



ONE WORLD.
ONE CITY.
ONE NOVI.

ANNUAL BUDGET
AND FINANCIAL PLAN

2016-2017

CITY OF NOVI, MICHIGAN



CITY COUNCIL



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Mayor



Dave Staudt
Mayor Pro Tem



Andrew Mutch
Council Member



Wayne Wrobel
Council Member



Laura Marie Casey
Council Member



Gwen Markham
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Pete Auger
City Manager



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
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PRESENTED TO

**City of Novi
Michigan**

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Governmental Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Novi, Michigan for its annual budget for the fiscal year beginning July 1, 2015.

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

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

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Introduction

ICMA Code of Ethics

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.
5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.
12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

Adopted by the ICMA Executive Board in 1924, and most recently revised by the membership in April 2015.

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Introduction

Declaration of Ideals

The International City/County Management Association (ICMA) was founded with a commitment to the preservation of the values and integrity of representative local government and local democracy and a dedication to the promotion of efficient and effective management of public services. To fulfill the spirit of this commitment, ICMA works to maintain and enhance public trust and confidence in local government, to achieve equity and social justice, to affirm human dignity, and to improve the quality of life for the individual and the community. Members of ICMA dedicate themselves to the faithful stewardship of the public trust and embrace the following ideals of management excellence, seeking to:

1. Provide an environment that ensures the continued existence and effectiveness of representative local government and promotes the understanding that democracy confers privileges and responsibilities on each citizen.
2. Recognize the right of citizens to influence decisions that affect their well-being; advocate a forum for meaningful citizen participation and expression of the political process; and facilitate the clarification of community values and goals.
3. Respect the special character and individuality of each community while recognizing the interdependence of communities and promoting coordination and cooperation.
4. Seek balance in the policy formation process through the integration of the social, cultural, and physical characteristics of the community.
5. Promote a balance between the needs to use and to preserve human, economic, and natural resources.
6. Advocate equitable regulation and service delivery, recognizing that needs and expectations for public services may vary throughout the community.
7. Develop a responsive, dynamic local government organization that continuously assesses its purpose and seeks the most effective techniques and technologies for serving the community.
8. Affirm the intrinsic value of public service and create an environment that inspires excellence in management and fosters the professional and personal development of all employees.
9. Seek a balanced life through ongoing professional, intellectual, and emotional growth.
10. Demonstrate commitment to professional ethics and ideals and support colleagues in the maintenance of these standards.
11. Take actions to create diverse opportunities in housing, employment, and cultural activity in every community for all people.

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Introduction



City of Novi Leadership Philosophy: Our Guide to Manage, Recruit/Select, and Follow

We, the City of Novi management team, believe **employees are committed** to providing quality services and take pride in contributing to the community. Our team members are motivated by fair and positive recognition and possess a sense of value to deliver quality customer service.

We believe in and **strive to provide professional growth and development opportunities** for all people, so they may remain technically proficient and learn the most current, effective means of performing their work. We believe continuing education is critical and helps our staff to anticipate the future and be prepared.

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

We believe the **opportunity to lead**, both formally and informally, is available to all who desire it throughout the organization.

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

We proudly **provide essential community services through planning, goal setting, engagement and prioritization** that are supported by City Council and delivered transparently.

We **encourage and expect employees to dedicate and commit time to long-range thinking and planning** apart from daily required tasks. Our whole staff team explores and thinks through options to do things differently, to do things better.

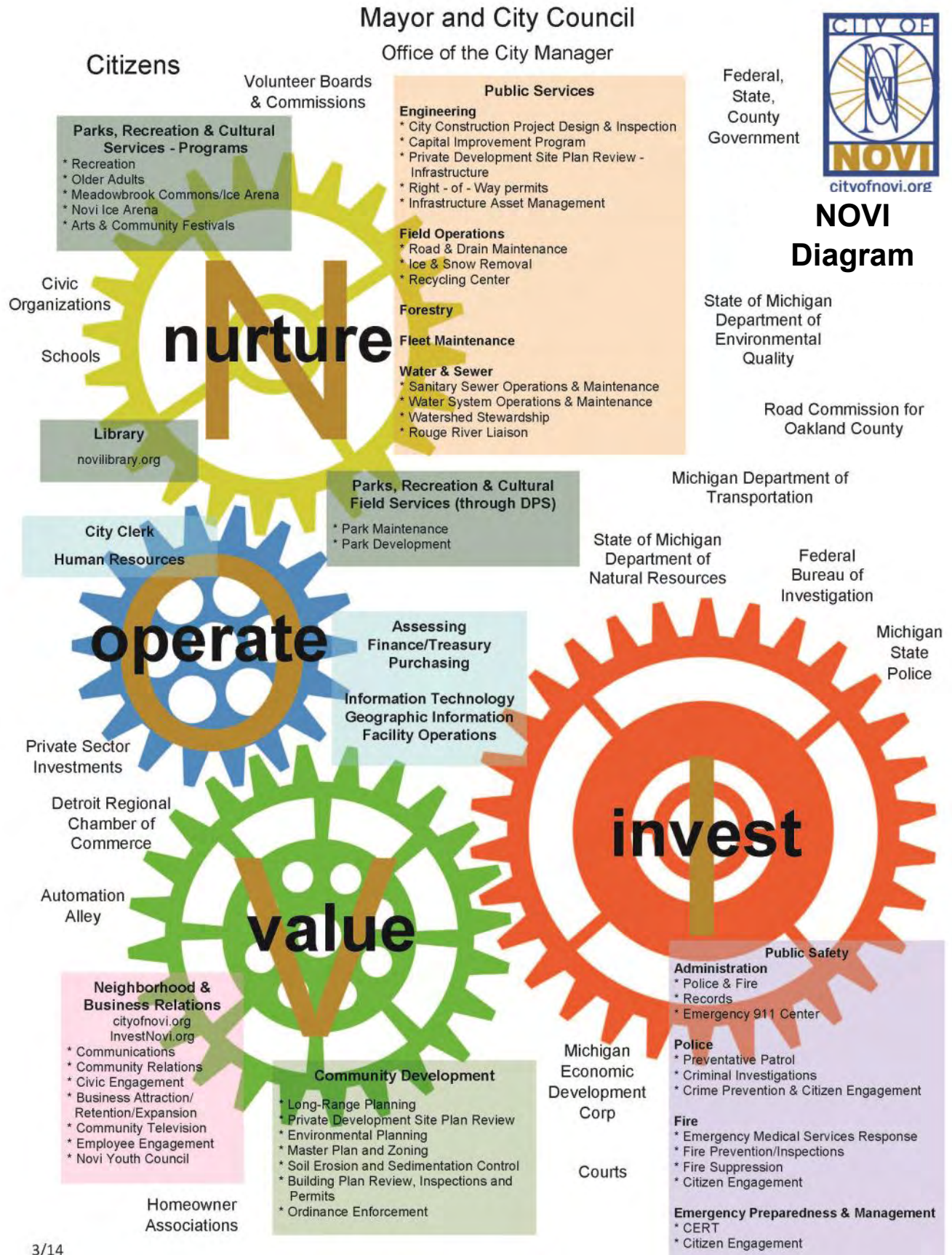
We pride ourselves on **communicating openly and honestly through a variety of methods** and encourage internal and external feedback which is accurate and timely to most effectively inform all organization members.

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

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Introduction



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Introduction



Citizen's Guide to the Budget

The purpose of this section is to explain to the reader the format and information presented in the budget document.

The budget provides a financial plan to execute the Budget Program Strategies which are funded through the General Fund, Special Revenue Funds and other sources; and includes payment of debt. A glossary of terms is included within the Statistical Information and Supplemental Data section with definitions for these and other budget and financial terms.

The budget document consists of the following sections:

- The **City Manager Budget Message** highlights the program strategies and budget plan priorities.
- The **Budget Overview** provides a summary of the significant budget items and trends as well as short and long term factors that influenced the decisions made in the development of the upcoming budget.
- The **Financial Structure, Policy, and Process** provides an organization chart, a summary of the financial and budget policies, basis for budgeting, process of budget preparation and the relationship between all funds. This section also will discuss entity-wide long-term financial policies.
- The **Financial Summaries** includes a description of all funds as well as the City's three-year operating budgets for all funds including prior year actual and current year estimated ending balances. This section presents the major revenues, expenditures and other financing sources and uses, as well as explains the underlying assumptions for any estimates and discusses any trends. Projected changes in fund balance are included for all funds.
- The **Capital Improvement Program and Debt** section provides a detailed listing of capital improvement projects for the upcoming fiscal year as well as for the next five years. Financial data on the current debt obligations, including legal debt limits, and the effect on current operations is also detailed in this section.
- The **Departmental Information** section includes department overviews, performance measures, goals, and objectives. A citywide personnel summary of all positions is also included in this section.
- The **Statistical Information and Supplemental Data** section provides additional information pertaining to the City of Novi that may be of interest to the reader of the budget document. Also included in this section is a Glossary of the various budget and financial terms used throughout the document.
- **Resolutions** contain the two final resolutions approved by the Mayor and City Council as part of the budget process which include adoption of the annual property tax millage rates, budget, and acknowledgement of the multi-year budget.

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Budget Message



**One World.
One City.
One NOVI.**

June 2016

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

I am pleased to deliver the 2016-17 Annual Budget and Financial Plan, and the Projected Budgets for FY2017-18, and FY 2018-19. This is the start of an important journey as we work with City Council and Novi residents in charting the course the City will embark on over the next three years. The City Council's adopted and prioritized goals and objectives will guide us through the next few years.

AAA Bond Rating

Congratulations to the City Council and the entire staff for elevating the City of Novi's Bond Rating to the highest possible level of AAA. The AAA rating is the highest issued governmental credit rating assigned by Standard & Poor's and is defined as a City "having extremely strong capacity to meet financial commitments." Novi is now among only approximately a dozen other entities in Michigan with this rating. According to Standard & Poor's credit analyst Helen Samuelson, "The upgrade reflects Standard & Poor's assessment of the City's improved economy, with increasing market value and decreasing unemployment, as well as the City's passage of more formalized financial policies and procedures."

The Process

The budget process is one of the tools that helps us elevate our game .

Again, thank you to the staff who does the heavy lifting during the budget process. The entire Finance team has continued to simplify the process, working closely with all City departments. Finance Director Carl Johnson, Senior Budget Analyst Jessica Dorey, and Assistant City Manager Victor Cardenas have done a fantastic job blending the day-to-day operations with the goals City Council has set forward.

It takes about nine months to put together the City Budget. The City Council's early budget input session was held on Saturday, January 9. City Council identified the priorities they would like to see addressed specifically in the 2016/2017 budget year, and also supplied direction and information for the years to come. Victor Cardenas and Melissa Place were very helpful, creative, and innovative by finding software that allowed staff to facilitate the Council Goal



Budget Message

Session instead of bringing in a consultant. In doing so, the City of Novi realized a savings of \$8,000. In an organization of our size some may think \$8,000 is not significant, but any amount helps focus our dollars where they bring the most value to Novi residents and businesses.

What some people don't realize is the budget process never really stops. We are always looking at the budget: comparing budgeted vs. actual revenues and expenditures, recommending amendments or adjustments where necessary, and completing the annual audit. Here in Novi, we also attempt to look out five years to see how the decisions made today affect us financially in the near future.

The local economy continues to improve, but there are still many challenges to address. Through the "Great Recession," the City of Novi was able to reduce staff levels and defer maintenance on some facilities. These actions maintained a healthy Fund Balance (FB) that bodes well for our current financial position. Challenges remain as property tax revenue growth is significantly limited by Headlee Rollback combined with the second lowest inflation rate in the last 20 years, 0.3% in FY 2016-2017 (Headlee is a 1978 constitutional amendment moderating millage funds to no more than the yearly inflation rate). The 2016/17 budget begins to address some of these needs.

Capital Improvement Plan

Through the Capital Improvement Plan (CIP) the City identifies and plans for maintaining the assets needed to deliver municipal services to residents and businesses. Planning becomes important as there is never enough money to do what everyone requests. Making tough decisions will continue to be the pattern into the near future. Importantly, we have acquired new park land and built facilities and trail systems. All these will need to be tended to and properly maintained into the future.

Any good organization should live financially within its means. The City of Novi has been very conservative on operational spending. This budget keeps operational expenditures within revenue amounts. The six-year Capital Improvement Plan (CIP) is projected to spend over \$13 million in FY 2016/2017, which will also leverage around \$3.7 million of outside funding (grant dollars, State funding, private partnerships, etc.) for almost \$17 million total in infrastructure, projects, and equipment.

Over the next six years, there is just under \$100 million worth of CIPs. Prioritizing these items is always a balancing act as some infrastructure, or other projects, requires certain items to be done in the correct sequence.

Some of the projected CIP's for this fiscal year include:

- Approximately \$5.5 million in road rehabilitation, repaving, and reconstruction projects, which also leverages an additional \$3.3 million from other funding (County, State, or Federal)
- \$2.5 million in neighborhood roads; an increase of \$400,000

Budget Message



- \$1.7 million (including \$220,000 outside funding) to complete Beck Rd (8 Mile to 9 Mile) reconstruction
- Over \$1.1 million in sidewalk and pathway construction
- \$860,000 in storm drain improvements including a pilot program to remove and improve some subdivision open ditches
- About \$1 million into Novi's water distribution system
- \$650,000 into Novi's park system that will include work in Pavilion Shore, Lakeshore Park, and Ella Mae Power Park
- \$1.4 million to improve city parking lots including the Meadowbrook Commons Facility, Police access driveway, and the Civic Center Parking area
- \$1.8 million in equipment and vehicles, including a Fire Apparatus, Snow Plow Trucks, a sewer camera, street lights, and the Next Generation 911 System Replacement
- \$300,000 into technology, including Document Imaging equipment and software, to better program and communicate with the Transportation System run by Novi's Older Adult Services

For a number of years, the City has been fortunate to utilize Federal Forfeiture Funds to purchase Police patrol vehicles. As those federal funds continue to shrink the City will need to begin funding those vehicles out of the General Fund. FY 2016/17 will reflect a \$320,000 General Fund expenditure.

Operations

There are a couple of changes occurring on the operations side of our organization. We will continue to make contributions above required amounts to improve funding of both our pension obligation and Other Post-Employment Benefits (OPEB). The stock market has not been kind to us lately, but we will continue to chip away at these liabilities.

There are two debt millages coming off the tax roll with the first expiring this year (2015/2016). The expiration of the 2010 Refunding Bonds issue repayment will mean the elimination of voter approved mills of 0.3374. The second is the 2002 Street Refunding Bonds which will be paid off during 2016/2017 (a year early) resulting in a reduction of voter approved mills of approximately 0.3250 annually beginning in 2017/2018.

Additionally, the City Council has approved the refinancing of the library building debt in the 2016/2017 budget year in an attempt to save more than \$1 million over the remaining 10 years of the debt, and result in a reduction in voter approved mills annually, or approximately 0.0304 mills.

All total, 0.6928 mills will be available to possibly utilize for other City funding needs.



Budget Message

Personnel

Five new full-time positions are accounted for in this year's General Fund budget. The City historically has contracted with Oakland County Equalization to facilitate personal property assessments and audit personal property returns. With the elimination of these external services, the newly created position of Personal Property Auditor will take care of these responsibilities in-house. Another new position, a Fleet Asset Manager will be responsible for the entire City vehicle fleet (130 vehicles). We will be looking at adding two Police Officers and one Fire Protection Officer.

With respect to the City's Fire Department, we will be exploring a part-time staffing model to staff Fire Station #3. This is to ensure proper staffing of the department and to maintain prompt response times 24 hours a day, seven days a week.

Two Cable Broadcast employees were added at the end of FY 2015-16 and will be budgeted out of our PEG Cable Fund going forward. Our cable consortium (Southwestern Oakland Cable Commission) dissolved on March 31, 2016.

The Budget Balanced

The budget for 2016/2017 is balanced for all Governmental Funds.

In addition, the City has three enterprise funds: Water and Sewer, Senior Housing (Meadowbrook Commons), and the Ice Arena. While the enterprise funds are not required to have formally approved budgets, the City has created balanced budgets for all three. These funds are set to operate on the fees they charge. All three of these funds are meeting their prescribed goals, keeping revenues over expenses, and have sufficient capital reserves to be able to maintain current assets within budget.

The Trends We Are Seeing

Our local economy is getting stronger. Residential developments will continue as Novi's reputation of maintaining and growing home values ranks highest in the nation. The region's economy is also gaining strength, but there is still uneasiness as the national growth model seems fragile. Technology has a large impact on business growth. Companies of all sizes can place their facilities anywhere in the world. This is why we must maintain focus on things within our control. We must build on goodwill and relationships as others become the best sales force for our community. Being innovative includes looking at everything we do and figuring out how we can add value.

Our Community Development Department is currently going through a transformation. Every aspect of operations is being reviewed and reinvented with regard to how we work with developers and investors in our community. We are currently reviewing the fees and costs of our processes to see if they are all necessary to complete high quality projects. Projects held up in the review and approval process do not substantially help the City's bottom line. Having projects completed and developments occupied directly impact the tax revenue the City generates. Developers and investors become part of our sales force as they speak highly to their colleagues and partners

Budget Message



about our innovative team approach where we treat time as a commodity.

Finishing up the Community's Master Plan for Land Use should challenge us to re-grow some of our underutilized areas and maybe rethink land uses and densities in certain areas of the city.

In conclusion, there is a continued slow growth across southeast Michigan, but Novi retains stronger growth than the regional pattern. The U.S. economy is still fragile. The State of Michigan shows no sign of changing how communities are funded, so the City of Novi should continue to rely on the sound fiscal management of paying for projects, equipment, and infrastructure as we go and continuing to look for opportunities to grow our business corridors.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Peter E. Auger', located below the 'Respectfully submitted,' text.

Peter E. Auger
City Manager

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Budget Overview



City Council Goals

On January 9, 2016, at an Early Input Budget Session, the Novi City Council met to discuss Strategic Themes & Broad Goal categories. The items listed under each goal represent areas of focus to assist in reaching the over-arching goals during the next 12 to 18 months for the short-term goals and more than 18 months or ongoing for long-term goals.

Nurture public services that residents want and value.

Make long-term strategic and sustainable investments in Roads & Pathways and Water & Sewer and provide for development, acquisition and rehabilitation of parks and public lands. Provide cultural resources and recreational opportunities for a growing and diverse population.

Short-Term Goals

- Make improvements at Lakeshore Park
- Accelerate Beck Road widening and other improvements
- Create a committee to study senior housing needs in Novi
- Complete the final segment of the 8 Mile Trail in the FY 2016-17 budget
- Create a committee to study 10 Mile Road improvements and to approach the County
- Create Corridor Authority for Grand River; Meadowbrook to Wixom and 12 Mile from Haggerty to Wixom

Long-Term Goals

- Create a plan for Beck Road
- Act as facilitator to get the Main Street development back on track
- Work with Road Commission to create a plan for the entire 10 Mile Road corridor that improves traffic flow while respecting residential areas
- Complete ITC Trail
- Evaluate need for additional senior citizen housing and determine if Novi will continue to provide these types of facilities or leave to private companies.

Operate a world-class and sustainable local government.

Maintain an efficient and effective, fiscally-responsible local government which leverages communication, strategic partnerships, and skilled staff.

Short Term Goals

- Create a permanent, dedicated CIP millage
- Have an ordinance review committee review all city ordinances in a systematic manner
- Create and develop Novi Cable Commission
- Pursue additional shared services where we can save money or increase revenue through working with other governments to reduce redundancies



Budget Overview

Long Term Goals

- Manage operational equipment and buildings via data driven decision making. Streamline turnover of large capital items such as Fire Trucks through strategic planning for obsolescence and wear, to even out year-to-year replacement costs
- Analyze land uses to identify which developments generate the most taxes and encourage those through zoning changes and incentives
- Develop CIP-like plan for other financial obligations (pension fund, etc.)

Value and build a desirable and vibrant community for residents and businesses alike now and into the future.

Encourage quality economic development to maximize city revenue and job growth while protecting and enhancing natural areas, natural features and community character.

Short Term Goals

- Department of Public Services (DPS) facility improvements
- Evaluate and modernize the senior transportation system to maximize efficiency
- Amend ordinances to require new residential developments to provide neighborhood parks
- Create Economic Advisory Board consisting of City Officials, Community Members, and Stakeholders
- Enhance promotion of local businesses to help drive further economic development

Long Term Goals

- Adopt a multi-year plan for upgrading all of our major commercial corridors (Grand River, Novi Road, and 12 Mile Road) with streetlights, landscaping, etc. Make our main roads look good!
- Encourage and support in incubator or co-working space for small business start-ups
- Encourage development around Adell property
- Establish plan to revitalize Meadowbrook and Ten Mile Road retail area
- Revamp drain millage to expand purpose to include funding preservation of natural areas and acquisition of park land

Invest properly in being a Safe Community at all times for all people.

Ensure Police, Fire, Public Services meet the needs of all residents, businesses, and visitors at all times.

Short Term Goals

- Create a committee that designs the plan to relocate Fire Station #1
- Increase Public Safety Millage to 2.0 mils
- Add at least one Police Officer and one Fire Protection Officer in both FY 2016-17 and FY 2017-18
- Fund safety improvements for at least two of the top ten dangerous intersections in FY 2016-17 budget

Long Term Goals

- Develop plan to relocate Fire Station #1
- Determine targets for police staffing levels for next ten years
- Increase staffing and support for overnight fire services
- Fund safety improvements at all top ten dangerous intersections

Budget Overview



Revenue Trends

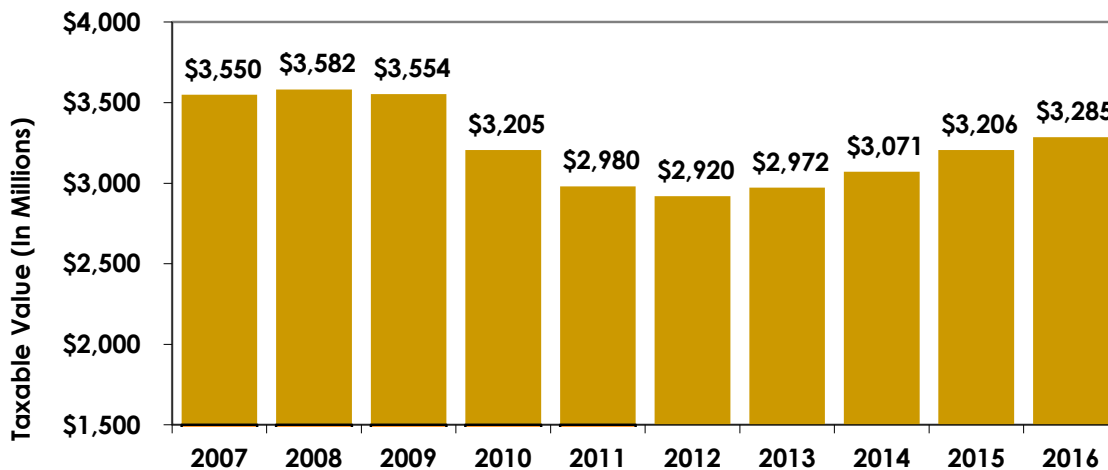
Property Taxes

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

Assessing records maintain two values for each property in the City. Prior to Proposal A all property was taxed based on the State Equalized Value (S.E.V.), which represents 50% of true cash value. Proposal A limits the increase in value attributed to market change to the lower of 5% or the Inflation Rate Multiplier (previously referred to as Consumer Price Index). The one exception is the properties changing ownership, which brings the taxable value back up to the S.E.V.

The following shows recent history of taxable values and percentage change from prior year:

Tax Year	Taxable Value (in millions)	% Change
2007	\$ 3,550	5.5%
2008	\$ 3,582	0.9%
2009	\$ 3,554	-0.8%
2010	\$ 3,205	-9.9%
2011	\$ 2,980	-7.0%
2012	\$ 2,920	-2.0%
2013	\$ 2,972	1.8%
2014	\$ 3,071	3.3%
2015	\$ 3,206	4.4%
2016	\$ 3,285	2.5%



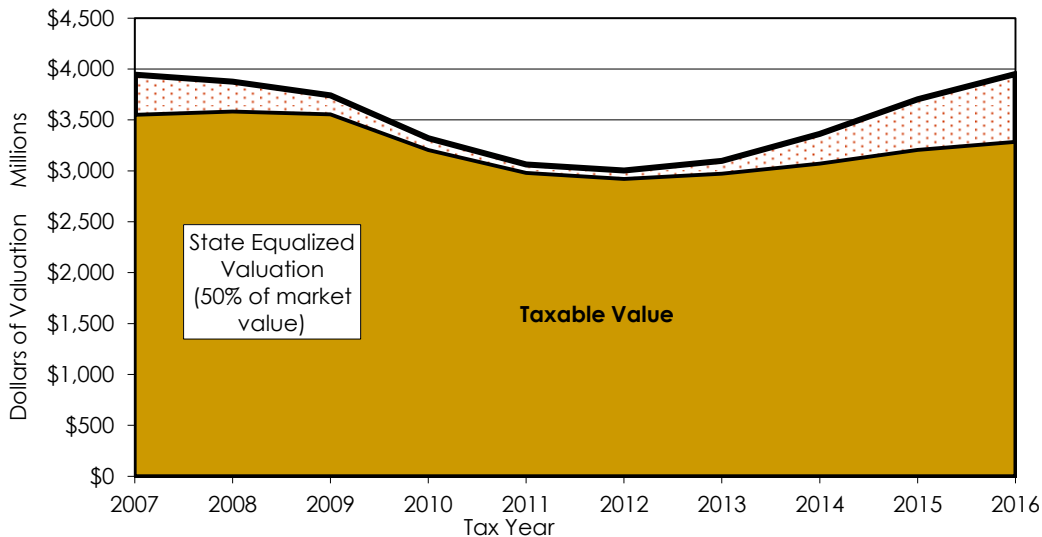


Budget Overview

Ten Year Taxable Value Actual Compared to State Equalized Valuation (SEV)

Tax Liability Year	State Equalized Valuation (50% of market value)		Taxable Value		% Taxable Value of SEV
	Amount	% Change	Amount	% Change	
2007	\$3,946,241,780	2.5%	\$3,550,406,740	5.5%	90.0%
2008	\$3,876,954,790	-1.8%	\$3,582,448,240	0.9%	92.4%
2009	\$3,742,061,910	-3.5%	\$3,554,943,630	-0.8%	95.0%
2010	\$3,321,184,600	-11.2%	\$3,204,568,420	-9.9%	96.5%
2011	\$3,063,922,590	-7.7%	\$2,979,611,480	-7.0%	97.2%
2012	\$3,004,330,340	-1.9%	\$2,920,333,650	-2.0%	97.2%
2013	\$3,099,733,610	3.2%	\$2,972,081,580	1.8%	95.9%
2014	\$3,365,191,110	8.6%	\$3,070,872,210	3.3%	91.3%
2015	\$3,704,488,760	10.1%	\$3,205,569,930	4.4%	86.5%
2016	\$3,954,790,190	6.8%	\$3,284,804,890	2.5%	83.1%

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



The 1994 SEV established the base for taxable value calculations beginning in 1995. In addition to SEV, a taxable value was determined for each property. Taxable value is the lower of either capped value or SEV. Capped value increases are limited to the lesser of 5% or the rate of inflation. Although SEV continues to be based on market conditions, taxable value is thus in place to control property tax increases. Additions or losses to a property will increase or reduce the taxable value of that property. In the year following a property transfer, the taxable value of that property will uncap to the SEV. Novi's total taxable value rate of change moves larger than the SEV largely due to the uncapping of properties from sales and the addition of new construction. In the coming decades, as Novi reaches build-out and ages, under current rules, yearly increases in taxable value will be closer to capped consumer price index (termed Inflation Rate Multiplier by the State of Michigan).

Budget Overview



Headlee Amendment

The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by City Charter. This amendment limits the growth in property tax revenue from existing property to the rate of inflation. It accomplishes this by reducing millages proportionally by the amount that market changes exceed the State's inflation rate multiplier. The table on this page shows the millages, revenues, remaining capacities and the proportion of each funds' property tax revenue. With the modest increases in market values the City is awaiting a final decision from Oakland County to determine if the millage rates will be subject to the Headlee Limitation rollback for 2016.

CITY CHARTER RATES, HEADLEE MAXIMUM RATES AND 2016 TAX LEVY

OPERATING FUNDS	CITY CHARTER	ADJUSTED CHARTER MAXIMUM HEADLEE		2016 LEVY	REMAINING CAPACITY
		2015	2016		
GENERAL FUND	6.5000	5.0056	4.9925	4.9925	-
MUNICIPAL STREET FUND	1.5000	1.4962	1.4923	1.4923	-
PUBLIC SAFETY FUND	1.8000	1.4246	1.4208	1.4208	-
PARKS AND RECREATION	0.5000	0.3847	0.3836	0.3836	-
DRAIN REVENUE FUND	1.0000	0.7699	0.7678	0.2120	0.5558
LIBRARY FUND	1.0000	0.7699	0.7678	0.7678	-
DEBT SERVICE FUNDS					Last Year of Levy
2008 LIBRARY DEBT FUND	(as needed)	N/A		0.4540	2027-28
2002 REFUNDING & STREET BONDS	(as needed)	N/A		0.2270	2016-17
				9.9500	

OPERATING FUNDS	MILLAGE			REVENUE	REMAINING CAPACITY	
	2015-16	2016-17	CHANGE			
GENERAL FUND	5.0056	4.9925	(0.0131)	\$ 16,292,000	\$ -	
MUNICIPAL STREET FUND	1.4962	1.4923	(0.0039)	4,865,000	\$ -	
PUBLIC SAFETY FUND	1.4246	1.4208	(0.0038)	4,623,000	\$ -	
PARKS AND RECREATION	0.3847	0.3836	(0.0011)	1,240,000	\$ -	
DRAIN REVENUE FUND	0.0000	0.2120	0.2120	650,000	\$ 1,806,000	
LIBRARY FUND	0.7678	0.7678	0.0000	2,491,000	\$ -	
				9.0789	9.2690	0.1901
DEBT SERVICE FUNDS						
2008 LIBRARY DEBT FUND	0.4566	0.4540	(0.0026)	1,482,000		
2002 REFUNDING & STREET BONDS	0.3250	0.2270	(0.0980)	737,000		
2010 REFUNDING BONDS	0.3374	0.0000	(0.3374)	0		
				1.1190	0.6810	(0.4380)
				10.1979	9.9500	(0.2479)
				\$ 32,380,000		

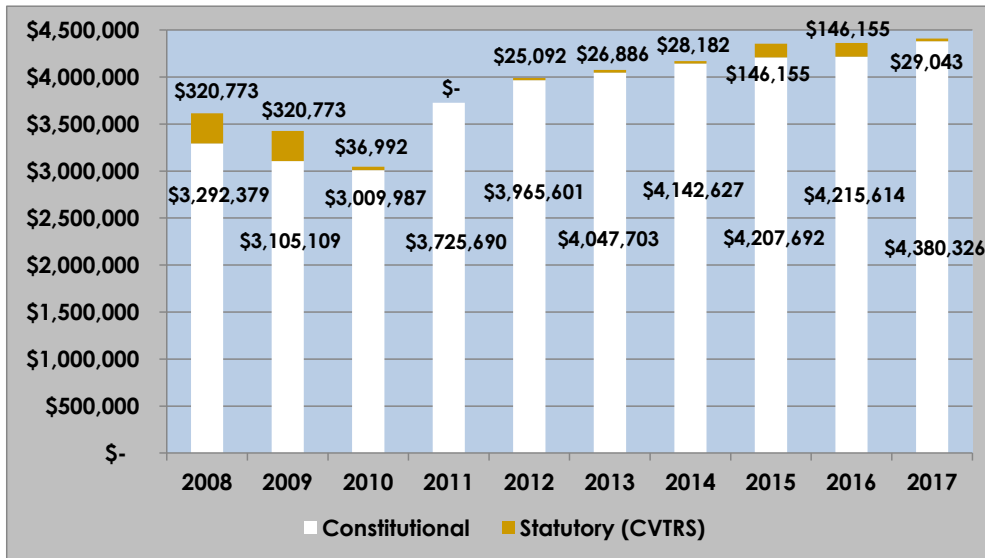
Note: Last Headlee rollback in maximum millage rate occurred in tax year 2015.



Budget Overview

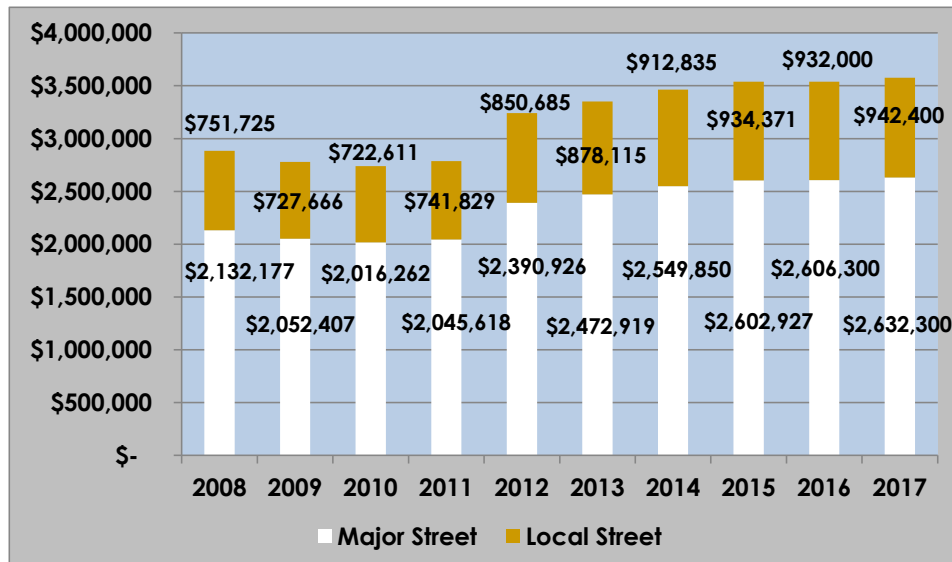
State Shared Revenue

The State Revenue Sharing program distributes sales tax collected by the State of Michigan to local governments. The State Revenue Sharing is unrestricted General Fund revenue and is the second largest source of revenue in that fund. The distribution of funds is authorized by the State Revenue Sharing Act, Public Act 140 of 1971. The State Shared Revenue Program consists of two components; constitutional and statutory (CVTRS). The constitutional portion is guaranteed and distributed on a per capita basis. For Fiscal Year 2016 the Constitutional Payment is equal to the 2010 census population X the Distribution Rate or the Distribution Rate is calculated according to three formulas: taxable value per capita, population unit type and yield equalization. Since 2010, State Revenue Sharing has steadily increased and is back to the levels last seen in 2001.



Act 51 – Michigan Transportation Fund

The State of Michigan's Constitution also provides funds for transportation purposes. Act 51 of 1951, as amended, creates the Michigan Transportation Fund, whereas revenues collected through highway user taxes, state motor fuel taxes, vehicle registration fees, and other miscellaneous automobile related taxes are distributed by formula to state trunk lines, county road commissions, cities, and villages. Below is the ten year trend in Act 51 revenues for Major and Local Streets.



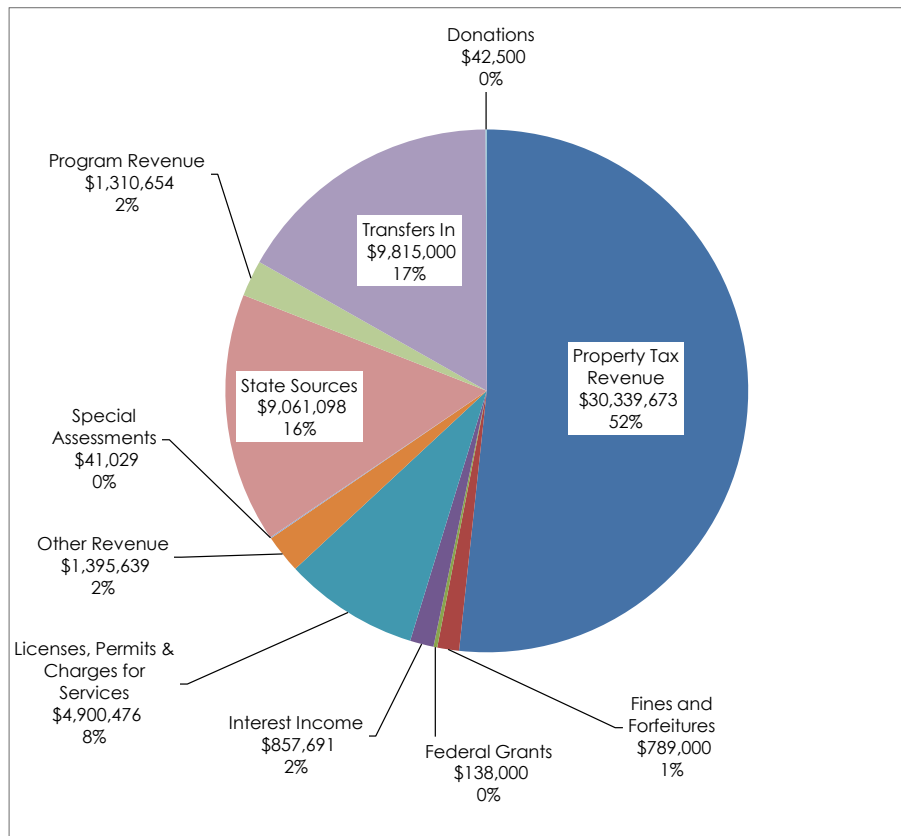
Budget Overview



Fiscal Year 2016-17 Budgeted Revenues (by category)

The following represents Fiscal Year 2016-17 budgeted revenue (General Fund and Special Revenue Funds), as well as a four-year comparison of revenue by fund.

ESTIMATED REVENUES	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL BUDGETED
Property Tax Revenue	\$ 16,470,153	\$ 13,869,520	\$ 30,339,673
Fines and Forfeitures	570,000	219,000	\$ 789,000
Federal Grants	58,000	80,000	\$ 138,000
Interest Income	573,418	284,273	\$ 857,691
Licenses, Permits & Charges for Services	4,617,476	283,000	\$ 4,900,476
Other Revenue	714,970	680,669	\$ 1,395,639
Special Assessments	-	41,029	\$ 41,029
State Sources	4,428,392	4,632,706	\$ 9,061,098
Program Revenue	-	1,310,654	\$ 1,310,654
Transfers In	5,855,000	3,960,000	\$ 9,815,000
Donations	1,500	41,000	\$ 42,500
TOTAL ESTIMATED REVENUES	\$ 33,288,909	\$ 25,401,851	\$ 58,690,760

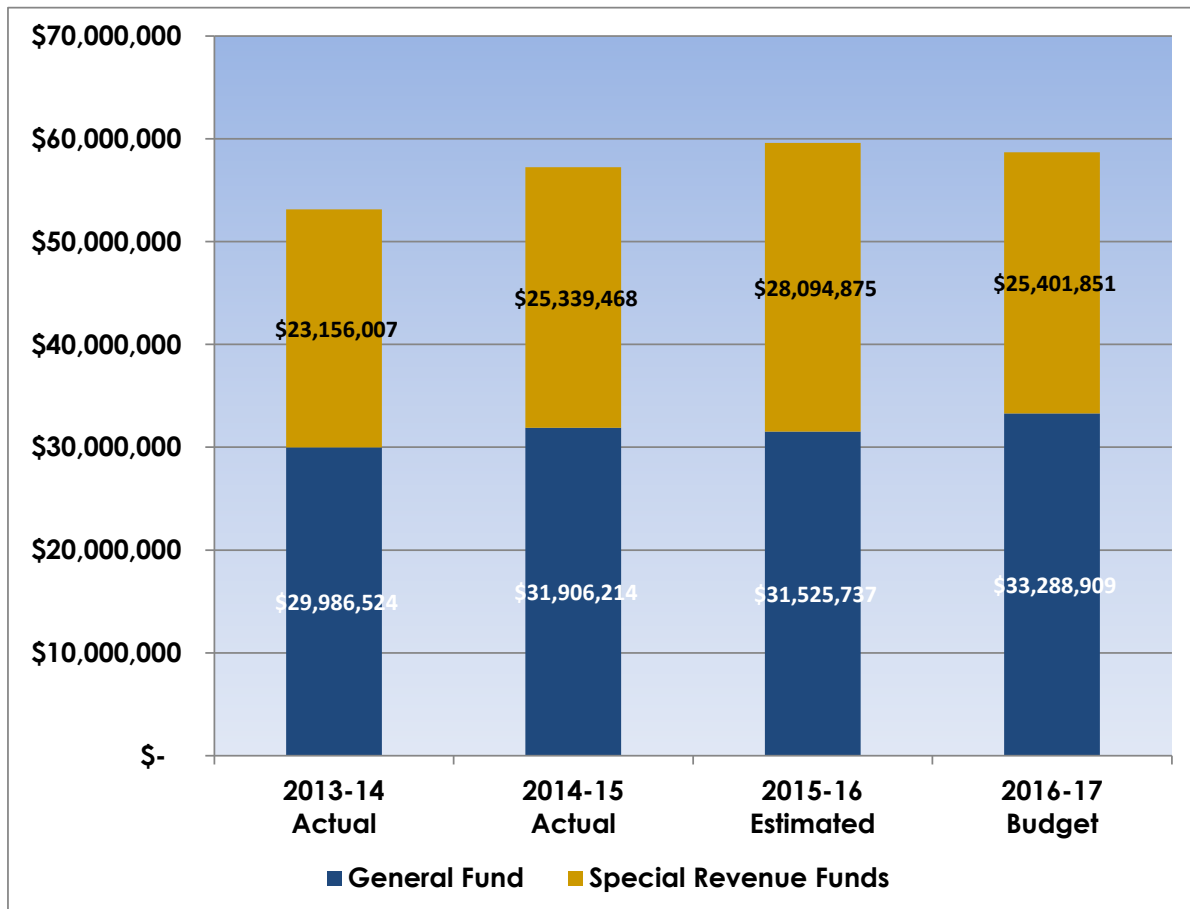




Budget Overview

Comparison of Revenue (Four-Year)

Fund	2013-14 Actual	2014-15 Actual	2015-16 Estimated	2016-17 Budget	% Change Estimated 2014-15 & Budget 2015-16
GENERAL FUND	\$ 29,986,524	\$ 31,906,214	\$ 31,525,737	\$ 33,288,909	5.59%
SPECIAL REVENUE FUNDS					
Major Street	2,810,473	2,840,419	7,450,283	4,169,582	-44.03%
Local Street	4,013,236	4,116,290	3,628,445	3,950,700	8.88%
Municipal Street	5,091,702	5,745,423	5,398,282	5,204,895	-3.58%
Public Safety	4,342,811	4,442,030	4,588,692	4,670,000	1.77%
Parks, Recreation & Cultural Services	3,105,201	3,568,560	3,563,374	3,056,636	-14.22%
Tree	243,906	1,075,929	326,184	395,415	21.22%
Drain	478,408	118,827	41,974	710,000	1591.52%
PEG Cable	-	520,351	181,000	260,418	43.88%
Community Development Block Grant	-	53,000	93,353	75,000	-19.66%
Forfeiture	396,057	105,953	89,947	76,500	-14.95%
Library	2,584,221	2,670,150	2,673,181	2,774,726	3.80%
Library Contribution	64,642	64,027	41,700	32,000	-23.26%
West Oaks St. Street Lighting	87	117	100	7,629	7529.00%
West Lake Dr Street Lighting	3,305	3,308	3,310	3,300	-0.30%
Town Center St. Street Lighting	21,958	15,084	15,050	15,050	0.00%
	\$ 23,156,007	\$ 25,339,468	\$ 28,094,875	\$ 25,401,851	-9.59%
TOTAL REVENUE	\$ 53,142,531	\$ 57,245,682	\$ 59,620,612	\$ 58,690,760	-1.56%



Budget Overview

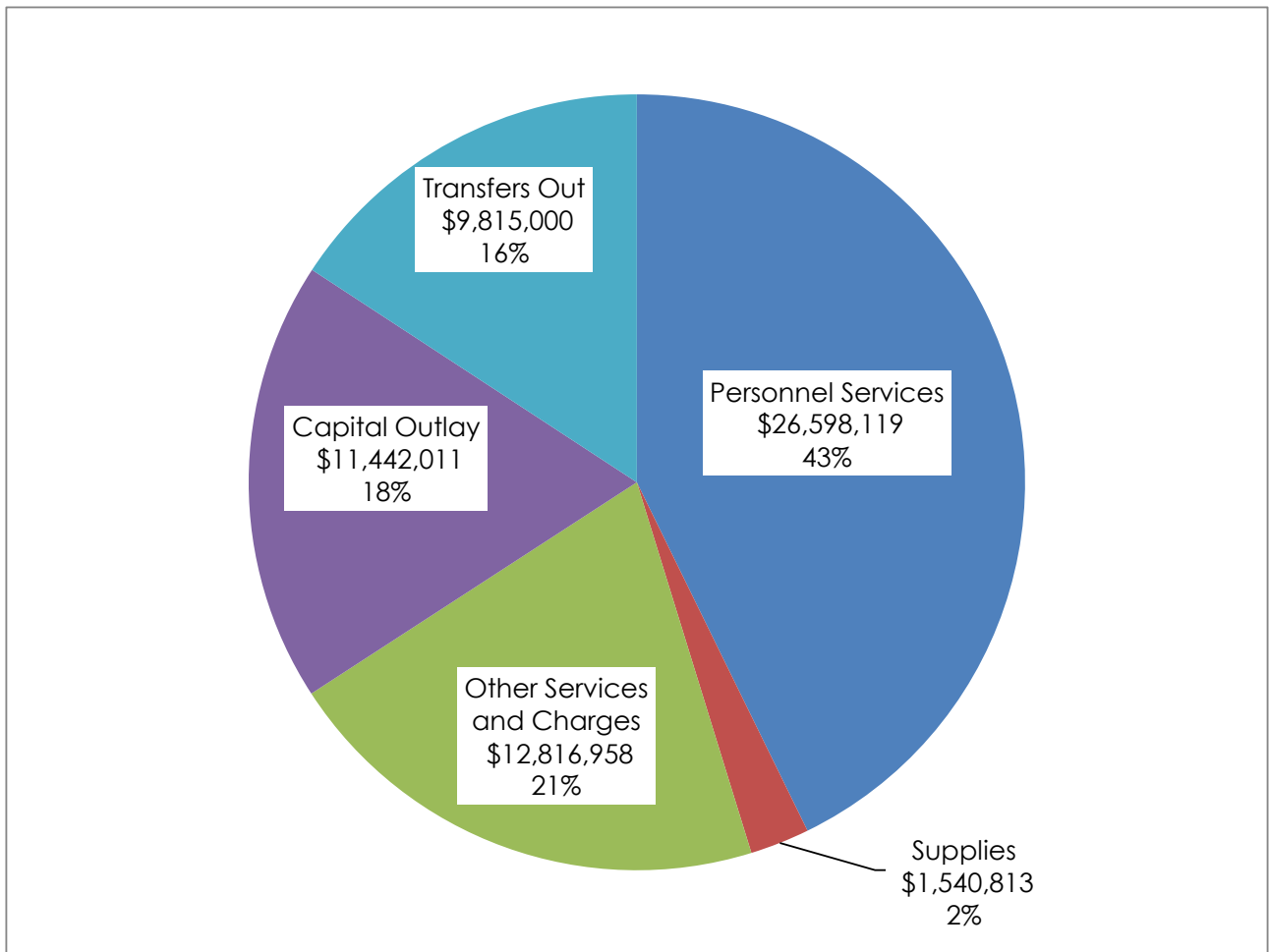


Expenditure Trends

Fiscal Year 2016-17 Budgeted Expenditures (by category)

The following represents Fiscal Year 2016-17 budgeted expenditures (General Fund and Special Revenue Funds), as well as a four-year comparison of expenditures by fund.

EXPENDITURES	GENERAL FUND	SPECIAL REVENUE FUNDS	TOTAL BUDGETED
Personnel Services	\$ 23,366,209	\$ 3,231,910	\$ 26,598,119
Supplies	799,333	741,480	\$ 1,540,813
Other Services and Charges	6,096,069	6,720,889	\$ 12,816,958
Capital Outlay	2,577,298	8,864,713	\$ 11,442,011
Transfers Out	450,000	9,365,000	\$ 9,815,000
TOTAL EXPENDITURES	\$ 33,288,909	\$ 28,923,992	\$ 62,212,901

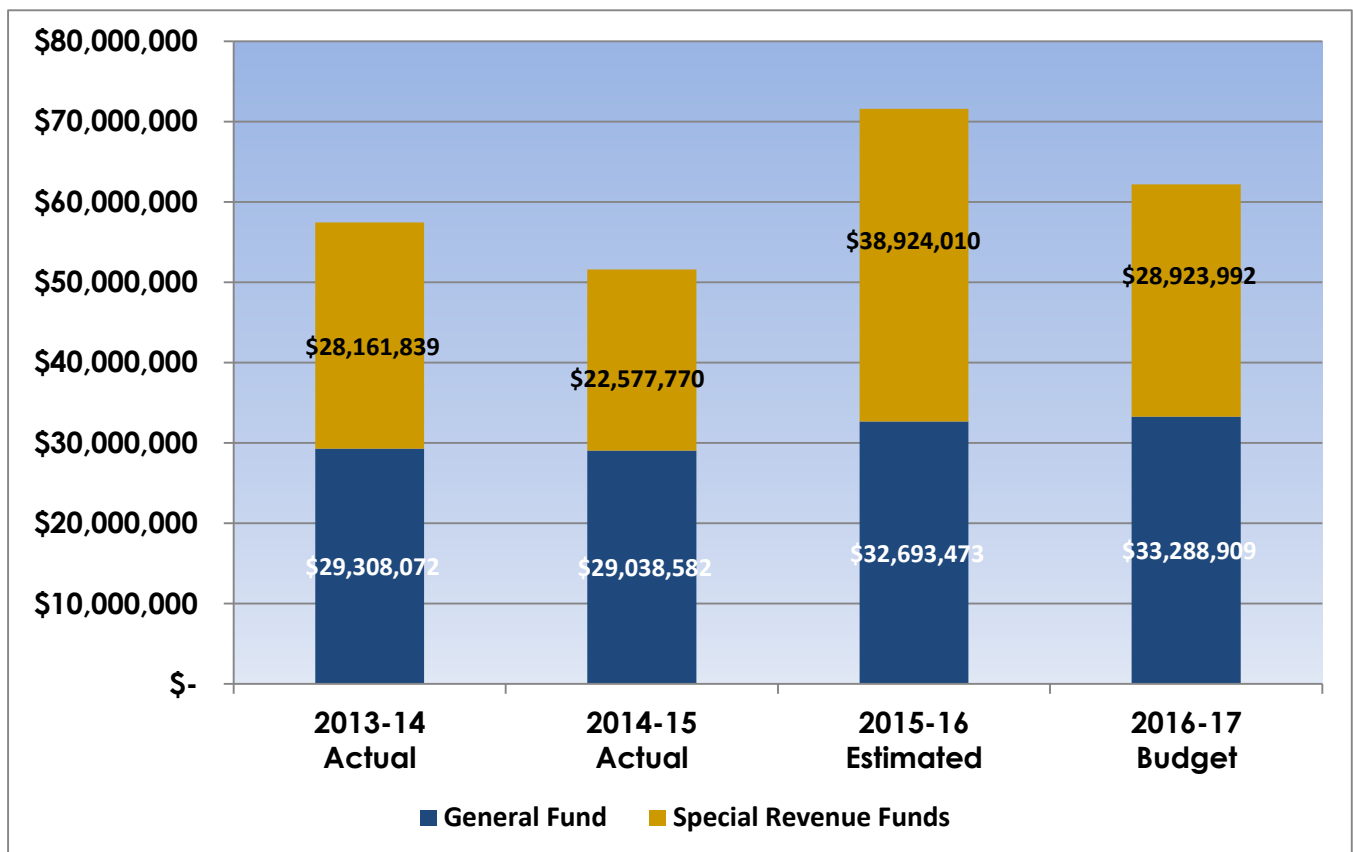




Budget Overview

Comparison of Expenditures (Four-Year)

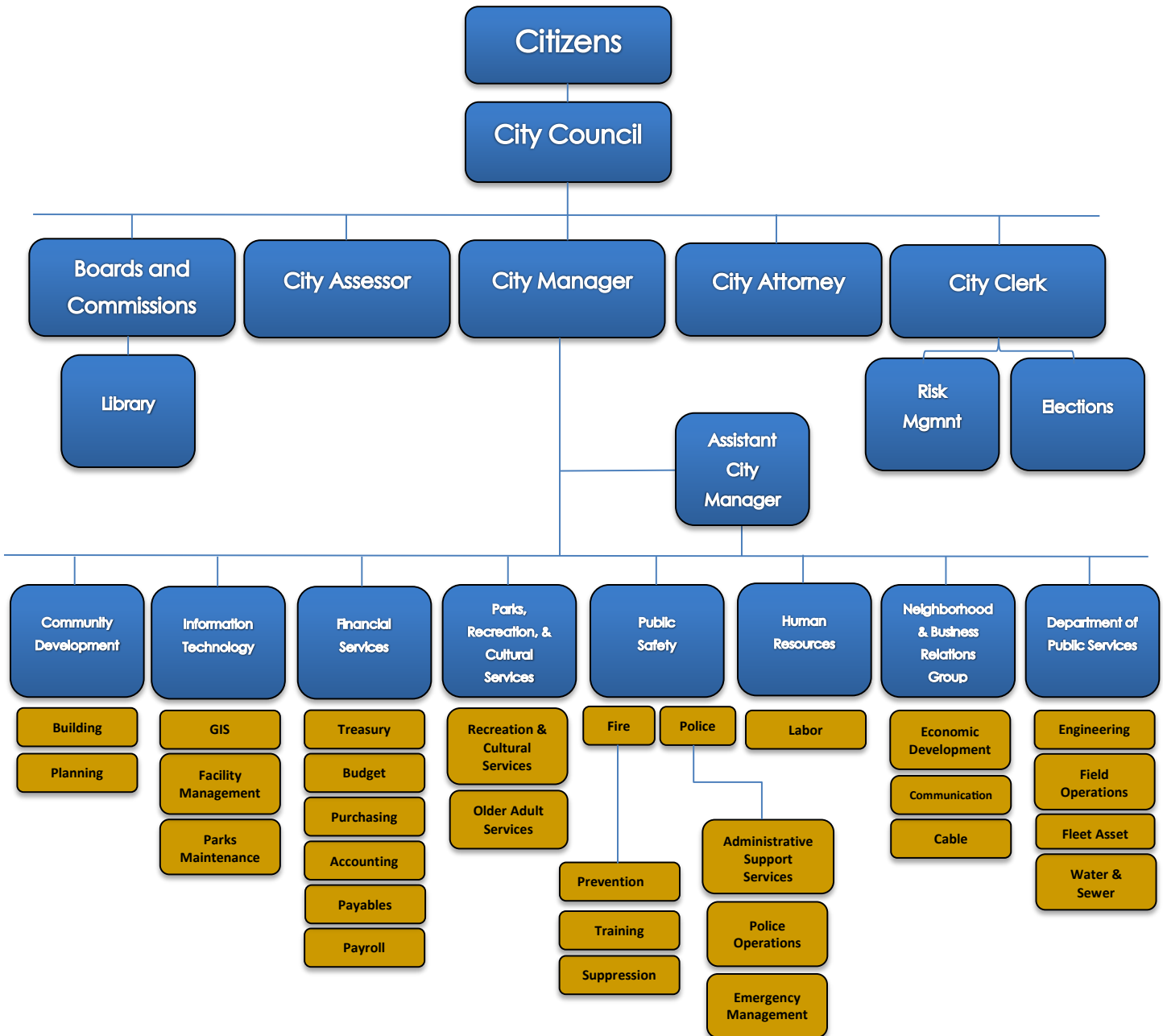
Fund	2013-14 Actual	2014-15 Actual	2015-16 Estimated	2016-17 Budget	% Change Estimated 2014-15 & Budget 2015-16
GENERAL FUND	\$ 29,308,072	\$ 29,038,582	\$ 32,693,473	\$ 33,288,909	1.82%
SPECIAL REVENUE FUNDS					
Major Street	3,903,047	2,604,264	7,529,159	4,314,282	-42.70%
Local Street	4,977,460	4,184,525	3,921,844	3,950,040	0.72%
Municipal Street	6,182,108	3,581,643	10,395,181	5,535,837	-46.75%
Public Safety	5,300,000	5,300,000	5,300,000	5,855,000	10.47%
Parks, Recreation & Cultural Services	3,493,160	2,745,444	4,463,117	3,421,636	-23.34%
Tree	151,807	159,191	283,992	395,415	39.23%
Drain	486,882	741,849	3,423,440	2,002,114	-41.52%
PEG Cable	-	112,893	118,691	260,418	119.41%
Community Development Block Grant	-	68,848	77,505	75,000	100.00%
Forfeiture	301,148	242,903	255,376	35,500	-86.10%
Library	2,851,540	2,796,705	3,087,745	3,018,400	-2.25%
Library Contribution	26,169	25,183	39,600	32,000	-19.19%
West Oaks St. Street Lighting	9,895	8,860	10,000	10,000	0.00%
West Lake Dr Street Lighting	2,914	3,459	3,310	3,300	-0.30%
Town Center St. Street Lighting	475,709	2,003	15,050	15,050	0.00%
	\$ 28,161,839	\$ 22,577,770	\$ 38,924,010	\$ 28,923,992	-25.69%
TOTAL APPROPRIATED FUNDS	\$ 57,469,911	\$ 51,616,352	\$ 71,617,483	\$ 62,212,901	-13.13%



Financial Structure, Policy and Process



Organizational Chart





Financial Structure, Policy and Process

Fund Structure

Governmental Funds

*# 101 General Fund

Debt Service Funds

- 317 - 2008 Library Construction Debt
- 397 - 2002 Street and Refunding Debt

Capital Projects Funds

- 235 - Special Assessment Revolving
- 402 - Gun Range Facility
- # 403 - Street Improvement

Permanent Fund

- 211 - Drain Perpetual Maintenance

* Special Revenue Funds

- 202 - Major Street
- 203 - Local Street
- # 204 - Municipal Street
- 205 - Public Safety
- 208 - Parks, Recreation, and Cultural Services
- 209 - Tree
- 210 - Drain
- 263 - PEG Cable
- 264 - Community Development Block Grant
- 266 - Forfeiture
- 268 - Library
- 269 - Library Contribution
- 854 - West Oak St. Street Lighting
- 855 - West Lake Drive Street Lighting
- 856 - Town Center St. Street Lighting

Proprietary (Enterprise) Funds

- 590 - Ice Arena
- 592 - Water and Sewer
- 594 - Senior Housing

Trust and Agency (Fiduciary) Funds

- 701 - Agency
- 703 - Tax
- 710 - Retiree Health Care Benefits

Component Unit

- 566 - Economic Development Corporation

* Requires Budget

Major Fund

Financial Structure, Policy and Process



Significant Budget and Accounting Policies

The budgeting and accounting policies of the City of Novi conform to (GAAP) as applicable to governmental units, with the exception that interfund transfers are considered as any other appropriation in evaluating priorities rather than as a separate item. The following is a summary of the significant budget and accounting policies:

Basis of Budgeting

All Governmental Funds, including the legally adopted General Fund and Special Revenue Funds, are budgeted for on a modified accrual basis. As an example, employee wages are budgeted to account for the number of days scheduled for each fiscal year. The basis of budgeting is the same as the basis of accounting, except that transfers have been included in the "revenue" and "expenditure" categories for budgetary purposes, rather than as "other financing sources (uses)" for accounting purposes.

Basis of Accounting

The accrual basis of accounting is used by the Enterprise Funds. All Governmental Funds and Agency Funds use the modified-accrual basis of accounting. Modifications in such methods from the accrual basis are as follows:

Property tax revenue that is both measurable and available for use to finance operations is recorded as revenue when earned. Other revenue is recorded when received. Properties are assessed as of December 31 and become a lien then. The related property taxes are billed on July 1 of the following year. These taxes are due without a penalty during the period July 1 through August 31 with a 4% penalty added after that date. After February 28, they are added to the County tax rolls. The County Tax Revolving Fund reimburses the City for the real property portion of these taxes and assumes collection responsibilities for both real and personal property taxes.

- Non-current receivables, such as special assessments, are recorded at full value and deferred revenue is recorded for the portion not available for use to finance operations as of year-end.
- Interest income on special assessments receivable is not accrued until its due date.
- Interest on bonded indebtedness and other long-term debt are not recorded as expenditures until the due date.
- Payments for inventory type of supplies are recorded as expenditures at the time of purchase.
- Normally, expenditures are not divided between years by the recording of prepaid expenses.
- The non-current portion of accumulated employee benefits is reflected in the government-wide financial statements.

Fund Structure of Approved Budget

Annual budgets are legally adopted for the General Fund and Special Revenue Funds as required by the State's Uniform Budgeting and Accounting Act. In addition, although not required by law, budgets are prepared for the City's Debt Service, Capital Projects, Enterprise Funds, and Fiduciary Funds. These budgets are prepared for financial management and project control purposes.

Major Funds

The City of Novi reports on three major governmental funds: General Fund, Municipal Street Fund, and Street Improvement Fund.



Financial Structure, Policy and Process

Fund Accounting

The accounts of the City are organized by funds and account groups, each of which is considered a separate accounting entity. Funds are established to segregate specific activities or objectives of a government in accordance with special regulations, restrictions or limitations. The various funds are grouped into generic fund types in three broad fund categories as follows:

Governmental Funds

General Fund: The General Fund contains the records of the ordinary activities of the City that are not accounted for in another fund. General Fund activities are financed by revenue from general property taxes, state-shared revenue and other sources.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of earmarked revenue from financing activities requiring separate accounting because of legal or regulatory provisions.

Debt Service Funds: Debt Service Funds are used to account for the annual payment of principal and interest concerning certain long-term debt other than debt payable from the operations of an enterprise fund.

Capital Projects Funds: Capital Project Funds are used to account for the development of capital facilities other than those financed by the operations of the enterprise funds.

Permanent Fund: Permanent Funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs.

Proprietary Funds

Enterprise Funds: The Water and Sewer, Ice Arena, and Senior Housing Funds are used to account for the results of operations that provide a service to citizens financed by a user charge for the provision of that service.

Besides normal operations, the Water and Sewer Fund provides for capital investment, which is funded by a one-time connection charge.

Trust and Agency Funds

Fiduciary Funds: Fiduciary Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments or other funds. These include the Retiree Health Care Benefits Fund, Tax Fund, and the Agency Fund. The Retiree Health Care Benefits Fund is an expendable trust fund and is accounted for in the same manner as governmental funds. The Tax Fund and Agency Fund are custodial in nature and do not involve the measurement of results of operations.

Financial Structure, Policy and Process



Fixed Assets and Long-Term Liabilities

Fixed assets used in governmental fund type operations are accounted for in the government-wide financial statements, rather than in the governmental funds. Depreciation is reported on a straight-line basis for such fixed assets. All fixed assets are recorded at cost or, if donated, at their estimated fair value on the date donated. Long-term liabilities expected to be financed from governmental funds are accounted for in the government-wide financial statements, not in the governmental funds.

Fixed assets and long-term liabilities relating to the Water and Sewer, Ice Arena, and Senior Housing Funds are accounted for in those funds. Depreciation on such fixed assets is charged as an expense against the operations of the fund on a straight-line basis.

Cash Equivalents

For purposes of the statement of cash flow, the Enterprise funds consider all highly liquid investments with an original maturity of three months or less to be cash equivalents. In addition, the statements of cash flow include both restricted and unrestricted cash and cash equivalents.

Inventories

Inventories in the Enterprise funds are valued at cost, on a first in, first out basis, which approximates market value.

Deposits and Investments

The City believes that due to the dollar amounts of cash deposits and the limits of Federal Deposit Insurance Corporation, insuring all bank deposits is impractical. The City evaluates every financial institution it deposits City funds into, assessing the level of risk.

Investments

The City is authorized by Michigan Public Act 20 of 1943 (as amended) to invest surplus monies in U.S. bonds and notes, certain commercial paper, U.S. government repurchase agreements, government agencies, Bankers' acceptances and mutual funds and investment pools that are composed of authorized vehicles.

To the extent that cash from various funds has been pooled, related investment income is allocated to each fund based on relative participation in the pool, except that investment earnings by the Agency Funds are allocated to the General Fund.



Financial Structure, Policy and Process

Financial Policies

The City of Novi's financial policies, as compiled below, set forth the basic framework for the overall fiscal management of the City. Operating independently of changing economic circumstances and conditions, these policies help the decision making process of the City Council and administration. These policies provide guidelines for evaluating both current activities and proposals for future programs.

Most of the policies represent long-standing principles (i.e. traditions and practices) that have guided the City in the past and have helped maintain financial stability.

The City's financial policies serve the administration in the preparation of a balanced operating budget and management of the City's financial affairs.

Operating Budget Policies

The City will attempt to maintain its present service level for all priority and essential services within the existing property tax millage limits.

- The City will maintain a budgetary control system to ensure adherence to the budget and will prepare periodic reports comparing actual revenues and expenditures with budgeted amounts.
- The City will emphasize efforts to reduce expenditures in major cost centers (i.e. energy, medical insurance premiums, street lighting, pension cost, and Worker's Compensation payments).
- The Ice Arena, Senior Housing, and Water and Sewer funds will be self-supporting.
- The City will protect against catastrophic losses through a combination of insurance and maintaining appropriate fund balance levels.

Fund Balance/Reserve Policies

On September 26, 2011, the City Council adopted by resolution the following fund balance/reserve policies:

- The City will establish a reserve to pay for expenditures as a result of unforeseen emergencies or for shortfalls caused by revenue declines.
- The City will seek to maintain a diversified and stable revenue system to shelter itself from short-run fluctuations in any one revenue source.
- The City will attempt to obtain additional revenue sources to insure a balanced budget.
- The City will follow an aggressive policy of collecting revenue.
- The City will establish all user charges and fees at a level considering the cost (operating, direct, indirect and capital) of providing the service.
- The City will establish reserves to comply with the terms and conditions of the debt instruments used to finance capital improvement projects.
- The City will review fund balance/reserves annually during the budget process.
- In the event the level of expenditures exceeds the estimated appropriations, the City will create a plan to replenish fund balance/reserves within three years by controlling operating expenditures, adjusting operations and/or dedicating excess or specific revenue sources.

Financial Structure, Policy and Process



General Fund

For the General Fund, the reserve will be maintained at a minimum of approximately 18-22 percent of the budgeted expenditures as adopted by City Council Resolution, January 24, 2011, and amended on September 26, 2011. In the event that circumstances arise causing the fund balance to fall below 18%, a plan will be put in place to replenish the balance during the subsequent budget year. Additional reserves can be designated for a specific purpose as identified by City Council during the budget process. Fund balance will be established to:

- Provide a fund or reserve to meet emergency expenditures;
- Provide cash to finance expenditures from the beginning of the budget year until general property taxes or other revenues are collected;
- Demonstrate financial stability and therefore preserve or enhance its bond rating, thereby lowering debt issuance costs;
- Accumulate sufficient assets to make designated purchases;
- Avoid short-term borrowing and associated interest costs.

As part of the budget process excess fund balance may be used to reduce liabilities or fund expenditures of the next fiscal period.

Special Revenue Funds

Resources in a fund other than the general fund are either (1) required to be used for the purpose of the fund or (2) intended by the government to be used for that purpose. Special revenue funds report specific revenue sources that are limited to being used for a particular purpose.

Street Funds (Major, Local and Municipal Street)

The City's fund balance for the street funds will be established within a minimum range of 10-20%, individually and collectively amongst the three funds, to cover extraordinary maintenance events (i.e. unusual winter maintenance events, emergency reconstruction, etc.), and contingencies for budgeted construction projects. In addition, the City may establish a designation for capital projects in excess of \$1.5 million, to be completed in future years based on the capital improvement program.

Public Safety Fund

The fund balance for the Public Safety Fund will vary, based on future major fire equipment capital needs and operational costs for the Police and Fire departments. The City will look at both major fire equipment needs and operational expenditures for a 3-10 year period in the future. The revenue from the special voted property tax millage for this fund is transferred to the General Fund to support police and fire department expenditures based on the future outlook.

Parks, Recreation and Cultural Services Fund

The fund balance for the Parks, Recreation and Cultural Services Fund will be established within a minimum range of 12-22% of fund annual budgeted expenditures, since this fund is similar to the General Fund in terms of covering operations. This fund reports two major sources of revenue: special voted property tax millage and program revenue. The City may establish a designation for capital projects in excess of \$300,000; to be completed in future years based on the capital improvement program.



Financial Structure, Policy and Process

Tree Fund

The fund balance for the Tree Fund will be maintained at a minimum of \$500,000 for purposes of establishing a contingency or allowance in the event of some natural disaster impacting the City's tree inventory (e.g. severe storms, straight-winds; diseases; or infestations).

Drain Fund

The Drain Fund reports the City's special property tax millage for the drain system. The City's has a combination drain system, regional and site, resulting in the two types of revenue sources. The revenue from these funds is intended to cover the maintenance, construction and repairs of the drain system. The system includes basins and structures with other entities administered by Oakland County, with two of the larger systems being Caddell and Randolph.

In addition to annual maintenance, significant expenditures include construction and repair of large basins, lake dredging, and shared systems. The City monitors and reviews future projects annually during the budget process, and reports the next six years projects in the Capital Improvement Program.

Other Special Revenue Funds

The fund balance for other special revenue funds (PEG Cable, Community Development Block Grant (CDBG), Forfeiture, Library, Library Contribution, West Oak St. Street Lighting, West Lake Drive Street Lighting, Town Center St. Street Lighting) will be used for appropriations based on the specific purpose of those funds.

Permanent Fund

A permanent Fund is classified as a restricted true endowment fund and is a sum of equity used to permanently generate payments to maintain some financial obligation that only earnings from the resource are used and not the principal. This fund may be used to generate and disburse money to those entitled to receive payments by qualification or agreement.

Drain Perpetual Maintenance Fund

The Drain Perpetual Maintenance Fund revenue resources are from connection tap fees. The City's fund balance for the drain funds will vary as these funds are intended to be sufficient to cover current and future costs of the system given the limitation on the tap fee revenue source.

Capital Project Funds

Special Assessment Revolving Fund

The fund balance for the Special Assessment Revolving Fund will be used primarily for capital road improvements, but may also be used for other capital infrastructure projects. The fund's resources are primarily from interest from special assessment construction and debt service funds relating to road construction projects. The fund balance is recommended to be at least \$1,000,000 until special assessment funds created prior to 2000 are closed, and at least \$500,000 until the 2003 Special Assessment District Limited Tax Bonds are paid in full, or collections are sufficient to cover the repayment of the bonds.

Street Improvement Fund

The Street Improvement Fund's purpose is to account for the balances of ongoing construction projects at the end of a fiscal year in the Major, Local and Municipal Street funds. The fund balance will be used to complete the construction projects which cross fiscal years.

Financial Structure, Policy and Process



Gun Range Facility Fund

The Gun Range Facility revenues will be used to provide capital improvements to the facility. The fund balance will be used for capital improvement purposes as needed.

Capital Replacement Reserve Policy

Enterprise Funds

The City has established Capital Replacement Reserve accounts in each of its three Enterprise Funds.

The key Capital Replacement Funding principle is that the money is collected and segregated, over a period of time, to cover the repair or replacement cost of existing common elements; that is, capital assets already in existence (for example, the replacement of an existing HVAC system, roof, parking area, etc.). Capital Replacement Funds are part of a long-term financial plan, which helps:

- Strengthen the community's fiscal health
- Increase the market value of units
- Provides stability to avoid large future assessments or rate increases

User charges and fees will be computed based on current year operating expenses, debt service requirements and annual contribution/replenishment of the capital replacement reserve.

The City will conduct a Capital Needs Assessment and Replacement Reserve Analysis for the Ice Arena and Meadowbrook Commons facilities every 5-7 years. The user charges and fees will include annual contribution/replenishment of the capital replacement reserve. Cash and investments for operations will be computed based on a minimum of two months expenditures.

The Capital Replacement Reserve for the Water & Sewer Fund is targeted at 10-25% of the current fair market value of water and sewer infrastructure assets. The City uses the overall national CPI to compute the fair market value of these assets. Cash and investment balances for operations will be computed based on a minimum of two months expenditures plus planned capital improvement projects of \$10 million or less for the year.

Revenue Policies

The City will estimate its annual revenue by a conservative, objective and analytical process.

The City will review fees and charges annually. It will attempt to design and/or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

Non-recurring revenue will be used only to fund non-recurring expenditures.

Capital Improvements Policies

The City will develop a multi-year plan for capital improvements, update it annually and make all capital improvements according to the plan. The City Charter was adopted with a low operating millage, with the understanding that major capital expenditures would be financed by bond issues and related special millage.



Financial Structure, Policy and Process

The City's plan includes large capital purchases and construction projects costing more than \$25,000. A Capital Improvement, as defined in this document, includes real property expenditures greater than \$25,000 that have a life expectancy of at least five years and personal property items costing more than \$25,000 with a life expectancy of at least one year.

The City will maintain its physical assets at a level adequate to protect the City's capital investment and to reduce future maintenance and replacement costs. The budget will provide for the adequate maintenance and the orderly replacement of the capital plant and equipment from current revenues where possible.

The City will use the following criteria to evaluate the relative merit of each capital project:

- Projects specifically included in an approved replacement schedule will receive priority consideration.
- Projects will be evaluated as to the impact on the operating budget; those that reduce the cost of operations or energy consumption will receive priority consideration.

Debt Policies

City of Novi, as a home rule unit, presently has a statutory limit on the amount of general obligation debt outstanding. The limit on the outstanding indebtedness cannot exceed 10% of the equalized assessed valuation. Using 2015 values (the most recent available information), this limitation would allow for \$338 million in debt, as compared to the \$31 million outstanding as of June 30, 2015. Maintaining significantly lower debt levels provides for greater flexibility in issuing additional bonds should the need arise.

The Debt Policy approved by the City Council in March 2013 puts forth these additional debt limits:

- The City's net bonded indebtedness incurred for all public purposes should not exceed \$2,500 per capita.
- Debt service payments are limited to 20% of the combined operating and debt-service fund expenditures.
- Municipal securities issued for capital improvement purposes shall not exceed 5% of the state equalized valuation of the property assessed in the City of Novi.

The maturity date for any debt may not exceed the reasonably expected useful life of the project so financed. Debt service for property tax supported obligations is structured to fit within the City's annual property tax levy budget for the repayment of principal and interest. When it is deemed to be in the best interest of the City, the City will consider refunding outstanding bonds:

- The City's bond rating on general obligation bonds by Standard & Poor's Investors Service is AAA.
- The City will maintain a sound relationship with all bond-rating agencies and will keep them informed about our current capital projects.
- General obligation debt will not be used for enterprise activities.

Investment Policies

The City's investment objectives in priority order are: Safety, Liquidity, and Yield.

Disbursement, collection, and deposit of all funds will be managed to insure that all cash is invested promptly until needed.

Financial Structure, Policy and Process



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The City will strive to maximize the return on the portfolio, with the primary objective of preserving capital by prudent investment practices.

For the City's complete investment policies please contact the Finance Department.

Accounting, Auditing and Financial Reporting Policies

An independent audit will be performed annually.

The City will produce annual financial reports following Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

The City will maintain strong internal audit controls.

Purchasing Policies

The Purchasing Division is responsible for the administration of the procurement process for the supplies, materials and equipment required for the operation and maintenance of the City's departments and facilities.

Purchases will be made in accordance with federal, state and municipal requirements.

Purchases will be made in an impartial, economical, competitive, and efficient manner.

Purchases under \$5,000: Department's responsibility to obtain best price possible and to foster competition.

Purchases between \$5,000 and \$14,999: Require at least three (3) written quotations submitted with the purchase order.

Purchases over \$15,000: Formal sealed bids must be obtained. All invitations for bids are advertised on the Michigan Intergovernmental Trade Network (MITN) a collaboration of public entities throughout the State that collectively advertises bid opportunities through a web site at www.mitn.info. All bid openings will be public. No late or faxed bids will be accepted. All bids and/or written quotations and request for proposals are awarded by the City Council.

Grant Policies

The City Manager's Office reviews and approves department requests to pursue grants.

Completed applications requiring a local match are presented for approval to City Council. The approval includes financing mechanism and required matching funds.

Upon notice of grant award City Council approves budget and formal acceptance.

The Finance Department works with the initiating department for proper reporting and program monitoring.



Financial Structure, Policy and Process

Budget Policies and Procedures

Role of the Budget

The budget provides the annual financial plan for the management of the City's affairs. The document compiles the financial data needed to support Novi's comprehensive decision making/policy development process. This Budget is based on the City Council Goals, the Capital Improvements Plan, and the City's financial policies, past City Council direction, and City Manager and departmental review of operations.

Budget Strategy

The current financial plan is based upon Council direction and current revenue constraints. These factors govern the stewardship of public funds and reflect the following principles:

- Basic services will be maintained at least at current levels and will be funded adequately.
- Program costs will reflect a true picture of the cost of operations. Depreciation will not be included in program costs (except in the enterprise funds) and some City-wide expenses will be separated from program expenditures for ease of administration.
- Program services will be provided in the most efficient method while meeting the needs of the public.
- Necessary infrastructure improvements will be undertaken to meet needs.
- Revenue will be estimated at realistic levels.
- Reserves will be programmed at appropriate levels to protect the City from future uncertainties.
- The budget will comply with provisions of the State Constitution, City Charter, Municipal Code and sound fiscal policy.

Balanced Operating Budget

A balanced budget is a basic budgetary constraint intended to ensure that the City does not spend beyond its means. The City must function within the limits of the financial resources available and under normal circumstances, requires commitment to a balanced budget. The appropriated budget cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years. Any deviation from a balanced operating budget requires disclosure when it occurs.

Impact of Capital Budget on the Operating Budget

As new policies and programs are approved, both the operating and capital budgets are impacted. For example, an increase in service levels approved as part of the operating budget would have long-term effects on the Capital Improvements Program. Conversely, a restrictive change to the use of long-term debt would slow capital programs.

Regardless of the difference between the operating and capital budgets, the two are interdependent. Budgetary policy states that all foreseeable operating costs related to capital projects be estimated and provided for as part of the review process associated with the Capital Improvements Program. In addition, departments are required to include costs associated with operating and maintaining capital projects that are requested for the upcoming year.

Financial Structure, Policy and Process



For additional information pertaining to the capital budget, please see the “Capital Improvements Program and Debt” section of this document.

Budgetary Internal Controls

The annual adopted budget provides a basis of control over financial operations. The objective of these budgetary controls is to ensure compliance with legal provisions embodied in the approved budget. Activities of the General Fund and Special Revenue Funds are included in the annual approved budget. The level of budgetary control (that is the level at which expenditures cannot exceed the appropriated amount) is established by function within each individual fund.

Independent Audit

State statutes and the City Charter require an annual audit of all accounts of the City by certified public accountants selected by the City Council. Plante and Moran, PLLC has fulfilled this requirement. The auditor's report is included in the City's Comprehensive Annual Financial Report (CAFR) and is available to the public.



Financial Structure, Policy and Process

Budget Process

The City's annual budget covers a twelve-month period beginning July 1 and ending June 30. The budget is an ongoing process that includes phases of development, adoption, implementation and oversight throughout the year.

Several goals are associated with the preparation and development of the City's annual budget document. First, the budget is a policy document. The document should help foster comprehensive community problem-solving and policy making. Second, the budget is a financial plan and management tool. The document should help staff in monitoring revenue and expenditures and in evaluating the effectiveness of City programs and services. Third, the budget serves as an important reference document. It should provide the City Council, the public and staff with extensive information on the nature and scope of municipal operations and services.

Strategic Planning Process and National Citizen Survey®

City Council initiates the budget process by providing invaluable guidance to the City Manager and Departments with the development of Long and Short-Term Goals and Strategies to meet these objectives. City Council began this process in January by exploring a consensus vision for our community and identifying a list of emerging priorities.

The City Manager and staff responded to City Council's list of emerging priorities by integrating these issues into a community survey intended to gauge perception of Novi and the quality of services the City offers its citizens. Conducted by Colorado-based National Research Center between September and October 2014, the community survey was mailed to a sample of 1,200 Novi households. The survey instrument pairs a series of standard questions, which provide a point of comparison to other communities through the country, along with three custom questions designed by staff to measure alignment with the City Council's list of emerging priorities. Of the 1,200 eligible households, 323 surveys were completed providing a 95 percent confidence level in the statistical validity of the results and a "margin of error" of five percent. Survey results were returned to the City in November.

The survey continues to provide a tool for the budget process, and is conducted biannually.

Departmental Budget Requests

Particular attention is given to accurately completing all required forms and providing sufficient justification for budget requests. Operating budget impacts must be included if the request is for a capital improvement item or project.

Budget Review and Analysis

All departments meet with the City Manager for review and evaluation of budget requests. The objectives of this phase are to:

- Ensure that the intent of all budget requests is understood and that budget requests are complete.
- Gain greater understanding of departmental objectives and standards of performance and operations for the upcoming fiscal year.
- Determine how proposed budgetary programs and associated changes are related to City-wide goals and objectives.

Financial Structure, Policy and Process



- Develop comprehensive information and/or request further justification on budgeted items.
- Balance the needs of each department to total City needs.

Various analytical techniques are used in evaluating department budget requests. Some of these include: analysis of workloads and levels of services, evaluation of historical expenditure patterns, projection of inflationary price increases, analysis of work methods, review of work force scheduling, and review of department operations.

Building the Recommended Budget

Under the direction of the City Manager, and with the assistance of the City Assessor and other Department Heads and staff, the Finance Director prepares an initial projection of revenue for the next fiscal year. This projection is based on reasonable assumptions of revenue generated by estimated property values and current user fees, and the best available information from the State of Michigan.

Spending priorities are based on the City's financial policies and mandated requirements, and focus on maintaining services, covering insurance and bond requirements, and the balancing of labor, supplies, and equipment

City Manager Review

Departmental review sessions are scheduled with the City Manager. After these discussions, the City Manager makes the final adjustments and works with the Finance Director and staff to prepare the draft of the Proposed Budget.

City Council Adoption

After receiving the Proposed Budget, public meetings are conducted with the City Council to familiarize members of the Council with its contents. A public hearing is also conducted to assure that all persons and organizations are provided an opportunity to be heard. The City Council then makes its revisions and adopts the budget for the next fiscal year no later than the third Monday in May.



Financial Structure, Policy and Process

Budget Amendment Process

After the budget is adopted, the primary responsibility for managing it falls to the individual departments. The Finance Department reviews the monthly budget reports concurrently with the departments. Management flexibility is given to each department of exceeding a line item within a function if it can be compensated for within that same function.

If a function must be adjusted, a Budget Amendment Request (BAR) form is filed with the Finance Department. This form first directs the department to provide the coverage from within its department. The Finance Department reviews the BAR and if deemed appropriate a formal budget amendment is presented to the City Council along with a report on the status of the contingency balance. It takes a five-vote majority to amend the budget.

Financial Structure, Policy and Process



Budget Calendar

KEY:

	planning dept items
	public hearings
	city council items

August 2015		
CIP BUDGET	28-Aug	Distribute Budget/Capital Improvement Plan (CIP) Manual
CIP BUDGET	30-Aug	Departments begin reviewing previously approved Budget Requests: CIP, Capital Outlay, Vehicle, & SIP requests.
October 2015		
CIP	tbd	Walkable Novi Committee Meeting discuss Prioritization Plan
November 2015		
CIP BUDGET	6-Nov	DEADLINE Deadline for departments to submit <u>ALL</u> Budget Request (CIP, Capital Outlay, Vehicles, & SIP) forms and support documentation to Finance. This includes Summary of Budget Requests form.
BUDGET	9-Nov	Departments begin working on FY 2016-17 <u>operating</u> budgets in BSA General Ledger.
CIP BUDGET	Nov 16 - Nov 20	Department meetings with CM, ACM, HR, and Finance to discuss Budget Requests (CIP, Capital Outlay, Vehicles, & SIP); Finance Department provides fund balance info to City Manager
December 2015		
CIP	9-Dec	Finance submits proposed CIP online database to City Manager
CIP	11-Dec	Proposed CIP online database submitted to City Council and Planning Commission (which includes CIP Committee members)
BUDGET	21-Dec	Assessments: Property Tax Base Primer presented by Assessor to City Council



Financial Structure, Policy and Process

January 2016		
BUDGET	9-Jan	City Council Early Budget Input Session
CIP	11-Jan	Proposed CIP online database submitted to Walkable Novi Committee
BUDGET	Jan 11 - Jan 15	Department meetings with CM, ACM, & Finance to discuss operating budgets and notify departments of approved budget requests
CIP	20-Jan	CIP Committee Meeting to discuss Capital Improvement Program (CIP)
February 2016		
CIP	4-Feb	Public Hearing notice on CIP in Novi News
CIP	24-Feb	Public hearing on Capital Improvements Program (CIP) and adoption by Planning Commission
March 2016		
BUDGET	14-Mar	Red Box Objectives to City Council
BUDGET	28-Mar	City Manager submits Recommended Budget and "Blue Book" to City Council (Charter requires submission to City Manager no later than April 1st. Charter requires submission to Council no later than the third Monday in April)
BUDGET	30-Mar	Public Hearing notice on Budget in Novi News
April 2016		
BUDGET	6-Apr	City Council Budget Session I
BUDGET	13-Apr	City Council Budget Session II (if necessary)
BUDGET	18-Apr	Public Hearing on Budget and City Council adopts Red Box Objectives, Budget, and approves tax levy (Charter requires adoption no later than the third Monday in May)
June 2016		
BUDGET	30-Jun	Staff publishes final Adopted Budget document, CIP Program, and Complimentary Budget Story
July 2016		
BUDGET	1-Jul	Fiscal year begins

Financial Summaries



Long-Range Financial Plan – Multi-Year Budget 2016-2019

The City of Novi has long recognized the need for planning to provide quality services to its residents. This is evident in the work performed by the elected officials, City staff and various committees and boards. The City has conducted many studies and has developed plans, policies and procedures that have guided the City in making sound decisions regarding infrastructure and services.

The City has focused on long-term financial planning since the 1990's and as a result, continues its strong financial position. Since 2004 the City has prepared a three-year budget, going beyond the requirement for adoption of an annual budget. The City of Novi continues its strong financial position as a result of long-term financial planning; maintaining responsible fund balances in conformance with GFOA recommended practices and low debt obligations, as well as complying with the City's own fund balance policies.

Under Michigan law, the maximum debt Novi can issue is \$370,448,876. The City's current debt applicable to this limit is \$27,705,000 or 7.5% of the amount allowed. The City had twelve debt issues in 1999 and currently has two debt issues (excluding the debt reported in the enterprise funds and special assessment bonds). In addition to paying down debt thru annual debt services payments, the City has taken advantage of both the decline in interest rates and its excellent credit rating (AAA) to obtain more favorable rates through refinancing – lowering interest expenditures and paying off debt sooner than anticipated.

The City's long-range financial plans, which are defined throughout this budget document, include focuses and investments on the following:

- Investing in public safety; including increasing the number of police officers and fire protection officers,
- Investing in roads, intersections & signals, and sidewalks & pathways,
- Improvements to existing parks and cultural services,
- Developing CIP-like plans for financial obligations (pension fund, etc.)
- Increasing community engagement (residential, commercial, and neighboring communities).

These long range financial plans link to the entity's strategic goals, which have been mentioned in the Budget Overview section, and are illustrated in the matrix on the next page:



Financial Summaries

Strategic Goals/Long-Range Financial Plans Matrix	
Strategic Goals	Long-Range Financial Plans
N Nurture public services that residents want and value.	maintain a comprehensive capital improvement plan; invest in roads and sidewalks & pathways; invest in water and sewer infrastructure; increase contractual snow removal for local streets
O Operate a world-class and sustainable local government.	reduce unfunded liabilities; pay down current debt while not obtaining any additional debt; monitor OPEB contributions to ensure maintaining fully funded status; continue/expand citizen academy to educate future city leaders
V Value and build a desirable and vibrant community for residents and businesses alike now and into the future.	acquire additional park land as well as improvements to existing parks and cultural services; increase community engagement (residential, commercial, and neighboring communities).
I Invest properly in being a Safe Community at all times for all people.	increase the number of police officers; improve public safety facilities and possible relocation of fire stations; improvements to top 10 high crash intersections

The 2016-17 budgets include the following items related to the goals and plans above:

- \$6.6 million investment in capital projects related to road, pathways, sidewalks and intersections within the three street funds
- \$955k investment in water and sewer infrastructure
- \$861k investment in storm sewer and drainage
- \$650k investment in capital projects in the various parks, including a park shelter at Lakeshore Park
- \$1.1 million investment in the parking lot /roadway improvements at Meadowbrook Commons
- \$4.0 million multi-year investment in expanding the DPS building and Gun Range Facility
- \$433k investment in a Tanker Truck for the Fire Department
- \$100k investment in Transportation Software for the Older Adult Services Department
- Hiring of five additional full-time staff: 2 police Officers, 1 Fire Protection Officer, 1 Fleet Asset Manager, and a Personal Property Auditor.
- Increase in defined benefits contributions of \$250k more than 2015-16, including \$100K over the ARC

Financial Summaries



The 2017-18 and 2018-19 budgets include the following items related to the goals and plans above:

- \$12.5 million investment in capital projects related to road, pathways, sidewalks and intersections within the three street funds
- \$5.0 million investment in water and sewer infrastructure over the two year period
- \$1.4 million investment in storm sewer and drainage
- \$2.6 million investment in capital projects in the various parks
- \$4.0 million multi-year investment in expanding the DPS building and Gun Range Facility
- \$400k investment in a Truck Mounted Combination (Jet and Vacuum) Sewer Cleaner
- Hiring of three additional full-time staff: 1 Police Officer, 1 Fire Protection Officer, and 1 Park Maintenance Worker
- Continue the Increase in defined benefits contributions of \$400k more than 2015-16, including \$100K over the ARC

The annual 2016-17 budget is to be adopted by Council in April. The Council will also acknowledge the multi-year budget in the form of a resolution. The City prepares the multi-year projection based on the best data available at the time. The research includes obtaining data from the County and the State of Michigan. This future outlook allows the City to plan rather than react to anticipated financial conditions. Significant revenue and expenditure assumptions for the 2016/2017 fiscal year budget and the subsequent two years are included at the end of this section.



Financial Summaries

Consolidated Financial Schedule

	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	PERMANENT FUNDS	ENTERPRISE FUNDS	FIDUCIARY FUNDS	TOTAL FY 2016-17 BUDGET
	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17
ESTIMATED REVENUES								
Property tax revenue	\$ 16,470,153	\$ 13,869,520	\$ 2,218,765	\$ -	\$ -	\$ -	\$ -	\$ 32,558,438
Special Assessments Levied	-	41,029	-	-	-	-	-	\$ 41,029
Licenses, permits, and charges for services	4,617,476	283,000	-	110,000	-	-	-	\$ 5,010,476
Federal grants	58,000	80,000	-	-	-	-	-	\$ 138,000
Fines and forfeitures	570,000	219,000	-	-	-	-	-	\$ 789,000
Donations	1,500	41,000	-	-	-	-	-	\$ 42,500
Interest income	573,418	284,273	1,300	67,000	135,000	835,000	750,000	\$ 2,645,991
Program Revenue	-	1,129,004	-	-	-	2,012,310	-	\$ 3,141,314
Older adult program revenue	-	181,650	-	-	-	-	-	\$ 181,650
Other revenue	714,970	680,669	-	-	-	323,845	5,000	\$ 1,724,484
State grants	-	-	-	-	-	-	-	\$ -
State sources	4,428,392	4,632,706	-	-	-	-	-	\$ 9,061,098
Operating Revenue	-	-	-	-	-	25,347,791	-	\$ 25,347,791
Contributions-Employer	-	-	-	-	-	-	617,207	\$ 617,207
Capital Contributions	-	-	-	-	-	2,850,000	-	\$ 2,850,000
Tap In Fees	-	-	-	-	25,000	-	-	\$ 25,000
Transfers in	5,855,000	3,960,000	-	-	-	-	-	\$ 9,815,000
OTAL ESTIMATED REVENUES	\$ 33,288,909	\$ 25,401,851	\$ 2,220,065	\$ 177,000	\$ 160,000	\$ 31,368,946	\$ 1,372,207	\$ 93,988,978
APPROPRIATIONS								
Personnel services	\$ 23,366,209	\$ 3,231,910	\$ -	\$ -	\$ -	\$ 1,353,159	\$ 826,990	\$ 28,778,268
Supplies	799,333	741,480	-	-	-	99,750	-	\$ 1,640,563
Other services and charges	6,096,069	6,720,889	1,000	500	-	20,665,980	10,000	\$ 33,494,438
Capital outlay	2,577,298	8,864,713	-	-	-	2,830,712	-	\$ 14,272,723
Debt Service	-	-	2,066,419	-	-	1,798,011	-	\$ 3,864,430
Transfer Out	450,000	9,365,000	-	-	-	-	-	\$ 9,815,000
OTAL APPROPRIATIONS	\$ 33,288,909	\$ 28,923,992	\$ 2,067,419	\$ 500	\$ -	\$ 26,747,612	\$ 836,990	\$ 91,865,422
Estimated Beginning Unassigned Fund Balance - July 1, 2016								\$ 239,652,220
Estimated Ending Unassigned Fund Balance - June 30, 2017								\$ 241,775,776
Fund balance as a percentage of total annual expenditures								263%
Estimated Change in Fund Balance								1%

Financial Summaries



General Fund

The General Fund is used to account for all financial resources traditionally associated with City government, except those required to be accounted for in another fund. The General Fund includes police, fire, planning, engineering, building inspection, neighborhood services, public works, assessing and internal services such as information technology, finance and treasury. The two primary sources of revenue for this fund are general property taxes and State Shared Revenue. In addition, the General Fund also receives revenue from licenses and permits, grants, fines and forfeitures and interest on investments.

GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
PROPERTY TAX REVENUE					
Property Tax Revenue - Current Levy	\$ 15,390,041	\$ 16,005,171	\$ 16,400,498	\$ 17,018,796	\$ 17,660,405
Property Tax Revenue- County Chargebacks	(5,868)	(74,211)	(56,914)	(108,580)	(100,000)
Property Tax Revenue - Tx Tribunal Accr	103,525	(1,463)	(10,000)	(15,000)	(10,000)
Property Tax Revenue -Brownfield Capture	(1,294)	(1,396)	(1,431)	(1,485)	(1,541)
Property Tax Revenue - C/Y Del PPT	(28,460)	(30,000)	(40,000)	(40,000)	(40,000)
Trailer fees	7,809	8,000	8,000	8,000	8,000
Penalty and interest	153,237	150,000	170,000	175,000	180,000
PROPERTY TAX REVENUE	<u>\$ 15,618,990</u>	<u>\$ 16,056,101</u>	<u>\$ 16,470,153</u>	<u>\$ 17,036,731</u>	<u>\$ 17,696,864</u>
DONATIONS					
Police Dept Donations	\$ -	\$ 1,400	\$ 1,000	\$ 1,000	\$ 1,000
Restricted Fire donations	-	600	500	500	500
DONATIONS	<u>\$ -</u>	<u>\$ 2,000</u>	<u>\$ 1,500</u>	<u>\$ 1,500</u>	<u>\$ 1,500</u>



Financial Summaries

GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
LICENSES, PERMITS & CHARGES FOR SVCS					
Clerks Dept Fees (prior business regist)	\$ 24,457	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Liquor license fees	62,941	62,000	65,000	65,000	65,000
Engineering review fees	278,888	230,000	300,000	250,000	250,000
Plan and landscape review fees	123,558	120,000	130,000	130,000	130,000
Wet, Wood, Landscape insp/review fees	680,018	461,000	500,000	450,000	400,000
Grading permit fees	10,840	17,000	12,000	12,000	12,000
Building permits	995,041	623,000	727,000	800,000	775,000
Plan review fees	420,526	325,000	375,000	375,000	375,000
Refrigeration permits	45,922	41,000	55,000	55,000	55,000
Electrical permits	191,791	200,000	225,000	225,000	225,000
Heating permits	181,514	160,000	200,000	200,000	200,000
Plumbing permits	108,399	100,000	125,000	125,000	125,000
Other charges	363,361	425,000	425,000	425,000	425,000
Court abatement revenue	1,167	5,000	5,000	5,000	5,000
Soil erosion fees	33,398	30,000	30,000	30,000	30,000
Cable television fee	857,055	825,000	875,000	900,000	925,000
Weed cutting revenue	2,695	10,000	10,000	10,000	10,000
Board of appeals	19,928	21,000	21,000	21,000	21,000
Police department-miscellaneous revenue	158,537	139,000	139,000	139,000	139,000
Police dispatch service revenue	111,760	113,996	116,276	118,602	120,974
Police contracted services	34,453	25,000	25,000	25,000	25,000
Police OWI revenue	61,896	75,000	75,000	75,000	75,000
Police Department - Hosted Training	16,800	10,000	10,000	10,000	10,000
Administrative reimburse	118,898	125,000	140,000	140,000	140,000
Fire Station CEMS revenue	7,800	7,200	7,200	7,200	7,200
LICENSES, PERMITS & CHARGES FOR SVCS	\$ 4,911,643	\$ 4,175,196	\$ 4,617,476	\$ 4,617,802	\$ 4,570,174
FEDERAL GRANTS					
Federal Grants	\$ 3,658	\$ -	\$ -	\$ -	\$ -
TIA Grant	9,823	8,000	8,000	8,000	8,000
Federal forfeitures-reimbursement only	28,605	30,000	30,000	30,000	30,000
SS Task Force Reimbursement	19,306	20,000	20,000	20,000	20,000
FEDERAL GRANTS	\$ 61,392	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000
FINES AND FORFEITURES					
Court fees and fines	\$ 491,259	\$ 480,000	\$ 550,000	\$ 535,000	\$ 540,000
Motor carrier fines and fees	22,450	10,000	20,000	20,000	20,000
FINES AND FORFEITURES	\$ 513,709	\$ 490,000	\$ 570,000	\$ 555,000	\$ 560,000

Financial Summaries



GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
INTEREST INCOME					
Interest on Investments	\$ 175,273	\$ 125,000	\$ 175,000	\$ 175,000	\$ 175,000
Unrealized gain (loss) on investments	11,686	150,000	150,000	150,000	150,000
Interest on Trust & Agency Funds	151,670	150,000	248,418	253,355	260,686
INTEREST INCOME	\$ 338,629	\$ 425,000	\$ 573,418	\$ 578,355	\$ 585,686
OTHER REVENUE					
Insurance Reimbursement	\$ 31,451	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
Fire Department	9,996	10,000	10,000	10,000	10,000
Fire Department Hosted Training	1,500	-	-	-	-
Novi Youth Council	8,602	9,500	9,500	9,500	9,500
Miscellaneous income	166,664	159,000	245,000	245,000	245,000
Filming permit revenue	150	200	200	200	200
Library Network Charges	27,638	35,000	35,000	35,000	35,000
State of the City revenue	3,480	4,000	4,000	4,000	4,000
Novi Township assessment	15,373	16,000	15,000	15,000	15,000
RRRASOC Hosting Fees	16,000	16,000	16,000	16,000	16,000
Cell tower revenue	133,772	5,000	5,000	5,000	5,000
Municipal service charges	365,270	365,270	365,270	365,270	365,270
OTHER REVENUE	\$ 779,896	\$ 639,970	\$ 714,970	\$ 714,970	\$ 714,970
STATE SOURCES					
Police training grant	\$ 16,744	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
State revenue sharing	4,353,847	4,316,470	4,403,392	4,447,499	4,491,773
STATE SOURCES	\$ 4,370,591	\$ 4,341,470	\$ 4,428,392	\$ 4,472,499	\$ 4,516,773
TRANSFERS IN					
Transfer from Public Safety Fund	\$ 5,300,000	\$ 5,300,000	\$ 5,855,000	\$ 4,830,000	\$ 5,060,000
Transfer from Contributions Fund	11,364	-	-	-	-
Transfer from Library Fund	-	38,000	-	-	-
TRANSFERS IN	\$ 5,311,364	\$ 5,338,000	\$ 5,855,000	\$ 4,830,000	\$ 5,060,000
TOTAL ESTIMATED REVENUES	\$ 31,906,214	\$ 31,525,737	\$ 33,288,909	\$ 32,864,857	\$ 33,763,967



Financial Summaries

GENERAL FUND

APPROPRIATIONS	ACTUAL	ESTIMATED	BUDGET	PROJECTED	
	2014-15	2015-16	2016-17	2017-18	2018-19
Dept 101.00-CITY COUNCIL					
PERSONNEL SERVICES	\$ 34,091	\$ 36,522	\$ 36,119	\$ 36,125	\$ 36,131
SUPPLIES	544	435	550	861	500
OTHER SERVICES AND CHARGES	7,801	15,000	14,450	10,000	10,000
TOTAL Dept 101.00-CITY COUNCIL	\$ 42,436	\$ 51,957	\$ 51,119	\$ 46,986	\$ 46,631
Dept 172.00-CITY MANAGER					
PERSONNEL SERVICES	\$ 425,377	\$ 507,439	\$ 487,627	\$ 505,175	\$ 519,702
SUPPLIES	1,777	1,450	1,500	1,500	1,500
OTHER SERVICES AND CHARGES	81,651	174,751	127,275	119,508	117,735
TOTAL Dept 172.00-CITY MANAGER	\$ 508,805	\$ 683,640	\$ 616,402	\$ 626,183	\$ 638,937
	<i>Financial Services</i>				
Dept 201.00-FINANCE DEPARTMENT					
PERSONNEL SERVICES	\$ 784,310	\$ 889,093	\$ 885,009	\$ 913,823	\$ 939,256
SUPPLIES	12,296	18,000	13,200	13,200	13,200
OTHER SERVICES AND CHARGES	53,224	67,000	74,289	65,600	66,250
CAPITAL OUTLAY	6,879	8,358	-	-	-
TOTAL Dept 201.00-FINANCE DEPARTMENT	\$ 856,709	\$ 982,451	\$ 972,498	\$ 992,623	\$ 1,018,706
Dept 253.00-TREASURY					
PERSONNEL SERVICES	\$ 239,408	\$ 248,878	\$ 253,801	\$ 262,419	\$ 271,457
SUPPLIES	42,908	31,000	31,000	31,000	31,000
OTHER SERVICES AND CHARGES	38,317	53,496	61,607	53,934	54,050
TOTAL Dept 253.00-TREASURY	\$ 320,633	\$ 333,374	\$ 346,408	\$ 347,353	\$ 356,507
	<i>Financial Services Total</i>	<i>\$ 1,177,342</i>	<i>\$ 1,315,825</i>	<i>\$ 1,339,976</i>	<i>\$ 1,375,213</i>
Dept 205.00-INFORMATION TECHNOLOGY DEPT					
PERSONNEL SERVICES	\$ 597,664	\$ 660,067	\$ 684,254	\$ 704,892	\$ 725,193
SUPPLIES	21,406	26,150	34,405	34,150	34,150
OTHER SERVICES AND CHARGES	104,284	199,689	172,812	184,064	176,164
CAPITAL OUTLAY	51,272	258,979	150,134	6,000	-
TOTAL Dept 205.00-INFO TECHNOLOGY DEPT	\$ 774,626	\$ 1,144,885	\$ 1,041,605	\$ 929,106	\$ 935,507

Financial Summaries



GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
Dept 209.00-ASSESSING DEPARTMENT					
PERSONNEL SERVICES	\$ 506,019	\$ 581,944	\$ 633,367	\$ 655,255	\$ 679,287
SUPPLIES	10,373	14,700	25,200	26,200	27,200
OTHER SERVICES AND CHARGES	201,580	165,600	149,265	139,200	127,300
CAPITAL OUTLAY	-	25,000	25,000	-	-
TOTAL Dept 209.00-ASSESSING DEPARTMENT	\$ 717,972	\$ 787,244	\$ 832,832	\$ 820,655	\$ 833,787
Dept 210.00-CITY ATTORNEY, INSURANCE, & CLAIMS					
OTHER SERVICES AND CHARGES	\$ 699,485	\$ 760,000	\$ 761,000	\$ 783,500	\$ 807,000
CAPITAL OUTLAY	8,170	70,000	50,000	50,000	50,000
TOTAL Dept 210.00-CTY ATTRNY, INSUR, & CLAIMS	\$ 707,655	\$ 830,000	\$ 811,000	\$ 833,500	\$ 857,000
Dept 215.00-CITY CLERK					
PERSONNEL SERVICES	\$ 546,563	\$ 567,971	\$ 566,850	\$ 582,005	\$ 606,700
SUPPLIES	38,730	48,930	40,741	42,816	42,000
OTHER SERVICES AND CHARGES	124,309	113,250	210,872	123,900	121,500
CAPITAL OUTLAY	-	-	-	11,300	-
TOTAL Dept 215.00-CITY CLERK	\$ 709,602	\$ 730,151	\$ 818,463	\$ 760,021	\$ 770,200
Dept 265.00-FACILITY MANAGEMENT					
PERSONNEL SERVICES	\$ 352,857	\$ 280,884	\$ 311,741	\$ 320,138	\$ 329,140
SUPPLIES	13,846	22,500	23,500	17,500	17,500
OTHER SERVICES AND CHARGES	372,793	458,020	421,870	451,430	441,980
CAPITAL OUTLAY	392,482	27,964	143,439	10,000	41,400
TOTAL Dept 265.00-FACILITY MANAGEMENT	\$ 1,131,978	\$ 789,368	\$ 900,550	\$ 799,068	\$ 830,020
Dept 265.10-FACILITY MANAGEMENT - PARKS MAINT					
PERSONNEL SERVICES	\$ -	\$ 125,313	\$ 387,999	\$ 402,136	\$ 491,834
SUPPLIES	-	-	21,500	21,500	21,500
OTHER SERVICES AND CHARGES	-	-	294,650	291,250	291,250
CAPITAL OUTLAY	-	16,000	32,000	27,500	16,000
TOTAL Dept 265.10-FAC MGMNT - PARKS MAINT	\$ -	\$ 141,313	\$ 736,149	\$ 742,386	\$ 820,584
Dept 270.00-HUMAN RESOURCES					
PERSONNEL SERVICES	\$ 356,499	\$ 368,315	\$ 349,494	\$ 359,271	\$ 370,809
SUPPLIES	890	1,000	1,000	1,000	1,000
OTHER SERVICES AND CHARGES	65,429	133,050	131,363	131,000	130,300
CAPITAL OUTLAY	-	16,000	-	-	-
TOTAL Dept 270.00-HUMAN RESOURCES	\$ 422,818	\$ 518,365	\$ 481,857	\$ 491,271	\$ 502,109



Financial Summaries

GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
Dept 295.00-NEIGHBORHOOD & BUSINESS RELATIONS GROUP					
PERSONNEL SERVICES	\$ 399,264	\$ 372,973	\$ 359,052	\$ 372,503	\$ 386,229
SUPPLIES	9,504	10,400	10,900	10,900	10,900
OTHER SERVICES AND CHARGES	352,411	390,471	383,708	381,815	381,815
TOTAL Dept 295.00-NEIGHBOR & BUSINESS REL	\$ 761,179	\$ 773,844	\$ 753,660	\$ 765,218	\$ 778,944
<i>Public Safety</i>					
Dept 301.00-POLICE DEPARTMENT					
PERSONNEL SERVICES	\$ 10,398,086	\$ 10,646,421	\$ 10,817,761	\$ 11,246,730	\$ 11,606,575
SUPPLIES	259,173	253,000	260,000	299,600	254,000
OTHER SERVICES AND CHARGES	974,117	1,123,790	1,112,952	1,114,405	1,120,405
CAPITAL OUTLAY	146,556	151,795	387,675	369,060	621,500
TOTAL Dept 301.00-POLICE DEPARTMENT	\$ 11,777,932	\$ 12,175,006	\$ 12,578,388	\$ 13,029,795	\$ 13,602,480
Dept 337.00-FIRE DEPARTMENT					
PERSONNEL SERVICES	\$ 3,971,776	\$ 4,187,422	\$ 4,407,691	\$ 4,738,803	\$ 4,932,410
SUPPLIES	142,837	155,724	156,845	147,500	147,500
OTHER SERVICES AND CHARGES	473,779	585,535	623,189	625,070	569,125
CAPITAL OUTLAY	154,416	149,706	535,820	63,200	432,100
TOTAL Dept 337.00-FIRE DEPARTMENT	\$ 4,742,808	\$ 5,078,387	\$ 5,723,545	\$ 5,574,573	\$ 6,081,135
<i>Public Safety Total</i>	\$ 16,520,740	\$ 17,253,393	\$ 18,301,933	\$ 18,604,368	\$ 19,683,615
<i>Community Development</i>					
Dept 371.00-COMMUNITY DEVELOPMENT-BUILDING					
PERSONNEL SERVICES	\$ 1,439,072	\$ 1,375,683	\$ 1,507,499	\$ 1,562,315	\$ 1,620,546
SUPPLIES	42,172	34,550	33,200	33,200	33,200
OTHER SERVICES AND CHARGES	93,991	263,112	145,893	116,779	109,779
CAPITAL OUTLAY	22,387	455,050	50,000	27,000	-
TOTAL Dept 371.00-COMM DEVELOP-BUILDING	\$ 1,597,622	\$ 2,128,395	\$ 1,736,592	\$ 1,739,294	\$ 1,763,525
Dept 807.00-COMMUNITY DEVELOPMENT-PLANNING					
PERSONNEL SERVICES	\$ 457,508	\$ 546,861	\$ 469,807	\$ 483,803	\$ 498,499
SUPPLIES	5,506	7,450	7,450	7,450	7,450
OTHER SERVICES AND CHARGES	44,901	313,649	89,567	48,450	45,550
CAPITAL OUTLAY	-	-	80,000	-	-
TOTAL Dept 807.00-COMM DEVELOP-PLANNING	\$ 507,915	\$ 867,960	\$ 646,824	\$ 539,703	\$ 551,499
<i>Community Development Total</i>	\$ 2,105,537	\$ 2,996,355	\$ 2,383,416	\$ 2,278,997	\$ 2,315,024

Financial Summaries



GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
<i>Department of Public Services</i>					
Dept 442.00-DPS ADMINISTRATION DIVISION					
PERSONNEL SERVICES	\$ 266,649	\$ 293,600	\$ 298,695	\$ 308,010	\$ 317,390
SUPPLIES	11,589	11,200	11,200	11,200	11,200
OTHER SERVICES AND CHARGES	362,914	361,522	419,766	438,896	421,396
CAPITAL OUTLAY	30,724	266,464	136,524	875,438	21,638
TOTAL Dept 442.00-DPS ADMINISTRATION	\$ 671,876	\$ 932,786	\$ 866,185	\$ 1,633,544	\$ 771,624
Dept 442.10-DPS ENGINEERING DIVISION					
PERSONNEL SERVICES	\$ 117,822	\$ 144,412	\$ 142,418	\$ 157,729	\$ 171,521
SUPPLIES	2,652	1,930	2,000	2,000	2,000
OTHER SERVICES AND CHARGES	97,391	134,674	158,500	132,604	132,604
CAPITAL OUTLAY	91,259	507,263	316,206	314,842	143,110
TOTAL Dept 442.10-DPS ENGINEERING DIVISION	\$ 309,124	\$ 788,279	\$ 619,124	\$ 607,175	\$ 449,235
Dept 442.20-DPS FIELD OPERATIONS DIVISION					
PERSONNEL SERVICES	\$ 222,856	\$ 511,086	\$ 323,935	\$ 385,055	\$ 449,020
SUPPLIES	78,704	83,500	89,500	84,500	84,500
OTHER SERVICES AND CHARGES	440,354	503,000	332,441	326,450	327,450
CAPITAL OUTLAY	13,480	531,067	464,500	1,054,100	585,000
TOTAL Dept 442.20-DPS FIELD OPERATIONS	\$ 758,394	\$ 1,628,653	\$ 1,210,376	\$ 1,850,105	\$ 1,445,970
Dept 442.30-DPS FLEET ASSET DIVISION					
PERSONNEL SERVICES	\$ 290,649	\$ 302,357	\$ 396,401	\$ 410,320	\$ 423,430
SUPPLIES	28,436	23,750	26,000	25,000	25,000
OTHER SERVICES AND CHARGES	330,594	392,450	396,600	440,200	405,200
CAPITAL OUTLAY		177,400	206,000	-	-
TOTAL Dept 442.30-DPS FLEET ASSET DIVISION	\$ 649,679	\$ 895,957	\$ 1,025,001	\$ 875,520	\$ 853,630
<i>Department of Public Services Total</i>	\$ 2,389,073	\$ 4,245,675	\$ 3,720,686	\$ 4,966,344	\$ 3,520,459
Dept 665.00-NOVI YOUTH ASSISTANCE					
PERSONNEL SERVICES	\$ 31,013	\$ 46,271	\$ 46,689	\$ 47,136	\$ 47,295
SUPPLIES	6,234	9,642	9,642	9,642	9,642
TOTAL Dept 665.00-NOVI YOUTH ASSISTANCE	\$ 37,247	\$ 55,913	\$ 56,331	\$ 56,778	\$ 56,937
Dept 803.00-HISTORICAL COMMISSION					
OTHER SERVICES AND CHARGES	\$ 5,917	\$ 14,525	\$ 14,000	\$ 14,000	\$ 14,000
TOTAL Dept 803.00-HISTORICAL COMMISSION	\$ 5,917	\$ 14,525	\$ 14,000	\$ 14,000	\$ 14,000



Financial Summaries

GENERAL FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
Dept 940.00-TRANSFER TO OTHER FUNDS					
TRANSFERS OUT	\$ 1,025,654	\$ 361,020	\$ 450,000	\$ 1,390,000	\$ 1,385,000
TOTAL Dept 940.00-TRANSFER TO OTHER FUNDS	\$ 1,025,654	\$ 361,020	\$ 450,000	\$ 1,390,000	\$ 1,385,000
TOTAL APPROPRIATIONS	\$ 29,038,582	\$ 32,693,473	\$ 33,288,909	\$ 35,464,857	\$ 35,363,967
NET OF REVENUES/APPROPRIATIONS	\$ 2,867,632	\$ (1,167,736)	\$ -	\$ (2,600,000)	\$ (1,600,000)
BEGINNING FUND BALANCE	9,490,015	12,357,647	11,189,911	11,189,911	8,589,911
ENDING FUND BALANCE	\$ 12,357,647	\$ 11,189,911	\$ 11,189,911	\$ 8,589,911	\$ 6,989,911

Fund balance as a percentage of total annual expenditures	43%	34%	34%	24%	20%
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Ending Fund Balance (18% min)	\$ 5,226,945	\$ 5,884,825	\$ 5,992,004	\$ 6,383,674	\$ 6,365,514
Funds above / (below) 18% min	\$ 7,130,702	\$ 5,305,086	\$ 5,197,907	\$ 2,206,237	\$ 624,397

Ending Fund Balance (22% max)	\$ 6,388,488	\$ 7,192,564	\$ 7,323,560	\$ 7,802,269	\$ 7,780,073
Funds above / (below) 22% max	\$ 5,969,159	\$ 3,997,347	\$ 3,866,351	\$ 787,642	\$ (790,162)

Estimated Change in Fund Balance	30%	-9%	0%	-23%	-19%
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* **Total Appropriations** include service improvements, capital outlay, vehicles, and capital improvements. The level of such expenditures is dictated by available funds from accumulated fund balance and anticipated revenue above annual expenditures in conjunction with the targeted fund balance.

Financial Summaries



SPECIAL REVENUE FUNDS

Major Street Fund

The Major Street Fund's purpose is to account for expenditures associated with the construction and maintenance needs of the Major Street portion (as defined by State Act 51) of the City's street network. Of the 186.24 total centerline miles that make up the City of Novi road network, the City has 43.5 centerline miles of Major streets. Financing is primarily provided by the City's share of State gas and weight taxes.

MAJOR STREET FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Transfers in	\$ -	\$ 4,409,570	\$ 755,000	\$ 1,195,000	\$ 390,000
State sources	2,831,461	3,025,713	3,411,852	3,669,926	3,973,458
Other revenue	7,908	5,000	-	-	-
Interest income	1,050	10,000	2,730	2,732	3,500
TOTAL ESTIMATED REVENUES	\$ 2,840,419	\$ 7,450,283	\$ 4,169,582	\$ 4,867,658	\$ 4,366,958
APPROPRIATIONS					
Other services and charges	\$ 1,479,662	\$ 1,527,434	\$ 1,479,490	\$ 1,539,590	\$ 1,539,690
Capital outlay	450,866	6,001,725	2,834,792	3,327,600	2,152,060
Transfers out	673,736	-	-	-	675,000
TOTAL APPROPRIATIONS	\$ 2,604,264	\$ 7,529,159	\$ 4,314,282	\$ 4,867,190	\$ 4,366,750
NET OF REVENUES/APPROPRIATIONS - FUND 202	\$ 236,155	\$ (78,876)	\$ (144,700)	\$ 468	\$ 208
BEGINNING FUND BALANCE	596,502	832,658	753,782	609,082	609,550
ENDING FUND BALANCE	\$ 832,657	\$ 753,782	\$ 609,082	\$ 609,550	\$ 609,758

Fund balance as a percentage of total annual expenditures

32% 10% 14% 13% 14%

Ending Fund Balance (10% minimum)	\$ 260,426	\$ 752,916	\$ 431,428	\$ 486,719	\$ 436,675
Funds above / (below) 10% minimum	\$ 572,231	\$ 866	\$ 177,654	\$ 122,831	\$ 173,083
Ending Fund Balance (20% maximum)	\$ 520,853	\$ 1,505,832	\$ 862,856	\$ 973,438	\$ 873,350
Funds above / (below) 20% maximum	\$ 311,804	\$ (752,050)	\$ (253,774)	\$ (363,888)	\$ (263,592)

Estimated Change in Fund Balance

40% -9% -19% 0% 0%



Financial Summaries

Local Street Fund

The Local Street Fund's purpose is to account for expenditures associated with the construction and maintenance needs of the City's 142.74 centerline miles of Local Streets as defined by State Act 51. Financing is provided by the City's share of State gas and weight taxes and transfers from other funds.

LOCAL STREET FUND					
	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Transfers in	\$ 3,085,700	\$ 2,554,640	\$ 2,755,000	\$ 3,165,000	\$ 3,700,000
State sources	1,015,955	1,071,805	1,191,854	1,282,328	1,388,887
Other revenue	9,206	-	-	-	-
Interest income	5,429	2,000	3,846	3,400	3,500
TOTAL ESTIMATED REVENUES	\$ 4,116,290	\$ 3,628,445	\$ 3,950,700	\$ 4,450,728	\$ 5,092,387
APPROPRIATIONS					
Other services and charges	\$ 1,369,059	\$ 1,702,663	\$ 1,450,040	\$ 1,480,140	\$ 1,481,240
Capital outlay	-	2,219,181	2,500,000	2,970,000	3,609,812
Transfers out	2,815,466	-	-	-	-
TOTAL APPROPRIATIONS	\$ 4,184,525	\$ 3,921,844	\$ 3,950,040	\$ 4,450,140	\$ 5,091,052
NET OF REVENUES/APPROPRIATIONS - FUND 203	\$ (68,235)	\$ (293,399)	\$ 660	\$ 588	\$ 1,335
BEGINNING FUND BALANCE	914,371	846,137	552,738	553,398	553,986
ENDING FUND BALANCE	\$ 846,136	\$ 552,738	\$ 553,398	\$ 553,986	\$ 555,321
Fund balance as a percentage of total annual expenditures	20%	14%	14%	12%	11%
Ending Fund Balance (10% minimum)	\$ 418,453	\$ 392,184	\$ 395,004	\$ 445,014	\$ 509,105
Funds above / (below) 10% minimum	\$ 427,684	\$ 160,554	\$ 158,394	\$ 108,972	\$ 46,216
Ending Fund Balance (20% maximum)	\$ 836,905	\$ 784,369	\$ 790,008	\$ 890,028	\$ 1,018,210
Funds above / (below) 20% maximum	\$ 9,231	\$ (231,631)	\$ (236,610)	\$ (336,042)	\$ (462,889)
Estimated Change in Fund Balance	-7%	-35%	0%	0%	0%

Financial Summaries



Municipal Street Fund

The Municipal Street Fund is used to enhance the Major and Local Street Funds, and to provide matching funds for County roads. This fund accounts for a City Charter authorized property tax millage to supplement the Major and Local Street Funds that have limited resources due to the reliance on the State gas and weight tax.

MUNICIPAL STREET FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
ESTIMATED REVENUES					
Property tax revenue	\$ 4,754,081	\$ 4,747,442	\$ 4,864,695	\$ 5,009,486	\$ 5,256,162
Special assessments levied	19,339	16,000	15,200	14,400	14,400
Transfers in	389,012	190,100	-	-	-
Licenses, permits & charges for services	10,700	96,940	25,000	25,000	25,000
Federal grants	10,814	-	-	-	-
Other revenue	512,878	317,800	255,000	255,000	255,000
Interest income	48,599	30,000	45,000	45,000	45,000
TOTAL ESTIMATED REVENUES	\$ 5,745,423	\$ 5,398,282	\$ 5,204,895	\$ 5,348,886	\$ 5,595,562
APPROPRIATIONS					
Transfers out	\$ 3,174,847	\$ 6,964,210	\$ 3,510,000	\$ 4,360,000	\$ 3,415,000
Other services and charges	413,444	523,575	596,575	636,575	587,675
Capital outlay	(6,648)	2,907,396	1,429,262	295,541	1,640,818
TOTAL APPROPRIATIONS	\$ 3,581,643	\$ 10,395,181	\$ 5,535,837	\$ 5,292,116	\$ 5,643,493
NET OF REVENUES/APPROPRIATIONS - FUND 204	\$ 2,163,780	\$ (4,996,899)	\$ (330,942)	\$ 56,770	\$ (47,931)
BEGINNING FUND BALANCE	3,929,108	6,092,887	1,095,988	765,046	821,816
ENDING FUND BALANCE	\$ 6,092,888	\$ 1,095,988	\$ 765,046	\$ 821,816	\$ 773,885

Fund balance as a percentage of total annual expenditures	170%	11%	14%	16%	14%
Ending Fund Balance (10% minimum)	\$ 358,164	\$ 1,039,518	\$ 553,584	\$ 529,212	\$ 564,349
Funds above / (below) 10% minimum	\$ 5,734,724	\$ 56,470	\$ 211,462	\$ 292,604	\$ 209,536
Ending Fund Balance (20% maximum)	\$ 716,329	\$ 2,079,036	\$ 1,107,167	\$ 1,058,423	\$ 1,128,699
Funds above / (below) 20% maximum	\$ 5,376,559	\$ (983,048)	\$ (342,121)	\$ (236,607)	\$ (354,814)
Estimated Change in Fund Balance	55%	-82%	-30%	7%	-6%



Financial Summaries

Public Safety Fund

The revenue for this fund is generated from property taxes in accordance with a special City Charter millage that was authorized to supplement the operations of the police and fire departments, including payment for personnel-related expenditures and for the purchase of fire trucks, apparatus and equipment.

PUBLIC SAFETY FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
ESTIMATED REVENUES					
Property tax revenue	\$ 4,390,579	\$ 4,528,692	\$ 4,623,317	\$ 4,782,720	\$ 5,009,916
Interest income	51,451	60,000	46,683	47,280	50,084
TOTAL ESTIMATED REVENUES	\$ 4,442,030	\$ 4,588,692	\$ 4,670,000	\$ 4,830,000	\$ 5,060,000
APPROPRIATIONS					
Transfers out	5,300,000	5,300,000	5,855,000	4,830,000	5,060,000
TOTAL APPROPRIATIONS	\$ 5,300,000	\$ 5,300,000	\$ 5,855,000	\$ 4,830,000	\$ 5,060,000
NET OF REVENUES/APPROPRIATIONS - FUND 205	\$ (857,970)	\$ (711,308)	\$ (1,185,000)	\$ -	\$ -
BEGINNING FUND BALANCE	2,754,279	1,896,308	1,185,000	-	-
ENDING FUND BALANCE	\$ 1,896,309	\$ 1,185,000	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures	36%	22%	0%	0%	0%
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Estimated Change in Fund Balance	-31%	-38%	-100%	0%	0%
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Financial Summaries



Parks, Recreation, and Cultural Services Fund

The departments within this fund administer all parks, recreation and cultural services operations, including strategic direction, policy development, resource identification, and serves as the liaison to the Parks, Recreation and Cultural Services Commission and the Novi Parks Foundation.

PARKS, RECREATION & CULTURAL SERVICES FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Property tax revenue	\$ 1,185,648	\$ 1,215,154	\$ 1,240,051	\$ 1,277,191	\$ 1,335,836
Donations	59,900	141,000	23,000	23,000	23,000
Program revenue	1,133,490	1,234,150	1,129,004	1,136,589	1,136,589
Older adult program revenue	170,125	181,650	181,650	181,650	181,650
State grants	-	385,000	-	-	-
Transfers in	978,768	361,020	450,000	1,390,000	1,385,000
Federal grants	32,654	-	-	-	-
Other revenue	10,459	40,400	7,400	7,400	7,400
Interest income	(2,484)	5,000	25,531	13,636	13,238
TOTAL ESTIMATED REVENUES	\$ 3,568,560	\$ 3,563,374	\$ 3,056,636	\$ 4,029,466	\$ 4,082,713
APPROPRIATIONS					
Personnel services	\$ 995,433	\$ 1,184,506	\$ 1,134,443	\$ 1,169,678	\$ 1,190,255
Supplies	42,582	120,061	92,180	61,180	61,180
Other services and charges	1,293,831	1,393,363	1,404,900	1,417,378	1,417,478
Capital outlay	413,598	1,765,187	790,113	1,354,230	1,371,800
TOTAL APPROPRIATIONS	\$ 2,745,444	\$ 4,463,117	\$ 3,421,636	\$ 4,002,466	\$ 4,040,713
NET OF REVENUES/APPROPRIATIONS - FUND 208	\$ 823,116	\$ (899,743)	\$ (365,000)	\$ 27,000	\$ 42,000
BEGINNING FUND BALANCE	895,244	1,718,364	818,621	453,621	480,621
ENDING FUND BALANCE	\$ 1,718,360	\$ 818,621	\$ 453,621	\$ 480,621	\$ 522,621

Fund balance as a percentage of total annual expenditures	63%	18%	13%	12%	13%
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Ending Fund Balance (12% minimum)	\$ 329,453	\$ 535,574	\$ 410,596	\$ 480,296	\$ 484,886
Funds above / (below) 12% minimum	\$ 1,388,907	\$ 283,047	\$ 43,025	\$ 325	\$ 37,735

Ending Fund Balance (22% maximum)	\$ 603,998	\$ 981,886	\$ 752,760	\$ 880,543	\$ 888,957
Funds above / (below) 22% maximum	\$ 1,114,362	\$ (163,265)	\$ (299,139)	\$ (399,922)	\$ (366,336)

Estimated Change in Fund Balance	92%	-52%	-45%	6%	9%
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Financial Summaries

Tree Fund

This fund was established to cover most of the cost of City tree replacement and future maintenance costs. Proceeds vary from year to year and come from fines, fees paid by developers and street tree maintenance charges pursuant to the City Charter and Code of Ordinances.

TREE FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Other revenue	\$ 1,065,275	\$ 287,000	\$ 340,000	\$ 345,000	\$ 345,000
Interest income	10,654	39,184	55,415	50,557	52,253
TOTAL ESTIMATED REVENUES	\$ 1,075,929	\$ 326,184	\$ 395,415	\$ 395,557	\$ 397,253
APPROPRIATIONS					
Personnel services	\$ -	\$ 98,851	\$ 91,749	\$ 93,412	\$ 95,108
Supplies	-	5,000	1,000	1,000	1,000
Other services and charges	159,191	176,008	302,666	301,145	301,145
Capital outlay	-	4,133	-	-	-
TOTAL APPROPRIATIONS	\$ 159,191	\$ 283,992	\$ 395,415	\$ 395,557	\$ 397,253
NET OF REVENUES/APPROPRIATIONS - FUND 209	\$ 916,738	\$ 42,192	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	1,578,060	2,494,798	2,536,990	2,536,990	2,536,990
ENDING FUND BALANCE	\$ 2,494,798	\$ 2,536,990	\$ 2,536,990	\$ 2,536,990	\$ 2,536,990

Fund balance as a percentage of total annual expenditures

1567% 893% 642% 641% 639%

Ending Fund Balance (\$500,000 minimum)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Funds above / (below) \$500,000 minimum	\$ 1,994,798	\$ 2,036,990	\$ 2,036,990	\$ 2,036,990	\$ 2,036,990

Estimated Change in Fund Balance

58% 2% 0% 0% 0%

Financial Summaries



Drain Fund

This fund includes a special property tax millage that was approved for the purpose of improving and maintaining the City's regional and arterial detention system.

DRAIN FUND					
	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Property tax revenue	\$ 9,920	\$ (8,026)	\$ 650,000	\$ 2,184,812	\$ 2,184,812
Other revenue	18,119	10,000	10,000	10,000	10,000
Interest income	90,788	40,000	50,000	60,000	60,000
TOTAL ESTIMATED REVENUES	\$ 118,827	\$ 41,974	\$ 710,000	\$ 2,254,812	\$ 2,254,812
APPROPRIATIONS					
Other services and charges	\$ 553,328	\$ 747,988	\$ 827,968	\$ 819,868	\$ 807,668
Capital outlay	188,521	2,675,452	1,174,146	857,880	1,224,200
TOTAL APPROPRIATIONS	\$ 741,849	\$ 3,423,440	\$ 2,002,114	\$ 1,677,748	\$ 2,031,868
NET OF REVENUES/APPROPRIATIONS - FUND 210	\$ (623,022)	\$ (3,381,466)	\$ (1,292,114)	\$ 577,064	\$ 222,944
BEGINNING FUND BALANCE	5,305,266	4,682,241	1,300,775	8,661	585,725
ENDING FUND BALANCE	\$ 4,682,244	\$ 1,300,775	\$ 8,661	\$ 585,725	\$ 808,669
Fund balance as a percentage of total annual expenditures	631%	38%	0%	35%	40%
Estimated Change in Fund Balance	-12%	-72%	-99%	6663%	38%



Financial Summaries

PEG Cable Fund

This fund was established to track the revenues and expenditures related to providing cable services to the City, including cable franchise revenues and cable production fees.

PEG CABLE FUND					
	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Transfers in	\$ 272,654	\$ -	\$ -	\$ -	\$ -
Licenses, permits & charges for services	248,108	180,000	258,000	259,000	262,000
Interest income	(411)	1,000	2,418	2,421	2,438
TOTAL ESTIMATED REVENUES	\$ 520,351	\$ 181,000	\$ 260,418	\$ 261,421	\$ 264,438
APPROPRIATIONS					
Personnel services	\$ 14,358	\$ 21,691	\$ 221,718	\$ 228,421	\$ 235,438
Other services and charges	98,535	90,000	31,700	26,000	22,000
Capital outlay	-	7,000	7,000	7,000	7,000
TOTAL APPROPRIATIONS	\$ 112,893	\$ 118,691	\$ 260,418	\$ 261,421	\$ 264,438
NET OF REVENUES/APPROPRIATIONS - FUND 263	\$ 407,458	\$ 62,309	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	-	407,458	469,767	469,767	469,767
ENDING FUND BALANCE	\$ 407,458	\$ 469,767	\$ 469,767	\$ 469,767	\$ 469,767
Fund balance as a percentage of total annual expenditures	361%	396%	180%	180%	178%
Estimated Change in Fund Balance	0%	15%	0%	0%	0%

Financial Summaries



Community Development Block Grant (CDBG) Fund

This fund records federal grant monies passed through to the City from Oakland County. These funds are used to support the youth assistance program and minor home repair program.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Federal grants	\$ 53,000	\$ 93,353	\$ 75,000	\$ 75,000	\$ 75,000
TOTAL ESTIMATED REVENUES	\$ 53,000	\$ 93,353	\$ 75,000	\$ 75,000	\$ 75,000
APPROPRIATIONS					
Other services and charges	\$ 68,848	\$ 77,505	\$ 75,000	\$ 75,000	\$ 75,000
TOTAL APPROPRIATIONS	\$ 68,848	\$ 77,505	\$ 75,000	\$ 75,000	\$ 75,000
NET OF REVENUES/APPROPRIATIONS - FUND 264	\$ (15,848)	\$ 15,848	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	-	(15,848)	-	-	-
ENDING FUND BALANCE	\$ (15,848)	\$ -	\$ -	\$ -	\$ -
Fund balance as a percentage of total annual expenditures	-23%	0%	0%	0%	0%
Estimated Change in Fund Balance	0%	-100%	0%	0%	0%



Financial Summaries

Forfeiture Fund

This fund records all receipts and expenditures relating to Federal, State, Local and OWI, forfeited and legally restricted, funds relating to narcotic trafficking, money laundering, State laws and ordinances.

FORFEITURE FUND					
	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Federal grants	\$ 5,027	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Other revenue	37,816	16,347	3,000	3,000	3,000
Fines and forfeitures	62,220	66,100	66,000	66,000	66,000
Interest income	890	2,500	2,500	2,500	2,500
TOTAL ESTIMATED REVENUES	\$ 105,953	\$ 89,947	\$ 76,500	\$ 76,500	\$ 76,500
APPROPRIATIONS					
Supplies	\$ 30,889	\$ 10,000	\$ 15,000	\$ 15,000	\$ 15,000
Other services and charges	73,698	500	500	525	525
Capital outlay	138,316	244,876	20,000	20,000	0
TOTAL APPROPRIATIONS	\$ 242,903	\$ 255,376	\$ 35,500	\$ 35,525	\$ 15,525
NET OF REVENUES/APPROPRIATIONS - FUND 266	\$ (136,950)	\$ (165,429)	\$ 41,000	\$ 40,975	\$ 60,975
BEGINNING FUND BALANCE	436,313	299,364	133,935	174,935	215,910
ENDING FUND BALANCE	\$ 299,363	\$ 133,935	\$ 174,935	\$ 215,910	\$ 276,885
Fund balance as a percentage of total annual expenditures	123%	52%	493%	608%	1783%
Estimated Change in Fund Balance	-31%	-55%	31%	23%	28%

Financial Summaries



Library Fund

Novi Public Library provides the resources and programs to support the educational, cultural, informational and recreational needs of its diverse community. The library supports intellectual freedom and access to information resources for all, while maintaining the privacy of its patrons and providing a safe and secure environment. The Library is funded primarily from property taxes in accordance with a special City Charter millage.

LIBRARY FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Donations	\$ 22,052	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Property tax revenue	2,372,929	2,408,281	2,491,457	2,572,462	2,671,194
State sources	32,841	27,000	29,000	29,000	29,000
Other revenue	57,548	60,900	65,269	65,491	65,491
Fines and forfeitures	148,215	147,000	153,000	153,000	153,000
Interest income	36,565	24,000	30,000	30,000	30,000
TOTAL ESTIMATED REVENUES	\$ 2,670,150	\$ 2,673,181	\$ 2,774,726	\$ 2,855,953	\$ 2,954,685
APPROPRIATIONS					
Personnel services	\$ 1,839,830	\$ 1,895,945	\$ 1,784,000	\$ 1,827,900	\$ 1,873,004
Supplies	516,402	566,000	601,300	595,800	595,800
Other services and charges	433,453	479,600	523,700	518,200	518,300
Capital outlay	7,020	146,200	109,400	26,000	0
TOTAL APPROPRIATIONS	\$ 2,796,705	\$ 3,087,745	\$ 3,018,400	\$ 2,967,900	\$ 2,987,104
NET OF REVENUES/APPROPRIATIONS - FUND 268	\$ (126,555)	\$ (414,564)	\$ (243,674)	\$ (111,947)	\$ (32,419)
BEGINNING FUND BALANCE	1,845,976	1,719,423	1,304,859	1,061,185	949,238
ENDING FUND BALANCE	\$ 1,719,421	\$ 1,304,859	\$ 1,061,185	\$ 949,238	\$ 916,819

Fund balance as a percentage of total annual expenditures

61% 42% 35% 32% 31%

Estimated Change in Fund Balance

-7% -24% -19% -11% -3%



Financial Summaries

Library Contribution Fund

In May 2004, the City of Novi's Library received a generous gift of \$1,000,000 from Charles and Myrtle Walker for use in the replacement or expansion of the then existing Library building. The Library Board also entered into a Library Building Fund Gift Agreement with the Walker family to encourage additional donations. The library has continued to receive donations. As of January 1, 2014, the restrictions on the use of these funds expired.

LIBRARY CONTRIBUTION FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Donations	\$ 32,331	\$ 41,700	\$ 12,000	\$ 12,000	\$ 12,000
Interest income	31,696	-	20,000	20,000	20,000
TOTAL ESTIMATED REVENUES	\$ 64,027	\$ 41,700	\$ 32,000	\$ 32,000	\$ 32,000
APPROPRIATIONS					
Supplies	\$ 25,091	\$ 39,600	\$ 32,000	\$ 32,000	\$ 32,000
Other services and charges	92	-	-	-	-
TOTAL APPROPRIATIONS	\$ 25,183	\$ 39,600	\$ 32,000	\$ 32,000	\$ 32,000
NET OF REVENUES/APPROPRIATIONS - FUND 269	\$ 38,844	\$ 2,100	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	1,590,761	1,629,605	1,631,705	1,631,705	1,631,705
ENDING FUND BALANCE	\$ 1,629,605	\$ 1,631,705	\$ 1,631,705	\$ 1,631,705	\$ 1,631,705

Fund balance as a percentage of total annual expenditures	6471%	4120%	5099%	5099%	5099%
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Estimated Change in Fund Balance	2%	0%	0%	0%	0%
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Financial Summaries



Street Lighting (West Oaks Street) Fund

This fund was established by a vote of the City Council to account for a special assessment levy to provide street lighting to West Oaks Street.

STREET LIGHTING (WEST OAKS STREET) FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Special assessments levied	\$ -	\$ -	\$ 7,529	\$ 7,529	\$ 7,529
Interest income	117	100	100	100	100
TOTAL ESTIMATED REVENUES	\$ 117	\$ 100	\$ 7,629	\$ 7,629	\$ 7,629
APPROPRIATIONS					
Other services and charges	\$ 8,860	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
TOTAL APPROPRIATIONS	\$ 8,860	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
NET OF REVENUES/APPROPRIATIONS - FUND 854	\$ (8,743)	\$ (9,900)	\$ (2,371)	\$ (2,371)	\$ (2,371)
BEGINNING FUND BALANCE	60,129	51,385	41,485	39,114	36,743
ENDING FUND BALANCE	\$ 51,386	\$ 41,485	\$ 39,114	\$ 36,743	\$ 34,372

Fund balance as a percentage of total annual expenditures	580%	415%	391%	367%	344%
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Estimated Change in Fund Balance	-15%	-19%	-6%	-6%	-6%
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Financial Summaries

Street Lighting (West Lake Drive) Fund

This fund was established by a vote of the City Council to account for a special assessment levy to provide street lighting to West Lake Drive.

STREET LIGHTING (WEST LAKE DRIVE) FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Special assessments levied	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
Interest income	8	10	-	-	-
TOTAL ESTIMATED REVENUES	\$ 3,308	\$ 3,310	\$ 3,300	\$ 3,300	\$ 3,300
APPROPRIATIONS					
Other services and charges	\$ 3,459	\$ 3,310	\$ 3,300	\$ 3,300	\$ 3,300
TOTAL APPROPRIATIONS	\$ 3,459	\$ 3,310	\$ 3,300	\$ 3,300	\$ 3,300
NET OF REVENUES/APPROPRIATIONS - FUND 855	\$ (151)	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	2,319	2,168	2,168	2,168	2,168
ENDING FUND BALANCE	\$ 2,168	\$ 2,168	\$ 2,168	\$ 2,168	\$ 2,168

Fund balance as a percentage of total annual expenditures

63% 65% 66% 66% 66%

Estimated Change in Fund Balance

-7% 0% 0% 0% 0%

Financial Summaries



Street Lighting (Town Center Street) Fund

This fund was established by a vote of the City Council to account for a special assessment levy to provide street lighting to Town Center Street.

STREET LIGHTING (TOWN CENTER STREET) FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Special assessments levied	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Interest income	84	50	50	50	50
TOTAL ESTIMATED REVENUES	\$ 15,084	\$ 15,050	\$ 15,050	\$ 15,050	\$ 15,050
APPROPRIATIONS					
Other services and charges	\$ 2,003	\$ 15,050	\$ 15,050	\$ 15,050	\$ 15,050
TOTAL APPROPRIATIONS	\$ 2,003	\$ 15,050	\$ 15,050	\$ 15,050	\$ 15,050
NET OF REVENUES/APPROPRIATIONS - FUND 856	\$ 13,081	\$ -	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	27,583	40,665	40,665	40,665	40,665
ENDING FUND BALANCE	\$ 40,664	\$ 40,665	\$ 40,665	\$ 40,665	\$ 40,665

Fund balance as a percentage of total annual expenditures

2030% 270% 270% 270% 270%

Estimated Change in Fund Balance

47% 0% 0% 0% 0%



Financial Summaries

DEBT SERVICE FUNDS

2008 Library Construction Debt Fund

This fund was established to account for annual debt service payments for a bond that was issued to construct a new library building. The annual debt service is paid from property tax collections authorized by a voter approved millage.

LIBRARY CONSTRUCTION DEBT FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Property tax revenue	\$ 1,141,260	\$ 1,283,900	\$ 1,482,113	\$ 1,537,516	\$ 1,595,046
Interest income	540	225	500	500	500
TOTAL ESTIMATED REVENUES	\$ 1,141,800	\$ 1,284,125	\$ 1,482,613	\$ 1,538,016	\$ 1,595,546
APPROPRIATIONS					
Debt service	\$ 1,107,000	\$ 1,088,625	\$ 1,314,250	\$ 1,284,250	\$ 1,254,250
Other services and charges	400	500	500	500	500
TOTAL APPROPRIATIONS	\$ 1,107,400	\$ 1,089,125	\$ 1,314,750	\$ 1,284,750	\$ 1,254,750
NET OF REVENUES/APPROPRIATIONS - FUND 317	\$ 34,400	\$ 195,000	\$ 167,863	\$ 253,266	\$ 340,796
BEGINNING FUND BALANCE	58,254	92,653	287,653	455,516	708,782
ENDING FUND BALANCE	\$ 92,654	\$ 287,653	\$ 455,516	\$ 708,782	\$ 1,049,578

Fund balance as a percentage of total annual expenditures

8% 26% 35% 55% 84%

Estimated Change in Fund Balance

59% 210% 58% 56% 48%

Financial Summaries



2002 Street & Refunding Bond Debt Fund

This fund was established to account for annual debt service payments for a bond that was issued for paving purposes, the remaining park debt, and the fire debt. The annual debt service is paid from property tax collections authorized by a voter approved millage.

2002 STREET & REFUNDING BOND DEBT FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18 2018-19	
ESTIMATED REVENUES					
Property tax revenue	\$ 1,134,897	\$ 1,040,192	\$ 736,652	\$ (5,000)	\$ -
Interest income	1,074	597	800	-	-
TOTAL ESTIMATED REVENUES	\$ 1,135,971	\$ 1,040,789	\$ 737,452	\$ (5,000)	\$ -
APPROPRIATIONS					
Debt service	\$ 750,906	\$ 781,860	\$ 752,169	\$ 749,763	\$ -
Other services and charges	400	500	500	525	-
TOTAL APPROPRIATIONS	\$ 751,306	\$ 782,360	\$ 752,669	\$ 750,288	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 397	\$ 384,665	\$ 258,429	\$ (15,217)	\$ (755,288)	\$ -
BEGINNING FUND BALANCE	127,411	512,076	770,505	755,288	-
ENDING FUND BALANCE	\$ 512,076	\$ 770,505	\$ 755,288	\$ -	\$ -
Fund balance as a percentage of total annual expenditures	68%	98%	100%	0%	0%
Estimated Change in Fund Balance	302%	50%	-2%	-100%	0%



Financial Summaries

CAPITAL PROJECT FUNDS

Special Assessment Revolving Fund

This fund is used to account for the construction of capital assets funded in whole or part by long-term special assessment debt. The city has self-funded previous projects and has elected to maintain the cumulative interest as well as the initial General Fund contribution in this fund. All future uses of this fund will be determined as part of the city's annual capital improvement plan (CIP plan).

SPECIAL ASSESSMENT REVOLVING FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Interest income	\$ 23,194	\$ 60,100	\$ 65,000	\$ 65,000	\$ 65,000
TOTAL ESTIMATED REVENUES	\$ 23,194	\$ 60,100	\$ 65,000	\$ 65,000	\$ 65,000
APPROPRIATIONS					
Other services and charges	\$ 400	\$ 500	\$ 500	\$ 500	\$ 500
TOTAL APPROPRIATIONS	\$ 400	\$ 500	\$ 500	\$ 500	\$ 500
NET OF REVENUES/APPROPRIATIONS - FUND 235	\$ 22,794	\$ 59,600	\$ 64,500	\$ 64,500	\$ 64,500
BEGINNING FUND BALANCE	3,783,360	3,806,154	3,865,754	3,930,254	3,994,754
ENDING FUND BALANCE	\$ 3,806,154	\$ 3,865,754	\$ 3,930,254	\$ 3,994,754	\$ 4,059,254

Fund balance as a percentage of total annual expenditures	951539%	773151%	786051%	798951%	811851%
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Estimated Change in Fund Balance	1%	2%	2%	2%	2%
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Financial Summaries



Gun Range Facility Fund

As of July 1, 2014, the City Council has elected to place the gross revenue from users of the gun range facility (previously in the General Fund) into a separate capital project fund to be used toward planned future capital improvements.

GUN RANGE FACILITY FUND					
	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Licenses, permits & charges for services	\$ 110,425	\$ 130,800	\$ 110,000	\$ 110,000	\$ 110,000
Interest income	120	1,793	2,000	1,500	1,000
TOTAL ESTIMATED REVENUES	\$ 110,545	\$ 132,593	\$ 112,000	\$ 111,500	\$ 111,000
APPROPRIATIONS					
Capital outlay	-	-	-	\$ 165,000	\$ 165,000
TOTAL APPROPRIATIONS	\$ -	\$ -	\$ -	\$ 165,000	\$ 165,000
NET OF REVENUES/APPROPRIATIONS - FUND 402	\$ 110,545	\$ 132,593	\$ 112,000	\$ (53,500)	\$ (54,000)
BEGINNING FUND BALANCE	-	110,545	243,138	355,138	301,638
ENDING FUND BALANCE	\$ 110,545	\$ 243,138	\$ 355,138	\$ 301,638	\$ 247,638
Fund balance as a percentage of total annual expenditures	0%	0%	0%	183%	150%
Estimated Change in Fund Balance	0%	120%	46%	-15%	-18%



Financial Summaries

Street Improvement Fund

As of fiscal year 2013-2014, the City Council has elected to transfer the remaining unspent balances for ongoing construction projects in the Major, Local, and Municipal Street funds into this separate capital improvement fund until completion. The City expects all projects in this fund to be completed before the end of the following fiscal year. This fund has no initial budget since the unfinished projects as of June 30, 2016, are unknown. The budget will be amended accordingly after July 1, 2016.

STREET IMPROVEMENT FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Interest income	\$ (492)	\$ -	\$ -	\$ -	\$ -
Transfers in	3,578,349	-	-	-	-
TOTAL ESTIMATED REVENUES	\$ 3,577,857	\$ -	\$ -	\$ -	\$ -
APPROPRIATIONS					
Capital outlay	\$ 5,232,490	\$ 3,093,259	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS	\$ 5,232,490	\$ 3,093,259	\$ -	\$ -	\$ -
NET OF REVENUES/APPROPRIATIONS - FUND 403	\$ (1,654,633)	\$ (3,093,259)	\$ -	\$ -	\$ -
BEGINNING FUND BALANCE	4,747,892	3,093,259	-	-	-
ENDING FUND BALANCE	\$ 3,093,259	\$ -	\$ -	\$ -	\$ -

Fund balance as a percentage of total annual expenditures	59%	0%	0%	0%	0%
Estimated Change in Fund Balance	-35%	-100%	0%	0%	0%

Financial Summaries



PERMANENT FUNDS

Drain Perpetual Maintenance Fund

A citizen's committee has been established to oversee the building and maintenance of the drain system. This fund was initially created with allocations from the Drain Fund. Additional revenue has come from tap fees for properties connecting to regional systems. The intent is to build an investment base in which earnings will eventually cover the cost of maintaining the system and reduce or eliminate the need for the Drain Fund millage.

DRAIN PERPETUAL MAINTENANCE FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Tap-in fees	\$ 24,252	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Interest income	173,064	100,000	135,000	135,000	135,000
TOTAL ESTIMATED REVENUES	\$ 197,316	\$ 125,000	\$ 160,000	\$ 160,000	\$ 160,000
NET OF REVENUES/APPROPRIATIONS - FUND 211	\$ 197,316	\$ 125,000	\$ 160,000	\$ 160,000	\$ 160,000
BEGINNING FUND BALANCE	6,323,983	6,521,300	6,646,300	6,806,300	6,966,300
ENDING FUND BALANCE	\$ 6,521,299	\$ 6,646,300	\$ 6,806,300	\$ 6,966,300	\$ 7,126,300

Fund balance as a percentage of total annual expenditures	0%	0%	0%	0%	0%
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Estimated Change in Fund Balance	3%	2%	2%	2%	2%
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Financial Summaries

ENTERPRISE FUNDS

Ice Arena Fund

The Novi Ice Arena opened in 1998 to provide ice skating services to Novi residents and other local communities. The facility is self-supporting and strives to generate positive cash flow under contract with Suburban Arena Management – Novi LLC, a third party vendor.

ICE ARENA FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Program revenue	\$ 2,076,400	\$ 1,990,915	\$ 2,012,310	\$ 2,025,945	\$ 2,037,252
Other revenue	76,610	89,300	89,300	89,300	89,300
Interest income	42,860	9,000	20,000	20,000	20,000
TOTAL ESTIMATED REVENUES	\$ 2,195,870	\$ 2,089,215	\$ 2,121,610	\$ 2,135,245	\$ 2,146,552
APPROPRIATIONS					
Debt service	\$ 422,925	\$ 556,220	\$ 585,420	\$ 563,660	\$ 562,140
Supplies	22,439	14,150	12,150	12,400	12,600
Other services and charges	1,643,799	1,352,801	1,346,017	1,374,903	1,404,727
Capital outlay	-	209,000	209,500	220,000	27,000
TOTAL APPROPRIATIONS	\$ 2,089,163	\$ 2,132,171	\$ 2,153,087	\$ 2,170,963	\$ 2,006,467
NET OF REVENUES/APPROPRIATIONS - FUND 590	\$ 106,707	\$ (42,956)	\$ (31,477)	\$ (35,718)	\$ 140,085
BEGINNING FUND BALANCE	3,367,957	3,474,664	3,431,708	3,400,231	3,364,513
ENDING FUND BALANCE	\$ 3,474,664	\$ 3,431,708	\$ 3,400,231	\$ 3,364,513	\$ 3,504,598

Fund balance as a percentage of total annual expenditures	166%	161%	158%	155%	175%
Estimated Change in Fund Balance	3%	-1%	-1%	-1%	4%

Financial Summaries



Water and Sewer Fund

The City of Novi takes pride in providing safe and efficient water distribution and sanitary sewage collection systems. The City has taken steps to further improve infrastructure, as recommended by the Water Distribution Study and Master Plan Update, and the sanitary sewer Capacity, Management, Operations and Maintenance Program (CMOM). These programs have allowed the City to fully examine the current operation of the City's utility-based infrastructure and provide recommendations for improvements to the water distribution and sanitary sewage collection systems.

WATER AND SEWER FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED 2017-18	PROJECTED 2018-19
ESTIMATED REVENUES					
Capital contributions	\$ 6,764,585	\$ 2,550,000	\$ 2,850,000	\$ 2,850,000	\$ 2,850,000
Operating revenue	21,311,142	23,281,000	23,336,000	24,491,000	25,549,125
Federal Grants	-	1,470,167	-	-	-
Other revenue	212,919	215,473	215,345	219,637	215,100
Interest income	989,715	620,000	800,000	900,000	1,000,000
TOTAL ESTIMATED REVENUES	\$ 29,278,361	\$ 28,136,640	\$ 27,201,345	\$ 28,460,637	\$ 29,614,225
APPROPRIATIONS					
Personnel services	\$ 1,253,620	\$ 1,294,121	\$ 1,353,159	\$ 1,393,893	\$ 1,430,048
Supplies	62,321	58,200	76,125	61,600	61,600
Other services and charges	23,077,415	21,857,697	18,392,946	19,581,956	20,842,106
Capital outlay	84	5,774,072	1,490,212	2,980,519	3,177,719
Debt service	19,525	170,185	159,563	153,750	-
TOTAL APPROPRIATIONS	\$ 24,412,965	\$ 29,154,275	\$ 21,472,005	\$ 24,171,718	\$ 25,511,473
NET OF REVENUES/APPROPRIATIONS - FUND 592	\$ 4,865,396	\$ (1,017,635)	\$ 5,729,340	\$ 4,288,919	\$ 4,102,752
BEGINNING FUND BALANCE	171,267,107	175,033,896	174,016,261	179,745,601	184,034,520
FUND BALANCE ADJUSTMENTS	(1,098,609)	-	-	-	-
ENDING FUND BALANCE	\$ 175,033,894	\$ 174,016,261	\$ 179,745,601	\$ 184,034,520	\$ 188,137,272

Fund balance as a percentage of total annual expenditures	717%	597%	837%	761%	737%
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Estimated Change in Fund Balance	3%	-1%	3%	2%	2%
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Financial Summaries

Senior Housing Fund

Meadowbrook Commons is an older adult housing community owned by the City of Novi and managed by a contractual management company. Financing for this project was provided through bonds issued by the Building Authority. The total construction cost was \$12.5 million and all operational expenses and the bond debt retirement are covered by rental revenue.

SENIOR HOUSING FUND

	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Operating revenue	\$ 1,987,088	\$ 1,996,255	\$ 2,011,791	\$ 2,026,890	\$ 2,044,280
Other revenue	22,322	17,400	19,200	19,200	19,200
Interest income	22,805	8,500	15,000	10,000	10,000
TOTAL ESTIMATED REVENUES	\$ 2,032,215	\$ 2,022,155	\$ 2,045,991	\$ 2,056,090	\$ 2,073,480
APPROPRIATIONS					
Debt service	\$ 487,677	\$ 1,120,110	\$ 1,053,028	\$ 1,053,220	\$ 1,048,010
Supplies	9,138	11,475	11,475	11,475	11,475
Other services and charges	1,053,745	770,678	927,017	839,625	832,306
Capital outlay	10,425	103,905	1,131,000	-	-
TOTAL APPROPRIATIONS	\$ 1,560,985	\$ 2,006,168	\$ 3,122,520	\$ 1,904,320	\$ 1,891,791
NET OF REVENUES/APPROPRIATIONS - FUND 594	\$ 471,230	\$ 15,987	\$ (1,076,529)	\$ 151,770	\$ 181,689
BEGINNING FUND BALANCE	2,409,960	2,881,193	2,897,180	1,820,651	1,972,421
ENDING FUND BALANCE	\$ 2,881,190	\$ 2,897,180	\$ 1,820,651	\$ 1,972,421	\$ 2,154,110

Fund balance as a percentage of total annual expenditures	185%	144%	58%	104%	114%
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Estimated Change in Fund Balance	20%	1%	-37%	8%	9%
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Financial Summaries



Fiduciary Funds

Retiree Health Care Benefits Fund

The Retiree Health Care Benefits Fund accounts for medical benefits provided to retirees and is funded through contributions from the various funds of the City as a percentage of payroll.

RETIREE HEALTHCARE BENEFITS FUND					
	ACTUAL 2014-15	ESTIMATED 2015-16	BUDGET 2016-17	PROJECTED	
				2017-18	2018-19
ESTIMATED REVENUES					
Contributions-Employer	\$ 975,196	\$ 871,702	\$ 617,207	\$ 613,678	\$ 700,000
Other revenue	2,529	5,000	5,000	5,000	5,000
Interest income	690,889	(66,702)	750,000	1,100,000	1,600,000
TOTAL ESTIMATED REVENUES	\$ 1,668,614	\$ 810,000	\$ 1,372,207	\$ 1,718,678	\$ 2,305,000
APPROPRIATIONS					
Personnel Services	\$ 704,208	\$ 800,000	\$ 826,990	\$ 909,690	\$ 1,000,659
Other services and charges	8,576	50,000	10,000	10,000	10,000
TOTAL APPROPRIATIONS	\$ 712,784	\$ 850,000	\$ 836,990	\$ 919,690	\$ 1,010,659
NET OF REVENUES/APPROPRIATIONS - FUND 590	\$ 955,830	\$ (40,000)	\$ 535,217	\$ 798,988	\$ 1,294,341
BEGINNING FUND BALANCE	23,483,733	24,439,562	24,399,562	24,934,779	25,733,767
ENDING FUND BALANCE	\$ 24,439,563	\$ 24,399,562	\$ 24,934,779	\$ 25,733,767	\$ 27,028,108
Fund balance as a percentage of total annual expenditures	3429%	2871%	2979%	2798%	2674%
Estimated Change in Fund Balance	4%	0%	2%	3%	5%



Financial Summaries

Fund Balance

Fund Balance is the difference between assets and liabilities in a governmental fund. The governmental funds account for the City's bread-and-butter, are typically tax-supported activities of a government (as opposed to enterprise funds, which are self-supporting, business-like activities), and include the following:

- General Fund – where a government accounts for everything not reported in another fund
- Special Revenue Funds – for reporting specific sources that are limited to being used for a particular purpose
- Debt Service Funds – which account for the repayment of debt
- Capital Project Funds – which track the accumulation and use of resources for construction, acquiring, and rehabilitating capital assets (such as buildings and roads)
- Permanent Funds – where a government reports principal amounts that are restricted to being invested to produce income but cannot be spent

GASB 54

GASB Statement No. 54 creates five components of fund balance, though not every government or governmental fund will report all components. This approach is intended to provide users consistent and understandable information about a fund's net resources. The five components are:

Nonspendable Fund Balance

**cannot be spent (legally restricted or in unspendable form)*

- Amounts that cannot be spent due to form; for example, inventories and prepaid amounts. Also, long-term loan and notes receivables, and property held for resale would be reported here unless the proceeds are restricted, committed or assigned.
- Amounts that must be maintained intact legally or contractually (corpus or principal of a permanent fund)

Restricted Fund Balance

**externally imposed (law, creditor, bond covenant)*

- Amounts constrained for a specific purpose by external parties, constitutional provision or enabling legislation. This is the same definition used by GASB Statement no. 34, *Basic Financial Statements—and Management's Discussion and Analysis—for State and Local Governments*, for restricted net assets.

Committed Fund Balance

**constraints approved by Council*

- Amounts constrained for a specific purpose by a government using its highest level of decision-making authority. It would require action by the same group to remove or change the constraints placed on the resources.
- Action to constrain resources must occur prior to year-end; however, the amount can be determined in the subsequent period.

Financial Summaries



Assigned Fund Balance

**constrained by intent by City Council, or by the City Manager, or by a body/person to which City Council designates the authority*

- For all governmental funds other than the general fund, any remaining positive amounts not classified as nonspendable, restricted or committed.
- For the general fund, amounts constrained for the intent to be used for a specific purpose by a governing board or a body or official that has been delegated authority to assign amounts. Amount reported as assigned should not result in a deficit in unassigned fund balance.

Unassigned Fund Balance

**available to spend, unrestricted*

- For the general fund, amounts not classified as nonspendable, restricted, committed or assigned. The general fund is the only fund that would report a positive amount in unassigned fund balance.
- For all governmental funds other than the general fund, amount expended in excess of resources that are nonspendable, restricted, committed or assigned (a residual deficit). In determining a residual deficit, no amount should be reported as assigned.

All Funds FY 2016-17 Budget

	Governmental Funds							TOTAL FY 2016-17 BUDGET
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	PERMANENT FUNDS	ENTERPRISE FUNDS	FIDUCIARY FUNDS	
	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	
TOTAL ESTIMATED REVENUES	\$ 33,288,909	\$ 25,401,851	\$ 2,220,065	\$ 177,000	\$ 160,000	\$ 31,368,946	\$ 1,372,207	\$ 93,988,978
TOTAL APPROPRIATIONS	33,288,909	28,923,992	2,067,419	500	-	26,747,612	836,990	91,865,422
NET OF REVENUES/APPROPRIATIONS - ALL FUNDS	\$ -	\$ (3,522,141)	\$ 152,646	\$ 176,500	\$ 160,000	\$ 4,621,334	\$ 535,217	\$ 2,123,556
BEGINNING FUND BALANCE	11,189,911	11,868,478	1,093,928	4,108,892	6,646,300	180,345,149	24,399,562	239,652,220
ENDING FUND BALANCE	\$ 11,189,911	\$ 8,346,337	\$ 1,246,574	\$ 4,285,392	\$ 6,806,300	\$ 184,966,483	\$ 24,934,779	\$ 241,775,776
Fund balance as a percentage of total annual expenditures	34%	29%	60%	857078%	0%	692%	2979%	263%



Financial Summaries

The following governmental funds are anticipated to have significant changes in fund balance for FY 2016-17 (increase or decrease more than 10%):

Special Revenue Funds

The Major Street Fund is projected to use approximately \$145,000 of fund balance in FY 2016-17. These funds will be used for future major street projects throughout the City which are listed in the capital improvement program.

The Municipal Street Fund is projected to use approximately \$331,000 of fund balance in FY 2016-17. These funds will be used for future municipal street projects throughout the City which are listed in the capital improvement program.

The Public Safety Fund is projected to use approximately \$1.18 million of fund balance in FY 2016-17 to fund operating and capital expenditures within the General Fund which is the purpose of this fund.

The Parks, Recreation, and Cultural Services Fund is projected to use \$365,000 of fund balance in FY 2016-17 to fund Pavilion Shore Park Phase III, Ella Mae Power Park Pathway, and Lakeshore Park Shelter. These are listed in the capital improvement program.

The Drain Fund is projected to use approximately \$1.3 million of fund balance in FY 2016-17. These funds will be used for future capital projects listed in the capital improvement program.

The Forfeiture Fund is projected to increase fund balance \$41,000 in FY 2016-17. The annual police vehicle replacement program, previously budgeted within this fund, has been budgeted within the General Fund due to lack of funding within this fund.

The Library Fund is projected to use approximately \$244,000 of fund balance in FY 2016-17 to help fund operations and spend \$109,400 towards capital.

Debt Service Funds

The 2008 Library Construction Fund is projected to increase fund balance approximately \$168,000 in FY 2016-17 due to anticipated property tax revenues exceeding the debt service payment.

Capital Project Funds

The Gun Range Facility Fund is projected to increase fund balance by \$112,000 since there are no capital projects scheduled in FY 2016-17. The accumulated fund balance will be used to fund future capital projects as included in the capital improvement program.

Financial Summaries



Major Revenue Sources, Assumptions, and Trends

Revenue forecasting is a standard practice for the City of Novi. Individual revenue line-items are reviewed for their historical trends in order to project revenues over the next three years. The forecast is also based on economic factors, as well as information provided by the State and County. In order to be prepared for unexpected events and lower than anticipated revenues or higher than anticipated expenditures, the City budgets conservatively. The following are summaries of revenue sources including underlying assumptions and significant trends.

Property Tax Revenue

The maximum allowable millage rates are used for all funds except the Drain Fund. Taxable value projections are as of March 7, 2016. The 2016 taxable value increased approximately \$58,000,000 for net new construction. The future property values for 2017 and beyond include approximately \$92,000,000 in cumulative net new construction. Penalties and interest are based on historical collections, not most recent years. Inflation for 2016 tax year was 0.3% but due to new construction, the City anticipates an overall net increase (see loss of personal property taxes discussed below) in revenue of 2.5%.

The proposed millage rate is 9.95 mills, decreased from 10.2, due to a one-time decrease in Drain mills. A significant factor that has been taken into account for the future year's taxable value is the expected decrease in the personal property tax, per the new State of Michigan law (SB 10) that erases the personal property tax on the industrial property and other businesses with equipment less than \$40,000.

Licenses, Permits & Charges for Services

This revenue includes fees for various services and licenses. Revenues also include estimated fees paid by developers and contractors for the plan review, inspection of commercial, industrial and residential construction which partially covers the cost of the Community Development Department. This revenue is difficult to project since it is directly related to construction activity. The City's building activity is projected to remain strong with a 1% increase in fees projected each for the next fiscal years. The remaining revenue relates to liquor licenses and other fees collected by the Clerks Department.

Transfers In

The General Fund receives a transfer from the Public Safety Fund annually which represents a portion of the dedicated property tax levy collected by that fund used to offset a portion of the overall costs for running the police and fire department. The transfer was increased in fiscal year 2016-17 to offset additional personnel and the new fire station #3 staffing model. The entire amount of the levy is expected to be transferred in all future years. The transfers in the special revenue funds represent transfers between the three street funds to cover construction costs as detailed in the six year CIP plan. The primary source of the transfers is a dedicated road millage in the Municipal Road Fund.



Financial Summaries

State Sources

State Revenue Sharing The State Shared Revenue program distributes sales tax collected by the State of Michigan to local governments as unrestricted revenues on a per capita basis (2010 Census population for Novi was 55,224). The distribution of funds is authorized by the State Revenue Sharing Act, Public Act 140 of 1971, as amended (MCL 141.901). For fiscal year (FY) 2016, the legislature established the City, Village, and Township Revenue Sharing (CVTRS) program (a simplified version of the Economic Vitality Incentive Program (EVIP)). Each eligible local unit must meet all of the requirements of Accountability and Transparency in order to receive the full CVTRS payments. A Consolidation of Services Plan and an Unfunded Accrued Liability Plan are not required under the CVTRS program. The City estimates a 2% increase in overall revenue sharing in fiscal year 16/17 and a 1% increase in 17/18 and 18/19.

MDOT Act 51 The City receives monthly payments from the State of Michigan, Department of Transportation for their share of the motor fuels taxes collected that are earmarked specifically for use on the roads. The distribution is based on the number of miles of road within the city. The City anticipates an annual increase in this revenue of 1%.

Interest on Investments

This revenue is from investing available cash balances based on cash flow forecasts, capital reserves, and fund balance reserves. Interest rates are budgeted to remain constant over the next few years resulting in little or no growth in overall earnings.

Program Revenue/Older Adult Program Revenue

This revenue source is from the many programs offered by the Parks, Recreation, and Cultural Services department and Ice Arena. The Parks, Recreation, and Cultural Services Fund has approximately half its revenue funded from a dedicated property tax levy and the balance funded by program revenue. Program revenue is anticipated to remain flat for all future years.

Operating Revenue

This revenue represents charges to customers for water and sewer usage as well as fees collected at the ice arena and rents collected at the senior housing facility. Operating revenue in the Water and Sewer Fund is anticipated to decrease 5% in 16/17 and future annual increases of 5% annually based on projections and anticipated new customers. Ice arena and senior housing revenues are anticipating 1-2% annual inflationary increases.

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

Financial Summaries



Revenues FY 2016-17 Budget

	Governmental Funds							TOTAL FY 2016-17 BUDGET	% of Total Revenues	% of Total Revenues (discussed)
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	PERMANENT FUNDS	ENTERPRISE FUNDS	FIDUCIARY FUNDS			
	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17	BUDGET 2016-17			
ESTIMATED REVENUES										
Property tax revenue	\$ 16,470,153	\$ 13,869,520	\$ 2,218,765	\$ -	\$ -	\$ -	\$ -	\$ 32,558,438	35%	35%
Special Assessments Levied	-	41,029	-	-	-	-	-	\$ 41,029	0%	0%
Licenses, permits, and charges for services	4,617,476	283,000	-	110,000	-	-	-	\$ 5,010,476	5%	5%
Federal grants	58,000	80,000	-	-	-	-	-	\$ 138,000	0%	0%
Fines and forfeitures	570,000	219,000	-	-	-	-	-	\$ 789,000	1%	1%
Donations	1,500	41,000	-	-	-	-	-	\$ 42,500	0%	0%
Interest income	573,418	284,273	1,300	67,000	135,000	835,000	750,000	\$ 2,645,991	3%	3%
Program Revenue	-	1,129,004	-	-	-	2,012,310	-	\$ 3,141,314	3%	3%
Older adult program revenue	-	181,650	-	-	-	-	-	\$ 181,650	0%	0%
Other revenue	714,970	680,669	-	-	-	323,845	5,000	\$ 1,724,484	2%	2%
State grants	-	-	-	-	-	-	-	\$ -	0%	0%
State sources	4,428,392	4,632,706	-	-	-	-	-	\$ 9,061,098	10%	10%
Operating Revenue	-	-	-	-	-	25,347,791	-	\$ 25,347,791	27%	27%
Contributions-Employer	-	-	-	-	-	-	617,207	\$ 617,207	1%	1%
Capital Contributions	-	-	-	-	-	2,850,000	-	\$ 2,850,000	3%	3%
Tap In Fees	-	-	-	-	25,000	-	-	\$ 25,000	0%	0%
Transfers in	5,855,000	3,960,000	-	-	-	-	-	\$ 9,815,000	10%	10%
TOTAL ESTIMATED REVENUES	\$ 33,288,909	\$ 25,401,851	\$ 2,220,065	\$ 177,000	\$ 160,000	\$ 31,368,946	\$ 1,372,207	\$ 93,988,978	100%	93%



Financial Summaries

Revenue Trends

The following is a historical look at projected and actual taxable values as well as the property tax revenue and mileage rates (assuming no rollback) required based on the estimated taxable values:

CITY OF NOVI TAXABLE VALUE, MILLAGE RATE AND PROPERTY TAX REVENUE HISTORY, BUDGET AND PROJECTIONS

Property Tax Year Fiscal Year	ACTUAL (as billed, excluding adjustments for tribunals, write-off of accounts receivable, etc.)						Estimated 2015 FY 2015-16	BUDGET	PROJECTED		Expiration Year
	2009 FY 2009-10	2010 FY 2010-11	2011 FY 2011-12	2012 FY 2012-13	2013 FY 2013-14	2014 FY 2014-15		2016 FY 2016-17	2017 FY 2017-18	2018 FY 2018-19	
Taxable Value - Real - Res	\$ 3,321,773,470	\$ 2,984,101,470	\$ 2,758,932,940	\$ 2,699,988,360	\$ 2,748,382,830	\$ 1,984,120,840	\$ 2,087,604,500	\$ 2,117,685,520	\$ 2,223,569,796	\$ 2,334,748,286	
Taxable Value - Real - Com/Ind						861,684,810	878,128,690	875,675,377	919,459,146	956,237,512	
Taxable Value - Personal Property	233,170,160	220,466,950	220,678,540	220,345,290	223,698,750	225,066,560	239,836,740	233,885,690	220,000,000	200,000,000	
Taxable Value - New Construction								57,558,303	46,000,000	46,000,000	
Total Taxable Value	\$ 3,554,943,630	\$ 3,204,568,420	\$ 2,979,611,480	\$ 2,920,333,650	\$ 2,972,081,580	\$ 3,070,872,210	\$ 3,205,569,930	\$ 3,284,804,890	\$ 3,409,028,942	\$ 3,536,985,797	
% Change in total taxable value from the prior year without new construction estimate								0.7%	1.7%	1.4%	
% Change in total taxable value from the prior year	-0.8%	-9.9%	-7.0%	-2.0%	1.8%	3.3%	4.4%	2.5%	3.8%	3.8%	
Less various allowances					(40,000,000)	35,000,000	(57,000,000)	(35,000,000)	(55,000,000)	(50,000,000)	
Adjusted Taxable Value*	\$ 3,554,943,630	\$ 3,204,568,420	\$ 2,979,611,480	\$ 2,920,333,650	\$ 2,932,081,580	\$ 3,105,872,210	\$ 3,148,569,930	\$ 3,249,804,890	\$ 3,354,028,942	\$ 3,486,985,797	
Millage Rate **											
General Fund	4.9027	5.0182	5.0182	5.0182	5.0182	5.0182	5.0056	4.9925	4.9925	4.9925	
Municipal Street Fund	0.7719	0.7719	0.7719	0.7719	1.5000	1.5000	1.4962	1.4923	1.4923	1.4923	
Police and Fire Fund	1.4282	1.4282	1.4282	1.4282	1.4282	1.4282	1.4246	1.4208	1.4208	1.4208	
Parks and Recreation Fund	0.3857	0.3857	0.3857	0.3857	0.3857	0.3857	0.3847	0.3836	0.3836	0.3836	
Drain Revenue Fund	0.1765	0.0885	0.2642	0.3435	0.1057	-	-	0.2120	0.6890	0.6890	
Library Fund	0.7719	0.7719	0.7719	0.7719	0.7719	0.7719	0.7699	0.7678	0.7678	0.7678	
Total Operating Millage	8.4369	8.4644	8.6401	8.7194	9.2097	9.1040	9.0810	9.2690	9.7460	9.7460	
2000 Street Debt Fund	0.3234	0.2254	-	-	-	-	-	-	-	-	
Library Construction Debt Fund	0.2039	0.2008	0.1930	0.3281	0.3852	0.3716	0.4566	0.4540	0.4540	0.4540	
1993 Refunding Debt Fund	0.2291	-	-	-	-	-	-	-	-	-	
2010 Refunding Debt Fund	-	0.0629	0.3843	0.3698	0.3487	0.3462	0.3374	-	-	-	
2003 Refunding Debt Fund	0.2760	0.2891	0.3459	0.3488	-	-	-	-	-	-	
2002 Street & Refunding Debt Fund	1.0723	1.2990	0.9783	0.4339	0.2564	0.3782	0.3250	0.2270	-	-	
Total Debt Millage	2.1047	2.0772	1.9015	1.4806	0.9903	1.0960	1.1190	0.6810	0.4540	0.4540	
Total City Millage Rate	10.5416	10.5416	10.5416	10.2000	10.2000	10.2000	10.2000	9.9500	10.2000	10.2000	
Tax Revenue											
General Fund	\$ 17,428,822	\$ 16,081,000	\$ 14,952,000	\$ 14,463,208	\$ 14,699,475	\$ 15,618,990	\$ 15,898,000	\$ 16,292,000	\$ 16,854,000	\$ 17,509,000	
Municipal Street Fund	2,744,061	2,474,000	2,300,000	2,226,168	4,293,742	4,754,081	4,747,000	4,865,000	5,009,000	5,256,000	
Police and Fire Fund	5,077,170	4,577,000	4,255,000	4,119,209	4,211,853	4,390,579	4,469,000	4,623,000	4,783,000	5,010,000	
Parks and Recreation Fund	1,371,142	1,236,000	1,149,000	1,112,311	1,137,385	1,185,648	1,215,000	1,240,000	1,277,000	1,336,000	
Drain Revenue Fund	627,448	284,000	787,000	982,539	315,771	9,920	(8,000)	650,000	2,185,000	2,185,000	
Library Fund	2,744,061	2,474,000	2,300,000	2,226,168	2,276,337	2,372,929	2,408,000	2,491,000	2,572,000	2,671,000	
2000 Street Debt Fund	1,149,669	722,310	-	-	-	-	-	-	-	-	
Library Construction Debt Fund	724,853	643,477	575,065	943,480	1,134,064	1,141,259	1,284,000	1,482,000	1,538,000	1,595,000	2027-28
1993 Refunding Debt Fund	814,438	-	-	-	-	-	-	-	-	-	
2010 Refunding Debt Fund	-	201,567	1,145,065	1,063,856	1,029,037	1,065,166	1,061,000	-	-	-	2015-16
2003 Refunding Debt Fund	981,164	926,441	1,030,648	1,018,612	-	-	-	-	-	-	
2002 Street & Refunding Debt Fund	3,811,966	4,162,734	2,914,954	1,330,622	780,142	1,134,897	1,040,000	737,000	-	-	2016-17
Total City Property Tax Revenue	\$ 37,474,794	\$ 33,782,530	\$ 31,408,731	\$ 29,486,173	\$ 29,877,806	\$ 31,673,469	\$ 32,114,000	\$ 32,380,000	\$ 34,218,000	\$ 35,562,000	

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

** No Headlee rollback has been assumed for fiscal years 2017 and 2018

Note: Fiscal 2016 taxable values have incorporated board of review adjustments through December 2015

Additional revenue trends for property taxes, revenue sharing, MDOT Act 51 and overall revenue by fund is available in the Budget Overview section.

Financial Summaries



Expenditure Analysis

Personnel Services

The City of Novi budgets for full employment, maintaining a strong staff position control and budgeting system. Any additional cost savings as a result of vacancies, or positions filled at lower than budgeted amounts increases the fund balance, and is used in planning for the subsequent year's budget.

Personnel cost increases and decreases are pursuant to each of the current collective bargaining agreements. An increase of 0-2% each year, using 2015-16 as base year, is assumed based on total personnel costs. Defined benefit pension contributions are assumed to be flat for 16/17 (paying more than 100% of the ARC) and remain at that level for the subsequent two years (actual required contribution will decrease due to change in MERS assumptions but City will continue to pay extra toward unfunded liability). Employee health insurance costs are assumed to increase at 7% annually.

Supplies, Maintenance, and Other Services and Charges

Most expenditures range from 0%-3% increase; certain maintenance items increased based on historical median rate (i.e. road maintenance items). Liability and property and workers compensation insurance are assumed to increase 6-8% annually.

Capital Outlay, Non-Recurring Items, & Technology

The Capital Outlay and/or non-recurring items are based on actual budget requests from departments. The City of Novi has a track record of replacing and maintaining assets, which not unlike businesses, allows the City flexibility in deferring capital purchases for a period of time during financially tight years.

Certain programs like PC replacement are included in 2016-17 budgets and while department allocation may change, total estimated replacement remains the same plus inflationary adjustment of 3%.

Capital Improvements

The General, Major Street, Local Street, Municipal Street, Drain, and Parks, Recreation and Cultural Services funds reflect anticipated expenditures for each year based on the Capital Improvement Program.

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Capital Improvement Program and Debt

Capital Improvement Program

Introduction

The City of Novi's Capital Improvement Program (CIP) is a planning tool, with a goal to identify and schedule capital improvements over a six-year period between fiscal years ending 2017-2022. The CIP is an opportunity to formulate strategic long-term policy decisions that extend beyond the 2016-2017 fiscal year. Each year, the City of Novi invests significant time and resources to design, construct, and maintain the infrastructure and facilities needed to deliver municipal services to residents and businesses. Because of the high costs associated with building and maintaining capital assets, the City must carefully balance the need for such assets with our requirements to sustain a strong financial position.

Novi's CIP is a six year balanced plan that addresses projects that are needed, or will be needed, across a broad spectrum of areas. Annually, a significant amount of effort is expounded to update the CIP to ensure not only critical needs are being met, but also that the cost, scope and timing of all projects are coordinated throughout. Coordinating the timing of different projects in the same location is particularly important since it helps us to minimize service disruptions.

A capital improvement is defined as any new equipment, construction, acquisition or improvement to public lands, buildings or structures in excess of \$25,000 with a minimum life expectancy of five years. Maintenance-oriented, operational or continuous expenditures are not considered to be capital improvements. Capital projects include design and construction, as well as the acquisition of land and the purchase of capital assets.

Specifically, the purpose of the CIP is to:

- Identify and evaluate the needs for public facilities.
- Determine cost estimates for each capital project submitted.
- Determine if there will be future operating costs for such projects.
- Determine potential sources of funding for such projects.
- Adopt policies for implementing capital improvement construction.
- Anticipate and pre-plan projects with an emphasis on seizing opportunities for partnerships and alternative funding.



Capital Improvement Program and Debt

The projects identified in the CIP represent the City of Novi's plan to serve residents and anticipate the needs of a growing and dynamic community. The following documents were considered in preparation of the CIP:

- Master Plan for Land Use (adopted December 1, 2004, including amendments adopted August 25, 2010)
- 2014 Water System Master Plan
- 2014 Storm Water Master Plan
- 2014 Sanitary Sewer Capacity Management
- Strategic Community Recreation and Master Park Plan (2015-2019)
- Pathway and Sidewalk Prioritization Analysis and Process (adopted November 2012)
- Non-Motorized Master Plan (February 2011)
- Parking Lot Inventory and Maintenance Plan (2014)
- ADA Compliance and Transition Plan for City Owned Pathways (2011)
- ADA Compliance Transition Plan for City Owned Facilities (2014)
- Chip Seal Street Evaluation (2013)
- Novi and Wixom Transportation Improvement Plan—MDOT (2011)

Overview

The CIP helps track multi-year projects that may require planning, design, land acquisition and construction.

Definition of a Capital Improvement

The CIP allows for responsible and thoughtful planning of future major expenditures that are not necessarily financed or automatically included in the annual budgeting process. All capital projects, however, as they pertain to the definition of capital improvements above should be part of this CIP.

Impact of Capital Budget on the Operating Budget

As new policies and programs are approved, both the operating and capital budgets are impacted. For example, an increase in service levels approved as part of the operating budget would have long-term effects on the Capital Improvements Program. Conversely, a restrictive change to the use of long-term debt would slow capital programs. Regardless of the difference between the operating and capital budgets, the two are interdependent. Budgetary policy states that all foreseeable operating costs related to capital projects be estimated and provided for as part of the review process associated with the Capital Improvements Program. In addition, departments are required to include costs associated with operating and maintaining capital projects that are requested for the upcoming year.



Capital Improvement Program and Debt

Legal Basis of the Capital Improvements Program

The Capital Improvements Program has been authorized by the Michigan Planning Enabling Act (Public Act 33 of 2008). This mandate gives responsibility for preparing a CIP to local Planning Commission bodies, and reads as follows:

125.3865 Capital improvements program of public structures and improvements; preparation; basis.

Section. 65:

“(1) To further the desirable future development of the local unit of government under the master plan, a planning commission, after adoption of a master plan, shall annually prepare a capital improvements program of public structures and improvements, unless the planning commission is exempted from this requirement by charter or otherwise. If the planning commission is exempted, the legislative body either shall prepare and adopt a capital improvements program, separate from or as a part of the annual budget, or shall delegate the preparation of the capital improvements program to the chief elected official or a nonelected administrative official, subject to final approval by the legislative body. The capital improvements program shall show those public structures and improvements, in the general order of their priority that in the commission’s judgment will be needed or desirable and can be undertaken within the ensuing 6-year period. The capital improvements program shall be based upon the requirements of the local unit of government for all types of public structures and improvements. Consequently, each agency or department of the local unit of government with authority for public structures or improvements shall upon request furnish the planning commission with lists, plans, and estimates of time and cost of those public structures and improvements.”

Planning and Benefits of the Capital Improvements Program

The CIP is first and foremost, a planning tool. It can be quite useful as a primary guide in implementing the Master Plan for Land Use. With thoughtful foresight and review as a result of a CIP, the many outstanding capital projects that communities are faced with implementing every year, can be viewed as one package, rather than as small, fragmented groups or lists, with no unified sense of focus and direction. When capital improvements begin with careful planning and study, the City of Novi’s chances for receiving State and Federal grants are greatly enhanced. Some grants require the inclusion of a CIP with their application. Formulation of a CIP assists those involved to look at alternative funding mechanisms that might not have been considered before. Instead of relying on local revenue sources alone, the CIP allows the City to think more creatively to fulfill Master Plan for Land Use goals and policies. The CIP often avoids reactive planning, and instead replaces it with balanced growth initiatives.



Capital Improvement Program and Debt

CIP DEVELOPMENT PROCESS

Capital improvement planning has proven to be a year-round process, with City departments continually re-evaluating and prioritizing their capital needs. However, the process is most involved from August through December. It is during this period that City staff identify and prioritize projects, estimate project costs, determine available resources, balance project requests within the available resources, and, ultimately, submit a recommended program/piece of infrastructure to the Capital Improvement Program sub-committee and ultimately to the City's Planning Commission. Collaboration between the City Manager's office, Engineering Division, Facilities Management Division, Internal Technology Department, and the Finance Department coordinates the annual update of the six-year CIP as part of the annual budget process. Department staff also forecast revenues for the various funds used to finance capital projects, and set the financial parameters for the development of the CIP. Capital projects originate in the operating departments where subject matter experts identify needs based on master planning documents and other technical criteria. All requests are submitted and the financial parameters established and a preliminary plan is prepared for the review of the CIP Committee comprised of three City Council members and two members from the Planning Commission. The Committee recommends to the City's Planning Commission for ultimate approval prior to it being included in the City Manager's annual budget which is presented and considered by the City Council. On the following page is an overview of the CIP development process:

August – October: Operating departments identify projects, define project scopes, prepare cost estimates, and prioritize projects based on direction received from the City Manager and City Leadership Team. Capital project requests are submitted to the Engineering Division and Facilities Management Division for review and feedback. Department Directors review project requests before final submittal.

November: Capital project requests are submitted to the Finance Department for review and inclusion to the CIP database.

December: The CIP is presented to the City Manager's office for evaluation and consideration making necessary adjustments as needed. The CIP is provided to City Council, the CIP Committee, and Planning Commission after City Manager review.

January: The CIP Committee offers its recommendations during its annual meeting.

February: A public hearing takes place during a Planning Commission meeting. Following the public hearing the Commission approves the Capital Improvement Program. City Administration finalizes the recommended CIP for the consideration of the City Council.

March: The CIP is included in the City Manager's recommended budget which is presented to the City Council.

Capital Improvement Program and Debt



OPERATING BUDGET IMPACT

The Capital Improvement Program has direct and sometimes significant impacts on Novi's operating budget. Upon their completion, most capital projects require ongoing costs for operation and maintenance. New buildings require electricity, water and sewer service, and maintenance and repair. New roads require regular sweeping as well as periodic crack filling and sealing, patching, milling, minor resurfacing, and replacement of stripes and markings. New parks and landscaped rights-of-way (such as medians and streets shoulders) require irrigation, fertilizing, mowing, and trimming. Some projects, such as a recreation center, require additional employees.

Departments submitting capital projects estimate the operations and maintenance costs of each project based on cost guidelines that are updated each year. The departments also consider any additional revenues or savings the City can reasonably expect to recognize upon completion of the project. For example, membership fees from a new recreation center help to offset the increased operating costs. The net operating costs are included not only in the project request, but also in the long-range forecasts of the respective funds to ensure that we properly account for operating budget impacts of all capital projects. The following are some of the operating items included in the budgets related to new capital improvement projects:

- Increase in summer/winter maintenance costs related to new sidewalks
- Decrease in road maintenance costs for new road reconstruction projects
- Increase traffic signal maintenance and utility costs for new intersection/signal work
- Increase operating costs for parks and recreation for maintenance of new Pavilion shore Park facility
- Increase rental revenue and increase maintenance costs for new Lakeshore Park shelter
- Decrease in maintenance costs for various parking lot resurface projects
- Decrease in utilities and operating costs related to cooling system and appliance replacement at the ice arena and senior housing facilities
- Increase/decrease operating and maintenance/repair costs related to the replacement of numerous DPS and Water and Sewer Department vehicles, machinery and equipment
- Increase in utility costs related to street lighting installation program
- Increase in licensing and maintenance costs related to the new technology purchases

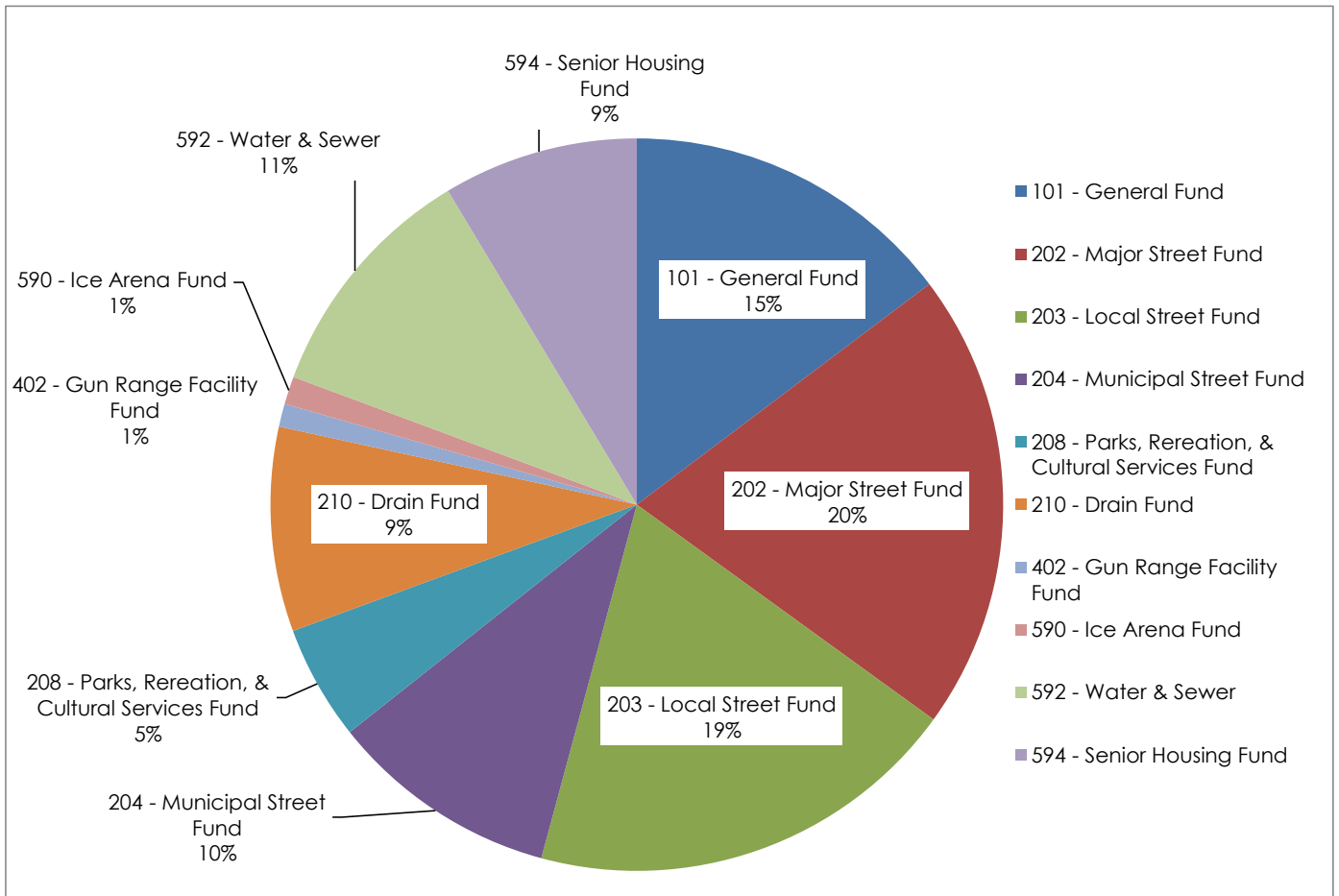


Capital Improvement Program and Debt

Capital Improvements by Fund (City Cost only; does not include outside leverage)

FUND	Budget	Projected		Forecast		
	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
101 - General Fund	\$ 1,913,888	\$ 2,128,230	\$ 1,413,638	\$ 4,062,501	\$ 2,062,925	\$ 1,518,900
202 - Major Street Fund	\$ 2,734,792	\$ 3,227,600	\$ 2,052,060	\$ 8,138,854	\$ 175,000	\$ 1,166,000
203 - Local Street Fund	\$ 2,500,000	\$ 2,970,000	\$ 3,609,812	\$ 2,970,000	\$ 2,970,000	\$ 2,970,000
204 - Municipal Street Fund	\$ 1,429,262	\$ 295,541	\$ 1,640,818	\$ 5,375,689	\$ 4,762,381	\$ 3,106,680
208 - Parks, Rereation, & Cultural Services Fund	\$ 748,113	\$ 1,304,230	\$ 1,371,800	\$ 3,154,672	\$ 883,804	\$ 500,000
210 - Drain Fund	\$ 1,174,146	\$ 857,880	\$ 1,224,200	\$ 1,566,820	\$ 455,266	\$ 150,000
402 - Gun Range Facility Fund	\$ -	\$ 165,000	\$ 165,000	\$ 376,781	\$ -	\$ -
590 - Ice Arena Fund	\$ 160,000	\$ 220,000	\$ 27,000	\$ -	\$ 35,000	\$ 125,000
592 - Water & Sewer	\$ 1,393,212	\$ 2,980,519	\$ 3,177,719	\$ 2,198,000	\$ 1,735,000	\$ 3,897,000
594 - Senior Housing Fund	\$ 1,121,000	\$ -	\$ -	\$ -	\$ -	\$ 348,411
TOTAL	\$ 13,174,413	\$ 14,149,000	\$ 14,682,047	\$ 27,843,317	\$ 13,079,376	\$ 13,781,991

FY 2016-17 Capital Improvements by Fund



Capital Improvement Program and Debt



PROGRAM FUNDING

There are multiple methods available to local governments for financing capital improvement projects. Since capital improvements require large outlays of capital for any given project, it is often necessary to pursue multiple creative solutions for financing projects.

General Obligation (G.O.) Bonds

These types of bonds are especially useful for financing large municipal projects such as infrastructure improvements. They require voter approval and usually are used for projects that will benefit the residents of the entire community.

When the City sells G.O. Bonds, the purchaser is basically lending money to the City. The amount of the bond, plus interest is repaid through property taxes that the City, as the issuing authority, has the power to levy at the level necessary and within State guidelines to retire the debt.

A variation of the G.O. Bonds is the G.O. Limited Tax Bonds which can be repaid through tax millage. The interest rate for this type of issue is slightly higher than for the G.O. Bonds, and though voter approval is not required, a referendum period is afforded to the citizenry to challenge the proposed bond resolution.

Revenue Bonds

These bonds are generally sold as a means for constructing revenue-producing facilities such as water and sewer systems, and other such facilities that produce tolls, fees, rental charges, etc. (i.e. Novi Ice Arena, and Meadowbrook Commons). Security for and payment of revenue bonds are typically based upon the revenue-producing facility or activity rather than the economic or taxpaying base.

Federal Grants

Funding is made available to cities through Federal grants and programs. Grants are usually subject-specific, and require application by the local government for consideration. Amounts of grants vary, and are determined by the grantor through criteria-based processes. The availability of grants is usually a competitive process, so creative and effective grant writing is crucial to receiving funding for capital improvement projects.

Building Authority

The City of Novi has a Building Authority that functions as a mechanism to facilitate the selling of bonds to finance public improvements. These bonds can be used as funding for buildings and recreational uses. Though voter approval is not required, a referendum period is afforded to the citizenry to challenge the proposed bond resolution. This is the mechanism used in the construction of the ice arena and the older adult housing facility.

Enterprise Funds

Enterprise funds are typically established for services such as water, sewer, recreation, and housing. Revenues are generated primarily through user charges and connection fees from those who benefit from the improvements.



Capital Improvement Program and Debt

Developer Contributions

Developers, as part of subdivision and site planning requirements, may provide infrastructure, open space and recreational facilities. Developers may contribute a share of funds to the government entity, or install the facilities themselves as local need arises, and/or during the construction process. Once completed, the local government entity may agree to maintain the facilities.

Special Assessments

Special assessment financing allows local government to collect special taxes from owners of property directly benefiting from capital improvements. These types of improvements often include streets and sidewalks, sanitary sewer, storm drainage, and water distribution systems.

Gas and Weight Tax

The City of Novi receives a formula-rated share of motor fuel and highway usage taxes from the State of Michigan to be utilized for transportation and maintenance-related projects.

Millage

Property taxes are based upon the local millage rate. Revenue received from property taxes may be used for capital improvements as part of the General Fund, but such improvements are usually smaller scale and less expensive.

General Fund

The General Fund for the City of Novi may be used for capital improvements; however, it is not the intent of the CIP to earmark these funds for projects. Instead, smaller scale, less expensive capital projects with a high priority could be funded as line-items.

State Shared Revenue

In addition to the Gas and Weight Taxes above which are shared revenue, the City receives its share of various taxes and fees from programs and requirements by the State of Michigan.

Public/Private Partnership

This type of financing has become increasingly popular in areas where creative financing is fostered. In many communities the local revenue share may not support some types of public improvements. In contrast, private developers may avoid taking on a project where the infrastructure cost far exceeds profitability. This method of funding brings both the public sector and private contributor together to share in the costs of a project, or a part of a project, which inevitably lessens the overall financial burden falling onto a single source.

Miscellaneous Funding

There are additional methods that are suitable for funding capital improvements. Examples of alternative funding methods are Tax Increment Financing (TIF), Impact Fees, Facility User Fees, etc. Current State legislation does not permit some of these funding methods, which have been used successfully in other states. Changes in legislation could see these and other innovative methods permitted in the future.

Capital Improvement Program and Debt



CIP Expenditures by Budget Category

The following is a table that summarizes the City's cost, as well as the leveraged funds, for all CIP projects by budget category.

		<u>Budget</u>	<u>Projected</u>		<u>Forecast</u>		
		Fiscal Year 2016-17	Fiscal Year 2017-18	Fiscal Year 2018-19	Fiscal Year 2019-20	Fiscal Year 2020-21	Fiscal Year 2021-22
Roads	Leveraged Funds	\$ 407,826	\$ -	\$ 2,790,000	\$ -	\$ -	\$ 800,000
	City Costs	\$ 5,234,792	\$ 5,997,600	\$ 5,130,452	\$ 9,167,848	\$ 6,384,855	\$ 5,161,000
Intersections & Signals	Leveraged Funds	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 275,000	\$ -	\$ 258,000	\$ 2,166,006	\$ 175,000	\$ 230,000
Sidewalks & Pathways	Leveraged Funds	\$ -	\$ -	\$ -	\$ 733,384	\$ -	\$ -
	City Costs	\$ 1,154,262	\$ 295,541	\$ 866,438	\$ 5,150,689	\$ 1,347,526	\$ 1,851,680
Storm Sewer & Drainage	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 861,732	\$ 337,137	\$ 1,103,457	\$ 1,316,820	\$ 455,266	\$ -
Sanitary Sewer	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ -	\$ 550,000	\$ 290,000	\$ 1,299,000	\$ 430,000	\$ 502,000
Water Distribution	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 955,500	\$ 1,835,800	\$ 2,353,000	\$ 899,000	\$ 1,305,000	\$ 3,395,000
Parks, Recreation, & Cultural Services	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 648,113	\$ 1,270,630	\$ 1,371,800	\$ 2,997,172	\$ 840,160	\$ 500,000
Parking Lots	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 1,432,206	\$ 205,332	\$ -	\$ 157,500	\$ 43,644	\$ -
Buildings & Property	Leveraged Funds	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -
	City Costs	\$ 438,139	\$ 1,960,000	\$ 1,889,900	\$ 2,053,701	\$ 35,000	\$ 473,411
Machinery & Equipment	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 1,854,435	\$ 1,696,960	\$ 1,419,000	\$ 2,635,581	\$ 1,999,925	\$ 1,668,900
Technology	Leveraged Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	City Costs	\$ 320,234	\$ -	\$ -	\$ -	\$ 63,000	\$ -
TOTAL		\$ 16,882,239	\$ 14,149,000	\$ 17,472,047	\$ 30,576,701	\$ 13,079,376	\$ 14,581,991

The budget categories mentioned in this table are defined on the following pages and include graphs and maps to help illustrate the CIP projects included within each budget category.



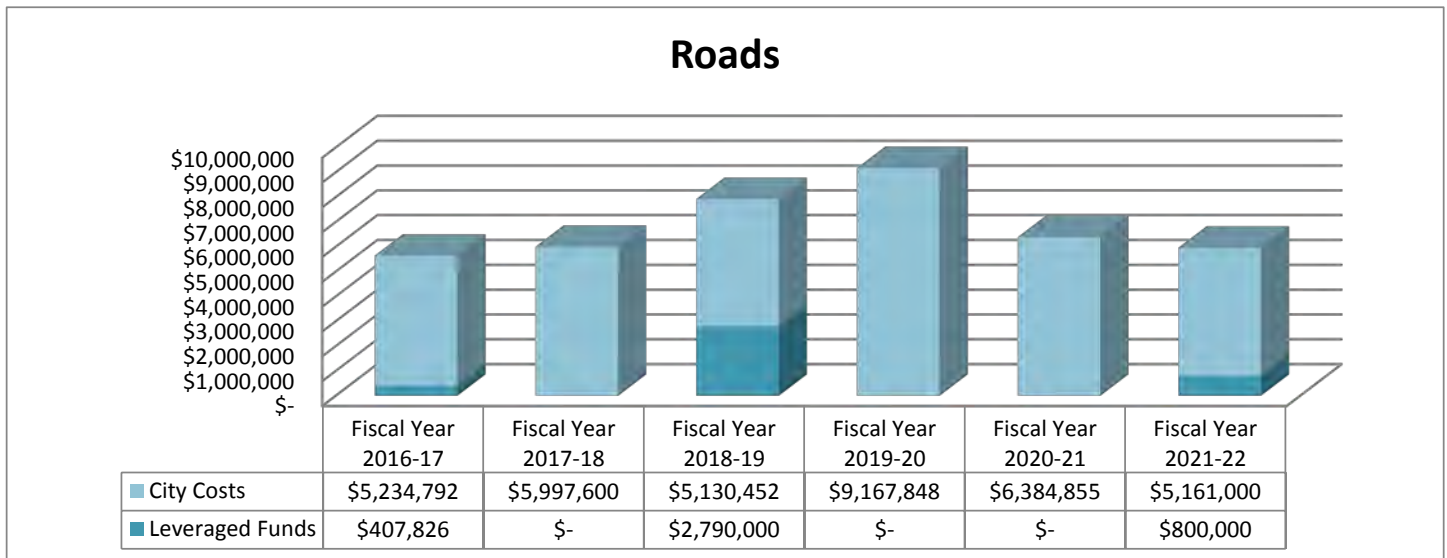
Capital Improvement Program and Debt

Roads

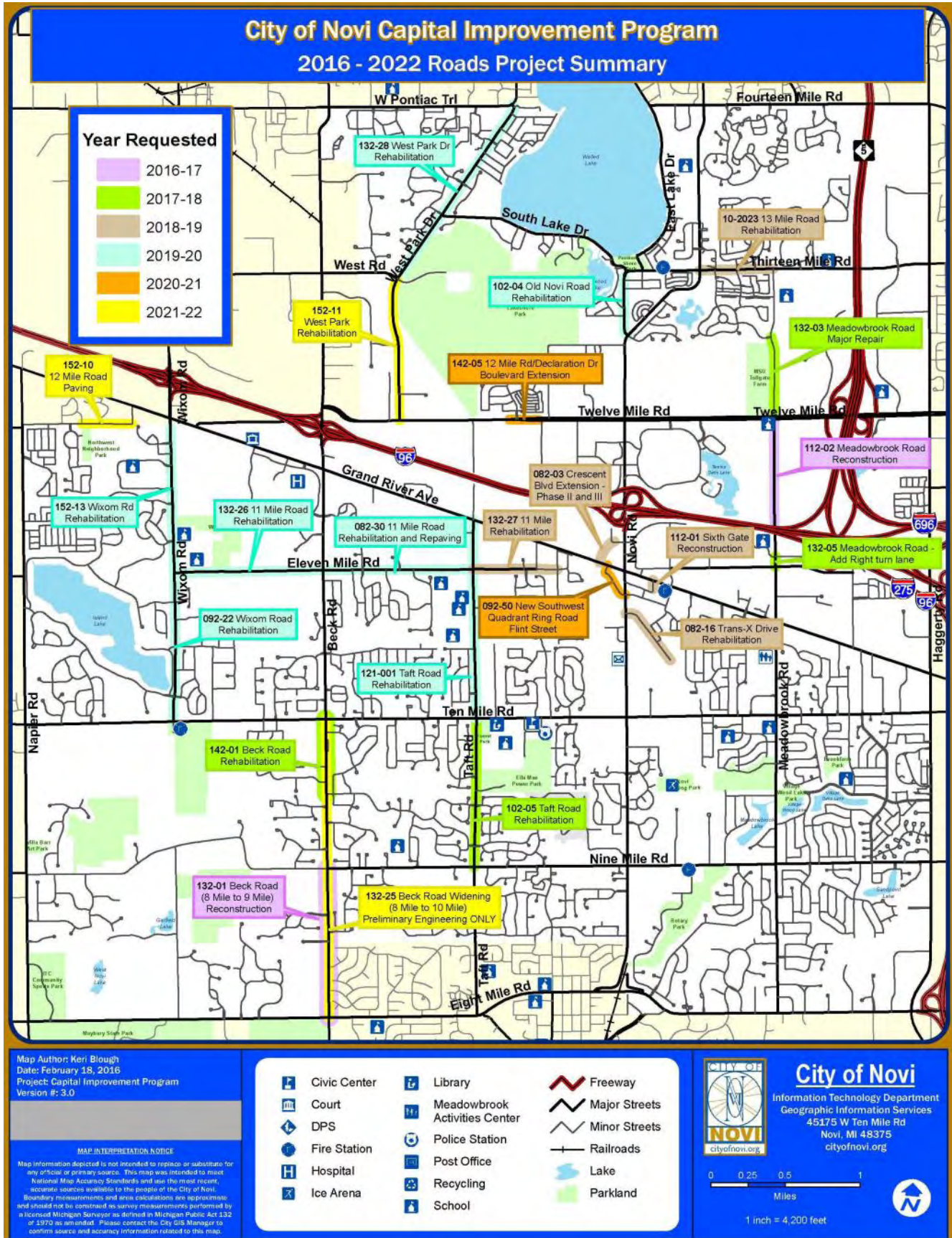
Transportation-related issues are a high priority for the City of Novi. The Capital Improvement Program addresses traffic congestion by constructing new roadways, adding lanes to existing roadways, widening intersections, and enhancing traffic management systems. The maintenance and preservation of roadways is an important component of the program, which provides the necessary resources for scheduled pavement maintenance applications throughout the City.

The City of Novi contains both public and private roadways. Public roads (I-96, I-275 and M-5) are owned and operated by the Michigan Department of Transportation (MDOT), the Road Commission of Oakland County (RCOC), and the City of Novi. Private roads are owned and operated by private developments and homeowner groups. The City currently maintains approximately 186 miles of major roads and Neighborhood Streets. In order to define priorities and establish a course of action for the local street and major road rehabilitation programs, the City has a formal asset management program that categorizes roads based on their Pavement Surface Evaluation and Rating (PASER). Roads in poor condition would be candidates for reconstruction or rehabilitation. Those in fair condition would receive capital preventive maintenance, while roads in good condition would be candidates for routine maintenance work. The lowest rated roads in each of these categories would generally be addressed first.

Road projects in the City's six-year CIP plan are funded from a dedicated road millage that was approved by voters to provide 1.5 mills, generating between \$2.5 and \$2.9 million dollars per year for neighborhood road rehabilitation and construction.



Capital Improvement Program and Debt



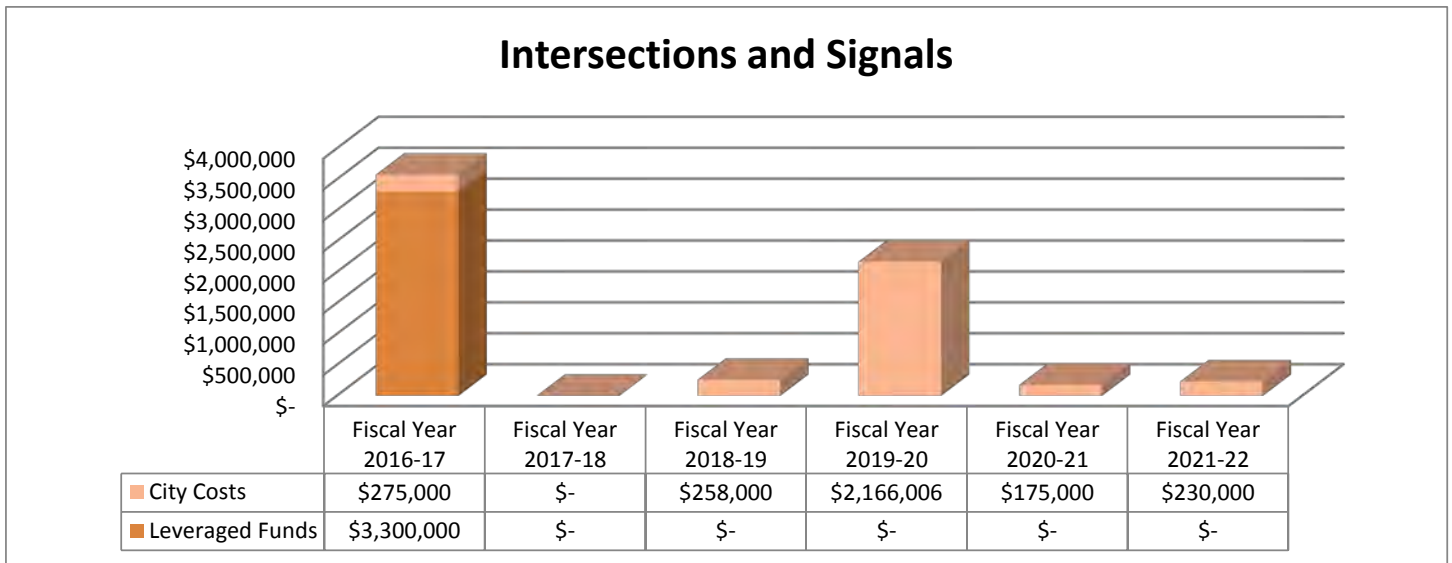


Capital Improvement Program and Debt

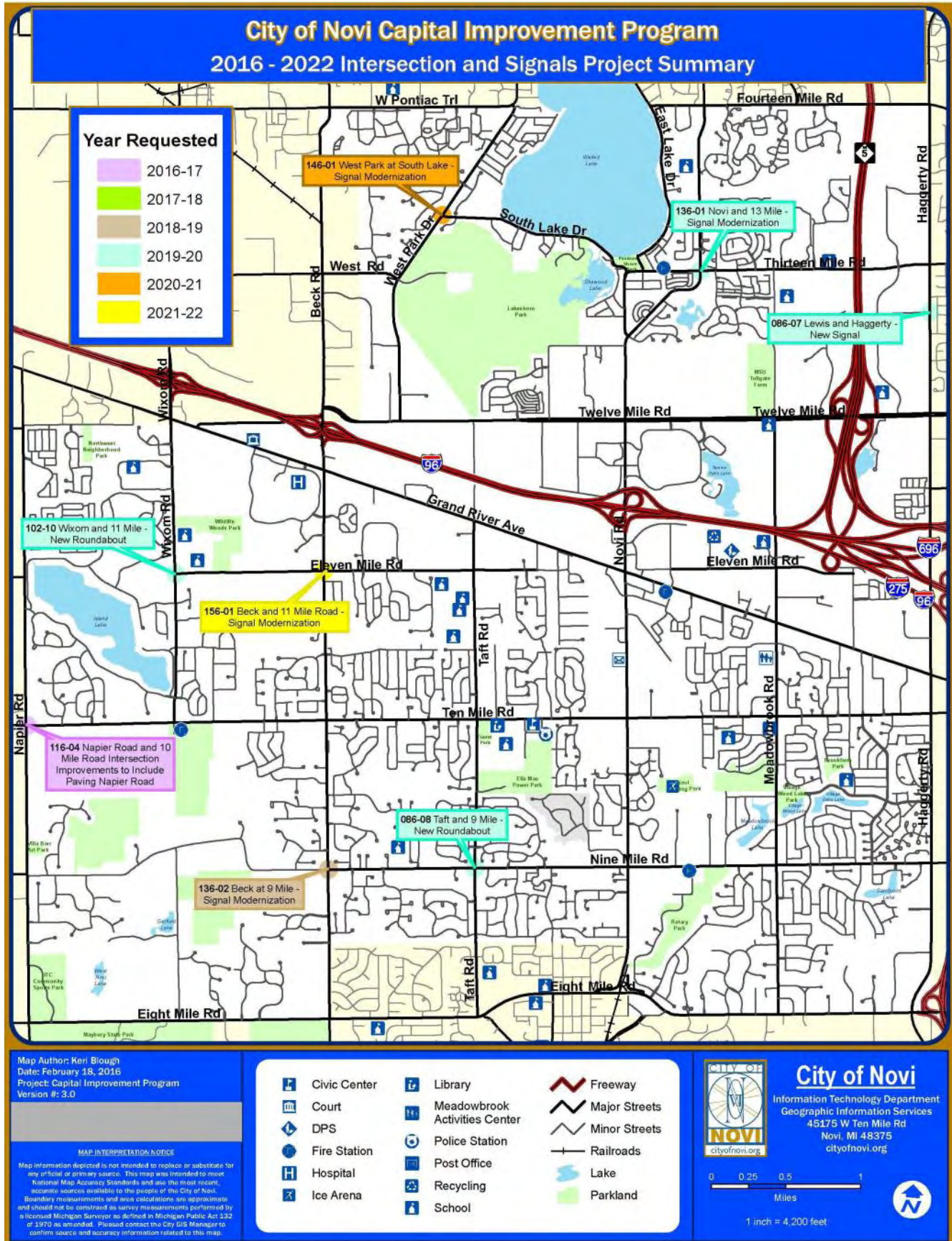
Intersection and Signals

The City of Novi is 32 square miles with 186 miles of major and neighborhood roads. To facilitate safe motorized and non-motorized transportation throughout the City safe road and street intersections and traffic signals need to be designed and maintained year in and year out. Sample projects found in this category are new traffic signals at City intersections, pedestrian crossing signals, turn lanes on major roads and roundabouts at key intersections to calm traffic.

Funding for proposed projects come from a variety of sources Major, Local and Municipal Street funds, and various grant programs that fund traffic related projects.



Capital Improvement Program and Debt



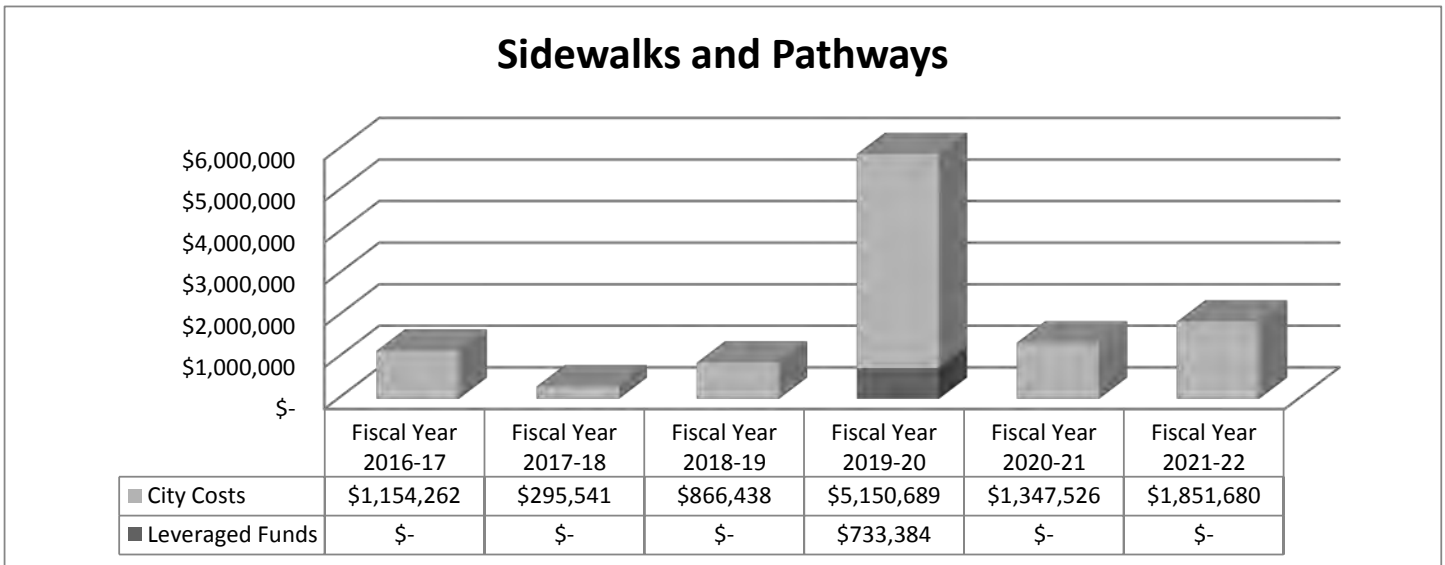


Capital Improvement Program and Debt

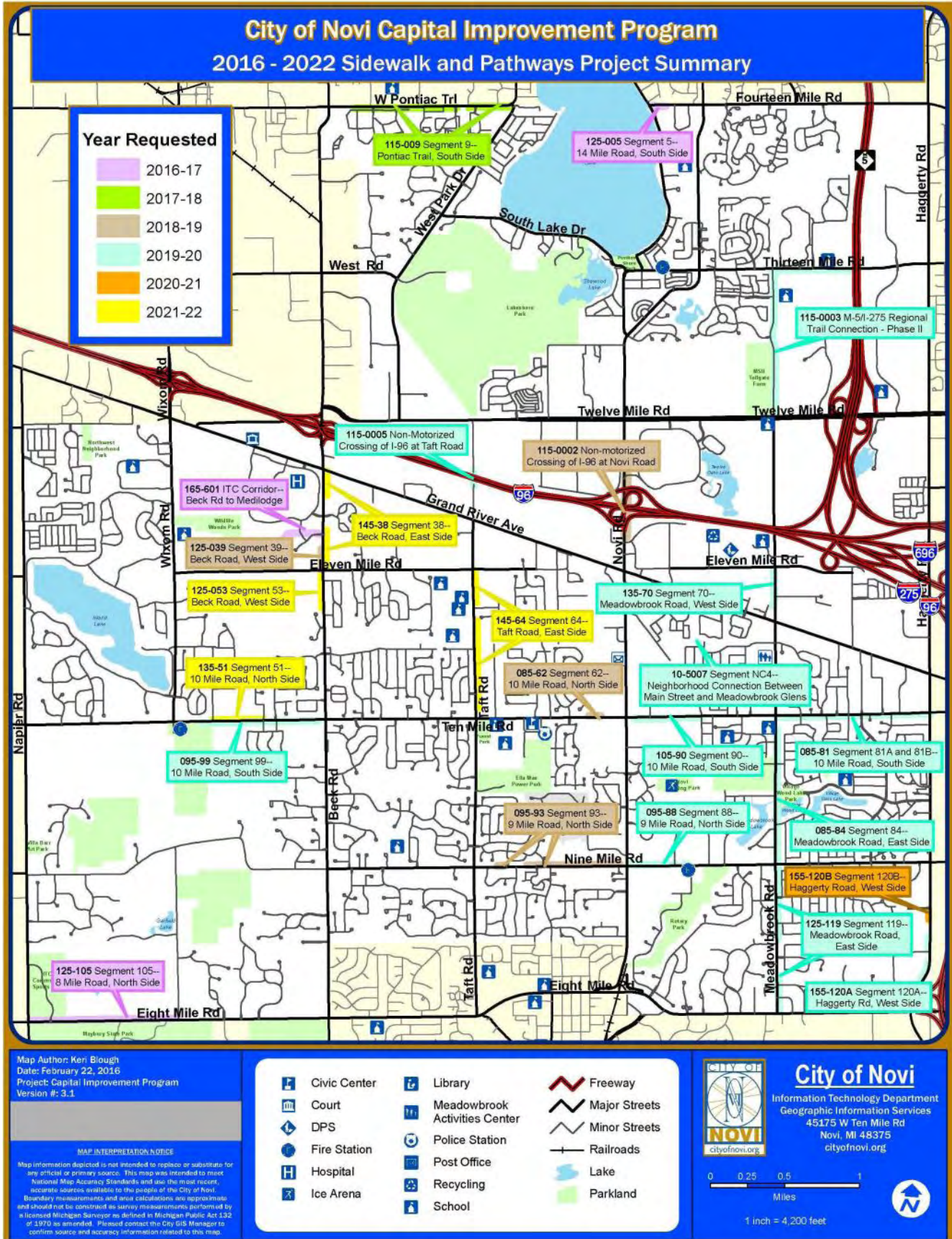
Sidewalk and Pathways

The City of Novi is committed to providing non-motorized sidewalks and pathways in an effort to provide alternative modes of transportation for citizens and stakeholders alike. In this effort the City Council adopted a Non-Motorized Master Plan in 2011. It recommends the installation of bike routes and wayfinding signage along residential streets to enhance the existing neighborhood connections. The City of Novi has had a long standing interest in providing pathways and sidewalks to connect neighborhoods with destinations throughout the City and Region. Currently the City has over 300 miles of pathways and sidewalks. The Capital Improvement Plan incorporates plans and efforts and preferences of the Non-Motorized Plan.

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



Capital Improvement Program and Debt





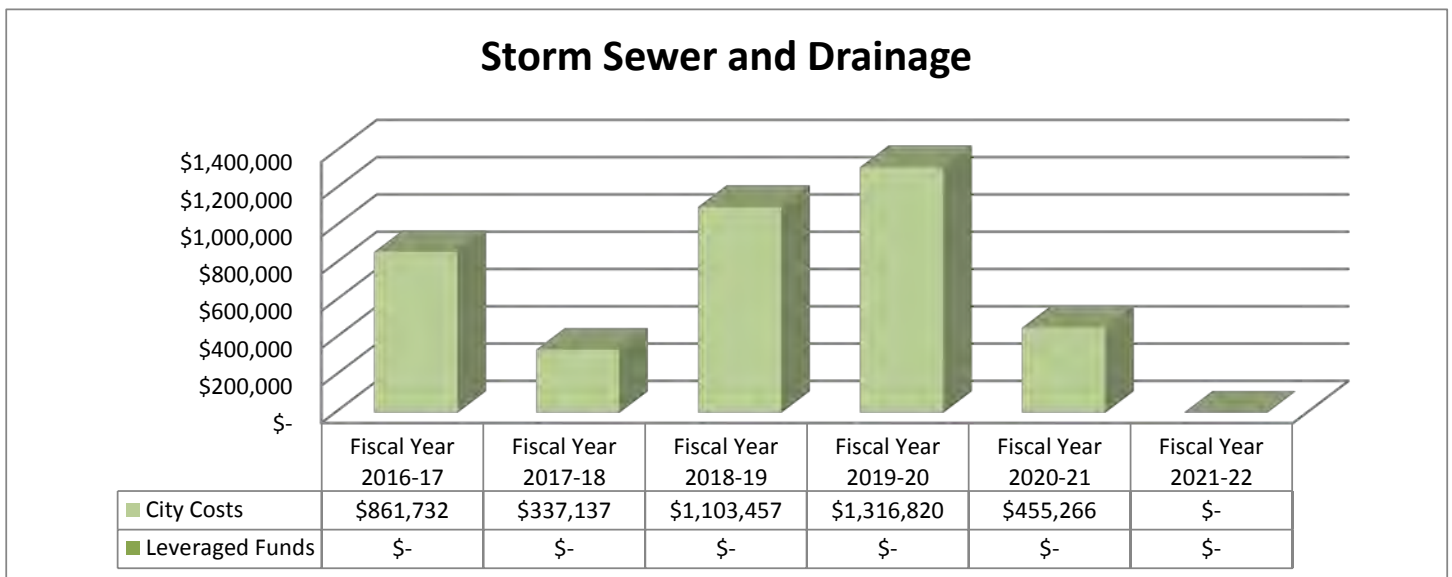
Capital Improvement Program and Debt

Storm Sewer & Drainage

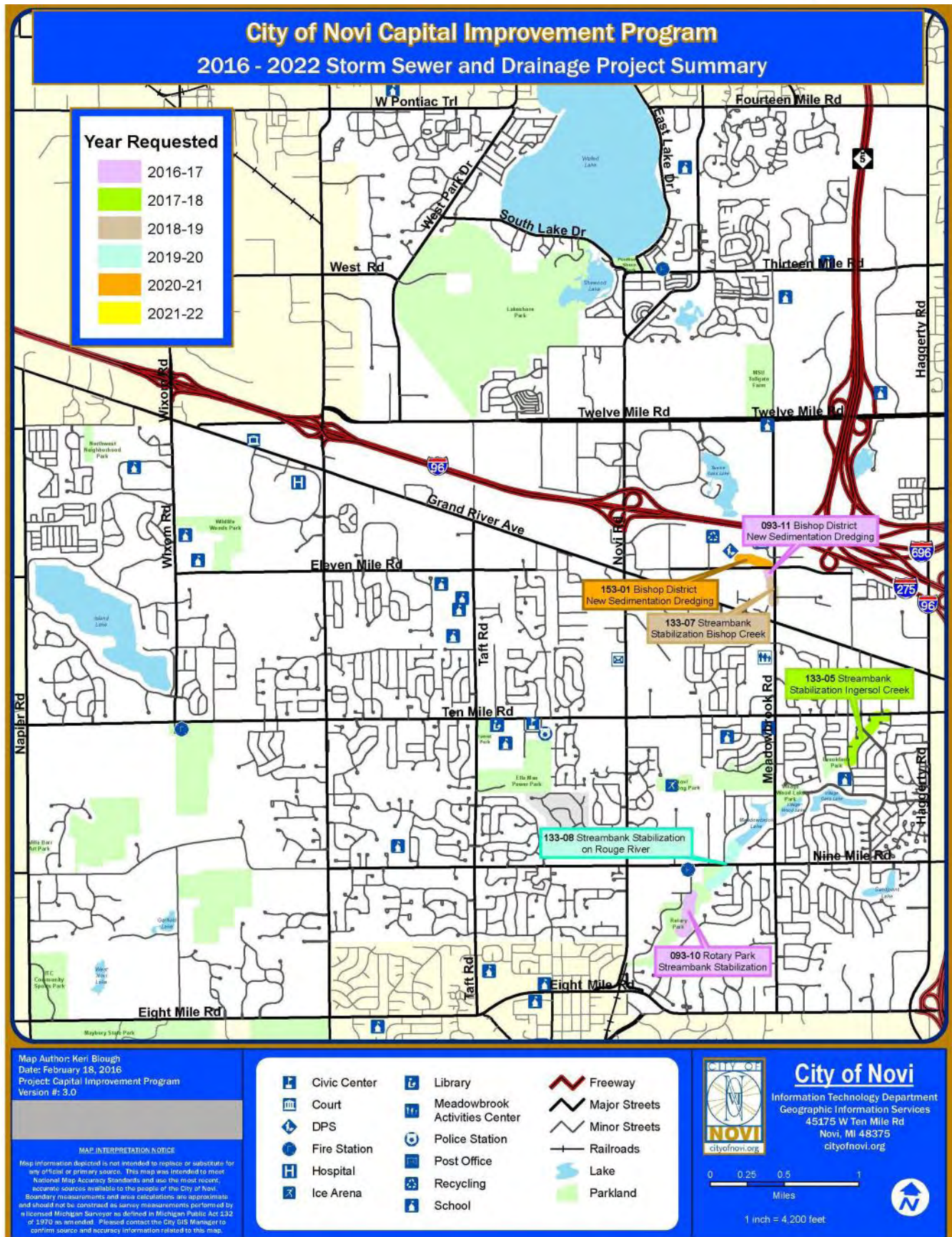
The City of Novi is located within two major watersheds in southeast Michigan (the Rouge River Watershed and the Huron River Watershed). Novi is committed to protecting the water courses within and downstream of the community.

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

The City's Capital Improvement Program addresses regional drainage issues through the drainage projects contained herein. Drainage projects are funded by a dedicated millage for acquiring, constructing, improving, and maintaining drain, storm water, and flood control systems in the City of Novi; up to 0.7699 mills annually.



Capital Improvement Program and Debt





Capital Improvement Program and Debt

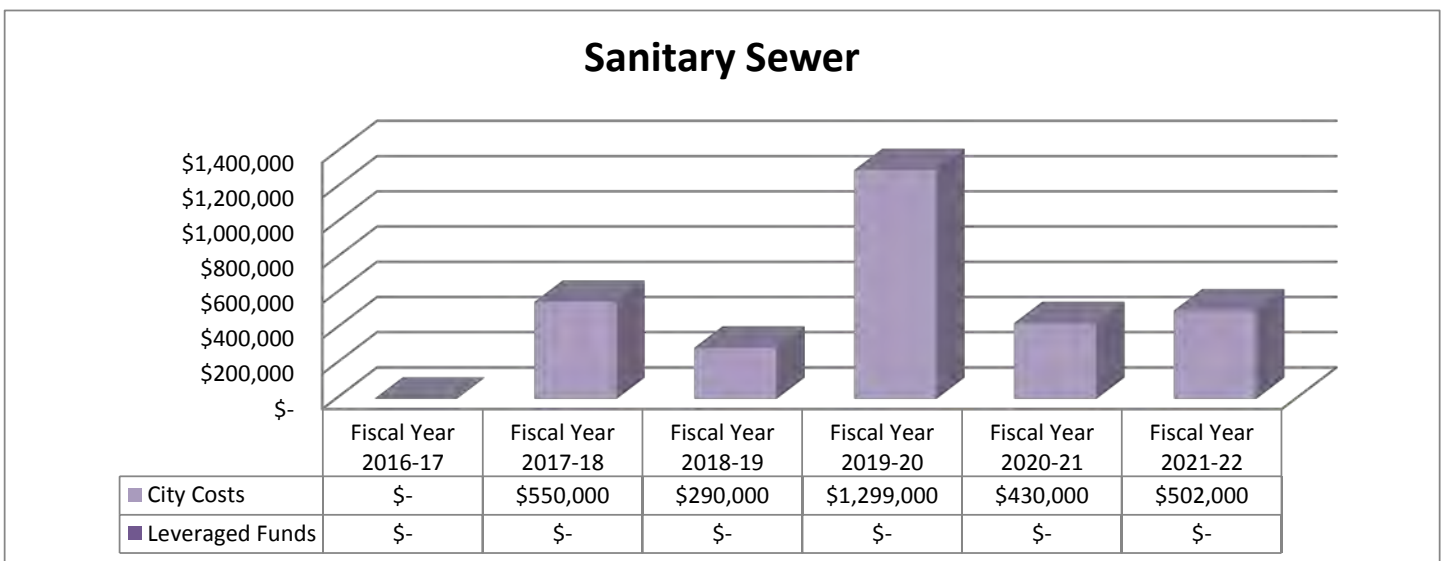
Sanitary Sewer

The City of Novi purchases sewage disposal services from Oakland County Water Resources Commissioner (OCWRC). The City currently has approximately 256 miles of sanitary sewer mains. These sewer mains are part of three separate districts: the Wayne County North Huron Valley/Rouge Valley (NHV/RV) System, South Commerce Township Treatment Plant, and the Walled Lake-Novı Treatment Plant. The majority of the City is served by the NHV/RV system. The City of Novi Water & Sewer Fund, the Oakland County Water Resource Commission (OCWRC) and the Detroit Water & Sewerage Department (DWSD) are all not-for profit entities and therefore rates are intended and required to only cover costs.

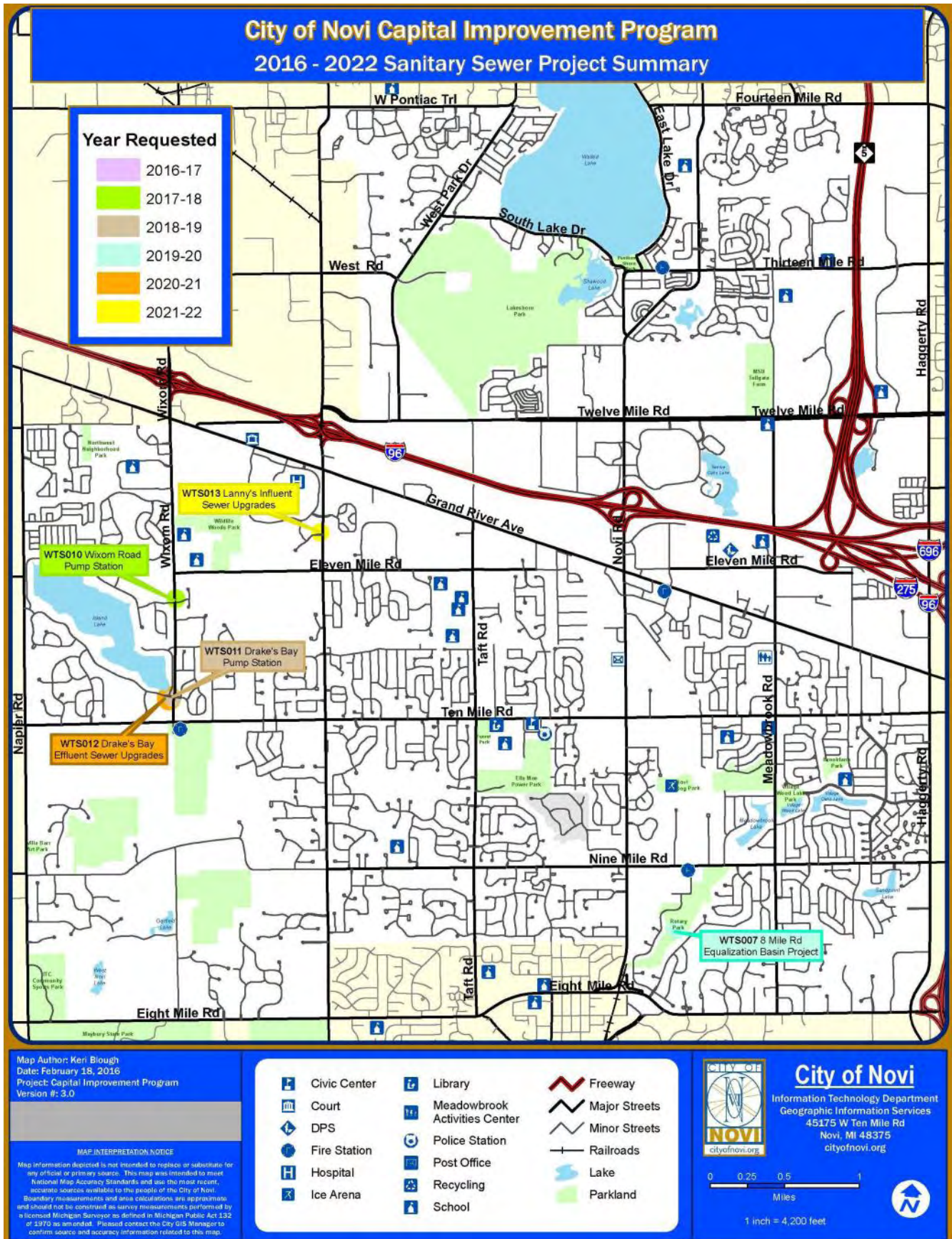
The development of the proposed sanitary sewer projects were based upon system deficiencies and needs obtained from area residents, business owners, and City staff. These projects are coordinated with storm water management, roadway, and pathway improvements to maximize cost savings through economies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

The proposed water and sanitary sewer projects are flexible, allowing for the addition of new improvements to address specific needs without deferring other projects along the way. Studies and analysis of the existing system is an on-going program that, coupled with new technologies, provides for improved system capabilities and reliability.

Water and sanitary sewer projects identified as urgent are not subject to the rating/weighting scale required of capital improvement. Projects included in this category are funded by the City's Water and Sewer Fund which is financed through user rates and connection fees.



Capital Improvement Program and Debt



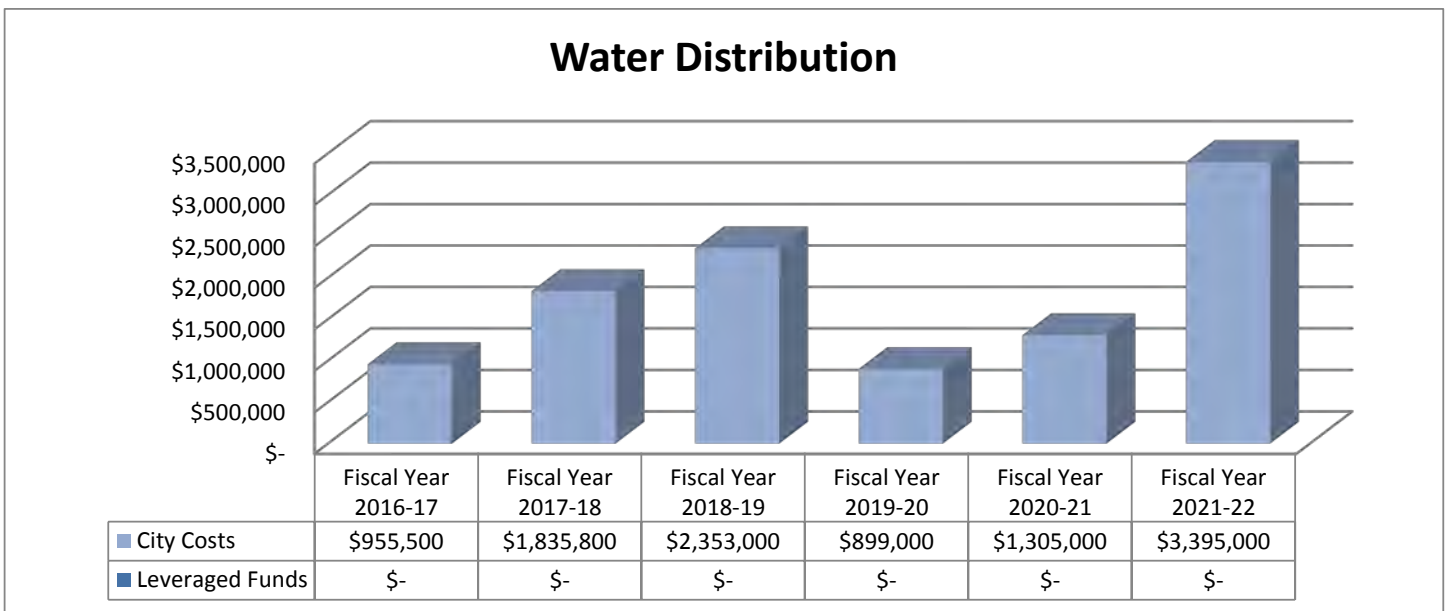


Capital Improvement Program and Debt

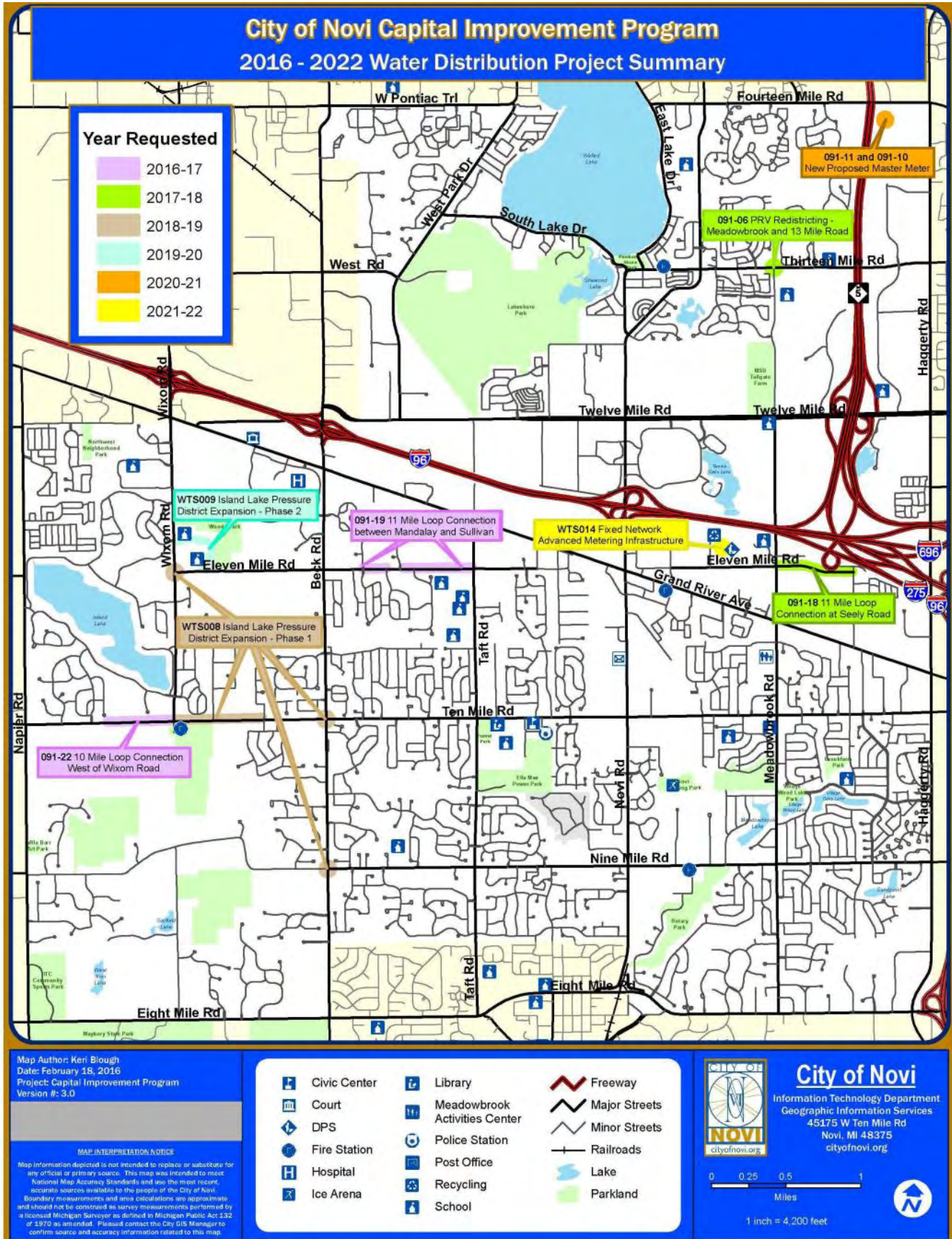
Water Distribution

The City of Novi purchases treated water from Detroit Water and Sewerage Department (DWSD). DWSD operates the largest water system in the State of Michigan and supplies water to roughly four million people. Water production is costly. Aging water and wastewater treatment systems must be maintained and replaced to ensure reliable service. Rate increases are primarily due to new and rehabilitative projects that are completed under the DWSD Capital Improvement Programs. DWSD rates reflect energy costs to maintain water pumps, water mains, and storage tanks necessary to transport water to our community.

The City is responsible for 333 miles of water main pipe, 4,122 fire hydrants and 14,375 water service connections. Projects included in this category are funded by the City's Water and Sewer Fund which is financed through user rates and connection fees.



Capital Improvement Program and Debt



Map Author: Ker Blough
 Date: February 18, 2016
 Project: Capital Improvement Program
 Version #: 3.0

MAP INTERPRETATION NOTICE

Map information depicted is not intended to replace or substitute for any official or primary source. This map was intended to meet National Map Accuracy Standards and use the most recent, accurate sources available to the people of the City of Novi. Boundary measurements and area calculations are approximate and should not be construed as survey measurements performed by a licensed Michigan Surveyor as defined in Michigan Public Act 132 of 1970 as amended. Please contact the City GIS Manager to confirm source and accuracy information related to this map.

- | | | |
|--------------|-------------------------------|---------------|
| Civic Center | Library | Freeway |
| Court | Meadowbrook Activities Center | Major Streets |
| DPS | Police Station | Minor Streets |
| Fire Station | Post Office | Railroads |
| Hospital | Recycling | Lake |
| Ice Arena | School | Parkland |

City of Novi
 Information Technology Department
 Geographic Information Services
 45475 W Ten Mile Rd
 Novi, MI 48375
cityofnovi.org

1 inch = 4,200 feet

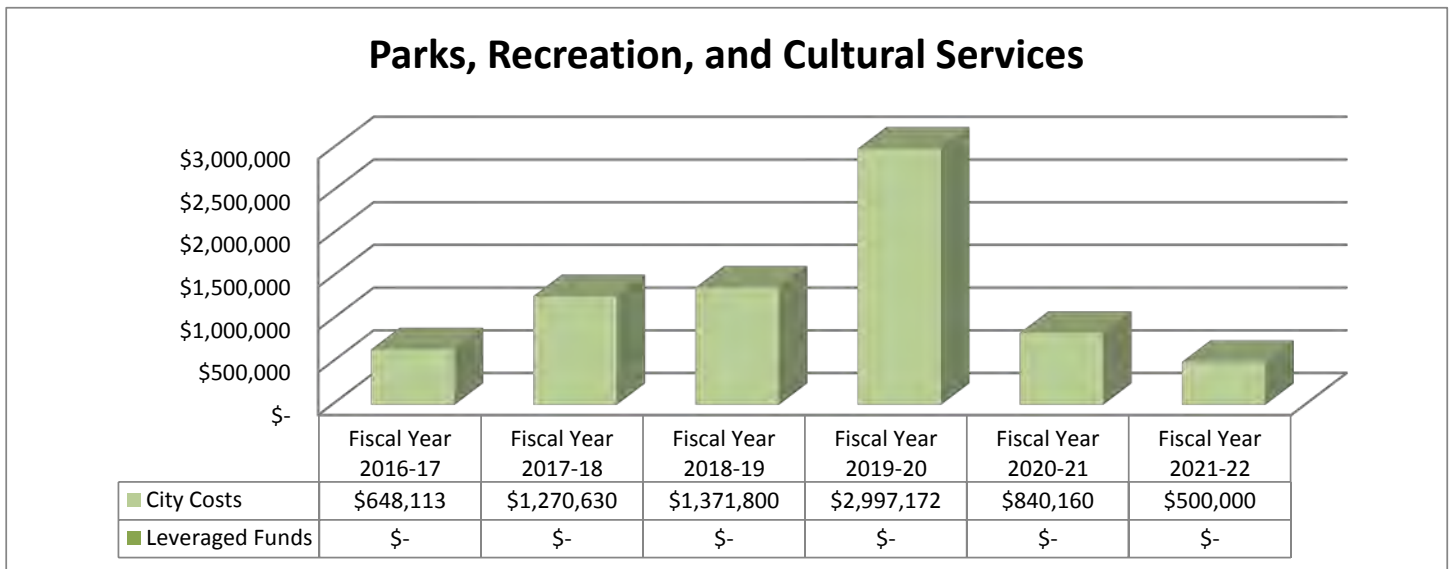


Capital Improvement Program and Debt

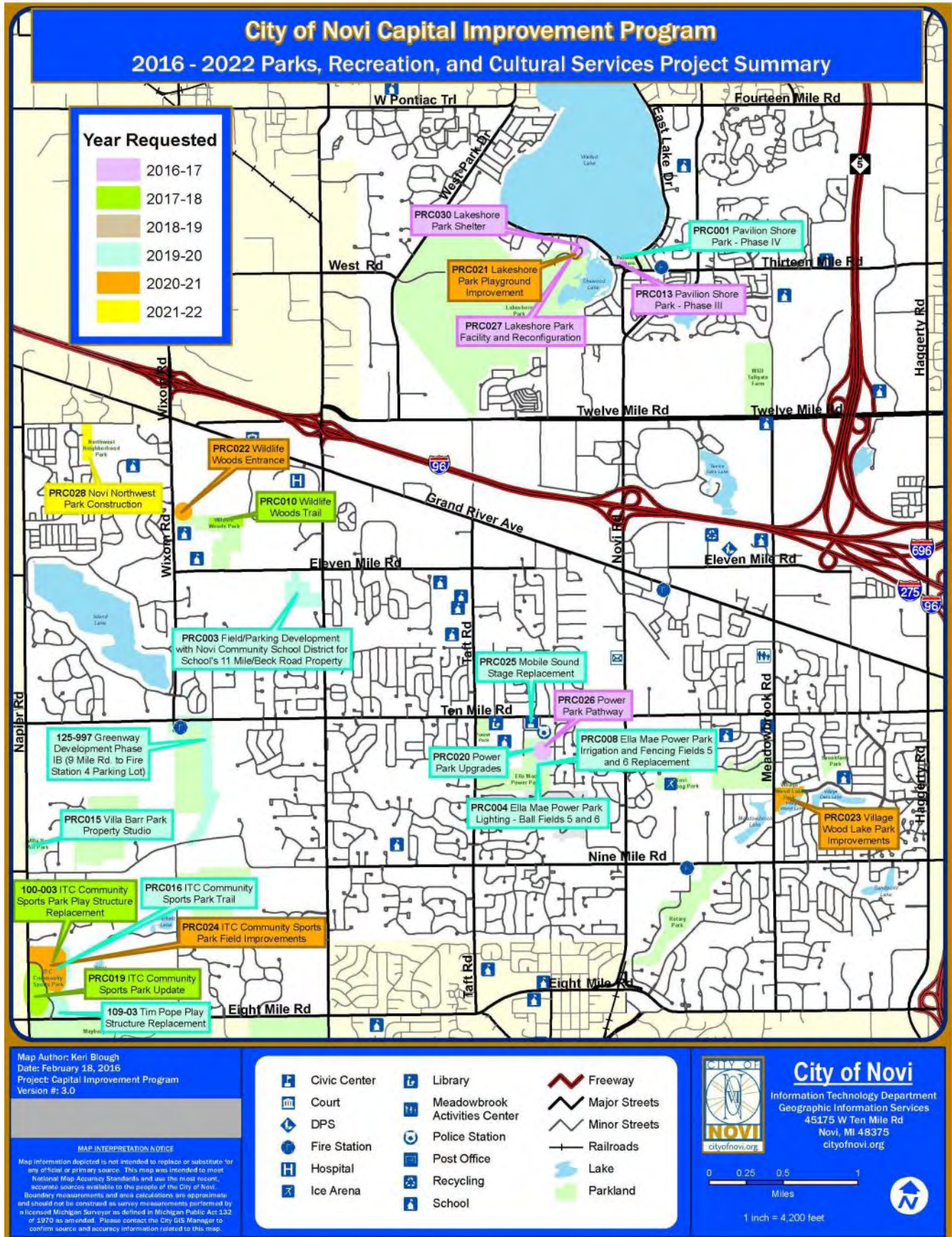
Parks, Recreation and Cultural Services

Quality of life initiatives, such as those represented by parks; open space, and trails projects, are an important component of the Capital Improvement Program. The City of Novi Department of Parks, Recreation and Cultural Services offers lighted ball fields, extensive picnic grounds, shaded playgrounds, beaches, an urban lake, and much, much more. Neighborhood parks provide recreational amenities close to home, while the city's ever-growing network of trails accommodates walkers, joggers, strollers, bicyclists, roller bladders, and equestrians.

Funding for parks, open space, and cultural events is primarily from the Parks and Recreation dedicated millage that was established for maintaining parks and recreation purposes. A dedicated millage of 0.3847 mills and impact fees make up the main funding source for Parks, Recreation and Cultural Services.



Capital Improvement Program and Debt

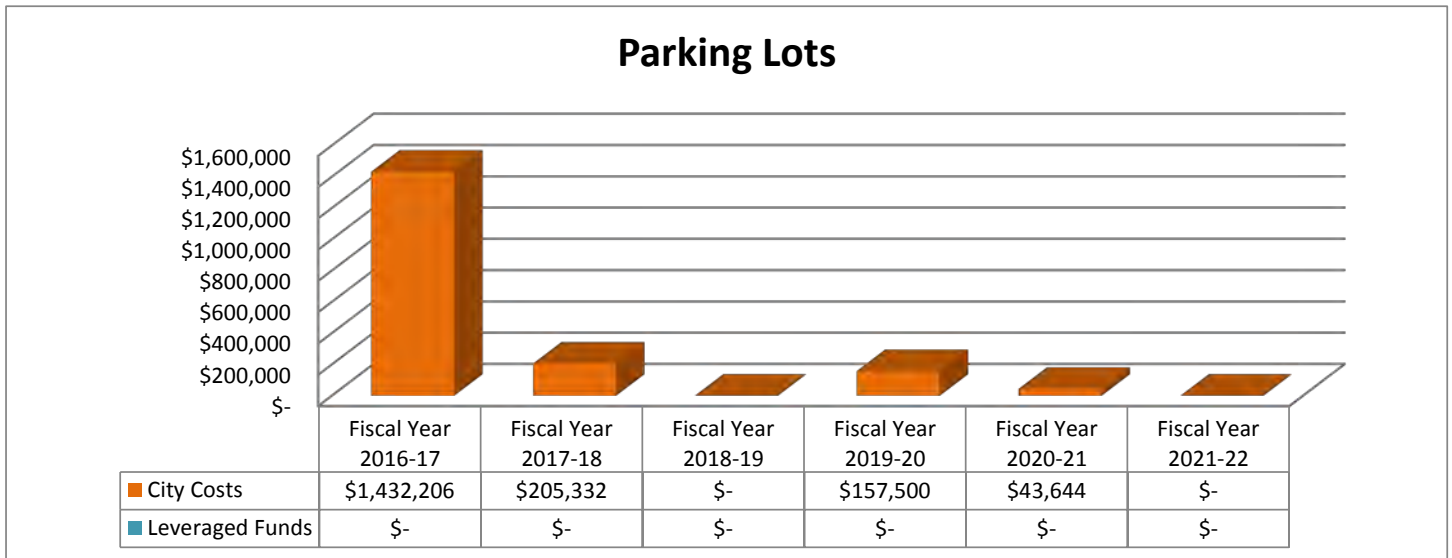




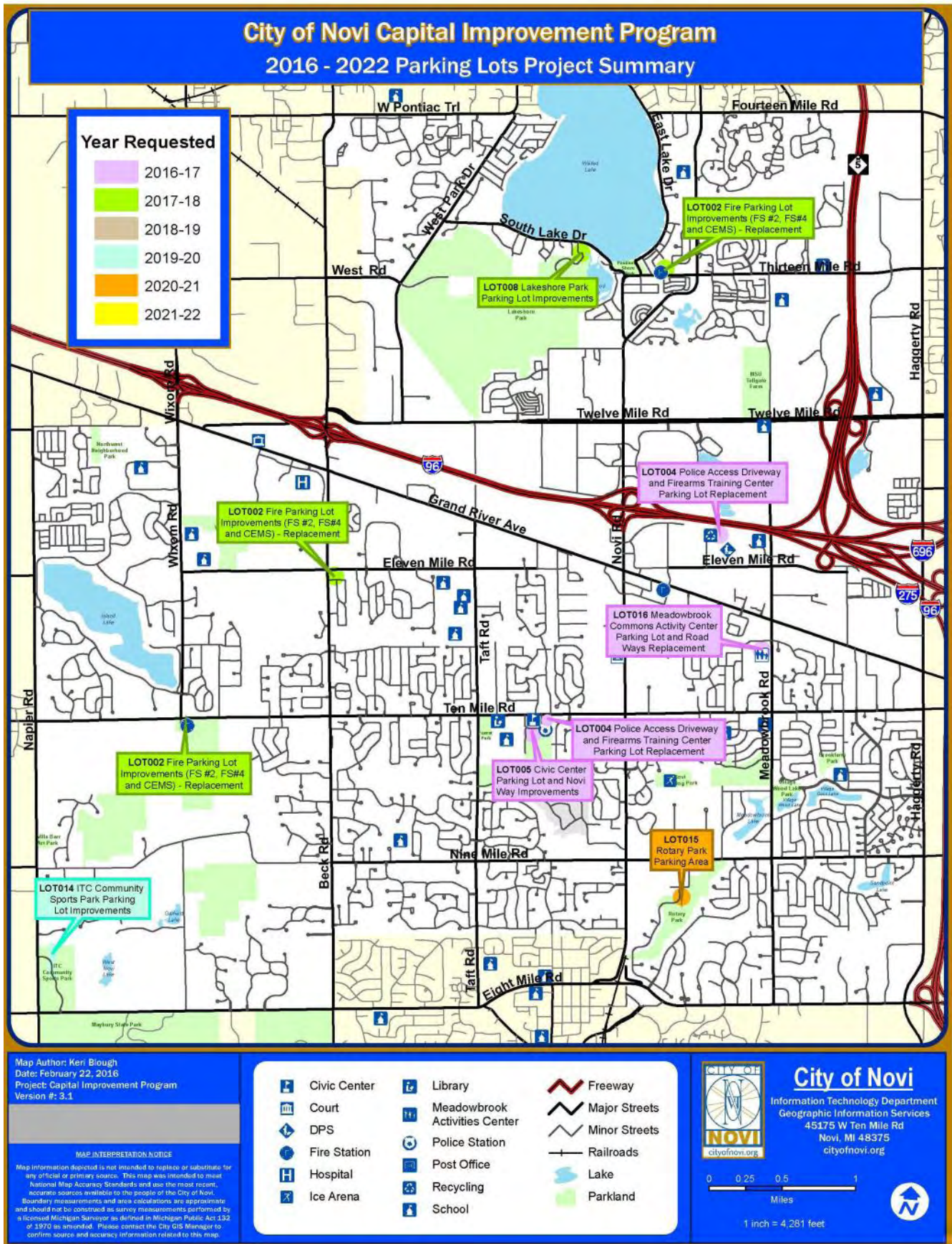
Capital Improvement Program and Debt

Parking Lots

In addition to the “bricks and mortar” at the various operating facilities within the City of Novi, there are a substantial number of parking lots. The City maintains the lots through annual budget appropriations but replacement and/or improvement of the lots fall under the capital improvement program. The parking lots include all those at public services facilities, police and fire stations, parks, senior housing, ice arena and the civic center.



Capital Improvement Program and Debt



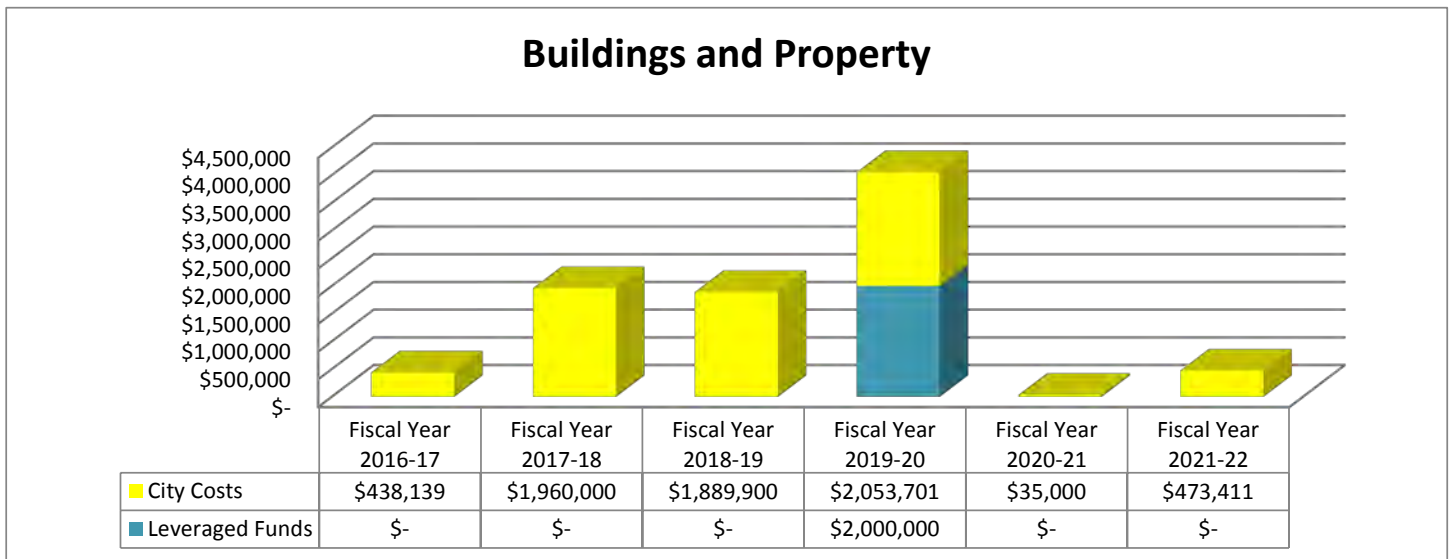


Capital Improvement Program and Debt

Buildings and Property

Operational facilities are the “bricks and mortar” from which the City of Novi provides services to its residents and businesses. Increasingly, operational facilities also include the systems that facilitate service delivery in the information age. Projects include the construction of new facilities, as well as the maintenance, rehabilitation, renovation, and expansion of existing facilities.

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

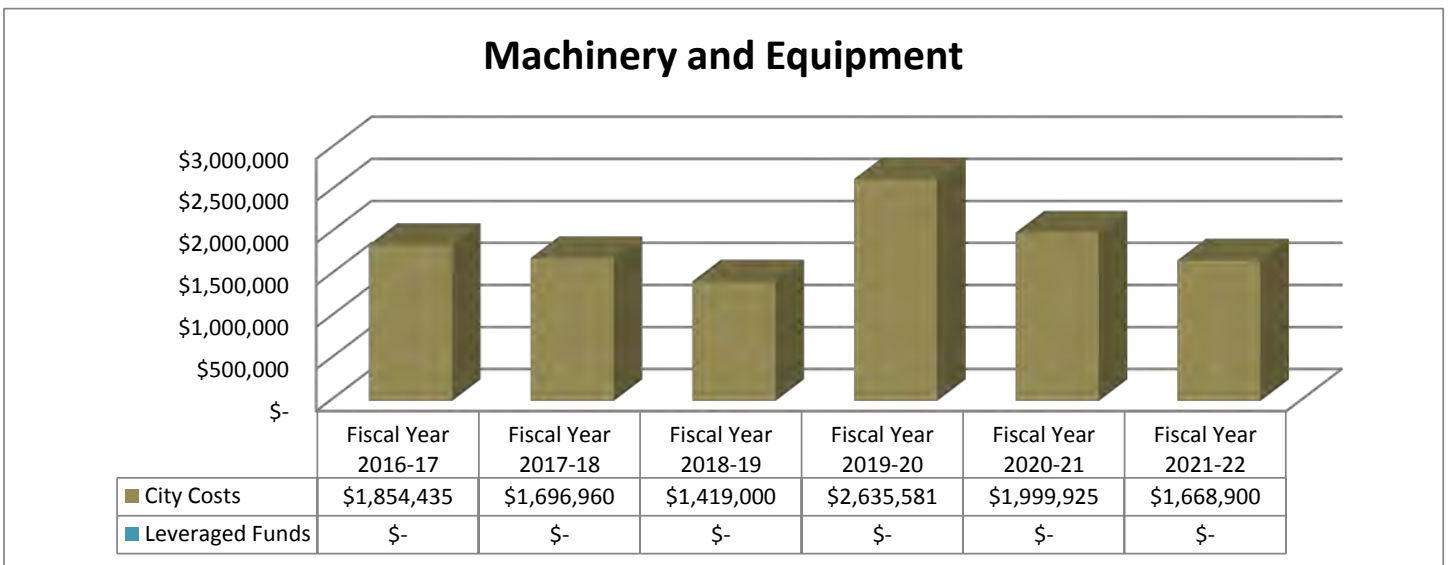


Capital Improvement Program and Debt



Machinery and Equipment

Novi employees depend on dependable equipment to allow and assist them to do their jobs day in and day out. The equipment comes in many forms, plow trucks, generators, fire apparatus, etc., the equipment that literally keeps the City of Novi moving. All the vehicles found in this category are the cars and trucks that appear at the front doors of Novi residents and business owners such as public safety (police, fire, water, sewer and street maintenance). Generators that keep municipal buildings and a 911 call center operational during power outages along with ice resurfaces for the City's ice arena fall under this category. Novi City Council has established the precedent over the years in providing Novi employees with the tools necessary to do their job and provide the best level of service to the community. A number of varied funding sources can be used to finance the equipment necessary to efficiently deliver service: General, Major Street, Local Street, Public Safety, and Drug Forfeiture funds.

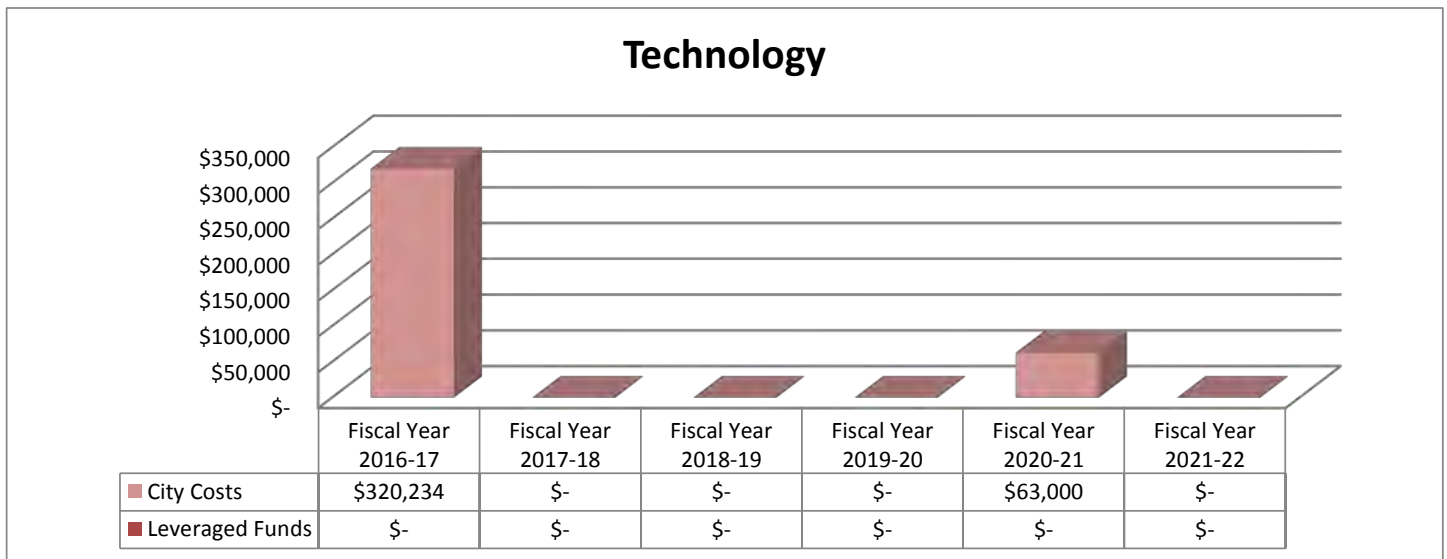




Capital Improvement Program and Debt

Technology

The City of Novi continues to provide its customers and employees with the latest technology to support outstanding customer services. Technology includes items such as servers, storage and scanners for employees as well as items like security cameras, water and sewer flow monitors and alarms to ensure our customers are safe and have uninterrupted services.



Summary

On the following pages is the summary of the six-year CIP program which lists each project by category. It provides a CIP project number, a brief description of each project, the funding source, includes an estimated total project cost, includes any estimated outside leverage, includes estimated City cost, and the year each project is scheduled to be funded:



Capital Improvement Program
2016- 2022 Project Summary

<https://cip.cityofnovi.org/>

Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST					
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET
1	112-02 Meadowbrook Road Reconstruction, I-96 to 12 Mile	MAJOR STREET FUND 202	\$ 1,405,170	\$ 184,951	\$ 1,220,219	\$ 184,951	\$ 1,220,219										
2	132-01 Beck Road (8 Mile to 9 Mile) Reconstruction	MAJOR STREET FUND 202	\$ 1,737,448	\$ 222,875	\$ 1,514,573	\$ 222,875	\$ 1,514,573										
3	102-01 Neighborhood Road Rehabilitation, Repaving and Reconstruction Program	LOCAL STREET FUND 203	\$ 17,350,000	\$ -	\$ 17,350,000		\$ 2,500,000		\$ 2,970,000		\$ 2,970,000		\$ 2,970,000		\$ 2,970,000		\$ 2,970,000
4	102-05 Taft Road, 9 Mile Road to 10 Mile Road Rehabilitation	MAJOR STREET FUND 202	\$ 1,337,000	\$ -	\$ 1,337,000				\$ 1,337,000								
5	132-05 Meadowbrook Road (Southbound at 11 Mile)--Add right Turn Lane	MAJOR STREET FUND 202	\$ 194,400	\$ -	\$ 194,400				\$ 194,400								
6	132-03 Meadowbrook Road (North of 12 Mile Road) Major Repair	MAJOR STREET FUND 202	\$ 667,000	\$ -	\$ 667,000				\$ 667,000								
7	142-01 Beck Road (White Pines to 10 Mile) Rehabilitation	MAJOR STREET FUND 202	\$ 829,200	\$ -	\$ 829,200				\$ 829,200								
8	112-01 Sixth Gate Reconstruction	LOCAL STREET FUND 203	\$ 126,012	\$ -	\$ 126,012						\$ 126,012						
9	082-16 Trans-X Drive Rehabilitation	MAJOR STREET FUND 202	\$ 423,000	\$ -	\$ 423,000						\$ 423,000						
10	10-2023 13 Mile Road Rehabilitation, Novi Road to Meadowbrook Road	MAJOR STREET FUND 202	\$ 554,550	\$ -	\$ 554,550						\$ 554,550						
11	132-27 11 Mile Rehabilitation (Taft to Clark)	MAJOR STREET FUND 202	\$ 429,310	\$ -	\$ 429,310						\$ 429,310						
12	082-03 Crescent Blvd (New Roadway) Extension Between Grand River Avenue and Novi Road - Phase II and III	MUNICIPAL STREET FUND 204	\$ 3,417,580	\$ 2,790,000	\$ 627,580					\$ 2,790,000	\$ 627,580						
13	102-04 Old Novi Road Rehabilitation	MAJOR STREET FUND 202	\$ 728,196	\$ -	\$ 728,196								\$ 728,196				
14	092-22 Wixom Road, from 10 Mile Road to 11 Mile Road	MAJOR STREET FUND 202	\$ 717,400	\$ -	\$ 717,400								\$ 717,400				
15	082-30 11 Mile Road Rehabilitation and Repaving, Taft Road to Beck Road	MAJOR STREET FUND 202	\$ 763,600	\$ -	\$ 763,600								\$ 763,600				
16	152-13 Wixom Road (11 Mile Road to City Limits)	MAJOR STREET FUND 202	\$ 1,487,000	\$ -	\$ 1,487,000								\$ 1,487,000				
17	121-001 Taft Road, 10 Mile Road to Grand River Avenue	MAJOR STREET FUND 202	\$ 864,000	\$ -	\$ 864,000								\$ 864,000				
18	132-28 West Park Rehabilitation (West Road to Pontiac Trail)	MAJOR STREET FUND 202	\$ 739,236	\$ -	\$ 739,236								\$ 739,236				
19	132-26 11 Mile Rehabilitation (Beck to Wixom)	MAJOR STREET FUND 202	\$ 898,416	\$ -	\$ 898,416								\$ 898,416				
20	142-05 12 Mile Road/Declaration Drive Boulevard Extension	MUNICIPAL STREET FUND 204	\$ 1,514,855	\$ -	\$ 1,514,855									\$ 1,514,855			
21	092-50 Southwest Quadrant Ring Road Flint Street, Novi Road and Grand River - New	MUNICIPAL STREET FUND 204	\$ 1,900,000	\$ -	\$ 1,900,000									\$ 1,900,000			
22	132-25 Beck Road Widening (8 Mile to 10 Mile) Preliminary Engineering ONLY	MAJOR STREET FUND 202	\$ 1,000,000	\$ 800,000	\$ 200,000											\$ 800,000	\$ 200,000
23	152-11 West Park Rehabilitation (12 Mile to West Road)	MAJOR STREET FUND 202	\$ 966,000	\$ -	\$ 966,000												\$ 966,000
24	152-10 12 Mile Road (Andelina Ridge to City Limits) pave gravel portion and construct missing sidewalks	MUNICIPAL STREET FUND 204	\$ 1,025,000	\$ -	\$ 1,025,000												\$ 1,025,000
SUBTOTAL			\$ 41,074,373	\$ 3,997,826	\$ 37,076,547	\$ 407,826	\$ 5,234,792	\$ -	\$ 5,997,600	\$ 2,790,000	\$ 5,130,452	\$ -	\$ 9,167,848	\$ -	\$ 6,384,855	\$ 800,000	\$ 5,161,000



Capital Improvement Program
2016- 2022 Project Summary

<https://cip.cityofnovi.org/>

Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST					
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET
25	116-04 Napier Road and 10 Mile Road Intersection Improvements to Include Paving Napier Road (9 Mile to 10 Mile)	MUNICIPAL STREET FUND 204	\$ 3,575,000	\$ 3,300,000	\$ 275,000	\$ 3,300,000	\$ 275,000										
26	136-02 Beck Road at 9 Mile Road Signal Modernization	MAJOR STREET FUND 202	\$ 258,000	\$ -	\$ 258,000					\$ 258,000							
27	086-08 Taft and 9 Mile Road - New Roundabout	MAJOR STREET FUND 202	\$ 753,256	\$ -	\$ 753,256							\$ 753,256					
28	086-07 Lewis and Haggerty Road - New Signal	MUNICIPAL STREET FUND 204	\$ 225,000	\$ -	\$ 225,000							\$ 225,000					
29	102-10 New Roundabout at 11 Mile Road and Wixom Road	MAJOR STREET FUND 202	\$ 875,750	\$ -	\$ 875,750							\$ 875,750					
30	136-01 Novi Road and 13 Mile Road Signal Modernization	MAJOR STREET FUND 202	\$ 312,000	\$ -	\$ 312,000							\$ 312,000					
31	146-01 West Park and South Lake Drive Traffic Signal Modernization	MAJOR STREET FUND 202	\$ 175,000	\$ -	\$ 175,000								\$ 175,000				
32	156-01 Beck and 11 Mile Road Traffic Signal Modernization	MUNICIPAL STREET FUND 204	\$ 230,000	\$ -	\$ 230,000											\$ 230,000	
SUBTOTAL			\$ 6,404,006	\$ 3,300,000	\$ 3,104,006	\$ 3,300,000	\$ 275,000	\$ -	\$ -	\$ -	\$ 258,000	\$ -	\$ 2,166,006	\$ -	\$ 175,000	\$ -	\$ 230,000

Intersections & Signals

Sidewalks & Pathways

33	10-5002 Americans with Disabilities Act (ADA) Compliance Plan Annual Implementation	MUNICIPAL STREET FUND 204	\$ 300,000	\$ -	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
34	125-005 Segment 5--14 Mile Road, South Side, Beach Walk to East Lake Drive	MUNICIPAL STREET FUND 204	\$ 92,200	\$ -	\$ 92,200	\$ 92,200											
35	125-105 Segment 105 - 8 Mile Road (north side, 8' pathway) Between Garfield and Napier	MUNICIPAL STREET FUND 204	\$ 735,260	\$ -	\$ 735,260	\$ 735,260											
36	165-601 ITC Corridor (Beck Rd to Medilodge site)	MUNICIPAL STREET FUND 204	\$ 276,802	\$ -	\$ 276,802	\$ 276,802											
37	115-009 Segment 9--Pontiac Trail, South Side (6' foot Sidewalk) Beck Road to West Park Drive	MUNICIPAL STREET FUND 204	\$ 490,992	\$ -	\$ 490,992		\$ 245,541	\$ 245,451									
38	095-93 Segment 93--9Mile Road, Novi Road to Taft, North Side (6' foot Sidewalk) Concrete	MUNICIPAL STREET FUND 204	\$ 416,400	\$ -	\$ 416,400			\$ 69,400	\$ 275,000	\$ 72,000							
39	115-0002 Non-Motorized Crossing of I-96 at Novi Road	MUNICIPAL STREET FUND 204	\$ 763,100	\$ -	\$ 763,100			\$ 142,700	\$ 620,400								
40	085-62 Segment 62--10 Mile Road, Eaton Center to Churchill (6' sidewalk and Boardwalk) for North side	MUNICIPAL STREET FUND 204	\$ 174,446	\$ -	\$ 174,446			\$ 174,446									
41	125-039 Segment 39--Beck Road, West Side, from 11 Mile Road to Providence	MUNICIPAL STREET FUND 204	\$ 184,441	\$ -	\$ 184,441			\$ 184,441									
42	085-81 Segment 81A & 81B--10 Mile Road (Meadowbrook road to Haggerty)	MUNICIPAL STREET FUND 204	\$ 743,720	\$ -	\$ 743,720				\$ 120,960	\$ 334,880	\$ 287,880						
43	10-5007 Segment NC4--Neighborhood Connection Between Main Street and Meadowbrook Glens	MUNICIPAL STREET FUND 204	\$ 212,400	\$ -	\$ 212,400				\$ 212,400								
44	105-90 Segment 90-10 Mile Road, (8' foot Pathway) South Side, Novi Road to Chipmunk Trail - Concrete	MUNICIPAL STREET FUND 204	\$ 345,360	\$ -	\$ 345,360				\$ 345,360								
45	125-119 Segment 119--Meadowbrook Road, East Side, (6' foot Sidewalk) 8 Mile Road to 9 Mile Road	MUNICIPAL STREET FUND 204	\$ 492,400	\$ -	\$ 492,400				\$ 40,000	\$ 226,200	\$ 226,200						
46	115-0003 M-5/I-275 Regional Trail Connection - Phase II Meadowbrook Road and 13 Mile Road, Between 12 Mile Road and M-5	MUNICIPAL STREET FUND 204	\$ 1,118,730	\$ 733,384	\$ 385,346				\$ 733,384	\$ 97,000	\$ 288,346						
47	095-88 Segment 88--9 Mile Road, North Side, Novi Road - Railroad (6' Sidewalk) Concrete	MUNICIPAL STREET FUND 204	\$ 213,962	\$ -	\$ 213,962				\$ 213,962								
48	135-70 Segment 70--Meadowbrook Road (8' west side)--Gateway Village to 11 Mile	MUNICIPAL STREET FUND 204	\$ 451,850	\$ -	\$ 451,850				\$ 451,850								
49	095-99 Segment 99--10 Mile Road, South Side, from Wixom road to Beck Road (8' foot Pathway)	MUNICIPAL STREET FUND 204	\$ 374,155	\$ -	\$ 374,155				\$ 374,155								
50	085-84 Segment 84--Meadowbrook Road, 9 Mile Road to 10 Mile Road (6' Sidewalk) for East Side	MUNICIPAL STREET FUND 204	\$ 612,600	\$ -	\$ 612,600				\$ 71,500	\$ 289,000	\$ 252,100						
51	115-0005 Non-Motorized Crossing of I-96 at Taft Road	MUNICIPAL STREET FUND 204	\$ 2,070,172	\$ -	\$ 2,070,172				\$ 2,070,172								
52	155-120A Segment 120A--Haggerty Road Pathway (Eight Mile to Orchard Hill)	MUNICIPAL STREET FUND 204	\$ 207,930	\$ -	\$ 207,930				\$ 207,930								
53	155-120B Segment 120B--Haggerty Road Pathway (Orchard Hill to High Pointe)	MUNICIPAL STREET FUND 204	\$ 87,100	\$ -	\$ 87,100					\$ 87,100							
54	125-053 Segment 53--Beck Road, West Side, (8' foot Pathway) 11 Mile Road to Kirkway Place	MUNICIPAL STREET FUND 204	\$ 98,400	\$ -	\$ 98,400						\$ 98,400						
55	135-51 Segment 51-10 Mile Road (6' wide, north side)-Dinser to Woodham	MUNICIPAL STREET FUND 204	\$ 181,600	\$ -	\$ 181,600						\$ 181,600						



Capital Improvement Program
2016- 2022 Project Summary

<https://cip.cityofnovi.org/>

Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST						
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	
56	145-38 Segment 38-Beck Road, east side, Eleven Mile to Grand River (6' sidewalk)	MUNICIPAL STREET FUND 204	\$ 289,700	\$ -	\$ 289,700													\$ 289,700
57	145-64 Segment 64--Taft Road, east side, Ten Mile to 11 Mile (6' sidewalk)	MUNICIPAL STREET FUND 204	\$ 465,800	\$ -	\$ 465,800													\$ 465,800
SUBTOTAL			\$ 11,399,520	\$ 733,384	\$ 10,666,136	\$ -	\$ 1,154,262	\$ -	\$ 295,541	\$ -	\$ 866,438	\$ 733,384	\$ 5,150,689	\$ -	\$ 1,347,526	\$ -	\$ 1,851,680	

Storm Sewer & Drainage

58	093-10 Rotary Park Streambank Stabilization	DRAIN FUND 210	\$ 160,900	\$ -	\$ 160,900		\$ 160,900											
59	093-11 Bishop District New Sedimentation Dredging Near 11 Mile Road	DRAIN FUND 210	\$ 200,832	\$ -	\$ 200,832		\$ 200,832											
60	153-02 Storm Drainage Improvement Pilot Project	DRAIN FUND 210	\$ 1,000,000	\$ -	\$ 1,000,000		\$ 500,000	\$ 250,000	\$ 250,000									
61	133-05 Streambank Stabilization Ingersol Creek (10 Mile Road to Willowbrook Drive)	DRAIN FUND 210	\$ 409,397	\$ -	\$ 409,397			\$ 87,137	\$ 322,260									
62	133-07 Streambank Stabilization Bishop Creek (along Meadowbrook, north of Grand River)	DRAIN FUND 210	\$ 531,197	\$ -	\$ 531,197				\$ 531,197									
63	133-08 Streambank Stabilization on Rouge River near 9 Mile Road	DRAIN FUND 210	\$ 1,316,820	\$ -	\$ 1,316,820						\$ 1,316,820							
64	153-01 Bishop District New Sedimentation Dredging Near 11 Mile Road (north of 11 mile)	DRAIN FUND 210	\$ 455,266	\$ -	\$ 455,266								\$ 455,266					
SUBTOTAL			\$ 4,074,412	\$ -	\$ 4,074,412	\$ -	\$ 861,732	\$ -	\$ 337,137	\$ -	\$ 1,103,457	\$ -	\$ 1,316,820	\$ -	\$ 455,266	\$ -	\$ -	

Sanitary Sewer

65	WTS010 Wixom Road Pump Station	WATER AND SEWER FUND 592	\$ 550,000	\$ -	\$ 550,000			\$ 550,000										
66	WTS011 Drakes Bay Pump Station	WATER AND SEWER FUND 592	\$ 290,000	\$ -	\$ 290,000				\$ 290,000									
67	WTS007 8 Mile Equalization Basin Project	WATER AND SEWER FUND 592	\$ 1,299,000	\$ -	\$ 1,299,000						\$ 1,299,000							
68	WTS012 Drakes Bay Effluent Sewer Upgrades	WATER AND SEWER FUND 592	\$ 430,000	\$ -	\$ 430,000							\$ 430,000						
69	WTS013 Lanny's Influent Sewer Upgrades	WATER AND SEWER FUND 592	\$ 502,000	\$ -	\$ 502,000												\$ 502,000	
SUBTOTAL			\$ 3,071,000	\$ -	\$ 3,071,000	\$ -	\$ -	\$ 550,000	\$ 290,000	\$ -	\$ 1,299,000	\$ -	\$ 430,000	\$ -	\$ 502,000	\$ -	\$ 502,000	

Water Distribution

70	091-22 10 Mile Loop Connection West of Wixom Road	WATER AND SEWER FUND 592	\$ 175,500	\$ -	\$ 175,500		\$ 175,500											
71	091-19 11 Mile Loop Connection between Mandalay and Sullivan	WATER AND SEWER FUND 592	\$ 780,000	\$ -	\$ 780,000		\$ 780,000											
72	091-06 PRV Redistricting - Meadowbrook and 13 Mile Road	WATER AND SEWER FUND 592	\$ 843,000	\$ -	\$ 843,000			\$ 843,000										
73	091-18 11 Mile Loop Connection at Seely Road	WATER AND SEWER FUND 592	\$ 992,800	\$ -	\$ 992,800			\$ 992,800										
74	WTS008 Island Lake Pressure District Expansion - Phase 1	WATER AND SEWER FUND 592	\$ 2,353,000	\$ -	\$ 2,353,000				\$ 2,353,000									
75	WTS009 Island Lake Pressure District Expansion - Phase 2	WATER AND SEWER FUND 592	\$ 899,000	\$ -	\$ 899,000						\$ 899,000							
76	091-11 & 091-10 New Proposed Master Meter	WATER AND SEWER FUND 592	\$ 1,305,000	\$ -	\$ 1,305,000							\$ 1,305,000						
77	WTS014 Fixed Network Advanced Metering Infrastructure	WATER AND SEWER FUND 592	\$ 3,395,000	\$ -	\$ 3,395,000												\$ 3,395,000	
SUBTOTAL			\$ 10,743,300	\$ -	\$ 10,743,300	\$ -	\$ 955,500	\$ -	\$ 1,835,800	\$ -	\$ 2,353,000	\$ -	\$ 899,000	\$ -	\$ 1,305,000	\$ -	\$ 3,395,000	



Capital Improvement Program
2016- 2022 Project Summary

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Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST					
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET
78	PRC013 Pavilion Shore Park - Phase III	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 250,000	\$ -	\$ 250,000		\$ 250,000										
79	PRC030 Lakeshore Park Shelter	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 100,000	\$ -	\$ 100,000		\$ 100,000										
80	PRC026 Ella Mae Power Park Pathway	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 98,113	\$ -	\$ 98,113		\$ 98,113										
81	PRC027 Lakeshore Park Facility & Reconfiguration	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 2,000,000	\$ -	\$ 2,000,000		\$ 200,000		\$ 900,000		\$ 900,000						
82	100-003 ITC Community Sports Park Play Structure Replacement	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 75,000	\$ -	\$ 75,000				\$ 75,000								
83	PRC010 Wildlife Wood Trail	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 95,630	\$ -	\$ 95,630				\$ 95,630								
84	PRC019 ITC Community Sports Park Update	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 671,800	\$ -	\$ 671,800				\$ 200,000		\$ 471,800						
85	PRC015 Villa Barr Property Studio	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 135,000	\$ -	\$ 135,000							\$ 135,000					
86	PRC003 Field/Parking Development with Novi Community School District for Schools 11 Mile/Beck Road Property	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 182,000	\$ -	\$ 182,000							\$ 182,000					
87	109-03 Tim Pope Play Structure Replacement	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 250,000	\$ -	\$ 250,000							\$ 250,000					
88	125-997 Greenway Development Phase 1B (9 Mile Rd. to Fire station 4 parking lot)	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 1,345,065	\$ -	\$ 1,345,065							\$ 1,345,065					
89	PRC020 Power Park Upgrade	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 65,790	\$ -	\$ 65,790							\$ 65,790					
90	PRC001 Pavilion Shore Park - Phase IV (Pavilion and Waterfront Picnic Plaza, Site Lighting) - Grant Match	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 81,300	\$ -	\$ 81,300							\$ 81,300					
91	PRC008 Ella Mae Power Park Irrigation and Fencing Fields 5 & 6 Replacement	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 113,380	\$ -	\$ 113,380							\$ 113,380					



Capital Improvement Program
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Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST					
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET
92	PRC025	Mobile Sound Stage Replacement	\$ 130,000	\$ -	\$ 130,000								\$ 130,000				
93	PRC004	Ella Mae Power Park Lighting - Ball Fields 5 & 6 - New	\$ 255,000	\$ -	\$ 255,000								\$ 255,000				
94	PRC016	ITC Community Sports Park Trail	\$ 439,637	\$ -	\$ 439,637								\$ 439,637				
95	PRC021	Lakeshore Park Playground Improvement	\$ 75,000	\$ -	\$ 75,000									\$ 75,000			
96	PRC022	Wildlife Woods Entrance	\$ 105,000	\$ -	\$ 105,000									\$ 105,000			
97	PRC023	Village Wood Lake Park Improvements	\$ 159,800	\$ -	\$ 159,800									\$ 159,800			
98	PRC024	ITC Field Improvements	\$ 500,360	\$ -	\$ 500,360									\$ 500,360			
99	PRC028	Novi Northwest Park Construction	\$ 500,000	\$ -	\$ 500,000											\$ 500,000	
SUBTOTAL			\$ 7,627,875	\$ -	\$ 7,627,875	\$ -	\$ 648,113	\$ -	\$ 1,270,630	\$ -	\$ 1,371,800	\$ -	\$ 2,997,172	\$ -	\$ 840,160	\$ -	\$ 500,000

Parking Lots

100	LOT005	Civic Center Parking Lot & Novi Way Improvements	GENERAL FUND 101	\$ 258,126	\$ -	\$ 258,126	\$ 258,126											
101	LOT004	Police Access Driveway and Firearms Training Center Parking Lot - Replacement	GENERAL FUND 101	\$ 58,080	\$ -	\$ 58,080	\$ 58,080											
102	LOT016	Meadowbrook Commons Activity Center Parking Lot and Road Ways Replacement	SENIOR HOUSING FUND 594	\$ 1,044,000	\$ -	\$ 1,044,000	\$ 1,044,000											
			DRAIN FUND 210	\$ 72,000	\$ -	\$ 72,000	\$ 72,000											
103	LOT008	Lakeshore Park Parking Lot Improvements	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 33,600	\$ -	\$ 33,600		\$ 33,600										
104	LOT002	Fire Parking Lot Improvements (FS #2, #4 & CEMS) - Replacement	GENERAL FUND 101	\$ 171,732	\$ -	\$ 171,732		\$ 171,732										
105	LOT014	ITC Community Sports Park Parking Lot Improvements	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 157,500	\$ -	\$ 157,500				\$ 157,500								
106	LOT015	Rotary Park Parking Area	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 43,644	\$ -	\$ 43,644						\$ 43,644						
SUBTOTAL				\$ 1,838,682	\$ -	\$ 1,838,682	\$ -	\$ 1,432,206	\$ -	\$ 205,332	\$ -	\$ -	\$ -	\$ 157,500	\$ -	\$ 43,644	\$ -	\$ -



Capital Improvement Program
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Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST					
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET
Buildings & Property																	
107	FAC009 Civic Center Solar Panels	GENERAL FUND 101	\$ 45,000	\$ -	\$ 45,000		\$ 45,000										
108	ICE003 Evaporative Cooling Tower (Ice Arena)	ICE ARENA FUND 590	\$ 65,000	\$ -	\$ 65,000		\$ 65,000										
109	SNR005 Hot Water Tank Replacements (55) for Ranch Apartments (Meadowbrook Commons)	SENIOR HOUSING FUND 594	\$ 42,000	\$ -	\$ 42,000		\$ 42,000										
110	SNR006 Refrigerator Replacements (55) for Ranch Apartments (Meadowbrook Commons)	SENIOR HOUSING FUND 594	\$ 35,000	\$ -	\$ 35,000		\$ 35,000										
111	FAC010 City-Wide Sprinkler Backflow	GENERAL FUND 101	\$ 30,939	\$ -	\$ 30,939		\$ 30,939										
112	DPS001 DPS Expansion/Improvement Project	GENERAL FUND 101	\$ 1,027,600	\$ -	\$ 1,027,600		\$ 136,524		\$ 869,438		\$ 21,638						
		MAJOR ROAD FUND 202	\$ 587,200	\$ -	\$ 587,200				\$ 200,000		\$ 387,200						
		LOCAL ROAD FUND 203	\$ 513,800	\$ -	\$ 513,800						\$ 513,800						
		MUNICIPAL STREET FUND 204	\$ 146,800	\$ -	\$ 146,800						\$ 146,800						
		DRAIN FUND 210	\$ 256,900	\$ -	\$ 256,900		\$ 15,414		\$ 120,743		\$ 120,743						
		WATER AND SEWER FUND 592	\$ 1,137,700	\$ -	\$ 1,137,700		\$ 68,262		\$ 534,719		\$ 534,719						
113	POL009 Gun Range Building Addition	GUN RANGE FACILITY FUND 402	\$ 330,000	\$ -	\$ 330,000				\$ 165,000		\$ 165,000						
114	POL008 Police Station Rubber Flooring (Sgt's Office & Briefing Room)	GENERAL FUND 101	\$ 40,100	\$ -	\$ 40,100				\$ 40,100								
115	ICE013 HVAC Management System Upgrade (Ice Arena)	ICE ARENA FUND 590	\$ 30,000	\$ -	\$ 30,000				\$ 30,000								
116	FIR014 Fire Station #3 Renovation	GENERAL FUND 101	\$ 368,773	\$ -	\$ 368,773							\$ 368,773					
117	POL006 Police Building 2nd Floor Renovation	GENERAL FUND 101	\$ 684,928	\$ -	\$ 684,928							\$ 684,928					
118	FIR011 Fire Station #1 Renovation	GENERAL FUND 101	\$ 3,000,000	\$ 2,000,000	\$ 1,000,000							\$ 2,000,000	\$ 1,000,000				
119	ICE014 Hot Water and Heating Boilers Replacement (Ice Arena)	ICE ARENA FUND 590	\$ 35,000	\$ -	\$ 35,000								\$ 35,000				
120	SNR007 Heating and Cooling Roof Top Unit Replacements (3) - Senior Center (Meadowbrook Commons)	SENIOR HOUSING FUND 594	\$ 49,269	\$ -	\$ 49,269											\$ 49,269	
121	SNR008 Boiler (2) Replacements - Main Building (Meadowbrook Commons)	SENIOR HOUSING FUND 594	\$ 28,692	\$ -	\$ 28,692											\$ 28,692	
122	SNR009 Roof Replacement - Main Building & Senior Center (Meadowbrook Commons)	SENIOR HOUSING FUND 594	\$ 270,450	\$ -	\$ 270,450											\$ 270,450	
123	ICE015 Shell and Tube Chiller Replacement (Ice Arena)	ICE ARENA FUND 590	\$ 125,000	\$ -	\$ 125,000											\$ 125,000	
SUBTOTAL			\$ 8,850,151	\$ 2,000,000	\$ 6,850,151	\$ -	\$ 438,139	\$ -	\$ 1,960,000	\$ -	\$ 1,889,900	\$ 2,000,000	\$ 2,053,701	\$ -	\$ 35,000	\$ -	\$ 473,411

Machinery & Equipment

124	ICE002 Zamboni Ice Resurfacers (Ice Arena)	ICE ARENA FUND 590	\$ 95,000	\$ -	\$ 95,000		\$ 95,000									
125	FLD013 Single-Axle 5-Cubic Yard Dump Truck w/Front Plow; Underbody Scraper & Wing Plow (Replaces #687 - 1994 Ford)	GENERAL FUND 101	\$ 190,000	\$ -	\$ 190,000		\$ 190,000									
126	FLD003 Tandem-Axle Swap Loader Dump Truck w/Front Plow; Underbody Scraper & Wing Plow (Replaces #699 - 2000 Sterling)	GENERAL FUND 101	\$ 240,000	\$ -	\$ 240,000		\$ 240,000									
		WATER AND SEWER FUND 592	\$ 60,000	\$ -	\$ 60,000		\$ 60,000									
127	FIR013 Tanker 1 Replacement (#311, 1997 Chevrolet)	GENERAL FUND 101	\$ 433,335	\$ -	\$ 433,335		\$ 433,335									
128	POL014 Next Generation 911 System Replacement	GENERAL FUND 101	\$ 103,650	\$ -	\$ 103,650		\$ 103,650									
129	FLD029 Mechanics Bay Hoist	GENERAL FUND 101	\$ 80,000	\$ -	\$ 80,000		\$ 80,000									
130	FLD030 Concrete Cutting Saw	GENERAL FUND 101	\$ 30,000	\$ -	\$ 30,000		\$ 30,000									
131	FLD008 Ditching Machine (Replaces #675 - 1991 Gradall)	DRAIN FUND 210	\$ 225,000	\$ -	\$ 225,000		\$ 225,000									
132	WTS015 Camera Utility Van (incl. pipeline inspection equipment)	WATER AND SEWER FUND 592	\$ 205,700	\$ -	\$ 205,700		\$ 205,700									



Capital Improvement Program
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Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST							
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22			
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET		
133	WTS016 1-Ton Dump Truck w/Front Plow and Swap Loader (replace #701)	WATER AND SEWER FUND 592	\$ 103,750	\$ -	\$ 103,750		\$ 103,750												
134	FLD031 Pickup Utility Boxes (5)	GENERAL FUND 101	\$ 146,000	\$ -	\$ 146,000		\$ 28,000		\$ 28,000		\$ 60,000		\$ 30,000						
135	ENG001 Street lighting Installation Program	GENERAL FUND 101	\$ 360,000	\$ -	\$ 360,000		\$ 60,000		\$ 60,000		\$ 60,000		\$ 60,000		\$ 60,000				\$ 60,000
136	POL013 Property Room Shelving Unit	GENERAL FUND 101	\$ 63,960	\$ -	\$ 63,960				\$ 63,960										
137	FLD004 Mini Excavator (Replaces #622 - Model Year 2000 Bobcat)	GENERAL FUND 101	\$ 90,000	\$ -	\$ 90,000				\$ 90,000										
138	FLD002 1-Ton Dump Truck w/Front Plow and Swap Loader - New	GENERAL FUND 101	\$ 125,000	\$ -	\$ 125,000				\$ 125,000										
139	FLD007 Bobcat All-Wheel Loader With Milling Machine Attachment	GENERAL FUND 101	\$ 130,000	\$ -	\$ 130,000				\$ 130,000										
140	ICE004 Munters Dehumidification Unit Replacement (Ice Arena)	ICE ARENA FUND 590	\$ 190,000	\$ -	\$ 190,000				\$ 190,000										
141	FLD010 Single-Axle Dump Truck Swap Loader w/Front Plow; Underbody Scraper & Wing Plow - New	GENERAL FUND 101	\$ 250,000	\$ -	\$ 250,000				\$ 250,000										
142	FLD038 Tandem-Axle Swap Loader Dump Truck w/Front Plow; Underbody Scraper & Wing Plow (Replaces #620 - 2001 Sterling)	GENERAL FUND 101	\$ 250,000	\$ -	\$ 250,000				\$ 250,000										
		WATER AND SEWER FUND 592	\$ 60,000	\$ -	\$ 60,000				\$ 60,000										
143	FLD032 Cabbed Utility Tractor (replaces #800 - 1999 Kubota)	GENERAL FUND 101	\$ 50,000	\$ -	\$ 50,000				\$ 50,000										
144	FLD018 Truck-Mounted Combination (Jet and Vacuum) Sewer Cleaner (Replaces #614 - 2007 Sterling) (Vactor)	DRAIN FUND 210	\$ 400,000	\$ -	\$ 400,000				\$ 400,000										
145	ICE007 Public Address and Stereo System Replacement (Ice Arena)	ICE ARENA FUND 590	\$ 27,000	\$ -	\$ 27,000						\$ 27,000								
146	FLD012 Single-Axle Dump Truck Swap Loader w/Front Plow; Underbody Scraper & Wing Plow (Replaces #621 - 2001 Sterling)	GENERAL FUND 101	\$ 250,000	\$ -	\$ 250,000						\$ 250,000								
147	FLD009 Front-End Loader (Replaces #689 - 1995 Case)	GENERAL FUND 101	\$ 275,000	\$ -	\$ 275,000						\$ 275,000								
148	FIR019 Rescue 4 Replacement (#319 - 2008 Ford Pickup)	GENERAL FUND 101	\$ 82,700	\$ -	\$ 82,700						\$ 82,700								
149	FIR020 Lieutenant's Command Vehicle Replacement (#337 - 2014 Ford Expedition)	GENERAL FUND 101	\$ 82,700	\$ -	\$ 82,700						\$ 82,700								
150	POL015 Body Cameras and In-Car Camera System Replacement	GENERAL FUND 101	\$ 350,000	\$ -	\$ 350,000						\$ 350,000								
151	FIR016 Squad 2 Replacement (#314 - 2009 International MedTec Ambulance)	GENERAL FUND 101	\$ 231,600	\$ -	\$ 231,600						\$ 231,600								
152	FLD019 Single-Axle Dump Truck Swap Loader w/Front Plow; Underbody Scraper & Wing Plow (Replaces #698 - 1998 Ford)	GENERAL FUND 101	\$ 250,000	\$ -	\$ 250,000								\$ 250,000						
153	FLD014 Single-Axle Dump Truck Swap Loader w/Front Plow; Underbody Scraper & Wing Plow (Replaces #605 - 2001 Osh Kosh)	GENERAL FUND 101	\$ 270,000	\$ -	\$ 270,000								\$ 270,000						
154	FLD020 Tandem-Axle Swap Loader Dump Truck w/Front Plow; Underbody Scraper & Wing Plow (Replaces #603 - 2003 Sterling)	GENERAL FUND 101	\$ 325,000	\$ -	\$ 325,000								\$ 325,000						
155	FIR021 Rescue #2 (#335 - 2011 Ford Expeditions)	GENERAL FUND 101	\$ 86,900	\$ -	\$ 86,900								\$ 86,900						
156	FIR022 Captain's Command Vehicle Replacement (#344 - 2015 Suburban)	GENERAL FUND 101	\$ 86,900	\$ -	\$ 86,900								\$ 86,900						
157	FLD027 1-Ton Dump Truck w/Front Plow and Swap Loader (Replaces #649 - 2000 Ford)	GENERAL FUND 101	\$ 130,000	\$ -	\$ 130,000								\$ 130,000						
158	FLD035 Street Sweeper (replaces #606; 2011 Tymco)	DRAIN FUND 210	\$ 250,000	\$ -	\$ 250,000								\$ 250,000						
159	FIR017 Engine 3 Replacement (#342, 2005 Seagrove)	GENERAL FUND 101	\$ 770,000	\$ -	\$ 770,000								\$ 770,000						
160	POL012 Firearms Training Simulator Replacement	GUN RANGE FACILITY FUND 402	\$ 96,000	\$ -	\$ 96,000								\$ 96,000						
161	POL010 Gun Range Total Containment Bullet Trap System	GUN RANGE FACILITY FUND 402	\$ 280,781	\$ -	\$ 280,781								\$ 280,781						
162	FLD028 1-Ton Dump Truck w/Front Plow and Swap Loader (Replaces #691 - 2001 Ford)	GENERAL FUND 101	\$ 130,000	\$ -	\$ 130,000										\$ 130,000				
163	FIR023 Ladder Truck Replacement (#312 - 2001 Freightliner)	GENERAL FUND 101	\$ 1,809,925	\$ -	\$ 1,809,925										\$ 1,809,925				
164	FLD011 All-Wheel Drive Motor Grader (Replaces #612 - 2005 CAT)	GENERAL FUND 101	\$ 300,000	\$ -	\$ 300,000														\$ 300,000
165	FLD015 1-Ton Dump Truck w/Front Plow and Swap Loader (Replaces #633 - 1998 GMC)	GENERAL FUND 101	\$ 130,000	\$ -	\$ 130,000														\$ 130,000



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Project ID#	PROJECT NAME	FUNDING SOURCE	TOTAL			BUDGET		PROJECTED				FORECAST					
			PROJECT BUDGET	OUTSIDE FUNDING	CITY BUDGET	FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
						OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET	OUTSIDE FUNDING	CITY BUDGET
166	FLD026 1-Ton Dump Truck w/Front Plow and Swap Loader (Replaces #690 - 1999 Ford)	GENERAL FUND 101	\$ 130,000	\$ -	\$ 130,000												\$ 130,000
167	FIR024 Engine 4 Replacement (#313 - 2007 Pierce)	GENERAL FUND 101	\$ 848,900	\$ -	\$ 848,900												\$ 848,900
168	FLD036 Hi-Lo Lift Truck (replaces #627; 1999 Alta)	GENERAL FUND 101	\$ 50,000	\$ -	\$ 50,000												\$ 50,000
169	FLD037 Backhoe (replaces #625; 2007 Case)	DRAIN FUND 210	\$ 150,000	\$ -	\$ 150,000												\$ 150,000
SUBTOTAL			\$ 11,274,801	\$ -	\$ 11,274,801	\$ -	\$ 1,854,435	\$ -	\$ 1,696,960	\$ -	\$ 1,419,000	\$ -	\$ 2,635,581	\$ -	\$ 1,999,925	\$ -	\$ 1,668,900

Technology

170	IFT004 Virtual Remote Desktop Infrastructure Project	GENERAL FUND 101	\$ 69,800	\$ -	\$ 69,800		\$ 69,800										
171	CDV003 Community Development Document Imaging Project	GENERAL FUND 101	\$ 80,000	\$ -	\$ 80,000		\$ 80,000										
172	IFT005 Unitrends Digital Backup Appliance	GENERAL FUND 101	\$ 70,434	\$ -	\$ 70,434		\$ 70,434										
173	PRC029 Transportation Software - Older Adult Services	PARKS, RECREATION, & CULTURAL SERVICES FUND 208	\$ 100,000	\$ -	\$ 100,000		\$ 100,000										
174	IFT003 Server Storage Replacement	GENERAL FUND 101	\$ 63,000	\$ -	\$ 63,000									\$ 63,000			
SUBTOTAL			\$ 383,234	\$ -	\$ 383,234	\$ -	\$ 320,234	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,000	\$ -	\$ -

TOTAL	\$ 106,741,354	\$ 10,031,210	\$ 96,710,144	\$ 3,707,826	\$ 13,174,413	\$ -	\$ 14,149,000	\$ 2,790,000	\$ 14,682,047	\$ 2,733,384	\$ 27,843,317	\$ -	\$ 13,079,376	\$ 800,000	\$ 13,781,991
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General Fund - 101	\$ 15,100,082	\$ 2,000,000	\$ 13,100,082	\$ -	\$ 1,913,888	\$ -	\$ 2,128,230	\$ -	\$ 1,413,638	\$ 2,000,000	\$ 4,062,501	\$ -	\$ 2,062,925	\$ -	\$ 1,518,900
Major Street Fund - 202	\$ 18,702,132	\$ 1,207,826	\$ 17,494,306	\$ 407,826	\$ 2,734,792	\$ -	\$ 3,227,600	\$ -	\$ 2,052,060	\$ -	\$ 8,138,854	\$ -	\$ 175,000	\$ 800,000	\$ 1,166,000
Local Street Fund - 203	\$ 17,989,812	\$ -	\$ 17,989,812	\$ -	\$ 2,500,000	\$ -	\$ 2,970,000	\$ -	\$ 3,609,812	\$ -	\$ 2,970,000	\$ -	\$ 2,970,000	\$ -	\$ 2,970,000
Municipal Street Fund - 204	\$ 23,433,755	\$ 6,823,384	\$ 16,610,371	\$ 3,300,000	\$ 1,429,262	\$ -	\$ 295,541	\$ 2,790,000	\$ 1,640,818	\$ 733,384	\$ 5,375,689	\$ -	\$ 4,762,381	\$ -	\$ 3,106,680
Parks, Recreation, & Cultural Services Fund - 208	\$ 7,962,619	\$ -	\$ 7,962,619	\$ -	\$ 748,113	\$ -	\$ 1,304,230	\$ -	\$ 1,371,800	\$ -	\$ 3,154,672	\$ -	\$ 883,804	\$ -	\$ 500,000
Drain Fund - 210	\$ 5,428,312	\$ -	\$ 5,428,312	\$ -	\$ 1,174,146	\$ -	\$ 857,880	\$ -	\$ 1,224,200	\$ -	\$ 1,566,820	\$ -	\$ 455,266	\$ -	\$ 150,000
Gun Range Facility Fund - 402	\$ 706,781	\$ -	\$ 706,781	\$ -	\$ -	\$ -	\$ 165,000	\$ -	\$ 165,000	\$ -	\$ 376,781	\$ -	\$ -	\$ -	\$ -
Ice Arena Fund - 590	\$ 567,000	\$ -	\$ 567,000	\$ -	\$ 160,000	\$ -	\$ 220,000	\$ -	\$ 27,000	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ 125,000
Water & Sewer Fund - 592	\$ 15,381,450	\$ -	\$ 15,381,450	\$ -	\$ 1,393,212	\$ -	\$ 2,980,519	\$ -	\$ 3,177,719	\$ -	\$ 2,198,000	\$ -	\$ 1,735,000	\$ -	\$ 3,897,000
Senior Housing Fund - 594	\$ 1,469,411	\$ -	\$ 1,469,411	\$ -	\$ 1,121,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 348,411
	\$ 106,741,354	\$ 10,031,210	\$ 96,710,144	\$ 3,707,826	\$ 13,174,413	\$ -	\$ 14,149,000	\$ 2,790,000	\$ 14,682,047	\$ 2,733,384	\$ 27,843,317	\$ -	\$ 13,079,376	\$ 800,000	\$ 13,781,991



Capital Improvement Program and Debt

Debt Service

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, long-term debt principal, interest and related costs.

City Charter and Public Act 279 of 1909 (as amended) provide that the net indebtedness of the City shall not be in excess of 10% of the State Equalized Valuation of all real and personal property in the City, plus assessed value equivalent of Act 198 specific tax levies.

The schedules of indebtedness associated with special assessments are not included in the following information because the debt is paid with installment collections from benefited property owners.

Bond Rating History Unlimited Tax General Obligation Bonds

	2015	2014	2013	2012	2011	2010	2008	2003	2002	2001
S&P	AAA	AA+	AA+	AA+	AA+	AA+	AA+	AA-	AA-	AA-
Moody's	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2	A1	A1

Standard & Poors	Moody's Investor Services	Fitch
***AAA	Aaa	AAA
AA+	Aa1	AA+
AA-	***Aa2	AA-
A+	Aa3	A+
A	A1	A
A-	A2	A-
BBB+	A3	BBB+
BBB-	Baa1	BBB-
BB+	Baa2	BB+
BB	Baa3	BB
BB-	Ba1	BB-
B+	Ba2	B+
B	Ba3	B
B-	B1	B-
CCC+	B2	CCC+
CCC-	B3	CCC-
	Caa1	CC
	Caa2	C
	Caa3	DDD
	Ca	DD
	C	D

*** City of Novi's rating



Capital Improvement Program and Debt

Debt Summary

Description of Debt	Funding Source	Debt Outstanding 6/30/2016	Debt Service Payments 2016-17		
			Principal	Interest	Total
VOTED TAX GENERAL OBLIGATION DEBT FUNDS:					
2002 Street and Refunding Bonds	Debt Service	\$ 1,425,000	\$ 695,000	\$ 56,569	\$ 751,569
2008 Library Construction Bonds	Debt Service	13,250,000	750,000	563,750	1,313,750
Total Direct Debt Service		\$ 14,675,000	\$ 1,445,000	\$ 620,319	\$ 2,065,319
Total Special Assessment Debt		\$ 300,000	\$ 150,000	\$ 8,813	\$ 158,813
BUILDING AUTHORITY BONDS:					
2014 Refunding Bonds-Ice Arena	Ice Arena	\$ 3,955,000	\$ 490,000	\$ 94,920	\$ 584,920
2015 Refunding Bonds-Senior Housing	Sr Housing	9,075,000	855,000	198,028	1,053,028
Total Building Authority Debt		\$ 13,030,000	\$ 1,345,000	\$ 292,948	\$ 1,637,948
Total Debt Service		\$ 28,005,000	\$ 2,940,000	\$ 922,079	\$ 3,862,079

Capital Improvement Program and Debt



Debt Service Requirements to Maturity General Obligation Bonds Fiscal Year 2017-2028

Fiscal Year Ending	Principal (less interest earnings & fund balance appropriations)	Interest	Total*	Projected Taxable Value** (in thousands)	Estimated Millage Rate for Debt Service
2017	1,445,000	620,319	2,065,319	3,250,000	0.6355
2018	1,480,000	552,913	2,032,913	3,354,000	0.6061
2019	750,000	503,750	1,253,750	3,487,000	0.3595
2020	750,000	473,750	1,223,750	3,592,000	0.3407
2021	1,000,000	433,750	1,433,750	3,700,000	0.3875
2022	1,000,000	383,750	1,383,750	3,811,000	0.3631
2023	1,000,000	337,500	1,337,500	3,925,000	0.3408
2024	1,250,000	289,688	1,539,688	4,043,000	0.3808
2025	1,250,000	236,562	1,486,562	4,164,000	0.3570
2026	1,500,000	177,188	1,677,188	4,289,000	0.3910
2027	1,500,000	111,563	1,611,563	4,418,000	0.3648
2028	1,750,000	39,375	1,789,375	4,551,000	0.3932
	<u>\$ 14,675,000</u>	<u>\$ 4,160,108</u>	<u>\$ 18,835,108</u>		

Average Annual Requirement: \$ 1,569,592

*Total debt service payments above exclude fees

**Projected taxable value is net of adjustments for tax tribunal cases, uncollected personal property tax, etc. For years 2017-2019, the estimate includes a 3.4% per year annual growth assumption and does not include any offset for interest earnings. For years 2020-2028, the estimate includes a 3.0% per year annual growth assumption and does not include any offset for interest earnings.



Capital Improvement Program and Debt

Computation of Legal Debt Margin

As of July 1, 2013, the Debt Policy approved by the City Council in March 2013 puts forth these additional debt limits:

- The City's net bonded indebtedness incurred for all public purposes should not exceed \$2,500 per capita.
- Debt service payments are limited to 20% of the combined operating and debt-service fund expenditures.
- Municipal securities issued for capital improvement purposes shall not exceed 5% of the state equalized valuation of the property assessed in the City of Novi.

Obligations which are not included in the computation of legal debt margin are:

- Special Assessment Bonds;
- Mortgage Bonds;
- Michigan Transportation Bonds;
- Revenue Bonds;
- Bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Water Services Commission (now the Department of Environmental Quality) or a court of competent jurisdiction;
- Other obligations incurred for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abating pollution.

Capital Improvement Program and Debt



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

Debt Limit

Population		59,348
Debt Limit (\$2,500 per capita)	\$	148,370,000

Debt Applicable to Debt Limit, at July 1, 2016

Total Bonded Debt Outstanding	\$	28,005,000
Less:		
Special Assessment Bonds		300,000
Total Amount of Debt Applicable to Limit		27,705,000

Debt Margin Available

\$ 120,665,000

Net Debt subject to limit as percent of Debt Limit

19%

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

Debt Limit

Combined Operating and Debt-Service Fund Expenditures, estimated 2016-17		\$ 38,118,467
Debt Service Limit (20% of Operating and Debt-Service Expenditures)	\$	7,623,693

Debt Service Applicable to Debt Limit, budget 2016-17

Total Bonded Debt Service	\$	3,862,079
Less:		
Special Assessment Bond Service		158,813
Total Amount of Debt Applicable to Limit		3,703,267

Debt Service Margin Available

\$ 3,920,427

Net Debt Service subject to limit as percent of Debt Limit

49%



Capital Improvement Program and Debt

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

Debt Limit

2015 State Equalized Valuation (SEV)	\$	3,690,118,410
Assessed value equivalent of Act 198 exemption		<u>14,370,350</u>
	\$	<u>3,704,488,760</u>
Debt Limit (5% of State Equalized Valuation)	\$	185,224,438

Debt Applicable to Debt Limit, at July 1, 2016

Total Bonded Debt Outstanding	\$	28,005,000
Less:		
Special Assessment Bonds		<u>300,000</u>

Total Amount of Debt Applicable to Limit 27,705,000

Legal Debt Margin Available

\$ 157,519,438

Net Debt subject to limit as percent of Debt Limit

14.96%

Capital Improvement Program and Debt



2008 Library Construction Debt Fund

This general obligation bond issue was approved by the voters in November 2007. Bonds issued in June 2008. The new Library is a two-story state-of-the-art facility with approximately 55,000 square feet.

SCHEDULE OF INDEBTEDNESS
YEAR ISSUED: 2008
AMOUNT OF ISSUE: \$16,000,000

PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL	PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL
			2021	5.0000%	\$ 1,000,000
			2022	4.2500%	1,000,000
2016	4.0000%	750,000	2023	4.2500%	1,250,000
2017	4.0000%	750,000	2024	4.2500%	1,250,000
2018	4.0000%	750,000	2025	4.3750%	1,500,000
2019	4.0000%	750,000	2026	4.3750%	1,500,000
2020	5.0000%	1,000,000	2027	4.5000%	1,750,000
					<u>\$ 13,250,000</u>

2002 Street and Refunding Debt Fund

This issue was used for refunding bonds issued for paving purposes, the remaining Park Debt and 1997 Fire Debt issues, as well as the second series of 2000 Voted Street bonds in the amount of \$8,395,000.

SCHEDULE OF INDEBTEDNESS
YEAR ISSUED: 2002
AMOUNT OF ISSUE: \$24,720,000

PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL
2016	5.2500%	695,000
2017	5.2500%	730,000
		<u>\$ 1,425,000</u>



Capital Improvement Program and Debt

2014 Refunding Debt (Ice Arena Fund)

This issue was used for refunding bonds issued for the balance of the 2004 Ice Arena Recreation Facility Building Authority Refunding Bonds.

SCHEDULE OF INDEBTEDNESS
YEAR ISSUED: 2014
AMOUNT OF ISSUE: \$4,905,000

PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL	PRINCIPAL DUE JUNE 1	INTEREST RATE	PRINCIPAL
			2021	2.4000%	\$ 500,000
			2022	2.4000%	490,000
2017	2.4000%	490,000	2023	2.4000%	500,000
2018	2.4000%	480,000	2024	2.4000%	485,000
2019	2.4000%	490,000	2025	2.4000%	520,000
					\$ 3,955,000

2015 Refunding Debt (Senior Housing Fund)

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

SCHEDULE OF INDEBTEDNESS
YEAR ISSUED: 2015
AMOUNT OF ISSUE: \$9,075,000

PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL	PRINCIPAL DUE OCTOBER 1	INTEREST RATE	PRINCIPAL
			2020	2.2900%	\$ 855,000
			2021	2.2900%	850,000
2016	2.2900%	855,000	2022	2.2900%	870,000
2017	2.2900%	875,000	2023	2.2900%	980,000
2018	2.2900%	890,000	2024	2.2900%	1,000,000
2019	2.2900%	880,000	2025	2.2900%	1,020,000
					\$ 9,075,000

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

Departmental Information



Personnel (full-time staff)

The City of Novi employs full-time staff in various capacities. The costs for these employees are budgeted within their respective departments. The FY 2016-17 Budget includes five additional full-time positions: a Personal Property Auditor, two Police Officers, a Fire Protection Officer, and a Fleet Asset Manager.

The Personal Property Auditor is a General Fund position within the Assessing Department. The City of Novi has had a long standing contractual relationship with Oakland County Equalization who provides personal property services to the City. The City has been informed that those services will cease with the expiration of the current contract on June 30, 2016. The City of Novi Assessing Department, therefore; needs to assume the expertise previously provided by the County. An individual on staff that possesses the knowledge and skills to accurately perform these duties will allow the personal property function to be performed in a timely and accurate manner.

The two Police Officers are General Fund positions within the Public Safety: Police Department. These additional positions will help to reach targeted goals which include increased patrol coverage for the city, improved customer service through quicker response times, enhanced crime prevention activities and enhanced visible enforcement efforts to address crime and traffic safety issues identified by the Department's Data-Drive Approach to Crime and Traffic Safety (DDACTS) operational model. In 2008 the Novi Police Department was comprised of 70 sworn officers. Through attrition the workforce was reduced to 62 sworn personnel. Currently there are 65 sworn personnel.

The Fire Protection Officer is a General Fund position within the Public Safety: Fire Department. This additional position, recommended by Council, will ensure adequate public safety staffing levels. The additional position will assist with minimum daily staffing, facilitate staffing during the peak daytime hours, and cover the ever increasing call demands of the Fire Department. The goal with the improved coverage is a predictable Fire and Emergency Medical coverage that will help reduce the response time to priority emergencies calls to all areas of the City of Novi.

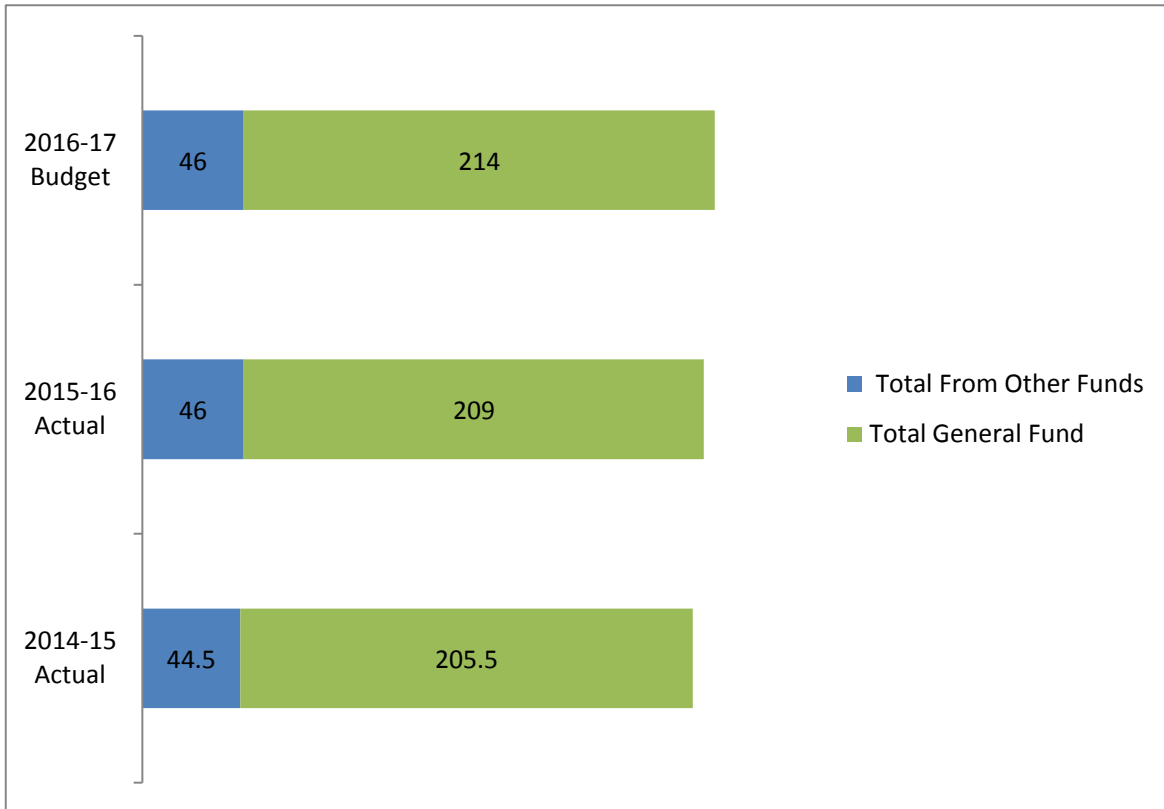
The Fleet Asset Manager is a General Fund position within the Department of Public Services (DPS): Fleet Asset Division. The position will manage fleet mechanics and be responsible for the procurement, maintenance, and retirement of all items that make up the City's fleet. Over \$10 million has been invested in the City's fleet assets and currently responsibilities are split amongst several different employees. Optimizing the useful life of the 326 vehicles and major pieces of equipment in the fleet's inventory and minimizing the City's maintenance expenditures is imperative. A full time position will bring much needed stability and direction needed to proactively maintain these assets.

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



Departmental Information

City of Novi Full-Time Employee History



	2014-15 Actual	2015-16 Actual	2016-17 Budget
Total From Other Funds	44.5	46	46
Total General Fund	205.5	209	214
	<u>250.0</u>	<u>255.0</u>	<u>260.0</u>

Departmental Information



Full-Time Personnel Summary

	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	INCREASE (DECREASE)
GENERAL FUND					
CITY MANAGER'S OFFICE					
City Manager	1.0	1.0	1.0	1.0	0.0
Assistant City Manager	1.0	1.0	1.0	1.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
	3.0	3.0	3.0	3.0	0.0
FINANCIAL SERVICES					
FINANCE DEPARTMENT					
Finance Director/Treasurer/CFO	1.0	1.0	1.0	1.0	0.0
Accountant	1.0	1.0	1.0	1.0	0.0
Senior Financial Analyst	2.0	2.0	2.0	2.0	0.0
Senior Customer Service Representative	1.0	1.0	1.0	1.0	0.0
Purchasing Manager	1.0	1.0	1.0	1.0	0.0
TREASURY DEPARTMENT					
Assistant City Treasurer	1.0	1.0	1.0	1.0	0.0
Account Clerk	0.0	0.0	1.0	1.0	0.0
Senior Customer Service Representative	2.0	2.0	1.0	1.0	0.0
	9.0	9.0	9.0	9.0	0.0
INFORMATION TECHNOLOGY					
Chief Information Officer	1.0	1.0	1.0	1.0	0.0
Computer Support Specialist	2.0	2.0	2.0	2.0	0.0
GIS Manager	1.0	1.0	1.0	1.0	0.0
GIS/NEAMS Technician	0.0	1.0	1.0	1.0	0.0
IT Manager/Network Operations	1.0	1.0	1.0	1.0	0.0
	5.0	6.0	6.0	6.0	0.0
ASSESSING					
Assessor	1.0	1.0	1.0	1.0	0.0
Deputy Assessor	1.0	1.0	1.0	1.0	0.0
Personal Property Auditor	0.0	0.0	0.0	1.0	1.0
Account Clerk	1.0	1.0	1.0	1.0	0.0
Commercial/Industrial Appraiser	1.0	1.0	1.0	1.0	0.0
Residential Appraiser	1.0	1.0	1.0	1.0	0.0
	5.0	5.0	5.0	6.0	1.0
CITY CLERK					
City Clerk	1.0	1.0	1.0	1.0	0.0
Deputy City Clerk	1.0	1.0	1.0	1.0	0.0
Executive Secretary	1.0	1.0	1.0	1.0	0.0
Account Clerk	1.0	1.0	2.0	2.0	0.0
Customer Service Representative	1.0	1.0	0.0	0.0	0.0
	5.0	5.0	5.0	5.0	0.0



Departmental Information

	<u>2014-15 ACTUAL</u>	<u>2015-16 BUDGET</u>	<u>2015-16 ACTUAL</u>	<u>2016-17 BUDGET</u>	<u>INCREASE (DECREASE)</u>
GENERAL FUND (continued)					
FACILITY MANAGEMENT					
Facility Manager	1.0	1.0	1.0	1.0	0.0
Facility Management Specialist	0.0	0.0	1.0	1.0	0.0
Facility Support Specialist	1.0	1.0	1.0	1.0	0.0
	<u>2.0</u>	<u>2.0</u>	<u>3.0</u>	<u>3.0</u>	<u>0.0</u>
FACILITY MANAGEMENT - PARKS MAINTENANCE					
Parks & Municipal Property Supervisor	0.0	0.0	1.0	1.0	0.0
Park Maintenance	0.0	0.0	5.0	5.0	0.0
	<u>0.0</u>	<u>0.0</u>	<u>6.0</u>	<u>6.0</u>	<u>0.0</u>
HUMAN RESOURCES					
Human Resource Director	1.0	1.0	1.0	1.0	0.0
Human Resource Generalist	1.0	1.0	1.0	1.0	0.0
Account Clerk	1.0	1.0	1.0	1.0	0.0
Senior Customer Service Representative	1.0	1.0	1.0	1.0	0.0
	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>4.0</u>	<u>0.0</u>
NEIGHBORHOOD AND BUSINESS RELATIONS GROUP					
Director of Communications	1.0	1.0	0.5	0.5	0.0
Communications Specialist	1.0	1.0	1.0	1.0	0.0
Community Outreach & Events Specialist	0.0	0.0	1.0	1.0	0.0
Customer Service Representative	0.0	0.0	0.5	0.5	0.0
Communications Coordinator	1.0	1.0	1.0	1.0	0.0
	<u>3.0</u>	<u>3.0</u>	<u>4.0</u>	<u>4.0</u>	<u>0.0</u>
PUBLIC SAFETY					
POLICE DEPARTMENT					
Director of Public Safety/Chief of Police	1.0	1.0	1.0	1.0	0.0
Assistant Chief of Police	2.0	2.0	2.0	2.0	0.0
Lieutenant	2.0	2.0	2.0	2.0	0.0
Sergeant	10.0	10.0	10.0	10.0	0.0
Analyst Planner/Office Manager	1.0	1.0	1.0	1.0	0.0
Communications Shift Leader	4.0	4.0	3.0	3.0	0.0
Communications Manager	1.0	1.0	1.0	1.0	0.0
Dispatcher	8.0	8.0	9.0	9.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Police Officer	39.0	39.0	39.0	41.0	2.0
Detective	11.0	11.0	11.0	11.0	0.0
Police Clerk	6.0	6.0	6.0	6.0	0.0
Public Safety Performance Measurement Analyst	1.0	1.0	1.0	1.0	0.0
Lead Mechanic	1.0	1.0	1.0	1.0	0.0
FIRE DEPARTMENT					
Director of Emergency Medical Services & Fire Operations	1.0	1.0	1.0	1.0	0.0
Fire Marshall	1.0	1.0	1.0	1.0	0.0
Fire Protection Officer	16.0	16.0	16.0	17.0	1.0
Fire Lieutenant	4.0	4.0	4.0	4.0	0.0
Fire Captain	4.0	4.0	4.0	4.0	0.0
Training Officer	1.0	1.0	1.0	1.0	0.0
	<u>115.0</u>	<u>115.0</u>	<u>115.0</u>	<u>118.0</u>	<u>3.0</u>

Departmental Information



<u>2014-15</u>	<u>2015-16</u>	<u>2015-16</u>	<u>2016-17</u>	<u>INCREASE</u>
<u>ACTUAL</u>	<u>BUDGET</u>	<u>ACTUAL</u>	<u>BUDGET</u>	<u>(DECREASE)</u>

GENERAL FUND (continued)

COMMUNITY DEVELOPMENT

BUILDING DEPARTMENT

Community Development Director	1.0	1.0	1.0	1.0	0.0
Community Development Deputy Director	0.0	0.0	1.0	1.0	0.0
Building Official	1.0	1.0	0.0	0.0	0.0
Building Inspector	2.0	2.0	2.0	2.0	0.0
Building Permit Coordinator	1.0	1.0	1.0	1.0	0.0
Code Compliance Officer	3.0	3.0	3.0	3.0	0.0
Customer Service Representative	2.0	2.0	0.5	0.5	0.0
Account Clerk	0.0	0.0	1.0	1.0	0.0
Electrical Inspector	1.0	1.0	1.0	1.0	0.0
Plumbing Inspector	1.0	1.0	1.0	1.0	0.0
Mechanical Inspector	1.0	1.0	1.0	1.0	0.0
Senior Customer Service Representative	1.0	1.0	2.0	2.0	0.0
Plan Examiner	1.0	1.0	1.0	1.0	0.0

PLANNING DEPARTMENT

Community Development Deputy Director	1.0	1.0	0.0	0.0	0.0
City Planner	0.0	0.0	1.0	1.0	0.0
Landscape Architect	1.0	1.0	1.0	1.0	0.0
Planning Assistant	1.0	1.0	1.0	1.0	0.0
Planner	2.0	2.0	2.0	2.0	0.0
Customer Service Representative	1.0	1.0	0.0	0.0	0.0
	21.0	21.0	20.5	20.5	0.0

DEPARTMENT OF PUBLIC SERVICES (DPS)

ADMINISTRATION

Public Services Director/City Engineer	1.0	1.0	1.0	1.0	0.0
Analyst Planner	1.0	1.0	1.0	1.0	0.0
Senior Customer Service Representative	0.5	0.5	0.5	0.5	0.0

ENGINEERING DIVISION

Engineering Manager	1.0	1.0	1.0	1.0	0.0
Civil Engineer	1.0	1.0	1.0	1.0	0.0
Construction Engineer Coordinator	1.0	1.0	1.0	1.0	0.0
Construction Engineer	1.0	1.0	1.0	1.0	0.0
Staff Engineer	1.0	1.0	1.0	1.0	0.0

FIELD OPERATIONS DIVISION

Field Operations Senior Manager	1.0	1.0	1.0	1.0	0.0
Parks/Forestry Operations Manager	1.0	1.0	0.0	0.0	0.0
Roadway Asset Manager	1.0	1.0	1.0	1.0	0.0
Heavy Equipment Operator	4.0	4.0	4.0	4.0	0.0
Light Equipment Operator	7.0	7.0	6.0	6.0	0.0
Park Maintenance	4.0	5.0	0.0	0.0	0.0
Senior Customer Service Representative	1.0	1.0	2.0	2.0	0.0
Sign Technician	1.0	1.0	1.0	1.0	0.0
Work Leader	3.0	3.0	3.0	3.0	0.0



Departmental Information

	2014-15 ACTUAL	2015-16 BUDGET	2015-16 ACTUAL	2016-17 BUDGET	INCREASE (DECREASE)
GENERAL FUND (continued)					
DEPARTMENT OF PUBLIC SERVICES (DPS) continued					
FLEET OPERATIONS DIVISION					
Fleet Asset Manager	0.0	0.0	0.0	1.0	1.0
Head Mechanic	1.0	1.0	1.0	1.0	0.0
Lead Mechanic	1.0	1.0	1.0	1.0	0.0
Mechanic	1.0	1.0	1.0	1.0	0.0
	33.5	34.5	28.5	29.5	1.0
TOTAL GENERAL FUND	205.5	207.5	209.0	214.0	5.0

PARKS, RECREATION & CULTURAL SERVICES FUND					
PARKS, RECREATION & CULTURAL SERVICES DEPARTMENT					
ADMINISTRATION					
Director of Parks, Recreation & Cultural Services	1.0	1.0	1.0	1.0	0.0
Deputy Director of Parks, Recreation & Cultural Services	1.0	1.0	1.0	1.0	0.0
Management Assistant	0.0	0.0	1.0	1.0	0.0
Account Clerk	1.0	1.0	1.0	1.0	0.0
Executive Secretary	1.0	1.0	0.0	0.0	0.0
RECREATION DEPARTMENT					
Recreation Coordinator - Cultural Services	1.0	1.0	1.0	1.0	0.0
Recreation Supervisor	3.0	3.0	3.0	3.0	0.0
Recreation Programmers	0.0	1.0	1.0	1.0	0.0
OLDER ADULT SERVICES DEPARTMENT					
Account Clerk	1.0	1.0	1.0	1.0	0.0
Older Adult Social Services Coordinator	1.0	1.0	1.0	1.0	0.0
Older Adult Services Manager	1.0	1.0	1.0	1.0	0.0
TOTAL PARKS, RECREATION & CULTURAL SERVICES FUND	11.0	12.0	12.0	12.0	0.0

TREE FUND					
FORESTRY DEPARTMENT					
Forestry Asset Manager	0.0	1.0	1.0	1.0	0.0
TOTAL TREE FUND	0.0	1.0	1.0	1.0	0.0

PEG CABLE FUND					
PEG CABLE DEPARTMENT					
Director of Communications	0.0	0.0	0.5	0.5	0.0
Video Production Technicians	0.0	0.0	2.0	2.0	0.0
TOTAL PEG FUND	0.0	0.0	2.5	2.5	0.0

Departmental Information



	<u>2014-15 ACTUAL</u>	<u>2015-16 BUDGET</u>	<u>2015-16 ACTUAL</u>	<u>2016-17 BUDGET</u>	<u>INCREASE (DECREASE)</u>
WATER AND SEWER FUND					
WATER AND SEWER DEPARTMENT					
Water & Sewer Financial Services Specialist	1.0	1.0	1.0	1.0	0.0
Water & Sewer Asset Manager	1.0	1.0	1.0	1.0	0.0
Water and Sewer Senior Engineer	1.0	1.0	1.0	1.0	0.0
Light Equipment Operator	4.0	4.0	4.0	4.0	0.0
Maintenance	3.0	3.0	3.0	3.0	0.0
Senior Customer Service Representative	1.5	1.5	1.5	1.5	0.0
Water & Sewer Cross Connection Specialist	1.0	1.0	1.0	1.0	0.0
Work Leader	1.0	1.0	1.0	1.0	0.0
TOTAL WATER AND SEWER FUND	13.5	13.5	13.5	13.5	0.0
LIBRARY FUND					
LIBRARY					
Administrative Assistant	1.0	1.0	1.0	1.0	0.0
Assistant Director - Building Operations	1.0	1.0	0.0	0.0	0.0
Assistant Director - Public Services	1.0	1.0	0.0	0.0	0.0
Collections Specialist	2.0	2.0	1.0	1.0	0.0
Communications Coordinator	1.0	1.0	1.0	1.0	0.0
Department Head-Information Services	1.0	1.0	1.0	1.0	0.0
Department Head-Information Technology	1.0	1.0	1.0	1.0	0.0
Department Head-Support Services	1.0	1.0	1.0	1.0	0.0
Facilities Assistant II	1.0	1.0	1.0	1.0	0.0
Librarian	3.0	3.0	4.0	4.0	0.0
Librarian-Electronic Services	1.0	1.0	1.0	1.0	0.0
Library Director	1.0	1.0	1.0	1.0	0.0
Office assistant	1.0	1.0	0.0	0.0	0.0
Supervisor	3.0	3.0	3.0	3.0	0.0
System Administrator	1.0	1.0	1.0	1.0	0.0
TOTAL LIBRARY FUND	20.0	20.0	17.0	17.0	0.0
TOTAL ALL FUNDS	250.0	254.0	255.0	260.0	5.0



Departmental Information

Department Descriptions, Performance Measures, Goals, & Objectives

The City of Novi has 22 General Fund departments that are accounted for separately within the fund; including the City's contracted legal firm. There are three departments within the Parks, Recreation, and Cultural Services Fund; one department accounted for within the Library Fund; one department within the Water and Sewer Fund; a contractual management company within the Ice Arena Fund; and a contractual management company within the Senior Housing (Meadowbrook Commons) Fund.

Mayor and City Council (101.00)

Overview

The citizens of Novi elect the Mayor (two-year term) and the six members of Council (staggered four-year terms) as their representatives. The City Council has the power to adopt laws, ordinances and resolutions, to approve contracts and agreements, to adopt the budget, to levy taxes, and to set policy. The City Council appoints a City Manager who is accountable for all administrative functions that are not directed by the City Charter or ordinance upon another official.

Performance Measures, Goals, and Objectives

- Continue to conduct City Council Early Budget Input Session to provide management with citywide goals and objectives.
- The following are the strategic goals:
 - o Nurture public services that residents want and value
 - o Operate a world-class and sustainable local government
 - o Value and build a desirable and vibrant community for residents and businesses alike now and into the future
 - o Invest properly in being a Safe Community at all times for all people

City Manager (172.00)

Overview

The City Manager's Office strives to effectively serve the City Council and public through responsible administration of all City affairs as well as demonstrate and promote the highest standard of ethics, professionalism, and integrity throughout the City organization.

The City Manager's Office fosters open and transparent communications, actively solicits and incorporates citizen involvement and participation, and achieves outstanding results through partnerships with other service providers in both the public and private sectors.

The City Manager's Office demonstrates through words, actions, and policies a commitment to treat all colleagues and citizens with respect, accountability and dignity.

Performance Measures, Goals, and Objectives

- Continue to implement City Council's strategic goals
- Form a committee to evaluate and eventually develop a plan to relocate Fire Station 1
- Continue to engage and partner with the private development stakeholders of Novi

Departmental Information



Financial Services Department – Finance Department (201.00) and Treasury (253.00)

Overview — Finance

The Finance Department provides high quality operational services including accounting, budgeting, debt administration, arbitrage reporting, grant reporting, accounts receivable, payroll and accounts payable. Beyond these operational activities, the Finance Department also supports all financial aspects of initiatives stemming from the City Manager's Office towards the general promotion of fiscally responsible government. The department's diligence in these activities have earned accolades from the Government Finance Officers Association and helped maintain Novi's AA+ bond rating with Standard & Poor's.

The Department provides various support services to the businesses, citizens and other departments with regards to private development performance guarantee administration. Support services include advising policies, implementing procedures and amending ordinances as needed to meet the City's changing economic development environment, as well as utilizing current technological means to aid residents and businesses alike in fulfilling their obligations with the City (tax, utility payments, etc.).

The budget function provides financial planning, evaluation, forecasting and management analysis services in support of City operations.

The Department maintains the City's financial records in accordance with City Charter, State law, and generally accepted accounting principles (GAAP) by providing the highest quality, most efficient and cost effective accounting function. A comprehensive annual financial report is prepared each year in connection with the City's annual audit.

Performance Measures, Goals, and Objectives — Finance

- Earned the annual Government Finance Officers Association Distinguished Budget Award for the 19th consecutive year.
- Earned the annual Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 15th consecutive year.
- Complying with the direction from the City Council and City Manager maintaining the City's tax millage rate at 10.2000 mills, down from 10.5416 in fiscal year 2011-2012.
- Completed a Comprehensive Annual Financial Report for the City of Novi and achieved an unqualified (clean) opinion for the fiscal year ended June 30, 2015.
- Continue to make paying down the City's current debt a budget priority
- Monitor the City's OPEB contributions to ensure the City maintains its fully funded status.
- Increase in defined benefit contributions of \$250,000 more than in fiscal year 2015-2016, including \$100,000 over the ARC.
- Continue review of all policies and procedures to streamline operations and improve efficiency throughout the finance department. Revision of policies and procedures has also improved the flow of information from all other departments to finance.



Departmental Information

Overview — Purchasing

The mission of the City of Novi Purchasing Department is to provide responsible procurement services to all City departments ensuring that our citizens benefit from the integrity, quality and efficiency of the department while maintaining the highest level of professional ethics.

Performance Measures, Goals, and Objectives — Purchasing

- Foster maximum competition for City purchasing.
- Offer assistance and guidance on products, services, and procurement options.
- Provide potential suppliers with equal consideration of their products and services.
- Instill confidence to our citizens that all bids are awarded in an equitable manner.
- Maintain & communicate the list of services, materials, equipment, projects, and contracts for which the City of Novi solicits bids or proposals so that Novi Community Schools, City of Northville, Northville Public Schools and Walled Lake Consolidated Schools may participate in the City's bids and RFPs in order to achieve cost savings.
- Participated in State, County, Michigan Intergovernmental Trade Network (MITN), and Michigan Association of Counties (MAC) CoPro+ cooperative purchasing programs to utilize contracts for gasoline, road salt, vehicles, and office supplies.
- Continued City participation on the surplus auction on the MITN website (www.mitn.info). Since September 2007, items sold on the auction have generated net revenue of over \$611,000.

Overview — Treasury

The mission of the Treasurer's Department is to provide extraordinary service to the community through continued professional development and cross-training of our staff, and through credible, proactive and continued improvements to our procedures and technologies.

The Treasurer's Department is responsible for all monetary collections on behalf of the City of Novi. Treasury oversees the billing, collection and distribution of City, County, School and State Education taxes and prepares the delinquent tax rolls. The Department prepares all special billings and rolls, collects City receivables, conducts daily banking, and issues dog licenses on behalf of Oakland County.

The financial services for the Water and Sewer division are provided by the Department including billing and collection of water and sewer usage; calculation, invoicing and collection of capital charges; administration of monitoring agreements; and the distribution and reconciliation of payback agreements.

The Department prepares and issues all electrical, plumbing, heating/refrigeration, right-of-way and general permits. Bond guarantees, letters of credit and other security monies are collected, recorded, tracked and refunded through the Treasury Department.

The Department is responsible for investing public funds in a manner consistent with the City's Investment Policy with the primary focus and order of priority on security, risk and then yield.

Departmental Information



Performance Measures, Goals, and Objectives — Treasury

- Ensure the safety of City funds by working with bank financial experts to incorporate programs consistent with our investment policy principles of safety, liquidity and yield.
- Maintain approximately \$170 million (as of December 31, 2015) in cash and investments including post-retirement health care funding by balancing interest rate risk, risk and concentration of risk.
- Through mailings and other outreach, increase the number of customers utilizing E-billing and direct payment services enhancing customer service and improving cash flow for the City.
- Expand Credit card and other electronic payment options and make available to customers in the satellite collection locations in the City Clerks, Public Safety and Public Services departments. The Treasury Department will review other methods of payment to help improve customer service.
- Continue to update City Policy and Procedures Manual.

Information Technology Department (205.00)

Overview

The City of Novi Information Technology Department's mission is to form and maintain sustainable relationships with its business partners, leveraging the right balance of technology and governance to engineer technology solutions which are citizen-centric, cost-effective, and drive efficient public service delivery throughout the City.

The Information Technology (IT) Department maintains a City-wide service delivery focus while working in collaboration with all City service areas. The team develops plans and strategies for maximizing business value by making the City's technology resources available to more than 300 full-time/part-time staff, volunteers, and the community at large. IT staff provide project management expertise, application/hardware support, technology procurement guidance, custom training, enforcement of uniform governance standards, auditing services and cost-benefit analyses for technology alternatives and recommended solutions.

The IT Department also maintains the City's location based information services, resources, and products. Locational intelligence is an integral part of emergency service response, utility asset management, economic/community development, capital improvement planning, and recreation programming. The team's expertise enables the design of interactive web mapping resources, manage automatic vehicle locator (AVL) technology, provide reverse E-911 system support for over 60,000 landline subscribers, administer asset management systems, and professionally design over 30 standardized map products used by the community and staff to communicate how City services are delivered and ordinances are uniformly enforced throughout the community.

Performance Measures, Goals, and Objectives

- The key to success is maintaining effective communication channels with other City departments and intergovernmental partners.



Departmental Information

- Constantly identify opportunities to equip the community with technology solutions delivering outstanding public service.
- Develop flexible, cost-effective Information Technology systems for the City including communications, data management, application enhancement/support, and extensible hardware infrastructure.
- Provide reliable and secure data center services and support for citywide information technology systems.
- Provide wide and local area network (WAN/LAN) design and support, including network monitoring and security.
- Provide support for hosted internet services as well as desktop support services.
- Embrace the virtual City Hall concept providing 24x7 citizen accesses.
- FY 2015-16 Replace the City's twenty plus year old PBX Phone System with a state of the art Voice Over Internet Protocol (VOIP) Unified Communication System.
- FY 2015-16 Upgrade the Community Development Department Suite with a technology package that enhances their ability to collaborate and provide a new standard of service.
- FY 2015-16 Upgrade the City's Internet Mapping Portal to leverage technology advancements to enhance the user experience. This includes using a web responsive design approach to ensure usability across multiple devices and browser types.
- FY 2016-17 Securely deliver a virtual desktop solution to fulfill the increasing need to access applications and data anywhere
- FY 2016-17 Add to our existing recovery system with a Unitrends Digital Backup Appliance

Assessing Department (209.00)

Overview

The mission of the Assessing Department is to uniformly and equitably value all taxable real and personal property within the City of Novi. The annual creation of this tax base provides funding for education, City services and other government functions. The Assessing Department continually works to improve the quality of service to the public and to deliver reliable information in a timely and professional manner.

Performance Measures, Goals, and Objectives

The residential sector has recovered from the economic downturn that first became evident during 2007. While taxable value increases are limited to 0.3%, assessed value increases are not. The average residential increase for 2016 is 6.75%. Commercial and industrial properties will see increases of 5% and 2% respectively. At \$3.9 billion, the projected 2016 state equalized value of the city will match the peak that occurred in 2007. Additionally, the 2016 taxable value will be approximately \$3.2 billion which is similar to that of 2010 but still below the peak of \$3.5 billion in 2008. As the city recovers from the recession, due to legislated limitations, the gap between assessed and taxable values has begun to widen again.

From 2009 through 2015, a great deal of time and resources were spent in the defense of assessed and taxable values at the Michigan Tax Tribunal. As the economy has recovered, the number of cases has decreased. At one point there were over 300 active cases at the tribunal. Currently, there are only 3 cases that remain unresolved. The 2016 appeals have not been filed yet but it is anticipated that there will be less than 30 new cases before the entire tribunal.

Departmental Information



The last of the personal property changes legislated in 2012 will be implemented for 2016. For 2016, Novi is expected to lose the majority of the industrial personal property to the latest exemption. The exemption will totally phase out industrial personal property by 2023. The small business exemption that was initiated in 2014 has exempted approximately 900 personal property accounts. The Assessing department will continue to monitor the changes in the personal property tax laws and how they will affect the City.

The Michigan State Tax Commission has decided to audit every assessing office in the state on a county by county basis. Oakland County is the subject of the Audit of Minimum Assessing Requirements (AMAR) for 2016. The Novi Assessing Department has been found to be compliant or substantially compliant on the first part which is an audit of the 2015 database and internal practices. The second phase of the audit will be a field review of random properties for property record card errors and omissions.

The City of Novi Assessing Department has had a long standing contractual relationship with Oakland County Equalization where Equalization provided personal property services to the City. The Division Manager at the County has informed the City that those services will cease with the expiration of the current contract on June 30, 2016. An additional full time position is being requested to absorb these responsibilities.

The department continues to provide useful information to the public through the internet. The department continues to digitally sketch buildings and makes those available on-line. Reports indicate that assessing information is always is one of the most frequented areas of the City web site.

City Attorney, Insurance, and Claims (210.00)

Overview

The City Attorney represents the City in civil and criminal proceedings and serves as legal advisor to the City, its agencies, and officials and in some instances its employees.

As legal advisor, the City Attorney prepares documents and instruments, drafts ordinances, renders formal and informal opinions, reviews contracts and performs other services as required by law.

City Attorney services are contracted through the firm of Johnson, Rosati, Schultz & Joppich, P.C. City Attorney legal support extends to City Council, Planning Commission, Zoning Board of Appeals, City Administration, and as needed, City Boards and Commissions. The City Attorney does not provide legal advice to members of the public.

Performance Measures, Goals, and Objectives

- Continue to provide professional legal advice and services to the City

City Clerk (215.00)

Overview

The City Clerk's Office is responsible for administering all elections in accordance with State and Federal law. The City Clerk and Deputy Clerk are accredited by the Secretary of State under Michigan election



Departmental Information

law to conduct training for precinct inspectors appointed to serve in the polls at Local, School, County, State, and Federal elections. The City Clerk and Deputy Clerk are also Certified Michigan Municipal Clerks in accordance with the standards set by the Michigan Municipal Clerks Association and re-certified every 2 years.

As the City's "Official Record keeper", the Clerk's office is responsible for document storage and retrieval of contracts, agreements, leases, bids, deeds, easements, City Code amendments and minutes of City Council and all Boards and Commissions. We respond to requests for public records in accordance with the Freedom of Information Act (FOIA) daily and maintain and produce documents that enable transparency of local government for the public.

The City Clerk attends all City Council Regular, Special, Ad Hoc and Budget meetings. Staff coordinates with all departments in the preparation of electronic Council packets. The Clerk's office posts and publishes notices of meetings, public hearings, zoning map amendments, and adopted ordinances in accordance with the Open Meetings Act. All meeting actions are recorded, transcribed, and maintained in the Clerk's office. The City Clerk's office also produces and tracks agreements approved by City Council. The City Clerk's Office reviews and maintains the City's Property and Liability Insurance.

The City Clerk's Office processes liquor license applications, ordinance amendments and resolutions adopted by City Council, issuing permits and licenses for refuse haulers, arcades, auctioneers, massage therapist permits, massage business licenses, pawnbroker, peddlers and non-commercial solicitor permits, precious items dealers, taxicab and outdoor gathering permits.

The Clerk's office provides notary services at no charge to residents. We are certified as a National passport acceptance agency and provide passport photo service on a daily basis.

Performance Measures, Goals, and Objectives

- Conducted elections in accordance with State of Michigan election law, received certification from County Board of Canvassers and audits by State of Michigan Bureau of Elections. We trained and employed 125 + election inspectors throughout the City's 22 precincts and Absentee Counting Boards.
- Received, routed and provided response documents for FOIA (Freedom of Information Act) requests. Accept and process 1,000+ Passport applications and Passport Photos. Process and issue licenses and permits.
- The State Bureau of Elections is seeking new equipment for which they will pay at least half. Voting equipment for all precincts including 10 absentee plus 3 spare tabulators for a total of 35 will be purchased. The State of Michigan Bureau of Elections has directed communities to plan for \$1,000 - \$2,000 per precinct. The State of Michigan HAVA grant funds will be utilized to pay for the remaining \$3,500 per machine.

Facility Management (265.00)

Overview

The Facility Management Division's mission is to provide core operation, maintenance, and strategic planning for the City-owned building infrastructure. The Facility Operations Division will deliver these services in a safe, cost-effective, and energy efficient manner in support of the citizens and employees who use these facilities.

Departmental Information



Facility Operations is responsible for the day to day operation of City-owned buildings. In this role they are accountable for asset management, preventative maintenance, energy reduction/management, HVAC, repair/renovation, electrical, and contracted services management.

Performance Measures, Goals, and Objectives

- FY 2015-16 Create and implement a Community Development renovation plan to enhance both the employee environment and create a new service standard.
- FY 2015-16 Upgrade the Department of Public Services building vestibule providing a weather proof secure solution.
- FY 2015-16 Construct a new Facilities Management (FM) Suite within the Civic Center to house the FM team.
- FY 2015-16 Complete several small office system upgrades within the following areas: Fire Station 2, Parks, Recreation and Cultural Services, and Ice Arena Multipurpose Room.
- FY 2015-16 Install rubber flooring within the Novi Ice Arena to create a user friend environment.
- FY 2015-16 Create a collaborative open area conference room (Think Pad) within the Civic Center for staff.
- FY 2015-16 Evaluate building security requirements for Villa Barr and Township Hall. Complete installation of monitoring systems at both facilities.
- FY 2016-17 Assume and manage police and fire facility related capital projects, including countertop and cabinet replacement at the police station and epoxy floor upgrade at Fire Station #3
- FY 2016-17 Incorporate solar panels at the Civic Center in order to be more energy efficient

Facility Management – Parks Maintenance (265.10)

Overview

The Facility Management – Parks Maintenance Division's mission is to provide and maintain an exceptional level of service to the residents, customers, volunteers, and visitors to the Novi parks system. Parks Maintenance team will ensure that concerns are met in a timely and professional manner by working together with contractors, customers, and other departments to provide quality parks and facilities.

The scope of the parks maintenance division includes service to community facilities and parks covering 925 acres, neighborhood parks with over 22 acres, and municipal properties totaling over 234 acres. These parks include amenities such as athletic fields, restrooms, pavilions, common areas, nature trails, and playgrounds.

Performance Measures, Goals, and Objectives

- Increase the quality of athletic fields, playgrounds, and amenities through cost effective maintenance and by replacing/repairing equipment proactively.
- Develop a long term plan for establishing and maintaining a healthy turf stand at the Novi Dog Park.
- Reduce flood areas within all parks by installing proper drainage.
- Develop a more effective fertilizer and pesticide programs to better maintain turf on all athletic



Departmental Information

- fields within the parks as well as surrounding areas.
- Perform preventive maintenance by applying the principles and practices of a planned infrastructure management strategy.
 - Perform routine maintenance, by taking actions on a regular or controllable basis to keep assets safe and present a proper appearance.
 - Perform reactive maintenance, by responding to uncontrollable events and taking actions to immediately rectify a park maintenance concern.
 - Establish an equipment maintenance and replacement program for small engine equipment and parks truck fleet.
 - Oversee and aid in proposed capital improvement projects and various other funded projects and improvements.
 - Work with facilities department to address needed repairs and maintain preservation of several buildings located throughout the parks.
 - Assist and setup for special events including baseball tournaments, River Day, Arbor Day, Light up the Night, etc.
 - Replace two utility vehicles

Human Resources (270.00)

Overview

The mission of the Human Resources Department (HR) is to provide vision, leadership and guidance while developing a work culture that supports continuous improvement and superior customer service. The department strives to attract, develop and retain a highly qualified, diverse and dynamic workforce. The goal of the department is to provide timely guidance and direction to management as well as all employees.

HR is responsible for providing support to all City Departments by performing the centralized functions of recruitment, selection, testing, on-boarding, training, and staff development. The Department is also responsible for the maintenance and negotiation of various collective bargaining agreements representing six union groups as well as the employment relationship with all non-union employees. The City of Novi HR Department also is responsible for the coordination and administration of the City's various health plans for active and retired employees. The Employee Wellness program, also managed through the HR Department, was designed to provide employees with opportunities to gain information on how to achieve a healthy work/life balance. Wellness opportunities include Health Risk Assessments, weight management, healthy cooking, smoking cessation, financial wellness and various other wellness-based educational opportunities. Programs are marketed to improve overall health and wellbeing and may include incentive-based workshops and challenges (incentives may include nutrition based books or educational materials, gift cards, etc.).

The traditional HR functions including compliance with all employment law requirements such as Equal Employment Opportunity, Fair Labor Standards Act, Family Medical Leave Act, American with Disability Act and the Patient Protection and Affordable Care Act (ACA) are also managed through Human Resources.

Departmental Information



Performance Measures, Goals, and Objectives

- Continue to provide opportunities for all employees to participate in a variety of wellness workshops and challenges that promote good health and overall wellness, in conjunction with the ACA. Such opportunities may include, but are not be limited to, fitness challenges (altered according to employee ability), fitness memberships or fitness class reimbursements, nutrition classes, health-related campaigns and events, and financial wellness seminars.
- Implement new pre-employment assessment program.

Neighborhood and Business Relations Group (295.00)

Overview

The mission of the Neighborhood and Business Relations Group is to provide open and thorough communication between the City of Novi and all community members – business and residential. A key element of the efforts is to present a positive image of the City of Novi, internally and externally, through personal, printed, and visual communication, with citizen engagement as an overall goal.

The Community Relations team works with citizens, businesses, and City staff to ensure open lines of communication at all times. Community Relations is also responsible for coordinating employee engagement for the Novi staff team.

The Group also supports and coordinates City events and functions that promote community spirit, volunteer activism, encourage citizen engagement, and enhance the sense of community. Community Relations additionally leads the Employee Wellness and Engagement Series (EWES) to promote City spirit among employees and enhance work culture. Offerings include, but are not limited to Quarterly Employee Recognition Breakfasts, Evening of Appreciation Dinner, years of service recognition awards, annual picnic, National Employee Appreciation Day, Lunch and a Movie, and more.

Cable television programming is produced by the Neighborhood and Business Relations Group and budgeted within the PEG Cable Special Revenue Fund. The purpose of the PEG Fund is to track the revenues and expenditures related to providing cable services to the City, including cable franchise revenues and cable production fees. The PEG fees help to keep the community engaged in the City's operations.

Performance Measures, Goals, and Objectives

- Partner with Community Publishing & Marketing to produce the quarterly Novi Today publication at NO cost to the City.
- Coordinate Spring into Novi at the Novi Civic Center.
- Coordinate Youth Council initiatives.
- Produce cable television programming.
- Expand the Employee Wellness and Engagement Series (EWE(s)) to enhance the work culture and overall health and wellness of Novi employees.
- Coordinate the annual Evening of Appreciation, Volunteer Appreciation Dinner, and State of the City Address and HOA Leader's Breakfast.



Departmental Information

- Host the international CLAIR delegation.
- Manage the City of Novi's presence on Twitter, Facebook and Pinterest.
- Launch the City's presence on Instagram.
- Participated in more than a dozen ribbon cuttings.
- Coordinate the Novi Ambassador Academy for education/training of future community leaders and initiated Novi University for City staff.
- Produce the Complementary Budget Story.
- Publish the bi-annual Community Profile.

Public Safety – Police Department (301.00) and Fire Department (337.00)

Overview — Police Department

The men and women of the Novi Police Department work tirelessly toward providing a safe and healthy community for all to enjoy. We embrace and utilize the most innovative programs available; always striving to be on the cutting edge of new technology. Our focus is on problem oriented and community oriented policing, which is fully embodied in the Department's mission statement, "Partners with our Community." The Novi Police Department is committed to proactively enhancing the quality of life and reducing the criminal fears of all community members.

The Operations Division responds to all emergencies and other calls for police service with uniform personnel. In addition, this division has primary responsibility for the enforcement of state and local laws and ordinances, traffic enforcement, preliminary case investigations, arresting offenders and prisoner processing.

The Support Services Division consists of the Communications Section, Records Section, and the Investigations Section.

The Communications Section receives incoming calls for service, dispatching police, fire and ambulance services for the City of Novi and other regional dispatch consortium members. The City of Novi provides emergency dispatch services for the entire City of Novi as well as for the City of South Lyon.

The Records Section is responsible for the storage and retention of all official police and fire documents. The unit is also responsible for all aspects of the police computer system as well as the management and storage of all digital in-car camera media, and the police building and Firearms Training Center closed circuit monitoring system.

The Investigations Section is comprised of detectives who conduct detailed follow-up investigations into all criminal matters and present their findings for criminal prosecution. The Investigations Section is also responsible for all crime prevention programs, our undercover assets in surveillance and narcotics, and the School Resource Officer partnership we have with the Novi Community School District.

Performance Measures, Goals, and Objectives — Police Department

- In support of the goals established by City Council, the Novi Police Department continues to pursue State, Federal and local law enforcement agencies to rent the Firearms Training Center.
- Add 2 full-time police officers
- Improvements to facilities and parking lot
- Marked patrol vehicles replacement program
- Replace Next generation 911 system
- Purchase unmarked patrol vehicles utilizing forfeiture funds.

Departmental Information



The Forfeiture Special Revenue Fund records all receipts and expenditures relating to Federal, State, Local and OWI, forfeited and legally restricted, funds relating to narcotic trafficking, money laundering, State laws and ordinances.

Overview — Fire Department

The Novi Fire Department provides fire protection services as well as Basic Life Support, Fire Prevention & Education Services, and Fire Code and Commercial Inspection Services. The department has oversight and operational responsibility for coordinating and administering a private Advanced Life Support contract with Community Emergency Medical Services (CEMS). The men and women of the Novi Fire Department work in concert with other public and private safety and emergency medical service providers to ensure a safe and efficient service delivery model.

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

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

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

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

Performance Measures, Goals, and Objectives — Fire Department

- The Fire Department and Public Safety Administration continue to place considerable emphasis on the recruitment and marketing efforts for paid-on-call firefighter positions.
- Add one full-time Fire protection Officer
- Add Part time staffing model for Fire Station #3
- Addition of essential equipment including thermal imaging cameras, hydraulic extrication tools, and fire apparatus hoses
- Replace tanker truck

The operations of the Police and Fire Departments within the General Fund, including payment for personnel-related expenditures and for the purchase of fire trucks, apparatus and equipment is supplemented by the Public Safety Special Revenue Fund. This fund is financed by City Charter authorized property tax millage.

The Police and Fire Departments support and assist in the coordination of the City events and functions that promote community spirit, volunteer activism, encourage citizen engagement, promote City spirit amongst staff and enhance work culture. Offerings include Annual Police and Fire Awards Ceremony, hosting training for staff as well as citizens and outside agencies, hosting meetings with outside agencies, the 911 Recognition Breakfast, Spring for Novi, retirement ceremonies, new hire oath ceremonies, and Addicted to Movies Not Drugs and Addicted to Games Not Drugs events. Crime prevention items, light refreshments as well as plaques are purchased as necessary.



Departmental Information

Community Development — Building Department (371.00) and Planning Department (807.00)

Overview

The Community Development Department strives daily to apply the vision and goals set by the City Council, Commissions and Boards to the development and transformation of the Novi community. Quality development constructed in accordance with the high standards contributed to Novi's ability to weather the recent economic storm better than many similar communities. As economic conditions continue to improve, so does the opportunity to leverage the desirability and stability of the community to attract new businesses and residents with first class development, investment, and job opportunities.

The continuum of planning through physical construction followed by maintenance and redevelopment of the built environment remains a high priority. Development standards need to reflect uses, materials and processes that did not exist a decade ago. Continued implementation of the Non-Motorized Master Plan focuses on pathways and sidewalks to enhance the quality of life for Novi residents and the character of the community, while prioritizing the allocation of funds and other resources for improvements to the non-motorized network. Continuous improvement and refinement of the Zoning Ordinance through amendments and Master Plan recommendations balance the priorities of the residential, development and business communities.

The Community Development Department continues to work closely with staff provide exemplary customer service to our residents, customers and businesses. This often means expending extraordinary effort to assist, guide and support new businesses and developments in the City.

Ordinance Enforcement continues to be a significant need and this will hold true for the near future. Whether addressing minor yard maintenance, signage and zoning violations, soil erosion and sedimentation control or removing entire buildings, these efforts are effective throughout our neighborhoods and are carried out in cooperation with many other departments.

Performance Measures, Goals, and Objectives

- Continued development and growth in use of the capabilities of the BS&A Building.Net software including project closeout and workflow.
- Facility renovations completed for operational efficiency, increased customer service and cost savings
- Update 2011 Non-motorized Master Plan and Thoroughfare Plan
- Document Imaging Project

Department of Public Services — Administration (442.00), Engineering (442.10), Field Operations (442.20), Fleet Asset (442.30), and Water Sewer (592.00)

Overview

DPS staff members are committed to responding to and efficiently fulfilling service requests while maintaining the high quality of service that Novi residents expect. DPS's top priority is to provide a safe and healthy environment for the residents and business owners of the community. The department is comprised of dedicated and professional individuals who have a shared goal of ensuring

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the health, safety and welfare of the community by maintaining:

- 186 miles of City roadways and over 2,250 traffic control signs to ensure safe travel;
- Over 300 miles of municipal sidewalks and pathways to promote a more walkable community;
- Nearly 20,000 storm drainage structures to minimize localized flooding;
- 333 miles of water main that provides safe drinking water;
- 256 miles of sanitary sewer to protect public health;
- Over 37,000 trees along public streets and on municipal land; and,
- Over 300 vehicles and major pieces of construction/maintenance equipment.

The DPS is organized into five functional divisions:

Administration: The Administration Division is primarily responsible for providing direct support to the department's day-to-day activities.

Engineering: The Engineering Division performs civil engineering activities involving:

- Planning, designing and constructing public capital projects (i.e., transportation, drainage, and water and sewer projects)
- Site plan review and oversight of the design and construction of private development projects as they relate to civil engineering infrastructure (i.e., transportation, drainage, and water and sewer components of residential, commercial and industrial development projects).
- Coordinating and controlling engineering inspection of public and private construction projects.
- Issuing permits for and inspecting construction in the City's rights-of-way.
- Providing technical assistance to other DPS divisions and other City departments that need professional civil engineering support.

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

Fleet Asset: The Fleet Asset Division is responsible for maintaining the City's fleet, which is made up of over 300 vehicles and pieces of heavy equipment. The fleet is maintained at separate maintenance facilities located at the Field Services Complex and Police Department Headquarters.

Water & Sewer: The Water & Sewer Division is responsible for the management of the City's water distribution and sanitary sewage collection systems. Water & Sewer workers operate, maintain, monitor, and control water and sewer pipeline networks, water system pumping stations, sanitary sewage lift stations and pump stations, and water/sewer meters. Maintenance activities include reactive, routine and preventive maintenance services that preserve the useful life of the City's wa-



Departmental Information

ter and sanitary sewer infrastructure assets. All of these activities are accounted for within its own enterprise fund.

Performance Measures, Goals, and Objectives

Administration, Engineering, Field Operations, and Fleet Asset Divisions

- Continue to improve the City's major and local roads and sidewalks/pathways by properly scoping, budgeting, and implementing appropriate routine maintenance, rehabilitation and construction projects.
- Continue to improve Storm sewer and drainage, including: Rotary streambank stabilization, Bishop District New Sedimentation Dredging Near 11 Mile Rd, and Storm Drainage Improvement Pilot Project through the Drain Special Revenue Fund. The Drain Fund's purpose is to improve and maintain the City's regional and arterial detention systems as part of the City Council's capital improvement plan.
- Make ongoing parking lot improvements/replacements at various locations; including the Civic Center, Police Station, and the Firearms Training Center.
- Replace essential maintenance equipment: portable lifts, mechanics bay hoist and concrete cutting saw.
- Replace two (2) essential heavy duty vehicles: Single Axle 5-Cubic Yard Dump Truck with Front Plow and Underbody Scraper & Wing Plow, and a Tandem-Axle Swap Loader Dump truck with Front Plow and Underbody Scraper & Wing Plow
- Proceed with a design to improve and expand the Field Services Complex.
- Hire a full-time Fleet Asset Manager to professionally manage and improve the City's growing fleet.
- Continue to improve and modernize the City's fleet; introduce City Pool Vehicle Program to the fleet asset inventory.
- Continued Spring and Fall planting of new trees with a budget of \$150,000.

Water & Sewer Division

- Replace or upgrade critical equipment used in water/sewer operations and maintenance, as needed.
- Make improvements to existing infrastructure as recommended in the Water Distribution Study and Master Plan and as a result of the findings from implementation of the CMOM Program (lift/pump stations, collection mains, distribution and transmission lines, storage and appurtenant facilities).
- Work in conjunction with the Great Lakes Water Authority (Detroit Water & Sewerage Department) to ensure the community receives sufficient water pressure and flow volume during seasonal high demand periods.
- Continue to work with the Michigan Department of Environmental Quality (MDEQ) and the Federal Environmental Protection Agency (EPA) to prepare for and conduct further and aggressive water system byproducts testing.
- Provide uninterrupted water and sewer service to residents of Novi.
- Provide public education programs to facilitate water management and promote greater awareness and support of the Division and its activities.
- Continue to interconnect water mains for enhanced reliability, redundancy, fire protection and water quality.

Departmental Information



- Continue to study, coordinate and improve City services based on input from customers and staff.
- Water and Sewer Suite upgrades within the Field Services Complex (separate from the design to improve and expand the Field Services Complex mentioned above).
- Update the Water & Sewer fleet by adding a new Camera Utility Van and Pickup Truck with Plow.
- Make the following water distribution upgrades: 10 Mile Loop Connection West of Wixom Road and 11 Mile Loop Connection between Mandalay and Sullivan

Novi Youth Assistance (665.00)

Overview

Novi Youth Assistance is dedicated to the prevention of juvenile delinquency, child abuse and child neglect in the 26 communities within Oakland County and is administered under the auspices of the Oakland County Circuit Court-Family Division. Novi Youth Assistance operates with the sponsorship of the Oakland County Circuit Court-Family Division, the Novi Community School District, the City of Novi, with principal funding supplied through the Oakland County Board of Commissioners.

Performance Measures, Goals, and Objectives

- Continue to provide successful, positive, and effective services and programs to youths

Historical Commission (803.00)

Overview

Since 1986, the Novi Historical Commission has worked in partnership with the City of Novi, Novi Public Library, educators, and others to provide programs and services concerning the history of our community. The Commission's work includes the development of presentations, exhibits, and events that showcase the over 180 year history of Novi. The Novi Historical Commission is located within the Novi Public Library and offers open office hours in the Local History Room on the first and third Mondays of each month.

Performance Measures, Goals, and Objectives

- Continue to collect and preserve the history of Novi through the solicitation of donated documents, photographs, and recorded personal experiences.

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

Overview

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



Departmental Information

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

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

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

Performance Measures, Goals, and Objectives

- Upgrade Civic Center Stage
- Create Lakeshore Park Concept Plan, Shelter, and Facility reconfiguration
- Construct Ella Mae Power Park Pathway
- Construct Pavilion Shore Park facility
- Acquire transportation software for Older Adult Services Department

Library (268.00)

Overview

Novi Public Library provides the resources and programs to support the educational, cultural, informational and recreational needs of its diverse community. The library supports intellectual freedom and access to information resources for all, while maintaining the privacy of its patrons and providing a safe and secure environment. **Library Motto:** Inform. Inspire. Include.

Performance Measures, Goals, and Objectives

- Continue offering of extended hours: Fridays and Saturday until 6pm, Sundays 12:00-6:00pm and Sundays open 12:00-6:00pm year round.
- Achieved highest Summer Reading Program attendance on record with 2,584 participants.
- Celebrated 5 years in our building (June 2015) and 55 years as a Public Library (September 2015).
- Launched FREE online courses on over 300 topics.
- Continued partnership with The Library Network for central services and gasoline usage

Departmental Information



Ice Arena (590.00)

Overview

The Novi Ice Arena opened in 1998 to provide ice skating services to Novi residents and other local communities. The facility is self-supporting and strives to generate positive cash flow under contract with Suburban Arena Management – Novi LLC, a third party vendor. The primary customer base is comprised of:

- Novi Youth Hockey Association
- The Skating Club of Novi
- Learn to Skate
- Novi Ice Arena Adult Hockey League
- Novi & Northville High Schools and Club Teams
- Recreational Skating Activities (Public Skate, Drop-in Hockey, etc.)

This facility does not have any direct impact on the City's General Fund Budget because all activities are accounted for within its own enterprise fund.

Performance Measures, Goals, and Objectives

- Zamboni Ice Resurfacers
- Evaporative cooling tower replacement
- Replace essential equipment: café equipment, ice edger, variable frequency drives for refrigeration plant motors, domestic hot water pumps, and condenser tower bleed-off controls/ water treatment

Senior Housing —Meadowbrook Commons (594.00)

Overview

Meadowbrook Commons, located on Meadowbrook Road between Grand River Avenue and 10 Mile Road, is a 55+ adult independent living housing community owned by the City of Novi and managed by a contractual management company. The three-story building contains 115 one- and two-bedroom apartments and 60 two-bedroom ranch style condos which surround the outside of the main building. The complex was built to provide market price affordable housing for the older adults in Novi. The complex is also home to the Meadowbrook Activities Center which promotes healthy and active lifestyles that support independence and vitality for adults 55+.

Financing for this project was provided through bonds issued by the Building Authority. The total construction cost was \$12.5 million and all operational expenses and the bond debt retirement are covered by rental revenue. This facility does not have any direct impact on the City's General Fund Budget because all activities are recorded within its own enterprise fund.

Performance Measures, Goals, and Objectives

- Complete parking lot and road way replacement
- Replace hot water tanks for ranch apartments (55)

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Statistical Information and Supplemental Data

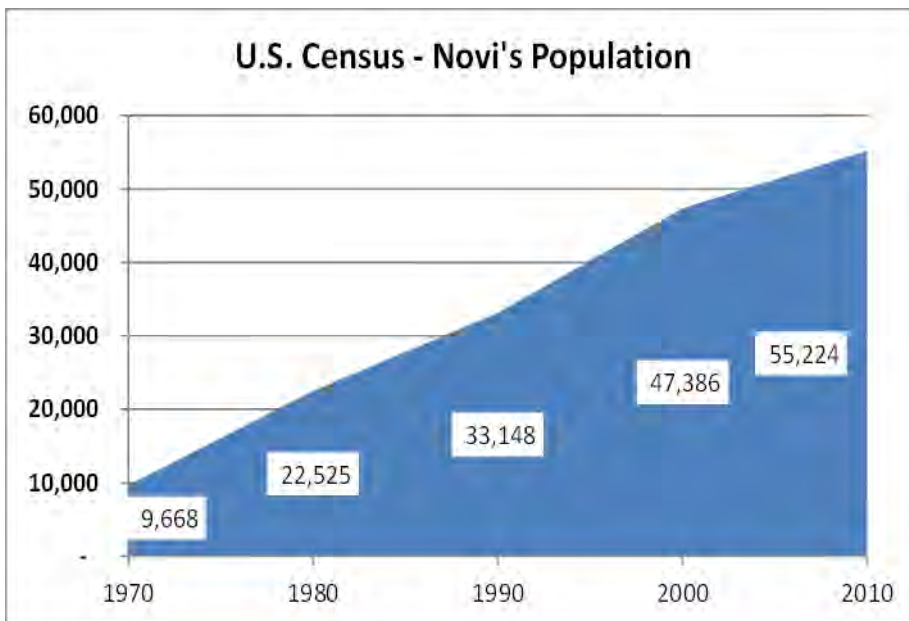


About the City of Novi

The City of Novi encompasses an area of approximately 31.6 square miles or 20,417 acres and is about thirty miles northwest of downtown Detroit, in the southern portion of Oakland County. The City surrounds about two-thirds of Walled Lake, and the gently rolling topography of the area has made the City one of the most attractive places in Michigan to live.

The City of Novi is governed by a seven-member City Council under the Council/Manager form of government. A full range of City services are provided including police, fire, parks, recreation, forestry, library, planning and zoning, building and engineering, and various maintenance services. In addition to the usual City services, Novi offers a senior citizen housing facility, Meadowbrook Commons, and an Ice Arena.

Since its original settlement and incorporation in February, 1969, the City has seen remarkable changes. Once a stand-alone settlement, Novi now finds itself in the heart of the Detroit Metropolitan region. Novi's location at the crossroads of several major transportation routes has thrust the City into a period of unprecedented growth and development. Between the 1990 and 2000 Census, Novi was the fastest growing city in Oakland County. The 2000 Census stated Novi's position as a growing and attractive community with a population of 47,386. This was an increase of 43 percent from 1990. A special mid-decade census in 2006 showed an increase of just over 9% from 2000 with a population of 52,231. Between the 2000 and 2010 Census Novi's population grew by 16.5% to 55,224. Novi is presently home to prestigious schools, quality residential neighborhoods, a thriving retail and high-tech economy, and beautifully preserved natural areas. Novi has indeed changed and the change has been dramatic. The SEMCOG 2035 Forecast includes a population estimate of 57,344.



1970	9,668
1980	22,525
1990	33,148
2000	47,386
2010	55,224



Statistical Information and Supplemental Data

Points of Interest

The Erie Canal was opened in 1825 at the same time the City of Novi was settled, drawing settlers from the east coast to Michigan.

Farming was the principal land use activity in Novi in the early days, but by 1830, there were enough families to support small businesses at the intersection of Novi Road and Grand River Avenue, known as Novi Corners.

In the 1850's, Grand River Avenue provided a connection from Lansing to Detroit, passing through the heart of Novi.

In the 1950's, the Interstate Highway System divided Novi with the construction of I-96. This freeway allowed fast access to Detroit and took "through commuters" off the Grand River Avenue corridor.

As early as 1959, the Village of Novi was considering becoming a city, although Novi did not incorporate as a city until 1969.

Twelve Oaks Mall, located at Interstate Highway 96 and Novi Road, houses nearly 180 retailers, specialty shops, restaurants and stores on over 1,687,781 square feet.

The Novi School District is comprised of 1 high school, 1 middle school (7-8), 1 upper elementary school (5-6), and 5 elementary schools (K-4). An instructional Technology Center links the 5th grade house and the 6th grade house of Novi Meadows. (The majority of students residing within the City of Novi attend Novi Community Schools.)

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

Statistical Information and Supplemental Data

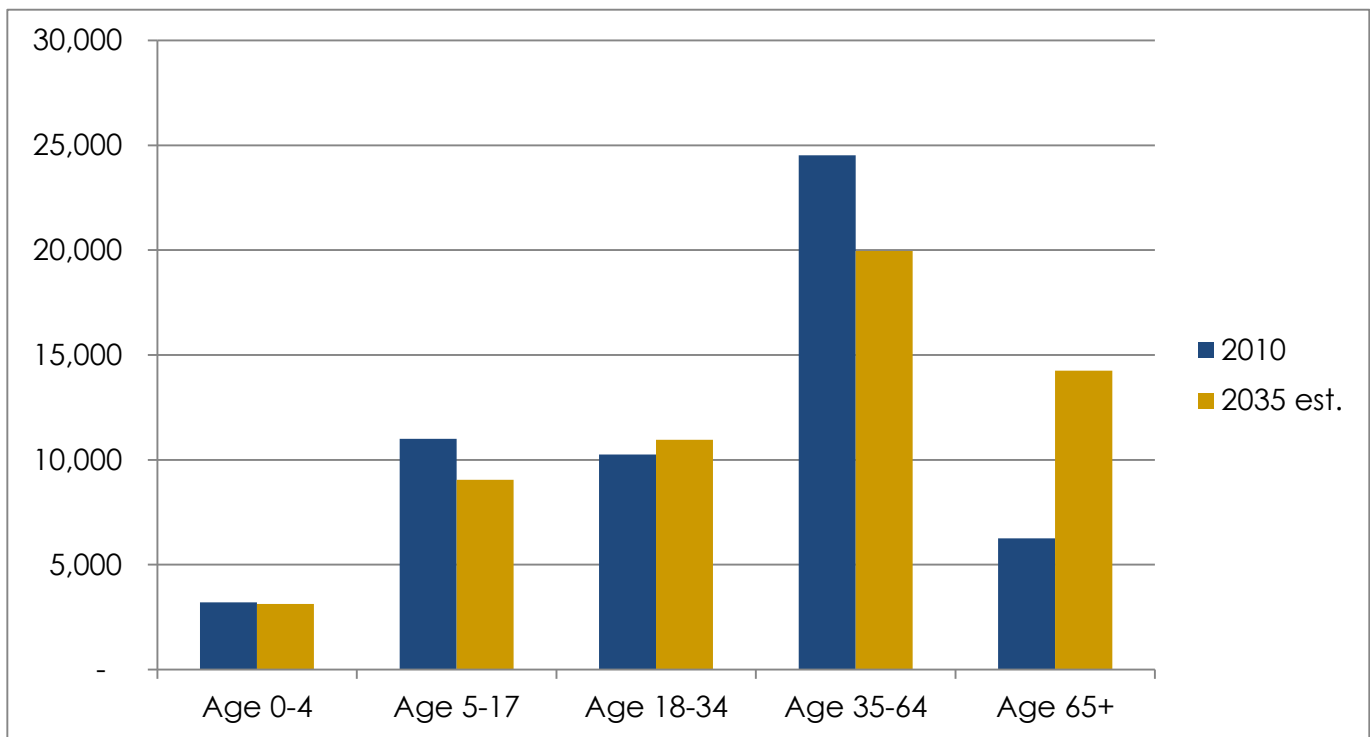


Population

Approximately 44% of Novi's residents are 35 to 64 years old and 11% are senior citizens (2010 census). The median age for Novi is 39.1 and for the State is 38.9.

Age Groups	1990 Census		2000 Census		2010 Census		2035 est.	
	Est	%	Est	%	Est	%	Est	%
Age 0-4	2,580	8%	3,506	7%	3,204	6%	3,122	6%
Age 5-17	5,857	18%	9,621	20%	11,006	20%	9,047	16%
Age 18-34	9,930	30%	10,428	23%	10,245	19%	10,954	19%
Age 35-64	12,140	36%	20,168	42%	24,521	44%	19,966	35%
Age 65+	2,641	8%	3,856	8%	6,248	11%	14,255	24%
Total Population	33,148	100%	47,579	100%	55,224	100%	57,344	100%

Population by Age





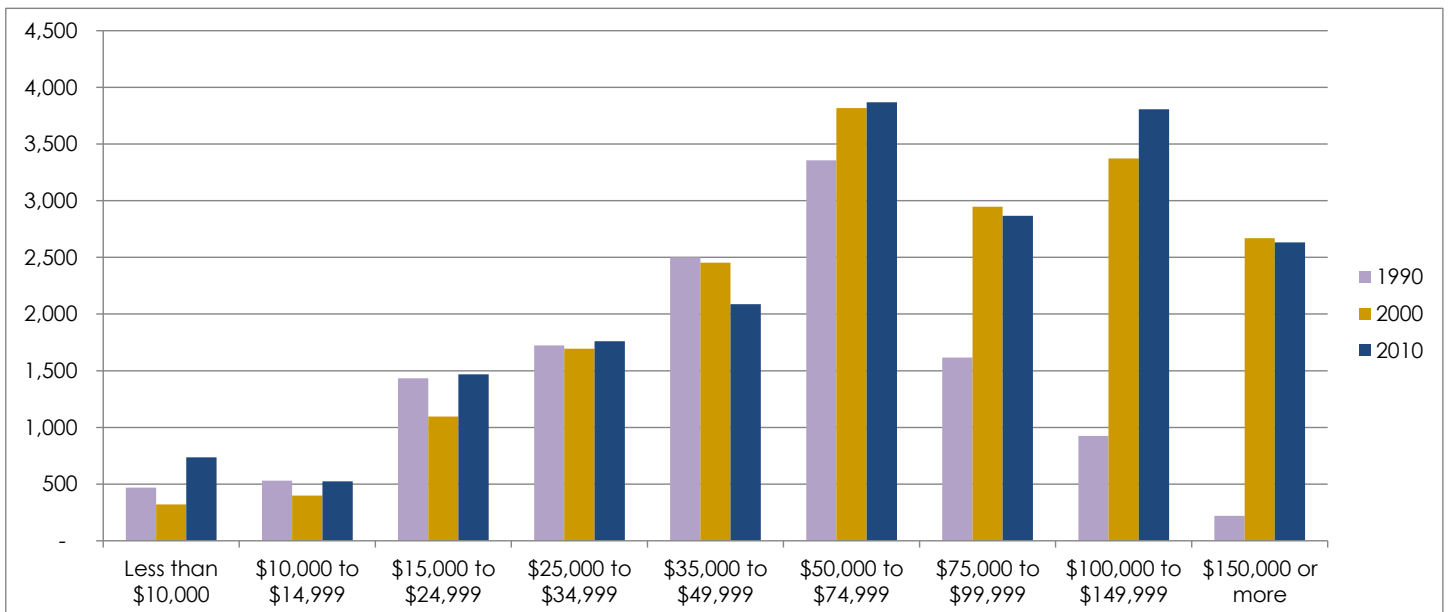
Statistical Information and Supplemental Data

Income Characteristics

According to the 2010 U.S. Census, the median household income was \$80,151.

INCOME AND BENEFITS (IN 2010 INFLATION-ADJUSTED DOLLARS)	Novi	State	Nation
	2010 Census	2010 Census	2010 Census
Total households	22,047	3,843,997	114,567,419
Less than \$10,000	735	304,785	5,757,190
\$10,000 to \$14,999	523	219,924	6,668,865
\$15,000 to \$24,999	1,468	442,676	13,165,380
\$25,000 to \$34,999	1,761	430,558	12,323,322
\$35,000 to \$49,999	2,088	577,569	16,312,385
\$50,000 to \$74,999	3,868	728,579	20,940,859
\$75,000 to \$99,999	2,868	466,664	13,526,500
\$100,000 to \$149,999	3,808	433,144	13,544,839
\$150,000 to \$199,999	2,633	134,211	4,809,998
\$200,000 or more	2,295	105,887	4,518,081
Median household income (dollars)	80,151	48,432	50,046

Income Categories	1990 Census		2000 Census		2010 Census	
	Est	%	Est	%	Est	%
Less than \$10,000	468	4%	321	2%	735	4%
\$10,000 to \$14,999	530	4%	399	2%	523	3%
\$15,000 to \$24,999	1,434	11%	1,095	6%	1,468	7%
\$25,000 to \$34,999	1,724	13%	1,695	9%	1,761	9%
\$35,000 to \$49,999	2,500	20%	2,454	136%	2,088	10%
\$50,000 to \$74,999	3,357	26%	3,818	20%	3,868	20%
\$75,000 to \$99,999	1,616	13%	2,948	16%	2,868	15%
\$100,000 to \$149,999	926	7%	3,374	18%	3,808	19%
\$150,000 or more	220	2%	2,670	14%	2,633	13%
Total Households	12,775	100%	18,774	223%	19,752	100%

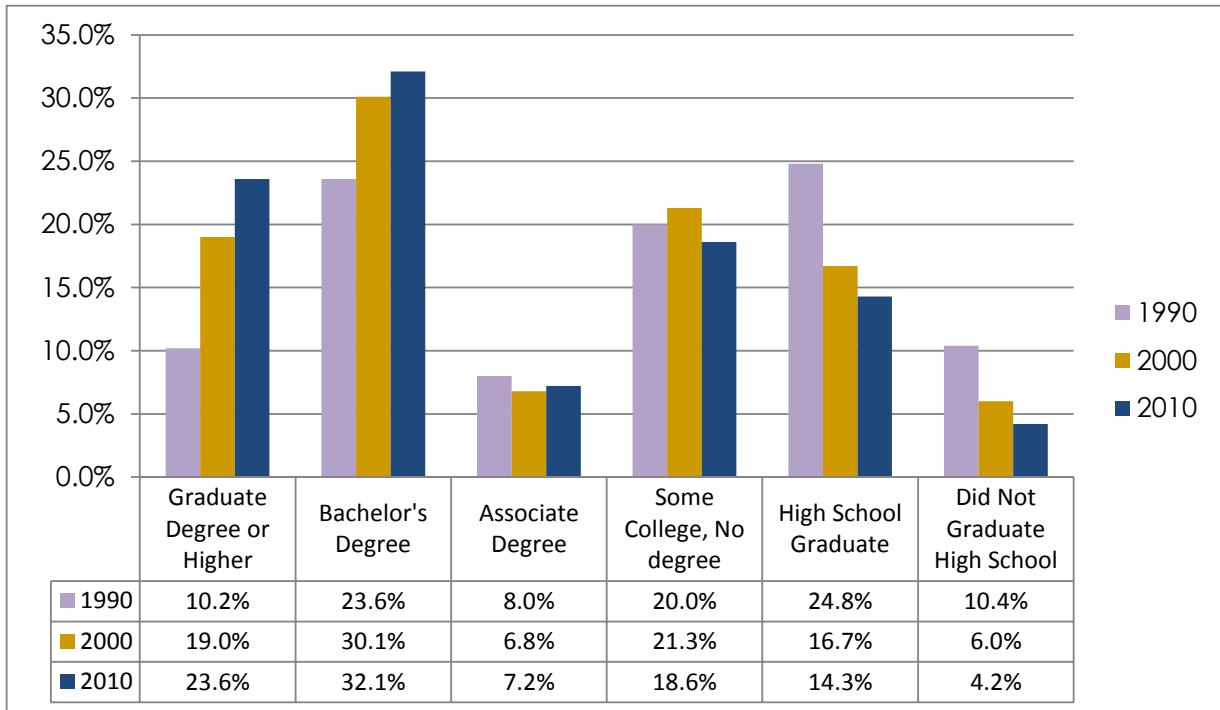


Statistical Information and Supplemental Data



Education Level

Approximately 81% of Novi's residents have at least some college education. Only 4% are not high school graduates or currently enrolled in high school (2010 Census).



Educational Attainment Population Age 25 years or older	City of Novi, MI					State of Michigan					United States				
	2010 (estimated)		2000		1990	2010 (estimated)		2000		1990	2010 (estimated)		2000		1990
	% of Population	Percentage Point Change 2000-2010	% of Population	Percentage Point Change 1990-2000		% of Population	Percentage Point Change 2000-2010	% of Population	Percentage Point Change 2000-2010		% of Population	Percentage Point Change 2000-2010	% of Population	Percentage Point Change 2000-2010	
Graduate / professional degree	23.60%	4.60%	19.00%	8.80%	10.20%	9.60%	1.50%	8.10%	1.70%	6.40%	10.40%	1.50%	8.90%	1.70%	7.20%
Bachelor's degree	31.00%	0.90%	30.10%	6.50%	23.60%	15.60%	1.90%	13.70%	2.80%	10.90%	17.70%	2.20%	15.50%	2.40%	13.10%
Associate's degree	7.90%	1.10%	6.80%	-1.40%	8.20%	8.40%	1.40%	7.00%	0.30%	6.70%	7.60%	1.30%	6.30%	0.10%	6.20%
Some College, No Degree	18.20%	-3.10%	21.30%	-1.30%	22.60%	24.20%	0.90%	23.30%	2.90%	20.40%	21.30%	0.30%	21.00%	2.30%	18.70%
High School Graduate	14.80%	-1.90%	16.70%	-8.10%	24.80%	30.90%	-0.40%	31.30%	-1.00%	32.30%	28.50%	-0.10%	28.60%	-1.40%	30.00%
Did Not Graduate High School	4.70%	-1.30%	6.00%	-4.40%	10.40%	11.30%	-5.20%	16.50%	-6.70%	23.20%	14.40%	-5.20%	19.60%	-5.20%	24.80%



Statistical Information and Supplemental Data

Housing Characteristics

City of Novi has 24,069 total housing units and about half of those are one-family detached units.

Structure Type	1990 Census		2000 Census		2010 Census	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
One-Family Detached	6,238	46%	10,059	51%	12,015	50%
One-Family Attached	1,726	13%	1,938	10%	2,604	11%
Two-Family / Duplex	43	0%	95	0%	40	0%
Multi-Unit Apartments	3,671	27%	5,947	30%	8,172	34%
Moble Homes	1,821	13%	1,684	9%	1,238	5%
Other Units	107	1%	-	0%	-	0%
Total Housing Units	13,606	n/a	19,723	n/a	24,069	n/a

	1990	1995	2000	2010	2035
Households	12,747	16,102	18,792	24,286	25,472
Population	33,148	41,595	47,579	55,224	57,344

Housing Tenure	1990 Census		2000 Census		2010 Census	
	Estimate	Percentage	Estimate	Percentage	Estimate	Percentage
Owner Occupied Units	9,311	68%	13,734	70%	15,035	62%
Renter Occupied Units	3,436	25%	5,418	25%	7,282	30%
Vacant Units	859	7%	925	5%	1,969	8%
Total Housing Units	13,606	100%	19,717	100%	24,286	100%
Median Housing Value (in 2010 Dollars)	\$168,866		\$236,800		\$259,656	
Median Contract Rent (in 2010 Dollars)	\$898		\$746		\$944	

Statistical Information and Supplemental Data



Industrial Characteristics

The City of Novi is seeing growth in the industrial sector. Flexible industrial space has become the hallmark of the City's industrial parks, which are filling with a variety of uses. Flex space commonly has an office component to support light manufacturing, research and development, or warehousing in the remainder of the building.



Commercial — Business Characteristics

Novi has always been known as a source of shopping destinations. With Twelve Oaks Mall, the Novi Town Center, West Oaks I & II, Twelve Mile Crossing at Fountainwalk, Westmarket Square, and the Novi Promenade, shoppers come from throughout the region to shop in Novi.

Commercial — Office Characteristics

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



Statistical Information and Supplemental Data

City Millages

The City is the fiduciary for the collection of taxes for Novi, Northville, South Lyon, and Walled Lake School Districts; the related transfer districts; as well as for the State Education Tax, Oakland County, Schoolcraft College, and Oakland County Community College. The photo shows the allocation of your "2015 Property Tax Dollar" for fiscal year 2015-16 (homestead taxpayer).

The City continues to maintain one of the lowest municipal tax rates in Oakland County at 9.95 mils. Property taxes are expressed in terms of millage with one mil being equal to \$1.00 per thousand dollars of taxable value.

City of Novi Homestead Property Tax Rate Information (Novi & OCC School Districts)



Where does your property tax dollar go?
The image above shows the updated allocation of "Your Property Tax Dollar" (homestead taxpayer).



If your homestead's taxable value is \$150,000 and your estimated City taxes are \$1,493 annually, in the data shown above, you will spend:

\$659 **\$324** **\$102** **\$114** **\$56** **\$74** **\$164**

The City of Novi receives 26.3¢ for every property tax dollar paid. The City of Novi overall taxable values continue to fare relatively well (declining less than most), supported by a diverse tax base of residential and other properties, combined with new construction.

Statistical Information and Supplemental Data



2014 Top Ten Property Owners (by Taxable Value)

2014 Rank	Taxpayer	2014 Taxable Value	Percentage of Total
1	Taubman	\$ 52,806,020	1.65%
2	Northern Equities Et al	49,172,110	1.53%
3	Singh Development	43,603,360	1.33%
4	Novi Campus LLC – Fox Run	34,884,280	0.95%
5	International Transmission Co	28,228,540	0.78%
6	Occidental Development Ltd.	27,901,640	0.76%
7	Bowman	27,399,110	0.78%
8	Detroit Edison	26,792,660	0.72%
9	Providence Hospital	20,827,540	0.64%
10	Fountain Walk	14,501,410	0.45%



Statistical Information and Supplemental Data

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

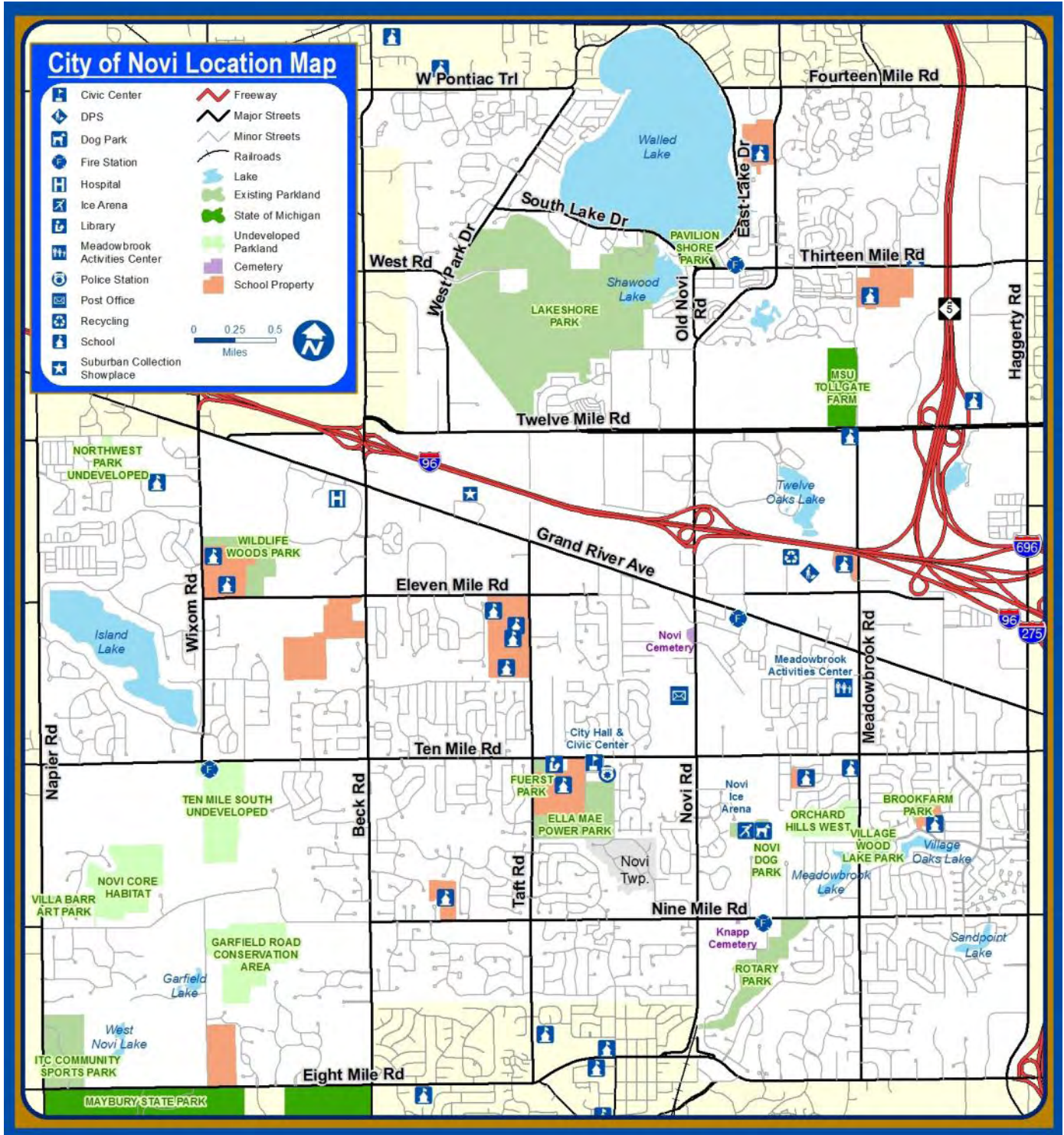
Function/ program	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Election data										
Registered voters	32,301	33,253	35,117	36,320	35,764	36,921	37,366	38,757	39,248	39,341
Voters at polls	4,495	20,612	9,020	19,684	2,887	14,535	3,633	20,484	4,719	14,341
Absentee ballots	2,256	4,500	2,768	8,455	2,212	4,575	2,386	8,765	2,599	5,029
Percent voting	21%	62%	26%	77%	14%	52%	16%	75%	19%	49%
Police										
Part A crimes	2,312	2,077	2,102	2,018	1,868	1,679	1,841	2,048	1,736	1,654
Part B crimes	1,246	1,388	987	721	793	814	627	626	673	622
Injury accidents	248	203	242	264	216	272	288	310	276	295
Property damage	1,986	1,853	1,825	1,737	1,602	1,761	1,631	1,695	1,153	1,037
Moving traffic violations	12,219	11,486	6,813	11,184	11,635	10,167	9,381	10,058	8,487	8,216
Parking violations	437	427	N/A	N/A	512	285	288	199	185	75
Adult arrests	1,780	2,001	1,703	1,987	2,353	2,368	2,082	2,241	2,355	2,574
Juvenile arrests	211	237	189	229	201	213	166	137	142	98
OUJL arrests	380	398	266	369	363	415	335	342	268	164
False alarms	2,677	2,664	2,403	2,275	2,262	2,357	2,090	2,270	2,538	2,164
Fire										
Fire incidents	309	287	266	1,015	134	92	120	112	120	113
Service incidents	1,013	1,207	1,218	567	2,006	1,311	1,249	1,360	1,345	457
Fire inspections conducted	2,291	2,301	2,619	3,049	2,341	2,920	3,557	3,063	2,919	3,108
Medical emergencies	2,424	2,458	2,724	2,766	2,957	3,299	3,169	3,383	3,425	3,811
Paid-on-call staff	54	59	56	68	68	66	68	55	54	39
Parks and recreation										
Youth classes/clinics	248	780	572	715	1,154	1,238	1,544	1,620	1,149	1,584
Adult classes/clinics	106	493	428	213	439	458	414	340	462	1,244
Youth leagues	3,002	3,091	2,983	2,198	2,585	2,371	2,431	2,512	2,471	2,199
Adult leagues	2,146	1,980	2,240	2,394	2,750	4,024	4,120	5,220	5,279	5,300
Summer day camp	431	367	341	339	742	703	668	N/A	334	498
Lakeshore Park vehicle entry	3,502	7,910	10,335	7,065	11,533	9,846	10,822	13,000	15,462	14,391
Lakeshore Park attendance	12,224	17,120	17,777	17,663	28,833	24,615	27,055	32,500	38,655	35,978
Lakeshore Park picnic shelter rental	85	104	163	130	128	98	105	116	125	120
Senior citizens served (1)	64,189	106,522	87,188	78,978	78,432	68,517	76,462	77,759	75,832	79,172
Special event attendance	10,009	9,981	11,413	11,049	12,071	14,311	14,018	17,021	20,028	16,840
Civic Center Rentals	2,700	2,746	2,731	2,116	1,060	1,516	1,492	1,520	1,560	1,058
Civic Center Attendance	86,860	96,503	97,249	81,810	57,519	37,457	35,506	17,021	44,200	33,988
Novi Theaters - Cast	372	284	226	214	206	181	198	253	293	86
Novi Theaters - Audience	6,640	4,929	6,392	4,548	5,041	4,757	4,715	5,454	4,997	1,705
Library (2)										
Items circulated	508,405	544,874	580,438	628,724	556,582	759,021	803,552	800,031	799,475	734,643
Book collections	123,897	126,259	128,711	123,884	137,220	146,187	152,024	151,724	152,236	149,941
Audio/Video/CD collections	12,581	13,805	13,774	13,232	14,295	18,015	20,618	23,507	25,677	27,776
Periodical subscriptions	153	170	179	162	185	215	208	210	242	207
Requests of Information	136,448	158,265	159,485	154,735	171,324	220,427	210,960	N/A	115,392	115,392
Youth Summer Reading	1,698	1,171	1,491	1,491	1,061	1,261	1,338	2,042	2,340	2,584
Program participants	26,160	26,720	35,062	18,772	24,145	34,198	45,572	34,899	40,010	40,901
Visitors	285,777	265,795	269,815	280,560	262,826	371,274	378,571	389,220	401,984	392,047
Interlibrary loans	46,057	55,102	60,182	78,214	67,615	100,342	109,274	109,330	106,250	105,588
Water and Sewer										
Customers:										
Residential	12,306	12,708	12,716	12,641	12,874	12,940	13,191	13,604	13,760	13,946
Commercial	1,108	1,399	1,280	1,287	1,225	1,239	1,254	1,223	1,204	1,259
Water (in thousand gallons):										
Purchased from Detroit	\$ 2,431,591	\$ 2,424,237	\$ 2,402,589	\$ 2,182,409	\$ 2,041,594	\$ 2,166,712	\$ 2,459,402	\$ 2,321,313	\$ 2,216,075	\$ 1,835,567
Sold to residents	\$ 2,256,309	\$ 2,355,938	\$ 2,192,050	\$ 2,079,696	\$ 1,919,763	\$ 2,024,406	\$ 2,109,414	\$ 2,222,787	\$ 2,138,305	\$ 1,811,910
Rates:										
Fixed rate quarterly water charge	-	-	-	-	-	35.00	37.00	40.00	57.00	57.00
Additional usage per 1,000 gallons	2.94	2.94	3.17	3.95	4.06	3.31	3.44	3.86	4.00	4.13
Fixed rate quarterly sewer charge	-	-	-	-	-	5.00	5.00	6.00	6.00	6.00
Sewer (per thousand gallons of water usage)	2.21	2.21	2.32	2.51	2.67	2.90	4.00	4.25	4.00	4.30

(1) The total utilization no longer includes the phone calls and questions fielded by the Novi Senior Center. The June 30, 2008 total is a true reflection of those actually served at the center via programs and services. This tracking methodology will be used for all future years.

(2) This information represents 10 months worth of information. The Library was closed for the months of April and May. The New Library opened on June 1, 2010.

(3) Effective August 1, 2010 the City of Novi adopted a fixed rate structure for water and sewer usage which does not include a minimum consumption charge.

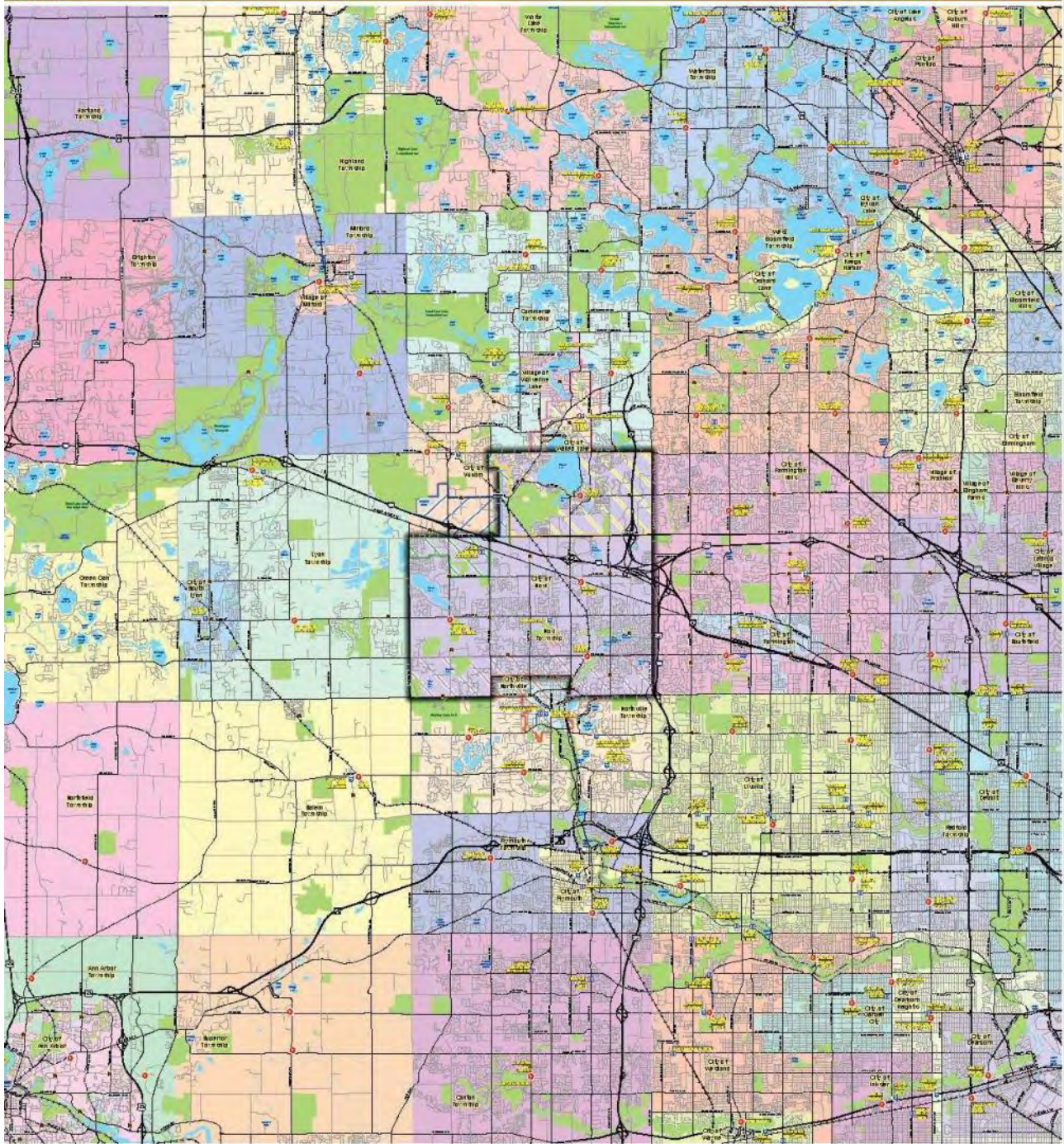
Statistical Information and Supplemental Data





Statistical Information and Supplemental Data

Public Safety Facilities & Resources Serving Southwestern Oakland, Northwestern Wayne, Northeastern Washtenaw Counties



<p>LEGEND</p> <p>Emergency Service Locations</p> <ul style="list-style-type: none"> Fire Station Police Station Public Safety Department Hospital Tornado Sire <p>Mutual Aid Response</p> <ul style="list-style-type: none"> City of Livonia with Novi City of Farmington Hills with Novi City of Westland with Novi Novi with Canton Novi with Farmington Hills Novi with Livonia <p>Transportation</p> <ul style="list-style-type: none"> Interstate and State Highways Major Road Minor Road Water Other 	<p>THE CITY OF NOVI</p> <p>NOVI, MICHIGAN 48375-3000 313.486.1000</p> <p>NOVI, MICHIGAN 48375-3000 313.486.1000</p> <p>MAP PUBLICATION DATE: March 20, 2015</p>	<p>MAP INFORMATION SOURCES</p> <p>City of Novi Geographic Information Services / Information Technology City of Farmington Hills GIS Office / Central Services City of Livonia GIS Office / Information Technology Oakland County GIS Utility / Information Technology Northville Township GIS Office / Community Development Southeast Michigan Council of Governments Washtenaw County GIS Department</p>	<p>MAP INTERPRETATION NOTES</p> <p>The City of Novi adopts ten jurisdictions located in three counties. Mutual aid agreements across our region augment the capabilities each jurisdiction has committed to protect the safety, health, and welfare of the citizens they collectively serve. This map is being developed to inventory the public safety resources and facilities available in the region. This will allow all communities to evaluate the resources when responding to an emergency event.</p> <p>Please contact the City of Novi GIS Office to submit additional facilities and resources which can be incorporated on this map.</p>
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Statistical Information and Supplemental Data



City of Novi and National Comparison: City Demographics for Benchmarking

	Carlsbad, CA	Carv, NC	Greenville, NC	Lewisville, TX	North Richland Hills, TX	Novi, MI	Olathe, KS	Orland Park, IL	Redmond, WA	Rochester Hills, MI	Rock Hill, SC	Roswell, GA
City Size (square miles)	39.1	55.4	26.3	42.5	18.2	31.3	60.4	22.2	16.9	32.9	43.2	42
POPULATION (U.S. Census Bureau)												
2012 Estimate (as of July 1)	109,318	145,693	87,242	99,453	65,290	56,912	130,045	57,392	56,561	72,283	68,094	93,692
% Change (10-12)	3.8%	7.7%	3.2%	4.4%	3.1%	3.1%	3.3%	1.1%	4.5%	1.8%	2.9%	6.1%
2010 Census	105,328	135,234	84,554	95,290	63,343	55,224	125,872	56,767	54,144	70,995	66,154	88,346
% Change (00-10)	34.6%	43.1%	39.8%	22.6%	13.9%	16.1%	35.4%	11.1%	19.6%	3.2%	32.9%	11.4%
2000 Census	78,247	94,536	60,476	77,737	55,635	47,579	92,962	51,077	45,256	68,825	49,765	79,334
1990 Census	63,126	43,858	44,972	46,521	45,895	32,998	63,352	35,720	35,800	61,766	41,643	47,923
% Change (90-00)	24.0%	115.6%	34.5%	67.1%	21.2%	44.2%	46.7%	43.0%	26.4%	11.4%	19.5%	65.5%
DEMOGRAPHICS (2010-2012 American Community Survey)												
Median Age	41.2	36.2	25.8	32.2	37.5	39.6	33.8	45.1	34.7	41.0	31.9	39.3
School Age Children (5 to 19)	19,575	31,451	18,415	19,385	12,096	11,818	29,806	10,661	8,201	14,133	14,136	18,166
	18.2%	22.3%	21.4%	19.9%	18.7%	21.1%	23.2%	18.7%	14.7%	19.8%	21.0%	19.9%
Senior Citizens (65 & over)	16,155	11,615	6,505	7,092	7,748	7,267	9,361	11,050	5,294	9,690	6,790	10,799
	15.0%	8.2%	7.5%	7.3%	12.0%	13.0%	7.3%	19.4%	9.6%	13.5%	10.1%	11.8%
Race -- White	91,034	101,728	49,241	72,350	55,280	40,756	110,159	51,356	35,642	59,495	36,641	73,184
	84.6%	72.2%	57.2%	74.3%	85.9%	72.7%	85.9%	89.9%	64.2%	83.0%	54.4%	80.2%
Race -- Black or African American	1,621	10,539	31,150	7,864	2,921	4,013	6,615	1,595	870	3,576	26,495	9,816
	1.5%	7.5%	36.2%	8.1%	4.5%	7.2%	5.2%	2.8%	1.6%	5.0%	39.3%	10.8%
Race -- Asian	8,283	18,756	2,429	8,264	1,660	9,323	5,997	3,000	14,829	6,772	969	4,276
	7.7%	13.3%	2.8%	8.5%	2.6%	16.6%	4.7%	5.3%	26.7%	9.5%	1.4%	4.7%
Race -- Hispanic or Latino (of any race)	14,365	13,759	3,087	30,103	11,123	1,093	13,282	2,917	4,522	2,201	3,552	12,245
	13.3%	9.8%	3.6%	30.9%	17.3%	2.0%	10.4%	5.1%	8.1%	3.1%	5.3%	13.4%
HOUSING AND EDUCATION (2010-2012 American Community Survey)												
% Owner Occupied Units	61.3%	69.1%	37.7%	44.3%	63.1%	64.6%	73.2%	88.5%	51.8%	76.7%	51.3%	67.2%
Average Family Size	3.1	3.26	3.03	3.18	3.18	3.14	3.30	3.23	2.95	3.11	3.07	3.23
Median Household Income (2012 dollars)	\$ 78,085	\$ 89,139	\$ 33,439	\$ 56,020	\$ 60,849	\$ 76,462	\$ 75,476	\$ 73,384	\$ 95,249	\$ 75,419	\$ 40,551	\$ 76,291
Median Home Value	\$ 606,100	\$ 305,600	\$ 153,100	\$ 154,400	\$ 142,300	\$ 224,800	\$ 193,000	\$ 279,600	\$ 442,300	\$ 203,300	\$ 132,000	\$ 284,700
Median Gross Rent	\$ 1,612	\$ 944	\$ 711	\$ 910	\$ 877	\$ 988	\$ 876	\$ 1,009	\$ 1,356	\$ 1,051	\$ 756	\$ 978
Average Commute Length	28.6	22.5	17.2	24.8	26.3	26.4	21.1	33.5	20.1	26.7	22.3	27
% College Degree	50.9%	60.40%	37.2%	29.9%	29.6%	54.1%	44.6%	40.30%	59.9%	49.0%	27.8%	55.0%
% Homes Built Since 1980	65.0%	83.7%	72.0%	80.9%	58.9%	69.9%	70.9%	66.2%	63.7%	51.4%	60.9%	72.1%
ECONOMIC CHARACTERISTICS (2007 ECONOMIC CENSUS DATA)												
# of Manufacturing Establishments	178	75	39	99	22	80	110	41	147	104	57	57
# of Manufacturing Employees	11,834	1,808	2,412	2,834	832	2,211	5,447	1,477	9,662	3,147	3,000	694
# of Retail Trade Establishments	513	524	457	446	190	359	408	398	260	255	320	386
# of Retail Trade Employees	8,049	9,274	6,652	8,523	4,220	6,845	7,408	8,924	4,178	5,071	4,361	5,589
# of Professional, Scientific & Technical Service Establishments	763	809	221	216	112	274	359	241	353	253	169	792
# of Professional, Scientific & Technical Service Employees	5,143	Not Available	1,223	Not Available	383	4,007	Not Available	1,078	4,161	3,209	932	7,311
# of Health Care & Social Assistance Establishments	240	414	322	244	132	220	253	268	196	284	211	369
# of Health Care & Social Assistance Employees	2,630	6,049	Not Available	3,844	2,256	4,470	5,405	2,934	3,361	3,470	5,270	5,811
# of Accommodation & Food Service Establishments	220	322	252	217	110	151	225	156	257	121	170	239
# of Accommodation & Food Service Employees	6,891	6,654	6,365	4,751	2,639	3,825	5,329	4,138	4,434	Not Available	3,829	3,862



Statistical Information and Supplemental Data

Glossary

The Annual Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget Document in understanding these terms, this glossary has been included.

Accrual Basis of Accounting: A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Activity: Cost center within a fund or department to which specific expenses are to be allocated.

Ad Valorem: Tax imposed at a percentage rate of the value as stated.

ADA: Abbreviation for Americans with Disabilities Act.

Appropriation: An authorization made by the City Council, which permits officials to incur obligations against, and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation: The estimated value placed upon real and personal property by the City Assessor. Assessed value is required to be at 50% of true cash value.

Assets: Property owned by the City, which has monetary value.

Audit: A systematic examination of resource utilization concluding in a written report. It is a test of management's internal controls and is intended to ascertain whether financial statements fairly present financial positions and results of operations;

- Test whether transactions have been legally performed;
- Identify areas for possible improvements in accounting practices and procedures;
- Ascertain whether transactions have been recorded accurately and consistently;
- Ascertain the stewardship of officials responsible for governmental resources.

BAR: Abbreviation for budget amendment request.

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

Bond (Debt Instrument): A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital improvements.

Statistical Information and Supplemental Data



Budget (Operating): A plan of financial operations embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceiling under which the City and its departments operate.

Budget Calendar: The schedule of key dates or milestones that the City follows in the preparation and adoption of the budget.

Budgetary Control: The level at which expenditures cannot legally exceed the appropriated amounts.

Budgeted Funds: Funds that are planned for certain uses. The budget document that is submitted for Council approval is composed of budgeted funds.

Budget Message (City Manager's): Initially, a general discussion of the proposed budget document presented in writing as a supplement to the budget document. The budget message explains principle budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager. Subsequent to adoption this document is updated to reflect changes made during City Council deliberations.

CAFR: Abbreviation for Comprehensive Annual Financial Report.

Capital Outlay: A disbursement of money, which results in the acquisition of or addition to fixed assets. The item must have a purchase price greater than \$5,000 and have a useful life of more than one year.

Cash Management: The management of cash necessary to pay government services while investing idle cash in order to earn interest. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds safely in order to achieve the highest interest on temporary cash balances.

CIP: Abbreviation for Capital Improvement Program.

Contingency: An estimated amount of funds needed for deficiency or emergency purposes. An annual appropriation to cover short falls in revenue and/or underestimation of expenditures. Under Michigan law, to be used contingencies must be moved to a more distinctive appropriation by a budget amendment.

Contractual Services: Items of expenditure from services that the City receives from an outside company. Heating and cooling mechanical services, maintenance, custodial services and support for the City owned telephone systems are examples of contractual services.

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



Statistical Information and Supplemental Data

CPM: Acronym for the Center for Performance Measurement. The International City/County Manager's Association (ICMA) CPM has been in existence since 1994 to assist local governments in improving the quality, effectiveness, and efficiency of public services through the collection, reporting, analysis, and application of performance information. CPM measures performance across 18 categories and currently has 191 members.

Current Taxes: Taxes that are levied and due within one year.

CVTRS: Abbreviation for City, Village, and Township Revenue Sharing program.

DARE: Abbreviation for Drug Abuse Resistance Education.

Debt Service: The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Department: A major administrative division of the City, which indicates overall management responsibility for an operation of a group of related operations within a functional area.

Depreciation: That portion of the cost of a capital asset, used during the year to provide service.

DWSD: Abbreviation for Detroit Water and Sewerage Department.

Enterprise Fund: A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise funds are established for services such as water and sewer.

Estimated Revenue: The amount of projected revenue to be collected during the fiscal year.

Expenditure: The cost of goods delivered and services rendered, whether paid or unpaid.

Expense: The cost of goods delivered and services rendered, whether paid or unpaid in the Enterprise Funds.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance: The excess of an entity's assets over liabilities. A negative fund balance is sometimes called a deficit.

GAAP: Abbreviation for Generally Accepted Accounting Principles.

GASB: The Governmental Accounting Standards Board, which provides direction in accounting and reporting requirements for units of government.

Statistical Information and Supplemental Data



General Fund: The largest fund within the City, the General Fund accounts for most of the financial resources of the government that may be used for any lawful purpose. General Fund revenues include property taxes, licenses and permits, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, public works and general administration.

General Obligation Bonds: When the City pledges its full faith and credit to the repayment of the bonds it issues, those bonds are general obligation (G.O.) bonds. Issuance of these bonds requires a citywide election and is usually repaid by an ad valorem property tax levy.

GFOA: Acronym for Government Finance Officers Association. The purpose of the GFOA is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

GIS: Abbreviation for Geographic Information System.

Headlee Amendment: The Headlee Amendment places an upper limit on the total amount of property taxes a city can collect in the fiscal year. This constitutional amendment limits the growth in taxable value attributed to market adjustment (excluding new construction) to the growth in the consumer price index (CPI). If this situation occurs, the operating millages, which are applied to the taxable value, must be reduced to compensate for any increase in excess of the CPI.

Headlee Override: A Headlee override is a vote by the electors to return the millage to the amount originally authorized via charter, state statute, or a vote of the people, and is necessary to counteract the effects of the Headlee Rollback.

Headlee Rollback: The term Headlee Rollback became part of municipal finance lexicon in 1978 with the passage of the Headlee Amendment to the Constitution of the State of Michigan of 1963. The Headlee Amendment requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation (IRM-CPI). As a consequence, the local unit's millage rate is "rolled back" so that the resulting growth in property tax revenue, community-wide, is not more than the rate of inflation.

Inflation Rate Multiplier (IRM): State of Michigan term for CPI computation in the Headlee computation.

Investment: Securities purchased and held for the production of income in the form of interest.

ISO: Abbreviation for Insurance Service Office. The ISO rating is a national standard with a 1 to 10 rating scale: 1 is the best and 10 is the lowest possible rating. ISO ratings are a factor in insurance rates charged to homeowners and businesses.

Liabilities: Debt or other legal obligations arising out of transactions in the past, which must be liquidated, renewed or refunded at some future date. The term does not include encumbrances.



Statistical Information and Supplemental Data

Litigation: The process of taking an argument between people or groups to a court of law.

Long Term Debt: Debt with a maturity of more than one year.

Maturities: The date on which the principal or stated values of investments or debt obligation mature and may be reclaimed.

MERS: The Michigan Municipal Employees Retirement System is a multiple- employer statewide public employee retirement plan created to provide retirement and survivor and disability benefits to local government employees.

Millage: A rate (as of taxation) expressed in mills per dollar.

MIOSHA: Abbreviation for Michigan Occupational Safety and Health Administration.

MLGBC: Acronym for the Michigan Local Government Benchmarking Consortium. MLGBC is a program designed to bring together cities, townships, villages and counties from across Michigan and produce meaningful and relevant performance measures for the purpose of benchmarking and multijurisdictional performance comparisons. Performance measures cover 14 service areas and currently have 43 members.

Modified Accrual Basis of Accounting: Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar obligations, which should be recognized when due.

OPEB: Abbreviation for Other Post-Employment Benefits.

Other Charges: An expenditure object within an activity, which includes professional services, utilities, rents, and training for example.

PASER: Abbreviation for Pavement Surface Evaluation and Rating System.

Per Capita Basis: Per unit population.

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

PRV: Pressure Reducing Valve for maintaining water pressure levels.

Revenue: An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in an enterprise.

RCOC: Abbreviation for the Road Commission for Oakland County.

Statistical Information and Supplemental Data



RRASOC: Abbreviation for Regional Recycling Authority of South Oakland County.

SEMCOG: South East Michigan Council of Governments.

SEV: Abbreviation for State Equalized Value.

Special Assessment Fund: Special Assessment Funds are used to account for the construction and financing of public improvements benefiting a limited number of properties. Assessments are repaid over a number of years with interest.

Supplies: An expenditure object within an activity that includes all supplies that have a useful life of less than one year and/or a purchase price of less than \$1,000 dollars.

STPU: Surface Transportation Program – Urban.

SWOCC: Southwester Oakland Cable Commission in which the City is a member of this joint venture with the cities of Farmington and Farmington Hills.

Taxable Value: This is a value used as a base for levying property taxes. It was established by a state constitutional amendment. Taxable value limits increases in value attributed to market adjustment. The increase is limited to the lesser of the actual increase, the rate of inflation as established by the consumer price index, or 5%. When property changes ownership, the value returns to 50% of true cash value.

Transfers In/Out: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

Trust and Agency Fund: Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds.

Venture Team: Team to start up business, secure financing, and execute a business plan.

Water and Sewer Fund: This enterprise fund is used to account for the provision of water and sewer services to the customer financed primarily by user charges.



Statistical Information and Supplemental Data

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Resolution of Adoption 2016 Millage Rates

WHEREAS, the City Council has agreed to reduce the City's total millage rate from last year (2015) total of 10.2000 mills to 9.9500 mills, and

WHEREAS, that these levies are being placed on a diversified tax base that has increased slightly as anticipated in the financial plan, and

WHEREAS, a public hearing was also held on April 18, 2016 on 2016 millage rates and the 2016-2017 budget,

NOW, THEREFORE, BE IT RESOLVED, that to finance the level of services established for the 2016-2017 fiscal-year, and to meet specific debt obligations of the City that the following millages are authorized to be spread:

General Operating	4.9925
Municipal Street	1.4923
Public Safety	1.4208
Parks and Recreation	0.3836
Drain	0.2120
Library	0.7678
2002 Streets & Refunding Debt	0.2270
2008 Library Construction Debt	<u>0.4540</u>
	<u>9.9500</u>

I certify that the foregoing is a true and complete copy of a Resolution adopted by the City Council of the City of Novi at a regular Meeting held on this 18th day of April 2016.



Maryanne Cornelius, City Clerk



Resolutions

Resolution of Adoption Fiscal-Year 2016-2017 Budget and Acknowledging the Multi-Year Budget Including Projections of Future Fiscal-Years 2017-2018 and 2018-2019

WHEREAS, the City Manager's recommended budget is based upon the January 11, 2016 City Council early budget input session where City Council's strategic themes were discussed, and the December 21, 2015 property tax projection presentation to City Council, and

WHEREAS, this budget has incorporated the CIP plan as approved by the City's Planning Commission at the public hearing held on February 24, 2016, and

WHEREAS, pursuant to Section 8.3 of the Novi City Charter, a detailed revenue and expenditure plan has been presented in accordance with all applicable City, State and Federal Statutes, and

WHEREAS, a public hearing was also held on April 18, 2016 on the proposed budget, and

WHEREAS, this budget takes into consideration the City's Multi-Year Budget and financial planning through fiscal-year 2018-2019, and

NOW, THEREFORE, BE IT RESOLVED, that the fiscal year 2016-17 attached budget is adopted and that the City Council acknowledges the Multi-Year Budget, Including Projections of Future Fiscal-Years 2017-2018 and 2018-2019 as part of this resolution.

I certify that the foregoing is a true and complete copy of a Resolution adopted by the City Council of the City of Novi at a regular Meeting held on this 18th day of April 2016.


Maryanne Cornelius, City Clerk



ANNUAL BUDGET
AND FINANCIAL PLAN

45175 TEN MILE ROAD
NOVI, MICHIGAN 48375

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