



Moving Redford Township Forward: A Summary of Accomplishments February 2020 – December 2021

Charter Township of Redford

Authored by: Diane L. Webb
Redford Township Superintendent

January 11, 2022

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2021

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Dear Honorable Board of Trustees,

As the Chief Administrator appointed by this honorable body it is incumbent upon me to keep you informed of the progress that is made from year-to-year as we work together to move the Township forward. This initial report covers an extended time period of 22 months, from my hire date of February 10, 2020 through December 31, 2021. Going forward it will be provided annually in January at the first regularly scheduled meeting of the Board of Trustees.

The first section of this report will cover the findings of my initial assessment. In order to fully understand the township's current financial and operation status, it was important to acknowledge the economic factors and managerial decisions that created them. It was the positive and negative impacts of those decisions that solidified our strengths and identified the challenges that my administrative team and this Board of Trustees would need to address in order to improve operational efficiency and accountability, optimize organizational functionality, and stabilize the township's financial position.

The second section of this report will present the highlights of our financial and operational accomplishments related to the 2020 and 2021 budgets, the status of long-term debts and bond ratings, valuations of pension and OPEB funding, the focus of collective bargaining, the start and completion of some much-needed capital improvements, and the administrative projects and organizational changes that were made to best utilize our workforce. All these efforts had to be achieved in order to strengthen our foundation and prepare the township for the kind of growth and transformation necessary to meet the evolving needs and wants of our residents and stakeholders.

The final section of this report will provide a current update on projects and initiatives in-progress, and a brief description of our goals through the use of ARPA funding and the facilitation of a Strategic Master Plan as we kick-off the new year of 2022.

I would like to thank every member of this Board for the confidence that you have placed in my leadership and the opportunity that you have given me to work with you and my extremely talented and dedicated management team to make Redford Township the very best that it can be.

Respectfully Yours,

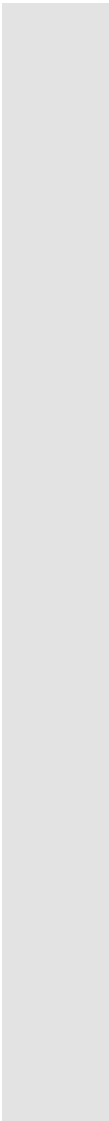
Diane L. Webb

Letter From the Superintendent



Initial Assessment

A recap of the historic events that influenced the decisions of prior administrations is necessary to fairly assess the financial and operational status of the township at the time of my appointment in February 2020.



- The economic recession and subsequent foreclosure crisis that took place from December of 2007-December of 2012 resulted in a 66% drop in property tax values and reduced general operating revenues by approximately \$2 million dollars a year from 2012 through 2021, for a cumulative loss of \$20 million dollars over the past 10 years. Proposal A and the Headlee Amendment only allow the township to increase property tax assessment by 5% or the rate of inflation each year, whichever is less. The average inflation rate over that same 10-year period was 2.04%, meaning that it will take the township over 30 years to recoup this loss in operating revenue, while the costs of doing business as a municipal government increases significantly across the board every year.
- This sequence of events had a devastating impact on all local governments and the township was no exception. This dramatic and on-going reduction in funding forced previous administrations to make some difficult decisions which included: negotiating labor contracts that offered generous deferred benefits in order to limit current wage increases; postponing payments to pay for those deferred benefits, (operating with a “pay as you go” mentality); the consolidation of executive positions; and postponing capital investments in the township’s buildings, facilities, fleet, and equipment. The notion of building a healthy fund balance or “rainy day” fund was not even on their radar as they operated in survival mode.
- Those tough decisions made it possible for the township to maintain existing levels of service to the taxpayers, manage operations within their budget, pay their debt services on time and maintain an A+ Bond rating, at a time when other municipalities were forced into receivership and were operating under consent agreements, or emergency managers. While commendable, these tough decisions unfortunately created the financial challenges that exist today.

History of Economic Events and their Financial Impact

Financial Challenges

\$259 Million in Unfunded Legacy Debt,

monies owed to employee pension funds and OPEB trusts, that are a direct result of “deferred benefit” rich collective bargaining agreements and the Township’s “pay as you go” mentality. This problem was so common across local governments that under the Snyder administration, the state enacted P.A. 202 to protect retirement benefits for government employees, requiring all municipalities with pension funding levels of less than 60% and OPEB funding levels of less than 40% to submit a Corrective Action Plan (CAP) to the state treasury.

Redford submitted their CAP in April 2019, at which time the MERS pension was 54% funded and the Police and Fire Pension was 48.5%. The General Employees OPEB was 4.0% funded and the Police and Fire OPEB was 4.2%. Per our CAP, it would take us 23 and 28 years respectively to reach the 60% and 40% thresholds, necessary to get out from under the State’s oversight. This situation is not acceptable.

Priority #1-A: Retirement Benefits 100% funded.

The Assessment of Record High Property Taxes.

Redford Township’s property tax rates were and still are the highest of any township in the state, and 17th highest of any municipality in the state. This can be attributed to several factors but two factors of significance include:

- a. The sharp decline of property values that reduced the value of the mills assessed and general operating revenues by \$2 million dollars annually, which forced the township to seek approval of the Public Safety Special Assessment District (SAD) special assessment to remain solvent. This was a direct result of the economic recession as previously mentioned over which the township had no control.
- b. The increased cost of negotiated compensation both current and deferred for Police and Fire employees that is automatically assessed to the taxpayers via P.A. 345.

Priority #1-B: Freeze taxes so the township can better compete with neighboring communities for new residents and businesses that will in-turn grow and support our tax base.

Financial Challenges

Long Over Due Capital Improvements

By 2020, the Township had gone more than a decade without completing any significant capital improvements to our buildings and facilities. The North Fire Station had exceeded its useful life, the township had a need to permanently house the fire command unit, and extensive capital improvements were needed at Town Hall, the South Fire Station, and at the Police Station. The Community Center to a large extent had been maintained through CDBG funding, but still required some critical and costly upgrades.

Priority#1-C: Replace the North Fire Station to meet the fire service needs of the community at a cost the taxpayers can afford.

Priority #2: Prioritize and make necessary capital improvements to all other facilities as time and resources allow.

Sub-Par Cash Reserves

Experts in municipal management recommend that local units of government with our fiscal year and tax collection schedule build and maintain enough cash reserves to cover 12 months of operational costs, including debt service. Redford Township's annual general fund operating budget is roughly \$34M. At fiscal year-end 2019, we had \$16,831,495 in unrestricted cash reserves.

Priority #3: Build and maintain the recommended amount of cash reserves, also referred to as a "Rainy-Day Fund".

Two years prior to my appointment there were some operational decisions made that had a negative impact on township finances, operations, and employee morale, that resulted in the filing of lawsuits and employee grievances and compromised the trust between the Supervisor and most of the Board of Trustees. In February 2018, the Board took action to change the form of government by appointing a Superintendent to run day-to-day operations. This structural change put an end to the “strong Supervisor” form of government by separating the executive and legislative functions of government. The change empowered the Board of Trustees to specify the credentials required to perform the position and gave them the power to hold their Chief Administrator accountable for their performance.

From February 2018 to February of 2020 was a time of transition. When I accepted the appointment in February 2020, I was the third person in the Superintendent role and the fourth person managing executive functions in two years. Overall operations were chaotic from both an organizational and administrative perspective and it was seriously impacting the workforce. The department heads and interim leaders, much to their credit, were able to keep their departments and the township running, but the need for stable leadership, common goals, and clear direction was critically necessary to bring order out of the chaos and get the township back together and moving forward in a positive direction.

History of Organizational and Administrative Changes and their Impact on Operations

7 Most Significant Operational Challenges

- 1) Residual contentiousness that existed between the former Supervisor and several members of the Board, between some elected leaders, and between elected and appointed leaders.
- 2) Contempt and unrest in the workforce; 3 active/threatened hostile work environment cases, 5 active employee grievances, low employee morale overall and a strong undercurrent of mistrust throughout the organization.
- 3) The need to clearly define and codify the new role and responsibilities of the elected Supervisor, and Deputy Supervisor if one were to be appointed.
- 4) Organizational deficiencies included: the lack of an experienced Human Resource Director, an overtasked DPS/Community Development/Economic Development Director, the absence of communication professional, inadequate succession planning (outside of the police department), and understaffing in the Police and Fire departments, that would require our immediate and on-going attention.
- 5) Administratively, there was a significant backlog of paperwork including; expired intergovernmental agreements, outdated ordinances, unkept employee records, very little documentation of existing polices and no policy management system or employee identification process and an antiquated time management system and website.
- 6) A less than optimal office arrangement and professional appearance in Township Hall, and ADA and building security issues that could present both legal and financial concerns.
- 7) The COVID-19 Pandemic, and the need to respond to over 50 Executive Orders issued by the Governor in the first 10 months of my tenure.



Summary of Accomplishments

The Path to Long Term
Financial Stability

Balanced Budgets

In February 2020, my initial assessment of the Township's finances showed a history of balanced budgets. I am pleased to report that we continue to operate with balanced budgets across all funds.

GENERAL FUNDS

| | | | 2021-22 |
|--------------------------------|-----------------|-----------------|----------------|
| | 2019-20 | 2020-21 | AMENDED |
| DESCRIPTION | ACTIVITY | ACTIVITY | BUDGET |
| TOTAL ESTIMATED REVENUES | \$ 6,316,112 | \$ 5,886,690 | \$ 5,993,180 |
| TOTAL APPROPRIATIONS | \$ 5,419,039 | \$ 5,975,706 | \$ 6,030,770 |
| NET OF REVENUES/APPROPRIATIONS | \$ 897,073 | \$ (89,016) | \$ (37,590) |
| | | | |
| BEGINNING FUND BALANCE | \$ 3,515,409 | \$ 4,412,485 | \$ 4,323,469 |
| ENDING FUND BALANCE | \$ 4,412,482 | \$ 4,323,469 | \$ 4,285,879 |

Balanced Budgets

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NON-MAJOR GENERAL FUNDS

| | | | 2021-22 |
|--------------------------------|---------------|---------------|---------------|
| | 2019-20 | 2020-21 | AMENDED |
| DESCRIPTION | ACTIVITY | ACTIVITY | BUDGET |
| TOTAL ESTIMATED REVENUES | \$ 36,858,472 | \$ 40,245,590 | \$ 39,929,130 |
| TOTAL APPROPRIATIONS | \$ 36,458,851 | \$ 36,993,943 | \$ 39,760,680 |
| NET OF REVENUES/APPROPRIATIONS | \$ 399,621 | \$ 3,251,647 | \$ 168,450 |
| | | | |
| BEGINNING FUND BALANCE | \$ 20,940,142 | \$ 21,339,754 | \$ 24,591,410 |
| ENDING FUND BALANCE | \$ 21,339,763 | \$ 24,591,401 | \$ 24,759,860 |

Balanced Budgets

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ENTERPRISE FUNDS

| | | | 2021-22 |
|--------------------------------|-----------------|-----------------|----------------|
| | 2019-20 | 2020-21 | AMENDED |
| DESCRIPTION | ACTIVITY | ACTIVITY | BUDGET |
| TOTAL ESTIMATED REVENUES | \$ 21,135,068 | \$ 21,941,685 | \$ 21,747,970 |
| TOTAL APPROPRIATIONS | \$ 20,579,646 | \$ 18,695,005 | \$ 21,781,760 |
| NET OF REVENUES/APPROPRIATIONS | \$ 555,422 | \$ 3,246,680 | \$ (33,790) |
| | | | |
| BEGINNING FUND BALANCE | \$ 31,909,038 | \$ 32,464,468 | \$ 35,711,158 |
| ENDING FUND BALANCE | \$ 32,464,460 | \$ 35,711,148 | \$ 35,677,368 |

Rainy Day Funds

Our Unrestricted Cash on Hand or “Rainy-Day” Funding continues to improve.

CASH RESERVES FOR “RAINY DAY FUND”

| Description | 03/31/2019 | 03/31/2020 | 03/31/2021 |
|---|-----------------|--------------|------------|
| Unrestricted Cash on Hand | \$16,831,495.00 | \$18,552,917 | 21,966,118 |
| *Balance before paying \$2M additional contribution to Pension/OPEB Liabilities | | | |

| <i>Debt/Lease Name</i> | <i>Ending Balance 3.31.20</i> | <i>Ending Balance 3.31.21</i> | <i>Ending Balance 3.31.22</i> | <i>Department</i> | <i>Final Maturity Date</i> |
|--|--|--|--|--------------------------|-----------------------------------|
| 2019 Lease Purchase - Motorola Radios | \$ 361,853 | \$ 241,235 | \$ 120,618 | Police | 2022 |
| 2017 Capital Improvement Refunding Bonds | \$ 2,575,305 | \$ 1,696,596 | \$ 971,414 | Brownfield | 2023 |
| 2007 CDBG Bond | \$ 1,035,000 | \$ 710,000 | \$ 365,000 | CDGB | 2023 |
| 2017 Capital Improvement Bonds | \$ 254,698 | \$ 128,407 | \$ 3,589 | Water/Sewer | 2024 |
| 2017 Refunding Bond | \$ 1,680,000 | \$ 1,430,000 | \$ 890,000 | Brownfield | 2026 |
| 2016 Refunding Bond | \$ 2,080,000 | \$ 1,780,000 | \$ 1,460,000 | Brownfield | 2026 |
| 2019 Lease Purchase - Ladder Truck | \$ 700,000 | \$ 608,770 | \$ 514,762 | Fire | 2027 |
| 2019 Installment Purchase Court | \$ 1,000,000 | \$ 900,000 | \$ 800,000 | Court | 2030 |
| 2016 Capital Improvement Bonds | \$ 6,875,000 | \$ 6,525,000 | \$ 6,175,000 | Water/Sewer | 2030 |
| 2021 Fire Station Bond | \$ - | \$ - | \$ 5,825,000 | Fire | 2040 |

Long Term Debt

Another key component of fiscal responsibility is making the large-scale investments that the Township needs and properly managing the associated long-term debt. The chart above shows the Township's Long-Term Debts and their respective maturity dates. All payments have been made on time, and those debts soon to expire will free up general and enterprise fund dollars that will help us cover the payments of newer projects like the North Fire Station and the new CSO Basins.

Main Focus of Collective Bargaining 2021-2022

- The next set of charts on the following page show the improvements in the pension and OBEP funding levels that we were able to obtain through wise investments, positive market trends, and a fund transfer in 2020. More work is needed to reduce this debt and there are only three ways to do it; first, the township supplements their required contributions to the funds, secondly, require employees and retirees to make modest contributions, and thirdly, to modify retirement benefits going forward.
- The township has already acted to supplement these funds, but employee contributions and the future of retirement benefits offered are subject to collective bargaining. It is our goal to increase employee compensation through wages and bonuses in exchange for the necessary reductions and modifications in retiree benefits. This shift in how we compensate our workforce will also bring the township's wage scale more in line with our peers and assist in our recruiting efforts, especially in the Police and Fire Departments.
- In order to tackle this unprecedented initiative, the Board supported my recommendation to contract Ken Wilson from the Perkins Law Group to lead contract negotiations for the Township with all four unions, and the impact of those negotiations will be reflected in this year's pension valuations and reported in my EOY Report for 2022, and in the OPEB valuations in 2023 and reflected in my EOY Report for 2023.

| | Total Pension Liability | Plan Net Position | Net Pension Liability | Percent Funded |
|------------------------|-------------------------|-------------------|-----------------------|----------------|
| MERS | | | | |
| Balance 12/31/2019 | \$ 53,118,553 | \$ 29,006,164 | \$ 24,112,389 | 54.6% |
| Balance 12/31/2020 | \$ 55,416,178 | \$ 31,156,126 | \$ 24,260,052 | 56.2% |
| | | | | |
| | Total Pension Liability | Plan Net Position | Net Pension Liability | Percent Funded |
| Police and Fire | | | | |
| Balance 03/31/2020 | \$ 121,460,058 | \$ 58,911,552 | \$ 62,548,506 | 48.5% |
| Balance 03/31/2021 | \$ 127,779,059 | \$ 77,498,552 | \$ 50,280,507 | 60.7% |
| | | | | |
| | Total Pension Liability | Plan Net Position | Net Pension Liability | Percent Funded |
| Combined | | | | |
| Balance 03/31/2020 | \$ 174,578,611 | \$ 87,917,716 | \$ 86,660,895 | 50.4% |
| Balance 03/31/2021 | \$ 183,195,237 | \$ 108,654,678 | \$ 74,540,559 | 59.3% |

Unfunded Liabilities and Legacy Debt - Pensions

| | Total OPEB Liability | Plan Net Position | Net OPEB Liability | Percent Funded |
|--------------------------|----------------------|-------------------|--------------------|----------------|
| General Employees | | | | |
| Balance 03/31/2020 | \$ 62,717,693 | \$ 2,522,749 | \$ 60,194,944 | 4.0% |
| Balance 03/31/2021 | \$ 45,852,152 | \$ 4,776,256 | \$ 41,075,896 | 10.4% |
| | | | | |
| | Total OPEB Liability | Plan Net Position | Net OPEB Liability | Percent Funded |
| Police and Fire | | | | |
| Balance 03/31/2020 | \$ 117,432,214 | \$ 4,978,931 | \$ 112,453,283 | 4.2% |
| Balance 03/31/2021 | \$ 90,347,438 | \$ 5,118,536 | \$ 85,228,902 | 5.7% |
| | | | | |
| | Total OPEB Liability | Plan Net Position | Net OPEB Liability | Percent Funded |
| Combined | | | | |
| Balance 03/31/2020 | \$ 180,149,907 | \$ 7,501,680 | \$ 172,648,227 | 4.2% |
| Balance 03/31/2021 | \$ 136,199,590 | \$ 9,894,792 | \$ 126,304,798 | 7.3% |

Unfunded Liabilities and Legacy Debt -OPEB

The only liability more inadequately funded than pensions were the employee OPEB Trust Accounts for both General Employees, (MAPE) and the Police and Fire Unions. Fortunately, the Single Audit of 2020 revealed \$1.97M in reserves for MAPE healthcare when the Township was self-insured, and we were able to move those monies to the MAPE OBEP Trust Fund. In September of 2021, our Administration recommended that an additional contribution of \$2M from Fund Balance be equally divided and allocated to both OPEB funds. We will continue to supplement these accounts as resources become available.

2020 Capital Improvements – Fire Services

In February 2020, the township was two and half years into planning the replacement of the North Fire Station and the addition of a smaller Central Station with additional training facilities on Five Mile Road. Not convinced that a community of our size, with nearly \$260M in unfunded legacy debt, and some of the highest taxes in the state needed more than two stations, I hired Hennessy Engineering to conduct a feasibility study that would examine the condition of our existing fire stations, and conduct a data analysis on our run volume, and run times, to confirm what facilities were needed to meet the fire service needs on our community. The study concluded that one larger North End Station was the most prudent way to meet our fire service needs and the \$3000 study saved the Township over \$4M in Construction costs and another \$4M in operation and maintenance costs over the lifetime of the third station.

The Township's history of balanced budgets, reasonable debt-to-income ratio, and our plans to address the legacy debt, helped us maintain our A+ Bond Rating and secure an exceptional 1.8% interest rate on the \$6.2M needed to build the long over-due North Fire Station. Construction is underway and is currently scheduled for completion Summer of 2022.

Township Hall

- Parking Lot Replacement
- Office Relocations/Renovations
- Paint, Carpet, and Furniture Replacement
- Installed new ADA Compliant Public Restrooms
- Installed new ADA Compliant Addition to Clerk's Office and eliminated non-compliant counter in hallway.
- Built in new 1st Floor Conference Room Addition
- Installed Inside Replacement Doors
- Installed New Access Control System to increase building security and automate time-keeping and payroll processes.

DPS Building

- Installed New Access Control System and Exterior Cameras.

Other Capital
Improvements
– 2020-2021

Operational Improvements

- The key to getting the township back on track and moving forward depended on being able to resolve the many personnel issues, union grievances and legal complaints that existed when I got here. I worked with our labor attorneys at GMH to resolve one hostile environment case that was already in progress, and I was able to prevent two other complaints by transferring positions to other departments. I had to work with my department heads and the union leaders to resolve all the existing employee grievances, but we did so in short order. Over the next 22 months, we prevented one hostile work environment case via job relocation and settled a few minor grievances peacefully. The results of the 2020 election worked favorably to solidify the Board and eliminate the issues concerning the Deputy Supervisor position. The newly elected Supervisor has made great strides in building a sense of collaboration and cooperation on the Board, and we worked with our labor attorneys to better define and codify the Supervisor's new role.
- These organizational changes made a significant impact on internal operations and went a long way to improve employee morale and productivity. The more recent requests to build out our team by restoring the dedicated Economic and Community Development Director position and adding a Communication Specialist will bring some relief to overtaxed Staff and better position us to grow and strengthen the community and improve service delivery to our residents and stakeholders.

Organizational Changes

- a. Moved Finance to Superintendent's Office.
- b. Moved IT under Finance.
- c. Recommended GMH assume responsibility for General Counsel; approved by the Board.
- d. Moved Animal Control Officer back to the Police Department
- e. Eliminated a clerical position in the Supt/Personnel office and shifted the balance of the Full-Time Supervisor's compensation to restore the Human Resources Director position; adding Director Washington to our team.
- f. Exchanged the Confidential Assistant in the Superintendent's office to that of an Office Manager.
- g. Divided the Economic/Community Development (ECD) Director and DPS Director's responsibilities; returning both positions to their original roles. The new ECD position has been approved and posted.
- h. Created a Communication Specialist position to manage all internal and external communications, including social media, the Township's website, press releases etc., and assist in branding, and marketing the Township. The Communication Specialist position has been approved and posted.
- i. Have HR working with Police and Fire to step-up recruitment efforts to meet our staffing needs.

Administrative Accomplishments

While there was an onslaught of backlogged administrative needs in February of 2020 to catch up on, the COVID-19 Pandemic hit us like a tsunami only four weeks into my tenure and quickly took priority over all other administrative functions. This list includes efforts taken to update intergovernmental agreements, governing doctrines and emergency and mitigation plans, manage, allocate and account for Covid funding dollars, and complete projects to make our township hall more user friendly, professional, and functional.

- a. Accepted the appointment as Township Emergency Manager in order to collaborate with multiple government agencies and lead our team in response to over 50 Executive Orders from the Governor related to the COVID-19 Pandemic. We worked together to update the Emergency Management Plans for both the County and the State, and submitted the Hazard Mitigation Plan to Wayne County Homeland Security.
- b. We closed all the township buildings and facilities, selected key essential workers, managed those skeleton crews, furloughed most of our general employee workforce keeping their benefits and seniority intact while they could collect the Federal Stimulus payments and remain whole financially. We moved quickly to save general fund and enterprise fund dollars and didn't have to lay-off anyone permanently.
- c. As a team, we modified all of our internal operations to remain functional and modified our programs and services so not to disenfranchise our residents and businesses, and we have managed multiple emergency assistance programs and COVID related grants throughout 2020, 2021, and are still doing so today.
- d. We used the shutdown and the slowdown as an opportunity to update the Township's entire Code of Ordinances, complete the office relocations, the ADA improvements and building renovations; using grant funding to cover 80% of the costs.
- e. We purged the boxes of records being stored in the basement of town hall and the court; archiving old human resource records and digitizing the records of current retirees and active employees.
- f. We managed the budgets and compliance requirements of all earlier internal operating grants, and are still working through the phases of the ARPA funding.
- g. Most recently with the assistance and approval from the Board we secured a facilitator to assist the township with the design and implementation of a new 20-Year Comprehensive Strategic Master Plan.

American Rescue Plan Act (ARPA)

The highlight of 2021 has to be the \$21,962,768.00 the township was allocated under the American Rescue Plan Act, half of which was received in June of 2021 with the balance to be paid in June 2022. Together we created a list of what we believe to be eligible expenditures under the previous guidelines, however the “final rule” regarding the funding was just received days ago, and we will keep the Board informed if any changes need to be made. The next slide is a spend down chart of the Grant dollars by category for your convenience. The allocations chosen will go a long way to award all our employees for their work during the pandemic, assist our administration in negotiating more township and taxpayer friendly union contracts, afford some long overdue capital improvements, and put the wheels in motion to plan for new and exciting developments as we set out to “Re-Vision Redford”.

| Category | Project | Dept/Building | Status | Cost | Running Balance |
|--|---|------------------|-----------------------------|-----------------|-----------------|
| Opening Balance | | | | | \$ 21,962,768 |
| Hazard Pay for All, \$2,000 (FT), \$1,000 (PT) for 2020 | | All | Board approved 11/23/21 | \$ (319,000) | \$ 21,643,768 |
| Contract Negotiations by Union | | | | | |
| | POAM, \$4,500/yr for 4 years 2021-2024 | Police | Board approved 10/26/21 | \$ (855,000) | \$ 20,788,768 |
| | MAPE, \$2,000/yr for 3 years, 2022-2024 | MAPE | Offered 12/02/21 | \$ (300,000) | \$ 20,488,768 |
| | COAM | Police | | \$ - | \$ 20,488,768 |
| | IAFF | Fire | | \$ - | \$ 20,488,768 |
| Development of 20 Year Strategic Master Plan | | All | Board approved 11/09/21 | \$ (165,250) | \$ 20,323,518 |
| Administrative Overhead | | | | | |
| | 10% of Fin Dir/ 30% of Staff Acct for 4 years | Finance | part of YE Budget Process | \$ (133,120) | \$ 20,190,398 |
| Organizational Development | | | | | |
| | 50% Econ/Comm Director for 4 years | Econ/Comm Dev | Board approved 11/09/21 | \$ (271,692) | \$ 19,918,706 |
| | 75% Communications Specialist for 4 years | Executive | Board approved 11/09/21 | \$ (230,044) | \$ 19,688,663 |
| Capital Improvements - APPROVED | | | | | |
| | 2F Flooring | Police | Board approved 12/14/21 | \$ (69,204) | \$ 19,619,459 |
| | 2F Office Furniture | Police | Board approved 11/23/21 | \$ (109,736) | \$ 19,509,723 |
| | Roof | Town Hall | Board approved 08/10/21 | \$ (193,474) | \$ 19,316,249 |
| Capital Improvements - PENDING BOARD APPROVAL | | | | | |
| | Duct Cleaning (HVAC) | Comm Center | planning/RFP | \$ (30,000) | \$ 19,286,249 |
| | Boiler (HVAC) | Comm Center | planning/RFP | \$ (250,000) | \$ 19,036,249 |
| | Refurb to Office/Living Space at South Fire | Fire | planning/RFP | \$ (150,000) | \$ 18,886,249 |
| | Duct Cleaning (HVAC) - South Fire | Fire | planning/RFP | \$ (30,000) | \$ 18,856,249 |
| | Roof - South Fire | Fire | planning/RFP | \$ (200,000) | \$ 18,656,249 |
| | BRIX - South Fire | Fire | planning/RFP | \$ (35,000) | \$ 18,621,249 |
| | LED Lights at Ballfields | Leisure Services | planning/RFP | \$ (64,000) | \$ 18,557,249 |
| | Rec Center Construction | Leisure Services | post master plan update | \$ (10,000,000) | \$ 8,557,249 |
| | LED Lighting in Township Buildings | Multiple | planning/RFP | \$ (500,000) | \$ 8,057,249 |
| | Duct Cleaning (HVAC) | Police | planning/RFP | \$ (30,000) | \$ 8,027,249 |
| | HVAC (cooling) | Police | planning/RFP | \$ (100,000) | \$ 7,927,249 |
| | Replace 4 garage doors | Police | planning/RFP | \$ (15,000) | \$ 7,912,249 |
| | Modernize Elevator | Police | planning/RFP | \$ (130,000) | \$ 7,782,249 |
| | 2F Painting | Police | planning/RFP | \$ (71,000) | \$ 7,711,249 |
| | Indoor Gun Range | Police | planning/RFP | \$ (108,000) | \$ 7,603,249 |
| | Reconstruct Elsinore St | Town Hall | planning/RFP | \$ 600,000 | \$ 8,203,249 |
| | HVAC (heating and cooling) | Town Hall | planning/RFP | \$ (280,000) | \$ 7,923,249 |
| | Replace Lead Lines | Twp Wide | pending state/county grants | \$ (2,000,000) | \$ 5,923,249 |
| | Reconstruct 5 Mile Beech-Telegraph | Twp Wide | pending state/county grants | \$ (2,000,000) | \$ 3,923,249 |
| | Ending Balance/Unallocated | | | | \$ 3,923,249 |

American Rescue Plan Act

Anticipated Project List as of
01/10/2022



Thank You

In closing, I would like to thank you once again for the opportunity to serve you and the residents of this fine community. I am excited about our future and look forward to working with you to move Redford Township forward in 2022 and beyond.

