayor Rich — Thank you. Anyone else? Dr. Bruce.

Councilmember Bruce — First off, I have no issues with the developer on this. So my comments are to the property owner, not to the developers. They're just trying to do what any other developer would try to do in their position.

I do have an issue with the current property owner who has allowed these properties to deteriorate over many years. They have also used these properties as a dumping ground for old boats, cars, construction materials, and garbage. Statements have been made that the owners have been unable to sell and market these properties, but that appears to be false and even more so with the testimony I've heard here tonight.

First off, if you're trying to market properties, you don't use them as dumping grounds. You clean them up and make them presentable. Second, I've asked for months, as I've stated earlier, that I need some sort of proof or evidence that the present owners have attempted to sell these properties at a reasonable amount.

Trying to package them up and sell them for a million dollars for three properties at a time is not selling them at a reasonable amount as far as I'm concerned. So up to this point, I've been given absolutely no evidence these properties have ever been put up for sale or marketed at any point as reasonable RA-1 properties in terms of the cost, the value, whatever. I've been working with development issues in this city for almost 30 years, and I know when we are being played

by a proponent or property owner, as I've seen it many times in the past, it is not our job to ensure that any property owner is guaranteed the maximum return on their property, whether through a zoning variance or through a development such as a PUD.

However, in this case, I believe that the owners of this property are trying to cash in at the expense of the city and the residents that surround these properties and the proposed development. In my opinion, and from the evidence presented, I believe that these properties and the homes on them have been allowed to rot so that at some point they could be packaged and sold at a premium to a developer to maximize the return on the sale of these properties. I believe that this is a scam and that we are being played.

I do not for a moment believe that these properties could not be sold and developed individually at the RA-1 level, and I think they could be sold without difficulty. I've lived in this city for 40 years, and in my time as a resident and a past realtor and being on the ZBA and council for almost 30 years, I've seen anything that is put up for sale eventually sold in this city. Even during difficult market periods.

I've always joked that you could sell a cardboard box under a viaduct in this city, and I don't believe that as far from the truth. So the underlying premise that we must approve this PUD because these properties cannot be sold and developed as RA-1 homes to be without any evidence or merit, and in fact, the evidence is in the opposite direction. The very basis of this project does not make sense or add up.

The PUD approval is only a vehicle to send a lot of money to the property owners for years of bad behavior which has done damage to the surrounding neighborhoods and to our city. Why in the world would we want to reward this behavior? The people that bought their homes which surround these properties in the subdivisions north, east, and south did so in the belief that this area would remain RA-1.

That is a very reasonable assumption, and it is one that underlines the stability of our neighborhoods and the values of homes that people buy. If they cannot trust the zoning that has been in place for years which is consistent with their properties, then it damages the trust that they have with the

city and the process of how the city approaches development. In effect, it changes the rules in the middle of the game and pulls the rug out from under the residents.

That is why we have received dozens and dozens of emails, letters, and testimonies in person from the people that live around this area. They don't want this development as they correctly see that it is not consistent with the surrounding areas. I have always said that bad development is worse than no development as you cannot change bad development.

Over time, good development will come if we are patient. The RC equivalent development is too dense and will look completely out of place. It is basically a form of commercial development bleeding into residential.

I have always fought to protect the residential character of our neighborhoods because if not, then again you lose the trust of the people and you lower the property values of the homes in our neighborhoods. If we approve this development, it puts every other subdivision on notice that the zoning around them can be changed at any time on the whim of a property owner if they have the patience to let their property rot to extract a development that will maximize a return on their investment at the cost of everyone else. Remember, these seven homes only have seven curb cuts and the amount of traffic that would come in and out of these seven single family homes is absolutely minimal.

However, the traffic that will flow in and out of this dense development will be constant and disruptive to the surrounding areas and will add significantly to the already heavy traffic that traverses this route on a daily basis. Go eastbound in the mornings or westbound in the late afternoons and you can see the lineup of traffic. I have to go through there almost every day.

One of the things that we are supposed to consider in a PUD is a public benefit. I hear this all the time from my fellow council members and rightly so because when they look at a PUD, they are as concerned as I am about the public benefit which makes the PUD worthwhile. Someone please point out the public benefit that counters all the negatives I have already outlined.

I don't see it and I don't see it going forward. While the new master plan does propose that this area is a flex residential, this has not really been completely defined or fleshed out nor does it require that we put in a development at this density level. I'm asking my fellow council members to seriously consider everything that has led up to where we are with this proposed development.

I have nothing against the design of this development. I think there are so many other places or areas in the city that this would look great, but this is not the area. I love the Mercedes-Benz financial headquarters building on Drake and 12 Mile, but it wouldn't look good in this neighborhood.

This is bad development. This is a misuse of the PUD process. As far as I'm concerned, this is almost like spot zoning in my opinion and not appropriate.

I'm voting against this motion because I just think this area should stay the way it is. RA-1, I think these properties can be developed. Again, no evidence that it can't be and that's why I'm not going to vote for this motion.

Mayor Rich — Thank you. Anyone else? Ms. Knol.

Councilmember Knol — Sure.

So first of all, thanks to the residents and the developer for being here once again.

I know it's probably frustrating to have to come to so many meetings. We're here a lot, but I'm sure there's better things you can be doing with your time.

But this is the public process. This is democracy. This is transparency.

So this is the way things work in the city and I'm glad you're all here. And hopefully we can, you know, we've been civil for the most part about this and hopefully we can all still remain civil whatever happens tonight because that's the way we like to be here in Farmington Hills, is civil to each other and all good neighbors. So first of all, I want to say to Schafer, I actually think you're all very nice people and I think you have some great properties out there.

I've seen many of your developments and I do think you are trustworthy and you do a good job. So this is nothing personal, nothing against you. First of all, I want to thank you actually for on the south side turning those eight buildings into one story.

I think that has been a huge benefit. It is for the residents of Holly Hill that back up to that. It is much better to look out at a one-story building as opposed to a two-story building.

So thank you for that. Also thank you for increasing the side setback as well there. So I want to thank you for that.

But I do still have some concerns here. So with RA-1, I think at this point it's probably unlikely that this property is going to get redeveloped with just simply seven homes. Whether it's taking what existing homes are left and fixing them back up or knocking them down and building new ones, I just don't think financially that will happen.

I know there's a difference of opinion on that but I don't think that will happen. Another option with RA-1 is it could be redeveloped with RA-1 smaller homes. As has been said, it could be anywhere from maybe 22 to 26 homes, maybe 20, 26 homes somewhere in there.

Obviously you have to put the infrastructure and the roads in so it's hard to know exactly how many homes. But based on the lot calculation, it's going to be somewhere in there. If you do the square footage, that's why I was asking about the square footage.

If you just for example, let's take 26 homes, kind of the max of maybe what you could put in there with a RA-1 development. Let's just say there are 2,000 square feet, making up a number here that's roughly probably on the small side maybe, but you're looking at 62,000 square feet as opposed to what was calculated earlier as opposed to 98,500. So that's the difference you're looking at is if this were developed as an RA-1 as opposed to as this PUD.

I also did a Holly Hill and this may not be exact, but I took the acreage of this property and tried to overlay it onto Holly Hill directly behind. There's approximately 17, 18 homes in Holly

Hill that correspond to this acreage. I don't know the square footage, but to make things consistent for Holly Hill, I just used 2,000 square feet.

So again, if you're looking at the 2,000 square foot~~s~~ times about 17 homes, you're looking at 30,000 square foot. So again, a big difference between 98,500, approximately 34,000 for Holly Hill, and if this were developed as an RA-1, potentially it'd be above Holly Hill at potentially 62,000, but still well below the 98,000. So we talked a lot about flex zoning, and yes, flex can be allowed.

I think we acknowledge, most of us acknowledge that up here that it is an option, but again, it's in exchange for the setback in the open space. And the open space is where I'm having my issue, and it has to do, again, because of the density of this project, I still don't feel that there's enough open space in this development to really be compatible with Westgate and Holly Hill farms. So for that reason, I'm not supporting it tonight.

Mayor Rich — Thank you. Okay. Anyone else want to speak? Mr. Bridges.

Councilmember Bridges — Just to be brief, Councilmember Bruce's comments were quite representative of the comments I would have made, but he made them in a very elegant manner, so we want to compliment you on your comments there. Councilmember Bruce and I have served on the Zoning Board of Appeals together back before we joined the City Council, and we learned a lot about the residential character of this community. And I just don't think that the relief that the proponent is asking for is enough, is substantial compared to the community benefit to the city.

And I'm also looking concerned about the qualitative impact upon this area if this development goes through. So again, the Shafer's been very, very diligent, and also they've worked with the Homeowner's Association. They've come back to Council on several occasions.

I want to thank the members of the community who have been here for several meetings going through this process. We appreciate your steadfast public involvement on this issue. It's very important to you, and so we appreciate you continue to show your presence on this topic.

But for the reasons that Councilmember Bruce outlined, I just can't see the benefit to the community by offering this type of huge change from RA-1 to RC-1. The benefits don't line up for me to support this, so I would be voting against this proposal. Thank you.

Councilmember Boleware

I came here this evening with the understanding that I would be approving this PUD based upon the fact that we have a housing crisis in this country and that it's a housing crisis at every income level. And I thought that this was a way to address it. But after listening to my fellow council members, who some of them have a greater depth of knowledge in this area than I do, I appreciate the comments that they made, and they were valid.

I do have some concerns, as most of the council members have already spoken, about the density of this project. And I know that in the future, it will not be developed as seven parcels. It will be extremely expensive to do so.

So based upon what I've heard from the residents, because I've read every letter that's come in, email from you, I heard you tonight, I heard you in your previous comment, I am going to join my fellow council members and vote no on this project.

Mayor Rich

Well, I get to speak. Thank you. So as Councilmember Boleware said, we do have a housing issue in this country.

We have a housing issue in Farmington Hills. I like this project. And it is quite clear that this motion is going to fail.

But what I like about the project, I very much appreciate the Schafers listening to the feedback we've given. And I very much appreciate the partnership with Pulte to create something that didn't exist before, hopefully one day will, because that's the kind of housing that's needed. We need somewhere where most of us are 55 and up here.

We need places where we can trade in our 2,400 square foot colonials and go live in a ranch or a ranch duplex. That's a missing piece in our community. It would be great to have, and I've talked about this at Council before, at this dais, it would be great to have a development where a younger family could live in the townhome and grandparents could hypothetically

live in the ranches alongside.

I think that would be super. But it's quite clear that this motion is going to fail. And I hear my colleagues.

I'm not necessarily in agreement. I think that the PUD did show sufficient benefit. But I understand that tonight this is not going through.

So now we'll call the question. This is a roll call vote.

Roll Call Vote:
Yeas: DWYER
Nays: ALDRED, BOLEWARE, BRIDGES, BRUCE, KNOL, AND RICH
Absent: NONE
Abstentions: NONE

MOTION FAILED 1-6.

Further discussion and action (verbatim):

Attorney Joppich — Mayor Rich?

Mayor Rich — Yes.

Attorney Joppich — Well, you're at a point where the motion put on the table to approve has failed. And there's been a lot of comments made by those who voted in the negative on that as to the reasons why they were voting to the negative. But there is no motion that has been made yet to deny it where the motion includes the reasons for the denial at this point.

So my legal advice would be to now deliberate over and decide a motion to deny. Again, as indicated previously, that should take into consideration the standards in section 34-3.20.2 of the zoning ordinance to go through those standards. If I can be of any assistance, I'd be happy to do so.

But we're at that procedural step. All right. We're looking for that motion to deny right now.

Councilmember Bruce — Okay. I'd like to make a motion to resolve that the application for PUD 2-2024, including site plan 56-8-2024, dated August 21st, 2024 and September 4th, 2024, respectively, as revised, submitted by Stephen Schafer, are denied because it does not meet all the provisions set forth in section 34-3.20 of the

zoning ordinance and the proposed development will adversely affect the public health, welfare, and safety for the following reasons.

And I would like to submit to the record my comments that I made earlier if that would be sufficient in terms of the several comments that I made in my comments after the first motion was made. Is that good that I just enter it that way or do I have to reread or spell them out?

Attorney Joppich — I think if Council is satisfied that they're sufficiently aware of those comments, those comments are reflected in the record and in the recorded meeting, and you have them in writing. If you submit those with the record, I think that would be sufficient if it satisfies Council.

Councilmember Bruce — I will provide you the record that I wrote.

Mayor Rich — So we have a motion. Is there support?

Councilmember Bridge — Support.

Motion discussion (verbatim):

Mayor Rich — We have motion and support. Discussion? No discussion.

Okay. I do have a point then that I do not believe this is a detriment . . . this project is a detriment. And so for that reason, I'm not going to be able to vote for denial.

Councilmember Aldred — I understand. I believe what you're referring to, Madam Mayor, is the line here that says that the proposed development would adversely affect the public health, welfare, and safety for the following reasons.

Mayor Rich — Correct. And I do not believe that this project negatively affects public health, safety, and welfare.

Councilmember Aldred — I have a question for the attorney. Is it necessary to say adversely affect? That implies something negative, whereas I believe the consensus of opinion was there wasn't sufficient benefit.

Attorney Joppich — Well, I believe that is some language from the ordinance itself that it provides sufficient benefit in the judgment of Council. I think one aspect of the motion that's on the table so far,

something it doesn't include, are some of the comments made by Councilmember Aldred regarding similar issues. I think aspects of that were covered relative to no benefit from the setback because of it's not the 100 foot flex and doesn't even comply with the master plan.

If you want to make a motion to amend the current motion to include comments like that, you could elaborate on those and then the maker of the motion could consider whether to add those as reasons.

Councilmember Aldred — I'm happy to add that as an amendment to summarize that. I'm hearing the Mayor's comment and I'm trying to get clarification on whether it requires, this proposed development will adversely affect public health.

Councilmember Bruce — I would add to my motion that the ways that it will adversely affect public health, welfare and safety for the following reasons:

Number one is the increased traffic to this area. I think that it would be a much higher level of traffic coming in and out of that development and the traffic there is already, the road is already almost overloaded many times during the day. I think the density of this development and that amount of traffic would adversely affect this.

I think that it would adversely affect it in terms of runoff from the development. I think that it adversely affects it from the fact that we could damage property values from around this area because of the fact that we're changing zoning next to RA-1 areas and it would make the properties less desirable in those areas. Those are at least, again, some of the points that I made in my previous points that I just wanted to highlight in terms of how I think it will adversely affect this area.

Councilmember Boleware — Yes. I don't believe the development will adversely affect the surrounding neighborhood. I did contact our city assessor to ask in the past for those developments that have gone through the PUD process and the determination was they had not. And those were, so I am opposed to including that statement in the denial.

Councilmember Aldred — As I'm rereading the resolution, I see that it's saying two things. It's saying that it will, does not meet all the provisions

of section 34, which is the PUD and does not, will adversely affect for the following reasons. In other words, they're listing it below the combination of the two things.

So that, so I'm happy to support Dr. Bruce's motion and I would also add an amendment that says that the, referring to the benefit, that there is not the benefit of, the setback is not a sufficient benefit. The setback that was provided is not a sufficient benefit to meet the provisions of Section 34.3.20.

Councilmember Bruce — I would accept that.

Mayor Rich — Yeah. So we have an amended motion. Is there support for the amended motion?

Councilmember Bridges — Second.

Mayor Rich — Okay. So that being the case, I am still going to vote no on this motion because the rationale was negated by our traffic engineer regarding traffic.

The rationale about water runoff was negated by our city engineering department and the rationale about reduction in property value is at best speculation and is not supported, as Ms. Boleware said in conversation with our assessor, that rationale tends to not hold water. So for that reason, I will still be voting no on this resolution. It clearly is going to pass, but that's explaining my vote.

And folks, I know we've had a hundred people come to these things. I'm not voting against you, but I'm voting for everybody else in the community who will need that kind of housing.

Mayor Rich — Okay. Do we need to call the question? This is a roll call vote.

Clerk Lindahl — Madam Mayor, can we just clarify a couple of things here? So Council Member Bruce, your motion on the table right now is the denial. We're still including the adverse effect to public health, welfare and safety and including due to increased traffic and possible damage to property values, making it less desirable.

Councilmember Bruce — Correct.

Clerk Lindahl	And are we including all of your other notes that you're going to provide?
Councilmember Bruce	Yes.
Clerk Lindahl	Okay, perfect. And then Council Member Aldred, we're also including your comments on the setback.
Councilmember Aldred	Yes.
Clerk Lindahl	Okay.
Councilmember Aldred	There is not sufficient benefit from the setback.
Clerk Lindahl	Okay.
Councilmember Aldred:	Outweighs the flex residential definition.
Clerk Lindahl:	Perfect. And then we have a second on that from Councilmember Bridges.
Councilmember Bridges:	Yes.
Clerk Lindahl	With all those changes.
Councilmember Bridges	Yes.
Clerk Lindahl	Okay.
Mayor Rich	Now we're calling the question. It's a roll call vote.

MOTION by Bruce, support by Bridges, that that the City Council of Farmington Hills hereby denies the application for PUD 2, 2024, including Site Plan 56-8-2024, dated August 21, 2024, and September 4, 2024, respectively, as revised, submitted by Steven Schafer, because it does not meet all provisions set forth in Section 34-3.20 of the Zoning Ordinance and the proposed development will adversely affect the public health, welfare, and safety for the following reasons stated by Councilmember Bruce and the additional reasons stated below:

"First off I have no issues with the developer on this, so my comments are to the property owner not to the developers, they are just trying to do what any other developer would do in their position. I do have an issue with the current property owner, who has allowed these properties to deteriorate over many years. They have also used these properties as a dumping ground for old boats, cars, construction materials and garbage. Statements have been made that the owners have be unable to sell and market these properties, but that appears false on its face and even more so with the testimony I've heard here tonight. First off, if you are trying to market properties, you don't use them

as dumping grounds, you clean them up and make them presentable. Second, I have asked for months as I've stated earlier that I need some sort of proof or evidence that present owners have attempted to sell these properties at a reasonable amount. Trying to package them up and sell them at 1 million dollars or three properties at time is not selling them at a reasonable amount as far as I'm concerned. Up to this point, I have been given absolutely no evidence that these properties have been put up for sale or marketed at any point as reasonable RA-1 properties in terms of cost, value, whatever.

I have been working with development issues in this city for almost 30 years, and I know when we are being played by a proponent or property owner, as I have seen it many times in the past. It is not our job to ensure that any property owner is guaranteed the maximum return on their property, whether through a zoning variance or through a development such as a PUD. However, in this case I believe that the owners of this property are trying to cash in at the expense of the city and the residents that surround these properties and the proposed development. In my opinion, and from the evidence presented, I believe these properties and the homes on them have been allowed to rot, so that at some point they could be packaged and sold at a premium to a developer to maximize their return on the sale of these properties. I believe that this is a scam, and that we are being played. I do not for a moment believe that these properties could not be sold and developed individually at the RA-1 level and I think they could be sold without difficulty. I have lived in this city for 40 years, and in my time as a resident, and a past realtor, and being on the ZBA and Council for almost 30 years, I have seen anything that is put up for sale, eventually sold in this City. Even during difficult market periods. I have always joked that could sell a cardboard box under a viaduct in this City, and I don't believe that is far from the truth. So, the underlying premise, that we must approve his PUD because these properties cannot be sold and developed as RA-1 homes, to be without any evidence or merit, and in fact the evidence is in opposite direction. The very basis of this project does not make sense or add up. The PUD approval is only a vehicle to send a lot of money to the property owner for years of bad behavior, which has done damage to the surrounding neighborhoods and to our City. Why in the world would we want to reward that behavior?

The people that bought their homes which surround these properties in the subdivisions north, east and south, did so in the belief that this area would remain RA-1. That is a very reasonably assumption, and it is one that underlies the stability of our neighborhoods and the value of the homes that people buy. If they cannot trust the zoning that has been in place for years which is consistent with their properties, then it damages the trust they have with the city and the process of how this city approaches development. In effect, it changes the rules in the middle of the game and pulls the rug out from under the residents. That is why we have received dozens and dozens of emails, letters, testimonies in person, from the people that live around this area. They don't want this development, as they correctly see that it is not consistent with the surrounding areas.

I have always said that bad development is worse than no development, as you cannot change bad development, and over time good development will come if we are patient. The RC equivalent development is too dense and will look completely out of place. It is basically a form of commercial development bleeding into residential. I have always fought to protect the residential character of our neighborhoods, because if not, then again you lose the trust of the people and you lower the property values of the homes in our neighborhoods. If we approve this development, it puts every other subdivision on notice that the zoning around them can be changed at any time on the whim of a

property owner if they have the patience to let their property rot, to extract a development that will maximize a return on their investment, at the cost of everyone else.

Remember these seven homes only have seven curb cuts, and the amount of traffic that would come in and out of these seven single family homes is absolutely minimal. However, the traffic that will flow in and out of this dense development will be constant, and disruptive to the surrounding areas, and will add significantly to the already heavy traffic that traverses this route on a daily basis. Go eastbound in the mornings or westbound in the late afternoons, and you can see the lineup of traffic. I have to go through there almost every day.

One of the things that we are supposed to consider in a PUD is a public benefit. I hear this all the time from my fellow council members and rightly so, because when they look at the PUD they are as concerned as I am about the public benefit which makes the PUD worthwhile. Someone please point out a public benefit that counters all of the negatives I have already outlined. I don't see it, and I don't see it going forward. While the new master plan does propose that this area is a "flex residential," this has not really been completely defined or flushed out, nor does it require that we put in a development at this density level.

I am asking my fellow council members to seriously consider everything that has led up where we are with this proposed development. I have nothing against the design of this development, I think there are so many places or areas in the city that this would look great, but this is not the area. I love the Mercedes Benz Financial Headquarters building on Drake and 12 Mile, but it would not look good in this neighborhood. This is bad development, this is a misuse of the PUD process, as far as I'm concerned this is almost like spot zoning in my opinion and not appropriate."

And for the following additional reasons:

4) The increased density and traffic to the area would adversely affect the public and this area. The density would create a much higher level of traffic coming in and out of the development and the traffic and road are already almost overloaded many times during the day.
5) Runoff from the development.
6) It could damage property values from around the area because of the fact we are changing zoning next to RA-1 areas, and it would make the properties less desirable in those areas.
7) The setback that is provided is not a sufficient benefit to meet the provisions of Section 34-3.20.

Roll Call Vote:

Yeas: ALDRED, BRIDGES, BRUCE AND KNOL
Nays: DWYER, BOLEWARE AND RICH
Absent: NONE
Abstentions: NONE

MOTION CARRIED 4-3.

Mayor Rich called a break and 10:00pm and reconvened the meeting at 10:09pm.

CONSIDERATION OF APPROVAL OF ENACTMENT OF ORDINANCE C-5-2025 TO AMEND THE

FARMINGTON HILLS CODE OF ORDINANCES, CHAPTER 34, "ZONING," ARTICLE 2.0, "DEFINITIONS," SECTION 34-2.2, "DEFINITIONS," TO ADD DEFINITIONS RELATING TO ARTISAN MANUFACTURING AND LIVE/WORK UNITS; ARTICLE 3.0, "ZONING DISTRICTS," SECTION 34-3.1-22, "OS-4 OFFICE RESEARCH DISTRICT," TO REVISE PERMITTED AND SPECIAL APPROVAL USES AND CERTAIN HEIGHT, AREA, AND BULK STANDARDS; ARTICLE 3.0, "ZONING DISTRICTS," SECTION 34-3.5.2, "NOTES TO SCHEDULE OF REGULATIONS," TO REVISE THE APPLICABLE CHART OF NOTES TO DELETE NOTE P AND RE-LETTER; ARTICLE 3.0, "ZONING DISTRICTS," SECTION 34-3.9, "OS-1, OS-2, OS-3 AND OS-4 DISTRICT REQUIRED CONDITIONS," TO AMEND THE CONDITIONS APPLICABLE TO THE DISTRICT; ARTICLE 4.0, "USE STANDARDS," TO ADD NEW SECTION 34-6.61, "PARKING STRUCTURES"; AND ARTICLE 5.0, "SITE STANDARDS," SECTION 34-5.2, "OFF-STREET PARKING REQUIREMENTS," TO REVISE AND/OR REARRANGE VARIOUS PARKING STANDARDS AND REQUIREMENTS; AND SUMMARY FOR PUBLICATION. CMR 8-25-107

Director of Planning and Community Development Kettler-Schmult explained that this is the second reading for the zoning text amendments. Modifications since the first reading included:

- Include additional uses that were requested by Council: vocational and tutoring centers, and indoor recreation with a maximum of 3,300 square feet in area.
- Removal of the bonus height provision that previously allowed an additional 20 feet of building height in the OS-4 district in exchange for a 15 percent public open space set-aside. This item will be revisited with a future text amendment with additional information and options for how this might be addressed.

Director Kettler-Schmult said that with those modifications, this was the second reading. If approved this evening the text amendments would go into effect in 21 days.

MOTION by Aldred, support by Boleware, that the City Council of Farmington Hills hereby approves the ENACTMENT of Ordinance C-5-2025 to amend the Farmington Hills Code of Ordinances, Chapter 34, "Zoning," Article 2.0, "Definitions," Section 34-2.2, "Definitions," to add definitions relating to artisan manufacturing and live/work units; Article 3.0, "Zoning Districts," Section 34-3.1-22, "OS-4 Office Research District," to revise permitted and special approval uses and certain height, area, and bulk standards; Article 3.0, "Zoning Districts," Section 34-3.5.2, "Notes To Schedule Of Regulations," to revise the applicable chart of notes to delete note p and re-letter; Article 3.0, "Zoning Districts," Section 34-3.9, "OS-1, OS-2, OS-3 And OS-4 District Required Conditions," to amend the conditions applicable to the district; Article 4.0, "Use Standards," to add new section 34-6.61, "Parking Structures"; and Article 5.0, "Site Standards," Section 34-5.2, "Off-Street Parking Requirements," to revise and/or rearrange various parking standards and requirements; and summary for publication.

MOTION CARRIED 7-0.

NEW BUSINESS

CONSIDERATION OF APPEAL OF A FREEDOM OF INFORMATION ACT REQUEST DATED MAY 15, 2025.

City Attorney Carlito Young provided information regarding the pending FOIA appeal filed by Mr. Charles Blackwell. This appeal was distinguished from a prior appeal as it centered on a different basis for disputing the fees associated with responding to FOIA requests. Attorney Young clarified that case law and precedent do not consider the city's overall budget or operating costs, but rather the actual costs of

producing the records, including staff time and administrative burden. He emphasized that Mr. Blackwell's assertion that the costs were unreasonable was a matter of opinion and not consistent with established precedent. Attorney Young recommended that Council affirm the $51 cost estimate for production of text messages between April 1 and May 15, 2025, as reasonable and consistent with statute.

Councilmember Boleware asked whether the FOIA review pertained to city-issued or personal phones. Attorney Young clarified that the content of the records, not the device, determines whether the records are subject to FOIA. As such, both city and personal phones would need to be searched, contributing to the costs involved. Because the request involved communications between the City Manager and Assistant City Manager, review must be conducted by high-level officials due to the sensitivity of employee information and potential attorney-client information. Consequently, the hourly rate applied reflects the Assistant City Manager's salary. This was cited as the rationale behind the $51 cost estimate being reasonable and consistent with FOIA provisions.

Mayor Rich noted that Mr. Blackwell was not in attendance this evening.

MOTION by Bruce, support by Knol, that the City Council of Farmington Hills hereby upholds the City's deposit request, fee for cost reimbursement set forth in its Itemized Fee Schedule, and denial of fee waiver request, relating to Mr. Blackwell's May 15, 2025, FOIA request for the following reasons:

1. The fee amount and deposit request comply with the City's publicly available procedures and guidelines and section 4 of the Freedom of Information Act;

2. FOIA Section 4 (1)(a) permits the City to seek the costs associated with preparing and responding to a FOIA Request;

3. FOIA Section 4 (3) permits the City to seek reimbursement for FOIA responses that would pose "unreasonably high costs" to the City.

4. FOIA Section 4 (2)(a) does not apply as the requestor has not provided the necessary documentation required for a cost reduction of $20.00;

5. The fee waiver request under FOIA Section 4(2) is permissive, no basis has been provided supporting approval of a waiver in this instance, and the decision on a fee waiver request is not listed under FOIA Section 10a as being subject to appeal or challenge; and

6. FOIA Section 1(a), (d) and (g) allows the City to redact information that would infringe upon an individual's privacy rights or disclosed privileged material. Finally, disclosure of the exempt material would not provide any beneficial information to the public should it be disclosed.

MOTION CARRIED 7-0.

CONSIDERATION OF APPROVAL OF AUTHORIZATION OF A PURCHASE AGREEMENT WITH DETROIT EDISON ELECTRIC COMPANY TO UPDATE AND INSTALL STREET LIGHTING AT THE 12 MILE ROAD AND ORCHARD LAKE ROAD INTERSECTION. CMR 8-25-108

Senior Engineer Mark Saksewski presented an overview of proposed lighting improvements at the intersection of 12 Mile and Orchard Lake Road. The project will enhance nighttime visibility for both motorists and pedestrians and elevate the area's visual character. The proposed lighting project will modernize and expand street lighting, with a net installation cost of $47,746 and anticipated completion by late fall 2025.

The project includes:

- One existing overhead Cobra-style streetlight will be replaced with a modern 206-watt LED fixture.
- One new overhead light of the same type will be installed.
- Seven new underground-fed 206-watt LED fixtures mounted on black decorative posts with banner arms will be added on the east side of Orchard Lake Road.
- Installation is scheduled for completion by late fall 2025, in coordination with the Road Commission for Oakland County's ongoing project at the intersection.
- DTE quoted an installation cost of $60,387, with a three-year revenue credit of $12,641. The city's net installation cost will be $47,746.
- Ongoing annual operating and maintenance costs are estimated at $4,213.

MOTION by Dwyer, support by Bridges, that the City Council of Farmington Hills hereby approves entering into a purchase agreement with DTE Electric Company for work order #75200945, to furnish, install, operate and maintain street lighting at the 12 Mile Road and Orchard Lake intersection.

MOTION CARRIED 7-0.

CONSIDERATION OF APPROVAL OF REQUEST FOR THE 13 MILE ROAD SANITARY SEWER PAYBACK EXTENSION. CMR 8-25-109

Senior Engineer Tammy Gushard, Department of Public Services, presented information regarding a request to extend the sanitary sewer payback installment plan for the 13 Mile Road Sanitary Sewer Payback District.

- On December 2, 2019, City Council adopted a resolution establishing the sanitary sewer payback district and allowed property owners the option to pay back costs over 10 years if they entered into an agreement within five years (by December 2, 2024).
- Recently, a property owner within the district requested to enter into the installment plan due to a failing septic system. However, the five-year period had expired, and the owner was informed that the full payment would be required at the time of connection. The owner expressed concerns about their financial hardship and inability to pay the full cost upfront, requesting reconsideration of the installment plan. After consultation with the City Attorney, it was confirmed that City Council has the authority under City Code Section 33-203 to modify the previously approved time period.
- Recognizing this situation, and the potential that other property owners in the district may wish to connect and utilize the installment plan, staff recommended amending the resolution to extend the payment plan option from five years to seven years. The proposed extension would allow property

owners until December 2, 2026, to opt into the installment plan. If approved, the city will notify all benefiting property owners in the district of the change.

MOTION by Knol, support by Aldred that the City Council of Farmington Hills hereby approves an amendment to Amended Resolution R-199-19 to change the "five (5) year" period to a period of "seven (7) years" for a property to exercise the option of entering into an agreement to pay its proportionate share of the improvement costs with installment payments over a period of years, and to further resolve that Amended Resolution R-199-19, except as specifically amended hereby, shall remain in full force and effect as written.

MOTION CARRIED 7-0.

CONSIDERATION OF APPROVAL OF THE INTERLOCAL AGREEMENT WITH OAKLAND COUNTY FOR HERITAGE PARK. CMR 8-25-110

Director of Special Services Schnackel presented the proposed interlocal agreement with Oakland County regarding the operation of Heritage Park. She explained that following the passage of an increased parks millage in the fall of 2024, city staff engaged in discussions with the county to formalize a long-term partnership. The proposed agreement is structured as a 30-year renewable contract, with a $4 million payment to the city from the county after a six-month planning and transition period concluding on March 31, 2026.

During the transition period, the county and city will jointly develop a comprehensive park action plan. This plan will include community engagement, existing conditions analysis, strategic planning, a capital improvements plan, and an operations and maintenance plan. The final plan will be submitted to City Council by March 31, 2026, for review, approval, and recommendations.

Director Schnackel emphasized that this partnership would provide substantial benefits to the community, including enhanced capital investments, upfront and ongoing financial support, and increased service levels for residents and visitors.

MOTION by Knol, support by Bruce, that the City Council of Farmington Hills hereby authorizes the City Manager and City Clerk to sign the Interlocal Agreement with Oakland County for Heritage Park and authorizes the City Manager and Director of Special Services to finalize the terms of the agreement in consultation with the City Attorney.

MOTION CARRIED 7-0.

CONSIDERATION OF APPROVAL OF APPOINTMENT OF VOTING DELEGATE AND ALTERNATE VOTING DELEGATE FOR THE MICHIGAN MUNICIPAL LEAGUE ANNUAL MEETING TO BE HELD ON SEPTEMBER 17, 2025.

MOTION by Bridges, support by Dwyer, that the City Council of Farmington Hills hereby designates Councilmember Boleware as the voting delegate for the Michigan Municipal League Annual Meeting to be held on September 17, 2025.

MOTION CARRIED 7-0.

CONSIDERATION OF APPROVAL OF APPOINTMENTS TO VARIOUS BOARDS AND COMMISSIONS.

MOTION by Boleware, support by Aldred, that the City Council of Farmington Hills hereby confirms the Mayor's recommendation to appoint the following individuals to various City Boards and Commissions:

Beautification Commission

	Length of Term:	**Term ending:**
September Twanetta Ingram	3 years	February 1, 2029

Innovation, Energy & Environmental Sustainability Committee

	Length of Term:	**Term ending:**
Matthew Strickfaden	3 years	February 1, 2029

CONSENT AGENDA

RECOMMENDED APPROVAL OF THE TENTATIVE AGREEMENT AND MEMORANDUM OF UNDERSTANDING WITH COMMAND OFFICERS ASSOCIATION OF MICHIGAN. CMR 8-25-111

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby authorizes the City Manager and the Assistant City Manager to sign the Tentative Agreement and Memorandum of Understanding with Command Officers Association of MI (COAM), ratified by the parties and outlined herein, being City Manager's Report CMR 8-25-111, dated August 11, 2025.

Roll Call Vote:

Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED APPROVAL OF THE 2025 HIGH INTENSITY DRUG TRAFFICKING AREA OAKLAND COUNTY SUBRECIPIENT AGREEMENT. CMR 8-25-112

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby authorizes the City Manager to execute the High Intensity Drug Trafficking Area (HIDTA) Oakland County Subrecipient Agreement and any associated documents or agreements.

Roll Call Vote:

Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED ADOPTION OF THE AMENDED PLANNING COMMISSION BYLAWS AND RULES OF

PROCEDURE. CMR 8-25-113

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby approves the amended Planning Commission Bylaws and Rules of Procedure.

Roll Call Vote:

Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED APPROVAL OF AN AGREEMENT WITH MICHIGAN DEPARTMENT OF TRANSPORTATION FOR COST PARTICIPATION FOR A JOINT STORM SEWER PROJECT ON GRAND RIVER AVE BETWEEN CORA AVE AND TUCK RD, MDOT CONTRACT #24-5382. CMR 8-25-114

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby approves entering into agreement No. 24-5382 with MDOT to address the cost sharing responsibilities for the Grand River Joint Sewer Project.

Roll Call Vote:

Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED APPROVAL OF AUTHORIZING THE ROAD COMMISSION FOR OAKLAND COUNTY TO COMPLETE PAVEMENT REPAIRS ON CITY MAINTAINED ROAD APPROACHES TO HAGGERTY ROAD, IN COORDINATION WITH THEIR UPCOMING HAGGERTY ROAD MAINTENANCE PROJECT. CMR 8-25-115

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby authorizes the Road Commission for Oakland County to perform pavement repairs at the approaches of Heatherbrook Drive, Geneva Drive, and Glenbrook Drive.

Roll Call Vote:

Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED ADOPTION OF TRAFFIC CONTROL ORDER TM-109-2025 – LEFT TURN RESTRICTION AT HILLSIDE ELEMENTARY SCHOOL. CMR 8-25-116

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby adopts Traffic Control Order TM-109-2025 to prohibit left turns—except for school buses—from westbound 11 Mile Road into the Hillside Elementary School driveway during the following time

periods on school days only:

- From 30 minutes before the start of classes to 30 minutes after the start
- From 30 minutes before dismissal to 30 minutes after dismissal

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

ACKNOWLEDGEMENT OF FOURTH QUARTER FINANCIAL SUMMARY REPORT AND QUARTERLY INVESTMENT REPORT.

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby acknowledges the fourth quarter financial summary and quarterly investment reports.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED APPROVAL OF A SPECIAL EVENT PERMIT FOR ISKCON LORD KRISHNA BIRTH FESTIVAL TO BE HELD AUGUST 15 THROUGH AUGUST 17, 2025.

MOTION by Aldred, support by Bruce, that that the City Council of Farmington Hills hereby approves a Special Event Permit for ISKCON Farmington Hills to hold the Lord Krishna Birth Festival Friday, August 15, 2025, through Sunday, August 17, 2025, from 9:00am to 10:00pm at ISKCON Farmington Hills located at 36600 Grand River Avenue, subject to the following terms and conditions:

- There will be twenty-four (24) 10x10 tents onsite used for seating and for vendors selling merchandise
- There will be a stage setup for live music and applicant was advised about loud music local ordinance
- The applicant is expecting 1000 people each day, which will be open to the public
- Both entrances will be open for emergency vehicles in case the need arises
- The applicant has not asked for assistance from the police department
- No parking within 20' of any tent. Further, the west drive shall remain clear from Grand River to Lochdale for emergency vehicles
- Egress from the facility shall not be restricted
- Fire lane shall not be blocked or restricted
  - Temporary "NO PARKING FIRE LANE" signs shall be put up along Lochdale and Independence Office Drive from 8/15/25 – 8/17/25

- Cooking/open flame devices shall not be used under tents
- Any electrical equipment is approved by the City Electrical Inspector
- Proponent must contact Fire Prevention prior to beginning event to schedule a site inspection
- Event shall comply with the minimum Fire Prevention Code requirements
- Required electrical permit for Fairs/and Festival safety inspection
- ISKCON Farmington Hills has received permission from Middela LLC to use their two parking lots for visitors

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED APPROVAL OF RESCHEDULING THE REGULAR CITY COUNCIL MEETING OF SEPTEMBER 29, 2025 TO SEPTEMBER 22, 2025.

MOTION by Aldred, support by Bruce, that the City Council of Farmington Hills hereby reschedules the regular City Council meeting of September 29, 2025 to September 22, 2025 with the Study Session beginning at 3:00pm and the Regular Session beginning at 5:00pm.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

RECOMMENDED APPROVAL OF CITY COUNCIL STUDY SESSION MINUTES OF JULY 14, 2025.

MOTION by Knol support by Aldred, that the City Council of Farmington Hills hereby approves the City Council study session minutes of July 14, 2025.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: BRIDGES

MOTION CARRIED 6-0-0-1.

RECOMMENDED APPROVAL OF CITY COUNCIL REGULAR SESSION MINUTES OF JULY 14, 2025.

MOTION by Knol support by Aldred, that the City Council of Farmington Hills hereby approves the

regular session minutes of July 14, 2025.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 6-0-0-1.

RECOMMENDED APPROVAL OF CITY COUNCIL SPECIAL JOINT STUDY SESSION MINUTES OF JULY 21, 2025.

MOTION by Aldred support by Bruce, that the City Council of Farmington Hills hereby approves the special joint study session minutes July 21, 2025.

Roll Call Vote:
Yeas: ALDRED, BOLEWARE, BRIDGES, BRUCE, DWYER, KNOL, AND RICH
Nays: NONE
Absent: NONE
Abstentions: NONE

MOTION CARRIED 7-0.

ADDITIONS TO AGENDA

There were no additions to the agenda.

PUBLIC COMMENTS

Sharia Davis, Wicklow Court, raised concerns regarding utility vendors working in her neighborhood. She explained that following a large water main project last year, her lawn was only recently restored, and it is now being disturbed again by contractors installing fiber optic lines. Contractors often enter her property without identifying themselves, without providing notice or a clear timeline of work, and with little regard for the noise and disruption caused. Her primary concern is safety and communication. She requested that contractors be required to clearly identify themselves and notify residents before beginning work. She noted that older residents in her area are particularly affected and stressed the importance of ensuring all residents know who is on their property, the purpose of the work, and the expected duration.

Mayor Rich asked Assistant City Manager Mondora to speak with Ms. Davis regarding this matter.

William Stieber, Dundalk, raised concerns about subdivision road repairs, noting that residents were previously promised upgrades following extensive water and sewer work. Also, following up from his comments last month, Mr. Steiber continued to object to the city's minimum water usage charge of 16 units per household, urging that billing be based on actual usage. Mr. Stieber suggested restructuring the billing system to include separate categories for capital costs while ensuring revenue stability and questioned why the city relies on the Water Resources Commission instead of handling billing internally. He highlighted the case of a senior resident billed for nearly triple her actual usage under the current

system, stressing that seniors on fixed incomes should not be penalized. He called for immediate changes instead of waiting for next June to make changes.

Pea Gee, city taxpayer, thanked Councilmembers Bruce and Aldred for attending the police event, *The Dangers of Synthetic Drugs Community Forum,* held in Southfield on July 23rd. She thanked everyone who made this deeply meaningful event possible.

CITY ATTORNEY REPORT

Written report submitted to Council.

ADJOURNMENT

The regular session of City Council meeting adjourned at 10:45PM.

Respectfully submitted,

Carly Lindahl, City Clerk

MINUTES
CITY OF FARMINGTON HILLS
FARMINGTON HILLS CITY COUNCIL
SPECIAL MEETING - WORKSHOP
THE HAWK – MEDIA CENTER
29995 TWELVE MILE ROAD
AUGUST 13, 2025 – 10:00AM

The special meeting - workshop of the Farmington Hills City Council was called to order by Mayor Rich at 10:15am.

Councilmembers Present:	Aldred, Boleware, Bridges, Bruce, Knol (11:03am) and Rich
Councilmembers Absent:	Dwyer
Others Present:	City Manager Mekjian, Assistant City Manager Mondora, City Clerk Lindahl, Directors Aranowski, Brown, Kettler-Schmult, Rushlow, Schnackel, Skrobola Sullen-Winn, Fire Chief Unruh and Police Chief Piggot

STRATEGIC PLANNING WORKSHOP WITH RAFTELIS FINANCIAL CONSULTANTS, INC.

Representatives from Raftelis provided an overview of strategic plan, the project timeline and provided the objectives for the workshop which included: share project update and engagement themes, present organizational mission and values, and review and provide guidance on the draft framework developed by City leadership.

The Strategic Planning Workshop Resource Guide provided to council is attached for the record.

ADJOURNMENT

The special meeting - workshop was adjourned at 1:53pm.

Respectfully submitted,

Carly Lindahl, City Clerk

CITY OF
Farmington Hills

Strategic Planning Workshop
Resource Guide

AUGUST 2025

RAFTELIS

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Agenda

Wednesday, August 13, 2025
10:00 a.m. – 2:00 p.m.

The Hawk, Media Conference Center
29995 W. 12 Mile Road
Farmington Hills, MI 48334

Objectives:

- Share project update and engagement themes
- Present organizational mission and values
- Review and provide guidance on the draft framework developed by City leadership

Introductions

- Welcome and introductions
- Agenda review

Strategic Plan Overview

Raftelis will review the key elements of a strategic plan and project timeline.

Engagement Themes

Raftelis will provide a high-level summary of themes from stakeholder engagement. These themes helped guide the draft strategic plan framework developed by the leadership team in mid-July. Details can be found in the Resource Guide.

Strategic Plan Framework

Raftelis will share the organizational mission and values developed by the leadership team and informed by the employee survey. We will then facilitate discussion and small group exercises to review the following framework elements:

- **Vision** - aspirational, intended to reflect what you hope the City will be known for.
- **Goal Areas** - the "big buckets of things that must go well" in order for the City to achieve its Vision. They include a directional statement about what success looks like for that goal, which is referred to as the success statement. This helps guide the development of an implementation plan.

Wrap-up / Adjourn

As the session comes to a close, we'll reflect on our time together and discuss the next steps for the project.

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Strategic Plan Overview

A strategic plan answers three basic questions:

1. What do we know to be true today?
2. What do we hope will be true in the future?
3. What must go well in order to make it so?

A strategic plan creates a roadmap for an organization to achieve long-term success and guides resource allocation and decision-making to move the City toward its vision. A strategic plan also creates a shared understanding of the operating environment and what is most important for the City and community moving forward.

Often, the strategic plan covers a three-to-five-year horizon. This is a longer time horizon than an annual budget or department work plan, but less than long-term planning documents like the City's recently completed Master Plan. In this way, the strategic plan can guide short-term resource allocation and decision-making while also reflecting actions that achieve objectives outlined in long-term plans.

Our goal for the workshop is for Council to review and advise on the draft strategic plan framework, paying particular attention to the vision and goal areas that will help share the priorities and focus for staff. The Strategic Plan framework contains the following elements:

Framework Element	Definition
Vision	Aspirational, intended to reflect what you hope the City will be known for in the future
Mission	The role and purpose of the organization, frequently expressed in statements about "who we are, what we do, and why we do it"
Values	Values guide behavior, whether stated or unstated, and are exhibited when employees are "at their best"
Goals	The "big buckets of things that must go well" in order for the City to achieve its Vision

Engagement Themes

The initial project work focused heavily on stakeholder engagement. Stakeholder engagement is a critical component of any plan—in order to both understand others' perspectives *and* to help gain their buy-in. The engagement process included the following:

- Interviews with the Mayor and each member of the Council
- Interviews with City leadership – 14
- Employee Survey – 130 total responses
- Community Partner Focus Groups – three sessions with approximately 35 participants
- Public Drop-in Session – approximately 25 attendees

The following themes emerged across stakeholder groups. Bold items represent an overlap among groups.

Summary of Engagement Themes by Stakeholder Group and Topic

	Council	Department Heads / Staff	Community Sessions
Strengths	• **Safety** • **Diversity** • **Institutional knowledge/ tenure** • **Parks and open spaces** • **Recreational programs and services**	• **Safety** • **Diversity** • **Institutional knowledge/ tenure** • Well-run, strong **financial position** • Embracing technology • Teamwork and commitment	• **Safety** • **Diversity** • **Recreational and cultural services** • **Parks and open spaces** • **Financial position** • Location • High-quality services • Strong partnerships • History

Opportunities	• **Redevelopment**
	• **Economic development**, focusing on certain corridors
	• **Senior services**
	• Recreation, arts, quality of life
	• Becoming a destination
		• **Redevelopment**
		  o More flexible zoning
		  o Housing
		• **Economic development**, focusing on certain corridors
		• Embracing increasing diversity
		• Innovative use of technology
			• **Redevelopment**
			• Stronger sense of identity
			• Placemaking
			• Community gathering spaces
			• Transportation and mobility
			• Attracting young families
			• Environmental sustainability

Challenges	• **Meeting senior needs**
	  o Costick Center
	• Financial challenges for the Hawk
	• Housing
	• Deer
		• **Meeting senior needs**
		  o Costick Center
		• Succession planning
		• Attracting and retaining talent
		• Maintaining financial health
		• Communication and collaboration
			• **Aging population**
			• Bold vision
			• Walkable destinations
			• School enrollment
			• Road safety

Results	• Fiscal sustainability, tax base • Maintain quality of life	• Seen as a destination • Positive feedback from the community	• Population growth • Vibrant businesses • Things to do • Sense of security

Strategic Plan Framework

Organizational Mission

An organizational mission statement is a concise articulation of why an organization exists; it states its purpose and identity. An organizational mission also helps clarify the value the organization provides to stakeholders. It essentially answers three questions: 1) Who are we? 2) What do we do? and 3) Why do we do it? Survey participants were asked to answer these three questions. Key themes for each question are shown in the table below.

Who are we?	What do we do?	Why do we do it?
• Dedicated • Hardworking • Service- and community-focused • Caring • Professional • Team	• Serve the community • Ensure a safe place to live • Deliver essential *and* value-added services • Create a high quality of life • First in service	• Pride in our community • Commitment • Passion • Giving back • It's the right thing

During the July 17 workshop, the Department Directors developed the following draft organizational mission statement:

> ***Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills***

Notes

Organizational Values

Organizational values reinforce the organization's sense of purpose, tell stakeholders what to expect when interacting with the organization, and help build culture. They also help articulate *how* the organization will work to achieve its vision.

Employees were shown groups of similar values and asked to select five groupings from a list of 18. From that list, they were given a set of multiple-choice questions to define which value in each grouping was most relevant and impactful for the City of Farmington Hills. Finally, they were given the opportunity to list any other values missing from the list that are important for the City. The following table shows the value groups from most to least selected. Bolded values in each grouping indicate the value that most selectors chose as most relevant and impactful (note *Teamwork* and *Collaboration* were a near-tie).

Value Grouping	% of Responses	# of Responses
Teamwork (includes: **Collaboration** / Cooperation / Unity)	65%	53
Customer Service (includes: Accessibility / Helpfulness / Responsiveness)	50%	42
Responsibility (includes: Accountability / Stewardship)	48%	39
Compassion (includes: **Caring** / Empathy)	46%	38
Excellence (includes: Competence / **Professionalism**)	33%	27
Safety	30%	25
Integrity (includes: Honesty / Trustworthiness)	30%	25
Commitment (includes: **Dedication** / Ownership)	27%	22
Innovation (includes: **Continuous Improvement** / Creativity)	26%	21
Respect	24%	20
Efficiency	20%	16
Resilience (includes: Adaptability / Flexibility)	20%	16
Quality (includes: Effectiveness)	18%	15
Belonging (includes: **Welcoming**)	17%	14
Preparedness (includes: Forward-thinking / Proactivity)	16%	13
Engagement (includes: Openness / Transparency)	11%	9
Fairness (includes: Consistent)	7%	6
Sustainability	6%	5

During the July 17 workshop, Department Directors discussed the survey results and what core values look like in practice. They then proposed the following organizational values:

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, being trustworthy and accountable for our actions, and being great stewards of public resources.
- **Collaboration:** Effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Service:** Being empathetic, responsive, and proactive in delivering solutions and support to meet needs and ensure the satisfaction of our community.
- **Innovation:** Forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

Vision

The City's vision is aspirational, intended to reflect what you hope the City will be known for.

Peer Examples

Below are a few sample vision statements from neighboring localities:

Locality	Vision Statement
Bloomfield Township	Bloomfield Township is a safe, inviting, and vibrant community where residents' quality of life is enhanced with outdoor recreation opportunities, well-maintained infrastructure and natural spaces, leading-edge technology, and an exemplary Township government.
Plymouth	To be the leader in small-town local government with excellent services, unique partnerships, and with team members who believe in and live a customer service model for both internal and external customers.
Royal Oak	To be a dynamic balance of progressive vision and traditional values, offering an inviting, premier, and diverse community for all.

**Troy, Livonia, Southfield, and Novi do not currently have vision statements.*

Draft Vision Statement from Leadership Workshop

Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and where government leads with excellence and care.

Notes

Goal Areas

Goals are the "big buckets of things that must go well" in order for the City to achieve its Vision. They include a directional statement about what success looks like for that goal, which is referred to as the success statement. This helps guide the development of an implementation plan.

Based on the themes that emerged from stakeholder engagement and on discussions during the July 17 workshop, the following draft goal areas have been developed.

Draft Goal Area	Includes
Uphold Community Safety and Well-being *Ensuring a safe, welcoming community where people can live, work, and gather through development of a modern workforce and reliable infrastructure.*	• Public safety • Infrastructure
Champion Strategic Redevelopment *Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.*	• Economic development • Strategic corridors (i.e. Grand River, 12 Mile Road, Orchard Lake Road) • Housing • Neighboring communities
Cultivate Placemaking and Community Hubs *Creating vibrant and distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.*	• Strong partnerships with schools, libraries, etc. • Community centers and gathering spaces • Multi-modal transportation options • Cultural amenities and recreation programs • Parks and open spaces
Foster a Welcoming and Intergenerational Community *Promoting active engagement and meaningful intergenerational connections that strengthen community life, where people of all life stages feel valued and supported.*	• Culture and diversity • Attracting young families • Senior programs and services • Partnership with schools
Achieve Organizational Excellence with an Empowered Workforce *Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.*	• Technology • Financial sustainability • Workforce: talent management, succession planning • Employee development • Customer service

APPENDICES

A: Draft Strategic Plan Framework
B: Environmental Scan – Data and Trends
C: Demographic Information from Public Drop-in Session

Appendix A:
DRAFT Strategic Plan Framework

Vision

Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and where government leads with excellence and care.

Organizational Mission

Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills.

Organizational Values

- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
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- **Customer Service:** Being empathetic, responsive, and proactive in delivering solutions and support to meet needs and ensure the satisfaction of our community.
- **Innovation:** Forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

Goal Areas

Goal 1- Uphold Community Safety and Well-being: Ensuring a safe, welcoming community where people can live, work, and gather through development of a modern workforce and reliable infrastructure.

Goal 2- Champion Strategic Redevelopment: Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.

Goal 3- Cultivate Placemaking and Community Hubs: Creating vibrant and distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.

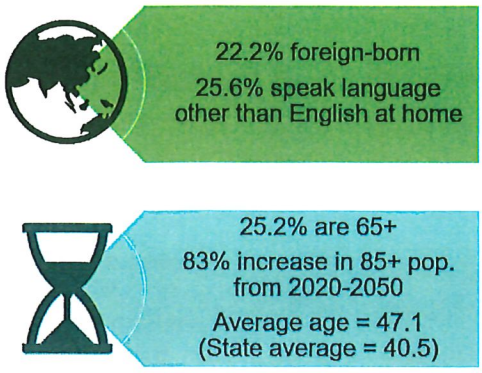
Goal 4- Foster a Welcoming and Intergenerational Community: Promoting active engagement and meaningful intergenerational connections that strengthen community life, where people of all life stages feel valued and supported.

Goal 5- Achieve Organizational Excellence with an Empowered Workforce: Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.

Appendix B: Environmental Scan

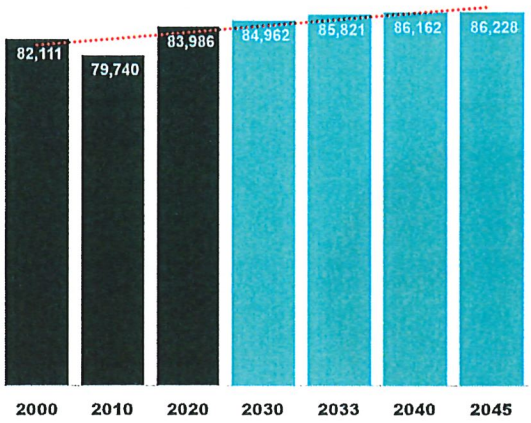
Demographic and economic trends for Farmington Hills

- Farmington Hills' population is more **diverse** and **older** than in years past:



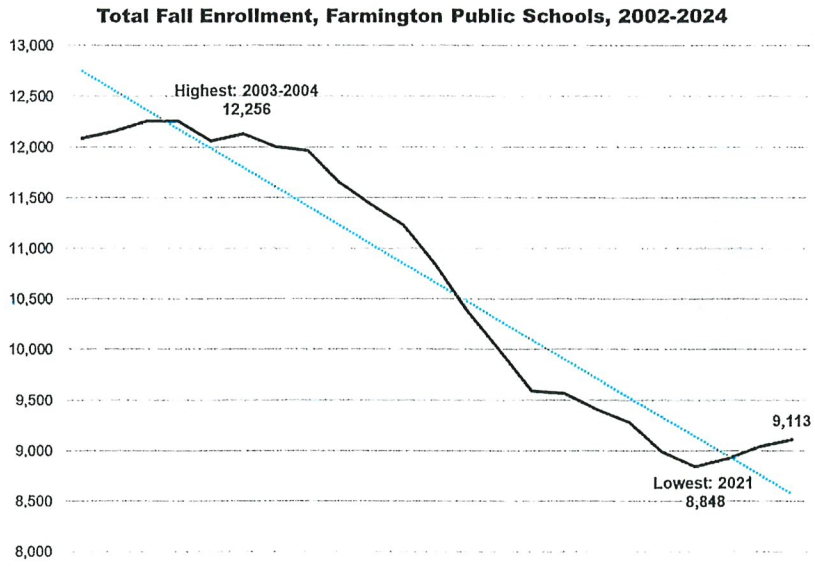
Source: U.S. Census Bureau and SEMCOG

- The population is expected to increase only very modestly:



Source: SEMCOG

- School enrollment has started to increase again:



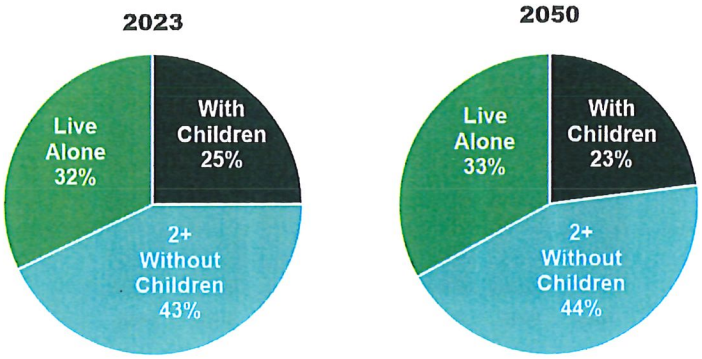
Source: Farmington Public Schools

- Anticipated high-growth sectors 2019-2050:
  - Healthcare services
  - Transportation, warehousing, and utilities
  - Professional and technical services and corporate headquarters

- Housing prices are changing:
  - 2015-2025 owner-occupied home values rose 42% (slower than statewide 58%)
  - 2015-2025 rent rose 47% (faster than statewide 35%)

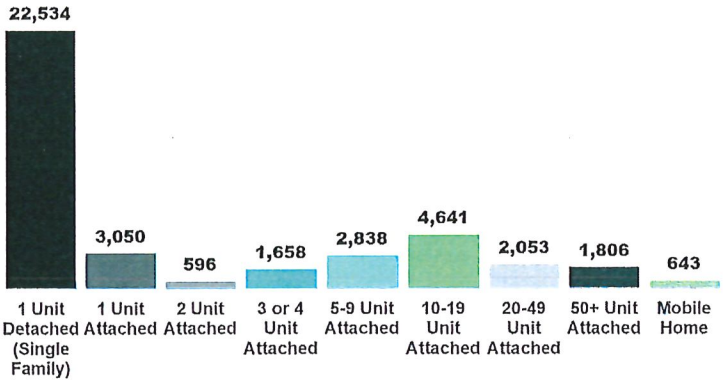
- Household composition is changing:

Age Group	Forecasted Change 2020-2050
Under 5	9.1%
5-17	-10.5%
18-24	2.6%
25-64	-2.9%
64-84	16.3%
85+	82.6%



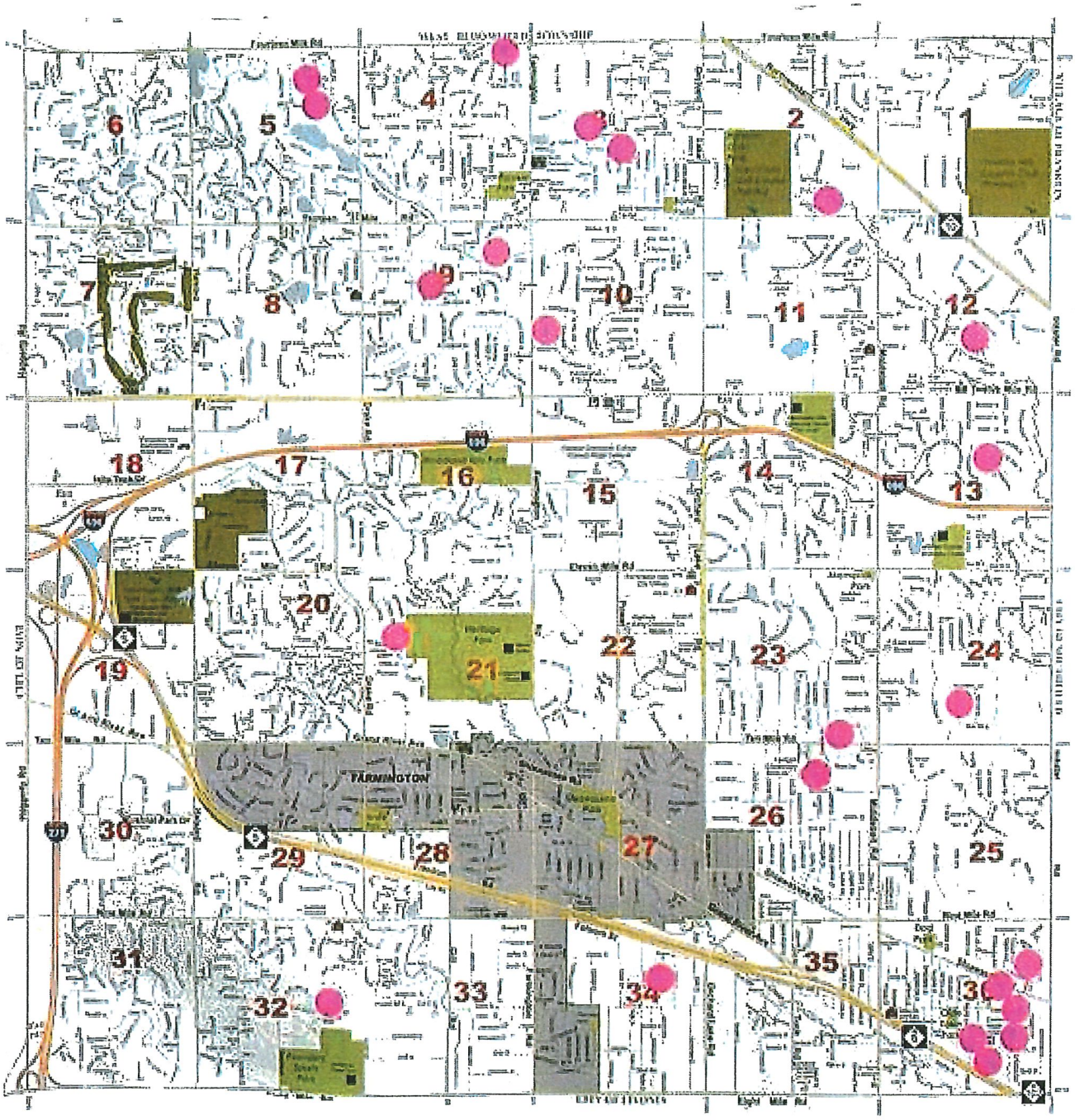
Source: U.S. Census Bureau

- Farmington Hills' housing stock is 57% single-family detached:

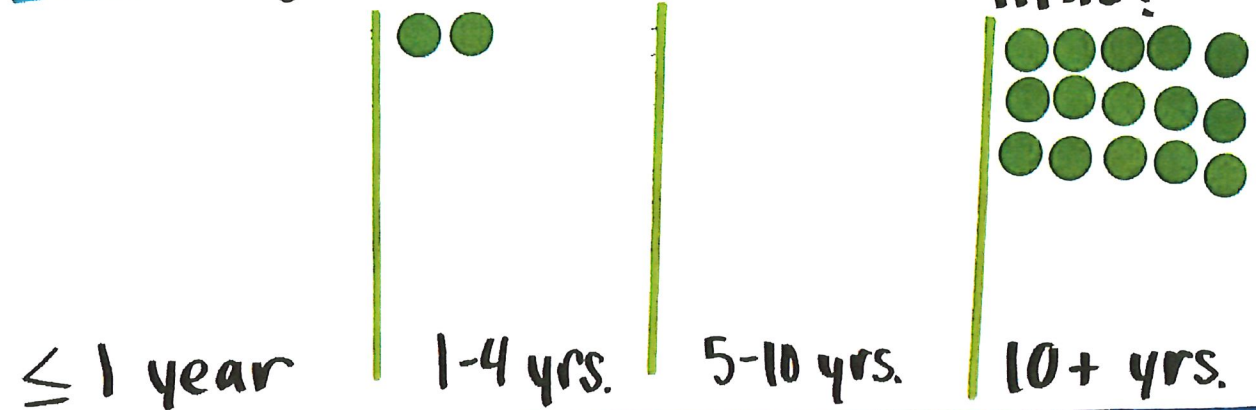


Source: ACS table B25024

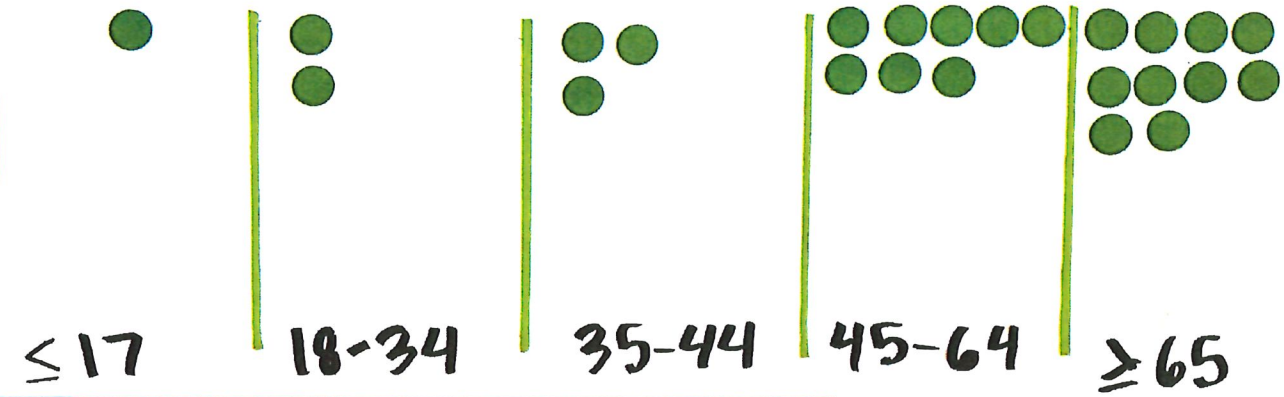
Appendix C: Demographic Information from Public Drop-in Session



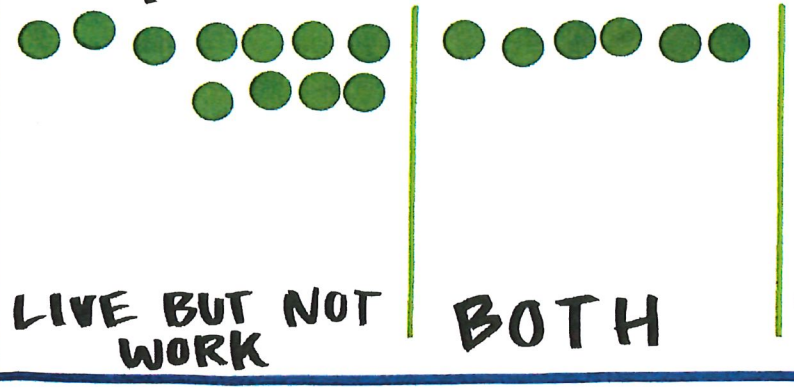
How long have you lived in Farmington Hills?



What is your age?



Do you live and/or work in Farmington Hills?



City of Farmington Hills

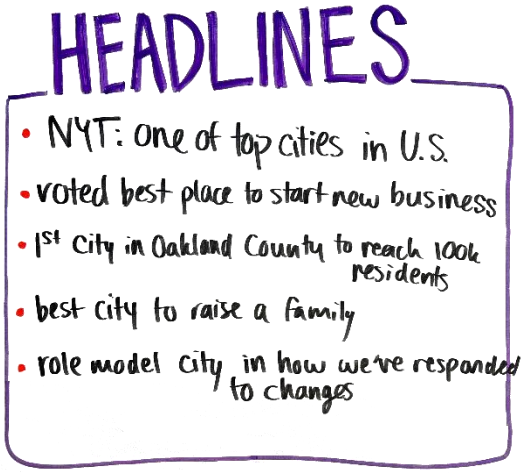
Council Strategic Planning Workshop Summary

August 2025

RAFTELIS

Welcome and Introductions

After Mayor Theresa Rich opened the meeting, City Manager Gary Mekjian highlighted the importance of strategic planning to ensure the entire organization is moving in the same direction. He then introduced the facilitation team, who reviewed the agenda. During introductions, each Councilmember was asked to share a headline they would like to read about Farmington Hills in 10 years, captured to the right.



Strategic Plan Overview

Next, the facilitator provided an overview of strategic planning and the project timeline. Strategic plans, at their core, answer three questions:

- Where are we today?
- Where do we want to go?
- How do we get there?

The facilitator noted that local government involves many plans, including the City's recently adopted Master Plan. Each plan has its own purpose and time horizon, with strategic plans typically covering a three to five-year period. The image below illustrates how different types of plans nest together. No single plan supersedes another; they should all align.

Engagement Themes

Prior to the retreat, the facilitation team conducted 1:1 interviews with Councilmembers, interviews with department heads, an employee survey, and four community focus groups. They also gathered additional quantitative and qualitative data regarding recent trends shaping Farmington Hills, including demographic change. This information was summarized in a Resource Guide provided to participants during the workshop.

Organizational Mission and Values

Organizational Mission

Organizational missions articulate the role and purpose of an organization, frequently expressed in statements about "who we are, what we do, and why we do it." An employee survey allowed staff to share feedback on these three prompts to help develop the City's mission statement. During the July 17 workshop with Department Heads, staff worked to develop a draft mission statement: *Partnering with our community to deliver best-in-class services that sustain a high quality of life in Farmington Hills.* Councilmembers suggested flipping the sentence structure. The updated organizational mission statement is shown below:

To deliver best-in-class services that sustain a high quality of life in Farmington Hills by partnering with our community.

Organizational Values

Organizational values reinforce an organization's sense of purpose, create alignment, build culture, and tell people what to expect when working for/with the organization. The employee survey offered staff the opportunity to select from a list of values which they believed to be most relevant and impactful for the City of Farmington Hills. During the July 17 workshop, the Department Directors refined the following list of values. The Council's only suggestion was changing "Customer Service" to "Customer Focused," which is captured below:

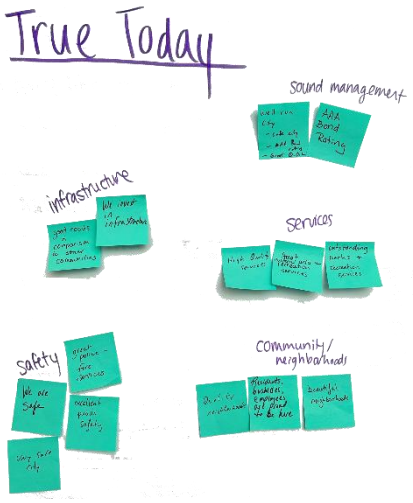
- **Excellence:** Striving for the highest quality results, exceeding expectations, and continuously improving to be "best in class" in all that we do.
- **Integrity:** Acting with honesty, transparency, and accountability in all of our actions and ensuring the responsible stewardship of public resources.
- **Collaboration:** Demonstrating effective teamwork driven by open sharing of ideas, active listening, mutual respect, and clear communication to achieve shared goals.
- **Customer Focused:** Being empathetic, responsive, and proactive in delivering solutions and support to meet the needs and ensure the satisfaction of our internal and external customers.
- **Innovation:** Driving forward-thinking and creative work that embraces trying new ideas and leveraging technology to deliver high-quality services.

True Today, True in 10 Years

Next, participants were challenged to describe three things that were *currently* true about Farmington Hills that they hope will still be true in the future, as well as three things that are *not* currently true about Farmington Hills that they hope will be true in 10 years. The facilitator "bucketed" these ideas as shown below. After lunch, the group compared themes from the Council to those that arose during the Department Head workshop and saw significant alignment.

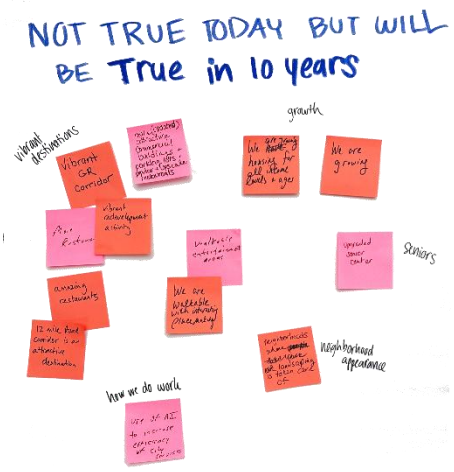
True Today

- **Sound Management**
  - AAA bond rating
  - Well-run City: safe City, AAA bond rating, good quality of life
- **Infrastructure**
  - We invest in infrastructure
  - Good roads in comparison to other communities
- **Services**
  - High-quality services
  - Great cultural arts + recreation services
  - Outstanding parks + recreation services
- **Safety**
  - Great police + fire services
  - We are safe
  - Excellent public safety
  - Very safe City
- **Community/Neighborhoods**
  - Quality neighborhoods
  - Residents, businesses, and employees are proud to be here
  - Beautiful neighborhoods



True in 10 Years

- **Vibrant Destinations**
  - Vibrant redevelopment activity
  - Vibrant Grand River Corridor
  - More (updated) attractive commercial buildings, parking lots, and popular and upscale restaurants
  - Amazing restaurants
  - More restaurants
  - 12 Mile Road Corridor is an attractive destination
- **Walkable Destinations** *(related to above)*
  - Walkable entertainment areas
  - We are walkable with interesting placemaking
- **Growth**
  - We are growing
  - We are growing housing for all income levels and ages



- **Seniors**
  - Upgraded senior center
- **Neighborhood Appearance**
  - Neighborhoods where landscaping is taken care of
- **How We Do Work**
  - Use of AI to increase efficiency of City services

Vision Statement

Vision statements are aspirational and intended to reflect what you hope the City will be known for in the future. The vision is typically set by the governing body, often informed by input from staff and other stakeholders. During the July 17 workshop, the following draft vision statement was created: *Farmington Hills is a destination community with a welcoming spirit that is future-focused, safe, and supported by a government that leads with excellence and care.*

During the workshop, the Council provided comments on the proposed draft, shown to the right. The updated vision statement is shown below:

As a safe and vibrant regional hub, Farmington Hills offers rich culture, economic opportunity, and welcoming public spaces to gather and enjoy life.

Strategic Plan Goal Areas

Next, the Councilmembers reviewed proposed strategic plan goal areas developed during the July 17 workshop, shown in Appendix B. They reached consensus with the five overall goals, though they suggested reworking the success statement for *Uphold Safety and Well-being* and had some slight modifications to the other goal areas and statements. The updated Goal Areas are shown below:

Uphold Community Safety and Well-being: Ensuring every resident and visitor feels safe, supported, and empowered to thrive physically, mentally, and socially.

Champion Strategic Redevelopment: Enhancing quality of life with vibrant, forward-looking amenities and diverse opportunities, stemming from the strategic implementation of the City's Master Plan and Market Study recommendations.

Cultivate Placemaking and Community Hubs: Creating distinctive destinations that serve as gathering places enjoyed by residents and visitors alike through walkable, accessible design, and beautiful greenspaces.

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Achieve Organizational Excellence: Delivering exceptional service through a high-performing, future-ready workforce, supported by strong leadership, sound financial management, smart technology, and a culture of continuous learning and innovation.

Next Steps

During the workshop, one item was placed on the "bike rack" to return to at a later time: ensuring that the City maintains a focus on residents first.

Following City approval of the updated strategic plan framework (see Appendix A), Raftelis will develop a strategic plan deliverable for adoption later this fall. Additionally, Raftelis will provide initial implementation support for staff in late August.

Appendix A: Updated Strategic Plan Framework

Vision

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Appendix B: DRAFT Strategic Plan Framework from July Workshop

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