



2020: LEADING THROUGH CHANGE

STAYING PURPOSE DRIVEN

“Leaders rarely think in terms of boundaries but in terms of opportunity”
- Chip Snider,
Northville Township Manager

Citizen's Guide to the Budget

Introduction: *The purpose of this section is to explain to the reader the format and information presented in the 2020 budget document.*

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

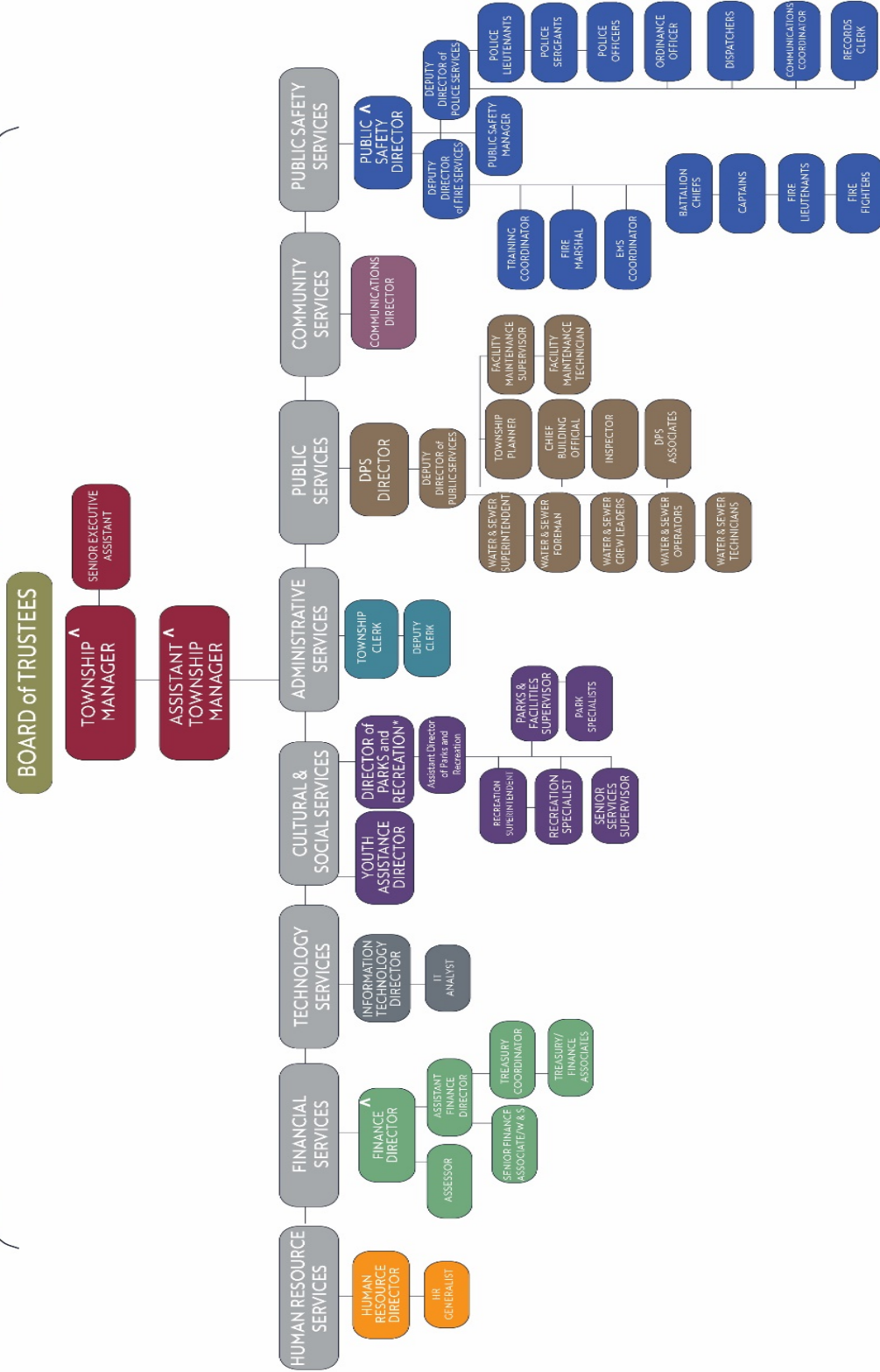
Budget Document

The budget document consists of the following sections:

- The **Township Manager's Budget Message** highlights the program strategies and budget plan priorities.
 - The **Budget Overview** provides a summary of the budget including a Financial Overview and review of the Financial and Budget Policies.
 - The **Multi-Year Budget** illustrates the Township's three-year budget plan.
 - The **Budget Program Categories** section includes the following program categories: Public Safety, Fiscally-Responsible Government and Citizen-Focused Government.
 - The **Capital Improvements Program** section provides a listing of capital improvement projects for the upcoming fiscal year as well as for the next five years.
 - The **Budget Summary** (General Fund, Special Revenue Funds, Debt Service, Capital Projects Fund, and Enterprise Funds) sections present the operating budgets for the Township's various departments. These presentations include an Overview of the department as well as 2019 *Significant Accomplishments*.
 - The **Appendices** have been included to provide additional information pertaining to the Township of Northville that may be of interest to the reader of the budget document. Included in these sections are: Township Board Resolutions, Statistical information and a Glossary of budget and financial terms.
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Northville Township Organizational Chart

CITIZENS OF NORTHVILLE TOWNSHIP



NORTHVILLE TOWNSHIP'S LEADERSHIP TEAM ORGANIZATION CHART 2020

^ CURRENTLY A SHARED POSITION

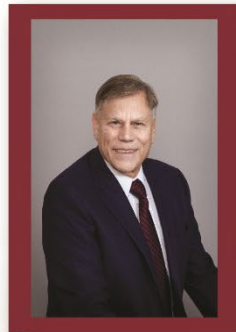
* THE NORTHVILLE PARKS AND RECREATION COMMISSION IS A SHARED SERVICE PROVIDED THROUGH AN AGREEMENT BETWEEN THE CHARTER TOWNSHIP OF NORTHVILLE AND THE CITY OF NORTHVILLE AND HAS A SEPARATELY ISSUED BUDGET



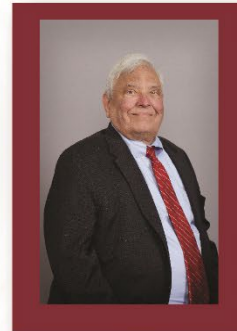
BOARD OF TRUSTEES



CLERK
MARJORIE BANNER



TOWNSHIP SUPERVISOR
ROBERT R. NIX II



TREASURER
FRED SHADKO



TRUSTEE
SCOTT FRUSH



TRUSTEE
SYMANTHA HEATH



TRUSTEE
MINDY HERRMANN



TRUSTEE
CHRISTOPHER ROOSEN

<http://www.northvillemich.com/index.aspx>

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

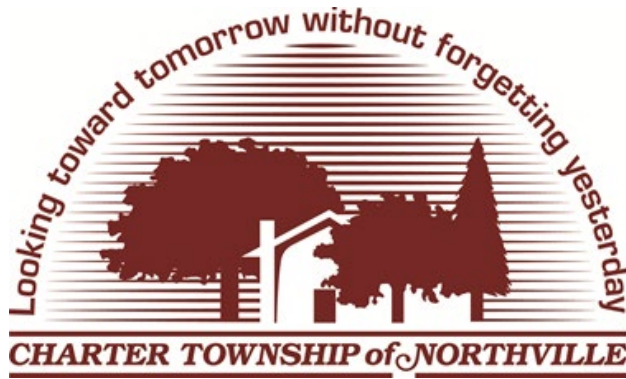
**Charter Township of Northville
Michigan**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director



FISCAL YEAR 2020 BUDGET MESSAGE

Honorable Supervisor Nix and Township Board Members:

Transmitted for your consideration, please find the 2020 Annual Budget and Financial Plan for the Charter Township of Northville.

STAYING PURPOSE DRIVEN

“Purpose Powers Performance” – When people feel respected in an organization, extraordinary things can be accomplished. We understand in Northville Township how important our purpose and contributions are to this organization. We care about making a difference. The continued collaboration between our Board of Trustees and Directors serves as a vital link to provide insight into how policy decisions made today have significant financial ramifications well into the future.

The Government Finance Officers Association's executive board approved a best practice on long-term financial planning. It says: *“Financial planning uses forecasts to provide awareness of future financial issues so that strategies can be developed to achieve long-term sustainability in light of the government's service objectives and financial challenges.”*

The Board's continued commitment to long-term financial planning has served as an important planning tool in developing policies that guide in the Board's decision making process and were established to ensure:

- Reserves aren't used to fund recurring expenditures therefore prohibiting unsustainable uses of fund balance.
- Strategic long-term policy decisions are properly identified.
- Capital improvement projects are carefully planned and funded.

Managing the Township's Long-Term Legacy Costs

Northville Township is proud of our track record of working together with employees to establish long-range plans and sustainable benefits.

The fundamental financial objective of the Township is to effectively manage and fund the long-term costs for both its defined benefit pension and retiree health care plan. To ensure sustainability, the target funded ratio for public pensions based on a recent Government Finance Officers Association industry best practice recommends that public officials and associated trustees should, at a minimum, adopt a funding policy with a target funded ratio of 100% or more (full funding).

During 2018, the Township Board approved amendments to the Defined Benefit Pension Plan administered by MERS for Police, Fire and AFSME Water & Sewer employees. These amendments eliminated \$6.4 million of unfunded pension liability. To accelerate to a 100% funding ratio, the Township contributed \$7.8 million to MERS, in addition to the required minimum pension contributions. As a result of these actions, the Township's funding ratio as of the December 31, 2018 MERS actuarial valuation was 101%.

Constitutional Tax Limitations - Headlee Amendment Reduction to 2019 Authorized Millage Rates

- In addition to the cap on the increase to a property's taxable value, the Headlee Amendment of the State Constitution can also reduce the amount of operating millages allowed by Township Law. This amendment limits the growth in property tax revenue from existing property to the rate of inflation. It accomplishes this by reducing millage rates proportionally by the amount that market changes exceed the State's inflation rate multiplier.

How has the Headlee Amendment impacted Northville Township?

Township revenues have sustained a cumulative shortfall of \$5.4 million in property tax revenue as a result of Headlee rollbacks since 2014.

The Township must balance its service delivery within available resources. The 2020 budget funds 114 full and one permanent part-time staffing count. The Township's overall workforce has been reduced by 13.5 full-time positions or 11% since 2008. During 2019, the Township's Public Safety division restored the total number of sworn officers back to 35. Northville Township's Fire Department has also restored the position of EMS Coordinator to its staffing levels.

Northville Township was recognized once again by the Government Finance Officers Association with the Distinguished Budget Presentation Award for the fifth straight year in a row. Out of the nearly 1,800 cities, villages and townships in Michigan, Northville Township is one of only 26 in the state to receive this prestigious award. This national award represents the highest form of recognition in governmental budgeting. Its attainment reflects the commitment of the Township Board and management to meet the highest principles in governmental budgeting. The Board's vision to set in writing the **framework** for the overall fiscal management of the Township was instrumental in assuring the highest standards of financial stewardship are followed. The Board sets the bar for excellence and promoting transparency in public finance.

Having the **vision** to set the framework for the overall fiscal management of the Township and the courage to stay on course

For 2020, Northville Township's financial plan includes:

An overall budget of \$39.9 million consisting of:

- Water & Sewer Fund operations totaling \$14.1 million.
- General Government expenditures totaling \$25.8 million.
- The 2020 Budget **does not increase the 2019 total millage rate – It remains unchanged** at 8.6564 mills. This represents the sixth consecutive year the total Township millage rate remains unchanged.
- 2020 General Government expenditures totaling \$25.8 million are proposed to increase overall by 2.8% from the 2019 Amended Budget.

All of the programs, activities and projects that we engage in today form the foundation for our Township's future. By maintaining a strong public safety program, a financially sound infrastructure plan, responsive internal systems and quality development standards, we will continue to make Northville Township's future strong and vibrant.

The annual operating, capital budgets and multi-year budget plans could not have been prepared without the dedicated service of each Director and their staff. Each and every individual who contributed to the process and production has my deepest appreciation.

Charter Township of Northville, Michigan
FISCAL YEAR 2020 BUDGET CALENDAR

<u>Date/Deadline</u>	<u>Objective/Deliverable</u>
March 13, 2019	Transmittal of Capital Improvements Program (CIP) Preparation Manual to Departments
March 25, 2019	Transmittal of Budget Preparation Manual and mid-year fiscal 2018 Budget estimate material to departments
June 7, 2019	CIP submittals due from departments
June 12, 2019	Deadline for departments to provide revenue and expenditure estimates for fiscal 2018 through the remainder of the fiscal year (operations and capital)
July 1, 2019	Deadline for submission of fiscal 2019 departmental Operating Budget, Service Improvement Requests, Part-time & Seasonal Requests and Department Narratives and Significant Accomplishments
July 8 - 12, 2019	Finance staff review of Revenue and Expenditure estimates, Operating Budget, Service Improvement, Capital Outlay and Vehicle requests, and submittal to Township Manager's Office
July-19	Township Manager's review of budget requests with the following departments:
July 18, 2019	Public Safety
July 22, 2019	Clerk's Office/Youth Assistance
July 23, 2019	Human Resources/Treasurer's Office/Information Technology
July 24, 2019	Planning/Building Division/Facility Maintenance
July 25, 2019	Parks, Recreation and Senior Services
July 26, 2019	Water & Sewer
August 1 - 31, 2019	Staff compiles draft budget and prepares Budget Transmittal Message and narrative for program budget sections
September 19, 2019	Township Manager submits Proposed Budget to Township Board
September 24, 2019	Public hearing on Capital Improvements Program, Planning Commission and CIP adoption
September 27, 2019	Executive Board meeting
October 10, 2019	Budget Study Session and Public Hearing
October 17, 2019	Public Hearing on Budget
October 17, 2019	Township Board adopts Budget and approves tax levy
October 18, 2019	Staff publishes final Adopted Budget document and CIP Program
December 19, 2019	Staff proposes and Township Board reviews and approves fiscal 2018 year-end 4th quarter budget amendment, if needed
January 1, 2020	Fiscal year 2020 begins

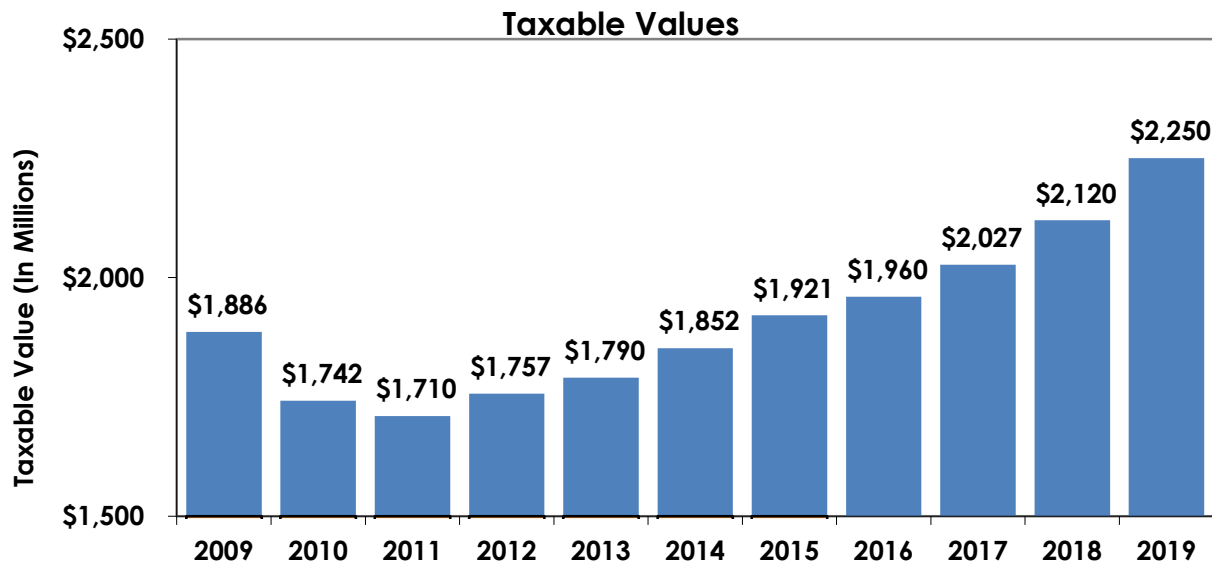
Governmental Funds Revenue & Expenditures

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 Township. 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 refers to properties that change 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 (including captured values for property located within the Township's Brownfield properties):

Tax Year	Taxable Value (in millions)	% Change
2009	\$ 1,886	-7.4%
2010	\$ 1,742	-7.6%
2011	\$ 1,710	-1.8%
2012	\$ 1,757	2.7%
2013	\$ 1,790	1.9%
2014	\$ 1,852	3.5%
2015	\$ 1,921	3.7%
2016	\$ 1,960	2.1%
2017	\$ 2,027	3.4%
2018	\$ 2,120	4.5%
2019	\$ 2,250	6.2%



Personal Property Tax Repeal

On August 5, 2014, voters in the State of Michigan approved changes to personal property taxation. The new law exempts small businesses (as defined below) from personal property tax beginning January 1, 2014. It also starts to exempt certain industrial personal property beginning January 1, 2017.

“Small Business Exemption”

Businesses with personal property having a true cash value of less than \$80,000 in a particular assessing jurisdiction can claim a personal property exemption for that property. If a business or a related entity owned, leased or was in possession of personal property with a cumulative true cash value of \$80,000 or more in that jurisdiction, they do not qualify for the exemption.

Personal Property Tax Phase Out

The phase out of the personal property tax on industrial equipment began in 2017. This exempt equipment is referred to as “Eligible Manufacturing Personal Property” (*the term refers to all personal property located on real property where that personal property is used more than 50% of the time in industrial processing or in supporting industrial processes*). All Eligible Manufacturing Personal Property placed into service after December 31, 2012 will become 100% exempt in 2017. Going forward, any Eligible Manufacturing Personal Property in place for at least 10 years also will be exempt (*see table 1 for schedule*). As a result, in each tax year after 2017 a new year of Eligible Manufacturing Personal Property will become exempt until all Eligible Manufacturing Personal Property is exempt by 2023.

TABLE 1. Personal Property Tax Phase Out

A. Small Business Personal

If commercial or industrial personal property owned or under control of a business within a city or township is worth a total of \$80,000 or less, the personal property is 100% exempt beginning in 2014.

B. Eligible Manufacturing Personal Property

Purchase Period*	Status
Purchased by first owner after 2012	100% exempt beginning in 2017
Purchased by first owner before 2006	100% exempt beginning in 2017
Purchased by first owner in 2006 through 2012	100% exempt when equipment becomes 10 years-old

* Note: The exempt status is based on the year the equipment was first purchased by its first owner, not necessarily the current owner.

Local Government Reimbursements of Lost Personal Property Tax Revenue

Businesses claiming the eligible manufacturing personal property tax exemption will be subject to a statewide special assessment to fund essential services levied by local governments. The legislation includes a prioritization for the reimbursement and prescribes that affected schools and local units of government are to be first reimbursed for 100% of any revenue losses attributable to:

- School operating, debt, and sinking fund/recreation millages;
- Intermediate school district (ISD) debt and operating millages;
- All losses to tax increment financing authorities (TIFA);
- All losses attributable to the small personal property holder exemption;
- Losses associated with revenue used to finance “essential services” – defined as police, fire, and ambulance services as well as jail operations.

Reimbursement for other millages are prorated and may be less than or more than 100%:

- Beginning for calendar year 2019 personal property tax losses, municipality (other than local school district, ISD, or TIFA) reimbursement is based on the proportionate share of total acquisition cost of all eligible manufacturing personal property statewide based on the Local Community Stabilization share (LCSS) revenue available for this distribution. This distribution type will phase-in 5% a year starting in calendar year 2019.
- For calendar year 2016 to calendar year 2037, municipality (other than local school district, ISD, or TIFA) reimbursement for remaining qualified loss prorated based on the LCSS revenue available for this distribution. This distribution type will phase-out 5% a year starting in calendar year 2019.

Future personal property revenue replacement for local units of government will be contingent on the ability of the State to meet the required revenue targets.

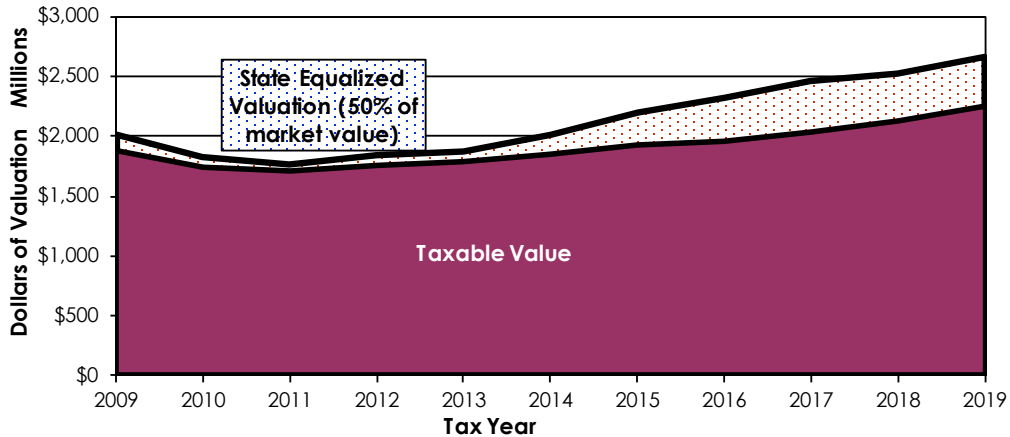
Fiscal Impact to Northville Township

Effective December 1, 2015, eligible manufacturing personal property that had been previously subject to the tax for ten years or more became exempt resulting in a cumulative loss to the Township of approximately \$231,000 in property tax revenue. Of this loss, only approximate \$143,000 has been reimbursed to the Township from the State. Over 70% of the personal property tax loss directly impacts funding for the Township's public safety operations.

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	
2009	\$2,006,440,913	-11.0%	\$1,886,033,923	-7.4%	94.0%
2010	\$1,817,710,850	-9.4%	\$1,742,126,090	-7.6%	95.8%
2011	\$1,764,076,740	-3.0%	\$1,710,015,057	-1.8%	96.9%
2012	\$1,836,113,250	4.1%	\$1,756,604,647	2.7%	95.7%
2013	\$1,867,281,729	1.7%	\$1,789,766,930	1.9%	95.8%
2014	\$2,014,863,081	7.9%	\$1,851,705,894	3.5%	91.9%
2015	\$2,200,717,244	9.2%	\$1,920,733,524	3.7%	87.3%
2016	\$2,320,473,362	5.4%	\$1,960,233,966	2.1%	84.5%
2017	\$2,452,109,475	5.7%	\$2,027,694,082	3.4%	82.7%
2018	\$2,515,166,900	2.6%	\$2,119,808,105	4.5%	84.3%
2019	\$2,660,103,904	5.8%	\$2,250,230,027	6.2%	84.6%

Ten Year Taxable Value Compared to State Equalized Valuation - Northville Township, 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 uncapped to the SEV. Northville Township'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 Northville Township 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).

Constitutional Tax Limitations - Headlee Amendment

The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by Township Law. 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. For fiscal year 2020, the maximum authorized millage rates have been reduced by the Headlee tax formula as follows:

Nothville Township - 2019 TAXABLE VALUES AND MILLAGE RATES

For 2020 Fiscal Year (2019 Tax Year)

P.A.35 (HEADLEE) AND PROPOSAL A		REAL	PERSONAL	TOTAL
Beginning taxable value		\$ 2,056,768,710	\$ 63,039,395	\$2,119,808,105
Additions		39,326,645	16,405,900	55,732,545
Losses		(2,047,033)	(2,952,900)	(4,999,933)
Adjustment		83,663,685	(3,974,375)	79,689,310
Ending taxable value		<u>\$ 2,177,712,007</u>	<u>\$ 72,518,020</u>	<u>\$ 2,250,230,027</u>
		2019		2020
		FISCAL YEAR		FISCAL YEAR
USEABLE TAX BASE				
Taxable value			\$2,119,808,105	\$ 2,250,230,027
Brownfield adjustment			(23,433,717)	(38,851,118)
Allowance for Board of Review & State Tax Tribunal			(592,586)	(3,962,026)
TAXABLE VALUE as adjusted			<u>\$2,095,781,802</u>	<u>\$ 2,207,416,883</u>
PA 86 of 2014, taxable value to determine debt millage (associated with the Small Business Personal Property Exemption)				\$ 2,257,816,507

HEADLEE FORMULA						2019 Millage Reduction Fraction
Beginning taxable balance	P.A.35 losses	Adjusted balance	Inflation rate multiplier	Increase in inflation rate multiplier	2019 Millage Reduction Fraction	
\$ 2,119,808,105	\$ (4,999,933)	\$ 2,114,808,172	X	2.400%	\$ 2,165,563,568	0.9868
\$ 2,250,230,027	\$ (55,732,545)	\$ 2,194,497,482			\$ 2,194,497,482	
Ending taxable	P.A.35 additions	Adjusted balance				

CHARTER TOWNSHIP OF NORTHVILLE, MICHIGAN MILLAGE RATES, HEADLEE MAXIMUM RATES AND 2018 TAX LEVY

	MAXIMUM LEVY	HEADLEE		2019 LEVY	REMAINING CAPACITY
		2018 Allowable Levy	Millage Reduction Fraction		
OPERATING FUNDS					
GENERAL OPERATING	\$ 1.0000	\$ 0.6642	0.9868	0.6554	\$ -
PUBLIC SAFETY	6.2500	6.0917	0.9868 *	6.0112	\$ -
SHARED SERVICES	0.7574	0.7381	0.9868 *	0.7283	\$ -
GENERAL VOTED OPERATING	0.1176	0.1144	0.9868 *	0.1128	\$ -
DEBT SERVICE FUNDS					
SEVEN MILE PROPERTY DEBT SERVICE	N/A	N/A	N/A	1.1487	Last Year of Payments 2029
				<u>\$ 8.6564</u>	
OPERATING FUNDS		MILLAGE		REVENUE	REMAINING CAPACITY
	2018	2019	CHANGE		
GENERAL OPERATING	0.6642	0.6554	(0.0088)	\$ 1,447,000	\$ -
PUBLIC SAFETY	6.0917	6.0112	(0.0805)	13,269,000	\$ -
SHARED SERVICES	0.7381	0.7283	(0.0098)	1,608,000	\$ -
GENERAL VOTED OPERATING	0.1144	0.1128	(0.0016)	249,000	\$ -
	<u>7.6084</u>	<u>7.5077</u>	<u>(0.1007)</u>		
DEBT SERVICE FUNDS					
SEVEN MILE PROPERTY DEBT SERVICE	1.0480	1.1487	0.1007	2,594,000	
	<u>1.0480</u>	<u>1.1487</u>	<u>0.1007</u>		
Total	<u>8.6564</u>	<u>8.6564</u>	<u>(0.0000)</u>	<u>\$ 19,167,000</u>	

* MCL 211.7d(9) states:

(9) The millage reduction shall be determined separately for authorized millage approved by the voters. The limitation on millage authorized by the voters on or before April 30 of a year shall be calculated beginning with the millage reduction fraction for that year. Millage authorized by the voters after April 30 shall not be subject to a millage reduction until the year following the voter authorization which shall be calculated beginning with the millage reduction fraction for the year following the authorization. The first millage reduction fraction used in calculating the limitation on millage approved by the voters after January 1, 1979 shall not exceed 1.

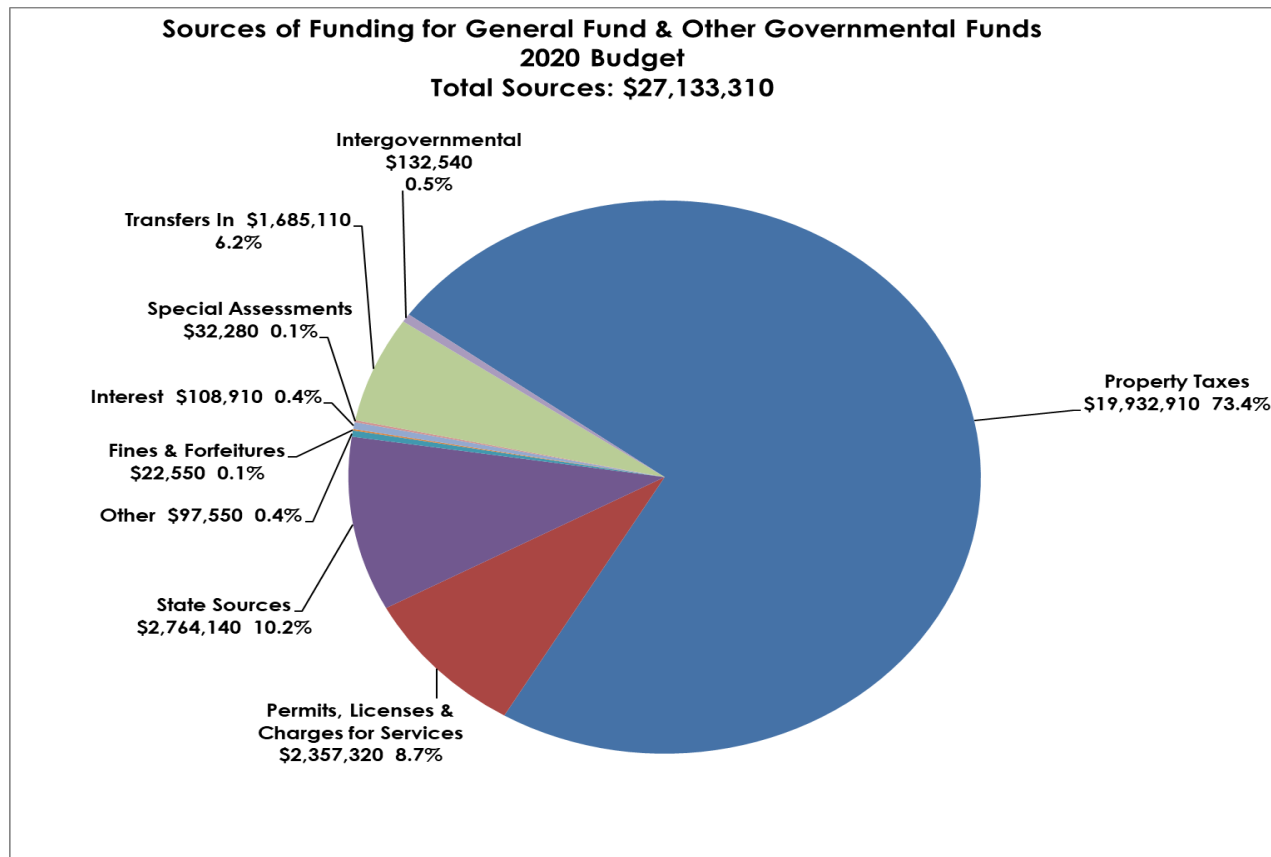
Millage Rate

The tax impact on a home with a \$300,000 market value is easily computed. The State Equalized Value (S.E.V.) of a single family residence would be half of the market value of the home. For the example, we will assume the taxable value is equal to the S.E.V. of the residence, which would be \$150,000. The tax millage rates are equal to \$1 per \$1,000 of taxable value. To compute the amount of Township property taxes, the property owner could simply take the taxable value and divide it by 1,000 then multiply that by the tax millage rate. Below is an illustration of the computation for the amount of Township property taxes on a single family residence with a taxable value of \$150,000 in 2018:

	<u>2018</u>		<u>2019</u>	
	\$ 150,000		\$ 153,600	
	2018 Tax Year		2019 Tax Year	
	MILLS	TAXES	MILLS	TAXES
General Operating	0.6642	\$ 99.63	0.6554	\$ 100.67
Public Safety	6.0917	913.76	6.0112	923.32
Shared Services	0.7381	110.72	0.7283	111.87
General Voted	<u>0.1144</u>	<u>17.16</u>	<u>0.1128</u>	<u>17.33</u>
Total Operating:	7.6084	1,141.27	7.5077	1,153.19
Seven Mile Property Debt Service	<u>1.0480</u>	<u>157.20</u>	<u>1.1487</u>	<u>176.44</u>
Total	8.6564	\$ 1,298.47	8.6564	\$ 1,329.63
Anticipated change between 2018 and 2019				\$ 31
2019 Inflation Rate Multiplier				2.4%

Revenue Summaries

The following represents Fiscal Year 2020 revenue estimates (General Fund and Other Governmental Funds), as well as a four-year comparison of revenue by fund:

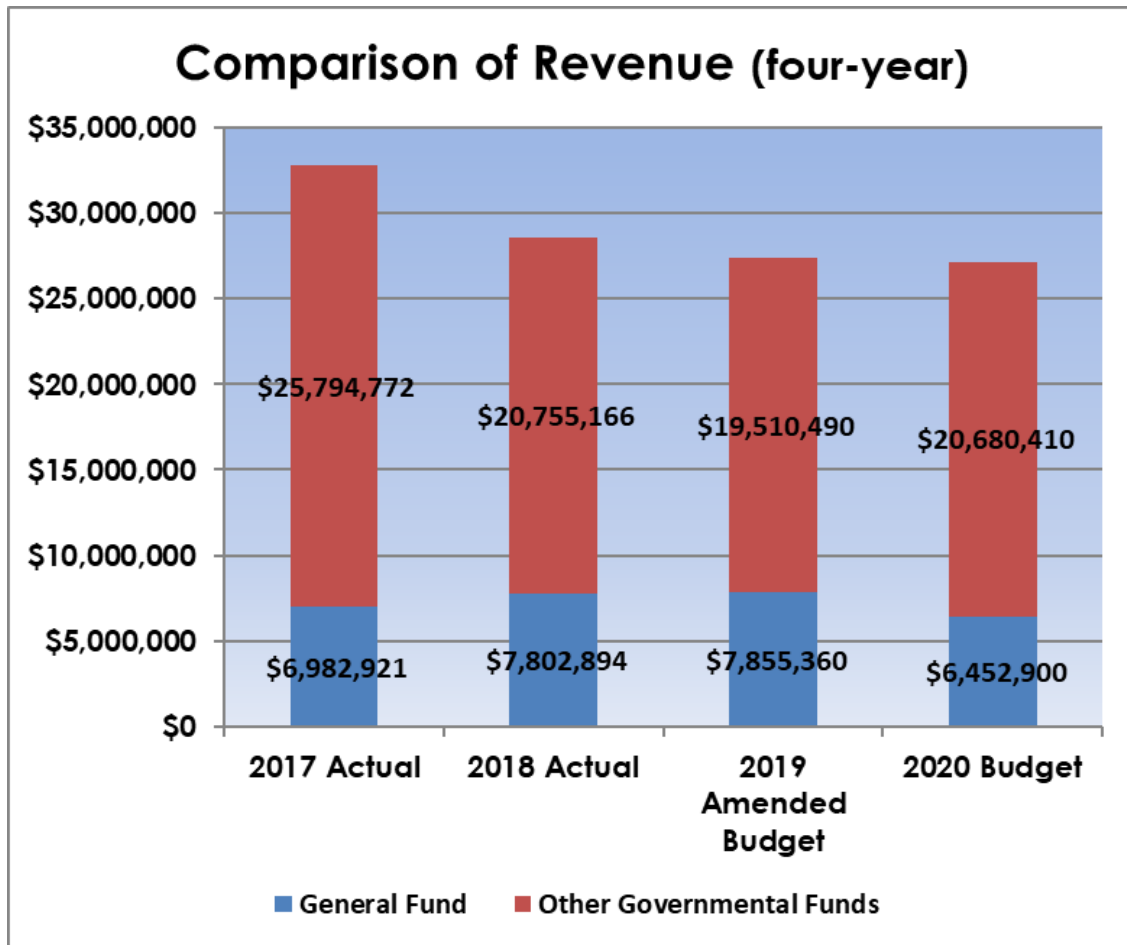


Fiscal Year 2020 Budgeted Revenue (by category)

	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	TOTAL REVENUE
ESTIMATED REVENUE:			
Property Taxes	\$ 2,461,910	\$ 17,471,000	\$ 19,932,910
Permits, Licenses & Charges for Services	1,301,600	1,055,720	2,357,320
Grants	-	-	-
State Sources	2,609,140	155,000	2,764,140
Other	40,250	57,300	97,550
Fines & Forfeitures	-	22,550	22,550
Interest	40,000	68,910	108,910
Special Assessments	-	32,280	32,280
Transfers In	-	1,685,110	1,685,110
Intergovernmental	-	132,540	132,540
TOTAL ESTIMATED REVENUE	\$ 6,452,900	\$ 20,680,410	\$ 27,133,310

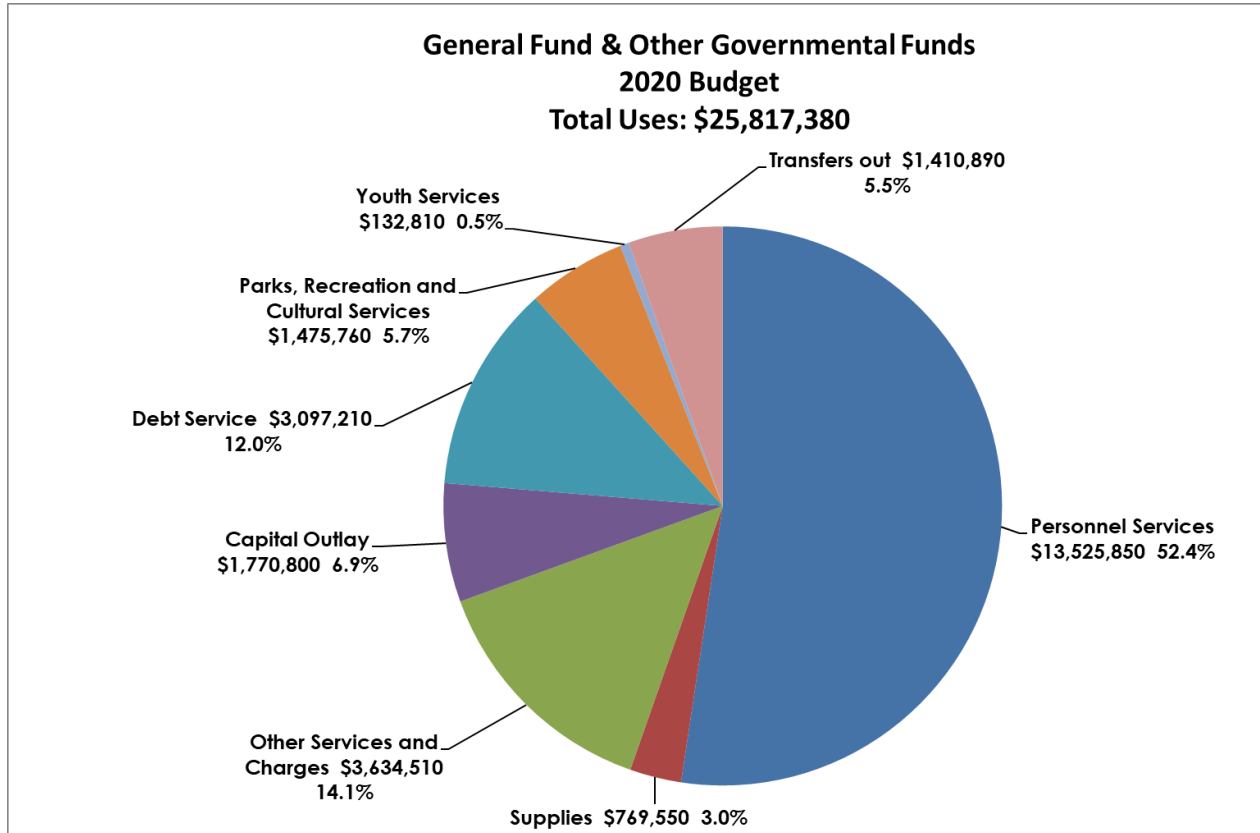
Comparison of Revenue (Four-Year)

FUND	2017 Actual	2018 Actual	2019 Amended Budget	2020 Budget	% Change from Amended Budget 2019 to Budget 2020
GENERAL FUND	\$ 6,982,921	\$ 7,802,894	\$ 7,855,360	\$ 6,452,900	-17.9%
SPECIAL REVENUE FUNDS					
Public Safety	13,688,618	14,321,505	13,925,760	14,582,270	4.7%
Special Operations Team	70,000	-	-	-	-
Shared Services	1,478,210	1,644,239	1,612,470	1,613,800	0.1%
Youth Assistance	131,258	125,630	129,600	125,540	-3.1%
DEBT SERVICE FUNDS					
2006 Refunding Bonds - Land Acquisition	295,100	330,100	313,500	258,260	-17.6%
2009 GO - Seven Mile Property Purchase	1,838,645	2,018,797	2,228,000	2,600,000	16.7%
2012 Refunding Bonds - Building Authority	1,115,850	855,550	1,089,350	1,096,850	0.7%
2009 Special Assessment Limited Tax Bonds	46,686	37,921	41,400	32,590	-21.3%
CAPITAL PROJECT FUNDS					
Tree Fund	42,233	236,094	-	-	-
Capital Projects	7,088,172	1,185,330	170,410	371,100	117.8%
OTHER GOVERNMENTAL FUNDS	\$ 25,794,772	\$ 20,755,166	\$ 19,510,490	\$ 20,680,410	6.0%
TOTAL REVENUE	\$ 32,777,693	\$ 28,558,060	\$ 27,365,850	\$ 27,133,310	-0.8%



Expenditure Summaries

The following represents Fiscal Year 2020 expenditures (General Fund and Other Governmental Funds), as well as a four-year comparison of expenditures by fund.

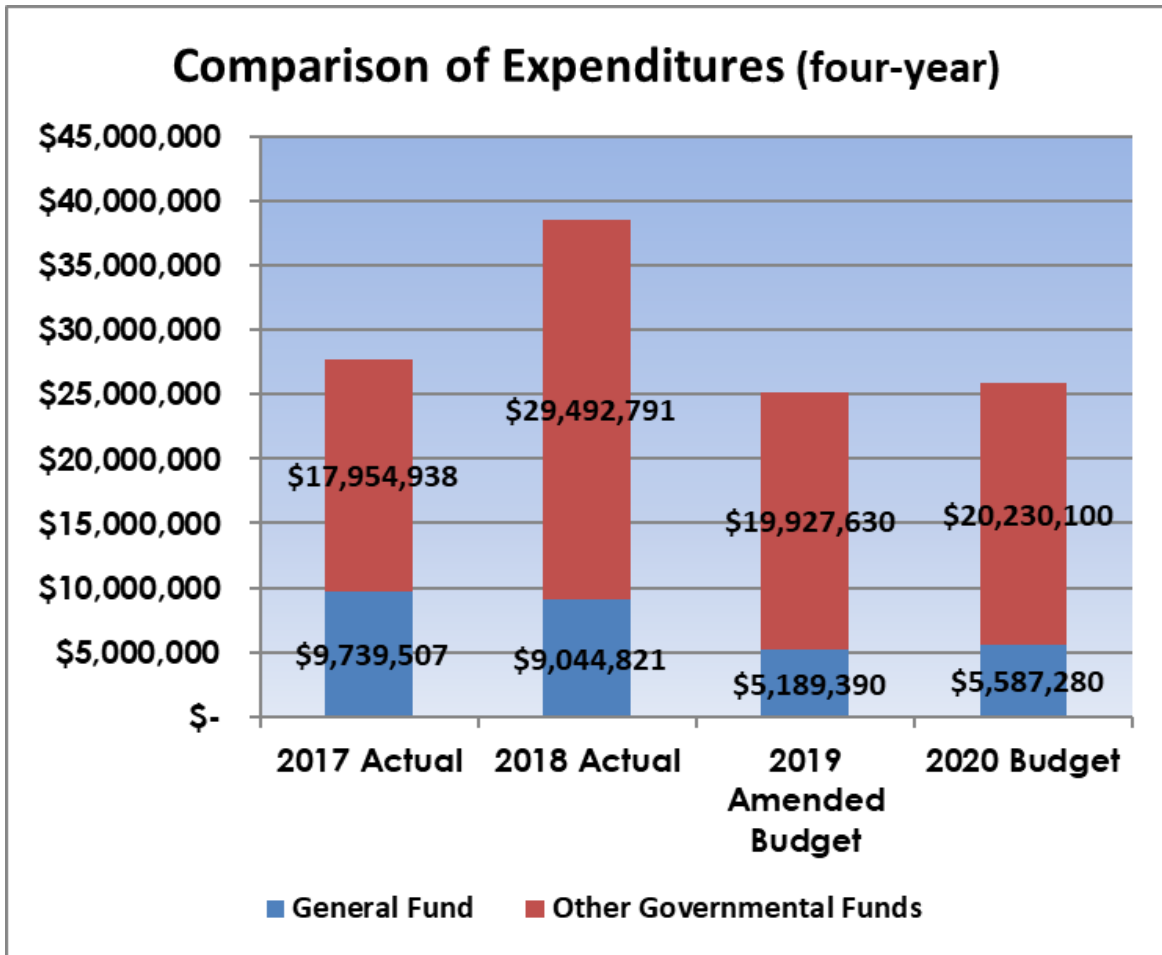


Fiscal Year 2020 Expenditures

EXPENDITURES:	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	TOTAL Expenditures
Personnel Services	\$ 2,792,090	\$ 10,733,760	\$ 13,525,850
Supplies	162,900	606,650	\$ 769,550
Other Services and Charges	1,447,660	2,186,850	\$ 3,634,510
Capital Outlay	32,000	1,738,800	\$ 1,770,800
Debt Service	-	3,097,210	\$ 3,097,210
Parks, Recreation and Cultural Services	-	1,475,760	\$ 1,475,760
Youth Services	-	132,810	\$ 132,810
Transfers out	1,152,630	258,260	\$ 1,410,890
TOTAL EXPENDITURES	\$ 5,587,280	\$ 20,230,100	\$ 25,817,380

Comparison of Expenditures (Four-Year)

FUND	2017 Actual	2018 Actual	2019 Amended Budget	2020 Budget	% Change from Amended Budget 2019 to Budget 2020
GENERAL FUND	\$ 9,739,507	\$ 9,044,821	\$ 5,189,390	\$ 5,587,280	7.7%
SPECIAL REVENUE FUNDS					
Public Safety	12,392,057	16,228,044	13,980,540	14,335,060	2.5%
Special Operations Team	85,806	-	-	-	-
Shared Services	1,458,012	1,529,997	2,190,260	1,734,020	-20.8%
Youth Assistance	135,779	77,153	129,600	132,810	2.5%
DEBT SERVICE FUNDS					
2006 Refunding Bonds - Land Acquisition	295,100	330,300	313,500	296,900	-5.3%
2009 GO - Seven Mile Property Purchase	1,631,080	1,586,136	1,621,440	1,648,110	1.6%
2012 Refunding Bonds - Building Authority	1,115,850	1,105,550	1,089,350	1,096,850	0.7%
2009 Special Assessment Limited Tax Bonds	61,274	59,403	57,340	55,350	-3.5%
CAPITAL PROJECT FUNDS					
Tree Fund	-	31,432	-	-	-
Capital Projects	779,980	8,544,776	545,600	931,000	70.6%
OTHER GOVERNMENTAL FUNDS	\$ 17,954,938	\$ 29,492,791	\$ 19,927,630	\$ 20,230,100	1.5%
TOTAL EXPENDITURES	\$ 27,694,445	\$ 38,537,612	\$ 25,117,020	\$ 25,817,380	2.8%



Fund Balance

The General Fund encompasses the Township's activities not required to be segregated in separate funds. The fund balance available can be appropriated as specified by the Township Board.

Other Governmental Funds which include Special Revenue Funds, Debt Service and Capital Projects are segregated since there are restrictions on the use of each fund's respective fund balance.

FUND BALANCE PROJECTION

	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	TOTAL GOVERNMENTAL FUNDS
Balance January 1, 2019	\$ 6,637,762	\$ 15,150,594	\$ 21,788,356
Estimated 2019:			
Revenue	7,844,610	20,768,860	28,613,470
Expenditures	(5,187,780)	(21,536,070)	(26,723,850)
Revenues over/(under) expenditures	2,656,830	(767,210)	1,889,620
Projected Balance December 31, 2019	9,294,592	14,383,384	23,677,976
Budget 2020:			
Revenue	6,452,900	20,680,410	27,133,310
Expenditures	(5,587,280)	(20,230,100)	(25,817,380)
Revenues over/(under) expenditures	865,620	450,310	1,315,930
Projected Balance December 31, 2020	<u>\$ 10,160,212</u>	<u>\$ 14,833,694</u>	<u>\$ 24,993,906</u>

Enterprise Funds Overview

Enterprise Funds are used to account for the results of operations that provide a service to citizens financed by a user charge for the provision of that service. The Township has one major enterprise fund: **Water & Sewer**.

Water & Sewer Fund

Water & Sewer Fund – From 2008 to 2013, cash reserves totaling over \$27 million were used to subsidize operating activities of the Water & Sewer Fund. In addition, the Township relied on the collection of connection fees to offset customer water & sewer rates.

Concerned with this decline and recognizing the importance of no longer using “reserves or connection fees” to offset future rates, **the Township Board in 2014 took action** and adopted a rate design that incorporated both a fixed meter and consumption charge to offset the decreased predictability and increased volatility of relying solely on a variable based water and sewer rate structure.

Since adopting the “fixed/consumption” rate methodology back in 2014, the net cash used to fund operating activities has declined dramatically as shown in the table below. The Township Board has made significant progress in closing this “gap”.

Northville Township

Water & Sewer Cash Flow Analysis

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Cash Flows from Operating and Capital Activities					
Net cash provided/(used) in operating activities	(\$3,106,876)	(\$2,973,103)	(\$1,993,813)	(\$841,730)	\$2,718,074
Purchase of capital assets & related debt	(1,136,884)	(773,298)	(599,714)	(1,067,320)	(652,517)
Other	1,212,069	755,107	844,063	394,759	483,789
Net cash used in operating and capital activities	(3,031,691)	(2,991,294)	(1,749,464)	(1,514,291)	2,549,346
Cash Flows from collection of connection fees	1,278,477	1,697,515	959,325	2,246,721	2,692,648
Net (Decrease)/ Increase in Cash and Investments	(1,753,214)	(1,293,779)	(790,139)	732,430	5,241,994
Cash and Investments - beginning of year	17,649,078	15,895,864	14,602,085	13,811,946	14,544,376
Cash and Investments - end of year	\$15,895,864	\$14,602,085	\$13,811,946	\$14,544,376	\$19,786,370

Cash & Investments Analysis:

Fiscal Year End	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Cash balance	\$ 768,147	\$ 2,144,164	\$ 2,659,854	\$ 3,000,286	\$ 6,078,912
Replacement Reserve **	15,127,717	12,457,921	11,152,092	11,544,090	13,707,458
Total cash & investments	\$15,895,864	\$14,602,085	\$13,811,946	\$14,544,376	\$19,786,370

Impact to working capital – why it matters: The significant decrease in cash reserves over time was creating a shortage of working capital. This trend has now reversed and working capital reserves now exceed recommended reserve levels by approximately \$2.5 million. Adequate working capital reserves provide financial stability and are particularly important to ensure rate stabilization.

Working Capital Analysis:

Fiscal Year End	2014	2015	2016	2017	2018
Current assets	\$ 2,704,678	\$ 4,798,286	\$ 5,489,770	\$ 6,093,329	\$ 8,921,370
Current liabilities	(1,958,012)	(1,677,319)	(1,453,885)	(1,251,515)	(1,767,507)
Working capital reserves	\$ 746,666	\$ 3,120,967	\$ 4,035,885	\$ 4,841,814	\$ 7,153,863
Operating expenses	\$ 13,668,242	\$ 14,624,359	\$ 15,758,206	\$ 15,451,132	\$ 13,939,411
Working capital reserve requirements	4,556,081	4,874,786	5,252,735	5,150,377	4,646,470
Working capital reserve over/(under) minimum level	(\$3,809,415)	(\$1,753,819)	(\$1,216,850)	(\$308,563)	\$2,507,393

The Township does own and is responsible for the operations and maintenance of transmission lines and other ancillary infrastructure (i.e. lift stations, etc.). This infrastructure has an estimated useful life of 50 years and is depreciated (expensed) on that basis. Cash flow from operations would need to become self-supporting before monies could be set aside into reserves.

The **Northville Township Water & Sewer Fund Fiscal Policy** was adopted by the Board of Trustees and establishes recommended reserve levels and continues the Board's vision to set in writing the **framework** for the overall fiscal management of the Township to ensure the highest standards of financial stewardship are followed. A written and adopted Reserve Fund Policy provides for and facilitates attainment of program and financial goals relative to the prudent accumulation and management of designated reserves and reserve funds. It is the intent of the Reserve Fund Policy to set target levels for reserves that are consistent with the Township's overall financial framework. Below is a summary of the Water & Sewer Fund financial performance objectives which will guide forecasting and rate proposal development to ensure sound financial management of the Water and Sewer Fund:

FINANCIAL PERFORMANCE OBJECTIVES

Measurement	Objective
Working Capital Reserves	The greater 33% or 4 months of O&M budget
Capital Improvements Reserve	25% of the current fair market value of water and sewer infrastructure assets
Debt Service Coverage Ratio	≥ 1.5
Debt Burden to Asset Value	≤ 25%
Sufficiency of Revenues Above	Annual Debt service shall not exceed 35% of annual gross revenues

See budget section titled, **Enterprise Funds** for additional financial information regarding the Water & Sewer Fund.

Personnel Summary (full-time staff)

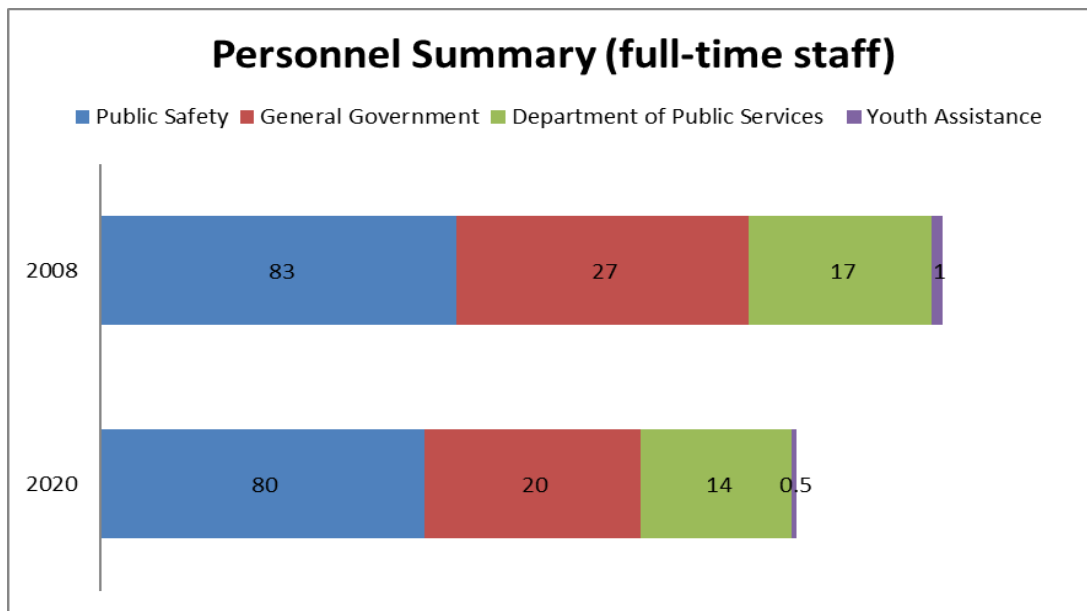
The Township of Northville employs 114.5 full-time staff in various capacities. The Director of Youth Network operates as a ½ time position. The costs for these employees are budgeted in the General Fund, Public Safety Fund, Youth Network and Water and Sewer Fund.

- The 2020 budget funds 114 full and one permanent part-time staffing count.
- The Township's overall workforce has been reduced by 13.5 full-time positions or 11% since 2008.
- During 2019, the Township's Public Safety division restored the total number of sworn officers back to 35. Northville Township's Fire Department has also restored the position of EMS Coordinator to its staffing levels.

Full and Permanent Part-Time Township Employees

In 2008, Northville Township had 128 employees. In 2020, the Township looks to be staffed with 114.5 employees, a decrease in 11% of total staffing.

FUNCTION/PROGRAM	2020	2008	Change	Percentage
Public Safety	80	83	(3.0)	
General Government	20	27	(7.0)	
Department of Public Services	14	17	(3.0)	
Youth Assistance	0.5	1	(0.5)	
Total	114.5	128	(13.5)	- 11 %



Personnel Summary (Continued)
GENERAL FUND

	2018 ACTUAL	2019 BUDGET	2020 BUDGET	INCREASE (DECREASE)
LEGISLATIVE				
Township Manager (A)	1	1	1	-
Assistant Township Manager/HR Director	1	1	-	(1)
Human Resource Director	-	-	1	1
Director of Information Technology	1	1	1	-
IT Analyst	-	1	1	-
Senior Executive Assistant	-	-	1	1
	<u>3</u>	<u>4</u>	<u>5</u>	<u>1</u>
TOWNSHIP CLERK				
Township Clerk	1	1	1	-
Deputy Township Clerk	1	1	1	-
	<u>2</u>	<u>2</u>	<u>2</u>	<u>-</u>
TREASURER				
Finance Director/Assistant Township Manager	1	1	1	-
Assistant Finance Director	-	-	1	1
Treasury Coordinator	1	1	1	-
Treasury/Finance Associates	4	3	2	(1)
	<u>6</u>	<u>5</u>	<u>5</u>	<u>-</u>
COMMUNITY RELATIONS				
Communications Director	0.5	1	1	-
	<u>0.5</u>	<u>1</u>	<u>1</u>	<u>-</u>
FACILITY OPERATIONS				
Facility Maintenance Supervisor	1	1	1	-
Maintenance Technician	1	1	1	-
	<u>2</u>	<u>2</u>	<u>2</u>	<u>-</u>
BUILDING				
Chief Building Official	1	1	1	-
Public Services Manager	1	1	-	(1)
Inspector	1	1	1	-
DPS Associates	1.5	2	2	-
	<u>4.5</u>	<u>5</u>	<u>4</u>	<u>(1)</u>
PLANNING				
Township Planner	1	1	1	-
Clerical Staff	0.5	-	-	-
	<u>1.5</u>	<u>1</u>	<u>1</u>	<u>-</u>
TOTAL GENERAL FUND				
	<u>19.5</u>	<u>20.0</u>	<u>20.0</u>	<u>-</u>

^ Township Manager is currently a shared position with Director of Public Safety

Personnel Summary (Continued)

PUBLIC SAFETY FUND

	2018 ACTUAL	2019 BUDGET	2020 BUDGET	INCREASE (DECREASE)
DEPARTMENT OF PUBLIC SAFETY				
Administrative Division				
Director of Public Safety (A) (S)	1	1	1	-
Public Safety Manager	1	1	1	-
TOTAL Administrative Division	2	2	2	-
Communications Division				
Communications Coordinator	1	1	1	-
Public Services Officer (formally Dispatchers)	10	10	10	-
Records Clerk	1	1	1	-
TOTAL Communications Division	12	12	12	-
Police Division				
Deputy Director of Police Services (S)	-	1	1	-
Police Lieutenant (S)	2	2	2	-
Police Sergeant (S)	5	7	7	-
Police Officer (S)	23	24	24	-
TOTAL Police Division	30	34	34	-
Fire Division				
Deputy Director of Fire Services	1	1	1	-
Fire Marshall	1	1	1	-
Training Captain	1	1	1	-
EMS Coordinator	-	1	1	-
Battalion Chief	3	3	3	-
Fire Captain	3	3	3	-
Fire Lieutenant	3	3	3	-
Firefighter	18	18	18	-
TOTAL Fire Division	30	31	31	-
Ordinance Division				
Ordinance Officer	1	1	1	-
TOTAL Ordinance Division	1	1	1	-
TOTAL PUBLIC SAFETY FUND	75.0	80.0	80.0	-

NOTE: (S) = Total Sworn Officer Positions after restoration of 2008 staffing levels total 35

Personnel Summary (Continued)

YOUTH ASSISTANCE FUND

	2018 ACTUAL	2019 BUDGET	2020 BUDGET	INCREASE (DECREASE)
Director of Youth Assistance	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>-</u>

WATER & SEWER FUND

	2018 ACTUAL	2019 BUDGET	2020 BUDGET	INCREASE (DECREASE)
Director of Public Services	1	1	1	-
Deputy Director of Public Services	-	-	1	1
Superintendent	1	1	1	-
Foreman	1	1	1	-
Crew Leader	4	4	4	-
Operator	3	3	3	-
Laborer	2	2	2	-
Senior Finance Associate/Utility	1	1	1	-
TOTAL WATER AND SEWER FUND	<u>13.0</u>	<u>13.0</u>	<u>14.0</u>	<u>1.0</u>

TOTAL PERSONNEL FOR ALL TOWNSHIP FUNDS	<u>108.0</u>	<u>113.5</u>	<u>114.5</u>	<u>1.0</u>
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Financial Policies

The Township of Northville's financial policies, as compiled below, set forth the basic framework for the overall fiscal management of the Township. Operating independently of changing economic circumstances and conditions, these policies help the decision making process of the Township Board 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 Township in the past and have helped maintain financial stability.

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

Operating Budget Policies

The Township will attempt to maintain current service levels for all priority and essential services and to fund them adequately.

- The Township 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 Township will emphasize efforts to reduce expenditures in major cost centers (i.e. energy, medical insurance premiums, pension cost and Worker's Compensation payments).
- The Water and Sewer Fund will be self-supporting.
- The Township will protect against catastrophic losses through a combination of insurance and maintaining appropriate fund balance levels.

Fund Balance/Reserve Policies

The Township will adhere to the following fund balance/reserve policies:

- The Township will establish a reserve to pay for expenditures as a result of unforeseen emergencies or for shortfalls caused by revenue declines. The Township will seek to maintain a diversified and stable revenue system to shelter itself from short-run fluctuations in any one revenue source. The Township will attempt to obtain additional revenue sources to insure a balanced budget.
- The Township will strive to establish all user charges and fees at a level considering the cost (operating, direct, indirect and capital) of providing the service.
- The Township will establish reserves to comply with the terms and conditions of the debt instruments used to finance capital improvement projects.
- The Township will review fund balance/reserves annually during the budget process.

-
- In the event the level of expenditures exceeds the estimated appropriations, the Township will create a plan to replenish fund balance/reserves within a specified time period by controlling operating expenditures, adjusting operations and/or dedicating specific revenue sources.

General Fund

The Government Finance Officers Association (GFOA) recently updated its best practice on general fund balances to recommend that general purpose governments maintain at a minimum a general fund balance of no less than 2 months of regular general fund operating expenditures. This amounts to 16.7% of budgeted general fund operating expenditures.

For the General Fund, the reserve will be maintained at a minimum of 16.7% of the budgeted expenditures. In the event that circumstances arise causing the fund balance to fall below 16.7%, 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 Township Board during the budget process. Fund balance will be established to:

- Provide a fund or reserve to meet emergency expenditures;
- Provide adequate cash flow to finance expenditures;
- Demonstrate financial stability and therefore preserve or enhance its bond rating,
- 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 future capital improvements over 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.

Public Safety Fund

The Township's fund balance for Public Safety will be established to be at least at the GFOA minimum recommended level of 16.7% to cover extraordinary events and contingencies for budgeted expenditures and projects. The revenue from the special voted property tax millage for this fund is used specifically to support only police and fire department expenditures.

Shared Services Fund

The fund balance for the Shared Services Fund will also be established within a minimum range of 16.7% of annual budgeted expenditures, since this fund is similar to the General Fund in terms of covering operations. This fund reports only one major source of revenue: special voted property tax millage.

Youth Network Fund

The fund balance for other special revenue funds which includes Youth Network will be used for appropriations based on the specific purpose of those funds.

Capital Replacement Reserve Policy – Enterprise Funds

The Township has established Capital Replacement Reserve accounts in its Water & Sewer Enterprise Fund.

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, water and sewer infrastructure systems, 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 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 Township 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 for the year.

Revenue Policies

- The Township will estimate its annual revenue by a conservative, objective and analytical process.
- The Township 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 Improvement Policies

- The Township will develop a multi-year plan for capital improvements and update it annually.
- The Township'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 \$5,000 that have a life expectancy of at least five years and personal property items costing more than \$5,000 with a life expectancy of at least one year.
- The Township will maintain its physical assets at a level adequate to protect the Township'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 Township 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

- The Township will confine long-term borrowing to capital improvements.
- When the Township finances capital projects by issuing debt, it will repay the debt within a period not to exceed the expected useful life of the project.
- When possible, the Township will use special assessment revenue, tax increment, or other self-supporting bonds.
- The Township will maintain a sound relationship with all bond-rating agencies and will keep them informed about our current capital projects.

Investment Policies

- The Township's investment objectives in priority order are: Safety, Liquidity, and Yield.
- Disbursement, collection, and deposit of all funds will be managed to insure that all cash is invested promptly until needed.
- The Township will strive to maximize the return on the portfolio, with the primary objective of preserving capital by prudent investment practices.
- For the Township's complete investment policies please contact the Finance Department.

Accounting, Auditing and Financial Reporting Policies

- An independent audit will be performed annually.
- The Township will produce annual financial reports following Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).
- The Township will maintain strong internal audit controls.

Purchasing Policies

- Purchases will be made in accordance with federal, state and municipal requirements.
- Purchases will be made in an impartial, economic, competitive and efficient manner.
- All bid openings will be public. All bids and/or written quotations and request for proposals are awarded by the Township Board.

Grant Policies

- The Township Manager's Office reviews and approves department requests to pursue grants.
- Completed applications requiring a local match are presented for approval to the Township Board. The approval includes financing mechanism and required matching funds.
- Upon notice of grant award, the Township Board approves budget and formal acceptance.
- The Treasurer's Department works with the initiating department for proper reporting and program monitoring as well as coordinates the Single Audit requirements for federal grant programs.

Significant Budget and Accounting Policies

The budgeting and accounting policies of the Township of Northville conform to (GAAP) as applicable to governmental units. The following is a summary of the significant budget and accounting policies:

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.

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 Township's Debt Service, Capital Projects, and Enterprise Funds. These budgets are prepared for financial management and project control purposes.

Fund Accounting

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

Governmental Funds

General Fund: The General Fund contains the records of the ordinary activities of the Township 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 revenues such as special voted property tax millage and 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 primarily to account for the development of capital facilities other than those financed by the operations of the enterprise funds.

Proprietary Funds

Enterprise Funds: The Water and Sewer Fund is 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.

Fiduciary Funds

Fiduciary Funds: Fiduciary Funds are used to account for assets held by the Township in a trustee capacity.

Basis of Accounting

The accrual basis of accounting is used by Enterprise Funds. Revenues are recognized when earned and expenses are recognized in the period incurred. All Governmental Funds and Custodial Funds use the modified-accrual basis of accounting. Modified accrual basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported on the financial statements. Revenues are recognized when they become measurable and available 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. The Township's tax is levied and collectible beginning December 1st. These taxes are due without a penalty during the period December 1 through February 14 with a 3% penalty added after that date. After February 28, they are added to the county tax rolls. The County Tax Revolving Fund reimburses the Township for the real property portion of these taxes.

Fixed Assets and Long-Term Liabilities: Fixed assets used in governmental fund type operations are capitalized 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 Fund 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.

Investments

The Township 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.

Funds of Northville Township will be invested in accordance with Michigan Public Act 20 of 1943 as amended and in accordance with the following objectives, procedures and policy.

A) Safety of Capital - Safety of principal will be the foremost objective of Northville Township. Each investment transaction shall seek to first ensure that capital losses are avoided whether they are from defaults or erosion of market value.

B) Liquidity - The Township's investment portfolio will remain sufficiently liquid to enable the Township to meet all operating requirements that might be reasonably anticipated.

C) Return on Investment - The investment portfolio of the Township shall be designed in a manner to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital.

D) Protection of Purchasing Power - Funds held for capital projects shall be invested so that they can reasonably be expected to produce enough income to offset inflationary construction cost increases. However, such funds shall never be exposed to risks that would jeopardize the assets capital value or be in conflict with state law.

E) Maintain the Public's Trust - All participants in the investment process shall seek to act responsibly as custodians of the public trust. Investment officials shall recognize that the investment portfolio is subject to public review and evaluation. In addition, the overall investment program shall be designed and managed with a degree of professionalism worthy of the public trust. Investment officials shall also avoid any transaction that might knowingly impair public confidence in the Township's ability to govern effectively. Investment officers should have sufficient knowledge of financial markets and investment management.

Budget Policies and Procedures

Role of the Budget

The budget provides the annual financial plan for the management of the Township's affairs. The document compiles the financial data needed to support Northville's comprehensive decision making/policy development process. This Budget is based on the Township Multi-Year Budget Plan, the Capital Improvements Plan, and the Township's financial policies, Township Board direction, and Township Manager and departmental review of operations.

Budget Strategy

The current financial plan is governed by the stewardship of public funds and reflects the following principles:

- Priority and essential 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.
- 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 Township from future uncertainties.
- The budget will comply with provisions of the State Constitution, Township Charter, and sound fiscal policy.

Balanced Operating Budget

A balanced budget is a basic budgetary constraint intended to ensure that the Township does not spend beyond its means. The Township 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.

For additional information pertaining to the capital budget, please see the "Capital Improvements Program" section of this document.

Budgeting Controls

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 Township Charter require an annual audit of all accounts of the Township by certified public accountants selected by the Township Board. Plante & Moran has fulfilled this requirement. The auditor's report is included in the Township's Comprehensive Annual Financial Report (CAFR) and is available to the public. The auditor's reports that relate specifically to the single audit are reported separately and are available to the public as well on the Township's website www.twp.northville.mi.us.

Budget Process Overview

The Township's annual budget covers a twelve-month period beginning January 1st and ending December 31st. 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 Township'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 Township programs and services. Third, the budget serves as an important reference document. It should provide the Township Board, the public and staff with extensive information on the nature and scope of municipal operations and services.

Departmental Requests

Particular attention is given to accurately completing all required forms and providing sufficient justification for budget requests.

Budget Review and Analysis

All departments meet with the Township Manager for review and evaluation of 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 Township-wide goals and objectives.
- Develop comprehensive information and/or request further justification on budgeted items.
- Balance the needs of each department to total Township 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 Proposed Budget

Under the direction of the Township Manager, and with the assistance of Directors 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 Township's financial policies and mandated requirements, and focus on maintaining services, covering insurance and bond requirements, and the balancing of labor, supplies, and equipment.

Township Manager Review

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

Township Board Adoption

After receiving the Recommended Budget, public meetings are conducted with the Township Board to familiarize members of the Board with its contents. A public hearing is also conducted to assure that all persons and organizations are provided an opportunity to be heard. The Township Board then adopts the budget for the next fiscal year.

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 if it can be compensated for within that same category.

If a category 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 another of its categories. The Township Manager reviews the request and if deemed appropriate a formal budget amendment is presented to the Township Board along with a report on the status of the respective fund's reserve balance. It takes a majority vote to amend the budget.

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Multi-Year Budget 2020 - 2023

A Long-Range Fiscal Plan to Ensure a Solid Future

Northville Township has long recognized the need for planning as well as the importance of providing quality services to its residents. An overriding goal for our Township is to apply business standards to what is a **municipal business**.

Beginning in 2014, the Township moved from a single-year budget approach to a three-year rolling budget cycle. Given the long-term structural nature of costs and revenue streams like the elimination of personal property tax, a multi-year budget forecast can identify problems early in the process so they can be clearly analyzed and solutions developed.

Multi-year budgets, a best practice according to the Government Finance Officers Association, bring important benefits to communities such as:

- Decision makers gain more time to reduce or avoid deficits
- Elected and appointed leaders manage more proactively, increasing public confidence
- Local government can better predict and manage both downturns and growth by pushing out their financial horizons

Governments can no longer prepare a responsible budget by simply calculating a yearly average for each line item, relying solely on historical financial data. In today's economy, a good starting point is to gather relevant economic data that will allow the Township to recognize trends or indicators that can be used to effectively identify concerns with the Township's tax base or other financial issues.

Factors affecting financial condition

One of the largest sources of revenue for the Township remains property taxes. As a result of state constitutional tax limitations, the Township is faced with relatively flat tax revenue growth over the next few years. In 2009, taxable values in the Township declined by 7.4% with a continued decline in 2010 of 7.6% and again in 2011 by an additional 1.8%. While residential values are now on the rise, taxable value assessment increases in Michigan

The Multi-Year Budget Planning process combines financial forecasting with:

- Analysis of the financial environment
- Linking to a strategic business plan
- Connecting strategic and business plan priorities to a financial plan
- Planned monitoring mechanisms, such as reporting quarterly operating results to identify key indicators of financial health

The multi-year budget process includes:

assessing current core operations, defining multi-year operating priorities, determining performance outputs, financial planning and policy and funding decisions. The result will be a multi-year budget and operating plan to implement core and strategic business plan priorities.

are limited to 5% or the rate of inflation, whichever is lower. The 2019 inflation rate multiplier was capped at 2.4%. While there is no limitation on downward adjustments to property tax assessments in a weak economy, the ability to recover during periods of economic improvement is capped.

Demand for services however has increased since 2000 as population grew. According to the results of the 2010 census, the U. S. Census Bureau reports Northville Township ranked 21st in the State for the highest percentage increase in population out of approximately 1,530 communities.

Population of Michigan Cities and Townships: 2000 and 2010

Area Name	Resident Population								
	2000				2010			Change from 2000-2010	
	Original Count	Revised Count	Percent of Total	Rank	Number of Persons	Percent of Total	Rank	Percent Change	Rank
Michigan	9,938,444	9,938,823	100.00%	--	9,883,640	100.00%	--	-0.6%	--
East Lansing city (pt.)	34	92	0.00%	1,516	1,969	0.02%	832	2040.2%	1
Richmond city (pt.)	1	1	0.00%	1,530	2	0.00%	1,529	100.0%	2
Fife Lake township	1,517	1,517	0.02%	990	2,791	0.03%	630	84.0%	3
Union charter township	7,615	7,611	0.08%	236	12,927	0.13%	151	69.8%	4
Marenisco township	1,051	1,051	0.01%	1,183	1,727	0.02%	920	64.3%	5
New Baltimore city	7,405	7,397	0.07%	246	12,084	0.12%	158	63.4%	6
Allendale charter township	13,042	13,042	0.13%	143	20,708	0.21%	93	58.8%	7
Macomb township	50,478	50,478	0.51%	30	79,580	0.81%	15	57.7%	8
Kochville township	3,241	3,243	0.03%	530	5,078	0.05%	347	56.6%	9
Bath charter township	7,541	7,541	0.08%	243	11,598	0.12%	166	53.8%	10
Marion township	6,757	6,744	0.07%	266	9,996	0.10%	193	48.2%	11
Milton township	2,646	2,646	0.03%	654	3,878	0.04%	453	46.6%	12
Saline township	1,302	1,298	0.01%	1,074	1,896	0.02%	859	46.1%	13
Oceola township	8,362	8,362	0.08%	216	11,936	0.12%	160	42.7%	14
Frankenlust township	2,530	2,530	0.03%	676	3,562	0.04%	493	40.8%	15
Augusta charter township	4,813	4,813	0.05%	359	6,745	0.07%	280	40.1%	16
Portland township	2,460	2,436	0.02%	704	3,404	0.03%	517	39.7%	17
Linden city	2,861	2,861	0.03%	608	3,991	0.04%	437	39.5%	18
Jamestown charter township	5,062	5,062	0.05%	336	7,034	0.07%	269	39.0%	19
Caledonia township	8,964	8,964	0.09%	202	12,332	0.12%	156	37.6%	20
Northville township	21,036	21,036	0.21%	88	28,497	0.29%	66	35.5%	21
Leighton township	3,652	3,652	0.04%	473	4,934	0.05%	357	35.1%	22
Texas charter township	10,919	10,919	0.11%	166	14,697	0.15%	128	34.6%	23
Wexford township	798	798	0.01%	1,297	1,072	0.01%	1,174	34.3%	24
Berlin charter township	6,924	6,924	0.07%	264	9,299	0.09%	209	34.3%	25
Bois Blanc township	71	71	0.00%	1,519	95	0.00%	1,515	33.8%	26
Hartland township	10,996	10,996	0.11%	165	14,663	0.15%	130	33.3%	27
Lima township	3,224	2,482	0.02%	690	3,307	0.03%	532	33.2%	28
Brownstown charter township	22,989	22,989	0.23%	75	30,627	0.31%	58	33.2%	29
Ada township	9,882	9,882	0.10%	188	13,142	0.13%	149	33.0%	30

Source: U.S. Census Bureau.

The 2010 Census reports Northville Township's population at 28,497, which represents a 35% increase from the 2000 Census population of 21,036. The 2010 Census data was required to be used for the Constitutional portion of State Shared Revenue distributions beginning mid-2011. A constitutional portion is distributed to cities, villages and townships based on a community's population and cannot be eliminated without a constitutional amendment. For the fiscal year ended December 31, 2019, Northville's revenue sharing payments are estimated to represent 40% of total estimated General Fund revenues, or \$2,609,140.

Economic Assumptions and Millage Rates

The Township's (FY) 2020 budget plan does not change the total millage rate and remains at 8.6564 mills as detailed below:

CHARTER TOWNSHIP OF NORTHVILLE - TAXABLE VALUE, MILLAGE RATE AND PROPERTY TAX REVENUE PROJECTIONS

Tax Year Fiscal Year	Actual	ESTIMATED	BUDGET	PROJECTED			Expiration Date
	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	
Taxable Value	\$ 2,027,694,082	\$ 2,119,808,105	\$ 2,250,230,027	\$ 2,295,234,628	\$ 2,341,139,320	\$ 2,387,962,106	
Less: Seven Mile Brownfield captured taxable value	(18,223,534)	(19,296,417)	(22,155,218)	(26,887,546)	(27,290,859)	(27,700,222)	
Less: Five Mile Revolving Fund captured taxable value	(4,078,400)	(4,137,300)	(16,695,900)	(21,229,124)	(21,462,644)	(21,698,733)	
Less: Allowance for tax tribunal adjustments	-	(592,586)	(3,962,026)	(3,962,026)	(3,962,026)	(3,962,026)	
Adjusted Taxable Value	\$ 2,005,392,148	\$ 2,095,781,802	\$ 2,207,416,883	\$ 2,243,155,931	\$ 2,288,423,791	\$ 2,334,601,125	
PA 86 of 2014, taxable value to determine debt millage (Personal Property Exemption Loss)	\$ 2,033,881,432	\$ 2,125,598,905	\$ 2,257,816,507				
Millage Rate							
General	0.6702	0.6642	0.6554	0.6554	0.6554	0.6554	**
General Voted Millage	0.1155	0.1144	0.1128	0.1128	0.1128	0.1128	** 2020
Public Safety	6.1465	6.0917	6.0112	6.0112	6.0112	6.0112	** 2020
Shared Services	0.7448	0.7381	0.7283	0.7283	0.7283	0.7283	** 2020
Total Operating Millage	7.6770	7.6084	7.5077	7.5077	7.5077	7.5077	
Seven Mile Property Debt Retirement	0.9794	1.0480	1.1487	1.1487	0.5420	0.5420	2029
Total Debt Millage	0.9794	1.0480	1.1487	1.1487	0.5420	0.5420	
Total Township Millage Rate	8.6564	8.6564	8.6564	8.6564	8.0497	8.0497	(0.6067)
Taxes							
General Fund	\$ 1,344,000	\$ 1,392,000	\$ 1,447,000	\$ 1,470,000	\$ 1,500,000	\$ 1,530,000	
General Fund Voted Millage	232,000	240,000	249,000	253,000	258,000	263,000	
Police Safety Fund	12,326,000	12,767,000	13,269,000	13,484,000	13,756,000	14,034,000	
Shared Services	1,494,000	1,547,000	1,608,000	1,634,000	1,667,000	1,700,000	
Seven Mile Property Debt Retirement	1,992,000	2,228,000	2,594,000	2,632,000	1,267,000	1,292,000	
Total property tax revenue	\$ 17,388,000	\$ 18,174,000	\$ 19,167,000	\$ 19,473,000	\$ 18,448,000	\$ 18,819,000	
% Change in taxable value from the prior year	3.44%	4.54%	6.15%	2.00%	2.00%	2.00%	

**Authorized millage rates reduced by the Headlee millage reduction fraction.

Since the end of the Great Recession, Northville Township's fiscal condition has continued to improve. Northville Township residents saw their property values rising as the second longest economic recovery in US history, gained momentum during 2018. Northville Township's total state equalized value, which represents half of a property's market value has grown 19.4 percent since 2008. Michigan's property taxes however, did not respond to post-recession market gains in property values because of constitutional tax limitations placed on property tax growth. After declining nearly 14% between 2007 and 2013, it has taken over a decade for taxable values in Northville Township to return to 2008 levels.

Public Safety Fund (multi-year budget)

The Public Safety Fund multi-year projections below show **budgeted revenues in excess of expenditures** in fiscal year 2020. For fiscal year 2020, the Public Safety authorized millage rate has been reduced by the Headlee tax formula from 6.2500 mills to 6.0112 mills. Based on a projected annual millage rate reduction of .0487 mills per year, **the annual projected loss of property tax revenue dedicated to fund Public Safety operations will approximate \$600,000 by 2020, because of the Headlee rollback.**

Charter Township of Northville Multi-Year Budget Analysis 2018-23

Public Safety Fund

REVENUE

DESCRIPTION	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
Property Taxes	\$ 12,403,330	\$ 12,767,000	\$ 13,269,000	\$ 13,484,000	\$ 13,756,000	\$ 14,034,000
Licenses, Permits & Charges for Services	1,079,812	1,050,790	1,055,720	1,055,720	1,055,720	1,055,720
Federal Sources	189,345	-	-	-	-	-
State Sources	198,538	155,000	155,000	155,000	155,000	155,000
Fines & Forfeitures	33,926	23,150	22,550	22,550	22,550	22,550
Interest Income	250,405	200,000	40,000	20,000	20,000	20,000
Other Revenue	166,149	59,620	40,000	40,000	40,000	40,000
Total revenue	\$ 14,321,505	\$ 14,255,560	\$ 14,582,270	\$ 14,777,270	\$ 15,049,270	\$ 15,327,270

APPROPRIATIONS

DESCRIPTION	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
Police						
Personnel Services	\$ 5,788,880	\$ 5,930,000	\$ 6,275,200	\$ 6,557,580	\$ 6,852,670	\$ 7,161,030
Supplies	207,553	211,400	296,820	298,300	299,790	301,290
Other Services and Charges	3,165,290	1,617,160	1,642,080	1,650,290	1,658,540	1,666,830
Capital Outlay	228,377	692,930	399,600	908,000	358,000	558,500
Transfers Out	154,780	-	-	-	-	-
Total police expenditures	\$ 9,544,880	\$ 8,451,490	\$ 8,613,700	\$ 9,414,170	\$ 9,169,000	\$ 9,687,650
Fire:						
Personnel Services	\$ 4,280,411	\$ 4,262,680	\$ 4,458,560	\$ 4,659,200	\$ 4,868,860	\$ 5,087,960
Supplies	192,444	244,680	309,830	311,370	312,930	314,490
Other Services and Charges	356,358	445,880	544,770	547,500	550,240	552,990
Capital Outlay	1,544,401	247,500	408,200	40,000	225,000	597,000
Transfers Out	309,550	-	-	-	-	-
Total fire expenditures	\$ 6,683,164	\$ 5,200,740	\$ 5,721,360	\$ 5,558,070	\$ 5,957,030	\$ 6,552,440
Total public safety expenditures	\$ 16,228,044	\$ 13,652,230	\$ 14,335,060	\$ 14,972,240	\$ 15,126,030	\$ 16,240,090

Public Safety Fund – Fund Balance Summary

Public Safety Fund-Fund Balance Summary	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
Fund balance, unassigned beginning	\$ 5,255,621	\$ 3,720,927	\$ 3,970,630	\$ 3,790,068	\$ 3,695,098	\$ 3,118,338
Prepays (includes amount on deposit with MMRMA)	18,616	327,873	230,000	230,000	230,000	230,000
Capital Equipment Replacement Reserve	1,506,760	1,173,850	2,028,440	2,528,440	3,028,440	3,528,440
Restricted for drug forfeitures	1,423,510	1,075,318	672,228	600,000	-	-
Fund balance, beginning (excludes Special Operations)	8,204,507	6,297,968	6,901,298	7,148,508	6,953,538	6,876,778
Annual Revenue	14,321,505	14,255,560	14,582,270	14,777,270	15,049,270	15,327,270
Annual Expenditures	(16,228,044)	(13,652,230)	(14,335,060)	(14,972,240)	(15,126,030)	(16,240,090)
Revenues over/(under) expenditures	(1,906,539)	603,330	247,210	(194,970)	(76,760)	(912,820)
Ending Fund Balance:	\$ 6,297,968	\$ 6,901,298	\$ 7,148,508	\$ 6,953,538	\$ 6,876,778	\$ 5,963,958
Estimated Ending Fund Balance	\$ 6,297,968	\$ 6,901,298	\$ 7,148,508	\$ 6,953,538	\$ 6,876,778	\$ 5,963,958
16.7% minimum fund balance for contingencies				\$2,500,360	\$2,526,050	\$ 2,712,100
Cumulative Amount Over/(Under) Minimum Reserve Levels				\$1,289,708	\$1,169,048	\$406,238

The separate public safety, as well as the general voted and shared services millage are currently set to expire in 2020. The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by Township Law. This amendment limits the growth in property tax revenue from existing property to the rate of inflation. It accomplishes this by reducing millage rates proportionally by the amount that market changes exceed the State's inflation rate multiplier. Headlee has permanently reduced the voter approved public safety millage from 6.2500 mills as authorized by voters in 2014 to 6.0112 mills in 2019 as follows:

CHARTER TOWNSHIP OF NORTHVILLE, MICHIGAN MILLAGE RATES, HEADLEE MAXIMUM RATES AND 2019 TAX LEVY

OPERATING FUNDS	MAXIMUM LEVY	HEADLEE		2016 LEVY	REMAINING CAPACITY
		2015 Allowable Levy	Millage Reduction Fraction		
GENERAL OPERATING	\$ 1.0000	\$ 0.6804	0.9922	0.6750	\$ -
PUBLIC SAFETY	6.2500	6.2386	0.9922 *	6.1899	\$ -
SHARED SERVICES	0.7574	0.7560	0.9922 *	0.7501	\$ -
GENERAL VOTED OPERATING	0.1176	0.1174	0.9922 *	0.1164	\$ -
DEBT SERVICE FUNDS					Last Year of Payments 2029
SEVEN MILE PROPERTY DEBT SERVICE	0.9661	N/A	N/A	0.9250	
				\$ 8.6564	
Future Impact of Headlee Maximum Rates					
		MILLAGE		Millage Reduction	
2016 Tax Year	2015	2016	CHANGE		
PUBLIC SAFETY	6.2386	6.1899	(0.0487)	(\$95,000) (a)	
2015 Tax Year	2014	2015	CHANGE	Reduction	Millage Rate Reduction by Year
PUBLIC SAFETY	6.2500	6.2386	(0.0114)	(\$22,000) (b)	\$ -
Cumulative impact of millage reduction to-date				(\$117,000) (a+b)	(0.0601)
Actual 2017 Millage rate reduction				(88,002)	(0.0434)
Actual 2018 Millage rate reduction				(116,165)	(0.0548)
Actual 2019 Millage rate reduction				(181,144)	(0.0805)
Estimated 2020 Millage rate reduction				(109,586)	(0.0487)
Estimated annual reduction in property tax revenue due to Headlee Roll-Back				(\$611,897)	(0.2875)

* MCL 211.7d(9) states:

(9) The millage reduction shall be determined separately for authorized millage approved by the voters. The limitation on millage authorized by the voters on or before April 30 of a year shall be calculated beginning with the millage reduction fraction for that year. Millage authorized by the voters after April 30 shall not be subject to a millage reduction until the year following the voter authorization which shall be calculated beginning with the millage reduction fraction for the year following the authorization. The first millage reduction fraction used in calculating the limitation on millage approved by the voters after January 1, 1979 shall not exceed 1.

Public Safety Fund (multi-year budget)

Voter approved millage rates for public safety, general operating, parks, recreation, senior and youth services have all been reduced by Headlee. Based on a projected annual millage rate reduction of .0487 mills per year, the annual loss of property tax revenue dedicated to fund Public Safety operations will approximate over \$600,000 by 2020.

Public Safety (multi-year budget)

The Township has a separately voted public safety millage dedicated for police and fire operations. To maintain current service levels including personnel, operating and capital costs, a millage increase to restore the lost Headlee rollback millage will be required.

General Fund (multi-year budget)

The multi-year budget plan maintains General Fund reserves within the Government Finance Officers Association, recommended minimum levels of 16.7% of budgeted expenditures.

Charter Township of Northville
Multi-Year Budget Analysis 2018-23
GENERAL FUND - Revenue

DESCRIPTION	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
TAXES						
Property Taxes	\$ 1,585,460	\$ 1,632,000	\$ 1,696,000	\$ 1,723,000	\$ 1,758,000	\$ 1,793,000
Property Tax Administration Fee	806,048	750,000	750,000	750,000	750,000	750,000
Penalty and Interest	9,964	19,710	15,910	15,910	15,910	15,910
Taxes	<u>\$ 2,401,472</u>	<u>\$ 2,401,710</u>	<u>\$ 2,461,910</u>	<u>\$ 2,488,910</u>	<u>\$ 2,523,910</u>	<u>\$ 2,558,910</u>
LICENSES, PERMITS & CHARGES FOR SERVICES						
Mechanical Permits	\$ 137,858	\$ 100,000	\$ 100,000	\$ 100,000	\$ 80,000	\$ 80,000
Building Permits	1,178,968	800,000	500,000	400,000	300,000	-
Electrical Permits	167,464	100,000	100,000	100,000	80,000	80,000
Plumbing Permits	169,910	60,000	60,000	60,000	60,000	60,000
Building Miscellaneous	100	100	100	100	100	100
IT Contracted Services	16,252	-	-	-	-	-
Dog Licenses	5,053	5,000	5,000	5,000	5,000	5,000
ZBA fees	4,000	200	200	200	200	200
Planning Fees	43,600	20,000	10,000	10,000	10,000	-
Engineering Plan Review	111,863	25,000	12,500	12,500	12,500	-
Administrative Reimbursement	111,298	25,000	12,500	12,500	12,500	-
Duplicating/Reports	594	-	-	-	-	-
Election revenue	415	-	-	-	-	-
Business License Fees	2,700	1,300	1,300	1,300	1,300	1,300
Public Utility	583,502	550,000	500,000	500,000	500,000	500,000
Licenses, Permits & Charges for Services	<u>\$ 2,533,577</u>	<u>\$ 1,686,600</u>	<u>\$ 1,301,600</u>	<u>\$ 1,201,600</u>	<u>\$ 1,061,600</u>	<u>\$ 726,600</u>
STATE SOURCES						
State Revenue Sharing	<u>\$ 2,522,115</u>	<u>\$ 2,563,260</u>	<u>\$ 2,609,140</u>	<u>\$ 2,609,140</u>	<u>\$ 2,609,140</u>	<u>\$ 2,609,140</u>
OTHER REVENUE						
Special Assessment Collections	21,522	15,000	15,000	15,000	15,000	15,000
Miscellaneous Revenue	125,578	28,040	25,250	25,250	25,250	25,250
Other Revenue	<u>\$ 147,100</u>	<u>\$ 43,040</u>	<u>\$ 40,250</u>	<u>\$ 40,250</u>	<u>\$ 40,250</u>	<u>\$ 40,250</u>
INTEREST INCOME						
	<u>\$ 198,630</u>	<u>\$ 150,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>	<u>\$ 40,000</u>
TRANSFERS IN						
	<u>\$ -</u>	<u>\$ 1,000,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
TOTAL REVENUE	<u><u>\$ 7,802,894</u></u>	<u><u>\$ 7,844,610</u></u>	<u><u>\$ 6,452,900</u></u>	<u><u>\$ 6,379,900</u></u>	<u><u>\$ 6,274,900</u></u>	<u><u>\$ 5,974,900</u></u>

General Fund (multi-year budget continued)

Charter Township of Northville
Multi-Year Budget Analysis 2018-23
GENERAL FUND - Appropriations

DESCRIPTION	Actual 2018	Estimated 2019	Budget 2020	Projected		
				2021	2022	2023
LEGISLATIVE						
Personnel Services	\$ 691,857	\$ 777,230	\$ 732,990	\$ 765,970	\$ 800,440	\$ 836,460
Supplies	42,589	53,750	58,550	60,310	62,120	63,980
Other Services and Charges	5,509,484	716,350	741,390	763,630	786,540	810,140
	<u>\$ 6,243,930</u>	<u>\$ 1,547,330</u>	<u>\$ 1,532,930</u>	<u>\$ 1,589,910</u>	<u>\$ 1,649,100</u>	<u>\$ 1,710,580</u>
TOWNSHIP CLERK'S OFFICE						
Personnel Services	\$ 332,272	\$ 300,480	\$ 411,760	\$ 314,000	\$ 430,290	\$ 328,130
Supplies	47,783	5,000	67,500	5,150	40,310	5,300
Other Services and Charges	5,086	7,800	16,730	17,230	8,520	8,780
Capital Outlay	-	35,000	-	30,000	20,000	-
	<u>\$ 385,141</u>	<u>\$ 348,280</u>	<u>\$ 495,990</u>	<u>\$ 366,380</u>	<u>\$ 499,120</u>	<u>\$ 342,210</u>
TREASURER						
Personnel Services	\$ 607,077	\$ 640,200	\$ 684,070	\$ 714,850	\$ 747,020	\$ 780,640
Other Services and Charges	331,488	346,740	359,220	370,000	381,100	392,530
	<u>\$ 938,565</u>	<u>\$ 986,940</u>	<u>\$ 1,043,290</u>	<u>\$ 1,084,850</u>	<u>\$ 1,128,120</u>	<u>\$ 1,173,170</u>
COMMUNITY RELATIONS						
Personnel Services	\$ 40,226	\$ 81,940	\$ 105,950	\$ 110,720	\$ 115,700	\$ 120,910
Supplies	788	1,610	2,500	1,660	2,580	1,710
Other Services and Charges	23,760	24,550	22,550	23,230	23,930	24,650
	<u>\$ 64,774</u>	<u>\$ 108,100</u>	<u>\$ 131,000</u>	<u>\$ 135,610</u>	<u>\$ 142,210</u>	<u>\$ 147,270</u>
FACILITY OPERATIONS						
Personnel Services	\$ 229,282	\$ 251,970	\$ 272,540	\$ 284,800	\$ 297,620	\$ 311,010
Supplies	10,827	15,550	24,550	25,290	26,050	26,830
Other Services and Charges	85,594	117,310	123,920	127,640	131,470	135,410
Capital Outlay	-	-	32,000	-	-	-
	<u>\$ 325,703</u>	<u>\$ 384,830</u>	<u>\$ 453,010</u>	<u>\$ 437,730</u>	<u>\$ 455,140</u>	<u>\$ 473,250</u>
BUILDING DEPARTMENT						
Personnel Services	\$ 466,076	\$ 513,570	\$ 410,630	\$ 429,110	\$ 448,420	\$ 468,600
Supplies	3,179	5,070	9,800	10,090	10,390	10,700
Other Services and Charges	130,339	140,200	142,000	146,260	150,650	155,170
	<u>\$ 599,594</u>	<u>\$ 658,840</u>	<u>\$ 562,430</u>	<u>\$ 585,460</u>	<u>\$ 609,460</u>	<u>\$ 634,470</u>
PLANNING DEPARTMENT						
Personnel Services	\$ 207,806	\$ 169,050	\$ 174,150	\$ 181,990	\$ 190,180	\$ 198,740
Other Services and Charges	34,478	37,400	41,850	43,110	44,400	45,730
	<u>\$ 242,284</u>	<u>\$ 206,450</u>	<u>\$ 216,000</u>	<u>\$ 225,100</u>	<u>\$ 234,580</u>	<u>\$ 244,470</u>
TRANSFERS OUT						
Debt Service Funds	\$ 114,830	\$ 817,010	\$ 822,630	\$ 790,170	\$ 754,160	\$ 425,250
Capital Projects	130,000	130,000	330,000	330,000	330,000	330,000
	<u>\$ 244,830</u>	<u>\$ 947,010</u>	<u>\$ 1,152,630</u>	<u>\$ 1,120,170</u>	<u>\$ 1,084,160</u>	<u>\$ 755,250</u>
Capital Outlay and/or Non-Recurring Expenditures						
One-time capital items, service improvements, etc.**		-	-	80,000	100,000	45,000
TOTAL APPROPRIATIONS/EXPENDITURES	<u>\$ 9,044,821</u>	<u>\$ 5,187,780</u>	<u>\$ 5,587,280</u>	<u>\$ 5,625,210</u>	<u>\$ 5,901,890</u>	<u>\$ 5,525,670</u>

**Includes CIP Requests for each respective year as identified in six year capital improvement plan.

General Fund (multi-year budget continued)

Multi-Year Budget Analysis 2018-23 GENERAL FUND - Fund Balance

DESCRIPTION	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
<u>General Fund-Fund Balance Summary</u>						
Fund balance, unassigned beginning	\$ 7,487,236	\$ 6,297,996	\$ 9,165,770	\$ 10,146,390	\$ 10,914,902	\$ 11,287,912
Nonspendable fund balance	392,453	339,766	128,822	13,822	-	-
Fund balance, beginning, total	\$ 7,879,689	\$ 6,637,762	\$ 9,294,592	\$ 10,160,212	\$ 10,914,902	\$ 11,287,912
Annual Revenue	7,802,894	7,844,610	6,452,900	6,379,900	6,274,900	5,974,900
Annual Expenditures	(9,044,821)	(5,187,780)	(5,587,280)	(5,625,210)	(5,901,890)	(5,525,670)
Revenues over/(under) expenditures	(1,241,927)	2,656,830	865,620	754,690	373,010	449,230
Estimated Ending Fund Balance	\$ 6,637,762	\$ 9,294,592	\$ 10,160,212	\$ 10,914,902	\$ 11,287,912	\$ 11,737,142
Total Fund balance as a percentage of total annual expenditures	73.4%	179.2%	181.8%	194.0%	191.3%	212.4%
Fund Balance Ending (reserve 16.7% of current expenditures)			\$ 933,076	\$ 939,410	\$ 985,616	\$ 922,787
Funds in excess/or (shortfall) of 16.7% reserve			\$ 9,227,136	\$ 9,975,492	\$ 10,302,296	\$ 10,814,355

General Fund Capital Outlay and Non-Recurring Expenditures

Funding for a twenty-year facility capital replacement reserve was initiated last fiscal year based on the results of a capital needs assessment which was completed for Township Hall, Police, Fire and the Department of Public Services facilities. The assessment was conducted for the purpose of:

- Reviewing the physical condition of each site and structure within the Township.
- Determining the capital improvement needs of each respective Township facility, equipment, systems and structural elements over a 20-year period, including non-dwelling components such as parking lots and common areas.
- Estimating the projected costs of recommended capital improvements, major repairs, and replacement of appliances, taking into account such variables as standard rates of inflation.
- Creating building reserves to ensure that funds have been provided for the inevitable need to reinvest in the Township's facilities.

The needs assessment assumes future capital actions are based on useful life expectations and continued effective maintenance and physical management of each facility. Costs for the twenty year plan total \$3,816,505 in current dollars (\$4,778,338 in inflated dollars). It is recommended to increase funding annual reserve contributions to \$330,000 from the General Fund.

Executive Summary

Reserve Funding Analysis

	2019	2020	2021	2022	2023
Reserve Balances					
Starting Replacement Reserves	\$1,248,527	\$2,198,961	\$1,633,961	\$2,263,961	\$2,513,961
Annual Funding	\$1,378,934	\$ 330,000	\$ 680,000	\$ 330,000	\$ 330,000
Total Capital Cost	\$428,500	\$ 895,000	\$ 50,000	\$ 80,000	\$ -0-
Reserve Balances	\$2,198,961	\$1,633,961	\$2,263,961	\$2,513,961	\$2,843,961

Capital renewal and replacement is defined as a systematic management process to plan and budget for known cyclic repair and replacement requirements that extend the life and retain usable condition of facilities and systems and are not normally contained in the annual operating budget. By planning ahead and systematically saving for future capital needs, the Township can help mitigate the financial impact of major, nonrecurring expenditures on future budgets.

Major Maintenance and Capital Renewal and Replacement Strategy

The key components of a major maintenance and capital renewal and replacement program are as follows

- Funding maintenance and repairs at adequate levels to avoid accumulation of backlogs.
- Conducting facilities audits and assessments of conditions.
- Prioritizing critical deferred maintenance needs.
- Adjusting operating and capital budgeting practices to emphasize maintenance and capital renewal.

Special Revenue Funds (multi-year budget)

Northville Parks and Recreation Commission is a shared service provided through an agreement between the City of Northville and the Charter Township of Northville.

Charter Township of Northville Multi-Year Budget Analysis 2018-23 Shared Services Fund

DESCRIPTION	REVENUE					
	Actual 2018	Estimated 2019	Budget 2020	Projected		
				2021	2022	2023
Property Taxes	\$ 1,502,902	\$ 1,547,000	\$ 1,608,000	\$ 1,634,000	\$ 1,667,000	\$ 1,700,000
Other	118,483	65,000	4,300	4,300	4,300	4,300
Interest Income	22,854	21,500	1,500	1,500	1,500	1,500
Total revenue	\$ 1,644,239	\$ 1,633,500	\$ 1,613,800	\$ 1,639,800	\$ 1,672,800	\$ 1,705,800
DESCRIPTION	APPROPRIATIONS					
	Actual 2018	Estimated 2019	Budget 2020	Projected		
				2021	2022	2023
Recreation and senior programs	\$ 1,011,229	\$ 1,011,230	\$ 1,011,230	\$ 1,011,230	\$ 1,011,230	\$ 1,011,230
Youth assistance	94,530	94,530	94,530	94,530	94,530	94,530
Park maintenance	94,138	771,000	370,000	300,000	300,000	300,000
Transfers out	330,100	313,500	258,260	150,000	150,000	150,000
Total expenditures	\$ 1,529,997	\$ 2,190,260	\$ 1,734,020	\$ 1,555,760	\$ 1,555,760	\$ 1,555,760
Fund Balance, Beginning	\$ 945,533	\$ 1,059,775	\$ 503,015	\$ 382,795	\$ 466,835	\$ 583,875
Revenues over/(under) expenditures	114,242	(556,760)	(120,220)	84,040	117,040	150,040
Ending Fund Balance	\$ 1,059,775	\$ 503,015	\$ 382,795	\$ 466,835	\$ 583,875	\$ 733,915
Fund Balance Ending (minimum 16.7%)				259,812	259,812	259,812
<i>Funds in excess/or (shortfall) of reserve amount</i>				\$ 207,023	\$ 324,063	\$ 474,103

Fund Balance Analysis - Shared Services Fund:

Fund Balance, January 1, 2019						\$ 1,059,775
Estimated 2019:						
Revenue					1,633,500	
Expenditures					(2,190,260)	
Revenues over/(under) expenditures						(556,760)
2020 Budget:						
Revenue					1,613,800	
Expenditures					(1,734,020)	
Revenues over/(under) expenditures						(120,220)
Projected Fund Balance, December 31, 2020						\$ 382,795

Special Revenue Funds (multi-year budget continued)

Northville Youth Network (NYN) was established in December 1986 as part of the Shared Services Agreement between the Charter Township of Northville and the City of Northville, with the cooperation of the Northville Public Schools.

Charter Township of Northville Multi-Year Budget Analysis 2018-23 Youth Network Fund

DESCRIPTION	REVENUE			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Northville Township contributions	94,530	94,530	94,530	94,530	94,530	94,530
Northville City contributions	18,010	18,010	18,010	18,010	18,010	18,010
Other	13,090	13,000	13,000	13,000	13,000	13,000
Total revenue	\$ 125,630	\$ 125,540	\$ 125,540	\$ 125,540	\$ 125,540	\$ 125,540
DESCRIPTION	APPROPRIATIONS			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Personnel Services	\$ 45,806	\$ 88,610	\$ 91,820	\$ 93,660	\$ 95,530	\$ 97,440
Supplies	1,372	1,650	1,650	1,660	1,670	1,680
Other Services & Charges	8,117	15,340	15,340	17,230	15,410	13,560
Program Expenditures	21,858	24,000	24,000	20,330	20,330	20,330
Total expenditures	\$ 77,153	\$ 129,600	\$ 132,810	\$ 132,880	\$ 132,940	\$ 133,010
Fund balance, unassigned beginning	\$ 115,461	\$ 163,938	\$ 159,878	\$ 152,608	\$ 145,268	\$ 137,868
Revenues over/(under) expenditures	48,477	(4,060)	(7,270)	(7,340)	(7,400)	(7,470)
Estimated Ending Fund Balance	\$ 163,938	\$ 159,878	\$ 152,608	\$ 145,268	\$ 137,868	\$ 130,398

Fund Balance Analysis - Youth Network Fund:

Fund Balance, January 1, 2019						\$ 163,938
Estimated 2019:						
Revenue					125,540	
Expenditures					(129,600)	
Revenues over/(under) expenditures						(4,060)
2020 Budget:						
Revenue					125,540	
Expenditures					(132,810)	
Revenues over/(under) expenditures						(7,270)
Projected Fund Balance, December 31, 2020						\$ 152,608

Capital Projects Fund (multi-year budget)

The Tree Fund was established to provide for tree replacement within the Township. Proceeds will vary from year to year and come primarily from fees paid by developers where the Planning Commission finds it is not reasonable, practical and desirable to relocate or replace trees on site or at another location within the Township pursuant to the Northville Township Code of Ordinances.

Charter Township of Northville Multi-Year Budget Analysis 2018-23 Tree Fund

DESCRIPTION	REVENUE			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Other	\$ 230,150	\$ (84,600)	\$ -	\$ -	\$ -	\$ -
Interest income	5,944	5,000	-	-	-	-
Total revenue	<u>\$ 236,094</u>	<u>\$ (79,600)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
DESCRIPTION	APPROPRIATIONS			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Tree plantings and replacements	31,432	106,070	-	-	-	-
Total expenditures	<u>\$ 31,432</u>	<u>\$ 106,070</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Fund Balance, Beginning	\$ 363,807	\$ 568,469	\$ 382,799	\$ 382,799	\$ 382,799	\$ 382,799
Revenues over/(under) expenditures	204,662	(185,670)	-	-	-	-
Estimated Ending Fund Balance	<u>\$ 568,469</u>	<u>\$ 382,799</u>	<u>\$ 382,799</u>	<u>\$ 382,799</u>	<u>\$ 382,799</u>	<u>\$ 382,799</u>

Fund Balance Analysis - Tree Fund:

Fund Balance, January 1, 2019					\$ 568,469
Estimated 2019:					
Revenue				(79,600)	
Expenditures				(106,070)	
Revenues over/(under) expenditures					(185,670)
2020 Budget:					
Revenue				-	
Expenditures				-	
Revenues over/(under) expenditures					-
Projected Fund Balance, December 31, 2020					<u>\$ 382,799</u>

Capital Projects Fund (multi-year budget continued)

The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction including maintenance to extend the useful life of capital or infrastructure improvements.

Charter Township of Northville Multi-Year Budget Analysis 2018-23 Capital Projects Fund

DESCRIPTION	REVENUE					
	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
Special assessment collections	\$ 12,814	\$ 7,690	\$ 7,690	\$ 9,610	\$ 9,610	\$ 9,610
Interest on special assessments	3,406	3,410	3,410	3,410	3,410	3,410
County sources	23,550	56,310	-	-	-	-
Metro Act funds	20,467	20,840	20,000	20,000	20,000	20,000
Interest Income	184,276	80,000	10,000	10,000	10,000	10,000
Transfers in	130,000	130,000	330,000	330,000	330,000	330,000
Proceeds from sale of land	431,129	-	-	350,000	-	-
Other	379,688	856,790	-	-	-	-
Total revenue	\$ 1,185,330	\$ 1,155,040	\$ 371,100	\$ 723,020	\$ 373,020	\$ 373,020
DESCRIPTION	APPROPRIATIONS					
	Actual	Estimated	Budget	Projected		
	2018	2019	2020	2021	2022	2023
Capital Outlay	\$ 66,270	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Facility maintenance/improvements	589,003	428,500	45,000	50,000	80,000	-
Pathway maintenance	8,677	100,000	16,000	16,000	16,000	16,000
Replace Election Laptops	-	15,600	-	-	-	-
Road/intersection improvement projects	405,087	153,840	-	-	-	-
Seven Mile Project	7,475,739	574,950	-	-	-	-
Five Mile Project	46,270	83,350	-	-	-	-
Park maintenance facility addition	-	-	850,000	-	-	-
Transfers out	-	1,000,000	-	-	-	-
Total expenditures	\$ 8,591,046	\$ 2,376,240	\$ 931,000	\$ 86,000	\$ 116,000	\$ 36,000
Fund balance, unassigned beginning	\$ 576,788	\$ 569,671	\$ 601,081	\$ 602,181	\$ 605,201	\$ 608,221
Restricted Metro Act funds	137,317	149,108	69,948	73,948	77,948	81,948
Road Improvements	295,515	-	-	-	-	-
Seven Mile Demolition Project	9,599,623	2,123,884	-	-	-	-
Five Mile Corridor Project	959,787	1,351,087	1,351,087	1,351,087	1,351,087	1,351,087
Facility replacement reserve	1,232,693	1,248,527	2,198,961	1,633,961	2,263,961	2,513,961
Fund balance, beginning, total	12,801,723	5,442,277	4,221,077	3,661,177	4,298,197	4,555,217
Revenues over/(under) expenditures	(7,405,716)	(1,221,200)	(559,900)	637,020	257,020	337,020
Estimated Ending Fund Balance	\$ 5,396,007	\$ 4,221,077	\$ 3,661,177	\$ 4,298,197	\$ 4,555,217	\$ 4,892,237

Debt Service Funds (multi-year budget continued)

The purpose of a debt service fund is to account for the accumulation of resources for the payment of interest as well as the principal on debt instruments that have been issued by the Township.

Charter Township of Northville Multi-Year Budget Analysis 2018-23 2006 REFUNDING BONDS - LAND ACQUISITION

DESCRIPTION	REVENUE			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Transfers in	\$ 330,100	\$ 313,500	\$ 258,260	\$ -	\$ -	\$ -
Appropriation from fund balance	-	-	38,640	-	-	-
Total revenue	\$ 330,100	\$ 313,500	\$ 296,900	\$ -	\$ -	\$ -
DESCRIPTION	APPROPRIATIONS			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Principal	\$ 295,000	\$ 290,000	\$ 285,000	\$ -	\$ -	\$ -
Interest expense	34,800	23,000	11,400	-	-	-
Paying agent fees	500	500	500	-	-	-
Total expenditures	\$ 330,300	\$ 313,500	\$ 296,900	\$ -	\$ -	\$ -

2009 GENERAL OBLIGATION UNLIMITED TAX - SEVEN MILE PROPERTY PURCHASE (Build America Bonds)

DESCRIPTION	REVENUE			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Current property taxes	\$ 1,998,168	\$ 2,228,000	\$ 2,594,000	\$ 2,632,000	\$ 1,267,000	\$ 1,292,000
State sources	5,672	-	-	-	-	-
Interest Income	14,957	15,000	6,000	6,000	6,000	6,000
Appropriation (to)/from fund balance	-	(621,560)	(951,890)	(1,044,440)	349,680	345,840
Total revenue	\$ 2,018,797	\$ 1,621,440	\$ 1,648,110	\$ 1,593,560	\$ 1,622,680	\$ 1,643,840
DESCRIPTION	APPROPRIATIONS			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Principal	\$ 950,000	\$ 1,025,000	\$ 1,095,000	\$ 1,085,000	\$ 1,160,000	\$ 1,230,000
Interest expense	635,036	595,340	552,010	507,460	461,580	412,740
Paying agent fees	1,100	1,100	1,100	1,100	1,100	1,100
Total expenditures	\$ 1,586,136	\$ 1,621,440	\$ 1,648,110	\$ 1,593,560	\$ 1,622,680	\$ 1,643,840

2012 REFUNDING BONDS - BUILDING AUTHORITY

DESCRIPTION	REVENUE			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Transfers in	\$ 855,550	\$ 1,089,350	\$ 1,096,850	\$ 1,053,550	\$ 1,005,550	\$ 567,008
Appropriation (to)/from fund balance	-	-	-	-	-	488,942
Total revenue	\$ 855,550	\$ 1,089,350	\$ 1,096,850	\$ 1,053,550	\$ 1,005,550	\$ 1,055,950
DESCRIPTION	APPROPRIATIONS			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Principal	\$ 895,000	\$ 915,000	\$ 960,000	\$ 955,000	\$ 945,000	\$ 1,035,000
Interest expense	210,300	174,100	136,600	98,300	60,300	20,700
Paying agent fees	250	250	250	250	250	250
Total expenditures	\$ 1,105,550	\$ 1,089,350	\$ 1,096,850	\$ 1,053,550	\$ 1,005,550	\$ 1,055,950

Debt Service Funds (multi-year budget continued)

2009 SPECIAL ASSESSMENT LIMITED TAX BONDS

DESCRIPTION	REVENUE			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Special assessment collections	\$ 29,726	\$ 24,590	\$ 24,590	\$ 24,590	\$ 24,590	\$ 24,590
Interest on special assessments	8,195	8,380	8,000	8,000	6,000	4,000
Appropriation from fund balance	-	24,410	22,760	20,680	20,540	20,410
Total revenue	\$ 37,921	\$ 57,380	\$ 55,350	\$ 53,270	\$ 51,130	\$ 49,000

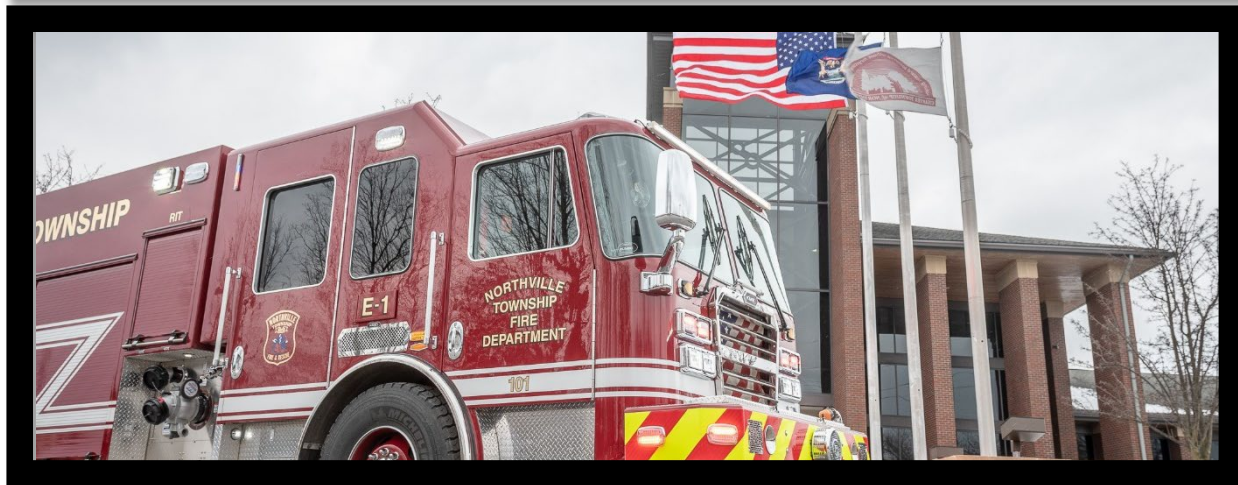
DESCRIPTION	APPROPRIATIONS			Projected		
	Actual 2018	Estimated 2019	Budget 2020	2021	2022	2023
Principal	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Interest expense	13,613	11,590	9,560	7,480	5,340	3,210
Paying agent fees	790	790	790	790	790	790
Total expenditures	\$ 59,403	\$ 57,380	\$ 55,350	\$ 53,270	\$ 51,130	\$ 49,000

Department of Public Safety

The Northville Township Department of Public Safety is a full service police and fire department which is headed by Director Todd L. Mutchler. Director Mutchler was appointed by the Township Manager to develop policy and systems through management, accreditation, and accountability. Director Mutchler's command staff consists of; Deputy Director of Fire Services, Brent Siegel, and Deputy Director of Police Services, Paul Tennies.

Northville Township Police Department is located at 41600 Six Mile Road, Northville, Michigan. The police department houses police patrol, detective bureau, code enforcement, communications center, lock-up facility, records bureau, and administrative offices.

The Northville Township Fire Station is located at 45745 Six Mile Road, Northville, Michigan. The department provides fire protection and Advanced Life Support (ALS) emergency medical treatment and transport to the Community of Northville Township.

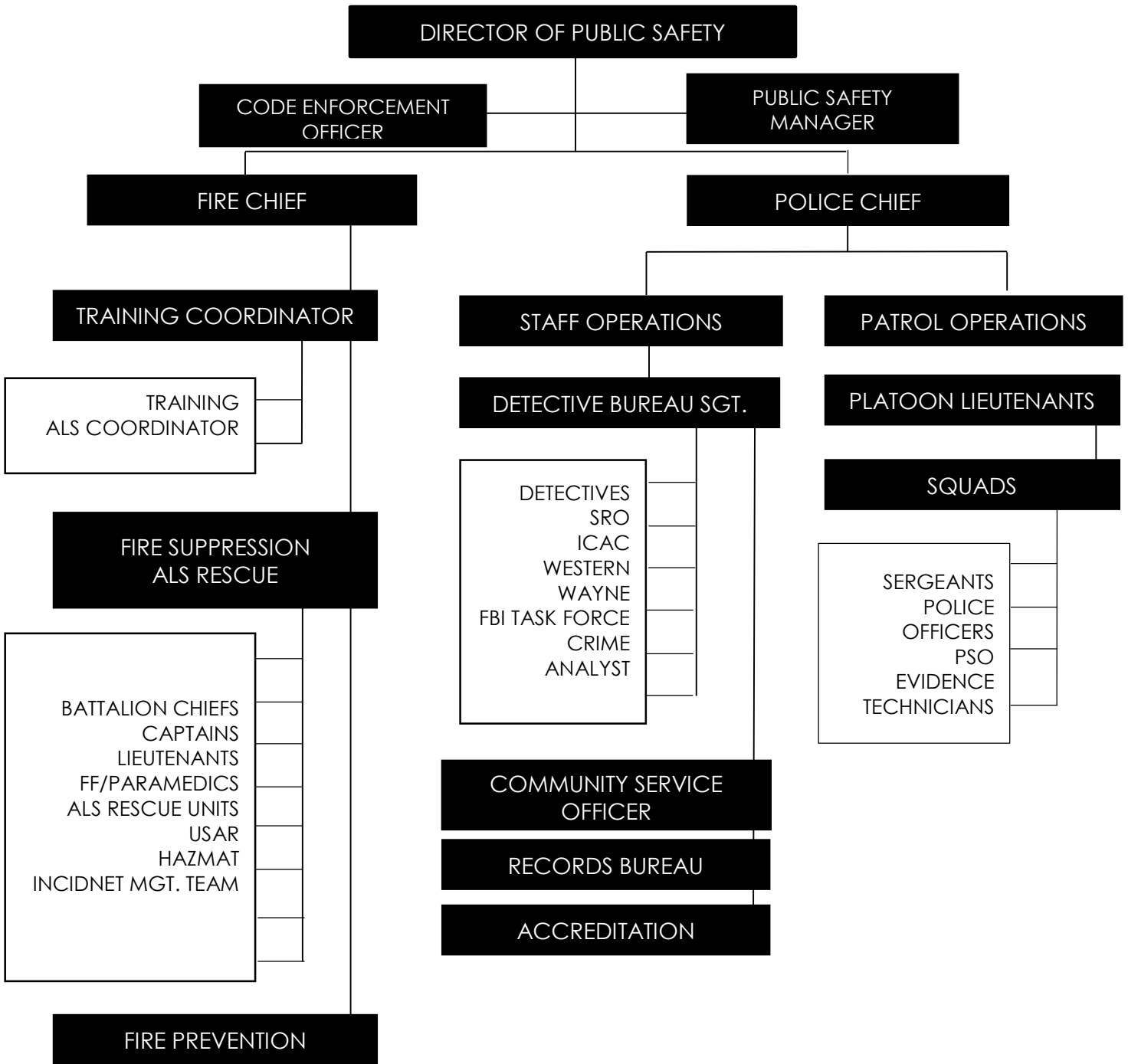




NORTHVILLE TOWNSHIP DEPARTMENT OF PUBLIC SAFETY



Organizational Chart



Northville Township Police Department

Mission Statement

Through our delivery of exceptional public safety services, we will provide safety and support to the Community of Northville Township. Utilizing best practice standards, we are committed to continuous improvement and partnerships focused on working for a safer community.

Values

- SERVICE
- TRUST
- RESPECT

Northville Township Police Department is staffed with thirty-five full time Sworn Officers, eleven Reserve Officers, ten Public Service Officers, a Code Enforcement Officer, and a Communications System Coordinator/Crime Data Analyst. The Northville Township Police Department is committed to sustaining strategic consistency and reinvention recognizing that one cannot solve today's problems with yesterday's solutions. Our residents expect and deserve fiscally sound practices in our delivery of law enforcement services, thus standards and best practices have been implemented in order to achieve our department's Mission, Vision and Values while "*Working for a Safer Community.*"

- CompStat – CompStat, short for computer crime statistics, ensures organizational outputs are aligned with the greater mission of Northville Township. Through our CompStat process, Supervisors and Managers are held accountable for performance, ensuring efficient use of policing resources. With a focus on "*Working for a Safer Community,*" one of our objectives is to proactively identify and respond to crimes occurring in the community. This is achieved through our crime data analyst who identifies trends and works with our employees to create action plans to address crime in the community. By using crime and arrest data, as well as other relevant performance indicators, CompStat can drive police and fire action with surgical precision to maximize organizational efforts, forecast needs, and assess results with timely and accurate information supporting our goal of being a purpose driven, values led, performance oriented Department of Public Safety.
- School partnerships – Northville Community Schools and the Charter Township of Northville formed a partnership during the 2017/18 school year to ensure a dedicated and National Association of School Resource Officers (NASRO) certified sworn police officer is assigned full time at Northville High School during each school year. Through this partnership, the police department works closely with the school administration on safety planning and coordination on school safety concerns in compliance with

state and federal laws governing student and school privacy. Northville Township Department of Public Safety hosts biannual meetings with Northville Public Schools to deliver new knowledge and information, and to promote open communication between the departments. NASRO certification provides officers training which supports student development, school safety, and education. Northville Township Police Department's School Resource Officer will complete the NASRO Advanced School Resource Officer Course in 2019 which focuses on more advanced techniques for the School Resource Officer. The Alert Lockdown Inform Counter Evacuate (ALICE) program is a progressive response to active shooters and active threats, which the Northville Township Police Department and the Northville Public Schools have partnered in to build a safer community.

2018-2019 School Year Totals

10	Criminal Contacts
114	Non-Criminal Contacts
12	Within 1000 feet of NHS
1	OK2SAY

- Nixle/Social Media – The Northville Township Police Department rolled out on-line offerings to ensure our residents are well informed and kept up to date with relevant information regarding crime and public safety issues in the community. These free on-line services can be easily accessed 24/7 through the Northville Township App.
- Community Engagement – Supporting our mission of “Working for a Safer Community” creating partnerships within the community is a critical link to the community we serve, our Community Service Officer (CSO) works closely with our residents and residential associations within our Township in support of crime prevention “best practices;” ensuring our residents are well informed about crime and crime trends in the community and the region. In 2018, the CSO worked with apartment property managers to reduce crime and resident complaints in their communities, provided crime prevention presentations at over 20 HOA meetings. He also, completed training to become an ALiCE Instructor, a certified Crime Prevention Specialist through the Law Enforcement Officers Regional Training Commission, and a Rape Aggression Defense (R.A.D.) Instructor. The Halloween night “Boo Crew in Blue” initiative was expanded to include Elementary and Middle School activities in addition to the police officer presence in the neighborhoods. Identity theft prevention presentations

were provided at the Northville Community Center and for the Way Fairers group from Ward Church. The Dog Walker Watch and Coffee with a Cop programs were also introduced as ways to engage and educate the community regarding departmental activities and provide crime prevention tips to residents.

- Michigan Association of Chiefs of Police (MACP) Accreditation – Northville Township was among the first Accredited agencies in the state. Accreditation is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performances. The foundation of Accreditation lies in the adoption of standards containing a clear statement of professional objectives. Participating agencies conduct a thorough self-analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented. Northville Township Police Department was the first department in the State to apply for this sought after accreditation.
- The opioid epidemic has wreaked havoc throughout the nation and it has impacted Northville Township as well. In 2018 Northville Township experienced (29) incidents involving opioids/heroin, with (9) of the incidents involving overdoses and (1) overdose death. In keeping with our mission of “working for a safer community,” NTPD has taken a proactive approach to combat this problem in our community. In 2017, NTPD partnered with Growth Works to implement a Police Opioid Intervention initiative, with the goal of saving and transforming lives. With intentions to reduce fatal opioid overdose, in 2018, NTPD successfully completed mandatory training from the Detroit Wayne Mental Health Authority on Naloxone Distribution. NTPD along with Growth Works offers help to opioid/heroin addicts by offering rehabilitation treatment programs at no cost. It’s important to note that the overwhelming majority of property crimes in Northville Township are motivated by drug addiction, so as a byproduct of this initiative there will be a reduction in property crime as well.
- The Northville Township Department of Public Safety uses our strategic plan as an organizational blueprint to set priorities, goals, and resources; to focus our efforts toward a common goal; to assess our efforts and adjust our direction based upon the changing environment and demographics in the community. Northville Township Department of Public Safety has adopted best practice standards with a focus on delivery of exceptional safety services to the community in a fiscally responsible manner.

The Northville Township Police Department is divided into two divisions; Staff Operations and Patrol Operations.

Staff Operations consists of the Records Bureau and Detective Bureau. Working closely with the Township's Clerk Office, our Records Bureau is responsible for the access, maintenance and retention of all digital and physical records associated with the Northville Township Department of Public Safety. This includes, processing of requests in accordance with the Freedom of Information Act, judicial discovery orders and subpoenas, expungement requests, records check, pistol sales permits, solicitor permits, tracking and reporting of crime data to MICR.

The detective bureau is an investigative unit responsible for investigating criminal acts occurring within Northville Township. In 2018, the unit was assigned approximately 567 investigations ranging from property crimes to crimes against persons involving violence. Within the detective bureau, based on criminals using technology as a tool to commit crimes, the Northville Township Police Department offers our citizens advanced investigative support through a Certified Forensic Computer Examiner. This detective specializes in digital forensics and investigations involving technology. There are a limited number of investigators in the State of Michigan who hold a CFCE certification, and less than 2,500 individuals worldwide. This detective is also a member of a specialized task force that focus on the abuse and exploitation of children through the internet. The Internet Crimes against Children's Task Force is comprised of local, state and federal investigators. The Northville Township Police Department also partners with the Office of the Michigan Attorney General to provide training regarding cyber safety and cyber bullying.

Recognizing that criminals cross geographical boundaries, the department believes in strong regional partnerships in the investigative community. This includes membership in the Western Wayne Detective group, Western Wayne Community Response Team (CRT), and Detroit Metropolitan Identity Theft and Financial Crimes Task Force (DMITF). The mission of the DMITF is to identify and target for prosecution criminal enterprise groups and individuals responsible for identity theft, financial institution fraud, credit card fraud, mortgage fraud and other complex financial crimes where there is or may be a federal investigative interest. CRT is a Michigan State Police Task Force, which focuses on proactive investigations of offenders who target communities in Western Wayne County including Northville Township.

Patrol Operations includes our dispatch center, a full service 24/7 communications center. Our team of dispatchers provide service to residents of both Northville City and Northville Township as the telecommunications center for all emergency operations within these communities. The National Emergency Number Association (NENA), an association dedicated to 9-1-1 emergency dispatch policy, technology and operations who establish industry standards for training and certification, identifies a "good" dispatch center as one that answers emergency calls (9-1-1) in less than 10 seconds. Our dispatchers are answering all calls, on average, in less than 5 seconds.

The Communications Center went through a major renovation in December 2018 with a complete reconfiguration to enhance customer service, functionality, and continuing to build partnerships with Home Owner’s Associations and businesses to begin live video streaming to work towards our vision of becoming the safest community in our demographic.



The patrol division is comprised of uniformed officers whose primary focus is assisting our residents through high visibility, proactive patrols in the community aimed at crime prevention and reduction. Our patrol division offers our residents Vacation House checks; checking on your residence while you are away. The information that you provide, will assist us in contacting you or the person of your choice in the event of an emergency. Vacation House Checks are another example of the Northville Township Police Departments commitment to “working for a safer community.” House checks provide a valuable deterrence to crime at unoccupied residences. The checks are conducted by an easily identified uniformed officer with a fully marked patrol car.

Bicycle patrol officers support our patrol efforts by patrolling Northville Township residential areas, business districts, Edward Hines Park and Maybury State Park. This unit has three mountain bicycles specially designed for police work.

Northville Township Community Dispatch – Calls Received					
Category	2014	2015	2016	2017	2018
911 Calls Received	10,010	10,358	10,594	10,886	10,674
Business Calls Received	40,871	40,043	39,344	36,665	34,364
Total	50,881	50,401	49,938	47,551	45,038

The unit consists of officers trained by the International Police Mountain Bike Association and are on patrol when staffing permits. The bicycle patrol unit provides valuable contributions to the Northville community by participating in bike safety presentations; a cooperative effort with other community

organizations to reduce incidents of bicycle accidents and injury. Most notable the bicycle unit officers assist with Safety Town, a safety education program geared towards pre-kindergarten children. The effort focuses on early safety training for children to make them more safety conscious.

Honor Guard is comprised of sworn officers representing all divisions of the Department. Honor Guard members perform at various events to enhance the professional image of the Northville Township Department of Public Safety.

Members shall bestow honor and pay respect to fallen officers and their families giving ceremonial tribute to those that have made the ultimate sacrifice to the community.



Commitment to Training and Education

Fifty-seven percent of the Police Department's personnel holds a Bachelor Degree or higher. Six members of our Command Staff have attended Eastern Michigan University's Staff and Command School; one member attended Michigan State University's Staff and Command School. Six members attended New Chief's School endorsed by Michigan Association of Chiefs of Police. Two members have attended the FBI National Academy.

Professional Affiliations

Members of the Northville Township Police Department actively participate in professional associations local, regional, and statewide. Membership in the organizations allow Northville Township to impact and influence legislation, policy standards and training for Law Enforcement in the area. These organizations include Michigan Association of Chiefs of Police Legislative Committee, Wayne County Regional Police Academy, Eastern Michigan University Staff and Command Advisory Board, Southeastern Michigan Association of Chiefs of Police, Wayne County Association of Chiefs of Police, and Law Enforcement Records Management Association.

The Northville Township Police Department dedicates ourselves to "Working for a Safer Community" for all residents and visitors through evolving police practices that cater to the needs and trends of the community while keeping in mind "one cannot solve today's problems with yesterday's solutions."

Department Call For Service Data					
Incident Type	2014	2015	2016	2017	2018
Homicide	0	0	0	0	0
Forcible Rape	6	0	6	5	4
Robbery	2	4	0	0	5
Aggravated Assault	15	15	5	19	11
Burglary	38	71	25	44	35
Larceny Theft	295	349	308	276	286
Motor Vehicle Theft	22	15	19	17	5
Arson	0	1	1	3	2
TOTALS	378	455	364	364	348

*FBI Uniform Crime

Northville Township Statistics					
Category	2014	2015	2016	2017	2018
Calls for Service	16,123	15,215	15,719	18,874	20,081
Traffic Crash - On Street with Injury	102	87	141	109	96
Traffic Crash - On Street No Injury	566	462	550	500	443
Traffic Crash - Private Property with Injury	4	1	3	4	3
Traffic Crash - Private Property No Injury	222	214	229	248	242
Traffic Citations Issued	4,369	4,830	3,880	3,546	3,261
Arrest Totals	721	692	862	993	706
Use of Force % (Arrests)	.69%	1.3%	.35%	1.4%	3.1%
Citizen Complaints Processed	-	-	3	14	22

* (-) No data gathered

2017 POLICE DEPARTMENT COMPARATIVE ANALYSIS

Communities with +/- 5,000 of Northville Township's Population

Community	Pop.	# Sworn Person.	Sworn per 1K Residents	# of Cmd Off.	# of P.O.	# of Patrol	# of Detectives	Ratio PO:CMD	% Assigned to patrol	*Violent Crime Rate	*Property Crime Rate
Mount Pleasant	25,959	28	1.08	7	21	19	2	3	68	255.5	1391.7
Garden City	26,909	32	1.19	11	21	18	3	1.9	56	258.9	1842.1
Plymouth Twp	26,933	30	1.11	8	19	16	3	2.75	53	55.6	1075.1
Allen Park	27,422	40	1.46	13	27	25	2	2.08	63	203.3	1844.0
Van Buren Twp	28,202	39	1.38	11	28	25	3	2.55	64	382.0	2359.5
Burton	28,739	39	1.36	9	23	16	7	2.56	41	365.6	2655.5
Northville Township	28,897	28	0.97	8	17	14	3	2.5	50	41.7	1201.3
Port Huron	28,946	51	1.73	14	31	25	6	2.64	49	967.6	2645.4
Southgate	29,276	37	1.23	14	16	9	7	1.64	24	265.6	2990.0
Madison Heights	30,409	45	1.41	13	32	28	4	2.46	62	256.9	2180.6
Average	28,169	36.9	12.92	10.8	23.5	19.5	4	2.408	53	317.5	2076.6

*Crime Rates calculated per 100,000 persons

Northville Township Fire Department

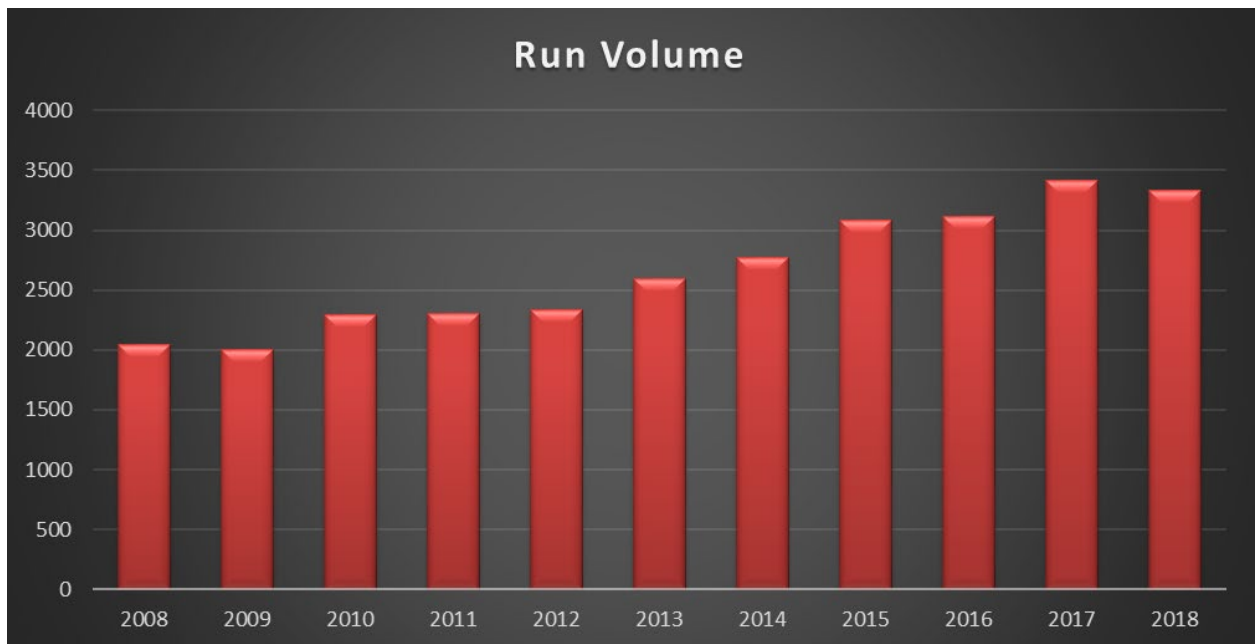
Mission Statement

The Northville Township Fire Department will provide the highest level of fire, rescue, and emergency medical services to those who live, work, and play within our community. We shall accomplish this through our organizational values of professionalism, public outreach, and continuous improvement.

Fire Department Overview

The Northville Township Fire Department operates under the direction of Director of Public Safety Todd Mutchler and Fire Chief Brent Siegel. The department is comprised of three (3) Battalion Chiefs, three (3) Captains, three (3) Lieutenants and eighteen (18) firefighter/paramedics, a Training Coordinator, EMS Coordinator, and a Fire Marshal.

Fire Department personnel are assigned to one of three 24 hour shifts. Each shift is staffed with nine career Firefighter/Paramedics. Every frontline vehicle is licensed and equipped to provide Advanced Life Support which is the highest level of pre-hospital medical care. The Northville Township Fire Department responded to over 3,300 incidents in 2018. Emergency incidents have increased 63% in the last 10 years and are expected to continue to increase for several more years.



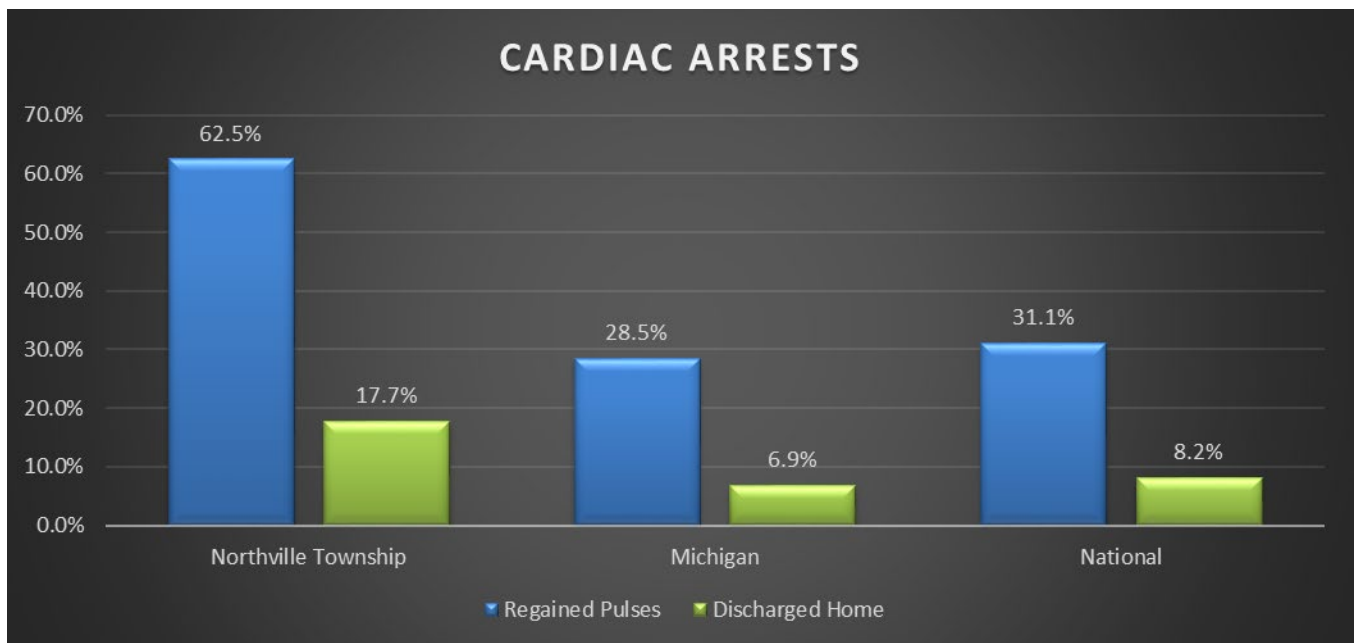
In addition to emergency response, personnel conduct daily training sessions to ensure job specific skills are maintained. NTFD also provides a variety of life safety services including inspections, plan reviews, fire cause and origin investigations, public education and outreach, child safety seat inspections, and community first aid and CPR.

Advanced Life Support (ALS)

Northville Township has been providing Advanced Life Support (ALS) since 2009. The program has continued to develop and is now recognized as a model organization throughout the State. Our ALS paramedics are a team of highly trained individuals that provide treatment and interventions beyond the scope of a basic EMT. Tasks performed include cardiac monitoring, intubation and administering several IV medications. The success of this program has led to numerous lives being saved. The out of hospital cardiac arrest survival rate in Northville Township is nearly triple the State average.

Cardiac Arrest Survival

Cardiac arrests are one of the most critical incidents the fire department responds to. Northville Township Fire has had tremendous success with out-of-hospital cardiac arrest survival. Over the last two years our paramedics were able to regain pulses on patients who suffered a cardiac arrest 62.5% of the time which more than double the state average and 17.7% of patients were discharged from the hospital with a normal quality of life.



Western Wayne County Fire Department Mutual Aid Association

The Northville Township Fire Department is an active member of the Western Wayne County Fire Department Mutual Aid Association. This association consists of more than 20 area fire departments and has developed the following two cooperative special operations teams:

Western Wayne County Haz-Mat Team

The Western Wayne County Hazardous Materials Response Team currently has 45 members from 22 Mutual Aid communities. The Western Wayne County Haz-Mat Team has a response area that encompasses parts of three counties and protects more than 2.9 million residents. Northville Township Fire Department has 3 hazardous material technicians assigned to this team and two of them are team leaders. One of the teams Haz-Mat trucks is stored at the Fire Station and is available to be deployed 24 hours a day.

Western Wayne County Urban Search and Rescue Team (USAR)

The Western Wayne County Urban Search and Rescue (USAR) team is comprised of members from departments throughout our mutual aid association. The USAR team is a specialized resource designed to operate on the scene of trench, confined space, high-angle, wide-area search and structural collapse incidents. Due to the complexity of their operations, specialized training is needed to prepare team members. Our department currently has four members that have received this special training and function as members of the USAR team. They are responsible for attending monthly training sessions and are only activated during active incidents.

Training Summary

The Northville Township Fire Department is committed to continuous improvement and we are dedicated to providing our personnel with extraordinary training opportunities. The primary focus of our training centers on delivering the definitive interventions necessary for a successful outcome on a given scene. Our goal is to facilitate operational effectiveness and consistency. Training sessions range in complexity from a simple lecture, to water and ice rescue scenarios and even live fire training evolutions. Critical trainings completed in 2018 include Company Officer I & II, Blue Card IMS Certification, cardiac monitoring and stroke training. We continue to seek out innovative ways to prepare our responders for the incidents in which they may be summoned to.

- **Half Day Drills – Single & Multi-Company**

- Our personnel recorded over 3150 training completions in 2018, 816 of which were single & multi-company training sessions of three hours or more. These drills were a combination of internal and external training opportunities, made available on a variety of training topics. These drills ranged in scope and complexity and included topics such as incident management and live fire training.

- **Company Training**

- Our personnel averaged 224.73 hours of training in 2018. This includes all training categories such as fire, rescue and emergency medical services. The Insurance Services Office (ISO) requires 192 hours of company training a year to receive full credit. The following is a summary of our total training hours by category for 2018.

Fire Prevention	Fireground Operations	HazMat	IMS/Officer	Miscellaneous	Special Operations	Vehicle Operations	EMS	Total Hours
109.00	726.50	600.00	3288.50	0.00	384.50	915.00	493.65	6517.15

2018 Company Training Report by Hours & Topic

Training Grants

In 2018, our department was awarded \$14,885 through the State of Michigan to conduct three separate training programs. These programs were funded in their entirety and included Blue Card IMS Certification, Company Officer I & II, and Eastern Michigan University's Executive School of Fire Staff and Command. This saved our department \$22,970 in tuition expenses. This represents a total value of \$37,855 to the Charter Township of Northville.

Incident Command & Officer Development

Sixty-two percent of the Fire Department personnel holds a Bachelor Degree or higher. In 2018, our personnel attended a total of 3,288.5 hours of Incident Management and Fire Officer training. This represents an average of 113 hours of officer training per person. Our organization recognizes the need for effective management, leadership and decision making skills. Therefore, we provide a variety of classes to all of our members regarding officer development. In 2018, we ambitiously hosted a Company Officer I & II class that was grant funded. As a result, 17 of our members completed the course as well as five members of the Detroit Metro Airport Fire Department. All of our personnel hired before 2019 are now certified to the Company Officer II level as a minimum. Additionally, all but one of our command officers have completed or are currently enrolled in Eastern Michigan University's School of Executive Fire Staff and Command. This 350-hour program prepares current and future fire officers for leadership roles within their organization. We currently have 12 graduates from this program.

We have also recently certified all personnel in the Blue Card Hazard Zone Incident Management System. Officer training also represents our largest investment of training hours as referenced in the graph provided below.

Fire Prevention Overview

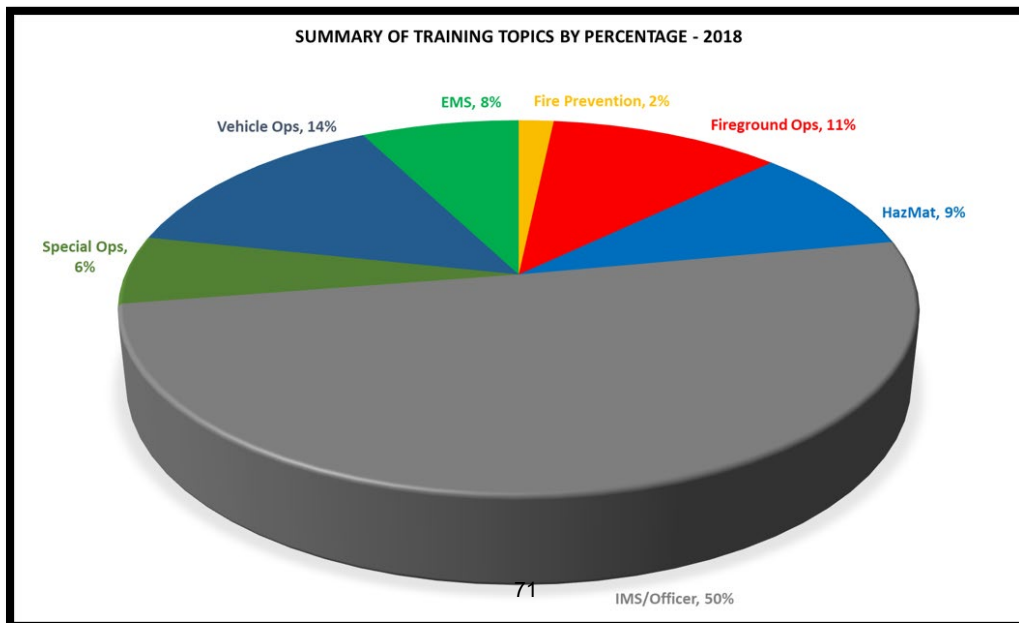
The goal of our Fire Prevention program is to minimize the risk of life and property loss through proactive planning, education, awareness, and enforcement of safe fire practices. Fire prevention provides a comprehensive fire/life safety plan review for land development, new building construction, interior remodel projects, and fire protection systems including fire suppression and fire alarm systems.

- Certifications and Licensure
 - NFPA Certified Fire Plans Examiner (NFPA-CFPE)
 - NFPA Certified Fire Inspector II (NFPA-CFI)
 - State of Michigan Act 54 Registration (Fire Protection System Inspector and Fire Protection System Plan Reviewer)

- Fire Inspections
 - Inspections include complaint, annual, certificate of occupancy, building renovations or modifications, fire protection system acceptance, open burning, construction, tents, and special events. Installation of our first Emergency Responder Radio Coverage (ERRC) system was in process at the end of 2018 with completion in early 2019. This system will enhance radio communication and coverage within structures for both fire and police.

- Code Enforcement
 - Investigates alleged violations of local ordinances, codes and standards.

- Policy and procedure development
 - Policy and procedure are critical to organizational development. Fire prevention works to assist in development of fire department operational policies, the operations manual and is continuing to



work on processes and procedures for Fire Insurance Withholding, fee schedules, applications and permits, underground flush, hydrant flow tests and more.

- Pre-Incident Planning
 - Pre-incident plans are created by gathering building, occupancy and site data to provide useful and timely information to responding crews. Pre-plans are used during emergency response, training and department planning. Recognized by ISO and NFPA as a best practice to provide pre-fire information when responding to calls within the community, Northville Township creates pre-plans that are accessible enroute and on-scene to all fire crews. NTFD ended 2018 with over 65% of businesses with a completed exterior pre-plan. The goal of 2019 is to have 100% completion of the exterior pre-plans of these structures.

- Fire Investigation
 - The Fire Department has three (3) members trained as Fire Investigators. Fire investigations are conducted to determine the origin and cause of a fire to help identify common fire causes and hazards, provide community education and to determine arson. All fires are investigated for origin and cause. Fire investigators are contacted on large fires, fires of an unknown origin, fires with a high value loss and fires involving injury and/or death. The fire investigator documents all aspects of the investigation via photographs, scene diagrams, witness statements, and interviews and/or audio/video tapes. Documentation of these incidents by responding crews in the National Fire Incident Reporting System and by fire investigators helps to mitigate hazardous conditions throughout the community. Fire investigations are designed to identify the cause of an incident and to mitigate these incidents through the engineering, enforcement and education of a fire prevention program.

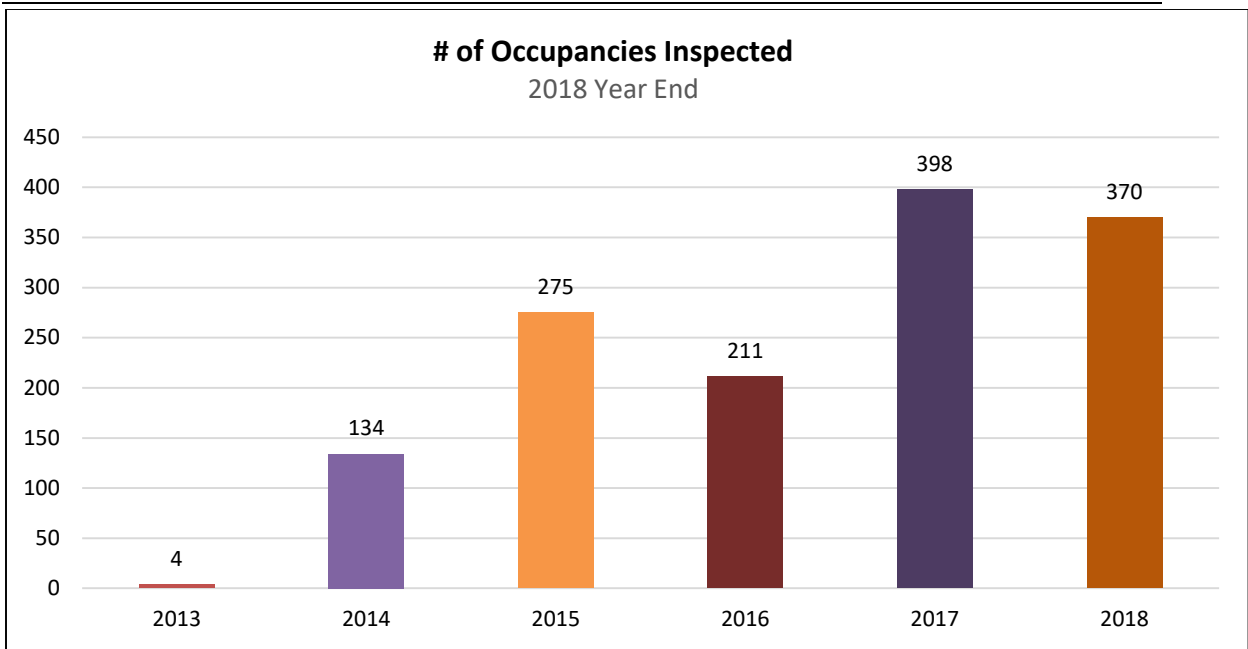
- Fire Inspections
 - The department's Fire Marshal conducts all fire inspections within the Township. This consists of a variety of types of inspections including: complaint, annual, certificate of occupancy, building renovations or modifications, fire protection system acceptance, open burning, construction, tents and others. The primary focus of this position has been on new construction, tenant modification or alterations to fire protection systems.
 - The department works directly with the Township's Building, Planning and Engineering departments in regards to new construction, site plan review, site construction, and ordinance. These relationships

are important to community development to make sure that fire and life safety concerns are addressed early on in the planning process to create efficient and effective fire department operations upon project completion. The fire department reviews initial site plans for compliance with applicable codes and standards, ordinance and with emergency operations in mind.

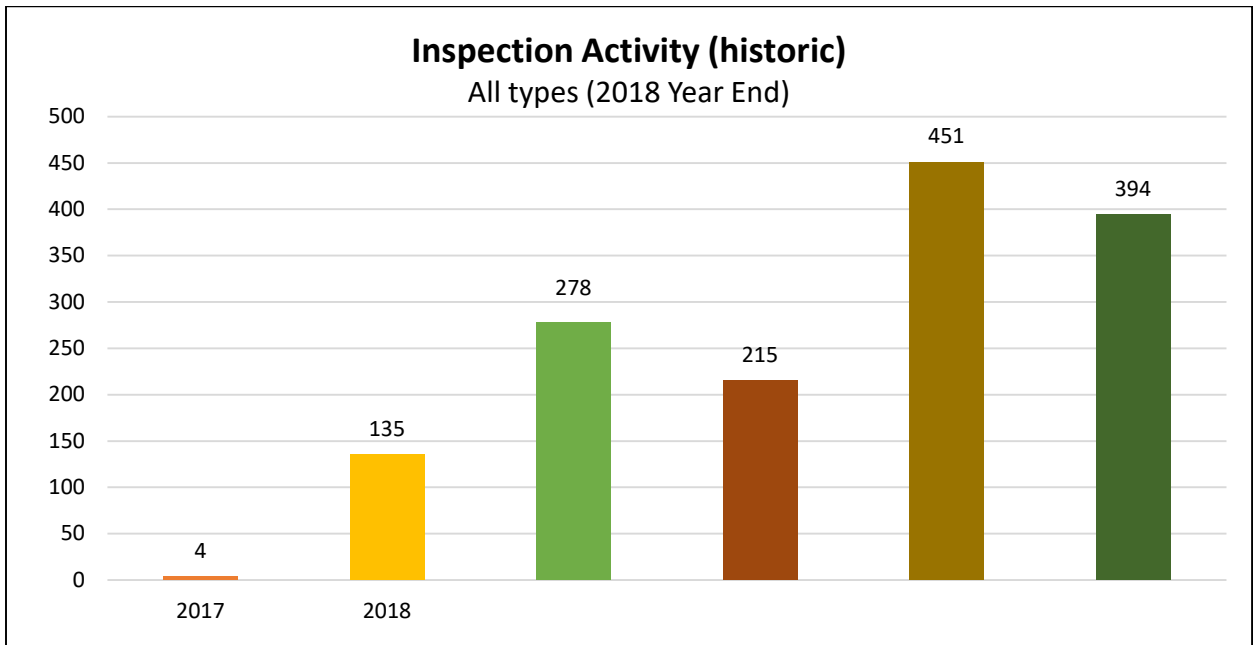
- Implementation of IROL (inspection reports online) service provider clearinghouse system for the inspection, testing and maintenance (ITM) occurred in July of 2018. This system requires service providers to send their inspection reports for all fire protection systems through this online database. It allows for faster review, faster deficiency identification and better follow through on fire protection system and life safety deficiencies.

2018 Inspection Summary					
Inspection Volume			# of Occupants Inspected	Re-inspection and Violations Cleared	
Inspection Volume	Violations Cited	Square Feet	# of Occupants Inspected	Re-Inspections	Violations Cleared
394	434	11,482,616	370	120	381

# of Occupancies Inspected					
2013	2014	2015	2016	2017	2018
4	134	275	211	398	370



Inspection Activity (historic)					
20 13	20 14	20 15	20 16	20 17	20 18
4	13 5	27 8	21 5	45 1	39 4



Professional Affiliations

Members of the Northville Township Fire Department actively participate in professional associations locally, regionally and statewide. Membership in these

organizations allow Northville Township to impact and influence legislation, code, policy standards and training for departments in the area. These organizations include Metro Detroit Fire Inspectors Society, Michigan Fire Inspectors Society, Health Emergency Medical Services (HEMS) – Medical Control Authority of Western Wayne County, The International Association of Fire Chiefs, Michigan Association of Fire Chiefs, Southeastern Michigan Association of Fire Chiefs, Western Wayne County Mutual Aid Association, and the State of Michigan Emergency Medical Services Coordination Committee.

Public Education

Public education and community outreach covers a wide variety of topics including public relations, media relations, public education supply ordering, the annual Fire Department Open House, curriculum development, document development, and more. Over the years our public education programs were primarily reliant on requests from community members to bring a fire truck or conduct a fire safety talk. These are great opportunities and still a major component of our community interaction. However, the goal in recent years has been to formalize and streamline our education offerings to provide consistent and vetted messages that relate directly to our Northville community. Below are a number of examples of community education that takes place annually.

Northville Public Schools Fire and Life Safety Education Program:

The development of the Fire and Life Safety Education Program began in 2016. In the fall of 2017, we implemented the first phase, the Kindergarten Fire and Life Safety Program, across the entire Northville Public School (NPS) district. In 2018, we concluded our 2nd year of the Kindergarten Fire and Life Safety Education Program at all NPS Elementary schools (2018/2019 School Year). This program is only possible through a partnership Northville Township, the Northville Public Schools Board Office, the elementary principals and all kindergarten teachers in the district. The program includes one-week of instruction and material for each class/school. The program is then completed over three (3) consecutive weeks to reach all schools across the district.

The program is based around a four (4) day in-class deliverable that is instructed by the district's Kindergarten teachers. All of the content was created and adapted from national standards including NFPA, USFA and others. A key component of the program is to engage the students' parents and families. To accomplish this objective, we included "homework" that was provided by the teachers to the parents daily to highlight important messages and tips to better protect their loved ones. On the last day of the week, the fire department conducts an on-site education event that includes a fire safety lesson that summarizes the four (4) main objectives learned during the week and a fire truck and equipment tour.

2018 NPS Kindergarten Fire and Life Safety Program (Fall)		
Schools	Classes	Total Students
6	19	398
Amerman	2	41
Moraine	3	67

Ridge Wood	3	71
Silver Springs	3	52
Thorton Creek	4	84
Winchester	4	83

NPS Kindergarten Fire and Life Safety Program (Running Totals)			
School Year	Schools	Classes	Total Students
2017/2018	6	17	425
2018/2019	6	19	398
Total	12	36	823

Northville High School Hands-Only CPR and AED Training:

In 2017, Northville Township also began a partnership with Northville High School (NHS) to deliver hands-only CPR training to each health class. The State of Michigan passed Public Act 388 of 2016 in early 2017 which mandated that students were to receive CPR and AED education at some point between 7th and 12th grade. Internally the fire department developed a program to deliver this important training to NHS annually. Since health is a graduation requirement, the schools chose to include this training during their health curriculum. This allowed the school to better verify that the program reached each student to remain within the mandate. Annually this program will reach over 600 students and help to activate “first responders” across the community who can take life-saving action when needed. This program aligns with our mission by helping to bridge the gap between a cardiac arrest event and response by the fire department. Statistically, patient outcomes increase exponentially with the delivery of quality bystander CPR prior to arrival of advanced life support (ALS). This program is important to the community and serves to assist in our goal of increasing cardiac arrest survival. In 2018 program content was updated and delivered to NHS.

NHS Hands-Only CPR and AED Training (Running Totals per Session)			
Year	Season	Classes	Total Students
2017	Fall (12/6-12/7)	6	234
2018	Spring (4/25-4/26)	7	330
2018	Fall (12/5-12/6)	7	302
2019	Spring (4/5-4/6)	7	329
Total		27	1,195

NHS Hands-Only CPR and AED Training (Running Totals per School Year)		
School Year	Classes	Total Students
2017/2018	13	564
2018/2019	14	631
Total	27	1,195

Annual Fire Department Open House:

Our Annual Fire Department Open House was hosted on Sunday, October 14, 2018 from 1000-1400. The Open House provides a tremendous opportunity to educate our community on the services that we provide. The event includes a fire safety

escape trailer borrowed from the Farmington Hills Fire Department, a vehicle extrication demonstration, squirt houses, truck tours, and station tours. In 2018, we included a live emergency notification and CPR demonstration in-real time. In addition, we provide opportunities for citizens to learn about our Advanced Life Support (ALS) program, our fire suppression equipment and technology, fire prevention, hazardous materials, technical rescue and other aspects of our operation. The event is both fun and educational with squirt houses, children's fire gear, CPR training and more. Events like these create a very high bar for our organization and offer a great representation of the quality of service we provide to our residents.

We estimate that approximately 1,000 people attended this event in 2017 with up to 1,200 to 1,500 in previous years. As anticipated, attendance for this event is extremely weather dependent. In 2018 we again had support from other Township departments including the Northville Township Police Department, Parks and Recreation, Northville Youth Network and the Township's Social Media team.

Child Safety Seat Inspections:

The department has three (3) certified Child Safety Seat Technicians. In 2018 these technicians completed 55 child safety seat inspections. Our technicians are certified by SafeKids through a rigorous training program. Using nationally recognized safety standards from both the safety seat manufacturers and the vehicle manufacturers, these technicians make sure that children have the right type of seat, that the seat is properly installed and that the child can be properly restrained. These inspections are conducted by on-duty, in-service personnel during the course of their shifts.

Public Education:

Public education takes a variety of shapes at the department. From formal programs as previously listed to classroom visits, boy/girl scout lessons and station tours the department is constantly spreading fire and life safety messages across the community. We also utilize our website to offer citizens with information about smoke and CO alarms, fire hydrants, fire lanes, etc. In 2017 we focused on formalizing some of our education programs to offer consistent messaging directed at our residents. This has continued into 2018 and 2019 with the implementation of a Senior Fire and Life Safety program, etc. These formalized education programs improve the safety of our community and will assist in our ISO and CFAI process.

In 2018 we conducted a total of 43 individual events with over 3,100 attendees (2,052 children and 1,054 adults). These numbers are based on individual public education events and do not include the NPS Fire and Life Safety Program, NHS Hands-Only CPR and AED Training, the Open House or Child Safety Seat Inspections. Meetings with businesses or business owners and staff are not factored into public education tracking at this time. When you combine all types of education, we interacted with approximately 5,000 people, which is what we averaged in 2016 and 2017. The largest single education event, outside of the Open House, was Home Depot's Safety Day with approximately 200 children and

175 adults. While some events hosted more than 500 or 1,000 people, only a small portion of those numbers were utilized in an effort to accurately estimate our total public education outreach.

2018 Public Education Totals				
Type	Events	Children	Adults	Total
2018 Individual Events	43	2,052	1,054	3,106
2018 Open House	1	500	500	1,000
2018 NPS Kindergarten	19	398	23	421
2018 NHS CPR	14	632	5	637
2018 Car Seats	58	0	58	58
2018 Totals	135	3,582	1,640	5,222

Fiscally-Responsible Government

Building a Financially Resilient Government through Long-Range Fiscal Planning

Fiscal health measures a local unit's overall ability to maintain services and respond to an emergent situation. There are generally four agreed upon measures of fiscal health. They are (a) cash solvency, (b) budget solvency, (c) long-run solvency and (d) service level-solvency and are defined as follows:

Cash solvency measures a local government's liquidity, effective cash management and its ability to pay current liabilities.

Budgetary solvency refers to the ability of the government to generate sufficient revenue to fund its current or desired service levels.

Long-run solvency refers to the impact of existing long-term obligations on future resources.

Service level solvency refers to the ability of the government to provide and sustain a service level that citizens require and desire.

EXTERNAL FISCAL HEALTH ASSESSMENT

The Michigan Department of Treasury commissioned the Institute for Public Policy and Social Research at Michigan State University to develop fiscal indicators to measure the financial condition of local governments. These scoring measures were recently updated based on the work of the Michigan Government Finance Officers Association. These measures are now available through **Munetrix**, a Michigan based online firm that provides financial benchmarking to local governments. The "**Munetrix**" fiscal scores represent a look at how a community is faring fiscally considering changing economic climates. **The lower the score the more fiscally stable**; as the score increases, the probability for fiscal stress increases.

The **Institute of Ethics and Emerging Technologies** identifies the following essential characteristics of a resilient government:

- **Transparency.** Promote transparency in key areas like goals and objectives, forecast assumptions and reserve standards.
- **Collaboration.** Working together to become stronger. Sharing information and reporting key indicators of financial condition.
- **Redundancy.** Avoid having only one path of escape or rescue. Reserves must be taken seriously by all to prohibit unsustainable uses of fund balance to fund recurring expenditures.
- **Flexibility.** Recognize changing conditions and maintain flexibility and focus on reaching goals to develop a solid future.
- **Foresight.** You can't predict the future, but you can hear its footsteps approaching. Develop effective forecasting techniques to identify emerging patterns within which to develop and execute effective strategies.

2017 Community Overview for Northville Township



Northville Township's 2011 fiscal score was a 2 – based on actual results of operations for the fiscal years beginning in 2012 and consecutively through 2017, the Township's score has improved and remained a perfect 0 – local units that score in this category are deemed to be managing its financial circumstances appropriately.

The scoring system looks at ten ratios which include economic and financial circumstances and a government scores a point if each ratio has moved in the wrong direction (e.g. tax base loss) or is beyond designated thresholds. The ratios are designed to measure factors that are external to government operations, such as population and tax base change, and factors that are internal to government operations, such as operating deficits and the debt load. Low scores reflect strong fiscal health and higher scores reflect poor fiscal health.

LONG-RANGE FINANCIAL PLANNING AND RESILIENCY

Developing and adopting budgets that support strategic goals without exceeding available resources is always a challenge. In 2008, the Government Finance Officers Association's executive board approved a best practice on long-term financial planning. It says: "*Long-term financial planning is the process of aligning financial resources with long-term service objectives. Financial planning uses forecasts to provide insight into future financial issues so that strategies can be developed to achieve long-term sustainability in light of the government's service objectives and financial challenges.*"

Northville Township's approach to long-range financial planning goes well beyond managing sustainability. Our goal is to strive towards achieving financial resiliency by having the **courage** to **make** responsible decisions for **our community** and **future generations**. The Township engages in long-range fiscal planning to ensure:

- reserves are not used for ongoing expenses
- strategic long-term policy decisions are properly identified
- capital improvement projects are carefully planned and funded
- departments are actively engaged in determining demand for services
- flexibility and collaboration when responding to program revenue shortfalls
- elected officials and decision makers incorporate prioritization into the resource allocation process

FISCALLY SOUND AUDIT RESULTS

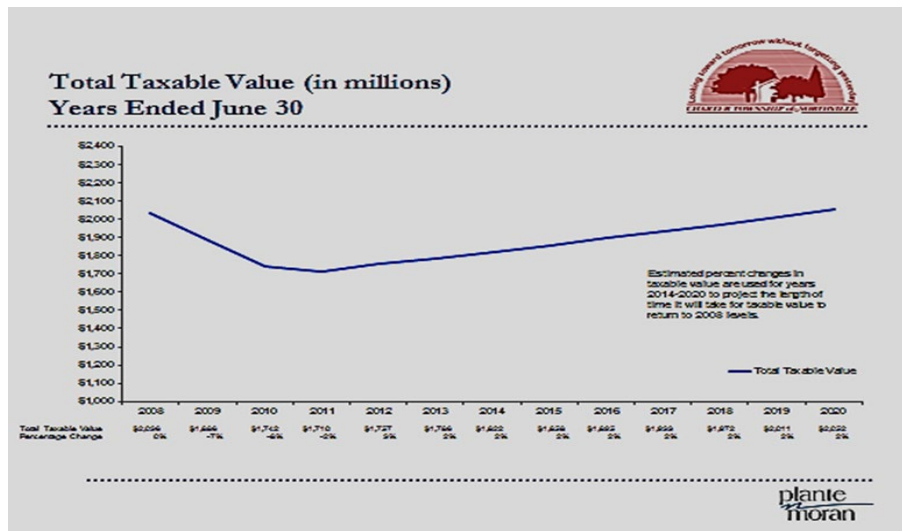
■ Northville Township in the top 2% of the State for its excellence in budgeting – the Government Finance Officers

Association presented the Distinguished Budget Award to Northville Township for its 2019 Annual Budget and Financial Plan for the sixth consecutive year in a row.

The Township received high praise for completing a Comprehensive Annual Financial Report (CAFR) for the seventh year in a row. This work was undertaken to present a thorough and detailed presentation of the Township's financial condition and places Northville Township in an elite class of Michigan communities for its excellence in financial reporting.

After auditing the December 31, 2018 fiscal year-end financial reports and accounting records of the Township, staff of the certified public accounting firm Plante & Moran, LLC said there were no inconsistencies nor were there any deficiencies with the Township's records resulting in an unmodified opinion from the auditors. It is the highest report a municipality may receive from an external auditor.

Northville Township residents saw their property values rising as the second longest economic recovery in US history, gained momentum during 2018. Northville Township's total state equalized value, which represents half of a property's market value has grown 19.4 percent since 2008. Michigan's property taxes however, did not respond to post-recession market gains in property values because of constitutional tax limitations placed on property tax growth. After declining nearly 14% between 2007 and 2013, it has taken over a decade for taxable values in Northville Township to return to 2008 levels.



Program Highlights

- The Government Finance Officers Association recommends a minimum fund balance reserve of 16.7% of budgeted expenditures.
- The Township will strive to establish all user charges and fees at a level considering the cost (operating, direct, indirect and capital) of providing the service.
- Reserves are not used to fund recurring expenditures eliminating unsustainable uses of fund balance.
- Capital improvement projects are carefully planned and funded.

PERFORMANCE MEASUREMENT

Outcomes:

- Internal and external customers have the financial information they need to make informed decisions.

Program: Financial Planning & Operations	2018 Actual	2019 Target	2019 Actual	2019 Target Met or Exceeded	2020 Target
<i>Earn GFOA Distinguished Budget Award</i>	Yes	Yes	Yes	Met	Yes
<i>Complete a comprehensive annual financial report and apply for the Certificate of Achievement in Financial Reporting</i>	100%	100%	100%	Met	100%
<i>Implementation and maintenance of GASB 68 and all required accounting standard policies</i>	100%	100%	100%	Met	100%
<i>Maintain bond rating – Moody's/S&P</i>	AA+	AA+	AA+	Met	AA+
<i>Average no. of days to close quarter in financial system</i>	5	5	5	Met	5

Citizen-Focused Government

Embracing communication and collaboration to empower community members to provide input and remain informed about the township they live in is the essence of Connected Government.

Northville Township prides itself on being open, inclusive and transparent – a key element of which is communication. Communication can build community pride, entice residents to neighborhoods, encourage business development, draw visitors to the community, and attract talented staff.

Northville Township communicates with residents, businesses and community members in a variety of ways across all media – print, internet and social media – enjoying community partnerships with organizations. Relationships with local schools and businesses, along with representatives at the county and state level, provide a great opportunity for cross promotion for events and services. When governments deliver services based on the needs of the people they serve, they can increase public satisfaction and reduce costs.

Northville Township connects with the community through a variety of methods:

- E-newsletter Subscribers – 9,638
- Mobile App – 1,957 downloads
- Facebook – 2,095 followers
- Twitter – 694 Followers
- Nixle – 4,747 Contacts
- Website visits in 2018 – 394,974

Northville Township Goals for Citizen Focused Government

- To ensure that public services are responsive to the needs and expectations of citizens.
- Maintain strategic priority of sustaining a culture of transparency and accessibility through open communication.



Employees are the foundation for the Township's quality service

Providing quality services with an emphasis on customer relations is the principle which guides employees during their day to day operations. Professional and coordinated communication is one such function which is essential to quality customer service, internally and externally. Communicating with citizens and businesses through a variety of methods to deliver quality, consistent information.



Focusing on the increasing requests for online/digital methods, the Township offers the following online methods:

- **Online Building Permits:** We issued 3,384 building permits, with 758 applied for online (building, electrical, plumbing) and 8,448 inspections, with 3,238 were requested online
- **Paperless Billing:** We sent 8,750 Paperless water bills in 2018
- **Online Payments:** 3,083 payments (water, tax, building permit)
- **Mobile App Service Requests:** 56 requests were submitted via the app (downed tree, code enforcement, general feedback)

The Township is dedicated to customer service and approachability, staffing an Information Desk, which fields calls, processes payments, answers questions, collects ballots/applications, and in person visits. The staff members who work at the desk have been cross-trained across the departments, so it's a one-stop solution for questions, information gathering and payments.

Cityworks – a “Citizen-Centric” Approach

The Township capitalized on a State of Michigan SAW Grant to deploy Cityworks, a computerized asset management system within its Public Services division. Now in the 4th year of Cityworks, the Township continues to leverage the technology to enhance the program within the Township.

Department of Public Services completed 1,871 work orders using Cityworks in 2018. This includes final meter reads, jetting, meter installs and repairs.



Facility Maintenance: The Facilities Maintenance Department is responsible for maintaining all of the Township buildings, including repairs and pro-active inspections/maintenance. With Cityworks, staff completed 728 work orders in 2018. Work Orders include quarterly HVAC maintenance, plumbing, deliveries, general building maintenance, meeting set-ups and other miscellaneous work.

General Community Requests: The Township had 1,097 requests through Cityworks. Examples include calls from residents for water assistance, meters, and a miss-dig requests.

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Capital Improvements Program

**Township of Northville, Michigan
2020-2025**

Overview

The Township of Northville's Capital Improvements Program (CIP) is a planning tool, with a goal to identify capital improvement needs over a six-year period from 2020-2025. The CIP is an opportunity to formulate strategic long-term policy decisions that extend beyond the current budget year. The CIP helps track multi-year projects that may require planning, design, land acquisition and construction. The projects identified in the CIP represent the Township of Northville'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:

- Land Use Master Plan (adopted August 16, 2007)
- Pathway Gap Analysis (prepared August 2012)

Definition of a Capital Improvement

A capital improvement is defined as any new equipment, construction, acquisition or improvement to public lands, buildings or structures in excess of \$5,000 with a minimum life expectancy of one year. Maintenance-oriented, operational or continuous expenditures are not considered to be capital improvements.

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. 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.

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.

Legal Basis of the Capital Improvements Program

The development and the adoption of a CIP is driven by a statutory requirement at the State level. The State of Michigan has set forth the requirement of a CIP under the Michigan Planning Enabling Act, Act 33 of 2008. The following excerpt from the Act sets forth the requirement:

"...(2) Any township may prepare and adopt a capital improvement program. However, subsection (1) is only mandatory for a township if the township alone or jointly with one or more other local units of government, owns or operates a water supply or sewage disposal system."

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. 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 Township of Northville'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 Township to think more creatively to fulfill Master Plan goals and policies. The CIP often avoids reactive planning, and instead replaces it with balanced growth initiatives.

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 solutions for financing projects.

The Capital Improvement Plan is simply that – a plan. As such, projects are subject to change based on new or shifting service needs, special financing opportunities, or emerging needs. Because priorities can change, projects included in outward planning years are not guaranteed for funding.

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 Township sells G.O. Bonds, the purchaser is basically lending money to the Township. The amount of the bond, plus interest is repaid through property taxes that the Township, 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. 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 townships 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 Township of Northville 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 Township Hall.

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.

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.

Millage

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

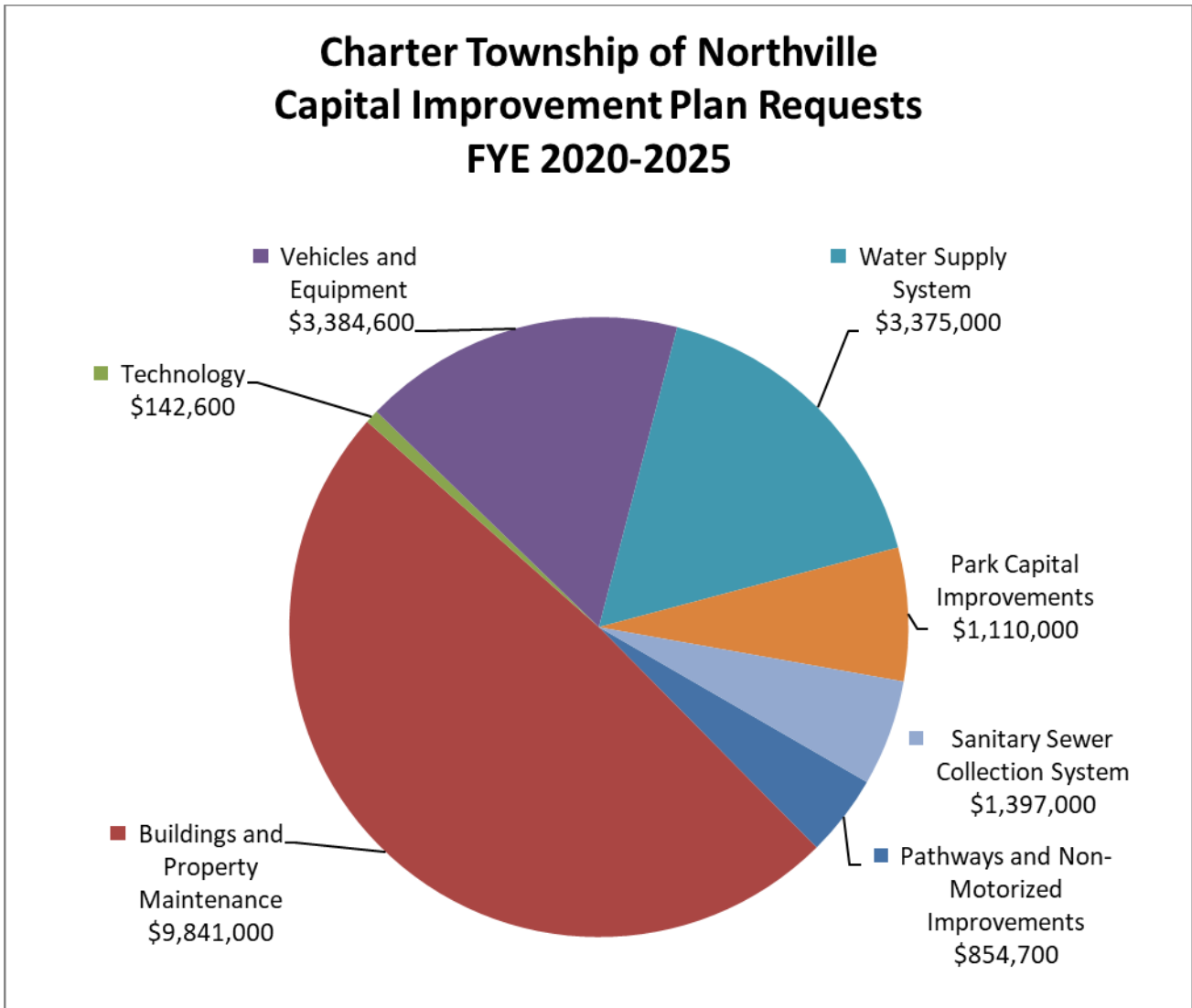
Miscellaneous Funding Options

There are additional methods that are suitable for funding capital improvements. Examples of alternative funding methods are Tax Increment Financing (TIF), Facility User Fees, etc.

Project Summary

The following tables include project summaries with estimated costs over the six-year period. The first column identifies an item number and the tables are followed by a numeric Project Description.

The projects listed in the graph below represent all projects that have been submitted, and are not reflective of any approved budget amounts.



2020-2025 Project Descriptions Pathways and non-motorized improvements

- 1. 5' Wide Non-Motorized Pathway (6 Mile Road, East of Beck Road)**
Two tenths of a mile (943 linear feet) of five-foot wide concrete pathway on the north side of Six Mile Road, east of Beck Road. The project will fill in two small gaps and complete the section of path on the north side of 6 Mile Road, between Sheldon Road and Beck Road. The project also includes

approximately 23 street trees to be planted between the pathway and 6 Mile Road. The Township will purchase the street trees with funds from the Woodland Fund, if the adjacent homeowners will accept the maintenance responsibility for them. The pathway is a high priority project based on the pathway matrix gap analysis. The required road right of way to complete the project exists. The pathway will provide access from the Hills of Crestwood subdivision to the high school, Millennium Park, and a significant portion of the Township's non-motorized pathway system. The pathway will require maintenance and repair in the future.

2. 5' Wide Non-Motorized Pathway (6 Mile Road, West of Beck Road)

One tenth of a mile (600 linear feet) of five-foot wide concrete pathway on the north side of 6 Mile Road, west of Beck Road. The project will fill a small gap and complete the section of pathway on the north side of 6 Mile Road, between Beck Road and Ridge Road. The project also includes approximately 15 street trees to be planted between the pathway and 6 Mile Road. The Township will purchase the street trees with funds from the Woodland Fund, if the adjacent homeowners will accept the maintenance responsibility for them. The project will provide access to a significant portion of the Township's non-motorized pathway system for the residents of Stonewater. The pathway will require maintenance and repair in the future.

3. 10' Wide Non-Motorized Pathway (Ridge Road)

Thirty-two hundredths of a mile (1,693 linear feet) of ten-foot wide asphalt pathway on the east side of Ridge Road, south of 7 Mile Road. The project also includes approximately 42 street trees to be planted between the pathway and Ridge Road. The Township will purchase the street trees with funds from the Woodland Fund, if the adjacent homeowners will accept the maintenance responsibility for them. The pathway is a high priority based on the pathway matrix gap analysis. The project will fill in two gaps and complete the section of pathway on the east side of Ridge Road, between 6 and 7 Mile Roads. The pathway will also provide a connection into Maybury State Park, on the south side of the park, and access to a significant portion of the Township's pathway system for many residents residing on the western edge of the Township. The pathway will require maintenance and repair in the future.

4. 10' Wide Non-Motorized Pathway (Bradner Road)

Seventy-four hundredths of a mile (3,895 linear feet) of ten-foot wide asphalt pathway on the east and west sides of Bradner Road between 5 and 6 Mile Roads (from Ladywood Drive to Norham Street on the east side and in front of Whisperwood Subdivision on the west side). The project also includes approximately 86 street trees to be planted between the pathway and Bradner Road. The Township will purchase the street trees with funds from the Woodland Replacement Fund, if the adjacent homeowners will accept the maintenance responsibility for them. The pathway is a high priority based on the pathway matrix gap analysis. With the exception of a parcel located on the west side of the road, the required right of way exists to complete this project. A non-motorized pathway in this location will provide an off road route for many kids who walk to Meads Mill Middle School and will serve several hundred households within subdivisions along Bradner Road. Bradner Road is

not on any county plans for improvement in the near future and the area is already developed, so the pathway will not be done as part of a land development project. However, the full right of way is available for all but a fraction of the project area and as a result, the project can be accomplished without being removed in the future. The pathway will require maintenance and repair in the future.

5. Twenty 21 Plan Implementation – .78 Miles of Path

Seventy-eight hundredths of a mile (4,100 linear feet) of ten-foot wide asphalt pathway along the south side of 7 Mile Road. The project will also include approximately 100 street trees to be planted between the pathway and 7 Mile Road. The project is consistent with the adopted 7 Mile Road Master Plan. The project represents a start to the future development of the site and will provide visible improvements along 7 Mile Road. The project will require maintenance of the path and street trees.

6. 5' Wide Non-Motorized Pathway (Silver Springs Drive)

Sixty-one hundredths of a mile (3,209 linear feet) of five-foot wide concrete pathway on the east side of Silver Springs Drive, between 7 Mile Road and 8 Mile Road. The pathway is a high priority project based on the pathway matrix gap analysis and will complete the section of pathway between 7 Mile Road and 8 Mile Road. The required road right of way to complete the project exists. The pathway will require maintenance and repair in the future.

7. 10' Wide Non-Motorized Pathway (8 Mile Road)

Seventy-six hundredths of a mile (4,012 linear feet) of ten-foot wide asphalt pathway on the south side of 8 Mile Road, from Silver Springs Drive to Spring Lane. The project also includes approximately 100 street trees to be planted between the pathway and 8 Mile Road. The Township will purchase the street trees with funds from the Woodland Replacement Fund, if the adjacent homeowners will accept the maintenance responsibility for them. The pathway is a mid-range priority based on the pathway matrix gap analysis. The project will complete a significant segment along 8 Mile Road and tie into the I-275 pathway. The pathway will require maintenance and repair in the future.

Marv Gans Community Park Capital Improvements

8. Roof Replacements – Bathrooms, Maintenance Building MP Pavilion

This replacement will include the roof and gutters of the bathroom / concession building and the small maintenance garage at Marv Gans Community Park and the Pavilion roof at Millennium Park. All of the buildings roofs are original and approximately twenty years old. These buildings are used on a daily basis seasonally. The roof replacements are a normal maintenance item and consistent with the timeline of life expectancies.

9. Ballfield Light Repairs/Upgrades with Timing System and Remote Access

This project will include the replacement of conductors in the electrical panel, light ballasts and bulbs for field lights, and installation of timing / remote access system to allow remote controls. The components to the electrical service

panel are fifteen years old, when the usual life expectancy of ten years. The light ballasts are twenty years old. The current timing system is broken beyond repair and would be replaced with a remote system to ease the need of staff being on duty in the park for purposes of light management. This replacement will eliminate the need for emergency parts replacement in the panel for the foreseeable future.

10. Replace Dog Park Fencing

This replacement will improve the dog park experience for users of Marv Gans Community Dog Park. Replacing the fence with commercial grade materials will guard against dogs escaping the confines of the park. This will also lessen maintenance and repair costs and staff time needed to maintain the fencing.

11. Replace Outfield Fencing (3)

The current outfield fencing is a maintenance concern as it is rusted and in poor condition. The new fencing would reduce maintenance of the current fields. The new fence would be installed at a more age appropriate distance, which will create additional programming space beyond the outfield fences in Marv Gans Community Park.

12. Archery Range Structure

This project would construct a covered shooting area with storage space on the archery range at Marv Gans Community Park. Archery is growing in popularity and people are looking for quality and safe places to shoot. Constructing a covered shooting area will make our archery range at Marv Gans Community Park more desirable to shoot at, with added safety and security. Revenue can be generated through offering instructional classes and supervised range times.

13. Replace Sideline Fencing (6)

This project would replace the sideline fencing for six fields in Marv Gans Community Park. The new fencing would be installed at more age appropriate distances. By replacing the fencing, regular maintenance will be reduced and safety will be improved.

14. Baseball Dugout Roofs (4)

Currently the dugouts on two fields are without roofs, making it difficult to keep weather conditions out. New roofs will provide increased protection for the players and reduce maintenance of the dugouts.

15. Soccer Field Renovation (2)

Two soccer fields at Marv Gans Community Park do not have under drainage, resulting in wet and sometimes unplayable conditions when there is rain. This improvement would make the fields playable, more frequently, and improve the mowing conditions for the fields. This project would address one field at a time and would require it to be "rested" so that it could be re-seeded after the drainage is installed.

16. Rewire Irrigation System and Components

The irrigation system is a critical component for field maintenance. The system in the front portion of Marv Gans Community Park was installed in 1999 and is in need of rewiring and replacement components. This rewiring and component replacement will result in better operations and improved field conditions. An updated system will also simplify future maintenance and repairs, reducing cost and time spent.

17. Parking Lot Resurfacing

This project includes milling and resurfacing the east parking lot at Marv Gans Community Park, which services the soccer and baseball / softball fields. The current parking lot is the original paving and is in poor condition. Completing this project would increase safety of park visitors and usability of the spaces contained therein.

Millennium Park Capital Improvements

18. Soccer Field Renovation

Two soccer fields at Millennium Park do not have under drainage, resulting in wet and sometimes unplayable conditions when there is rain. This improvement would make the fields playable more frequently, and would improve the mowing conditions for the fields. This project would address one field at a time and would require it to be “rested” so that it could be re-seeded after the drainage is installed.

19. Baseball / Softball Dugouts (8)

This project will install block dugouts with solid roofs on four baseball/softball fields at Millennium Park. There are currently chain link dugouts without roofs on the baseball/softball fields in Millennium Park. This will give the players some protection from the weather and some separation from the spectators. It will also improve the appearance of the fields/park and support the goal of making this park and these fields a premier location to play ball and host tournaments.

20. Renovate Restrooms with Remote Locking (3)

The three restrooms at Millennium Park are approximately twenty years old. The original structures were built with residential fixtures and plumbing, which has led to a variety of maintenance issues over the years. This project would replace all the fixtures, sinks, toilets, stalls, plumbing, and possibly some lighting in all three restrooms with commercial grade fixtures. Also included in the renovation, would be to install a remote locking system to allow control from an off-site location when there are no staff on-site. This would allow for continued service without the interruption for maintenance shut-downs.

21. Lights for Field

Millennium Park plays host to the majority of youth baseball/softball games in the Northville Parks. Adding lighting to one field would help create a “premier” field that would be a draw for local teams and tournaments to play on. This project would include installing lighting on one field at Millennium Park.

22. Replace Boardwalks / Bridges (2)

The boardwalks/bridges that connect two residential areas to the park will be over twenty years old and are in deteriorating condition. To avoid becoming a safety concern, the original boardwalks/bridges would be replaced.

Henningsen Park Capital Improvements

23. Replace Sideline Fencing (4)

This project would replace the sideline fencing for two fields in Henningsen Park. The new fencing would be installed at a more appropriate minimum height to improve spectator safety from foul balls. By replacing the fencing, regular maintenance will be reduced and safety will be improved.

Sheldon Road Park Capital Improvements

24. Replace Play Structure

This project is to replace the small play structure at Sheldon Road Park, which is over twenty years old. The play structure is currently the only amenity at the Sheldon Road Park and is well beyond its useful life expectancy. The replacement structure will be designed to meet current safety and accessibility standards.

Coldwater Springs Park Capital Improvements

25. Replace Boardwalks / Fishing Deck

The Coldwater Springs Nature Area / Linear Park includes a pathway that provides public access along Johnson Creek. The park is a 16 acre natural area west of the creek and the pathway includes a boardwalk and fishing deck that were built in 2006. By this time the boardwalk and fishing deck will be approaching twenty years old and are anticipated to need significant repair or replacement, based on the useful life expectancy of the boardwalk and deck.

26. Parking Lot Resurfacing

This project would be to resurface the parking lot at Coldwater Springs Park off of Ridge Road. This is an anticipated need for resurfacing the parking lot at Coldwater Springs. This lot could be a good location to try an alternative material for the parking lot other than asphalt.

Bennett Arboretum Pathway Capital Improvements

27. Replace Boardwalks / Bridges (2)

The large boardwalk along the Bennett Arboretum Pathway will be over fifteen years old and anticipated to need significant repair or replacement. The Bennett Arboretum Pathway is highly used by bikers, walkers, and runners of all ages and abilities. The large bridge / boardwalk is a major component of the

pathway, which by the time it reaches fifteen years will likely need significant repairs or replacement in order to maintain the safety of the users.

Buildings and Property Maintenance

- 28. Replace Township Hall 2nd Floor Air Conditioning Equipment**
Proper environmental conditions need to be met within the facility during hot weather. In order to maintain current service levels and upkeep of Township property, air conditioning units will need to be replaced. Two Air conditioning roof top units were replaced in 2018. Air conditioning equipment, exhaust fans, and return air units will be replaced at Township Hall.
- 29. Dispatch Security Window Covering**
The Northville Township Department of Public Safety provides 24 / 7 police and fire dispatch as well as lock-up service to the Township and City of Northville. This service is provided by a cadre of 10 civilian Public Safety Officers. Recognizing the increasing threat to traditionally secured installations such as police and fire departments, our dispatch personnel have requested additional security measures be taken to provide a more secure work environment. Clear-Armor LLC, an Illinois based company manufactures a window covering product which provides ballistic protection against small arms and rifle rounds. The advantage to this product is in the ability to maintain a similar look within our facility unlike traditional bullet-proof enclosures allowing for citizens to experience our professional service offerings. The scope of this project will include all glass windows with exterior access (lobby area along the northeast side of building).
- 30. Fire Administration Glass Enclosure**
Fire Administration moved to the Public Safety Headquarters in May 2019 to fully realize the benefit of a nominally consolidated department of Public Safety. This move will strengthen inter department communication, create efficiencies through sharing of resources, and offer our residence a “one-stop” opportunity for all public safety related business including records requests (FOIA, etc). The existing area is open countertops and doorways. Placing a glass enclosure will create a professional fire administration area for employees and customers to conduct fire related business.
- 31. Refurbish Fire Station Apparatus Bay Floors**
The coating on the apparatus bay floor is chipping and peeling. The coating has reached the end of its expected life and the floor needs to be resurfaced. The floor will be resurfaced with a chemical resistant anti-slip topcoat for safety and extended wear.
- 32. Replace Fire Station Air Conditioning Equipment**
Proper environmental conditions need to be met within the facility during hot weather. In order to maintain current service levels and upkeep of Township property, air conditioning units, exhaust fans, smoke and fire detectors, and makeup air handlers will need to be replaced per the assessment done by On-Sight Insight.

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- 33. Park Maintenance Facility Addition**
In 2018, Northville Township took over management of the Parks and Recreation Department, which was formerly managed by the City of Northville. In an effort to consolidate similar operations, the Parks Department field operations have been relocated to the water and sewer facility on Beck Road. Although this move will allow the sale of the old fire station on Seven Mile Road, it will result in the need for an addition to the water and sewer building. This project will involve the construction of a sixty foot by sixty-six foot addition to the equipment storage facility at the Water and Sewer Building as well as replacement of the concrete service area. This will be a two-step process of first designing and then constructing the addition.
- 34. Jail Cell Renovation**
This project would be a two-step process of first having a consultant review and make recommendations on the current facility, and then renovation. This process would insure current standards compliance for the facility.
- 35. Replace Public Safety Headquarters Boiler Equipment and Piping**
Proper environmental conditions need to be met within the facility during hot and cold weather. In order to maintain current service levels and upkeep of Township property, boiler equipment will need to be replaced. Per the assessment done by On-Site Insight, boiler equipment and related piping and valves will be replaced at Public Safety Headquarters.
- 36. Replace Fire Station Boiler Equipment and Piping**
Proper environmental conditions need to be met within the facility during hot and cold weather conditions. In order to maintain current service levels and upkeep of Township property, boiler equipment will need to be replaced. Per the assessment done by On-Site Insight, boiler equipment and related piping and valves will be replaced at Fire Station.
- 37. Paint Interior of Township Hall**
Township Hall interior has not been painted since completion of construction. This project is recommended as part of the On-Site Insight report dated 2015.
- 38. Replace Public Safety Headquarters Emergency Generator**
Per the On-Site Insight report, replacement of the emergency generator at Public Safety Headquarters is recommended. The equipment has reached the end of its useful life.
- 39. Replace Fire Station Asphalt Parking Lot**
The On-Site Insight assessment recommends the replacement of the parking surface at Fire Station.
- 40. Replace Fire Station Roof Coverings**
This project includes replacing the Fire Station roof coverings as recommended in the capital needs assessment and replacement reserve analysis. The roof has an estimated useful life of twenty years.

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- 41. Replace Floor Covering in Township Hall**
This is the original floor covering which has an estimated useful life of 15 years. Replacement of the carpet flooring throughout the building was recommended by the On-Site Insight Report.
- 42. Replace Fire Station Air Conditioning Equipment**
Proper environmental conditions need to be met within the facility during hot weather. In order to maintain current service levels and upkeep of Township property, air conditioning units will need to be replaced. Per the assessment done by On-Site Insight, air conditioner units, exhaust fans, smoke and fire detectors, and makeup handlers will be replaced at Fire Station.
- 43. Replace Existing Generator and Wiring System**
The existing Water and Sewer Building generator has reached the end of its useful life per the On-Site Insight report. To maintain current service levels, replacement is recommended. This project would replace the existing generator and circuitry for the Water and Sewer Building.
- 44. Replace Township Hall Boiler Room Piping Equipment**
Proper environmental conditions need to be met within the facility during hot and cold weather. In order to maintain current service levels and upkeep of Township property, boiler equipment will need to be replaced. Boiler room piping, variable frequency drives water pumps and related equipment will be replaced at Township Hall.
- 45. Replace Public Safety Headquarters Boiler Equipment and Piping**
Proper environmental conditions need to be met within the facility during hot and cold weather. In order to maintain current service levels and upkeep of Township property, boiler equipment will need to be replaced. Per the assessment done by On-Site Insight, boiler equipment and related piping and valves will be replaced at Public Safety Headquarters.
- 46. Replace Fire Station Water Heater in Boiler Room**
This project includes the replacement of the PVI water heater in the Fire Station boiler room. This unit is reaching the end of its service life and was recommended to be replaced by our building maintenance as well as in the capital needs assessment.
- 47. Replace Township Hall Air Conditioning Equipment**
Proper environmental conditions need to be met within the facility during hot weather. In accordance with the On-site Insight Assessment and in order to maintain current service levels and upkeep of Township property, the remaining air conditioning units, condensers and exhaust fans need to be replaced. This project would replace air conditioning units, condenser units, exhaust fans and roof top units in Township Hall.
- 48. Replace Public Safety Headquarters Roof on Building Addition**
Replacement of the roof will prevent leaks which impact the service levels within the facility. This project was identified in the On-Site Insight Capital Needs Assessment.

49. Replace Fire Apparatus Bay Doors

The On-Site Insight report recommends the replacement of the apparatus bay doors and openers at the Fire Station. This replacement will help to maintain current service levels and maintain Township property.

50. Remove and Replace Asphalt Parking Area

The Water and Sewer parking lot has reached the end of its useful life as determined by the On-Site Insight report. In order to maintain current service levels, replacement is recommended. This project would include the removal and replacement of the asphalt parking lot by milling and resurfacing area.

51. Fire Station #2 Construction

Architectural and engineering services required to initiate construction of a second fire station within the Township. A second station is necessary to improve response times to the northeast area of the community. Currently the road system and travel distances do not allow easy or timely access to a part of the community. There are also operational issues which will be addressed.

Technology

52. Physical Server and Network Access Storage Replacement

This project would include the purchase of two redundant servers and backup storage devices to continue providing the current server environment which includes maintaining reliable disaster recovery, monitoring server health, and implementing site replication. This would include two physical servers and two storage area network (SAN) devices. An updated physical server environment allows for fast and a more reliable virtual server that would run Township applications across all Township departments.

53. Replace Election Laptops (15)

The existing laptops were originally purchased by a grant under the Help America Vote Act in 2010 and are near the end of their usefulness and do not have the updated capabilities to be compatible with newer QVF modules and new election equipment. The IT department will be consulted and give guidance on the specifications needed to work with the election equipment and also establish an estimate of costs to replace fifteen laptops. Updated laptops are necessary to the successful conduct of future Federal, State, Township, and School elections beginning in 2020. The existing laptops are at or near their usefulness and will be ten years old and they do not have the latest technology to be compatible with updated election equipment.

54. Mobile Data Computers

Purchase Dell Latitude rugged Mobile Data Computers with mounting accessories to replace and upgrade the police fleet. Current mobiles are approaching end of life and support. Mobiles are required to be replaced with current and supported models within the next few years. Current Mobile Data Computers are approaching end of life (5-6 years). This upgrade will provide safe, effective, and clear communication between dispatch and officers while proactively patrolling or responding to police calls for service.

Vehicles and Equipment

55. Replace Taser Electro Muscular Disruption Equipment

A less lethal conducted energy weapon that propels wires which penetrate a suspects skin or clothing causing an Electro Muscular Disruption that affects the sensory and motor nervous system causing incapacitation. This intermediate weapon is used as a method to control combative subjects when an officer needs to take them into custody. Data has shown that through the deployment of these devices, injuries to both the subject and officer are significantly reduced. The Taser X2 model is a state of the art Electronic Control Device that has the capability of shooting 2 cartridges without reloading. The officer can control which cartridge the X2 fires and they can control which probes are energized after they have been deployed. The recommended replacement is at five years. Michigan Municipal Risk Management Authority has endorsed this less lethal system for use by its member agencies due to the enhanced risk reduction through proper deployment, MMRMA endorses the Axon Taser five year lease program.

56. Replace Police Patrol Vehicles

This proposal is to replace four patrol vehicles and one unmarked / investigative vehicle. A replacement plan was implemented in 2019 which included eliminating all lease vehicles and replacing sedans with utility vehicles. Ford changed the dimensions of this vehicle which requires changing the equipment required for patrol operations including the prisoner screens which protect the officer and prisoner. Providing safe effective transportation for patrol officers and detectives supports our mission of ensuring a safer community. High mileage and high use vehicles are prone to breakdowns at inopportune times. Maintaining a reliable fleet provides the community with the confidence that they will receive a timely response when in need of police services.

57. Replace 2015 Ford Expedition - Command One

Vehicle is approaching the end of its reliable service life. Initially the Department should realize a reduction in maintenance costs as the vehicle will be more reliable and also under warranty. Cost includes vehicle markings, emergency lights and siren, radio installation, equipment storage systems, etc. This vehicle will serve as a command vehicle and will be staffed by a Command Officer (Battalion Chief). This vehicle will be used for daily details, emergencies and, on a limited basis, will be deployed on non-emergency public service calls. The vehicle will be operated front line for five years and then by the Fire Marshal for inspections and investigations for an additional five years.

58. Replace Facility Maintenance Utility Van

Facility Maintenance is currently using a GMC utility van to carry tools, supplies, and parts for the purpose of building maintenance. The existing van has well over 150,000 miles. Facility Maintenance needs a dependable vehicle so they can provide service in a timely fashion at any time of day or night.

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- 59. Ballistic Helmets, Plates, and Carries for High Risk Responses – Police**
Active threat response has become the new normal for emergency first responders. Although we never want to contend with this type of issue in the Northville Community, responsible management requires that we train and equip our first responders to leverage a safe and effective response. This purchase is to outfit our first responders with ballistic helmets, plates, and carriers to be used for high risk responses. This purchase will promote a safe and secure community and our first responders who may be called upon to rapidly and effectively resolve a high risk incident.
- 60. Replace Motorola Mobile Radios for Fire Vehicles and Station Alerting**
This project would replace the Motorola mobile radios for the entire fleet of fire vehicles. The current radios are fourteen years old and are beyond their service life. They are no longer supported by Motorola or any licensed service contractor. This project includes twelve radios, eleven for vehicles and one for station alerting. The current mobile radios are no longer being serviced. New mobile radios are necessary for emergency communications.
- 61. Personal Protective Equipment**
The Fire Department is contractually bound to supply fire fighter protective clothing (turnout gear) for all sworn Fire Department personnel. The turnout gear is essential to protect the fire fighters and allow them to properly perform their duties. The purchase is important at this time for the following reasons: Federal Standards require personal protective gear be in compliance with the National Fire Protection Agency Standard 1971, current gear is reaching the end of its normal life cycle, gear must be fit to each fire fighter for proper safety, current gear can be used as emergency backup in the event the new turnout gear is in need of cleaning or repair, turnout gear is worn on virtually all incidents and during training, replacing every members' set is prudent for consistency and continuity as well as maintaining compliance with NFPA requirements.
- 62. Water and Sewer Pick-Up Truck with Plow Attachment**
Purchase new Ford Pickup Truck with snow plow attachment. This is a replacement vehicle for Water and Sewer which is used in winter to plow our parking lots and then used for maintenance in the summer.
- 63. Water and Sewer radio read tower and equipment**
Design and construct radio read tower and equipment so all meters can be read from two locations within the Township. This will help to maintain customer service levels and find more efficient ways to complete services. This will allow more efficient use of staff and will reduce the time to read meters. This project will also require some additional equipment.
- 64. Replace Clerks Department Multifunction Printer**
The existing copier is a Konica C554 and was purchased in 2015 and it is the copier that all desktop computers print to. It is frequently used for mass mailings of business licenses, voter registration letters, Board of Trustees agendas, minutes, resolutions, and other mass mailings. The condition of the copier is good, but the department is beginning to have breakdowns and service calls

on the copier have increased. We expect it will need to be replaced or transferred to a department with less usage. The Clerks Department expects a replacement need following heavy usage during the 2020 presidential election year. Thousands of copies are made on the copier for election training manuals, precinct training manuals, precinct reports, and printing materials. Instructions are also copied and mailed to absentee voters and that will add another 4,000 to 6,000 copies. A replacement copier will be needed to keep up with the current and future workload and to produce a quality copy.

65. Dispatch Recording Server

The dispatch recording system is designed to record all communications through dispatch consoles. The current NICE Inform server is reaching end of life and is not compatible with all of the upcoming recording requirements like text-to-911. The new replacement system will need to log and synchronize 911 calls, including digital, analog, and VoIP calls, conventional and P25 radio transmissions, text-to-911 interactions, video, images, console screens, locations from geographic information systems (GIS), and integrated feeds from other sources such as CCTV video. The new recording system will be in alignment with the multiple next generation 911 (NG911) dispatch upgrades that have been coordinated over the past few years with Conference of Western Wayne (CWW).

66. Water & Sewer 4x4 Vehicle – Superintendent

This is a replacement vehicle for the Water and Sewer Superintendent. It is used by the Superintendent to assure 24-hour access to operate the Township's water and sewer systems. Industry recommendations are that vehicles should be replaced at 100,000 miles or 10 years old. The seven-year-old vehicle has in excess of 100,000 miles and will be moved into the Building Department for continued local service.

67. Water and Sewer Pick-Up Truck with Plow Attachment

Purchase new Ford Pickup Truck with snow plow attachment. This is a replacement vehicle for Water and Sewer which is used in winter to plow our parking lots and then used for maintenance in the summer.

68. Election Voting Pods

Voting pods for all 12 precincts are required. There are 44 total pods, which require replacement of 22 in 2021 and 2022. Each voter pod allows four voters to vote simultaneously with privacy. These pods are more compact allowing the township to provide voters with more voting space in each precinct and more efficient site set-up. They will also require less use of worker's time to erect at each election. Furthermore, present pods are disintegrating and falling apart, requiring more worker time at set up and tear down. The new pods will also take up less storage space once they are broken down. The new voter pods will provide township voters with a quicker, private voting experience with a more efficient set up and control by election supervisors. Under current election law, the Township must provide adequate election pods per voter percentage.

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- 69. Police Cameras Server and In-Car Cameras**
The police cameras server and in-car camera replacement project will provide a consistent and HD quality recording video for all police patrol vehicles. The current system consists of multiple different models of Flashback recording cameras that record to a camera server that is reaching end of life and requiring increased maintenance to operate. These cameras record traffic stop and interactions between Officers and the public. The newer system allows for increased features like 360 degree camera coverage and the ability to increase the amount of cameras and storage is needed. In-car cameras are essential to record public safety interactions in an effort to reduce liability, enhance police officer safety, increase transparency, and provide video that can be used for officer training.
- 70. Dispatch Workstations and West/Viper Replacement**
Public Safety Answering Points (PSAPs) need tools that ensure rapid and reliable communication with other emergency responders – fire safety personnel, law enforcement, ambulance and medical personnel – to help save lives. Keeping dispatching equipment current is essential to provide quality dispatch services. A new system will ensure the public safety call handling solutions will have the integrated intelligent workstation hardware and software needed to handle all of the required dispatching capabilities in the future. Current dispatch workstations and West / Viper equipment will be reaching its seven-year useful life expectancy.
- 71. Replace Rescue 1 and Rescue 2 Ambulances**
Fire vehicles Rescue 1 and Rescue 2 are approaching the end of reliable service life. Initially the department should realize a reduction in maintenance costs as the vehicles will be more reliable and also under warranty. Purchasing both together could secure better pricing. These ambulances are operated as front line trucks for five years and will be placed in reserve for an additional five years for a total of ten years of service.
- 72. Water and Sewer Pick-Up Truck with Plow Attachment**
Purchase new Ford Pickup Truck with snow plow attachment. This is a replacement vehicle for the Water and Sewer which is used in winter to plow our parking lots and then used for maintenance in the summer.
- 73. Replace 2015 Ford Expedition – Deputy Director of Fire Services' Vehicle**
The vehicle will serve as a utility vehicle and will be staffed by the Fire Chief. This vehicle will be used for daily details, emergencies, and on a limited basis will be deployed on non-emergency public service calls. The vehicle will be operated front line for five years and as a reserve utility vehicle for an additional five years. Cost includes vehicle markings, emergency lights and siren, radio installation, equipment storage systems, etc.
- 74. Body Cameras**
Purchase body worn complete camera systems (camera, docking station, power supply, alligator clip, magnetic clip, USB charging cable, and one-year warranty on all camera system components). The benefits of body worn cameras will enhance the transparency of the police and public interactions.

To provide an accurate recap of police encounters, improve police community / relations, establish transparency, and improve the quality of evidence used in criminal cases, law enforcement agencies outfit officers with body worn cameras.

75. Water and Sewer Pick-Up Truck with Plow Attachment

Purchase new Ford Pickup Truck with snow plow attachment. This is a replacement vehicle for the Water and Sewer which is used in winter to plow our parking lots and then used for maintenance in the summer.

76. Water and Sewer Tandem Dump Truck

This vehicle will be added to the fleet of vehicles and equipment to be available for water main repairs which we anticipate to increase with the age of the system. This is a new piece of equipment, which will be needed to maintain current service levels and will require no additional staffing.

Water Supply System

77. Water Main Extension

This project will extend the water main 1600 feet from Fredrick Street to Main Street along Clement Road to complete a water loop for the area. Currently if there is a water main break north of Main Street and east of Beck Road, several hundred residents would be without water. By completing the Clement loop, an alternative water source is provided and the number of people without water would be significantly reduced.

78. Design and Construct New Water Tower

Design and construct a new tower or tank to service the Beck Road pressure district. A new tower will allow further reduction in the Township's peak hour which will result in a reduced rate from GLWA. The reduced rate will allow a payback within seven years. After that the Township would see approximately \$400,000 savings per year in the revenue requirements from GLWA.

79. Abandon and Line Portion of Water Main

There is an old City of Plymouth ten-inch water main that runs from Sheldon Road northerly through Rural Hill Cemetery then westerly into Pickford Subdivision. This project would abandon the portion from Sheldon to just west of the cemetery and re-line the portion from Fermanaugh Court to just west of the cemetery, approximately 1,100 feet. The Beck Road water system improvements project was placed so the majority of the old line could be abandoned. The portion that will remain in service will be lined.

80. Paint Elevated Water Tank

This project is required to ensure the proper maintenance of the Township water system. To maintain the integrity of the tank, it should be painted every ten years. Continuing this maintenance routine will ensure the design life of the tank is met.

81. Non-Invasive Inspection of 16" Water Main along 5 Mile and Beck Rd

This project includes completing a non-invasive inspection of the 16" water main along the north side of Five Mile Road to Beck Road and along Beck Road to Brandywine Blvd. This will assist to assure the proper maintenance of the township water system and verify the condition. This water main supplies the elevated tank and is close to seventy years old. This inspection will assure continued and proper operation of the elevated tank district.

Sanitary Sewer Capital Improvements

82. Sanitary Sewer Line Improvements Identified in SAW Grant

The sanitary sewer system must be properly maintained in order to operate properly which is a public health issue. Lining, grouting, and repairing various segments of the sanitary sewer system as identified in the SAW Grant CIP for the Township. This will aid in assuring the proper maintenance and replacement of the Township's sanitary sewer system.

FY 2020-2025 Six Year Capital Improvement Plan

Project Descriptions	Capital Outlay Requests						
PATHWAYS AND NON-MOTORIZED IMPROVEMENTS	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
5' wide non-motorized pathway (6 Mile Road, east of Beck)	Project depends on funding source becoming available	\$ -	\$ 34,000	\$ -	\$ -	\$ -	\$ -
5' wide non-motorized pathway (6 Mile Road, west of Beck)	Project depends on funding source becoming available	-	20,700	-	-	-	-
10' wide non-motorized pathway (Ridge Road)	Project depends on funding source becoming available	-	-	123,000	-	-	-
10' wide non-motorized pathway (Bradner Road)	Project depends on funding source becoming available	-	-	-	172,000	-	-
.78 miles (4,100 linear feet) of 10' wide asphalt pathway along the south side of 7 Mile Road	Project depends on funding source becoming available	-	-	-	-	250,000	-
5' wide non-motorized pathway (Silver Springs Drive, between 7 and 8 Mile Roads)	Project depends on funding source becoming available	-	-	-	-	-	71,500
10' wide non-motorized pathway (8 Mile Road)	Project depends on funding source becoming available	-	-	-	-	-	183,500
PATHWAYS AND NON-MOTORIZED IMPROVEMENTS	Total	\$ -	\$ 54,700	\$ 123,000	\$ 172,000	\$ 250,000	\$ 255,000
MARV GANS COMMUNITY PARK CAPITAL IMPROVEMENTS	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Roof Replacements-Bathrooms, Maint, Bld, MP Pavilion	Park Millage	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
Ballfield Light Repairs/Upgrades w/ Timing system & remote access	Park Millage	25,000	-	-	-	-	-
Replace Dog Park Fencing	Park Millage	50,000	-	-	-	-	-
Replace 3 Outfield Fencing	Park Millage	25,000	-	-	-	-	-
Archery Range Structure	Park Millage	35,000	-	-	-	-	-
Replace 6 Sideline Fencing	Park Millage	-	45,000	-	-	-	-
4 Baseball Dugout Roofs	Park Millage	-	30,000	-	-	-	-
2 Soccer Field Renovation - Drainage	Park Millage	-	-	50,000	-	50,000	-
Rewire Irrigation System and Components	Park Millage	-	-	-	-	-	25,000
Parking Lot (east) mill and resurface	Park Millage	-	-	-	-	-	120,000
MARV GANS COMMUNITY PARK	Total	\$ 160,000	\$ 75,000	\$ 50,000	\$ -	\$ 50,000	\$ 145,000
MILLENNIUM PARK CAPITAL IMPROVEMENTS	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Soccer Field Renovation - Drainage	Park Millage	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -
Baseball / Softball Dugout Roofs (8)	Park Millage	-	-	100,000	-	-	-
Renovate Restrooms (3) w/ remote locking	Park Millage	-	-	-	35,000	-	-
Lights for 1 Field	Park Millage	-	-	-	-	80,000	-
Replace 2 Boardwalks / Bridges	Park Millage	-	-	-	-	25,000	-
MILLENNIUM PARK	Total	\$ -	\$ 50,000	\$ 100,000	\$ 85,000	\$ 105,000	\$ -
HENNINGSSEN PARK CAPITAL IMPROVEMENTS	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Replace 4 Sideline Fencing (higher)	Park Millage	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
HENNINGSSEN PARK	Total	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -
SHELDON ROAD PARK	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Replace Play Structure	Park Millage	-	-	-	-	-	100,000
SHELDON ROAD PARK	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000

COLDWATER SPRINGS	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Boardwalk Replacement/Repair	Park Millage	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ -
Parking Lot Mill & Resurface	Park Millage	-	-	-	-	-	30,000
COLDWATER SPRINGS	Total	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 30,000
BENNETT ARBORETUM PATHWAY	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Boardwalk Replacement/Repair	Park Millage	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
BENNETT ARBORETUM PATHWAY	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
BUILDINGS AND PROPERTY IMPROVEMENTS	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Replace Township Hall 2nd Floor Air Conditioning Equipment	General Fund	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -
Dispatch Security Window Covering	Public Safety Fund/Forfeiture Funds	65,000	-	-	-	-	-
Fire Administration Glass Enclosure	Public Safety Fund	22,000	-	-	-	-	-
Refurbish Fire Station Apparatus Bay Floors	Public Safety Fund	26,000	-	-	-	-	-
Replace Fire Station Air Conditioning Equipment	Public Safety Fund	58,000	-	-	-	-	-
Park Maintenance Facility Addition	Capital Project Fund	920,000	-	-	-	-	-
Jail Cell Renovation	Public Safety/Drug Forfeiture Funds	-	600,000	-	-	-	-
Replace Public Safety Headquarters Boiler Equipment and Piping	Public Safety Fund	-	45,000	-	-	40,000	-
Replace Fire Station Boiler Equipment and Piping	Public Safety Fund	-	40,000	-	-	-	-
Paint Interior of Administration Building	General Fund	-	50,000	-	-	-	-
Replace Public Safety Headquarters Emergency Generator	Public Safety Fund	-	-	70,000	-	-	-
Replace Fire Station Asphalt Parking Lot (2)	Public Safety Fund	-	-	25,000	-	-	-
Replace Fire Station Roof Coverings	Public Safety Fund	-	-	200,000	-	-	-
Replace Floor Covering in Administration Building	General Fund	-	-	80,000	-	-	-
Replace Fire Station Air Conditioning Equipment	Public Safety Fund	-	-	-	52,000	-	-
Replace Existing Generator and Wiring System	Water & Sewer Fund	-	-	-	25,000	-	-
Replace Township Hall Boiler Room Piping Equipment	General Fund	-	-	-	-	50,000	-
Replace Boiler Equipment and Piping at Public Safety	Public Safety Fund	-	-	-	-	40,000	-
Replace Fire Station Water Heater in Boiler Room	Public Safety Fund	-	-	-	-	52,000	-
Replace Township Hall Air Conditioning Equipment	General Fund	-	-	-	-	-	110,000
Replace Public Safety Headquarters Roof on Building Addition	Public Safety Fund	-	-	-	-	-	135,000
Replace Fire Apparatus Bay Doors	Public Safety Fund	-	-	-	-	-	60,000
Remove and Replace Asphalt Parking Area	Water & Sewer Fund	-	-	-	-	-	31,000
New Fire Station (serve northeast area of the community)	Project depends on funding source becoming available	-	-	-	-	-	7,000,000
BUILDINGS AND PROPERTY IMPROVEMENTS	Total	\$1,136,000	\$ 735,000	\$ 375,000	\$ 77,000	\$ 182,000	\$7,336,000
TECHNOLOGY	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Physical Server and Network Access Storage Replacement	General/Public Safety/Water&Sewer Funds	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ -

TECHNOLOGY continued	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Replace 15 Election Laptops	General Fund	\$ -	\$ -	\$ -	\$ -	\$ 15,600	\$ -
Mobile Data Computers - Police	Public Safety Fund	-	-	-	-	-	37,000
TECHNOLOGY	Total	\$ -	\$ -	\$ -	\$ 90,000	\$ 15,600	\$ 37,000
VEHICLES AND EQUIPMENT	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Replace Taser Electro Muscular Disruption Devices	Public Safety Fund	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,500	\$ 18,500	\$ 18,500
Replace four patrol vehicles	Public Safety Fund	280,000	220,000	220,000	240,000	240,000	240,000
Replace 2015 Ford Expedition (Command One) - Fire Services	Public Safety Fund	69,500	-	-	-	-	80,600
Replace Facility Maintenance Utility Van	General Fund	32,000	-	-	-	-	-
Ballistic Helmets, Plates, and Carries for High Risk Responses - Police	Public Safety Fund	40,000	-	-	-	-	-
Replace Motorola Mobile Radios for Fire Vehicles and Station Alerting	Public Safety Fund	70,000	-	-	-	-	-
Personal Protective Equipment - Fire Services	Public Safety Fund	65,000	-	-	-	-	-
Ford Pickup 4x4 with Plow Attachment	Water & Sewer Fund	40,000	-	-	-	-	-
Install Radio Read Tower and Equipment	Water & Sewer Fund	90,000	-	-	-	-	-
Replace Clerks Department Multifunction Printer	General Fund	-	10,000	-	-	-	-
Dispatch Recording Server	Public Safety Fund	-	25,000	-	-	-	-
Water & Sewer 4x4 vehicle - Superintendent	Water & Sewer Fund	-	33,000	-	-	-	-
Ford Pickup 4x4 with Plow Attachment	Water & Sewer Fund	-	40,000	-	-	-	-
Election Voting Pods	General Fund	-	20,000	20,000	-	-	-
Police Cameras Server and In-Car Cameras	Public Safety Fund	-	-	50,000	-	-	-
Dispatch Workstations and West/Viper Replacement	Public Safety Fund	-	-	-	300,000	-	-
Replace Rescue 1 and Rescue 2 Ambulances	Public Safety Fund	-	-	-	545,000	-	-
Ford Pickup 4x4 with Plow Attachment	Water & Sewer Fund	-	-	-	40,000	-	-
Replace 2019 Ford Expedition (Deputy Director of Fire Services)	Public Safety Fund	-	-	-	-	50,000	-
Body Cameras	Public Safety Fund/Potential Grant	-	-	-	-	75,000	-
Ford Pickup 4x4 with Plow Attachment	Water & Sewer Fund	-	-	-	-	40,000	-
Water & Sewer Tandem Dump Truck	Water & Sewer Fund	-	-	-	-	-	100,000
VEHICLES AND EQUIPMENT	Total	\$ 704,500	\$ 366,000	\$ 308,000	\$ 1,143,500	\$ 423,500	\$ 439,100
WATER SUPPLY SYSTEM	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Water Main Extension - Clement Rd to Main Street	Water & Sewer Fund	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Construct New Water Tower - Beck Road Pressure District	Water & Sewer Fund	150,000	2,500,000	-	-	-	-
Abandon and Line Portion of Old Plymouth City Water Main	Water & Sewer Fund	-	-	100,000	-	-	-
Paint Elevated Water Tank	Water & Sewer Fund	-	-	-	-	125,000	-
Non-Invasive Inspection of 16" Water Main along 5 Mile and Beck Rd	Water & Sewer Fund	-	-	-	-	-	100,000
WATER SUPPLY SYSTEM	Total	\$ 550,000	\$ 2,500,000	\$ 100,000	\$ -	\$ 125,000	\$ 100,000

SANITARY SEWER	POTENTIAL FUNDING SOURCE/NOTES	2020	2021	2022	2023	2024	2025
Sanitary Sewer Line Improvements Identified in SAW Grant	Water & Sewer Fund	\$ 270,000	\$ 260,000	\$ 215,000	\$ 210,000	\$ 390,000	\$ 52,000
SANITARY SEWER	Total	\$ 270,000	\$ 260,000	\$ 215,000	\$ 210,000	\$ 390,000	\$ 52,000
Grand Total		\$2,820,500	\$ 4,080,700	\$1,271,000	\$ 1,777,500	\$ 1,616,100	\$8,539,100

Budget Summaries – General Fund

The General Fund is used to account for all financial resources traditionally associated with Township government, except those required to be accounted for in another fund. The General Fund includes legislative, clerk, treasurer, building and planning departments. 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 and interest income.

DESCRIPTION	GENERAL FUND REVENUE				
	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Taxes	\$ 2,401,472	\$ 2,278,910	\$ 1,958,456	\$ 2,401,710	\$ 2,461,910
Licenses, Permits & Charges for Services	2,533,577	1,981,520	1,121,356	1,686,600	1,301,600
State Sources	2,522,115	2,471,890	793,854	2,563,260	2,609,140
Other Revenue	147,100	43,040	13,708	43,040	40,250
Interest Income	198,630	80,000	138,776	150,000	40,000
Transfers in	-	1,000,000	-	1,000,000	-
Total Revenue	<u>\$ 7,802,894</u>	<u>\$ 7,855,360</u>	<u>\$ 4,026,150</u>	<u>\$ 7,844,610</u>	<u>\$ 6,452,900</u>

Fund Balance Analysis - General Fund						<i>Total</i>
Fund Balance, January 1, 2019						\$ 6,637,762
Estimated 2019						
Revenue				\$ 7,844,610		
Expenditures				(5,187,780)		<u>2,656,830</u>
Projected Fund Balance, December 31, 2019						9,294,592
2020 Budget:						
Revenue				\$ 6,452,900		
Expenditures				(5,587,280)		865,620
Projected Fund Balance, December 31, 2020						<u>\$ 10,160,212</u>

Property Tax Revenue

The General Fund property tax revenue is estimated to total \$2,461,910 for 2020. This includes (a) general voted millage of 0.1128 mills which expires December 2020, (b) Charter authorized millage rate of 0.6554 mills, (c) 1% property tax administration fee estimated to generate \$750,000. For fiscal year 2020, the Headlee cap for the Charter authorized millage has been permanently reduced from 1 mill to 0.6554 mills, which has resulted in a loss of \$775,000 to fund General Fund operations in 2020.

The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by Township Law. 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.

Licenses, Permits & Charges for Services

This revenue includes fees for various services and permits. The revenue sources in this category include cable television franchise fees of \$500,000 and \$795,000 in estimated fees paid by builders and contractors for plan review and building permit activities which is used to offset the cost of both the Building and Planning Departments. This revenue source will be monitored carefully since it is directly related to construction activity.

State Shared Revenue

Estimated at \$2,609,140, revenue sharing represents 40% of the 2020 fiscal year General Fund Annual Revenue. The State Shared Revenue program distributes sales tax collected by the State of Michigan to local governments as unrestricted revenue on a per capita basis. Receipts from the State Treasury are scheduled to be received in April, June, August, October, December and the following February (recorded as a receivable as of December 31st).

Under the Governor's Proposed FY 2019-20 Budget Plan, revenue sharing payments of approximately \$1.4 billion, were projected to increase by 3.3% or \$44.3 million over FY 2018-19. The Governor's proposal continues to appropriate funding for CVT "statutory" revenue sharing and will combine supplemental payments within this category. The Department of Treasury has projected Northville Township will receive \$2,558,711 in combined revenue sharing payments in the current fiscal year. Based on updated revenue sharing projections, payments are now projected to only grow by 1.8% in 2020 for an estimated increase of \$45,881.

Interest on Investments

This revenue is from investing temporarily idle funds and is estimated at \$40,000.

Other

This line item estimated at \$40,250 is made up of insurance rebates, etc.

Appropriations

The following schedule represents the appropriations by department. Following this schedule are the departmental overviews and significant accomplishments. While financial resources and personnel are shown by department, the Northville Township staff strives to work together cross-departmentally to provide services to Northville Township customers.

DESCRIPTION	APPROPRIATIONS				
	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
LEGISLATIVE					
Personnel Services	\$ 691,857	\$ 741,530	\$ 325,082	\$ 777,230	\$ 732,990
Supplies	42,589	56,850	18,513	53,750	58,550
Other Services and Charges	5,509,484	748,950	167,757	716,350	741,390
	<u>\$ 6,243,930</u>	<u>\$ 1,547,330</u>	<u>\$ 511,352</u>	<u>\$ 1,547,330</u>	<u>\$ 1,532,930</u>
TOWNSHIP CLERK'S OFFICE					
Personnel Services	\$ 332,272	\$ 305,470	\$ 139,777	\$ 300,480	\$ 411,760
Supplies	47,783	5,000	235	5,000	67,500
Other Services and Charges	5,086	7,800	2,401	7,800	16,730
Capital Outlay	-	5,000	-	35,000	-
	<u>\$ 385,141</u>	<u>\$ 323,270</u>	<u>\$ 142,413</u>	<u>\$ 348,280</u>	<u>\$ 495,990</u>
TREASURER					
Personnel Services	\$ 607,077	\$ 648,030	\$ 298,962	\$ 640,200	\$ 684,070
Other Services and Charges	331,488	338,910	178,276	346,740	359,220
	<u>\$ 938,565</u>	<u>\$ 986,940</u>	<u>\$ 477,238</u>	<u>\$ 986,940</u>	<u>\$ 1,043,290</u>
COMMUNITY RELATIONS					
Personnel Services	40,226	82,840	38,804	81,940	105,950
Supplies	788	2,500	378	1,610	2,500
Other Services and Charges	23,760	24,550	796	24,550	22,550
	<u>\$ 64,774</u>	<u>\$ 109,890</u>	<u>\$ 39,978</u>	<u>\$ 108,100</u>	<u>\$ 131,000</u>
FACILITY OPERATIONS					
Personnel Services	\$ 229,282	\$ 252,800	\$ 105,262	\$ 251,970	\$ 272,540
Supplies	10,827	13,000	8,364	15,550	24,550
Other Services and Charges	85,594	136,470	25,554	117,310	123,920
Capital Outlay	-	-	-	-	32,000
	<u>\$ 325,703</u>	<u>\$ 402,270</u>	<u>\$ 139,180</u>	<u>\$ 384,830</u>	<u>\$ 453,010</u>
BUILDING DEPARTMENT					
Personnel Services	\$ 466,076	\$ 506,700	\$ 235,442	\$ 513,570	\$ 410,630
Supplies	3,179	9,800	1,009	5,070	9,800
Other Services and Charges	130,339	145,000	62,533	140,200	142,000
	<u>\$ 599,594</u>	<u>\$ 661,500</u>	<u>\$ 298,984</u>	<u>\$ 658,840</u>	<u>\$ 562,430</u>
PLANNING DEPARTMENT					
Personnel Services	\$ 207,806	\$ 169,630	\$ 73,658	\$ 169,050	\$ 174,150
Other Services and Charges	34,478	41,550	4,338	37,400	41,850
	<u>\$ 242,284</u>	<u>\$ 211,180</u>	<u>\$ 77,996</u>	<u>\$ 206,450</u>	<u>\$ 216,000</u>
TRANSFERS OUT					
Debt Service Funds	\$ 114,830	\$ 817,010	\$ 817,010	\$ 817,010	\$ 822,630
Capital Projects	130,000	130,000	130,000	130,000	330,000
	<u>\$ 244,830</u>	<u>\$ 947,010</u>	<u>\$ 947,010</u>	<u>\$ 947,010</u>	<u>\$ 1,152,630</u>
Total Expenditures	<u>\$ 9,044,821</u>	<u>\$ 5,189,390</u>	<u>\$ 2,634,151</u>	<u>\$ 5,187,780</u>	<u>\$ 5,587,280</u>

Legislative

Overview

The citizens of Northville Township elect the Supervisor, Clerk, Treasurer and four Trustees every four years as their representatives. The Township Board 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 Township Board appoints a Township Manager who is accountable for all of the day to day administrative functions.

The Township Manager's Office strives to effectively serve the Township Board and public through responsible administration of all Township affairs and demonstration and promotion of a high standard of ethics, professionalism, and integrity throughout the Township organization.

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

The Board of Trustees prides itself on visionary thinking and servant leadership and this is demonstrated in collaboration with the Township Manager's Office through words, actions, and policies and a commitment to treat all colleagues and citizens with respect, accountability and dignity.

2019 Significant Accomplishments

WELL-FUNDED STABILITY

The fundamental financial objective of the Township is to effectively manage and fund the long-term costs for both its defined benefit pension and retiree health care plan. To ensure sustainability, the target funded ratio for public pensions based on a recent Government Finance Officers Association industry best practice recommends that public officials and associated trustees should, at a minimum, adopt a funding policy with a target funded ratio of 100% or more (full funding).

During 2018, the Township Board approved amendments to the Defined Benefit Pension Plan administered by MERS for Police, Fire and AFSME Water & Sewer employees. These amendments eliminated approximately \$6.3 million of unfunded pension liability. To accelerate to a 100% funding ratio, the Township contributed \$7.8 million to MERS, in addition to the required minimum pension contributions. ***As of the December 31, 2018 actuarial valuation, the Township's defined benefit pension plan was 101% funded.***

Treasurer

Overview

Treasury oversees the billing, collection and distribution of Township, County, School and State Education taxes; prepares delinquent tax rolls; collects water and sewer usage fees; prepares all special assessment billings and rolls; oversees investment activities; maintains financial guarantees, collects Township receivables and conducts daily banking. The mission of the Treasurer's Department is to continue providing extraordinary customer service as our primary goal through continued professional growth of our staff, and through credible, proactive improvements in our procedures and technologies.

The Treasurer's Department also provides operational services including accounting, budgeting, debt administration, assessing, grant reporting, accounts receivable, payroll and human resources, accounts payable as well as coordinates the annual financial audit and preparation of the Comprehensive Annual Financial Report. The department's diligence in these activities will position the Township to earn accolades from the Government Finance Officers Association and helped maintain Northville's AA+ bond credit rating with Standard & Poor's.

The Department maintains the Township's financial records in accordance with Township Charter, State law, and Generally Accepted Accounting Principles (GAAP). A comprehensive annual financial report will be prepared each year in connection with the Township's annual audit.

The mission of the Assessing Division is to uniformly and equitably value all taxable real and personal property within the Township of Northville. The annual creation of this tax base provides funding for education, Township services as well as other government functions.

2019 Significant Accomplishments

- Earned the Government Finance Officers Association **Certificate of Achievement Award for Excellence in Financial Reporting** for the sixth consecutive year as well as the **Distinguished Budget Award**.
- Achieved a "clean opinion" for the 2018 audit and ensured full compliance with Generally Accepted Accounting Principles (GAAP).

Township Clerk

Overview

The Clerk's Office is a primary point of contact for the public and strives to provide the highest quality of service to the community by supporting the organizational values and goals of the Township Board. The statutory duties of the Clerk are public information, election administration, records administration and financial accounting.

The Clerk's Office conducts all elections in accordance with State and Federal law. The Clerk is accredited by the Secretary of State to conduct election administration, including the training of precinct inspectors appointed to serve in the polls at local, school, county, state, and federal elections. There is a three-month cycle of election preparation and follow-up. Elections for 2020 will be held on March 10, 2020 (presidential primary), August 4, 2020 (primary), and November 3, 2020 (general election).

The Deputy Clerk accumulated the necessary amount of education and experience points, as permissible by MAMC, to obtain her Certified Michigan Municipal Clerk recertification. She is also accredited by the State of Michigan to instruct and train election inspectors on their responsibilities in the polls and operating the new election equipment. The Deputy Clerk holds both the designations of Certified Municipal Clerk, from the International Institute of Municipal Clerks, and CMMC, from the Michigan Association of Municipal Clerks. The Voter Registration Official is a part time position which requires the Deputy to oversee and stay involved on a daily basis.

As the Township's official record keeper, the Clerk is responsible for document storage and preservation, retrieval of contracts, agreements, leases, bids, deeds, easements, Township Code amendments and minutes of all Board and Commissions. The Clerk's office staff responds to requests for public records according to the Freedom of Information Act (FOIA) daily and maintains and produces documents that enable the public to participate in local government.

The Clerk's Office posts and publishes notices of meetings, public hearings, zoning map amendments and adopted ordinances all in compliance with the Open Meetings Act. All meeting actions of the Board of Trustees are recorded, transcribed and maintained in the Clerk's office.

2019 Significant Accomplishments

- Completed an audit of the master cards, business registrations, and homeowner association information.
- Made appropriate changes to all election forms and policies based on the approval of Proposal 3.

-
- Continued training on the updated Qualified Voter Files (QVF) refresh system for all Clerk's office staff.
 - Accreditation Training and Prop-3 Training for the Clerk.
 - Master's Academy and Prop-3 Training for the Deputy Clerk.
 - Public Service campaign to educate voters on no-reason absentee voting, voter registration and poll worker duties and responsibilities.
 - Providing night and weekend training for election workers.
 - Obtained a high speed scanner for election efficiency and accuracy.
 - Mainstreamed township filing system for greater efficiency and accuracy.

Community Relations

Overview

The Northville Township Community Relations division working under the Manager's Office, serves as a link between the Township government and its citizens. The mission of the Communications Department is to provide transparent, open and thorough communication between the departments within the Township and all community members—business and residential. A key focus is to present a unified, positive image (brand) of the Township, internally and externally, through personal, printed and visual communication, with citizen engagement as an overall goal.

2019 Significant Accomplishments

Maintained Township's Social Media presence—Facebook & Twitter accounts, e-newsletters, website)

- E-newsletter Subscribers – 9,638
- Mobile App – 1,957 downloads
- Facebook – 2,095 followers
- Twitter – 694 Followers
- Nixle – 4,747 Contacts
- Website visits in 2018 – 394,974
- Marketed programs, events for departments within Township (specifically Parks) – including flyers, brochures, banners and postcards
- Collaborated with Department of Public Services - redesigning DPS Annual Report, developing new water/sewer bill flyer messages and creating electronic communication reminders/bulletins

Facility Operations

Overview

Northville Township's Facility Operations Division is responsible for the maintenance and operations of all Township owned buildings. In this role, they are accountable for asset management, preventative maintenance, HVAC repair/renovation, electrical systems, contracted services management, janitorial services and some grounds maintenance services.

2019 Significant Accomplishments

Administrative Facility

- Coordinated with our engineering consultant & contractors to complete two HVAC replacements on the west side of the facility.
- Installed new domestic hot water system.
- Completed major repair of the sidewalk heating system.

Public Safety Facility

- Coordinated with our engineering consultant & contractors to complete major HVAC & roof replacements at the Public Safety Facility.
- Installed new ASI controls.
- Supervised work done for the cell block compliance.
- Supervised & coordinated cement replacement under carports.

Generators

- Improved & repaired all generators and implemented an annual maintenance schedule on Cityworks.

Miscellaneous

- Upgraded all of the boilers ASI controls at the Police & Fire Departments and the Northville Community Building.
- Completed extensive in-house training from ASI on the Township's boiler equipment. This training is by invitation only. In-house staff have also been certified and licensed to work on the new control system that has been installed all three facilities within the Township.

Building Department

Overview

Northville's Building Department ensures that building construction projects meet community standards for local building codes and ordinances. Staff issues permits for the construction, repair and alteration to private property. Housing and some ordinance complaints are also handled by the Department.

In 2018, the Building Department issued 162 new single family and multi-family residential permits. Commercial also continued to remain strong with 73 permits for various commercial uses. The building department performs many customer services on a daily basis. Some of the tasks performed by staff in 2018 are quantified below:

- Total number of permits issued 3,384
- Total number of inspections performed 8,448
- Total number of certificates of occupancy issued 95

During 2018 the total construction value represented by the permits that were issued was \$ 87,634,693 as compared to \$ 78,152,548 for 2017. At the end of 2018, there were 298 developed single family residential lots available.

2019 Significant Accomplishments

- Sponsored the sixth annual Building Safety Month in May with significant support from the Board, staff, community and local news media.
- Continued the process of collecting expired permit fees which generated \$10,050 in revenue for 2018.
- The online inspection request process has been fully implemented. The feedback from the contractors using this service have praised this convenient and time saving option to aid in streamlining their work day.
- Online permitting & inspection requests increased significantly:
 - 749 online permit applications were applied for in 2018, compared to 218 in 2017.
 - 3,051 online inspection requests were submitted in 2018, compared to 1,372 in 2017.
- Incorporated scanning & attaching old & new documentation to properties in Building.Net.

Planning Department

Overview

The Planning Department is responsible for administering the long term planning efforts of the Township, maintaining the zoning ordinance, administering development related regulations, guiding new development and acts as the technical staff to the planning commission, zoning board of appeals, the board of trustees and the economic development corporation. The Planning Department strives to effectively maintain and prioritize services within the scope of reduced resources while intently pursuing the Township's vision for the future. Building on this vision includes continuing to lay the groundwork for a growing, developing, constantly improving, quality community while leveraging our available strengths to increase our competitive advantage. Encompassing the continuum of planning though physical construction followed by maintenance and redevelopment of the built environment, it is important to note that the things we do today will affect the fabric of the Township far into the future.

Continuous improvement and refinement of the zoning ordinance through amendments promote orderly and consistent development practices, as well as, enhance the visual characteristics of the community such as setbacks, landscaping, lighting and parking. These regulations balance the priorities of the resident, development and business communities. Every aspect of our world is changing at an increasing rate and our standards need to reflect uses, materials and processes that did not exist a decade ago. One way this is addressed is via an on-going review of all Township ordinances and planning policies.

2019 Significant Accomplishments

- Reviewed and presented 15 site plan applications to the planning commission for review and approval.
- Reviewed and presented one special land use request to the planning commission for review and approval.
- Reviewed and presented three rezoning requests to the planning commission for review and recommendation to the board of trustees.
- Completed 11 administrative reviews for land division/land reconfiguration requests.
- Reviewed and presented 17 petitions for variances to the zoning board of appeals.
- Approved the first development within the MITC corridor; a 30,000 square foot office/research and development facility for Zhongding.
- Approved a new 110,000 square foot building for Coopers Standard at Northville Park Place. The building will serve as the company's corporate headquarters.

-
- Approved Heritage Park active adult residential community with 14 detached ranch condominiums. The development is located on 5 Mile Road, east of Winchester.
 - Planted 99 street trees on the north and south sides of 6 Mile Road, between Haggerty & Brander. The project was funded by the Township's Woodland Replacement fund. A variety of trees were planted to provide visual interest and reduce potential future impacts from diseases.

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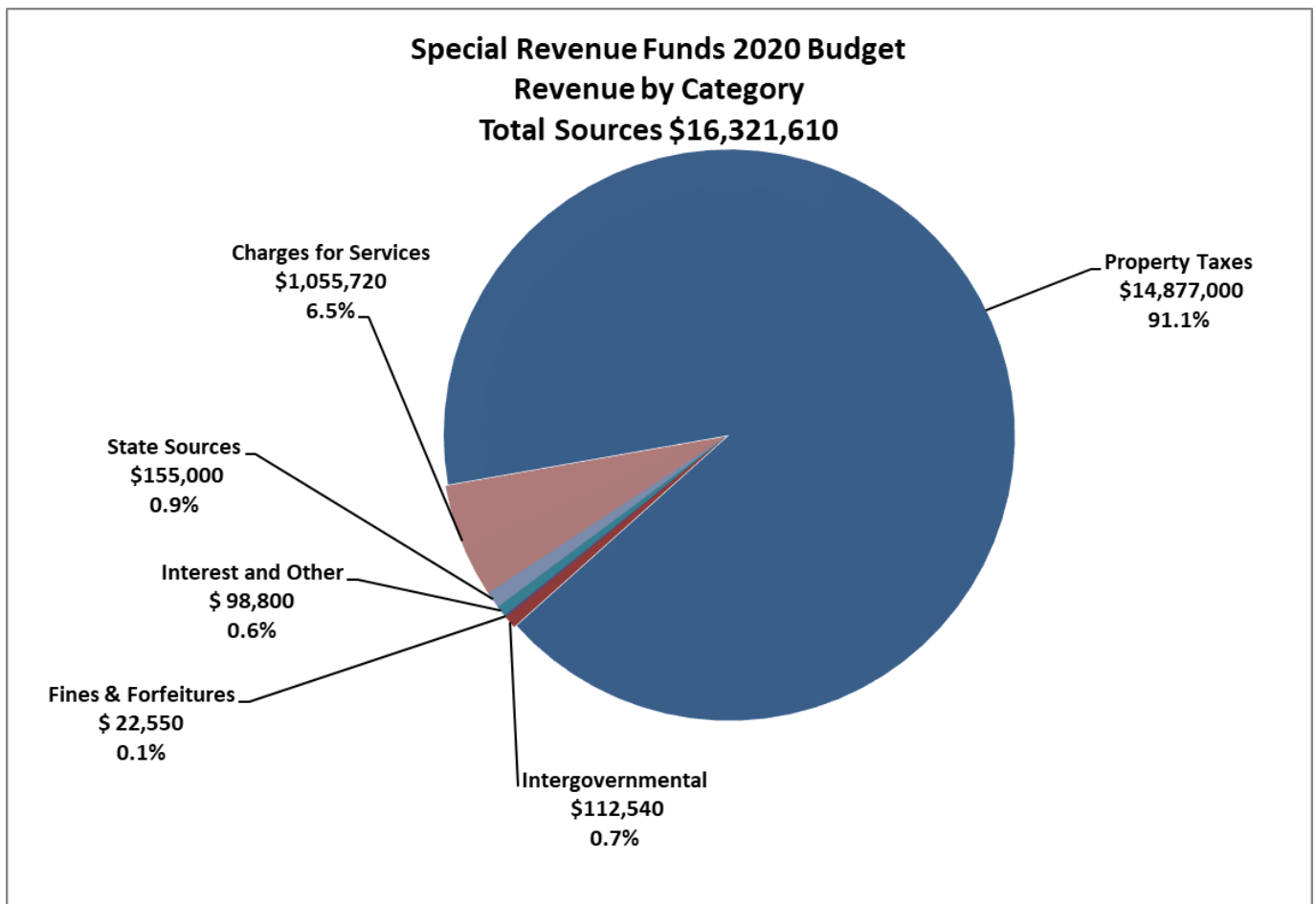
Budget Summaries - Special Revenue Funds

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

The Township of Northville has five Special Revenue Funds that are accounted for separately.

Revenue

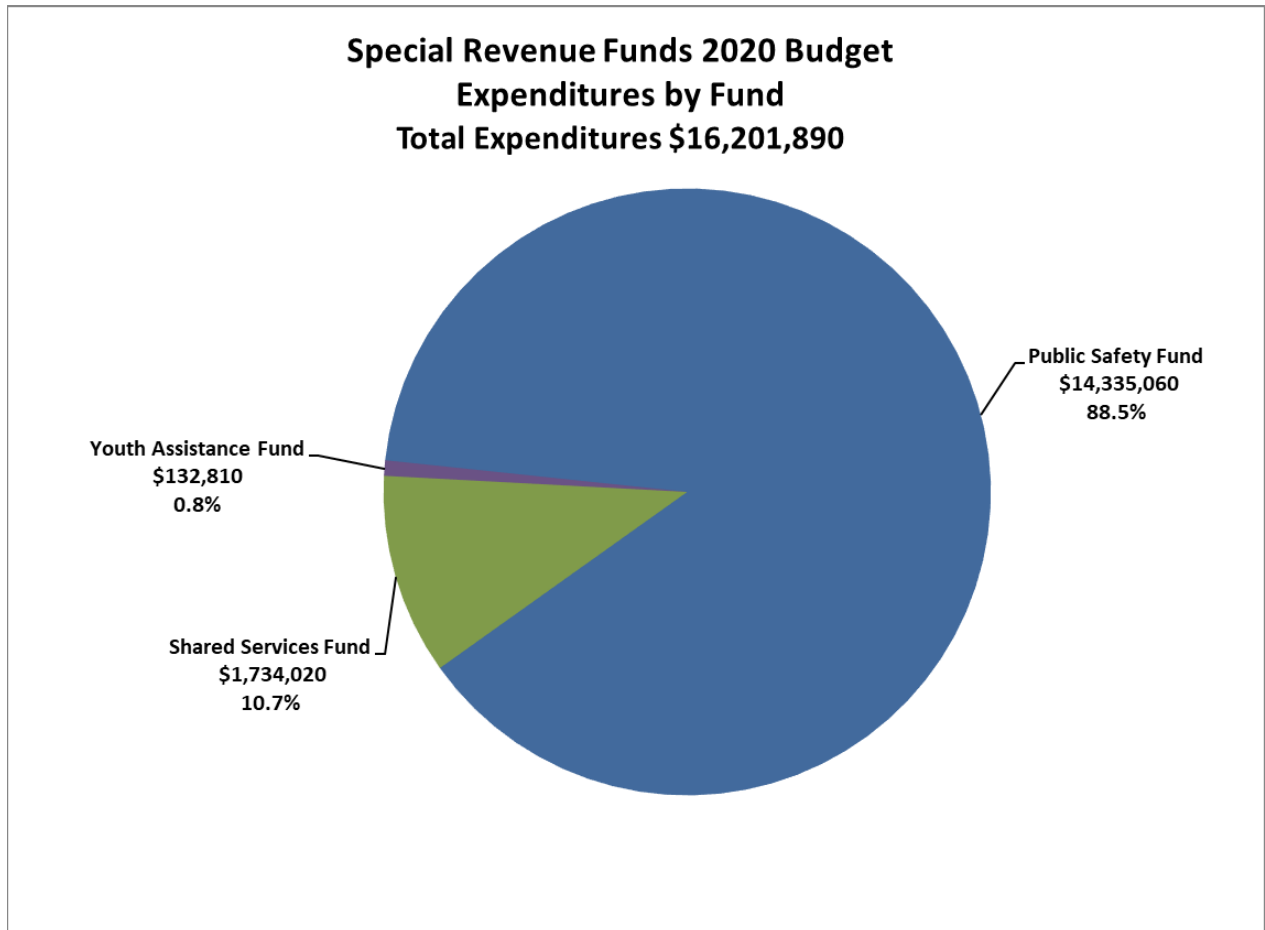
Special Revenue Funds are required to account for revenue intended for limited purposes. For example, property taxes levied for public safety purposes must be budgeted and accounted for to assure that the revenue is used only for public safety purposes.



Total Special Revenue Fund Revenues \$16,321,610

Appropriations

Public Safety and Shared Services represent the largest appropriation for the current year.



Total Special Revenue Fund Expenditures \$16,201,890

Public Safety Fund

The revenue for this fund is generated from a voted property tax millage that is authorized to fund the operations of the police and fire departments.

PUBLIC SAFETY FUND					
REVENUE					
DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Property Taxes	\$ 12,403,330	\$ 12,618,000	\$ 12,559,465	\$ 12,767,000	\$ 13,269,000
Licenses, Permits & Charges for Services	1,079,810	1,072,760	513,661	1,050,790	1,055,720
Federal Sources	1,110	-	-	-	-
State Sources	185,190	135,000	62,424	155,000	155,000
Fines & Forfeitures	226,620	20,000	9,258	23,150	22,550
Interest Income	250,400	40,000	172,793	200,000	40,000
Other Revenue	175,045	40,000	75,975	59,620	40,000
Total Revenue	\$ 14,321,505	13,925,760	\$ 13,393,576	\$ 14,255,560	14,582,270
Appropriation (to)/from - Fund Balance		54,780			(247,210)
Total Revenue and Appropriation-Fund Balance		\$ 13,980,540			\$ 14,335,060

APPROPRIATIONS					
DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Police:					
Personnel Services	\$ 5,788,880	\$ 6,283,440	\$ 2,436,343	\$ 5,930,000	\$ 6,275,200
Supplies	207,556	218,720	116,808	211,400	296,820
Other Services and Charges	3,165,288	1,651,660	321,153	1,617,160	1,642,080
Capital Outlay	228,377	426,350	-	692,930	399,600
Transfers Out	154,780	-	-	-	-
Total police expenditures	\$ 9,544,881	\$ 8,580,170	\$ 2,874,304	\$ 8,451,490	\$ 8,613,700
Fire:					
Personnel Services	\$ 4,280,410	\$ 4,451,070	\$ 1,740,614	\$ 4,262,680	\$ 4,458,560
Supplies	192,444	237,680	123,136	244,680	309,830
Other Services and Charges	356,358	464,120	164,900	445,880	544,770
Capital Outlay	1,544,401	247,500	222,321	247,500	408,200
Transfers Out	309,550	-	-	-	-
Total fire expenditures	\$ 6,683,163	\$ 5,400,370	\$ 2,250,971	\$ 5,200,740	\$ 5,721,360
Total public safety expenditures	\$ 16,228,044	\$ 13,980,540	\$ 5,125,275	\$ 13,652,230	\$ 14,335,060

Property Tax Revenue

The Public Safety Fund property tax revenue is estimated at \$13,269,000 for 2020 and is based on a reduced millage rate of 6.0112 mills which expires December 2020. The Headlee cap for the public safety millage has been permanently reduced from 6.2500 mills as authorized by voters in 2014 to 6.0112 mills. The Headlee amendment of the State Constitution can reduce the amount of operating millages allowed by Township Law. 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. Property tax revenue accounts for 91% of the combined budgeted revenue sources for this fund.

Licenses, Permits & Charges for Services

This revenue source includes \$292,880 to provide both dispatch and lock-up services to the City of Northville. In addition, service fees in the amount \$665,000 are projected for charges from Advanced Life Support (ALS) services within the Township.

Fines and Forfeitures

This activity includes primarily parking fines and liquor enforcement fees and is estimated to generate approximately \$20,000. The Township does not estimate drug forfeiture revenue during the budget process in accordance with the Department of Justice Asset Forfeiture Program guidelines, "**Guide to Equitable Sharing for State and Local Law Enforcement Agencies**" which state: **Anticipated shared property should not be budgeted in advance.**

State Sources

This revenue source represents primarily proceeds pursuant to the all-communication device surcharge mandated by P.A. 379 of 2008. This 9-1-1 funding legislation allows Wayne County to levy an all communication device surcharge on all wireline, wireless, VoIP and prepaid calling cards registered in Michigan. These funds are disbursed to member communities by the Conference of Western Wayne and are estimated to total \$115,000.

Other

This revenue source estimated at \$40,000 includes revenue derived from the sale of equipment.

Fund Balance Analysis - Public Safety Fund:						
			<u>Public Safety</u>	<u>Capital Reserve</u>	<u>Drug Forfeiture</u>	<u>Total</u>
Fund Balance, January 1, 2019			\$ 4,048,800	\$ 1,173,850	\$ 1,075,318	\$ 6,297,968
Estimated 2019:						
Revenue			12,811,040	1,444,520	-	14,255,560
Expenditures			<u>(12,711,800)</u>	<u>(537,340)</u>	<u>(403,090)</u>	<u>(13,652,230)</u>
Revenues over/(under) expenditures			99,240	907,180	(403,090)	603,330
2020 Budget:						
Revenue			13,399,288	1,182,982	-	14,582,270
Expenditures			<u>(13,527,260)</u>	<u>(735,572)</u>	<u>(72,228)</u>	<u>(14,335,060)</u>
Revenues over/(under) expenditures			(127,972)	447,410	(72,228)	247,210
Projected Fund Balance, December 31, 2020			<u>\$ 4,020,068</u>	<u>\$ 2,528,440</u>	<u>\$ 600,000</u>	<u>\$ 7,148,508</u>

Shared Services Fund

Northville Parks and Recreation Commission is a shared service provided through an agreement between the City of Northville and the Charter Township of Northville. The revenue for this fund is generated through a voted property tax millage and provides for the cost of parks and recreation, senior adult services, pathway and facility maintenance, capital improvements as well as youth network programs.

SHARED SERVICES FUND REVENUE

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Property Taxes	\$ 1,502,902	\$ 1,529,000	\$ 1,522,280	\$ 1,547,000	\$ 1,608,000
Other Revenue	118,483	61,970	-	65,000	4,300
Interest Income	22,854	21,500	10,808	21,500	1,500
Total Revenue	<u>\$ 1,644,239</u>	1,612,470	<u>\$ 1,533,088</u>	<u>\$ 1,633,500</u>	1,613,800
Appropriation (to)/from - Fund Balance		577,790			120,220
Total Revenue and Appropriation-Fund Balance		<u>\$ 2,190,260</u>			<u>\$ 1,734,020</u>

APPROPRIATIONS

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Recreation and senior programs	\$ 1,011,229	\$ 1,011,230	\$ 505,615	\$ 1,011,230	\$ 1,011,230
Youth Assistance	94,530	94,530	94,530	94,530	94,530
Park maintenance	94,138	771,000	18,000	771,000	370,000
Transfers Out	330,100	313,500	313,500	313,500	258,260
Total Expenditures	<u>\$ 1,529,997</u>	<u>\$ 2,190,260</u>	<u>\$ 931,645</u>	<u>\$ 2,190,260</u>	<u>\$ 1,734,020</u>

Fund Balance Analysis - Shared Services Fund:

Fund Balance, January 1, 2019					\$ 1,059,775
Estimated 2019:					
Revenue				1,633,500	
Expenditures				(2,190,260)	
Revenues over/(under) expenditures					(556,760)
2020 Budget:					
Revenue				1,613,800	
Expenditures				(1,734,020)	
Revenues over/(under) expenditures					(120,220)
Projected Fund Balance, December 31, 2020					<u>\$ 382,795</u>

Youth Network Fund

Northville Youth Network (NYN) was established in December 1986 and is funded through a shared service agreement between the Charter Township of Northville and the City of Northville. The vision of Northville Youth Network is a community where all Northville youth are supported and encouraged to develop resiliency and a positive sense of self. In pursuit of this vision, it is our mission to, in partnership with families, adult advocates, and community stakeholders, offer socially and culturally inclusive programs and opportunities for youth that foster physical, emotional, and social wellbeing helping them to reach their full potential as caring, productive, and responsible citizens.

NYN offers a variety of resiliency-based services including but not limited to one-to-one mentoring, prevention, education and awareness programs for youth and parents, leadership development opportunities, school connection and transition programs, comprehensive referral and case management services and diversion from the courts for first-time youth offenders as a way for them to learn how to make better decisions.

In partnership with schools, law enforcement, non-profit organizations and other community stakeholders, NYN serves as an important resource for youth and families. By leveraging supportive assets, NYN helps to meet the increasing physical, mental, emotional, and social health needs of youth in the community and fosters their development as contributing and positive citizens.

YOUTH NETWORK FUND

REVENUE

DESCRIPTION	2018		2019		2020
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
County sources	\$ -	\$ 4,060	\$ -	\$ -	\$ -
Northville Township contributions	94,530	94,530	94,530	94,530	94,530
Northville City contributions	18,010	18,010	9,005	18,010	18,010
Other	13,090	13,000	15,970	13,000	13,000
Total Revenue	<u>\$ 125,630</u>	<u>129,600</u>	<u>\$ 119,505</u>	<u>\$ 125,540</u>	<u>125,540</u>
Appropriation (to)/from - Fund Balance		-			7,270
Total Revenue and Appropriation-Fund Balance		<u>\$ 129,600</u>			<u>\$ 132,810</u>

*These donations are restricted for specific purposes.

APPROPRIATIONS

DESCRIPTION	2018		2019		2020
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Personnel Services	\$ 45,806	\$ 88,610	\$ 40,279	\$ 88,610	\$ 91,820
Supplies	1,372	1,650	1,024	1,650	1,650
Other Services & Charges	8,117	15,340	6,870	15,340	15,340
Program Expenditures	21,858	24,000	-	24,000	24,000
Total Expenditures	<u>\$ 77,153</u>	<u>\$ 129,600</u>	<u>\$ 48,173</u>	<u>\$ 129,600</u>	<u>\$ 132,810</u>

Fund Balance Analysis - Youth Network Fund:						
Fund Balance, January 1, 2019						\$ 163,938
Estimated 2019:						
Revenue					125,540	
Expenditures					<u>(129,600)</u>	
Revenues over/(under) expenditures						(4,060)
2020 Budget:						
Revenue					125,540	
Expenditures					<u>(132,810)</u>	
Revenues over/(under) expenditures						(7,270)
Projected Fund Balance, December 31, 2020						<u>\$ 152,608</u>

2019 Significant Accomplishments

- Completed strategic planning process for implementation in 2019-2024 which resulted in significant changes to the program model of NYN.
- Launched a rebranding initiative that included changing the name and logo of the organization that better represents its purpose. Created opportunities for public awareness of this rebrand through hosting a community Open House, gaining local media coverage, and speaking engagements at community organizations.
- Implemented new prevention, education and awareness programs for youth and parents including Teen Talk, Zend Den, Overbooked Book Club for parents, and Yoga & Mindfulness for Kids & parents.
- Implemented a new Youth Advisory Board that seeks programmatic input from youth as well as provides them with leadership opportunities.
- Provided comprehensive referral services and case management for youth and parents.
- Assigned and monitored community service for diversion clients as a way for them to explore their personal values and ways in which they can utilize their values and skills for the betterment of the community.
- Recruited and trained a new group of volunteer mentors. Monitored existing mentoring matches with young people in the community.
- Sponsored a peer-to-peer homework help program, a makers' club and a transition program for middle school students.
- Offered a lending closet of youth costumes for the community's Heritage Festival.

Debt Service Funds

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. Schedules of indebtedness for the Enterprise funds can be found in the Enterprise Funds section of this document.

Legal Debt Margin

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

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

- Special Assessment Bonds;
- Mortgage Bonds;
- Michigan Transportation Bonds;
- Revenue Bonds;
- Bonds issued, or contracts or assessment obligations, incurred, to comply with an order of the Water Resources 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.

Legal Debt Margin Information (as of June 30, 2019)

Calculation of Debt Limit

2019 State equalized valuation	\$ 2,660,103,904
Assessed value equivalent of Act 198 exemptions	10,224,700
Debt limit (10% of SEV)	2,670,328,604

Calculation of Debt Subject to Limit

Debt Limited 10% of State Equalized Valuation	267,032,860
Total debt	27,053,154
Less special assessment bonds	(225,000)
WTUA Bonds	(4,391,348)
Net debt subject to limit	22,436,806
Legal debt margin	\$ 244,596,054

Net Debt Subject to Limit as Percent of Debt Limit 8.4%

2006 Refunding Bonds – Land Acquisition Debt Fund

These bonds were issued pursuant to the provisions of Act 34, Public Acts of Michigan, 2001, as amended to refund a portion of the Township's obligations pursuant to a Limited Tax Full Faith and Credit General Obligation Contract of Lease dated May 1, 1999, between the Charter Township of Northville Building Authority Bonds, Series 1999.

2006 REFUNDING BONDS - LAND ACQUISITION

REVENUE

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Transfer in	\$ 330,100	\$ 313,500	\$ 313,500	\$ 313,500	\$ 258,260
Total Revenue	<u>\$ 330,100</u>	313,500	<u>\$ 313,500</u>	<u>\$ 313,500</u>	258,260
Appropriation - Fund Balance		-			38,640
Total Revenue (including Appropriation)		<u>\$ 313,500</u>			<u>\$ 296,900</u>

APPROPRIATIONS

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Principal	\$ 295,000	\$ 290,000	\$ -	\$ 290,000	\$ 285,000
Interest expense	34,800	23,000	11,500	23,000	11,400
Paying agent fees	500	500	250	500	500
Total Expenditures	<u>\$ 330,300</u>	<u>\$ 313,500</u>	<u>\$ 11,750</u>	<u>\$ 313,500</u>	<u>\$ 296,900</u>

2006 REFUNDING BONDS - LAND ACQUISITION

SCHEDULE OF INDEBTNESS

YEAR ISSUED: 2006

AMOUNT OF ISSUE: \$2,645,000

YEAR	PRINCIPAL DUE		INTEREST		TOTAL PRINCIPAL & INTEREST
	OCTOBER 1	RATE	APRIL 1	OCTOBER 1	
2019	290,000	4.000%	11,500	11,500	313,000
2020	285,000	4.000%	5,700	5,700	296,400
Balance remaining	<u>\$ 575,000</u>		<u>\$ 17,200</u>	<u>\$ 17,200</u>	<u>\$ 609,400</u>

2009 General Obligation Unlimited Tax – Seven Mile Property Purchase Debt Fund

These bonds were issued pursuant to the provisions of Act 359, Public Acts of Michigan, 1947, as amended, and authorized by an approving vote of the electors of the Charter Township of Northville at the election held on August 4, 2009, which authorized the issuance of not to exceed \$24,095,000 in bonds for the purpose of financing the acquisition of 232.5 acres of property located at Seven Mile and Haggerty Roads. The Series A Bonds are designated as tax-exempt and the Series B Bonds are designated as “Build America Bonds”.

2009 GENERAL OBLIGATION UNLIMITED TAX - SEVEN MILE PROPERTY PURCHASE

REVENUE

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Property taxes	\$ 1,998,168	\$ 2,228,000	\$ 2,185,935	\$ 2,228,000	\$ 2,594,000
State Sources	5,672	-	-	-	-
Interest income	14,957	-	11,911	15,000	6,000
Total Revenue	<u>\$ 2,018,797</u>	<u>2,228,000</u>	<u>\$ 2,197,846</u>	<u>\$ 2,243,000</u>	<u>2,600,000</u>
Appropriation to Fund Balance		(606,560)			(951,890)
Total Revenue (including Appropriation)		<u>\$ 1,621,440</u>			<u>\$ 1,648,110</u>

APPROPRIATIONS

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Principal	\$ 950,000	\$ 1,025,000	\$ 1,025,000	\$ 1,025,000	\$ 1,095,000
Interest expense	635,036	595,340	307,181	595,340	552,010
Paying agent fees	1,100	1,100	1,100	1,100	1,100
Total Expenditures	<u>\$ 1,586,136</u>	<u>\$ 1,621,440</u>	<u>\$ 1,333,281</u>	<u>\$ 1,621,440</u>	<u>\$ 1,648,110</u>

Fund Balance Analysis - Seven Mile Road Property Purchase Fund (Build America Bonds):

Fund Balance, January 1, 2019					\$ 968,143
Estimated 2019:					
Revenue				2,243,000	
Expenditures				(1,621,440)	
Revenues over/(under) expenditures					621,560
2020 Budget:					
Revenue				2,600,000	
Expenditures				(1,648,110)	
Revenues over/(under) expenditures					951,890
Projected Fund Balance, December 31, 2020					<u>\$ 2,541,593</u>

2009 General Obligation Unlimited Tax – Seven Mile Property Purchase Debt Fund (continued)

2009 GENERAL OBLIGATION UNLIMITED TAX - SEVEN MILE PROPERTY PURCHASE
SCHEDULE OF INDEBTNESS

YEAR ISSUED: 2009, SERIES B Build America Bonds

AMOUNT OF ISSUE: \$18,145,000

YEAR	PRINCIPAL DUE APRIL 1	INTEREST RATE	Gross Interest Due	Estimated Subsidy Amount	TOTAL PRINCIPAL & INTEREST
2019	1,025,000	6.066%	883,551	(288,214)	1,620,337
2020	1,095,000	6.066%	819,251	(267,240)	1,647,011
2021	1,085,000	6.066%	753,132	(245,672)	1,592,460
2022	1,160,000	6.066%	685,041	(223,460)	1,621,581
2023	1,230,000	6.066%	612,552	(199,814)	1,642,738
2024	1,300,000	6.478%	533,139	(173,910)	1,659,229
2025	1,370,000	6.478%	446,658	(145,700)	1,670,958
2026	1,470,000	6.478%	354,671	(115,694)	1,708,977
2027	1,545,000	6.478%	257,015	(83,838)	1,718,177
2028	1,565,000	6.478%	156,282	(50,979)	1,670,303
2029	1,630,000	6.478%	52,796	(17,222)	1,665,574
Balance remaining	<u>\$ 14,475,000</u>		<u>\$ 5,554,088</u>	<u>\$ (1,811,744)</u>	<u>\$ 18,217,344</u>

The Township issued Build America Bonds back in 2009 for the purpose of financing the acquisition of the Seven Mile property. At that time, the Township received a direct pay interest credit from the United States Treasury equal to 35% of the annual interest on the bonds. The interest cost for these bonds has become more expensive given the 6.8% cut in our federal subsidy under the 2016 federal sequestration order. According to the IRS, the 2019 sequestration reduction will be 6.2%. The rate could be subject to further reductions in the future.

It is important to note, these bonds were also issued with a **make-whole call provision**, which stipulates a premium settlement of \$2.2 million that would be required to be paid by the Township over and above the remaining principal amount of \$14 million if the Township were to consider paying off the remaining debt early. The Township did covenant at the time these bonds were issued not to exercise its right to optionally redeem any bonds if such redemption would result in a premium exceeding 3% of the principal amount of the bonds.

2012 Refunding Bonds – Building Authority Debt Fund

These bonds were issued pursuant to the provisions of Act 34, Public Acts of Michigan, 2001, as amended to advance refund all of the outstanding Township's 2003 General Obligation Limited Tax Bonds.

2012 REFUNDING BONDS - BUILDING AUTHORITY

REVENUE

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Transfers in	\$ 855,550	\$ 1,089,350	\$ 1,089,350	\$ 1,089,350	\$ 1,096,850
Total Revenue	<u>\$ 855,550</u>	<u>1,089,350</u>	<u>\$ 1,089,350</u>	<u>\$ 1,089,350</u>	<u>1,096,850</u>
Appropriation - Fund Balance		-			-
Total Revenue (including Appropriation)		<u>\$ 1,089,350</u>			<u>\$ 1,096,850</u>

APPROPRIATIONS

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Principal	\$ 895,000	\$ 915,000	\$ 915,000	\$ 915,000	\$ 960,000
Interest expense	210,300	174,100	96,200	174,100	136,600
Paying agent fees	250	250	250	250	250
Total Expenditures	<u>\$ 1,105,550</u>	<u>\$ 1,089,350</u>	<u>\$ 1,011,450</u>	<u>\$ 1,089,350</u>	<u>\$ 1,096,850</u>

2012 Refunding Bonds - Building Authority

SCHEDULE OF INDEBTNESS

YEAR ISSUED: 2012

AMOUNT OF ISSUE: \$9,115,000

YEAR	PRINCIPAL DUE		INTEREST		TOTAL PRINCIPAL & INTEREST
	APRIL 1	RATE	APRIL 1	OCTOBER 1	
2019	915,000	4.000%	96,200	77,900	1,089,100
2020	960,000	4.000%	77,900	58,700	1,096,600
2021	955,000	4.000%	58,700	39,600	1,053,300
2022	945,000	4.000%	39,600	20,700	1,005,300
2023	1,035,000	4.000%	20,700	-	1,055,700
Balance remaining	<u>\$ 4,810,000</u>		<u>\$ 293,100</u>	<u>\$ 196,900</u>	<u>\$ 5,300,000</u>

2009 Special Assessment Limited Tax Debt Fund

These Bonds were issued pursuant to the provisions of Act 34, Public Acts of Michigan, 2001, as amended, and pursuant to a resolution adopted by the Township Board on September 17, 2009, for the purpose of defraying the cost of installing and constructing water main improvements to serve properties in and surrounding the Edenderry Hills Subdivision.

2009 SPECIAL ASSESSMENT LIMITED TAX BONDS

REVENUE

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Special assessment collections	\$ 29,726	\$ 29,400	\$ 9,368	\$ 24,590	\$ 24,590
Interest on special assessments	8,195	12,000	3,338	8,380	8,000
Total Revenue	<u>\$ 37,921</u>	<u>41,400</u>	<u>\$ 12,706</u>	<u>\$ 32,970</u>	<u>32,590</u>
Appropriation - Fund Balance		15,940			22,760
Total Revenue (including Appropriation)		<u>\$ 57,340</u>			<u>\$ 55,350</u>

APPROPRIATIONS

DESCRIPTION	2018	2019		2020	
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Principal	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Interest expense	13,613	11,590	6,300	11,590	9,560
Paying agent fees	790	750	790	790	790
Total Expenditures	<u>\$ 59,403</u>	<u>\$ 57,340</u>	<u>\$ 52,090</u>	<u>\$ 57,380</u>	<u>\$ 55,350</u>

2009 Special Assessment Limited Tax Bonds

SCHEDULE OF INDEBTNESS

YEAR ISSUED: 2009

AMOUNT OF ISSUE: \$625,000

YEAR	PRINCIPAL DUE		INTEREST		TOTAL PRINCIPAL & INTEREST
	APRIL 1	RATE	APRIL 1	OCTOBER 1	
2019	45,000	4.500%	6,300	5,288	56,588
2020	45,000	4.500%	5,287	4,275	54,562
2021	45,000	4.750%	4,275	3,206	52,481
2022	45,000	4.750%	3,206	2,138	50,344
2023	45,000	4.750%	2,137	1,069	48,206
2024	45,000	4.750%	1,069	-	46,069
Balance remaining	<u>\$ 270,000</u>		<u>\$ 22,274</u>	<u>\$ 15,976</u>	<u>\$ 308,250</u>

Budget Summaries – Capital Project Funds

Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of capital or infrastructure improvements.

CAPITAL PROJECTS FUND

REVENUE

DESCRIPTION	2018		2019		2020
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
County sources	\$ 23,550	\$ -	\$ 48,730	\$ 56,310	\$ -
Metro Act funds	20,467	16,000	20,837	20,840	20,000
Special assessments	12,814	9,610	7,688	7,690	7,690
Interest on special assessments	3,406	4,800	1,337	3,410	3,410
Interest Income	184,276	10,000	66,840	80,000	10,000
Transfers in	130,000	130,000	130,000	130,000	330,000
Proceeds from sale of land	431,129	-	-	-	-
Other	379,688	-	754,183	856,790	-
Total Revenue	<u>\$ 1,185,330</u>	170,410	<u>\$ 1,029,615</u>	<u>\$ 1,155,040</u>	371,100
Appropriation (to)/from - Fund Balance		375,190			559,900
Total Revenue and Appropriation-Fund Balance		<u>\$ 545,600</u>			<u>\$ 931,000</u>

APPROPRIATIONS

DESCRIPTION	2018		2019		2020
	Actual	Amended Budget	Actual Thru 06/30/2019	Estimated	Budget
Capital Outlay	\$ 20,000	\$ 35,600	\$ 20,240	\$ 35,600	\$ 20,000
Pathway maintenance	8,677	100,000	-	100,000	16,000
Road/Intersection Improvements	405,087	-	152,818	153,840	-
Park maintenance facility addition	-	-	-	-	850,000
Seven Mile Project	7,475,739	-	479,768	574,950	-
Five Mile Project	46,270	-	29,825	83,350	-
Facility maintenance/improvements	589,003	410,000	22,391	428,500	45,000
Transfer out	-	-	-	1,000,000	-
Total Expenditures	<u>\$ 8,544,776</u>	<u>\$ 545,600</u>	<u>\$ 705,042</u>	<u>\$ 2,376,240</u>	<u>\$ 931,000</u>

Fund Balance Analysis - Capital Projects Fund:

Fund Balance, January 1, 2019	\$ 5,442,277
Estimated 2019:	
Revenue	1,155,040
Expenditures	(2,376,240)
Revenues over/(under) expenditures	(1,221,200)
2020 Budget:	
Revenue	371,100
Expenditures	(931,000)
Revenues over/(under) expenditures	(559,900)
Projected Fund Balance, December 31, 2020	<u>\$ 3,661,177</u>

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Budget Summaries - Enterprise Funds

Enterprise Funds are used to account for the results of operations that provide a service to citizens financed by a user charge for the provision of that service. The Township has one major enterprise fund: Water & Sewer.

Water and Sewer Fund

Overview

The Township of Northville takes pride in providing safe, efficient and effective water distribution and sanitary sewage collection systems. Over the past few years, the Township has taken steps to further improve its underground systems as recommended by the Water Distribution Study, Master Plan Update, Drinking Water Asset Management Plan and the Sanitary Sewer Asset Management Plan completed under the SAW Grant. These programs have allowed the Township to establish benchmarks for the current operation of the Township's utility-based infrastructure, and to provide recommendations for improvements to the water distribution and sanitary sewage collection systems.

The following are goals of the Water and Sewer Division's Strategic Plan and the Water Distribution Master Plan:

- Replace or upgrade equipment as needed, and make improvements to existing infrastructure as recommended in the Water Distribution Study and Master Plan and as a result of findings from implementation of the CMMS Program (pumps, booster stations, lift/pump stations, collection mains, distribution and transmission lines, storage, and appurtenant facilities).
- Work in concert with the Great Lakes Water Authority (GLWA) to ensure the community receives adequate water pressure, especially during the summer peak demand periods.
- Continue to work with the Michigan Department of Environment, Great Lakes, and Energy (EGLE) and the Federal Environmental Protection Agency to prepare for and conduct further water system testing.
- Provide uninterrupted water and sewer service to the residents of Northville Township.
- Provide public education programs to facilitate water conservation and promote greater awareness and support of the Division and its activities.
- Continue to promote water conservation efforts to lower the peak demand charges paid to the GLWA by continuing to change the operating times of irrigation systems to between 12:00 AM and 6:00 AM.
- Continue to support water distribution education programs supplied by the State of Michigan.
- Continue to interconnect water mains for enhanced reliability, redundancy, fire protection and water quality.
- Continue to study and streamline Township services with input from customers and staff.

-
- Continue to partner with GLWA through participation in the One Water Partnership to provide safe, secure, and reliable potable water supply with sufficient quantities and in an efficient and cost-effective manner.

Water Distribution System

Water Source

The Township of Northville is a wholesale water customer community of GLWA. As a community, we purchased over 1.0 billion gallons of water in 2018 from GLWA. We currently have five metered service connections to the GLWA system. The metered water is divided into pressure districts to ensure that all areas of the Township are provided adequate water pressure regardless of elevation. In 2016, the Township of Northville and GLWA entered into the third amended service contract that provides specified volume and pressure requirements for GLWA to maintain. The Township continues to monitor the contract and the rate structure to manage the water system supply at the lowest possible rate structure. The majority of the Township's water is supplied from the Detroit River. GLWA treats our water at the Springwells Water Treatment Plant. These facilities pump raw water from the Detroit River, provide treatment through a variety of chemical and physical processes, and transmit the water to customer communities. Transmission of the water is accomplished by a series of water mains and booster pump stations as the treated water makes its way to the Township of Northville. The Detroit water system has historically provided water that meets or exceeds all state and federal quality standards.

History of the Township of Northville Water Distribution System

On June 2, 1964, the Charter Township of Northville entered into an agreement with the DWSD for purchasing treated water for distribution throughout the Township. The original water system agreement provided capacity for approximately 250 people.

Today's Water Distribution System

We currently have in excess of 166 miles of water mains in the system and 1,857 fire hydrants. Water mains range in size from 6 to 24 inches in diameter. The water mains that are 16 inches and larger are located along major roadways and are commonly referred to as transmission mains; mains smaller than 16 inches are commonly referred to as distribution mains. The Township of Northville now distributes water to approximately 8,666 service connections.

In 2009, the Township of Northville conducted a study to identify improvements required for continued efficient operation of the water system. The study recommended a series of redundancy improvements to ensure a stable water system, and identified areas that would require new water main construction. The study also considered viable options for additional water storage within the Township to lower the peak demand and maximum day demand – two parameters that currently negatively affect the water rates charged by GLWA.

Water and Sewer Fund (continued)

In 2012, construction of a water main along various locations feeding the Beck Road Pressure District and improvements to the Beck Road Booster Pump Station was completed under the purview of the Department of Public Services. These water system improvements were identified in the Township's Water Distribution Study and Master Plan Update to improve pressures within the Beck Road Pressure District. Improvements such as this are made to enhance the Township's ability to provide domestic water service and fire protection to current and future customers throughout the community.

The Water and Sewer Division performs many customer services on a daily basis. Some of the water-related tasks performed by staff in 2018 are quantified below:

Total number of meters read	51,681
Final real estate meter reads	518
Water meters installed	98
Water meters repaired	0
Water meters replaced	61
Water meters tested	3
Meters Investigated (required re-read)	780
Fire hydrant repaired, tested, and inspected	1857
Water structures repaired/adjusted	14
Water concerns investigated	118

Sanitary Sewage Collection System

On August 10, 1961 the original contract with Wayne County for sanitary sewer services was implemented for sewer disposal to GLWA. Since the implementation of these contracts, the Township has grown in size. There are currently over 125.5 miles of sanitary sewer mains ranging from 6 to 30 inches in diameter in the Township of Northville.

All of our sewer flow is discharged to the Western Townships Utilities Authority (WTUA) who manages flow from the townships of Northville, Plymouth and Canton. WTUA then transports our flow to the Ypsilanti Communities Utilities Authority Treatment Plants for the proper treatment prior to discharge to the waters of the State. Flows sent to YCUA occur at Haggerty and Michigan Avenue.

Over the last few years, the Township has taken a proactive approach to managing and maintaining the sanitary sewer system by initiating the Centralized Maintenance Management System (CMMS), which is an infrastructure management tool for utility systems. The CMMS helps the community to perform long-range planning, improve operations and maintenance of the system, and ensure the integrity of the system.

Water and Sewer Fund (continued)

In 2018, the Township cleaned and televised approximately 33 miles of sanitary sewer lines in the Township. The review of the televised portions of these areas and the subsequent inspections are used to identify sewer mains that are in need of repair. Based on the data collected during this process there are some areas that will require repairs. These repairs are included in the 2020 – 2025 CIP.

Northville Township initiated the CMMS program to help accomplish the following objectives:

- ✓ Provide confidence in the current state of the system
- ✓ Ensure that adequate capacity is available for future growth
- ✓ Meet customer and EGLE expectations
- ✓ Improve operational and maintenance efficiencies
- ✓ Clean a fifth of the Township's NHV/RV sanitary sewer mains each year (24 miles of sewer annually)
- ✓ Video tape sewer mainlines in designated areas to help assess the integrity of the system

In 2006, Township staff worked to develop a Computerized Maintenance Management Software (CMMS) system. In 2015, we were awarded a Stormwater, Asset Management, and Wastewater (SAW) Grant which included the purchase and implementation of City Works Software. The implementation of this program was completed in 2018. This asset management program will help us track operation and maintenance programs, customer complaints, and data sharing between member government agencies. This system will utilize a geographical information system (GIS) mapping system that users will be able to access, identify, locate and track the operations and maintenance of the Township's water, sanitary, and storm drainage assets. We will also be able to determine and prioritize areas for future maintenance.

The Water and Sewer Division performs many customer services on a daily basis. Some of the sewer-related tasks performed by staff in 2018 are quantified below:

Total number of sewer tap inspections	116
Sanitary sewer cleaning in miles	33
Sewer structures repaired/adjusted	18
Sewer concerns investigated	54
Lift station maintenance assignments	24
Lift station mechanical repairs	7

2019 Significant Accomplishments

- Successfully continued the water management program implemented in 2009 that requires automatic irrigation systems to run between the hours of 12:00 AM and 6:00 AM on an alternate day basis. The success of this program helped the Township to shift its peak water demand which in turn kept us within our GLWA contract limits which helps keep our wholesale water rate from increasing.
- Maintained a high drinking water quality within the Township of Northville throughout the year.
- Continued our fire hydrant inspection program to help ensure fire hydrant reliability. During 2018 we were successful in completing inspections to all of the Township's fire hydrants.
- The Water Department continued its valve turning program exercising 900 gate valves.
- Successfully completed the fire hydrant winterization and dead end watermain flushing.
- Staff completed training on confined space entry, forklift operation and material safety data sheets.
- Engineering responded to 4 illicit discharge complaints and inspected 39 sedimentation and detention basins.
- Completed 327 reviews that included both the initial reviews as well as the re-reviews for site plans, land reconfigurations, plot plans and development plans.
- Abandoned a section of very old water main that was used to provide water from wells in the township to serve the City of Plymouth and connected our residents into a new water main that was constructed a few years ago.
- Conceptualized and managed the installation of a segment of new water main inside a portion of the old City of Plymouth Water main to serve 3 homes in the township adjacent to Rural Hill Cemetery.

Capital Replacement Reserve

The Water & Sewer Fund Capital Replacement Reserve account had a balance of \$13,707,458 as of the fiscal year ended December 31, 2018. Capital asset acquisition in enterprise funds including vehicles, etc. is accounted for using the flow of economic resources method. Amounts disbursed for the acquisition of capital assets are not recorded as an expense. Instead, the appropriate property, plant, or equipment asset account is debited on the purchase. Depreciation expense is recorded as an expense to reflect the allocation of the cost of the assets to operations over the service life of the asset.

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, water and sewer infrastructure systems, etc.). Capital Replacement Funds are part of a long-term financial plan, which helps:

- Strengthen the community's fiscal health
- Provides stability to avoid large spikes in future assessments or rate increases

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

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 Township 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 for the year.

In addition, the following steps have been taken to make progress towards a comprehensive replacement plan:

- The Township has completed a Capital Improvement plan that identifies future capital improvement projects and replacement needs. ***These projections go out six years and are presented in the Capital Improvement Program in the budget.***
- The Township's financial policies serve as a guide in the decision making process when evaluating future capital improvement projects and were established to ensure:
- Capital improvement projects are carefully planned and funded.
- The ability to fund future capital improvement projects will depend on when user charges are established to allow for sufficient cash flow to pay for current year operating expenses including debt service requirements.

Northville Township
W&S Replacement Reserve Analysis

	<u>Actual</u> <u>2017</u>	<u>Actual</u> <u>2018</u>	<u>Estimated</u> <u>2019</u>	<u>Estimated</u> <u>2020</u>
Reserve Balances:				
Starting reserve	\$ 11,152,092	\$ 11,544,090	\$ 13,707,458	\$ 16,164,448
Reserve Adjustments:				
Increase (decrease) of replacement reserves	(841,730)	-	972,890	897,620
Cost of capital improvements	(489,714)	-	(115,000)	(680,000)
WTUA CIP	(280,877)	(280,877)	(280,900)	(1,319,100)
Collection of connection fees	2,246,721	2,692,648	1,880,000	1,800,000
Other (includes transfer to cash & investments)	(242,402)	(248,403)	-	-
Reserve balances, ending	<u>\$ 11,544,090</u>	<u>\$ 13,707,458</u>	<u>\$ 16,164,448</u>	<u>\$ 16,862,968</u>
Low Range (10%) - Benchmark		\$ 5,012,349		
High Range (25%) - Benchmark		\$ 12,530,873		
Infrastructure assets, December 31, 2018	\$ 50,123,490			
(Shortfall)/Overage - Compared to High Range		\$ 4,332,095.50		

** Beginning in 2018, reserves are no longer used to offset rates.

Cash & Investments Analysis:	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Estimated</u>	<u>Estimated</u>
Fiscal Year End	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>
Cash & Investments	\$ 2,659,854	\$ 3,000,286	\$ 6,078,912	\$ 6,078,912	\$ 6,078,912
Replacement Reserve	11,152,092	11,544,090	13,707,458	16,164,448	16,862,968
Total	<u>\$ 13,811,946</u>	<u>\$ 14,544,376</u>	<u>\$ 19,786,370</u>	<u>\$ 22,243,360</u>	<u>\$ 22,941,880</u>

The above Cash & Investment analysis does not assume unrealized gains/(losses) on investments in accordance with the requirements of the Governmental Accounting Standards Board, Statement No. 31, Accounting and Financial Reporting for Certain Investments and for External Investment Pools.

Charter Township of Northville
Sources of Revenues and Use of Revenue Requirements - Flow of Funds Basis

Cash Flows from Operating and Investing Activities

Cash Flows	Estimated	Budget	Projected		
	2019	2020	2021	2022	2023
Water & sewer sales (fixed meter charge)	\$ 3,763,200	\$ 3,763,200	\$ 3,763,200	\$ 3,763,200	\$ 3,763,200
Water & sewer sales (consumption charge)	11,040,460	11,040,460	11,040,460	11,040,460	11,040,460
Non-rate revenues (interest & fees)	218,000	218,000	218,000	218,000	218,000
Total cash provided	\$ 15,021,660	\$ 15,021,660	\$ 15,021,660	\$ 15,021,660	\$ 15,021,660

Cost Pool

Cost Pool (excluding capital improvements)	Estimated	Budget	Projected		
	2019	2020	2021	2022	2023
GLWA Wholesale Water Charges:					
Cost of water	\$ 5,664,800	\$ 5,769,200	\$ 5,999,970	\$ 6,239,970	\$ 6,489,570
Total GLWA Revenue Requirement	5,664,800	5,769,200	5,999,970	6,239,970	6,489,570
Wholesale WTUA Sewage Treatment Costs:					
Sewage treatment charges	\$ 3,524,300	\$ 3,524,300	\$ 3,524,300	\$ 3,524,300	\$ 3,524,300
WTUA Debt (Principal + Interest)	1,273,040	1,217,990	1,166,430	1,259,970	-
Total WTUA Revenue Requirement	4,797,340	4,742,290	4,690,730	4,784,270	3,524,300
Local Operations & Maintenance Expense:					
Personnel Services	\$ 1,551,900	\$ 1,637,930	\$ 1,687,070	\$ 1,737,680	\$ 1,789,810
Supplies	203,500	244,500	251,840	259,400	267,180
Local system O&M expense	936,240	853,250	878,850	905,220	932,380
Total Local O&M Revenue Requirement	2,691,640	2,735,680	2,817,760	2,902,300	2,989,370
Debt Service Allocable to Local System:					
2015 Refunding Limited Tax General Obligation Bonds	\$ 396,400	\$ 382,180	\$ 369,600	\$ 357,180	\$ 348,330
2009 General Obligation Bonds	127,830	123,830	119,680	115,430	136,120
Drinking Water Revolving Fund Project	98,420	96,670	94,920	98,170	96,300
2012 Refunding Bonds Building Authority Debt Fund	272,340	274,190	263,390	251,390	141,760
Total Local Debt Service Requirements	894,990	876,870	847,590	822,170	722,510
Total Cost Pool	\$ 14,048,770	\$ 14,124,040	\$ 14,356,050	\$ 14,748,710	\$ 13,725,750

	Estimated	Budget	Projected		
Water & Sewer Fund					
Annual cash provided	\$ 15,021,660	\$ 15,021,660	\$ 15,021,660	\$ 15,021,660	\$ 15,021,660
Annual cost pool (excludes capital improvements)	14,048,770	14,124,040	14,356,050	14,748,710	13,725,750
Net increase/(decrease) in cash reserves	\$ 972,890	\$ 897,620	\$ 665,610	\$ 272,950	\$ 1,295,910

Ready To Serve and debt charge (fixed cost components):	Estimated	Budget	Projected		
	2019	2020	2021	2022	2023
Sewer Debt	\$ 1,273,040	\$ 1,217,990	\$ 1,166,430	\$ 1,259,970	\$ -
Water Debt	894,990	876,870	847,590	822,170	722,510
Departmental costs	2,691,640	2,735,680	2,817,760	2,902,300	2,989,370
Total	\$ 4,859,670	\$ 4,830,540	\$ 4,831,780	\$ 4,984,440	\$ 3,711,880

Rate-Setting factors:

Expected usage (in thousands of gallons) 950,000 950,000

Commodity Charges beginning FY 2018 are estimated, actual amounts will vary based on results of operations:

Commodity charge (per 1,000 gallons)	\$ 11.62	\$ 11.62	Estimated July 1, 2020 Commodity Charge
\$ increase	\$ -	\$ -	No Change
% increase	3.0%	0.0%	

Percentage of costs to be recouped via a fixed RTS or debt charge:

Fixed Water & Sewer Meter Charge (by meter size)	Meter Size	Bi-Monthly Fixed Rate Meter Charge:	
	1"	\$ 60.84	\$ 60.84
1.5"	\$ 136.88	\$ 136.88	
2"	\$ 243.36	\$ 243.36	
3"	\$ 547.58	\$ 547.58	
4"	\$ 973.48	\$ 973.48	
10"	\$ 6,084.20	\$ 6,084.20	

Water & Sewer Fund Debt Schedules

In 2015, the Township issued \$3,565,000 in limited tax general obligation bonds with an interest rate ranging from 2% to 3.5% to advance refund the 2007 Capital Improvement Bonds. As a result of the refunding:

- The total debt service payments of the Water & Sewer Fund will be reduced by **\$361,073 over the next ten years**. The Township's recent bond rating upgrade to a strong AA+ also contributed to the additional savings.

2015 Refunding Bonds (General Obligation Limited Tax)

SCHEDULE OF INDEBTNESS

YEAR ISSUED: 2015

AMOUNT OF ISSUE: \$3,565,000

YEAR	PRINCIPAL DUE		INTEREST		TOTAL PRINCIPAL & INTEREST
	MAY 1	RATE	MAY 1	NOVEMBER 1	
2019	310,000	3.000%	45,525	40,875	396,400
2020	305,000	3.000%	40,875	36,300	382,175
2021	300,000	2.000%	36,300	33,300	369,600
2022	295,000	3.000%	33,300	28,875	357,175
2023	295,000	3.000%	28,875	24,450	348,325
2024	390,000	3.000%	24,450	18,600	433,050
2025	385,000	3.000%	18,600	12,825	416,425
2026	380,000	3.250%	12,825	6,650	399,475
2027	380,000	3.500%	6,650	-	386,650
	<u>\$ 3,040,000</u>		<u>\$ 247,400</u>	<u>\$ 201,875</u>	<u>\$ 3,489,275</u>

Water and Sewer Fund - (continued)

CAPITAL IMPROVEMENT BONDS
 SCHEDULE OF INDEBTNESS
 YEAR ISSUED: 2009
 AMOUNT OF ISSUE: \$1,125,000

YEAR	PRINCIPAL	RATE	INTEREST		TOTAL PRINCIPAL & INTEREST
	DUE OCTOBER 1		APRIL 1	OCTOBER 1	
2019	100,000	4.000%	13,913	13,913	127,826
2020	100,000	4.150%	11,913	11,913	123,826
2021	100,000	4.250%	9,838	9,838	119,676
2022	100,000	4.300%	7,713	7,713	115,426
2023	125,000	4.400%	5,562	5,562	136,124
2024	125,000	4.500%	2,812	2,812	130,624
	<u>\$ 650,000</u>		<u>\$ 51,751</u>	<u>\$ 51,751</u>	<u>\$ 753,502</u>

CAPITAL IMPROVEMENT BONDS
 SCHEDULE OF INDEBTNESS
 YEAR ISSUED: 2012
 AMOUNT OF ISSUE: \$1,664,907

YEAR	PRINCIPAL	RATE	INTEREST		TOTAL PRINCIPAL & INTEREST
	DUE OCTOBER 1		APRIL 1	OCTOBER 1	
2019	70,000	2.500%	14,210	14,210	98,420
2020	70,000	2.500%	13,335	13,335	96,670
2021	70,000	2.500%	12,460	12,460	94,920
2022	75,000	2.500%	11,585	11,585	98,170
2023	75,000	2.500%	10,648	10,648	96,296
2024	75,000	2.500%	9,710	9,710	94,420
2025	80,000	2.500%	8,773	8,773	97,546
2026	80,000	2.500%	7,773	7,773	95,546
2027	85,000	2.500%	6,772	6,772	98,544
2028	85,000	2.500%	5,710	5,710	96,420
2029	90,000	2.500%	4,647	4,647	99,294
2030	90,000	2.500%	3,522	3,522	97,044
2031	95,000	2.500%	2,397	2,397	99,794
2032	96,805	2.500%	1,210	1,210	99,225
	<u>\$ 1,136,805</u>		<u>\$ 112,752</u>	<u>\$ 112,752</u>	<u>\$ 1,362,309</u>

Water and Sewer Fund - (continued)

Western Townships Utility Authority, WTUA Debt Service Payments:

**WESTERN TOWNSHIPS UTILITIES AUTHORITY
PROPOSED ANNUAL BUDGET WORKSHEET
OCTOBER 1, 2019 - SEPTEMBER 30, 2020**

ANALYSIS OF DEBT SERVICE

Allocation to Townships of Debt Service Budget				
	Total	Canton Township	Northville Township	Plymouth Township
Principal payment - 2012 Bond Issue	3,565,000	1,203,187	1,074,848	1,286,965
Interest expense - 2012 Bond Issue	586,050	197,790	176,695	211,565
Allocation of Debt Service Budget	<u>\$ 4,151,050</u>	<u>\$ 1,400,977</u>	<u>\$ 1,251,543</u>	<u>\$ 1,498,530</u>

Allocation to Townships of Debt Service Payments - Cash Flow					
	Township Payment Dates to WTUA	Total Payment Due	Canton Township	Northville Township	Plymouth Township
2012 Bond Issue	12/1/2019	3,893,675	1,314,115	1,173,943	1,405,617
(C 33.75%, N 30.15%, P 36.10%)	6/1/2020	257,375	86,864	77,599	92,912
Allocation of Bond Debt Service Payments		<u>\$ 4,151,050</u>	<u>\$ 1,400,979</u>	<u>\$ 1,251,542</u>	<u>\$ 1,498,529</u>

The Township is a partial owner of the Western Townships Utility Authority (WTUA), in conjunction with Plymouth and Canton Townships. Any debt issued in conjunction with these sanitary sewer systems is passed through WTUA, to each community based on their proportionate share of the system. As of December 31, 2017, the Township's share of WTUA debt totaled \$6,403,634

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Resolution of Adoption for 2019 Millage Rates

WHEREAS, the Township Board agrees to set the Township's total millage rate at 8.6564 mills, of which 6.8523 mills will not expire until 2020, and

WHEREAS, public hearings were held on October 10, 2019 and October 17, 2019 on the proposed millage rates and proposed budget,

NOW, THEREFORE, BE IT RESOLVED, that to finance the level of services established for the 2020 fiscal year, and to meet specific debt obligations of the Township that the following millages are authorized to be spread:

Millage Rates:	
General Operating	0.6554
General Voted	0.1128
Public Safety	6.0112
Shared Services	0.7283
Total Operating Millage	7.5077
Seven Mile Property Debt Retirement	1.1487
Total Debt Millage	1.1487
Total 2019 Township Millage Rate	8.6564

I, Marjorie F. A. Banner, Clerk of the Charter Township of Northville, County of Wayne, State of Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution of action approved by the Board of Trustees at their regular meeting held on October 17, 2019 at 44405 Six Mile Road, Northville, Michigan 48168.

Marjorie F. Banner

Resolution of Adoption 2020 Budget

WHEREAS, the proposed budget is based upon the post-March 2019 Board of Review, and the October 10, 2019 Township Board Budget Study Session, and

WHEREAS, this budget takes into consideration the Township's Fiscal Analysis and financial planning through 2023, and

WHEREAS, public hearings were held on October 10, 2019 and October 17, 2019 on the proposed budget, and

NOW, THEREFORE, BE IT RESOLVED, that the attached budget is adopted and made a part of this resolution.

I, Marjorie F. Banner, Clerk of the Charter Township of Northville, County of Wayne, State of Michigan, do hereby certify that the foregoing is a true and complete copy of a resolution of action approved by the Board of Trustees at their regular meeting held on October 17, 2019 at 44405 Six Mile Road, Northville, Michigan 48168.

Marjorie F. Banner

GENERAL FUND
REVENUE

DESCRIPTION	2020 Adopted Budget
Taxes	\$ 2,461,910
Licenses, Permits & Charges for Services	1,301,600
State Sources	2,609,140
Other Revenue	40,250
Interest Income	40,000
Appropriation (to)/from - Fund Balance	(865,620)
	\$ 5,587,280

APPROPRIATIONS

DESCRIPTION	2020 Adopted Budget
Legislative	\$ 1,532,930
Township Clerk's Office	495,990
Treasurer	1,043,290
Community Relations	131,000
Facility Operations	453,010
Building Department	562,430
Planning Department	216,000
Transfers out	1,152,630
	\$ 5,587,280

PUBLIC SAFETY FUND
REVENUE

	2020
DESCRIPTION	Adopted Budget
Taxes	\$ 13,269,000
Licenses, Permits & Charges for Services	1,055,720
State Sources	155,000
Fines & Forfeitures	22,550
Other Revenue	40,000
Interest Income	40,000
Appropriation (to)/from - Fund Balance	(247,210)
	\$ 14,335,060

APPROPRIATIONS

	2020
DESCRIPTION	Adopted Budget
Public Safety Fund	\$ 14,335,060

SHARED SERVICES FUND
REVENUE

	2020
DESCRIPTION	Adopted Budget
Taxes	\$ 1,608,000
Interest Income	1,500
Other Revenue	4,300
Appropriation (to)/from - Fund Balance	120,220
	\$ 1,734,020

APPROPRIATIONS

	2020
DESCRIPTION	Adopted Budget
Shared Services Fund	\$ 1,734,020

YOUTH NETWORK FUND
REVENUE

DESCRIPTION	2020 Adopted Budget
Other Revenue	\$ 13,000
Northville Township Contribution	94,530
Northville City Contribution	18,010
Appropriation (to)/from - Fund Balance	7,270
	<u>\$ 132,810</u>

YOUTH ASSISTANCE FUND
APPROPRIATIONS

DESCRIPTION	2020 Adopted Budget
Youth Assistance Fund	<u>\$ 132,810</u>

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Appendix B - Statistical Information

About the Township of Northville

The Charter Township of Northville, incorporated in 1829, is strategically located in the northwestern portion of Wayne County. Located just 15 miles east of Ann Arbor and 30 miles west of downtown Detroit, the Township serves over 28,000 residents and encompasses an area of approximately 16.5 square miles. Northville Township is considered a choice community to live. Northville Township offers an abundance of rolling, wooded acreage, which provides a unique natural backdrop for residential and commercial land development. Northville Township is well connected to highway, rail, and air transportation routes offering outstanding accessibility.

The Township of Northville is governed by a Board of Trustees which is composed of seven members who are elected for four year terms. The Board is composed of a Supervisor, a Clerk, a Treasurer and four trustees under the Trustee-Manager form of government. Policy-making and legislative authority are vested in the Board of Trustees which is presided over by the Supervisor, who is the chief executive of the Township.

The Township provides a full range of municipal services including police and fire protection; parks, recreational and cultural activities through a shared services agreement between the City of Northville and the Charter Township of Northville; building inspection; code enforcement and planning and development. The Township is a member of the Western Township Utilities Authority (WTUA), which provides sewage disposal services to the residents of Canton, Northville and Plymouth Townships.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

Pursuant to the Awarding Resolution and various Continuing Disclosure Undertakings executed and delivered by the Charter Township of Northville in connection with the issuance of the above-referenced bond issues, we provide the following update of numerical financial information and operating data included in the official statements of the Township relating to the above referenced bond issues:

POPULATION

2010 U.S. Census	28,497
2000 U.S. Census	21,036
1990 U.S. Census	17,313
1980 U.S. Census	12,987

REVENUES FROM THE STATE OF MICHIGAN

The Township receives revenue sharing payments from the State of Michigan under the State Constitution and the State Revenue Sharing Act of 1971. The following table sets forth annual revenue sharing payments and other moneys received by the Township for its fiscal years ended December 31, 2015 through December 31, 2018 and the amount the Township's anticipates receiving for fiscal year ending December 31, 2019:

Fiscal Year Ending December 31	Constitutional Payments	CVTRS Payments	Supplemental CVTRS Payments	Total
2019	** \$ 2,484,718	\$ 75,469	\$ 23,024	\$ 2,583,211
2018	* 2,354,810	75,420	23,139	2,453,369
2017	* 2,357,198	75,420	11,568	2,444,186
2016	* 2,196,802	75,420	-	2,272,222
2015	* 2,141,268	75,420	-	2,216,688

* Source: Charter Township of Northville and the Township's audited Comprehensive Annual Financial Reports

**Estimate: Source: State of Michigan, Michigan Department of Treasury Fiscal Year 2019 & Fiscal Year 2020 Projected – Executive Budget Recommendation

PROPERTY VALUATIONS

Year	State Equalized Valuation	Taxable Value
2019	\$2,660,103,904	\$2,250,230,027
2018	2,515,166,900	2,119,808,105
2017	2,452,109,475	2,027,694,082
2016	2,320,473,362	1,960,233,966
2015	2,200,717,244	1,920,733,524
2014	2,014,863,081	1,851,705,894
2013	1,867,281,729	1,789,766,930
2012	1,836,113,250	1,756,604,647
2011	1,764,076,740	1,710,015,057
2010	1,817,740,850	1,742,126,090

Sources: Charter Township of Northville and Wayne County Equalization Department

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

MICHIGAN PROPERTY TAX REFORM

On March 28 and April 1, 2014, Governor Snyder signed into law a package of bills amending and replacing legislation enacted in 2012 to reform personal property tax in Michigan. Commercial and industrial personal property of each owner with a combined true cash value in a local taxing unit of less than \$80,000 is exempt from ad valorem taxes beginning in 2014. All eligible manufacturing personal property purchased or put into service beginning in 2013 and used more than 50% of the time in industrial processing or direct integrated support became exempt beginning in 2016. The legislation extends certain personal property tax exemptions and tax abatements for technology parks, industrial facilities and enterprise zones that were to expire after 2012, until the newly enacted personal property tax exemptions take effect. The legislation also includes a formula to reimburse local governments for lost personal property tax revenue. To provide the reimbursement, the legislation reduces the state use tax and creates a Local Community Stabilization Authority which will levy a local use tax component and distribute that revenue to qualifying local units. The final impact of this legislation cannot be determined at this time.

The ultimate nature, extent and impact of any other future amendments to Michigan's property tax laws on a local unit's finances cannot be predicted. Purchasers of the Bonds should consult with their legal counsel and financial advisors as to the consequences of any such legislation on the market price or marketability of the Bonds, the security therefor and the operations of the local unit.

An analysis of the **State Equalized Valuation** is as follows:

	BY CLASS		
	<u>2019</u>	<u>2018</u>	<u>2017</u>
Real Property	\$2,587,585,884	\$2,452,126,300	\$2,390,344,175
Personal Property	72,518,020	63,040,600	61,765,300
TOTAL	\$2,660,103,904	\$2,515,166,900	\$2,452,109,475

	BY USE		
	<u>2019</u>	<u>2018</u>	<u>2017</u>
Residential	\$2,286,387,384	\$2,180,837,600	\$2,128,319,075
Commercial	255,571,200	230,733,500	222,551,700
Industrial	45,627,300	40,555,200	39,473,400
Personal Property	72,518,020	63,040,600	61,765,300
TOTAL	\$2,660,103,904	\$2,515,166,900	\$2,452,109,475

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

An analysis of the **Taxable Value** is as follows:

	BY CLASS		
	<u>2019</u>	<u>2018</u>	<u>2017</u>
Real Property	\$2,177,712,007	\$2,056,768,710	\$1,965,928,782
Personal Property	72,518,020	63,039,395	61,765,300
TOTAL	\$2,250,230,027	\$2,119,808,105	\$2,027,694,082

	BY USE		
	<u>2019</u>	<u>2018</u>	<u>2017</u>
Residential	\$1,925,406,222	\$1,827,580,514	\$1,748,352,259
Commercial	215,350,463	197,511,924	186,713,022
Industrial	36,955,322	31,676,272	30,863,501
Personal Property	72,518,020	63,039,395	61,765,300
TOTAL	\$2,250,230,027	\$2,119,808,105	\$2,027,694,082

Sources: Charter Township of Northville and Wayne County Equalization Department

MAJOR TAXPAYERS

According to Township officials, the 2019 State Equalized Valuation and the 2019 Taxable Value of each of the Township's major taxpayers is as follows:

Taxpayer	2019 State Equalized Valuation	2019 Taxable Value
Park Place, LLC	\$32,081,100	\$24,642,968
Consumers Energy	21,959,000	21,865,358
DTE Energy	17,654,900	17,546,449
BMSH I Cedarbrook Northville, MI, LLC	15,685,400	15,685,400
M/I Homes of Michigan, LLC	12,915,300	12,915,300
Reis-Mob 1, LLC	12,485,700	12,485,700
Northville Woods Acquisition, LLC	10,670,800	10,670,800
Kings Mill Cooperative	9,168,200	9,168,200
ZF North America, Inc.	8,086,300	8,086,300
BRE Cedar Lake LLC	7,547,000	4,805,024

Source: Charter Township of Northville

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

TAX RATES ⁽¹⁾
(Per \$1,000 of Taxable Value)

	2018		2017		2016	
	Principal Residence	Non Principal Residence	Principal Residence	Non Principal Residence	Principal Residence	Non Principal Residence
Charter Township of Northville						
Operating	0.6642	0.6642	0.6702	0.6702	0.6750	0.6750
Operating	0.1144	0.1144	0.1155	0.1155	0.1164	0.1164
Public Safety	6.0917	6.0917	6.1465	6.1465	6.1899	6.1899
Shared Services	0.7381	0.7381	0.7448	0.7448	0.7501	0.7501
Debt Service	1.0480	1.0480	0.9794	0.9794	0.9250	0.9250
Northville District Library	1.1224	1.1224	1.1337	1.1337	1.1431	1.1431
County of Wayne	7.8220	7.8220	7.8220	7.8220	7.8220	7.8220
Northville School District						
Local	0.0000	18.0000	0.0000	18.0000	0.0000	18.0000
Sinking Fund	0.9641	0.9641	0.9740	0.9740	0.9848	0.9848
Site & Debt	3.6400	3.6400	3.6400	3.6400	3.6400	3.6400
State Education Tax (SET)	6.0000	6.0000	6.0000	6.0000	6.0000	6.0000
Wayne County RESA	5.4643	5.4643	5.4643	5.4643	5.4643	5.4643
Schoolcraft College	1.7662	1.7662	1.7766	1.7766	1.7880	1.7880
DIA Authority	0.2000	0.2000	0.2000	0.2000	0.2000	0.2000
Zoo Authority	0.1000	0.1000	0.1000	0.1000	0.1000	0.1000
Huron - Clinton Metro Authority	0.2129	0.2129	0.2140	0.2140	0.2146	0.2146
Total All Jurisdictions	35.9483	53.9483	35.9810	53.9810	36.0132	54.0132

⁽¹⁾ Tax Rates are based on the Township's tax year.

Source: Charter Township of Northville audited Comprehensive Annual Financial Report.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

TAX RATE LIMITATIONS

The Charter Township is authorized pursuant to Act 359, Public Acts of Michigan 1947, as amended (the Charter Township Act) to levy the following tax rates:

<u>Purpose</u>	<u>Maximum Millage Authorized</u>	<u>Maximum Millage to be Levied</u> ⁽¹⁾	<u>Expiration Date of Millage</u>
General Operation	1.0000	0.6554	In perpetuity

The Township's electors have voted additional millage as follows:

<u>Purpose</u>	<u>Authorized</u>	<u>Maximum Millage to be Levied</u> ⁽¹⁾	<u>Expiration Date of Millage</u>
Public Safety	6.2500	6.0112	2020
Shared Services	0.7574	0.7283	2020
General Operating	0.1176	0.1128	2020

⁽¹⁾ The Michigan Constitution places certain restrictions on new taxes and tax increases and limits taxes for the payment of principal and interest on bonds or other evidences of indebtedness outstanding on or after December 23, 1978, unless such obligations are approved by the electors of the issuing public corporation.

On March 15, 1994, the electors of the State approved an amendment to the Michigan Constitution permitting the Legislature to authorize ad valorem taxes on a non-uniform basis. The legislation implementing this constitutional amendment added a new measure of property value known as "Taxable Value." Beginning in 1995, taxable property has two valuations -- State equalized valuation ("SEV") and Taxable Value. Property taxes are levied on Taxable Value. Generally, the Taxable Value of property is the lesser of (a) the Taxable Value of the property in the immediately preceding year, adjusted for losses, multiplied by the lesser of one plus the inflation rate, or 5%, plus additions, or (b) the property's current SEV. Under certain circumstances, therefore, the Taxable Value of property may be different from the same property's SEV.

On March 15, 1994, the electors of the State of Michigan also voted to amend the State Constitution to increase the state sales tax from 4% to 6% and to place a yearly cap on property value assessment increases. The State now levies a property tax to finance education, and a higher real estate transfer tax is imposed on the sale of real property.

The Township may levy taxes in excess of the above limitation pursuant to state law for the following purposes:

<u>Purpose</u>	<u>Authority</u>	<u>Rate (per \$1,000 of Taxable Valuation) Amount Required to Make Contribution</u>
Police & Fire Pension Requirements	Act 345, P.A. of Michigan 1937, as amended	
Police Operations	Act 33, P.A. of Michigan 1951, as amended	\$10.00 (for vehicles, apparatus, equipment and housing) plus amount required for operations (unlimited)
Fire Operations	Act 33, P.A. of Michigan 1951, as amended	\$10.00 (for vehicles, apparatus, equipment and housing) plus amount required for operations (unlimited)

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

In addition, Article IX, Section 6, permits the levy of millage in excess of the above for:

1. All debt service on tax supported bonds issued prior to December 23, 1978 or tax supported issues which have been approved by the voters for which the issuer has pledged its full faith and credit.
2. Operating purposes for a specified period of time provided that said increase is approved by a majority of the qualified electors of the local unit.
3. Payment of valid judgments levied in accordance with State law.

TAX LEVIES AND COLLECTIONS

<u>Tax Year</u>	<u>Fiscal Year</u>	<u>Tax Levy</u>	<u>Collections to March 1 of Following Year</u>	
2017	2018	\$17,663,803	\$17,341,661	98.18%
2016	2017	17,085,412	16,726,624	97.90%
2015	2016	16,746,774	16,380,003	97.81%
2014	2015	16,117,438	15,704,034	97.44%
2013	2014	12,823,837	12,491,792	97.41%
2012	2013	12,503,503	12,169,947	97.33%
2011	2012	12,269,725	11,850,278	96.58%
2010	2011	12,144,940	11,765,494	96.88%
2009	2010	11,865,702	11,381,096	95.92%
2008	2009	12,707,701	12,148,857	95.60%

*Includes public safety, shared services, park development and land acquisition levies, Township operating.
Source: Charter Township of Northville audited Comprehensive Annual Financial Reports

GENERAL FUND-FUND BALANCE

<u>Fiscal Year Ending December 31,</u>	<u>Fund Balance</u>
2018	\$6,637,762
2017	7,879,689
2016	10,636,275
2015	9,166,985
2014	7,884,178

Source: Charter Township of Northville audited Comprehensive Annual Financial Reports

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

MAJOR EMPLOYERS

<u>Firm Name</u>	<u>Product/Service</u>	<u>Approximate Number of Employees</u>
Meijer ⁽¹⁾	Retail	750 *
ZF Group, North American ⁽¹⁾	Automobile suspension components	450
Home Depot ⁽¹⁾	Home centers	300
Gentherm, Inc. ⁽²⁾	Thermoelectric based cooled & heated automotive seats	350
Belanger, Inc. ⁽¹⁾	Automobile washing equipment	150
Jack L. Doheny Supplies, Inc. ⁽¹⁾	Remanufacturers & wholesaler of industrial air handling machinery	150
Hawthorn Center ⁽¹⁾	General medical & surgical hospitals	150
Krogers ⁽¹⁾	Grocery store	150
Meadowbrook County Club ⁽¹⁾	Country club	150
Mitsubishi Electric Automotive ⁽¹⁾	Manufacturer of powertrain, body & chassis products and in vehicle entertainment and navigation systems	150
Northville High School ⁽¹⁾	Education	120
Infotronics, Inc. ⁽²⁾	Employee attendance systems	110
Schaffner Mfg. Co., Inc. ⁽²⁾	Coated abrasives, buffs, & compounds	50
Jogue, Inc. ⁽²⁾	Food flavoring	30
Gardner - Westcott Co. ⁽²⁾	Distributor of aftermarket fasteners	25
Inch Memorial Co. ⁽²⁾	Cut stone monuments & engraving	20
Guernsey Farms Dairy ⁽²⁾	Milk & ice cream	20

In addition, the Township has: ⁽²⁾

<u>Number of Employers</u>	<u>Number of Employees</u>
13	1 - 10
3	11 - 19

* Includes part time and seasonal

Sources: ⁽¹⁾ Charter Township of Northville audited Comprehensive Annual Financial Reports

⁽²⁾ Michigan Manufacturers Directory, 2019 Edition

RETIREMENT PLANS

DEFINED BENEFIT PENSION PLAN *

The Township participates in an agent multiple employer defined benefit pension plan administered by the Michigan Municipal Employees' Retirement System (MERS), which covers all eligible full-time employees of the Township. MERS was established as a statewide public employee pension plan by the Michigan legislature under PA 135 of 1945 and is administered by a nine-member retirement board. MERS issues a publicly available financial report which includes the financial statements and required supplemental information of this defined benefit plan. This report can be obtained at www.mersofmichigan.com or in writing to MERS at 1134 Municipal Way, Lansing, Michigan 48917.

The Plan provides certain retirement, disability, and death benefits to plan members and their beneficiaries. PA 427 of 1984, as amended, established and amends the benefit provisions of the participants in MERS.

* For further information, see Note 11 in the Township's audited Comprehensive Annual Financial Report, fiscal year ended December 31, 2018.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

The MERS plan covers eligible full-time union and nonunion employees. Retirement benefits for police/fire employees are calculated at 2.50% of the employee's three-year average salary times the employee's years of service. Normal retirement is 60 with early retirement with 25 years of service (unreduced) or 55 with 15 years of service (reduced). Vesting period is 10 years. Employees are eligible for nonduty disability benefits after 10 years of service and for duty related disability benefits upon hire. Disability retirement benefits are determined in the same manner as retirement benefits but are payable immediately without an actuarial reduction. A nonduty death benefit is payable after 10 years of service. A duty death benefit is payable upon hire equal to a minimum of 25% of the employee's final average compensation. An employee who leaves service may withdraw his or her contributions, plus any accumulated interest. Benefit terms provide for an annual 2.5%, non-compounding cost-of-living adjustment to retirees.

Retirement benefits for AFSCME DPS employees are calculated at 2.25% of the employee's five-year average salary times the employee's years of service. Normal retirement is 60 with early retirement at 50 with 25 years of service (unreduced) or 55 with 15 years of service (reduced). Vesting period is 10 years. Employees are eligible for nonduty disability benefits after 10 years of service and for duty related disability benefits upon hire. Disability retirement benefits are determined in the same manner as retirement benefits but are payable immediately without an actuarial reduction. A nonduty death benefit is payable after 10 years of service. A duty death benefit is payable upon hire equal to a minimum of 25% of the employee's final average compensation. An employee who leaves service may withdraw his or her contributions, plus any accumulated interest. Benefit terms provide for an annual 2.5%, non-compounding cost-of-living adjustment to retirees. Employees hired after January 1, 2015 are not eligible for a cost of living adjustment.

Retirement benefits for nonunion employees are calculated at 2.50% of the employee's five-year average salary times the employee's years of service. Normal retirement is 60 with early retirement with 20 years of service (unreduced) or 55 with 15 years of service (reduced). Vesting period is 10 years. Employees are eligible for nonduty disability benefits after 10 years of service and for duty related disability benefits upon hire. Disability retirement benefits are determined in the same manner as retirement benefits but are payable immediately without an actuarial reduction. A nonduty death benefit is payable after 10 years of service. A duty death benefit is payable upon hire equal to a minimum of 25% of the employee's final average compensation. An employee who leaves service may withdraw his or her contributions, plus any accumulated interest. Benefit terms do not for an annual cost of living adjustment to retirees.

Benefit terms, within the parameters established by MERS, are generally established and amended by authority of the Township's board, generally after negotiations of the terms with the affected unions. Police and fire employees' benefit terms may be subject to binding arbitration in certain circumstances.

At the December 31, 2017 measurement date, the following employees were covered by the benefit terms:

Inactive plan members or beneficial currently receiving benefits	38
Inactive plan members entitled to but not yet receiving benefits	6
Active plan members	97
Total employees covered by MERS	141

Article 9, Section 24 of the State of Michigan constitution requires that financial benefits arising on account of employee service rendered in each year be funded during that year. Accordingly, MERS retains an independent actuary to determine the annual contribution. The employer is required to contribute amounts at least equal to the actuarially determined rate, as established by the MERS retirement board. The actuarially determined is the estimated amount necessary to finance the costs of benefits earned by plan members during the year, with an additional amount to finance any unfunded accrued liability. The employer may establish contribution rates to be paid by its covered employees.

For the year ended December 31, 2018, the average active employee contribution rate was 3.0% of annual pay for all eligible full-time union and non-union employees and the Township's annual required contribution was \$1,999,234. Actual contributions made during the year ended December 31, 2018 were \$9,806,034.

The net pension liability reported at December 31, 2018, was determined using a measure of the total pension liability and the pension net position as of December 31, 2017. The December 31, 2017, total pension liability was determined by an actuarial valuation performed as of that date.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

Schedule of Changes in the Net Pension Liability and Related Ratios

	As of Fiscal Year Ended December 31		
	<u>2017</u>	<u>2016</u>	<u>2015</u>
Total Pension Liability			
Service cost	\$1,167,519	\$1,097,887	\$1,084,463
Interest	3,573,602	3,304,957	2,934,666
Changes in benefit terms	-	-	(23,197)
Differences between expected & actual experience	191,721	550,696	1,085,292
Changes in assumptions	-	-	2,038,650
Benefit payment, including refunds	<u>(1,723,468)</u>	<u>(1,537,124)</u>	<u>(1,235,557)</u>
Net Change in Total Pension Liability	3,209,374	3,416,416	5,884,317
Total Pension Liability - Beginning of year	<u>44,948,013</u>	<u>41,531,597</u>	<u>35,647,280</u>
Total Pension Liability - End of year	<u><u>\$48,157,387</u></u>	<u><u>\$44,948,013</u></u>	<u><u>\$41,531,597</u></u>
Plan Fiduciary Net Pension			
Contribution - Employer	\$2,452,391	\$2,631,259	\$2,517,489
Contribution - Member	445,107	231,113	201,851
Net investment income	4,124,310	3,059,182	(394,527)
Benefit payments, including refunds	(1,723,468)	(1,537,124)	(1,235,557)
Administrative	<u>(65,096)</u>	<u>(60,333)</u>	<u>(56,750)</u>
Net Change in Plan Fiduciary Net Position	5,233,244	4,324,097	1,032,506
Plan Fiduciary Net Position - Beginning of year	<u>30,637,948</u>	<u>26,313,851</u>	<u>25,281,345</u>
Plan Fiduciary Net Position - End of year	<u><u>\$35,871,192</u></u>	<u><u>\$30,637,948</u></u>	<u><u>\$26,313,851</u></u>
Township's Net Pension Liability - Ending	<u><u>\$12,286,195</u></u>	<u><u>\$14,310,065</u></u>	<u><u>\$15,217,746</u></u>
Plan Fiduciary Net Position as a Percentage of Total Pension Liability	74.49%	68.16%	63.36%
Covered Employee Payroll	\$8,007,361	\$7,534,853	\$7,639,502
Net Pension Liability as a Percentage of Covered Employee Payroll	153.4%	189.9%	199.2%

Included in the net pension liability is \$11,247,097, related to governmental activities and \$1,039,098 related to business type activities. The General Fund, Public Safety Fund or the Water and Sewer Fund, based on whichever fund to which an employee is assigned and to which the employee's pension costs are charged, will be the fund to liquidate the net pension liability.

Schedule of Township Pension Contributions

<u>As of Fiscal Year Ended December 31</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Actuarially determined contribution	\$1,999,234	\$2,086,065	\$1,778,342	\$1,819,343	\$1,653,870
Contributions in relation to the					
actuarially determined contribution	<u>9,806,034</u>	<u>2,452,391</u>	<u>2,631,259</u>	<u>2,517,489</u>	<u>2,959,247</u>
Contribution Excess	<u>\$ (7,806,800)</u>	<u>\$ (366,326)</u>	<u>\$ (852,917)</u>	<u>\$ (698,146)</u>	<u>\$ (1,305,377)</u>
Covered Employee Payroll	\$8,546,868	\$8,015,774	\$7,534,853	\$7,639,502	\$7,271,632
Contributions as a % of Covered					
Employee Payroll	114.7%	30.6%	34.9%	33.0%	40.7%

DEFINED CONTRIBUTION PLAN **

The Township provides pension benefits to all of its full-time employees not enrolled in the defined benefit plan through a defined contribution plan administered by Allerus Financial. In a defined contribution plan, benefits depend solely on amounts contributed to the plan plus investment earnings. As established by the Board of Trustees, the Township contributes between 7% and 15% of employees' base earnings and voluntary employee contributions are allowed. In accordance with these requirements, the Township contributed \$34,158 during the fiscal year ended December 31, 2018.

** For further information, see Note 12 in the Township's audited Comprehensive Annual Financial Report, fiscal year ended December 31, 2018.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

OTHER POST EMPLOYMENT BENEFITS ***

The Township provides health benefits to certain full-time employees upon retirement in accordance with labor contracts. This is a single employer defined benefit plan administered by the Township. Administrative costs are paid by the plan.

Full time employees who have completed 25 years of service (15 if management) can retire and receive benefits under this plan. There is effectively a minimum retirement age of 50 years for water and sewer employees. The Township includes pre-Medicare retirees and their dependents in its insured health care plan and requires a contribution by the participant for 10% of annual premiums. The Township does not provide retiree health benefits beyond age 65 but does provide a stipend of \$100 per month for each retiree (and covered spouse, if any).

At December 31, 2017, the date of the most recent actuarial valuation, the following members were covered by the benefit terms:

As of December 31, 2017	
Active employees	102
Retirees and covered spouses	67
Total plan members	169

The Township has no obligation to make contributions in advance of when the insurance premiums are due for payment (in other words, this may be financed on a “pay as you go” basis). However, as shown below, the Township has made contributions to advance fund these benefits, as determined by the Township Board through annual budget resolutions. For the year ended December 31, 2018, contributions for postemployment healthcare benefits totaled \$438,130. Total contributions of post-employment healthcare benefits made during the year relate to advance funding.

The Township has chosen to use the December 31, measurement date as its measurement date for the net OPEB liability. The December 31, 2018 fiscal year end reported net OPEB liability was determined using a measure of the total OPEB liability as of December 31, 2017 and updated procedures were performed to roll forward the estimated liability to the December 31, 2018 measurement date.

Schedule of Changes in the Net OPEB Liability and Related Ratios

Fiscal Year Ended December 31		2018
TOTAL OPEB LIABILITY		
Service cost	\$	167,172
Interest		493,165
Benefit payments, including refunds		(484,554)
Net change in total OPEB liability		175,783
Total OPEB liability - beginning of year		7,203,904
Total OPEB liability - end of year	\$	7,379,687
PLAN FIDUCIARY NET POSITION		
Employer contributions		428,130
OPEB plan net investment income		(211,938)
Benefit payments, including refunds		(484,554)
Net change in plan fiduciary net position		(268,362)
Plan fiduciary net position - beginning of year		6,917,767
Plan fiduciary net position - end of year	\$	6,649,405
Township's Net OPEB Liability	\$	730,282
Plan Fiduciary Net Position as a Percentage of the		
Total OPEB liability		90.10%
Covered Employee Payroll	\$	8,645,620
Net OPEB Liability as a Percentage of Covered Payroll		8.45%

*** For further information, see Note 13 in the Township’s audited Comprehensive Annual Financial Report, fiscal year ended December 31, 2018.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

Schedule of OPEB Contributions

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Actuarially determined contribution	\$ 198,891	\$ 231,376	\$ 221,412	\$ 446,989	\$ 437,318
Contributions in relation to the actuarially determined contribution	<u>428,130</u>	<u>432,750</u>	<u>432,590</u>	<u>446,989</u>	<u>437,318</u>
Contribution Excess	<u>\$ 229,239</u>	<u>\$ 201,374</u>	<u>\$ 211,178</u>	<u>\$ -</u>	<u>\$ -</u>
Covered Employee Payroll	\$ 8,645,620	\$ -	\$ -	\$ -	\$ -
Contributions as a % of Covered Employee Payroll	4.95%	0%	0%	0%	0%

Source: Charter Township of Northville audited Comprehensive Annual Financial Reports

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

DEBT STATEMENT

(As of June 30, 2019, including the Bonds described herein)

DIRECT DEBT

General Obligation Bonds

10/01/2009	Capital Improvement, LT	\$ 650,000	
11/24/2009	Series B, UTGO	13,450,000	
09/18/2012	SRF Project No. 7299-01, GOLT	1,136,805	
10/10/2012	Refunding Bonds, Series 2012 LTGO	3,895,000	
09/24/2015	2015 Refunding Bonds (LTGO)	2,730,000	\$ 21,861,805

Authority Bonds

12/21/2006	LTGO Refunding		575,000
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Special Assessment Bonds

07/01/2009	Improvements, LT		225,000
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Western Townships Utilities Authority (WTUA)

11/01/2012	Sewer Refunding, 2012		4,391,348
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TOTAL DIRECT DEBT

\$ 27,053,153

Less:

Special Assessment Bonds 225,000

Western Townships Utilities Authority 4,391,348

NET DIRECT DEBT

\$ 22,436,805

OVERLAPPING DEBT

65.15%	Northville School District	\$ 43,250,000	\$ 28,177,375
2.77%	Plymouth-Canton School District	194,451,000	5,386,293
5.23%	Wayne County @ Large	279,763,774	14,631,645
5.14%	Wayne County Intermediate School District	-	-
14.92%	Schoolcraft Community College	19,880,000	2,966,096
84.27%	Northville District Library	-	-

TOTAL OVERLAPPING DEBT

\$51,161,409

NET DIRECT AND OVERLAPPING DEBT

\$73,598,214

DEBT RATIOS:

Per Capita 2019 State Equalized Valuation	\$ 93,347
Per Capita 2019 True Cash Value	\$ 186,694
Per Capita Net Direct Debt	\$ 787
Per Capita Combined Net Direct and Overlapping Debt	\$ 2,583
Percent of Net Direct Debt of 2019 State Equalized Valuation	0.84%
Percent of Net Direct and Overlapping Debt of 2019 State Equalized Valuation	2.77%
Percent of Net Direct Debt of 2019 True Cash Value	0.42%
Percent of Net Direct and Overlapping Debt of 2019 True Cash Value	1.38%

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

SCHEDULE OF BOND MATURITIES

(As of June 30, 2019, including the Bonds described herein)

Year	General Obligation Bonds	Authority Bonds	Special Assessment Bonds	Share of Western Townships Utilities Authority Bonds
2019	\$ 170,000	\$ 290,000	\$ -	\$ -
2020	2,530,000	285,000	45,000	1,074,848
2021	2,510,000	-	45,000	1,062,788
2022	2,575,000	-	45,000	1,053,743
2023	2,760,000	-	45,000	1,199,970
2024	1,890,000	-	45,000	-
2025	1,835,000	-	-	-
2026	1,930,000	-	-	-
2027	2,010,000	-	-	-
2028	1,650,000	-	-	-
2029	1,720,000	-	-	-
2030	90,000	-	-	-
2031	95,000	-	-	-
2032	96,805	-	-	-
	<u>\$ 21,861,805</u>	<u>\$ 575,000</u>	<u>\$ 225,000</u>	<u>\$ 4,391,348</u>

DEBT HISTORY: There is no record of default.

FUTURE BONDING: The Township does not anticipate issuing any additional bonds within the next six (6) months.

**ANNUAL INFORMATION STATEMENT
FOR THE CHARTER TOWNSHIP OF NORTHVILLE, COUNTY OF WAYNE, MICHIGAN**

STATEMENT OF LEGAL DEBT MARGIN

(As of June 30, 2019, including the Bonds described herein)

2019 State Equalized Valuation		\$ 2,660,103,904
Plus 2019 Equivalent State Equalized Valuation of Act 198 specific tax levies		<u>10,224,700</u>
TOTAL		<u><u>\$ 2,670,328,604</u></u>
Debt Limited 10% of State Equalized Valuation (1)		\$ 267,032,860
Amount of Outstanding Debt	\$ 27,053,154	
Less: (2-a) Special Assessment Bonds	225,000	
(2-d) WTUA Bonds	<u>4,391,348</u>	<u>22,436,806</u>
LEGAL DEBT MARGIN		<u><u>\$ 244,596,054</u></u>

(1) Act 359, Public Acts of Michigan, 1947, as amended (the "Charter Township Act"), provides that the net indebtedness of the Township shall not exceed 10% of all assessed real and personal property in the Township.

(2) Bonds which are not included in the computation of legal debt margin according to the Charter Township Act are:

(a) Special Assessment Bonds;

(b) Revenue Bonds;

(c) Bonds issued, or contract or assessment obligations incurred, to comply with an order of the former water resources commission, the department of environmental quality, or a court of competent jurisdiction.

(d) Bonds issued, or contract or assessment obligations incurred, for water supply, sewage, drainage or refuse disposal projects necessary to protect the public health by abating pollution;

(e) Bonds issued, or contract or assessment obligations incurred, for the construction, improvement or replacement of a combined sewer overflow abatement facility;

(f) Bonds issued to pay premiums or establish self-insurance contracts in accordance with Act 34, Public Acts of Michigan, 2001, as amended.

Community Profiles

YOU ARE VIEWING DATA FOR:

Northville Township

44405 6 Mile Rd
Northville, MI 48168-9547
<http://www.northvillemich.com>



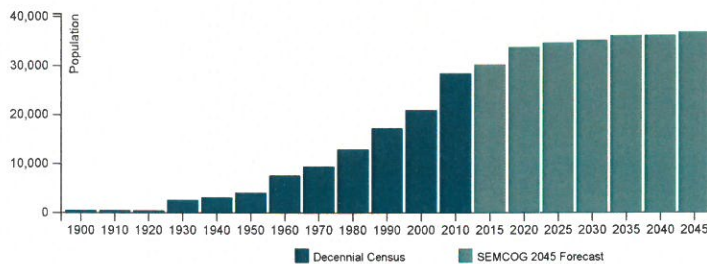
Census 2010 Population:
28,497
Area: 16.6 square miles

[VIEW COMMUNITY EXPLORER MAP](#)

Population and Households

Link to American Community Survey (ACS) Profiles: **Select a Year** **Social | Demographic**
Population and Household Estimates for Southeast Michigan, 2018

Population Forecast



Population and Households

Population and Households	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Jul 2018	SEMCOG 2045
Total Population	28,497	7,461	35.5%	31,453	36,886
Group Quarters Population	19	-1,606	-98.8%	476	595
Household Population	28,478	9,067	46.7%	30,977	36,291
Housing Units	12,236	3,756	44.3%	12,693	-
Households (Occupied Units)	11,520	3,401	41.9%	12,157	14,305
Residential Vacancy Rate	5.9%	1.6%	-	4.2%	-
Average Household Size	2.47	0.08	-	2.55	2.54

Source: U.S. Census Bureau, SEMCOG Population and Household Estimates, and SEMCOG 2045 Regional Development Forecast

Components of Population Change

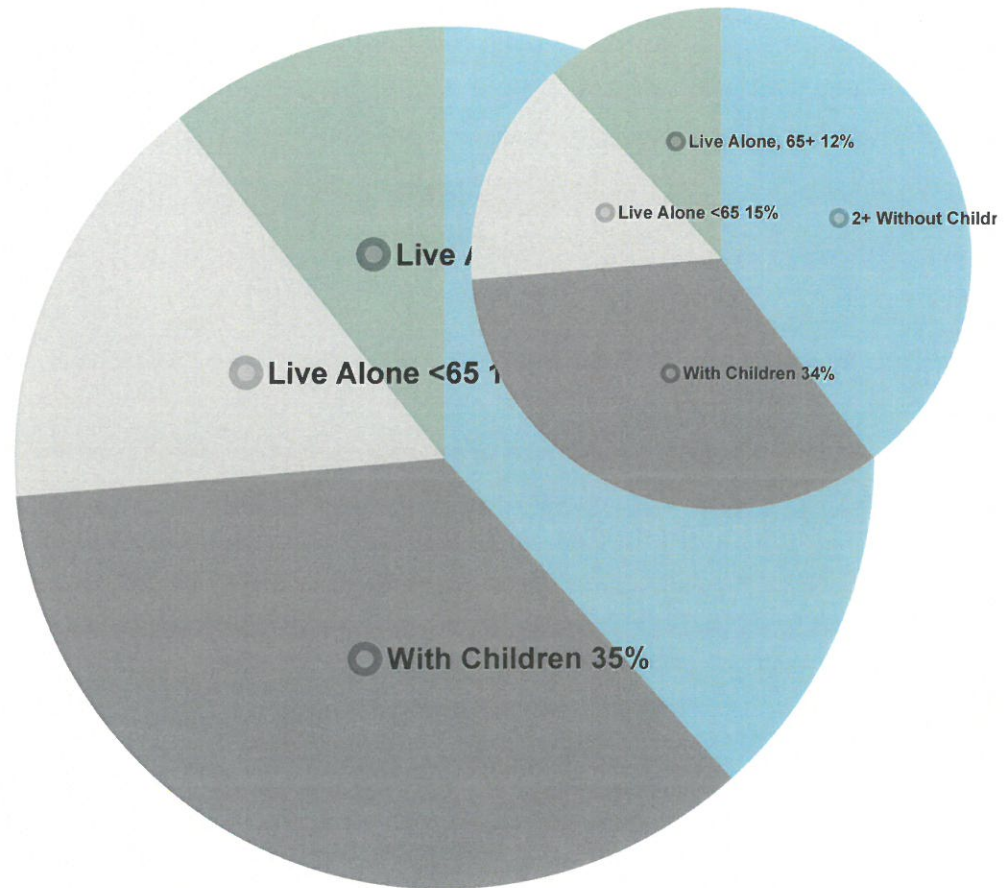
Components of Population Change	2000-2005 Avg.	2006-2010 Avg.	2011-2015 Avg.
Natural Increase (Births - Deaths)	15	12	26
Births	150	143	198
Deaths	135	131	172
Net Migration (Movement In - Movement Out)	756	709	336
Population Change (Natural Increase + Net Migration)	771	721	362

Source: Michigan Department of Community Health Vital Statistics, U.S. Census Bureau, and SEMCOG

Household Types

ACS
2015

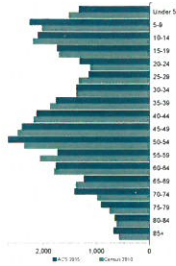
SEMCOG
2045



Household Types	Census 2010	ACS 2015	Change 2010-2015	Pct Change 2010-2015	SEMCOG 2045
With Seniors 65+	3,135	3,344	209	6.7%	5,447
Without Seniors	8,385	7,631	-754	-9%	8,858
Live Alone, 65+	1,244	1,159	-85	-6.8%	1,681
Live Alone, <65	1,838	1,742	-96	-5.2%	2,077
2+ Persons, With children	3,736	3,864	128	3.4%	4,892
2+ Persons, Without children	4,702	4,210	-492	-10.5%	5,655
Total Households	11,520	10,975	-545	-4.7%	14,305

Source: U.S. Census Bureau, Decennial Census, 2015 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

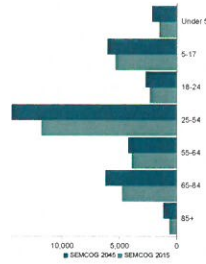
Population Change by Age, 2010-2015



Age Group	Census 2010	Change 2000-2010	ACS 2015	Change 2010-2015
Under 5	1,533	509	1,336	-197
5-9	2,031	739	2,265	234
10-14	2,202	816	2,109	-93
15-19	1,712	565	1,748	36
20-24	1,124	186	1,326	202
25-29	1,342	116	1,147	-195
30-34	1,387	39	1,385	-2
35-39	1,883	168	1,766	-117
40-44	2,195	208	2,132	-63
45-49	2,492	698	2,409	-83
50-54	2,364	572	2,668	304
55-59	2,065	577	1,736	-329
60-64	1,802	823	1,765	-37
65-69	1,398	614	1,238	-160
70-74	991	242	1,422	431
75-79	760	92	915	155
80-84	628	176	657	29
85+	588	321	683	95
Total	28,497	7,461	28,707	210
Median Age	42.4	1.3	43	0.6

Source: U.S. Census Bureau, Decennial Census, and 2015 American Community Survey 5-Year Estimates

Forecasted Population Change 2015-2045



Age Group	2015	2020	2025	2030	2035	2040	2045	Change 2015 - 2045	Pct Change 2015 - 2045
Under 5	1,524	1,885	2,014	2,024	2,082	2,074	2,152	628	41.2%
5-17	5,346	5,871	5,814	5,784	6,034	5,916	6,041	695	13%
18-24	2,357	2,627	2,579	2,574	2,681	2,640	2,697	340	14.4%
25-54	11,775	12,904	12,854	13,267	13,817	14,306	14,383	2,608	22.1%
55-64	3,921	4,580	4,577	4,066	3,831	3,760	4,239	318	8.1%
65-84	4,754	5,504	6,401	7,007	6,986	6,603	6,207	1,453	30.6%
85+	629	550	532	570	726	983	1,167	538	85.5%
Total	30,306	33,921	34,771	35,292	36,157	36,282	36,886	6,580	21.7%

Source: SEMCOG 2045 Regional Development Forecast

Older Adults and Youth Populations

Older Adults and Youth Population	Census 2010	ACS 2015	Change 2010-2015	Pct Change 2010-2015	SEMCOG 2045
60 and over	6,167	6,680	513	8.3%	9,198
65 and over	4,365	4,915	550	12.6%	7,374
65 to 84	3,777	4,232	455	12%	6,207
85 and Over	588	683	95	16.2%	1,167
Under 18	6,967	7,105	138	2%	8,193
5 to 17	5,434	5,769	335	6.2%	6,041
Under 5	1,533	1,336	-197	-12.9%	2,152

Note: Population by age changes over time because of the aging of people into older age groups, the movement of people, and the occurrence of births and deaths.

Source: U.S. Census Bureau, Decennial Census, 2015 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

Race and Hispanic Origin

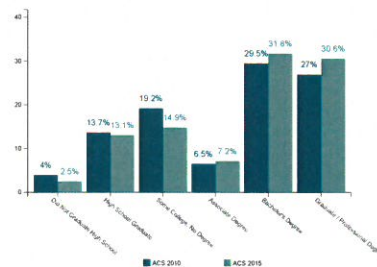
Race and Hispanic Origin	Census 2010	Percent of Population 2010	ACS 2015	Percent of Population 2015	Percentage Point Change 2010-2015
Non-Hispanic	27,826	97.6%	27,509	95.8%	-1.8%
White	23,049	80.9%	21,559	75.1%	-5.8%
Black	1,021	3.6%	952	3.3%	-0.3%
Asian	3,205	11.2%	4,426	15.4%	4.2%
Multi-Racial	470	1.6%	516	1.8%	0.1%
Other	81	0.3%	56	0.2%	-0.1%
Hispanic	671	2.4%	1,198	4.2%	1.8%
Total	28,497	100%	28,707	100%	0%

Source: U.S. Census Bureau, Decennial Census, and 2015 American Community Survey 5-Year Estimates

Highest Level of Education

Highest Level of Education*	ACS 2010	ACS 2015	Percentage Point Chg 2010-2015
Did Not Graduate High School	4%	2.5%	-1.5%
High School Graduate	13.7%	13.1%	-0.6%
Some College, No Degree	19.2%	14.9%	-4.4%
Associate Degree	6.5%	7.2%	0.6%
Bachelor's Degree	29.5%	31.8%	2.3%
Graduate / Professional Degree	27%	30.6%	3.6%

* Population age 25 and over

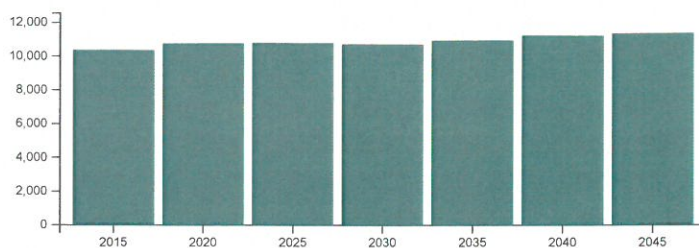


Source: U.S. Census Bureau, 2010 and 2015 American Community Survey 5-Year Estimates

Economy & Jobs

Link to American Community Survey (ACS) Profiles: **Select a Year** **Economic**

Forecasted Jobs



Source: SEMCOG 2045 Regional Development Forecast

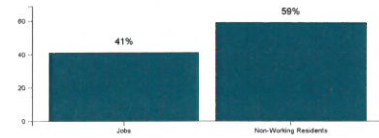
Forecasted Jobs by Industry Sector

Forecasted Jobs By Industry Sector	2015	2020	2025	2030	2035	2040	2045	Change 2015-2045	Pct Change 2015-2045
Natural Resources, Mining, & Construction	509	501	469	466	474	465	464	-45	-8.8%
Manufacturing	348	457	445	436	435	442	434	86	24.7%
Wholesale Trade	411	534	538	530	523	523	525	114	27.7%
Retail Trade	1,746	1,692	1,522	1,415	1,353	1,318	1,290	-456	-26.1%
Transportation, Warehousing, & Utilities	96	96	96	102	116	110	114	18	18.8%
Information & Financial Activities	1,177	1,195	1,149	1,142	1,165	1,191	1,184	7	0.6%
Professional and Technical Services & Corporate HQ	1,545	1,669	1,973	2,032	2,172	2,404	2,465	920	59.5%
Administrative, Support, & Waste Services	538	561	563	572	589	605	618	80	14.9%
Education Services	624	571	566	561	564	569	575	-49	-7.9%
Healthcare Services	1,477	1,530	1,530	1,533	1,587	1,651	1,720	243	16.5%
Leisure & Hospitality	1,099	1,138	1,140	1,145	1,165	1,185	1,205	106	9.6%
Other Services	597	618	610	604	607	606	600	3	0.5%
Public Administration	213	212	209	209	208	208	208	-5	-2.3%
Total Employment Numbers	10,380	10,774	10,810	10,747	10,958	11,277	11,402	1,022	9.8%

Source: SEMCOG 2045 Regional Development Forecast

Daytime Population

Daytime Population	SEMCOG and ACS 2015
Jobs	10,380
Non-Working Residents	14,856
Age 15 and under	6,070
Not in labor force	8,181
Unemployed	605
Daytime Population	25,236



Source: **SEMCOG 2045 Regional Development Forecast** and **2015 American Community Survey**

5-Year Estimates

Note: The number of residents attending school outside Southeast Michigan is not available. Likewise, the number of students commuting into Southeast Michigan to attend school is also not known.

Where Workers Commute From 2013

Rank	Where Workers Commute From *	Workers	Percent
1	Northville Twp	1,157	19%
2	Livonia	691	11.3%
3	Detroit	346	5.7%
4	Redford Twp	303	5%
5	Novi	302	5%
6	Westland	251	4.1%
7	Farmington Hills	250	4.1%
8	Canton Twp	246	4%
9	Garden City	196	3.2%
10	Plymouth Twp	176	2.9%
-	Elsewhere	2,177	35.7%
		6,095	100%

* Workers, age 16 and over employed in Northville township

Source: **U.S. Census Bureau** - 2009-2013 CTPP/ACS Commuting Data and **Commuting Patterns in Southeast Michigan**

Where Residents Work 2013

Rank	Where Residents Work *	Workers	Percent
1	Detroit	1,499	11.5%
2	Livonia	1,363	10.4%
3	Dearborn	1,232	9.4%
4	Northville Twp	1,157	8.8%
5	Novi	630	4.8%
6	Ann Arbor	594	4.5%
7	Farmington Hills	586	4.5%
8	Southfield	540	4.1%
9	Canton Twp	499	3.8%
10	Plymouth Twp	468	3.6%
-	Elsewhere	4,519	34.5%
* Workers, age 16 and over residing in Northville township		13,087	100%

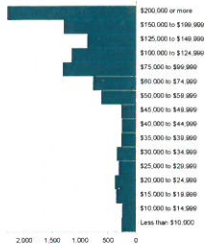
Source: U.S. Census Bureau - 2009-2013 CTP/ACS Commuting Data and **Commuting Patterns in Southeast Michigan**

Household Income

Income (in 2015 dollars)	ACS 2010	ACS 2015	Change 2010-2015	Percent Change 2010-2015
Median Household Income	\$110,610	\$102,964	\$-7,646	-6.9%
Per Capita Income	\$54,129	\$54,552	\$423	0.8%

Source: U.S. Census Bureau, 2010 and 2015 American Community Survey 5-Year Estimates

Annual Household Income



Annual Household Income	ACS 2015
\$200,000 or more	2,309
\$150,000 to \$199,999	1,294
\$125,000 to \$149,999	872
\$100,000 to \$124,999	1,154
\$75,000 to \$99,999	1,314
\$60,000 to \$74,999	770
\$50,000 to \$59,999	618
\$45,000 to \$49,999	262
\$40,000 to \$44,999	250
\$35,000 to \$39,999	263
\$30,000 to \$34,999	340
\$25,000 to \$29,999	307
\$20,000 to \$24,999	377
\$15,000 to \$19,999	349
\$10,000 to \$14,999	243
Less than \$10,000	253
Total	10,975

Source: U.S. Census Bureau, 2015 American Community Survey 5-Year Estimates

Poverty

Poverty	ACS 2010	% of Total (2010)	ACS 2015	% of Total (2015)	% Point Chg 2010-2015
Persons in Poverty	718	2.7%	904	3.2%	0.5%
Households in Poverty	317	3.1%	429	3.9%	0.8%

Source: U.S. Census Bureau, 2010 and 2015 American Community Survey 5-Year Estimates

Housing

Link to American Community Survey (ACS) Profiles: **Select a Year** **Housing**

Building Permits 2000 - 2018

Year	Single Family	Two Family	Attach Condo	Multi Family	Total Units	Total Demos	Net Total
2000	327	0	47	26	400	11	389
2001	287	18	80	4	389	11	378
2002	286	178	82	100	646	1	645
2003	356	28	148	22	554	6	548
2004	426	38	69	4	537	4	533
2005	266	16	126	0	408	0	408
2006	138	4	83	0	225	11	214
2007	85	4	7	0	96	2	94
2008	46	14	0	0	60	0	60
2009	35	2	4	4	45	2	43
2010	97	4	16	0	117	0	117
2011	88	8	19	0	115	5	110
2012	108	8	4	0	120	4	116
2013	85	0	0	0	85	1	84
2014	57	0	0	0	57	6	51
2015	44	0	0	0	44	3	41
2016	42	0	0	115	157	8	149
2017	88	0	3	0	91	10	81
2018	101	12	40	0	153	8	145
2000 to 2018 totals	2,962	334	728	275	4,299	93	4,206

Source: **SEMCOG Development**

Note: Permit data for most recent years may be incomplete and is updated monthly.

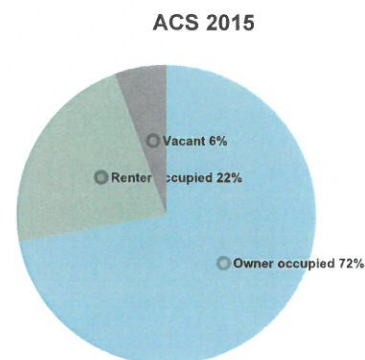
Housing Types

Housing Type	ACS 2010	ACS 2015	Change 2010-2015	New Units Permitted 2015-2018
Single Family Detached	6,106	6,570	464	275
Duplex	25	207	182	12
Townhouse / Attached Condo	2,057	2,000	-57	43
Multi-Unit Apartment	2,674	2,847	173	115
Mobile Home / Manufactured Housing	17	0	-17	0
Other	0	0	0	
Total	10,879	11,624	745	445
Units Demolished				-29
Net (Total Permitted Units - Units Demolished)				416

Source: U.S. Census Bureau, 2010 and 2015 American Community Survey 5-Year Estimates, SEMCOG Development

Housing Tenure

Housing Tenure	Census 2010	ACS 2015	Change 2010-2015
Owner occupied	8,818	8,387	-431
Renter occupied	2,702	2,588	-114
Vacant	716	649	-67
Seasonal/migrant	108	80	-28
Other vacant units	608	569	-39
Total Housing Units	12,236	11,624	-612



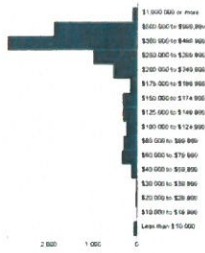
Source: U.S. Census Bureau, 2010 and 2015 American Community Survey 5-Year Estimates

Housing Value and Rent

Housing Value (in 2015 dollars)	ACS 2010	ACS 2015	Change 2010-2015	Percent Change 2010-2015
Median housing value	\$385,619	\$341,800	\$-43,819	-11.4%
Median gross rent	\$1,091	\$1,110	\$19	1.7%

Source: U.S. Census Bureau, Census 2000, 2010 and 2015 American Community Survey 5-Year Estimates

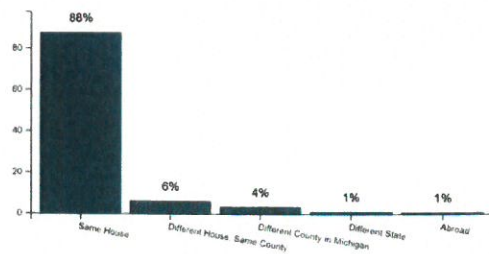
Housing Value



Housing Value	ACS 2015
\$1,000,000 or more	111
\$500,000 to \$999,999	1,889
\$300,000 to \$499,999	2,921
\$250,000 to \$299,999	996
\$200,000 to \$249,999	535
\$175,000 to \$199,999	159
\$150,000 to \$174,999	319
\$125,000 to \$149,999	318
\$100,000 to \$124,999	241
\$80,000 to \$99,999	305
\$60,000 to \$79,999	335
\$40,000 to \$59,999	129
\$30,000 to \$39,999	13
\$20,000 to \$29,999	28
\$10,000 to \$19,999	12
Less than \$10,000	76
Owner-Occupied Units	8,387

Source: U.S. Census Bureau, 2015 American Community Survey 5-Year Estimates

Residence One Year Ago *



* This table represents persons, age 1 and over, living in Northville Township from 2011-2015. The table does not represent person who moved out of Northville Township from 2011-2015.

Source: U.S. Census Bureau, 2015 American Community Survey 5-Year Estimates

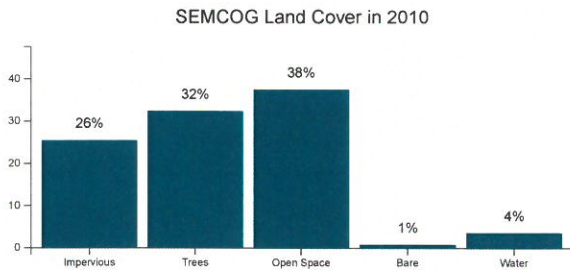
Environment

SEMCOG 2008 Land Use

SEMCOG 2008 Land Use	Acres	Percent
Agricultural	0	0%
Single-family residential	5,222.1	49.1%
Multiple-family residential	288.5	2.7%
Commercial	369.6	3.5%
Industrial	420.6	4%
Governmental/Institutional	556.5	5.2%
Park, recreation, and open space	2,332	21.9%
Airport	0	0%
Transportation, Communication, and Utility	1,142.7	10.7%
Water	301.2	2.8%
Total	10,633.3	100%

Note: Land Cover was derived from SEMCOG's 2010 Leaf off Imagery.

Source: **SEMCOG**



Source Data
SEMCOG - Detailed Data

Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	2,704.1	25.5%
Trees	woody vegetation, trees	3,434	32.4%
Open Space	agricultural fields, grasslands, turfgrass	3,981.9	37.6%
Bare	soil, aggregate piles, unplanted fields	92	0.9%
Water	rivers, lakes, drains, ponds	391.4	3.7%
Total Acres		10,603.3	

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Glossary of Budget and Finance Terms

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 budget glossary has been included in the document.

Accrual Basis of Accounting: A method of accounting that recognizes the financial effect of transactions, events 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 Township Board, 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 Township Assessor. Assessed value is required to be at 50% of true cash value.

Assets: Property owned by the Township, 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.

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 Township and its departments operate.

Budget Calendar: The schedule of key dates or milestones that the Township 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 Board approval is composed of budgeted funds.

Budget Message (Township Manager's): Initially, a general discussion of the proposed budget document presented in writing as a supplement to the budget document.

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 1 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 Township receives from an outside company. Heating and cooling mechanical

services, maintenance, custodial services and support for the Township owned telephone systems are examples of contractual services.

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

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

Debt Service: The Township'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 Township, 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.

General Fund: 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 general operating services, such as clerk, treasury and administration.

General Obligation Bonds: When the Township pledges its full faith and credit to the repayment of the bonds. Issuance of these bonds requires a Township wide election and is usually repaid by an ad valorem property tax levy.

GFOA: Abbreviation for Government Finance Officers Association.

GIS: Abbreviation for Geographic Information System.

Headlee Amendment: The Headlee Amendment places an upper limit on the total amount of property taxes a Township 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 no 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.

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.

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.

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.

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

Per Capita Basis: Per unit population.

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

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.

SEV: Abbreviation for State Equalized Value.

Special Assessments: Special Assessments 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.

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

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.



2020: LEADING THROUGH CHANGE

2020 ANNUAL BUDGET AND FINANCIAL PLAN



STAYING PURPOSE DRIVEN

Having the courage to make responsible decisions for our community and future generations