

**BIRMINGHAM CITY COMMISSION  
LONG RANGE PLANNING AGENDA  
JANUARY 22 2022  
Municipal Building, 151 Martin St.  
8:30 A.M.**

**I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

Therese Longe, Mayor

**II. ROLL CALL**

Alexandria Bingham, City Clerk

**III. PUBLIC COMMENT**

The City of Birmingham welcomes public comment limited at the Mayor's discretion on items that do not appear in the printed agenda in order to allow for an efficient meeting. The Commission will not participate in a question and answer session and will take no action on any item not appearing on the posted agenda. The public can also speak to agenda items as they occur when the presiding officer opens the floor to the public. When recognized by the presiding officer, please state your name for the record, and direct all comments or questions to the presiding officer.

**IV. DISCUSSION ITEMS**

**Introductory Comments from the City Manager**

- I. 8:30 AM – 9:00 AM Finance**
  - A. Five-Year Financial Forecast
  
- II. 9:00 AM – 9:45 AM Public Services**
  - A. Parks & Recreation Bond Dollars Recap
  - B. Parks & Recreation Bond Project Overview
  - C. Lincoln Hills & Springdale Golf Course Initiatives
  
- III. 9:45 AM – 10:45 AM Engineering**
  - A. Lead Service Line Replacement Program Update
  - B. Backyard Sewer & Water Master Plan Update
  - C. Upcoming Capital Projects
  - D. Infrastructure Condition Ratings
  
- IV. 10:45 AM – 11:45 AM Planning**
  - A. 2040 Master Plan Update
  - B. Multi-Modal Infrastructure - Woodward Avenue Enhancements
  - C. Birmingham Green - Environmental Planning
  
- V. 11:45 AM – 12:00 PM Birmingham Shopping District**
  - A. Business Support for South Old Woodward During Construction
  - B. Advertising & Marketing Initiatives
  
- VI. 12:00 PM – 12:20 PM Lunch Recess**
  
- VII. 12:20 PM – 12:30 PM Fire Department**
  - A. ISO Update

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- VIII. 12:30 PM – 12:45 PM                      Police Department**  
A. Succession Plan  
B. Police Department Building Safety and Security Analysis
- IX. 12:45 PM – 1:15 PM                      Parking**  
A. Current Issues and Concerns  
B. Implement new PARCS  
C. Capital Improvements
- X. 1:15 PM -1:30 PM                      IT**  
A. 2022 Upgrades  
B. New Tech
- XI. 1:30-1:45                      Building Department**  
A. Electronic Plan Review Process
- XII. 1:45 PM – 2:00 PM                      Library**  
A. Long Range Building Program - Phase 3
- XIII. 2:00 PM – 2:15 PM                      Birmingham Museum**  
A. Expanding Public Access
- XIV. 2:15 PM – 2:30 PM                      Communications**  
A. GovPilot Citizen Concern App  
B. Informational Materials  
C. Skyway Interactive Virtual Tour
- XV. 2:30 PM – 2:40 PM                      Human Resources**  
A. Succession and Development Planning
- XVI. 2:40 PM – 3:05 PM                      Manager's Office**  
A. Strategic Planning  
B. NEXT
- XVII. 3:05 – 3:20 PM                      City Attorney**  
A. Discuss Charter Issues  
B. Process for Revising Charter  
C. Charter Revisions for State Law Compliance and Efficiency

<b>V.      ADJOURN</b>
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Should you wish to participate in this meeting, you are invited to attend the meeting in person or virtually through ZOOM: <https://zoom.us/j/655079760>      **Meeting ID: 655 079 760**  
You may also present your written statement to the City Commission, City of Birmingham, 151 Martin Street, P.O. Box 3001, Birmingham, Michigan 48012-3001 prior to the hearing.

*NOTICE: Individuals requiring accommodations, such as mobility, visual, hearing, interpreter or other assistance, for effective participation in this meeting should contact the City Clerk's Office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance.*

*Las personas que requieren alojamiento, tales como servicios de interpretación, la participación efectiva en esta reunión deben ponerse en contacto con la Oficina del Secretario Municipal al (248) 530-1880 por lo menos el día antes de la reunión pública. (Title VI of the Civil Rights Act of 1964).*

January 22, 2022

**City of Birmingham, Michigan**  
**Five-year Financial Forecast**

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**Years Ending June 30, 2022 through June 30, 2026**

# **Birmingham, Michigan**

## **Five-year Financial Forecast**

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## **Introduction**

Every year, the Finance Department prepares a five-year forecast for the City Commission Long-Range Planning meeting. The forecast consists of financial data for the General Fund, Major and Local Street Funds, and the Water and Sewer Funds. These funds have been selected for the forecast because they drive many of the financial decisions for the City and have a significant impact on the residents. The forecast consists of actual financial data from the previous four fiscal years, projections for the current fiscal year, and projected financial data for the next four future fiscal years.

The forecast is prepared in order to assist the City Commission visualize the City's projected financial condition given certain assumptions and aid in the discussion of initiatives or projects that the City Commission may want to consider in the future. The results of the analysis should be considered within the appropriate context. Essentially, the financial results for future fiscal years should be viewed only as financial estimates derived from the best available information at this particular point in time. Considered in this light, the financial plan provides a benchmark from which to monitor and evaluate ongoing financial trends and results. The amounts and timing of future capital projects, as disclosed in this forecast, are sensitive estimates, and changes in these estimates could have a significant impact on the forecasted fund balances in the General Fund, Major Streets Fund, Local Streets Fund, and Water and Sewer Funds.

For the purpose of the General Fund and Major and Local Street Funds, the level of projected fund balance is typically used as the barometer to measure likely future financial strength. In general, a level fund balance indicates a stable financial condition. A decreasing or negative fund balance indicates a financial situation that the City will have to monitor closely in the coming years; it does not indicate that an actual fund deficit will occur.

## **Summary**

The financial forecast that has been presented this year shows continued improvement in the City's financial outlook. After a low point in revenue was reached in 2011-2012, the City has seen revenue growth in eight of the nine years (fiscal year 2019-2020 being the exception due to COVID). This is expected to continue in the future, with the increases led by property tax revenue.

On the expenditure side, total costs are impacted significantly by the amount of planned capital projects, as well as the cost of personnel services. The forecast shows that the resources available to the City will be sufficient to fund the projects that are currently planned to be undertaken.

The City's General Fund balance policy is that unassigned fund balance is to be maintained at an amount no less than 2 months, or 17 percent, of General Fund operating expenditures and no more than the equivalent of 40 percent of General Fund operating expenditures. The General Fund's unassigned fund balance is currently within the City Commission's range and is forecasted to remain within the range for the years ended June 30, 2022, 2023, 2024, 2025. The General Fund's unassigned fund balance is forecasted to be above the range for the year ending June 30, 2026.

## **General Assumptions and Information**

- Historical data for fiscal years 2017-2018 through 2020-2021 has been compiled from the City's audit financial reports.
- Assumptions are based on the most recent and best information known at the time of completion of this forecast, which was December 31, 2021. Because these projected results are based on estimates and assumptions, actual results will likely differ from what is projected.
- The assumptions presented are significant assumptions and are not all inclusive.
- Estimates for fiscal years 2021-2022 through 2025-2026 were developed based on the City's current budget or an up-to-date estimate for the current year and adjusted for inflation to determine future results. Nonrecurring capital outlay purchases and significant encumbrance rollovers from 2020-2021 have been excluded from future projections. Significant exceptions to this method are noted in the specific assumptions on the following pages.
- Annual inflation factors of 1.5 percent for revenue throughout the financial forecast and 4 percent for expenditures for fiscal year 2022-2023, 3 percent for fiscal year 2023-2024, and 2 percent for fiscal years 2024-2025 through 2025-2026 were utilized.
- Data has been collected and financial estimates have been developed utilizing a number of expert sources, including the City finance director and department heads, State of Michigan departments, and other professional sources.

## **Basis of Accounting**

Data has been presented using the modified accrual basis of accounting, which is the basis of accounting used in preparing the annual budget. Revenue is recognized when it is both measurable and available. Revenue is considered to be available if it is collected within 60 days. Disbursements for nonfinancial assets (capital outlay) are recorded as expenditures. Expenditures are recognized when a liability is incurred; however, expenditures for debt service principal and interest, compensated absences, and claims and judgments are recorded only when the payment is due. The Water and Sewer Funds have been presented using a basis of accounting that is different than the basis of accounting used in the City's historical financial statements. The Water and Sewer Funds have been presented in a manner to assist the City in forecasting the net cost of services throughout the forecasted period to coincide with the City's rate-making methodology. The Water and Sewer Funds also include depreciation expense, consistent with the City's rate-making methodology.

## City of Birmingham, Michigan Five-year Financial Forecast

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### Description of Infrastructure Needs

#### Overview of Projected Infrastructure Costs

The Department of Engineering has provided estimated costs for street improvements along with associated water and sewer improvement costs for the period of 2022-2026. The following is a summary of estimated infrastructure improvement costs by fiscal year, not including 2021-2022 projects either in-progress or completed as of December 31, 2021:

FISCAL YEAR	MAJOR STREETS	LOCAL STREETS	WATER FUND	SEWER FUND	TOTAL
2021-2022	\$2,616,000	\$2,525,000	\$1,825,000	\$2,249,000	\$9,215,000
2022-2023	\$3,850,000	\$2,100,000	\$1,624,000	\$1,495,000	\$9,069,000
2023-2024	\$2,850,000	\$2,875,000	\$2,550,000	\$2,145,000	\$10,420,000
2024-2025	\$1,425,000	\$3,125,000	\$2,550,000	\$2,500,000	\$9,600,000
2025-2026	\$3,985,000	\$3,275,000	\$2,650,000	\$2,100,000	\$12,010,000

#### Streets

The Department of Engineering believes that the level of spending shown above is needed to allow the City to maintain its investment in streets. Failure to maintain streets at this level could result in streets deteriorating faster than the City can replace them in the future. Individual planned street projects are listed in the Major and Local Street Funds section.

#### Sewage Disposal System

In 2011, the City Commission endorsed a backyard sewer and water master plan. The goal of the plan was to abandon or rehabilitate most public sewers and water mains located in backyards by 2019. While progress has been made on this plan, there remains additional work to be done. The key components of this plan included:

- Address all back-yard facilities to greatly reduce the chance of unexpected failures and emergency work as well as the private property damages that go along with such events
- Provide additional sewer capacity to the system in general in these neighborhoods where deficiencies currently exist
- Replace or rehabilitate permanent pavements and water mains in the study area that are also in need of work
- Divert storm water flows away from the combined sewer system for significant acreage in the Evergreen-Farmington District in order to reduce sewage treatment and retention basin maintenance costs

In 2021, there were six blocks of backyard sewers lined. This leaves approximately three blocks to be completed. The remaining blocks will be completed upon the acquisition of easements.

## **City of Birmingham, Michigan Five-year Financial Forecast**

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### **Water Distribution System**

On-going improvements to the water system are planned in conjunction with street renovation projects subject to City Commission approval. Additionally, approximately 740 lead service lines are required to be replaced by Michigan law. The City is required to replace at least 7% of the service lines annually. The City participated with SOCWA (Southeastern Oakland County Water Authority) to solicit bids from contracts to complete replacements. There are approximately 439 lead service lines that still need to be replaced. The City is anticipating that the remaining lead service lines will be replaced during 2021-2022, 2022-2023 and 2023-2024, with 375-400 of those lines being replaced using the American Rescue Plan Act funding.

### **Other Current and Future Projects**

#### **Birmingham Triangle District Corridor Improvement Authority**

The City Commission created a Corridor Improvement Authority in November 2008 to address infrastructure needs within the district using tax incremental financing (TIF). The Authority approved a development plan whereby tax incremental financing would be used to develop public parking within the district. The initial focus will likely include a surface parking lot. It is anticipated that funding for the surface parking lot will be provided by a bond issue which will be repaid through tax increment financing, special assessment and user fees. At present, the City is seeking an agreement with Oakland County on a development plan in order to maximize the potential tax increment financing dollars which would be used to support the bond debt. Once an agreement is in place, tax incremental financing will commence and revenue from captured taxes will begin. It is unknown at this time when this will occur, therefore, the forecast does not reflect any tax capture for the Authority.

#### **Streetlights**

New streetlights are proposed in conjunction with planned downtown renewal projects. The estimated costs are as follows:

S. Old Woodward Ave. – Brown St. to Landon St.	\$525,000 in fiscal year 2022-2023
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#### **Alleys and Sidewalks**

In 2022-2023, sidewalk and streetscape improvements are planned on S. Old Woodward Ave. – Brown St. to Landon St. at an estimated cost of \$2,470,000. A majority of this cost will be special assessed back to the property owners. Other sidewalks will be replaced as needed as part of the annual sidewalk replacement program.

In addition, the following alleys are projected to be completed: Pierce Street alley in 2022-2023 for \$400,000 and West Maple Road alley in 2023-2024 for \$365,000.

#### **Ice Arena**

The ice arena underwent renovations starting in the spring of 2021 and was completed in the fall of 2021. The renovations included replacing the ice arena's refrigerant equipment, replacing the refrigerant lines under the main rink, and expansion and renovations of the locker rooms. This was funded by a transfer from the General Fund of \$2 million and approximately \$3.8 million in park and recreation bond funds.

## **City of Birmingham, Michigan**

### **Five-year Financial Forecast**

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#### **Park and Recreation Bond**

In November 2020, the residents approved a park bond of \$11,250,000 to be split into two (2) phases. Phase I, in the amount of \$4,750,000, was issued in 2021 and includes improvements at Adams Park; Booth Park; the Ice Arena; playgrounds at Springdale, Crestview and Howarth Parks; a new pickleball court; and trail improvements. Phase II, beginning in fiscal year 2023-2024, in the amount of \$6,500,000 will cover playgrounds at the Lincoln Well & Pumphouse site, Linden, Pembroke and St. James Parks; a new splash pad, Poppleton Park playground with drainage improvements; and improvements at Kenning Park including playground, Fields 1 & 4, and a new walking path.

## **General Fund Assumptions**

### **COVID-19**

The City has and still is experiencing an extraordinary event with the COVID-19 worldwide pandemic. This event has thrown all “normal” models and projections into even more uncertainty. This forecast generally assumes that the effects of the pandemic will continue until the end of the 2021-2022 fiscal year and start to evolve to our new norms in the following years.

The impact of the pandemic on the General Fund in fiscal years 2019-2020 and 2020-2021 has been to the following areas: parks and recreation (including ice arena operations), 48<sup>th</sup> District Court operations, and parking enforcement. The pandemic has also caused delays in some projects as the availability of contractors during the pandemic has been limited.

The long-term effect of the pandemic is uncertain at this time. Factors such as high unemployment, the housing market, interest rates, inflationary rates, and office and retail occupancy rates are all risks that will affect the City in future years. Fortunately, the City is in very good financial condition with healthy reserves to mitigate these risks.

### **Revenue**

#### Property Taxes

Appendix A illustrates the process used to estimate property tax revenues. Economic indicators show continued growth in the housing market which will affect SEV and TV growth. The 2021-2022 taxable value for the City increased by 4.7 percent. The forecast assumes an annual increase in taxable value starting at 5.8 percent for 2022-2023 and 5.0 percent annually afterwards.

Key assumptions on a line-by-line basis, beginning at the top of Appendix A, are provided in Appendix B.

The property taxes from the general operating levy in the General Fund exclude levies for the George W. Kuhn Drain and water capital improvements.

#### Building Permits

New house permits, renovations and additions show a slight improvement from 2021-2022 and increase slightly each year under the forecast.

#### Federal Grant Revenue – COVID Related

The City has received several grants from different agencies. It is anticipated that the City will receive additional grant funding in fiscal year 2021-2022.

#### Other Intergovernmental Revenue

In fiscal years 2017-2018 through 2020-2021 the City received surplus cable funds

from the Cable Board. No revenue is projected in future years, as these distributions are at the discretion of the Cable Board.

#### Ice Arena Fees

For fiscal year 2021-2022, ice arena fees decreased as the season was started in November, missing the normal opening month of September. It is projected that revenues will surpass past revenues due to the fact the season should be extended with the new ice arena.

#### 48<sup>th</sup> District Court Revenue

48<sup>th</sup> District Court revenue is anticipated to decrease in 2022-2023 as a result of the City opting out of being a funding unit effective December 31, 2022.

#### Parking Ticket Revenue

Parking ticket revenue is expected to be near historic levels for the entire forecast.

#### Interest and Rent

The forecast assumes investment return of 1 percent for 2022-2023 with a slight improvement to 1.75 percent in 2025-2026. For periods 2017-2018 through 2020-2021, the fluctuations in the investment income was the result of low interest rates and unrealized market gains (2018-2019 through 2019-2020) and losses (2017-2018 and 2020-2021). The increase in other interest earnings relates to special assessments on the Old Woodward and Maple road projects.

#### Other Revenue

The increase in revenue is due to special assessment collections from the Old Woodward, Maple Road, and S. Old Woodward projects.

### **Expenditures**

#### Personnel Service Cost Assumptions

Full-time staffing, which consists of 163 full-time employees, is assumed to remain at or near the same level for the period covered by the financial estimation.

The current status of labor contracts is as follows:

<u>Union or Group</u>	<u>Contract Expires</u>
AFSCME	June 30, 2023
Teamsters	June 30, 2024
Police Command (BCOA)	June 30, 2022
Firefighters (BFFA)	June 30, 2023
Police (BPOA)	June 30, 2022

For estimating purposes, the model assumes a rate increase for union and nonunion employees. The actual rate may vary depending on numerous factors, including but not limited to, results of union negotiations, changes in state or federal law, and limits on increases in property taxes.

Health insurance costs have been adjusted to reflect a 5 percent increase for 2022-2023 through 2025-2026.

Expenditures for the employer's portion of retirement contributions and retiree health care contributions are projected to remain stable throughout the years of the forecast.

#### Public Safety

Increases to Public Safety expenditures from 2016-2017 to 2019-2021 are mainly the result of adding 8 employees during that time period.

#### Sidewalk and Alley Construction

Construction costs include South Old Woodward Avenue sidewalks from Brown to Landon for \$2.4 million and Oak sidewalk gap closure for \$265,000 in 2022-2023. Sidewalk routine replacement costs are estimated at \$650,000 per year. Alley construction costs include Pierce Alley estimated at \$400,000 in 2021-2022 and W. Maple Alley estimated at \$365,000. Both the sidewalk and alley construction will be assessed to the owners.

#### Ice Sports Arena

The renovations on the arena have been completed. The Ice Sports Arena has since reopened in November, and it is projected that costs associated will be less than normal in fiscal year 2021-2022 due to the season starting late. Going forward the season may be extended, which is anticipated to increase operational expenses.

#### 48<sup>th</sup> District Court

Expenditures are expected to decrease starting in fiscal year 2022-2023 as a result of the City opting out as a funding unit effective December 31, 2022.

#### Operating Transfers Out

In 2018-2019, a transfer of \$775,000 to the Sewer Fund as reimbursement of costs paid to settle the Wolf v. Birmingham lawsuit relating to storm water fees. Additionally, a \$443,000 transfer was made for 2018-2019 to the Retiree Health Care Fund. Transfers out to the Major Street Fund, Local Street Fund, and Capital Projects Fund are routine and represent funding for capital improvements.

#### Other Expenditures

Other expenditures assume 4 percent increases for the years 2021-2022 through 2022-2023, 3 percent increases in 2023-2024, and 2 percent increases in 2024-2025 through 2025-2026.

**City of Birmingham, Michigan**  
**General Fund Historic and Estimated Financial Operations**

	Actual				Estimate Future Operations				
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Revenue</b>									
<b>Taxes</b>									
Real and personal property taxes	\$ 23,513,459	\$ 24,985,216	\$ 26,072,678	\$ 26,958,170	\$ 28,263,010	\$ 30,380,300	\$ 31,951,310	\$ 33,918,650	\$ 36,169,760
Tax losses	(23,773)	(23,668)	(31,113)	(61,510)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Penalties and interest	101,811	112,660	130,234	120,760	130,000	130,000	130,000	130,000	130,000
Total taxes	23,591,497	25,074,208	26,171,799	27,017,420	28,293,010	30,410,300	31,981,310	33,948,650	36,199,760
<b>Licenses and Permits</b>									
Business licenses and permits	60,272	62,937	33,131	47,420	48,870	62,170	62,200	62,200	62,200
Rental housing fees	157,752	173,750	174,978	184,510	182,030	184,760	187,531	190,344	193,199
Building permits	2,111,579	2,361,287	1,741,665	2,038,310	1,976,360	2,006,005	2,036,095	2,066,636	2,097,636
Appeal and review fees	181,015	129,164	143,208	251,090	150,510	151,850	151,690	151,690	151,690
Telecommunication permit	65,277	65,410	72,790	75,210	53,870	73,000	73,000	73,000	73,000
Cable television franchise fees	351,256	348,869	332,441	318,360	325,000	350,000	350,000	350,000	350,000
Other	6,442	6,285	3,895	3,720	6,000	6,000	6,000	6,000	6,000
Total license and permits	2,933,593	3,147,702	2,502,108	2,918,620	2,742,640	2,833,785	2,866,516	2,899,870	2,933,725
<b>Intergovernmental</b>									
Federal grants	78,271	42,044	40,316	48,880	66,900	43,000	43,000	43,000	43,000
Federal COVID related grants	-	-	-	915,690	400,000	-	-	-	-
State									
Shared revenue	1,920,336	1,997,557	1,964,936	2,231,950	2,115,540	2,146,042	2,177,428	2,209,285	2,241,619
Other	60,614	58,314	91,043	50,450	55,500	56,800	56,800	56,800	56,800
Local	454,776	243,297	332,722	101,420	86,300	86,420	86,350	86,350	86,350
Total intergovernmental	2,513,997	2,341,212	2,429,017	3,348,390	2,724,240	2,332,262	2,363,578	2,395,435	2,427,769
<b>Charges for Services</b>									
Labor charges to other funds	1,171,122	1,442,528	1,416,925	1,395,010	1,359,500	1,378,319	1,397,420	1,416,808	1,436,486
Ice arena fees	620,024	633,865	509,756	314,890	598,100	664,600	676,600	683,665	690,836
Other recreation program fees	123,063	115,150	95,680	95,740	108,990	108,990	109,998	111,021	112,059
Museum fees	39,561	41,989	39,856	39,780	44,200	44,200	44,200	44,200	44,200
Special event fees	85,801	84,363	69,507	28,390	81,910	86,610	86,610	86,610	86,610
Sidewalk construction	48,912	24,685	19,390	28,390	25,000	25,000	25,000	25,000	25,000
Dispatch	314,798	334,310	345,327	361,530	382,400	388,136	393,958	399,867	405,865
EMS transports	351,263	373,437	417,912	375,010	420,000	426,300	432,695	439,185	445,773
Other recreation program fees	45,264	66,517	51,181	46,870	72,420	73,920	73,920	73,920	73,920
Total charges for services	2,799,808	3,116,844	2,947,874	2,676,610	3,092,520	3,196,075	3,240,401	3,280,276	3,320,749
<b>Fines and Forfeitures</b>									
48th District Court	1,282,413	1,170,013	1,086,365	510,240	785,540	479,500	99,500	99,500	99,500
Parking fines	533,148	542,354	377,617	452,200	500,000	525,000	525,000	525,000	525,000
Impound fees	8,050	7,800	5,000	1,820	2,500	7,000	7,000	7,000	7,000
False alarm charges	5,855	5,700	5,018	4,400	3,000	5,000	4,750	4,750	4,750
Total fines and forfeitures	1,809,466	1,725,867	1,474,000	968,660	1,291,040	1,016,500	636,250	636,250	636,250

See accompanying summaries of significant assumptions and accounting policies.

**City of Birmingham, Michigan**  
**General Fund Historic and Estimated Financial Operations**

	Actual				Estimate Future Operations				
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Interest and Rent</b>									
Interest earned on investments	125,037	802,348	1,089,837	12,470	400,000	350,000	350,000	350,000	350,000
Rent	59,091	64,507	53,507	57,560	60,060	60,938	61,830	62,735	63,654
Other interest earnings	3,954	2,372	1,875	63,910	177,000	137,250	117,850	117,850	117,850
Total interest and rent	188,082	869,227	1,145,219	133,940	637,060	548,188	529,680	530,585	531,504
<b>Other Revenue</b>	90,783	359,197	98,451	337,020	641,570	414,850	956,730	608,480	608,480
<b>Contributions from Other Funds</b>	100,000	179,400	200,000	115,000	100,000	100,000	100,000	100,000	100,000
Total revenue	34,027,226	36,813,657	36,968,468	37,515,660	39,522,080	40,851,960	42,674,465	44,399,546	46,758,237
<b><u>Expenditures</u></b>									
<b>General Government</b>									
Commission	52,365	52,241	65,600	58,870	118,130	127,702	137,646	148,042	159,798
Manager's office	446,367	555,838	548,890	588,850	761,106	783,041	811,726	840,822	871,432
Elections	39,979	34,496	65,793	67,350	42,454	51,950	26,850	64,450	26,850
Assessor	208,030	207,738	209,635	211,750	242,981	252,686	260,255	265,453	270,755
Legal	458,445	477,740	494,765	503,490	544,440	548,592	558,570	569,741	581,135
Clerk	311,445	344,442	379,226	480,120	468,123	485,248	504,187	523,486	544,904
Finance	809,820	835,421	852,721	956,670	983,744	989,293	1,028,336	1,068,912	1,112,978
Human resources	306,007	335,542	357,255	362,930	459,413	479,236	500,070	520,279	541,721
Treasurer	646,204	659,354	688,323	693,200	749,000	776,446	805,146	835,868	869,767
City hall and grounds	480,613	513,058	518,531	529,620	599,545	620,871	676,866	659,638	678,215
Library maintenance	30,484	36,577	45,136	31,280	39,534	41,115	42,349	43,197	44,060
Historical museum									
Hunter House	10,959	13,886	22,995	81,090	80,630	31,393	16,734	17,069	17,410
Allen House	174,665	197,060	173,594	186,750	440,310	251,158	314,684	332,071	351,089
General administration	1,107,291	1,040,012	1,083,779	1,057,200	1,196,588	1,300,865	1,341,449	1,378,339	1,416,453
Total general government	5,082,674	5,303,205	5,506,243	5,809,170	6,725,998	6,739,596	7,024,868	7,267,367	7,486,547
<b>Public Safety</b>									
Police	5,991,538	6,490,294	6,871,655	7,363,140	7,680,351	7,861,953	8,194,590	8,552,130	8,927,950
Fire	5,482,557	5,922,405	6,403,824	6,972,330	7,251,160	7,438,167	7,601,495	7,914,017	8,240,853
Dispatch	1,024,557	986,648	1,032,934	1,077,950	1,165,991	1,211,808	1,282,062	1,308,661	1,360,270
Emergency preparation	9,202	9,180	98,130	54,450	58,320	11,573	11,770	11,905	12,043
Total public safety	12,508,291	13,408,527	14,406,543	15,467,870	16,155,822	16,523,501	17,089,917	17,786,713	18,541,116
<b>Community Development</b>									
Planning	542,144	735,005	549,202	538,710	699,616	729,241	757,893	787,329	817,476
Building inspection	2,076,541	2,259,260	2,395,516	2,086,620	2,409,798	2,512,051	2,620,359	2,730,474	2,847,173
Total community development	2,618,685	2,994,265	2,944,718	2,625,330	3,109,414	3,241,292	3,378,252	3,517,803	3,664,649

See accompanying summaries of significant assumptions and accounting policies.

**City of Birmingham, Michigan**  
**General Fund Historic and Estimated Financial Operations**

	Actual				Estimate Future Operations				
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Engineering and Public Services									
Engineering	813,693	867,584	787,291	908,140	1,345,883	1,420,628	1,444,382	1,495,511	1,549,616
Sidewalk construction and replacement	1,113,173	2,059,063	847,501	3,018,590	1,523,824	3,188,335	720,385	721,793	723,229
Alley construction and maintenance	17,075	83,986	15,931	17,240	425,000	390,000	25,000	25,000	25,000
Fiber optic system	-	2,759	36,470	136,630	144,825	275,000	5,000	5,000	5,000
Property maintenance	787,774	911,791	1,046,241	1,020,120	1,154,093	1,195,595	1,232,893	1,266,632	1,301,581
Department of Public Services - General	268,804	294,114	319,395	346,050	434,486	450,953	479,145	514,310	554,017
Weed/Snow enforcement	32,330	29,011	42,449	37,890	53,825	55,961	57,967	59,911	61,934
Community activities	244,007	317,270	273,834	282,910	336,856	349,338	360,694	371,286	382,270
Ice sports arena	631,037	636,840	608,088	476,660	690,837	720,930	741,429	762,185	783,626
Parks	1,064,557	1,045,279	1,148,280	1,092,820	1,227,365	1,264,875	1,297,589	1,330,907	1,365,273
Total engineering and public services	4,972,450	6,247,697	5,125,480	7,337,050	7,336,994	9,311,615	6,364,484	6,552,535	6,751,546
Contributions									
48th District Court	1,261,046	1,219,055	1,642,813	946,010	935,400	626,920	30,000	30,000	30,000
Operating transfers to other funds									
Major Street Fund	2,100,000	2,579,900	2,746,000	2,000,000	4,100,000	3,000,000	3,000,000	3,000,000	3,000,000
Local Streets Fund	2,200,000	2,500,000	2,000,000	3,000,000	1,950,000	3,500,000	3,500,000	4,500,000	4,500,000
Capital Projects Fund	736,570	1,453,000	910,892	1,995,290	140,000	665,000	140,370	-	-
Sewer Fund	-	775,000	-	-	-	-	-	-	-
Water Fund	500,000	-	500,000	-	-	-	-	-	-
Retiree Health Care System	-	443,000	-	-	-	-	-	-	-
Other	45,000	-	-	-	-	-	-	-	-
Total contributions	6,842,616	8,969,955	7,799,705	7,941,300	7,125,400	7,791,920	6,670,370	7,530,000	7,530,000
Total expenditures	32,024,716	36,923,649	35,782,689	39,180,720	40,453,628	43,607,924	40,527,891	42,654,418	43,973,858
Excess of Revenue Over (Under) Expenditures	2,002,510	(109,992)	1,185,779	(1,665,060)	(931,548)	(2,755,964)	2,146,574	1,745,128	2,784,379
Fund Balance - Beginning of year	15,304,140	17,306,650	17,196,658	18,382,437	16,717,377	15,785,829	13,029,865	15,176,439	16,921,567
Fund Balance - End of year	\$ 17,306,650	\$ 17,196,658	\$ 18,382,437	\$ 16,717,377	\$ 15,785,829	\$ 13,029,865	\$ 15,176,439	\$ 16,921,567	\$ 19,705,946

See accompanying summaries of significant assumptions and accounting policies.

## **Major and Local Street Funds Assumptions**

### **Major Street Fund**

This forecast analyzes the actual results from 2017-2018 through 2020-2021 and the City's adopted budget for 2021-2022 with inflationary increases for the years 2022-2023 through 2025-2026. Exceptions to this method are noted below:

#### **Revenue**

##### State Grants and Distributions

The estimates for the road funding have been provided by the Michigan Department of Transportation (MDOT).

In fiscal year 2018-2019, the City received approximately \$230,000 in additional road funding beyond the Act 51 funding for road maintenance, however, no additional amount has been budgeted for future years as there is no certainty this program will continue.

##### Special Assessments

Special assessment revenue for fiscal years 2022-2023 and 2024-2025 include 1 year assessments for cape seal maintenance.

##### Interfund Transfers

Interfund transfers are forecasted in an amount needed to provide adequate funding for projected road improvements and maintenance.

##### Interest Income

The forecast assumes investment return of 1 percent for 2022-2023 with a slight improvement to 1.75 percent in 2025-2026. Interest income can fluctuate between years due to unrealized market gains and losses on investments. In addition, special assessment interest has also been projected as unimproved streets are completed.

#### **Expenditures**

##### Maintenance of Streets and Bridges

Fiscal years 2022-2023 and 2024-2025 include cape seal projects. In addition, approximately \$30,000 has been forecasted for street light maintenance in 2021-2022.

##### Street Cleaning

The forecast projects that catch basin cleaning will continue to be scheduled once every three years.

##### Street Trees

Increase in costs for street trees is due to projected increase in contractual costs and cost of trees.

##### Traffic Controls

Fiscal year 2022-2023 upgrades include: \$180,000 for Brown & Southfield, \$155,000 for Adams & Derby, and \$210,000 for Maple and Elm Street/Poppleton. Fiscal year 2023-2024 upgrades include \$180,000 for Maple and Adams.

### Capital Outlay

Below is a list of planned projects with an estimated cost equal to or greater than \$200,000.

2021-2022	Peabody – E. Maple to E. Brown	\$200,000
	Redding Rd – Lakepark Ave to Woodward	\$450,000
	Redding Rd – Retaining Wall Removal	\$125,000
	Pierce – Lincoln to Bird	\$400,000
	Cranbrook Tap Grant	\$325,000
	S. Old Woodward Design/Prelim Construction	\$1,000,000
2022-2023	S. Old Woodward Ave. - Brown St. to Landon St.	\$3,000,000
	Oakland Blvd – N Old Woodward to Woodward Ave	\$300,000
2023-2024	N Adams – N. End (Resurfacing)	\$650,000
	E. Maple (Patching)	\$250,000
	S. Eton Rd. – Yosemite to 14 Mile	\$1,700,000
2024-2025	Unassigned Improved Street	\$1,000,000
2025-2026	Unassigned Improved Street	\$500,000
	Derby Bridge Reconstruction	\$3,000,000

### **Local Street Fund**

This forecast analyzes the actual results from 2017-2018 through 2020-2021 and the City's adopted budget for 2021-2022 with inflationary increases for the years 2022-2023 through 2025-2026. Exceptions to this method are noted below:

### **Revenue**

#### State Grants and Distributions

The estimates for the road funding have been provided by the Michigan Department of Transportation (MDOT). The estimates for the road funding have been provided by the Michigan Department of Transportation.

#### Special Assessments

Special assessment revenue for fiscal years 2022-2023 and 2024-2025 include 1 year assessments for cape seal maintenance. In addition, special assessments for unimproved street reconstruction have been included.

#### Interfund Transfers

Interfund transfers are forecasted in an amount needed to provide adequate funding for projected road improvements and maintenance.

#### Interest Income

The forecast assumes investment return of 1 percent for 2022-2023 with a slight improvement to 1.75 percent in 2025-2026. Interest income can fluctuate between years due to unrealized market gains and losses on investments. In addition, special assessment interest has also been projected as unimproved streets are completed.

## Expenditures

### Maintenance of Streets and Bridges

Cape seal maintenance is expected in fiscal years 2022-2023 and 2024-2025. Also, asphalt maintenance is scheduled to occur in each fiscal year from 2021-2022 through 2025-2026.

### Street Cleaning

The forecast projects that catch basin cleaning will continue to be scheduled once every three years.

### Capital Outlay

Below is a list of planned projects with an estimated cost equal to or greater than \$200,000.

2021-2022	Townsend St. – Southfield to Chester	\$425,000
	Edgewood – E. Lincoln Ave to Southlawn Blvd	\$650,000
	Unimproved Streets	\$1,000,000
2022-2023	Pembroke Rd. – N. Eton to Edenborough	\$350,000
	Unimproved Streets	\$1,000,000
2023-2024	Windemere – N. Eton to St. Andrews	\$650,000
	Quarton Lake PH II	\$200,000
	Unimproved Streets	\$1,000,000
2024-2025	Unassigned Improved Streets	\$450,000
	Unimproved Streets	\$2,000,000
2025-2026	Unassigned Improved Streets	\$450,000
	Unimproved Streets	\$2,000,000

**City of Birmingham**  
**Major Street Fund Historic and Estimated Financial Operations**

	2017-2018	2018-2019	2019-2020	2020-2021	Estimated Future Operations				
					2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Revenue</b>									
State grants and distributions	1,438,343	1,621,238	1,453,560	1,599,135	1,674,280	1,707,763	1,741,918	1,776,757	1,812,292
Special assessment collections	66,225	82,844	6,857	2,815	-	50,000	-	50,000	-
Federal grants	-	-	-	-	-	-	-	-	-
Local sources	215,000	-	125,291	-	-	-	-	-	-
Interest and rent	14,193	79,877	159,112	2,150	59,580	38,868	51,056	50,865	80,216
Other	200	500	-	3,500	-	-	-	-	-
Transfers from General Fund	2,100,000	2,579,900	2,746,000	2,000,000	4,100,000	3,000,000	3,000,000	3,000,000	3,000,000
Total revenue	3,833,961	4,364,359	4,490,820	3,607,600	5,833,860	4,796,631	4,792,974	4,877,622	4,892,508
<b>Expenditures</b>									
Maintenance of streets and bridges	343,390	447,930	282,711	253,736	362,900	384,596	348,714	405,272	362,031
Street cleaning	197,597	140,810	156,857	163,818	221,770	164,653	167,043	236,386	173,814
Street trees	227,921	242,126	217,299	248,368	292,680	284,926	298,277	304,378	310,613
Traffic controls	448,674	690,747	403,865	704,833	278,650	834,267	477,946	304,466	311,134
Snow and ice removal	292,038	209,097	243,195	198,183	261,770	268,427	273,796	279,235	284,804
Administrative	18,217	18,998	20,488	20,900	20,570	21,224	21,860	22,476	23,110
Capital outlay - Engineering and construction of roads and bridges	2,845,005	810,999	1,679,902	2,831,158	4,254,980	3,967,105	2,968,368	1,546,115	4,108,929
Total expenditures	4,372,842	2,560,707	3,004,317	4,420,996	5,693,320	5,925,198	4,556,004	3,098,328	5,574,435
<b>Excess of Revenue Over (Under) Expenditures</b>	(538,881)	1,803,652	1,486,503	(813,396)	140,540	(1,128,567)	236,970	1,779,294	(681,927)
<b>Fund Balance - Beginning of year</b>	2,271,792	1,732,911	3,536,563	5,023,066	4,209,670	4,350,210	3,221,643	3,458,613	5,237,907
<b>Fund Balance - End of year</b>	1,732,911	3,536,563	5,023,066	4,209,670	4,350,210	3,221,643	3,458,613	5,237,907	4,555,980

See accompanying summaries of significant assumptions and accounting policies.

**City of Birmingham**  
**Local Street Fund Historic and Estimated Financial Operations**

	2017-2018	2018-2019	2019-2020	2020-2021	Estimated Future Operations				
					2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Revenue</b>									
State grants and distributions	530,118	565,229	590,699	649,822	663,560	697,537	711,488	725,717	740,232
Special assessment collections	377,059	401,794	213,876	172,825	192,460	624,730	382,489	746,100	1,067,211
Local Sources	30,598	-	-	-	-	-	-	-	-
Interest and rent	24,254	59,658	50,546	10,316	26,708	14,416	65,961	105,736	153,669
Other	4,878	2,942	21,450	10,716	5,000	5,000	5,000	5,000	5,000
Transfers from General Fund	2,200,000	2,500,000	2,000,000	3,000,000	1,950,000	3,500,000	3,500,000	4,500,000	4,500,000
Total revenue	3,166,907	3,529,623	2,876,571	3,843,679	2,837,728	4,841,683	4,664,938	6,082,553	6,466,112
<b>Expenditures</b>									
Maintenance of streets and bridges	815,167	1,119,883	801,900	404,041	663,500	1,048,277	712,850	1,095,164	785,319
Street cleaning	224,461	169,146	166,552	190,298	255,550	183,179	188,306	275,456	197,564
Street trees	499,951	514,400	520,800	548,422	614,630	638,578	657,732	671,556	685,684
Traffic controls	62,265	67,729	65,249	55,430	68,700	68,700	70,762	72,724	74,740
Snow and ice removal	149,507	141,840	142,594	138,914	173,780	179,611	184,729	189,045	193,483
Administrative	25,618	26,748	28,958	29,521	28,960	28,980	29,849	30,706	31,587
Capital outlay - Engineering and construction of roads and bridges	873,577	1,819,576	1,375,081	608,967	3,136,030	2,161,830	2,988,685	3,140,328	3,342,014
Total expenditures	2,650,546	3,859,322	3,101,134	1,975,593	4,941,150	4,309,155	4,832,913	5,474,979	5,310,391
<b>Excess of Revenue Over (Under) Expenditures</b>	516,361	(329,699)	(224,563)	1,868,086	(2,103,422)	532,528	(167,975)	607,574	1,155,721
<b>Fund Balance - Beginning of year</b>	1,407,671	1,924,032	1,594,333	1,369,770	3,237,856	1,134,434	1,666,962	1,498,987	2,106,561
<b>Fund Balance - End of year</b>	1,924,032	1,594,333	1,369,770	3,237,856	1,134,434	1,666,962	1,498,987	2,106,561	3,262,282

See accompanying summaries of significant assumptions and accounting policies.

## **Water and Sewer Funds Assumptions**

This forecast analyzes the actual results from 2017-2018 through 2020-2021 and the City's adopted budget for 2021-2022 with inflationary increases for the years 2022-2023 through 2025-2026. Water volumes are based on a 5 year running average. Exceptions to this method are noted below:

### **Water Fund**

#### Water Purchase Cost

The forecast assumes a 4 percent increase in the cost of water for 2021-2022 through 2025-2026. Water volumes are projected to remain relatively constant.

#### Operations and Maintenance

Included in this amount is lead service line abatement in the amount of \$1,460,000 for fiscal year 2021-2022, \$1,620,000 for fiscal year 2022-2023, \$1,060,000 for fiscal year 2023-2024 and \$500,000 for fiscal year 2024-2025. The abatements will be funded by \$2,240,000 in American Rescue Plan Act funds, \$2,000,000 in property taxes, and \$400,000 in fund reserves.

#### Capital Outlay

The forecast is based on estimates prepared by the City Engineer for years 2021-2022 through 2025-2026. These improvements will be made in conjunction with road improvements and will be partially funded by property taxes from 2021-2022 through 2024-2025.

#### Interest Income

The forecast assumes investment return of 1 percent for 2022-2023 and gradually increasing through 2025-2026. Interest income can fluctuate between years due to unrealized market gains and losses on investments.

#### Property Taxes

Property tax revenue is distributed to the Water Fund for capital improvements associated with road projects and to partially fund lead service line abatement.

#### Federal Grants

The forecast includes \$2,240,000 in American Rescue Plan Act grants which are anticipated to be spent between fiscal years 2021-2022 and 2023-2024.

#### Transfers from Other Funds

The \$500,000 in 2017-2018 represents extra funding associated with the OPEB liability from the General Fund as a result of implementing GASB 75. The \$500,000 in 2019-2020 from the General Fund was for capital improvements associated with the Maple Road project.

#### Capital Outlay Not Included in Net Cost of Services

This line represents the cost of capital outlay and lead service line replacement included in the total costs above less property tax and grant revenue. This net cost is not factored into calculating the user rate.

#### Average User Rate

The higher than normal rate increases are the result of a systematic reduction in the use of property taxes to fund water main improvements.

### **Sewer Fund**

#### Sewage Disposal Cost

The forecast assumes a 3 percent increase in the sanitary sewage disposal costs for the Evergreen-Farmington and George W. Kuhn Sewage Disposal Districts.

#### Stormwater Disposal Costs

The forecast assumes a 3 percent increase in stormwater disposal costs for the Evergreen-Farmington and George W. Kuhn Sewage Disposal Districts.

#### Operations and Maintenance

In fiscal year 2018-2019 and 2019-2020, the City received a stormwater, asset management, and wastewater grant. That grant involved studying the City's systems and preparing a report which was done by an outside engineering firm.

#### Capital Outlay

The forecast uses estimates prepared by the City Engineer for years 2021-2022 through 2025-2026. These improvements will be made in conjunction with road improvements and will be funded by the reserves of the system.

#### Interest Income

The forecast assumes investment return of 1 percent for 2022-2023 and gradually increasing through 2025-2026. Interest income can fluctuate between years due to unrealized market gains and losses on investments.

#### Debt Service Payments

Debt service payments are based on current debt schedules for 2021-2022 through 2025-2026.

#### Property Taxes

Property tax revenue is distributed to the Sewer Fund for sewer-related debt payments.

#### Transfers from Other Funds

The transfer from the General Fund made in 2018-2019 represents a reimbursement of settlement costs associated with the Wolf vs City of Birmingham lawsuit.

#### Capital Outlay Not Included in Net Cost of Services

This line represents the cost of capital outlay which is not included in the user rate. The sewer rate includes \$700,000 for capital improvements each year.

**City of Birmingham, Michigan**  
**Water Fund Historic and Estimated Financial Operations**

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Estimated Future Operations				
						2022-2023	2023-2024	2024-2025	2025-2026	
<b>Key Operating Data:</b>										
Water sold	854,625	797,789	770,748	821,128	821,400	826,200	826,200	826,200	826,200	
Water purchased	922,317	853,607	856,471	894,886	888,000	893,175	893,175	893,175	893,175	
Average unit cost of water purchased	\$ 2.26	\$ 2.33	\$ 2.31	\$ 2.30	\$ 2.39	\$ 2.48	\$ 2.58	\$ 2.68	\$ 2.78	
<b>Cost of Services</b>										
Cost of water	2,085,955	1,986,553	1,975,461	2,054,651	2,126,100	2,218,884	2,302,952	2,390,605	2,482,045	
Depreciation	811,724	835,681	859,855	908,587	949,800	1,027,400	1,091,350	1,155,100	1,221,350	
Operation and maintenance	1,397,228	1,137,442	1,235,465	1,850,791	3,130,420	3,244,987	2,776,430	2,207,349	1,760,818	
General and administrative	198,279	206,343	213,344	216,531	209,290	222,861	235,243	243,516	247,281	
Capital outlay	1,146,412	1,487,626	987,998	1,781,454	1,855,000	1,449,000	2,550,000	2,550,000	2,650,000	
Total Cost of Services	5,639,598	5,653,645	5,272,123	6,812,014	8,270,610	8,163,132	8,955,975	8,546,570	8,361,494	
<b>Other Income</b>										
Interest	15,103	110,584	163,284	3,141	77,000	51,700	57,547	62,655	65,892	
Property taxes	747,634	752,306	998,538	1,498,003	1,300,000	1,100,000	900,000	700,000	-	
Federal Grants					560,000	1,120,000	560,000	-	-	
Flat rate meter charge and other	830,153	756,488	649,523	706,581	729,000	719,500	726,300	728,154	730,064	
Transfer from other funds	500,000	-	500,000	-	-	-	-	-	-	
Total Other Income	2,092,890	1,619,378	2,311,345	2,207,725	2,666,000	2,991,200	2,243,847	1,490,809	795,956	
<b>Less: Capital Outlay and Lead Replacement Costs Not Included in Net Cost of Services</b>					(1,255,000)	(449,000)	(1,550,000)	(1,550,000)	(1,650,000)	
<b>Net Cost of Services</b>	3,546,708	4,034,267	2,960,778	4,604,289	4,349,610	4,722,932	5,162,128	5,505,761	5,915,538	
<b>Average User Charge</b>					\$ 5.30	\$ 5.72	\$ 6.25	\$ 6.66	\$ 7.16	
<b>Average Rate Increase</b>						7.92%	9.27%	6.56%	7.51%	

See accompanying summaries of significant assumptions and accounting policies.

**City of Birmingham, Michigan**  
**Sewer Fund Historic and Estimated Financial Operations**

	Actual			Estimated Future Operations					
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
<b>Key Operating data:</b>									
Water sold	854,625	797,789	770,748	821,128	821,400	826,200	826,200	826,200	826,200
Water purchased	922,317	853,607	856,471	894,886	888,000	893,175	893,175	893,175	893,175
Average unit cost of sewage disposal	\$ 3.97	\$ 4.33	\$ 4.52	\$ 4.59	\$ 4.82	\$ 4.93	\$ 5.08	\$ 5.24	\$ 5.40
<b>Cost of Services</b>									
Sanitary sewage disposal costs	3,661,070	3,692,752	3,869,263	4,109,306	4,277,200	4,407,079	4,540,986	4,678,909	4,820,971
Storm water costs	2,432,785	2,522,409	2,599,432	2,752,743	2,887,030	2,974,452	3,025,310	3,109,962	3,197,157
Depreciation and amortization	931,702	988,253	1,012,947	1,063,765	1,121,610	1,170,235	1,223,860	1,286,360	1,338,860
Debt service - including principal	1,575,184	1,623,283	1,689,189	1,689,379	397,670	318,120	315,230	33,055	33,068
Operation and maintenance	642,294	931,169	944,343	458,505	841,460	961,507	979,637	995,605	1,012,115
General and administrative	222,344	232,159	247,382	251,643	239,420	247,979	257,737	267,868	278,227
Capital outlay	2,859,192	2,139,757	852,432	1,952,702	1,760,000	1,945,000	2,145,000	2,500,000	2,100,000
Total Cost of Services	12,324,571	12,129,782	11,214,988	12,278,043	11,524,390	12,024,372	12,487,760	12,871,759	12,780,398
<b>Other Income</b>									
Interest	30,928	127,705	179,076	5,705	70,000	35,557	41,346	43,105	44,426
Property taxes	1,579,504	1,630,670	1,687,430	1,688,738	394,200	318,120	315,230	33,055	33,088
Storm water charge	2,444,810	2,540,512	2,624,333	2,769,011	2,887,030	2,974,452	3,025,310	3,109,962	3,197,157
State grant	243,669	777,507	592,990	-	-	-	-	-	-
Other	201,252	215,239	71,729	38,514	73,470	70,000	70,000	70,000	70,000
Transfers from other funds	-	775,000	-	-	-	-	-	-	-
Total Other Income	4,500,163	6,066,633	5,155,558	4,501,968	3,424,700	3,398,129	3,451,886	3,256,122	3,344,651
<b>Less: Capital Outlay Not Included in Net Cost of Services</b>					(1,060,000)	(1,245,000)	(1,445,000)	(1,800,000)	(1,400,000)
<b>Net Cost of Services</b>	7,824,408	6,063,149	6,059,430	7,776,075	7,039,690	7,381,243	7,590,874	7,815,637	8,035,747
<b>Average User Charge</b>					\$ 8.57	\$ 8.93	\$ 9.19	\$ 9.46	\$ 9.73
<b>Average Rate Increase/Decrease</b>						4.20%	2.91%	2.94%	2.85%

See accompanying summaries of significant assumptions and account policies.

**Part 1 - History of actual property tax levies:**

	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>
History of Form L-4025, Assessor's Report of Taxable Value	2,110,188,780	2,220,344,410	2,359,367,180	2,497,255,420	2,638,284,320
New property additions	71,343,980	65,325,894	63,886,305	75,634,670	69,047,712
Property losses	(13,236,860)	(14,272,588)	(13,118,053)	(11,573,438)	(13,050,235)
Increases in existing property TV (imputed; includes both uncapping and Headlee inflation increases)	<u>52,048,510</u>	<u>87,969,464</u>	<u>87,119,988</u>	<u>76,967,668</u>	<u>69,081,783</u>
Current year taxable value	2,220,344,410	2,359,367,180	2,497,255,420	2,638,284,320	2,763,363,580
Headlee Inflation rate	0.30%	0.90%	2.40%	1.90%	1.40%
Actual increase on existing properties	2.17%	3.07%	1.31%	1.19%	1.23%
Total change in Taxable Value	5.22%	6.26%	5.84%	5.65%	4.74%
Headlee reduction fraction	0.9787	0.9703	0.9873	0.9884	0.9880

**Part 2 - Projection of Future property taxes:**

	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>
Fiscal year ended June 30, Assumed rate of:					
New property additions	2.62%	2.50%	2.50%	2.50%	2.50%
Property losses	0.49%	0.50%	0.50%	0.50%	0.50%
Headlee Inflation rate multiplier	1.40%	3.30%	2.50%	2.50%	2.50%
Projected actual change in TV of existing property	1.23%	0.50%	0.50%	0.50%	0.50%
Total change in Taxable Value	4.74%	5.78%	4.99%	4.99%	4.99%
Projected taxable value:					
Beginning value	2,638,284,320	2,763,363,580	2,923,182,713	3,068,976,451	3,222,041,651
New property additions	69,047,712	69,084,090	73,079,568	76,724,411	80,551,041
Property losses	(13,050,235)	(13,816,818)	(14,615,914)	(15,344,882)	(16,110,208)
Market value adjustments (including inflation)	<u>69,081,783</u>	<u>104,551,861</u>	<u>87,330,084</u>	<u>91,685,671</u>	<u>96,258,494</u>
Taxable value	<u>2,763,363,580</u>	<u>2,923,182,713</u>	<u>3,068,976,451</u>	<u>3,222,041,651</u>	<u>3,382,740,978</u>
Headlee rollback factor	0.9880	0.9952	0.9951	0.9951	0.9951
Less: Tax Incremental Taxable Value	14,272,030	16,773,250	22,169,470	22,723,700	23,291,790

**Part 3 - Millage rates**

Operating - General Fund	8.0747	8.2113	8.3485	8.2529	8.5296
Road - General Fund	<u>2.2007</u>	<u>2.2364</u>	<u>2.1334</u>	<u>2.3442</u>	<u>2.2325</u>
subtotal General Fund	10.2754	10.4477	10.4819	10.5971	10.7621
George W. Kuhn Drain	0.1446	0.1095	0.1035	0.0103	0.0098
Water Fund	<u>0.4729</u>	<u>0.3785</u>	<u>0.2954</u>	<u>0.2188</u>	<u>0.0000</u>
subtotal City Operating Levy	10.8929	10.9357	10.8808	10.8262	10.7719
Library Tax	<u>1.3380</u>	<u>1.3315</u>	<u>1.3250</u>	<u>1.3185</u>	<u>1.3120</u>
Refuse	0.7930	0.7589	0.7412	0.7227	0.7047
Debt	<u>0.5657</u>	<u>0.5171</u>	<u>0.5352</u>	<u>0.2455</u>	<u>0.2292</u>
Total Millage Rate	<u><u>13.5896</u></u>	<u><u>13.5432</u></u>	<u><u>13.4822</u></u>	<u><u>13.1129</u></u>	<u><u>13.0178</u></u>

**Part 4 - Amount of property tax levy:**

Operating - General Fund	\$22,198,090	\$23,865,400	\$25,436,270	\$26,403,650	\$28,654,760
Road - General Fund	<u>6,049,930</u>	<u>6,500,000</u>	<u>6,500,000</u>	<u>7,500,000</u>	<u>7,500,000</u>
subtotal General Fund	28,248,020	30,365,400	31,936,270	33,903,650	36,154,760
George W. Kuhn Drain	397,520	318,121	315,230	33,055	33,068
Water Fund	<u>1,300,050</u>	<u>1,100,000</u>	<u>900,000</u>	<u>700,000</u>	<u>-</u>
subtotal City Operating Levy	29,945,590	31,783,521	33,151,500	34,636,705	36,187,828
Library Tax	<u>3,678,280</u>	<u>3,869,880</u>	<u>4,037,020</u>	<u>4,218,300</u>	<u>4,407,600</u>
Refuse	2,180,030	2,205,770	2,258,440	2,312,000	2,367,500
Debt	<u>1,563,230</u>	<u>1,514,122</u>	<u>1,645,172</u>	<u>792,322</u>	<u>776,622</u>
Total property taxes levied	<u><u>\$ 37,367,130</u></u>	<u><u>\$ 39,373,293</u></u>	<u><u>\$ 41,092,132</u></u>	<u><u>\$ 41,959,327</u></u>	<u><u>\$ 43,739,550</u></u>

### PROPERTY TAX ASSUMPTIONS

Appendix B illustrates the process used to estimate the property tax revenue.

Part 1 includes the last five years of actual data, from the Assessor's Report of Taxable Values (Form L-4025). Parts 2 through 4 represent the projection of future property tax values, millage rates, and dollars levied. The 2021 tax billing is already final (billed July 1, 2021); key assumptions for 2022-2023 through 2025-2026 on a line-by-line basis are as follows:

- a. New property additions are assumed to increase by 2.5 percent per year and losses are assumed to be .5 percent per year based on a 5-year average.
- b. Headlee inflation rate multiplier is based on national inflation indexes. Based on these indexes, the rate for 2022-2023 will be 3.3%. While inflation historically has been bound to the 1.5 to 2.5 percent range, the forecast projects an annual inflation rate of 3.3 percent for 2022-2023 and 2.5 percent for fiscal years 2023-2024 to 2025-2026. This is due to pandemic-related supply chain challenges that will take some time to balance back out.
- c. The projected actual change in taxable values of existing properties is projected to be .5 percent per year. This is lower than the 5-year average of approximately 1.75 percent. The reason for the lower amount is due to an estimated increase in the number of tax appeals which will likely occur as housing values start to normalize. Note that this index represents the net change in valuation for all properties that existed in the previous year; therefore, it includes two components: (1) uncapping of properties that are transferred or sold; and (2) any reductions in market value that cause SEV (50 percent of market value) to go lower than the TV. While market value increases are expected to continue, the impact on taxable value is limited because of Proposal A. Taxable values are then calculated based on the above three factors.
- d. Total change in taxable value is the product of a-c above and results in projected taxable value changes of 5.78 percent in 2022-2023 and approximately 5 percent in fiscal years 2023-2024 through 2025-2026.
- e. Millage rates are set as required to achieve the amount of property tax levy required in Part 4. Specifically:
  1. The millage rate for the City operating levy is assumed to decrease annually in order to maintain a .3 mill difference between the Headlee maximum and the operating levy. Also included in the overall City operating levy is funding for road improvements, debt service payments for the George W. Kuhn retention treatment facility bonds, and water main infrastructure and lead service line replacement funding.
  2. The library tax levy for 2021-2022 is at the 1.3380 maximum rate and decreases slightly for the remaining forecasted years to fund phase 3 of library renovations.
  3. The millage rate for the refuse levy is expected to decrease in each year of the forecast.
  4. The debt millage rate is expected to decrease in fiscal year 2022-2023 and increase slightly in 2023-2024 due to scheduled debt payments. In fiscal year 2024-2025, the debt levy decreases significantly due to the retirement of the 2002 park bonds. An estimate for the next park bond series has been included in the debt levy starting in fiscal year 2024-2025.

- f. Property tax millage rates are limited by City Charter and Headlee Amendment as follows:

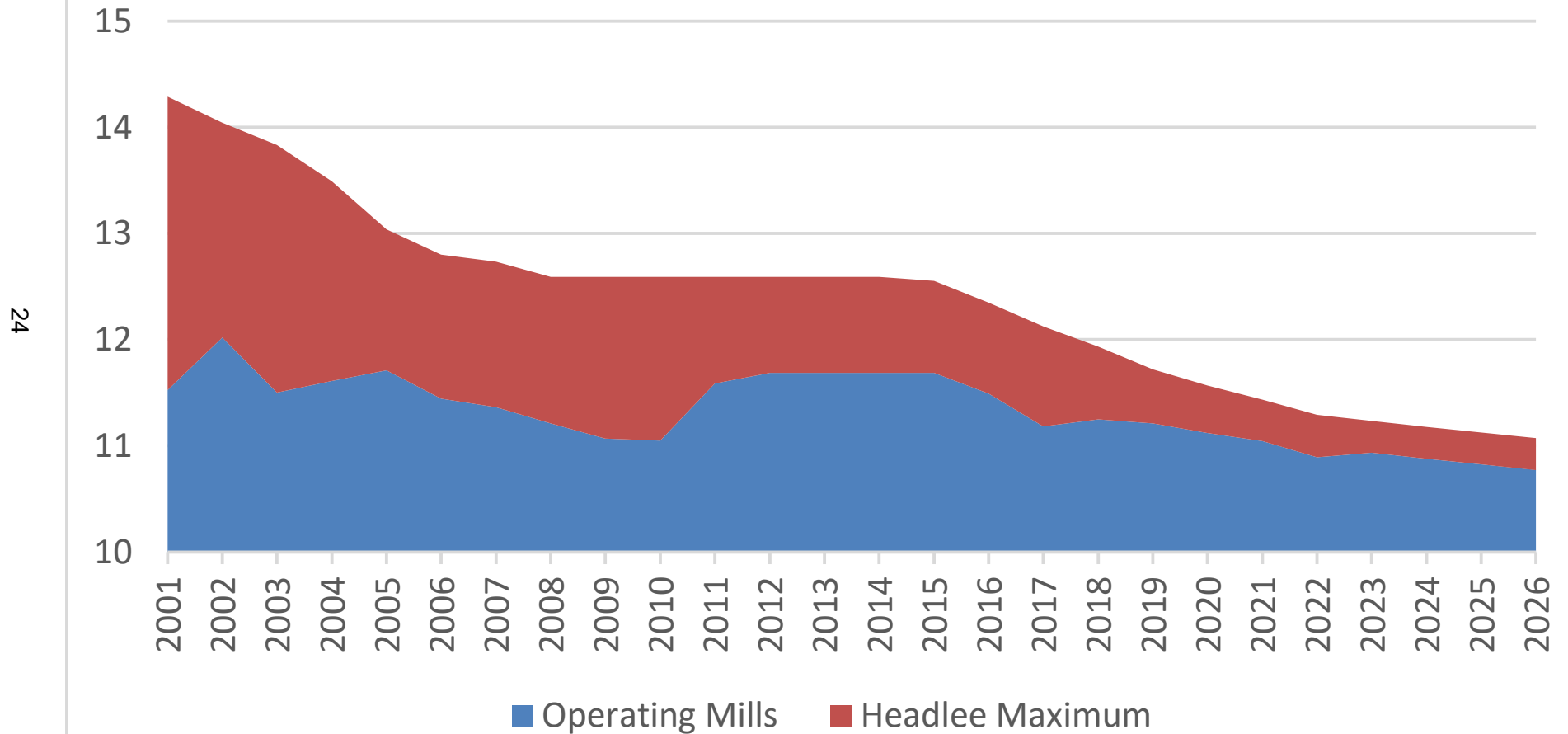
*As of Fiscal Year 2021-2022*

Tax Levy	City Charter Limit	Headlee Amendment Limit
City Operating Levy	20.0000	11.2904
Library	1.7500	1.3380
Refuse	3.0000	1.6931

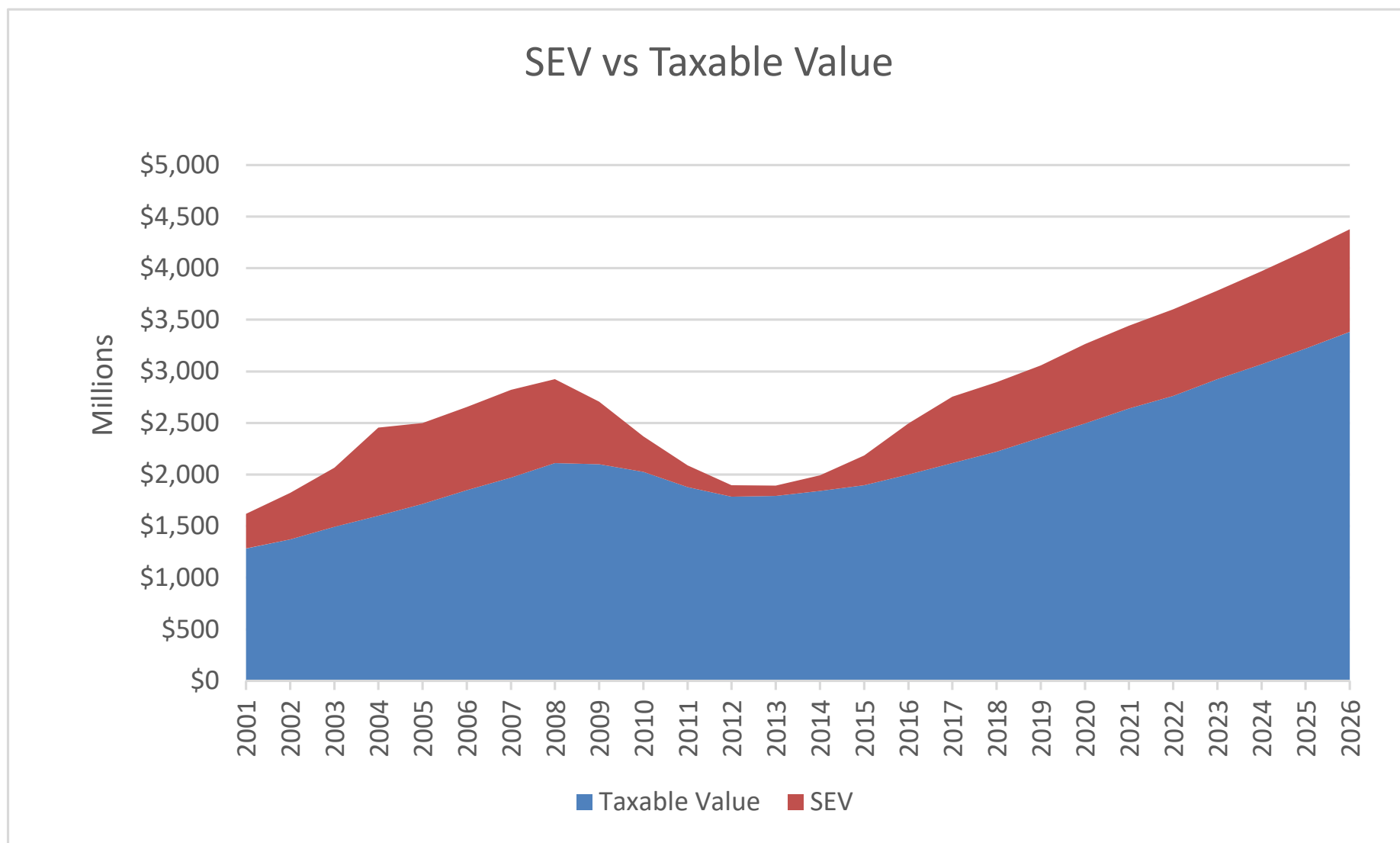
All tax levies under this forecast are projected to be at or under the Headlee limit in the future.

- g. The City considered the effects of tax incremental financing on property tax revenue in the forecast. The City uses tax incremental financing as a tool to encourage redevelopment of properties that would otherwise likely not be redeveloped. Tax incremental financing is primarily used to reimburse developers who have removed environmental contamination from their property in the course of redevelopment.

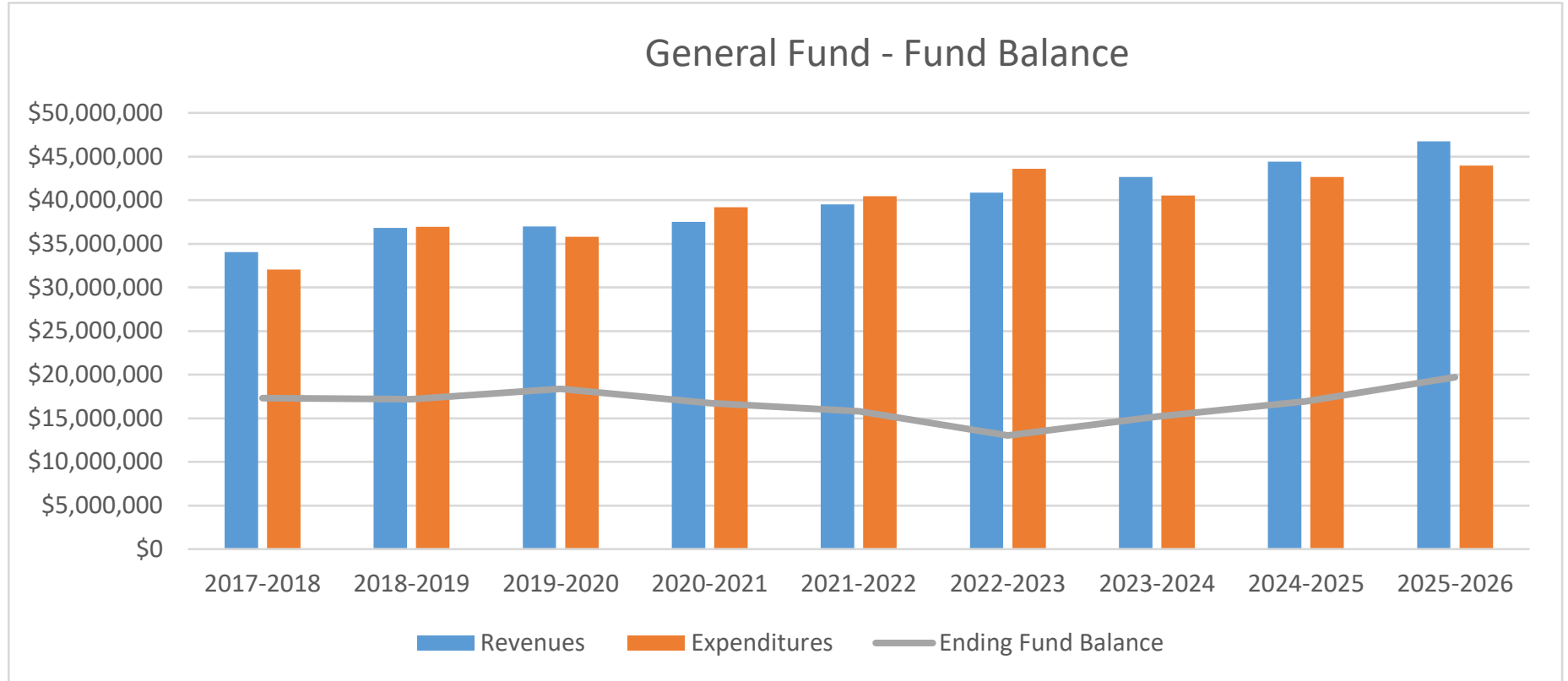
## Headlee Limit vs Operating Millage



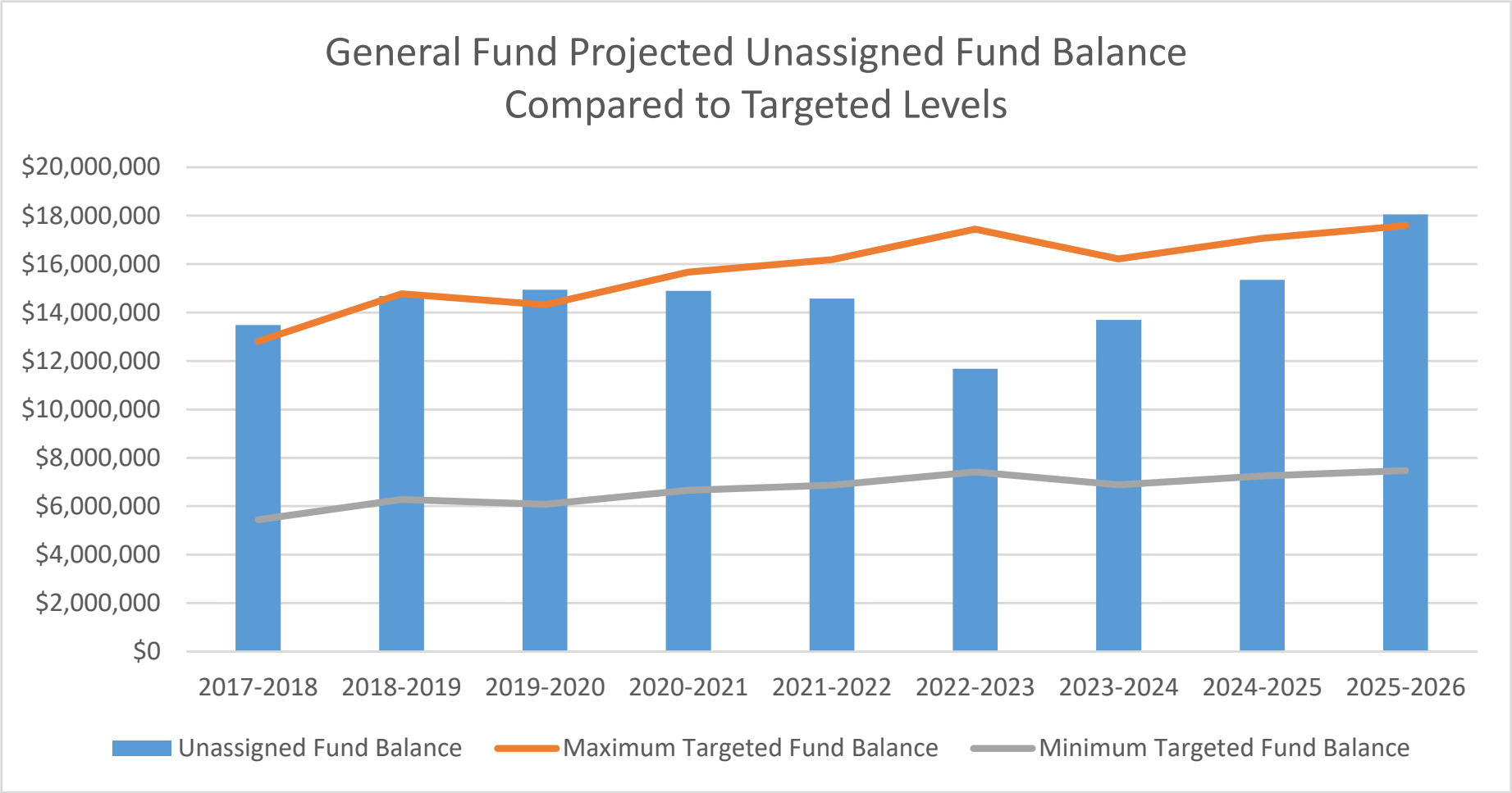
See accompanying summaries of significant assumptions and accounting policies.



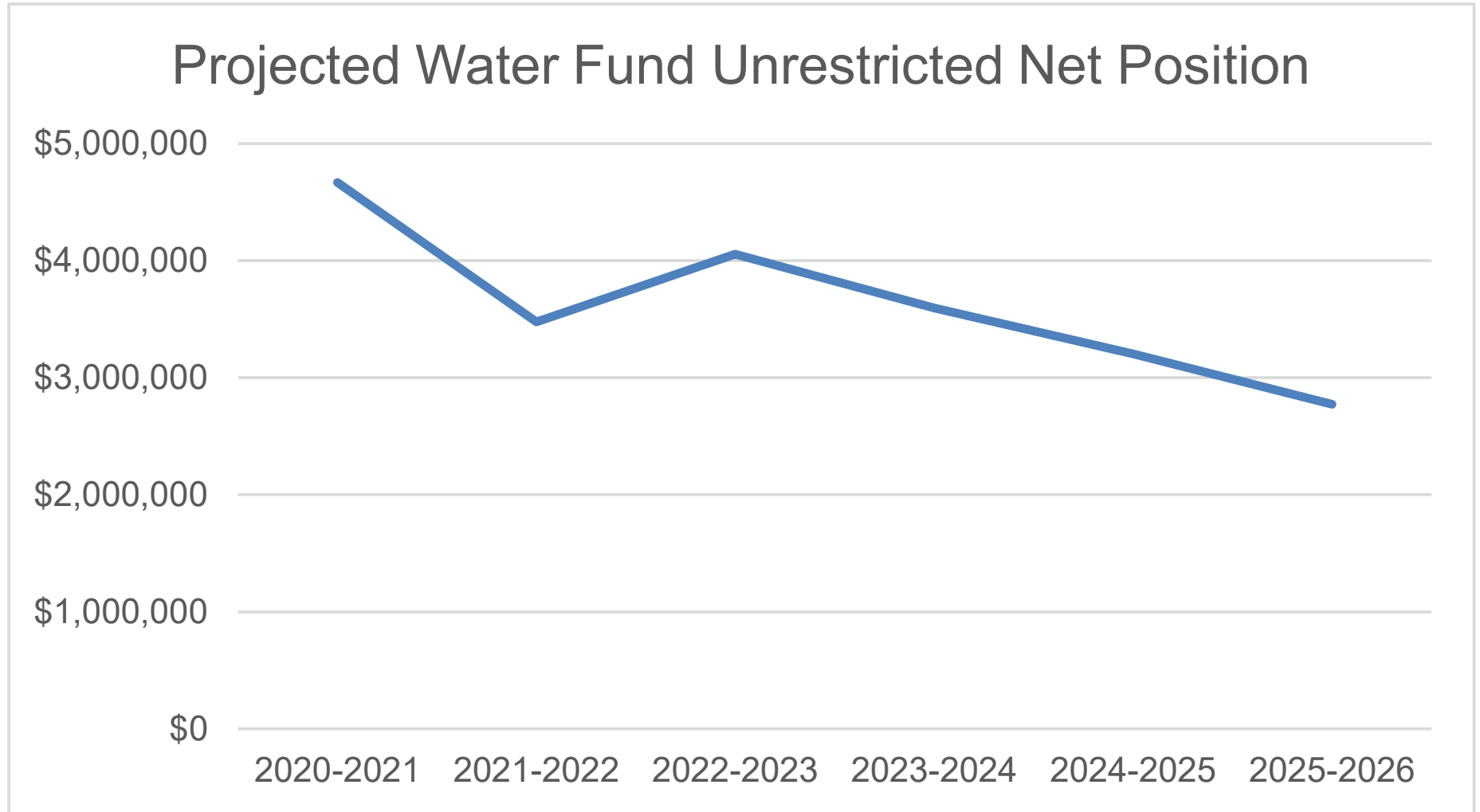
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See accompanying summaries of significant assumptions and accounting policies.



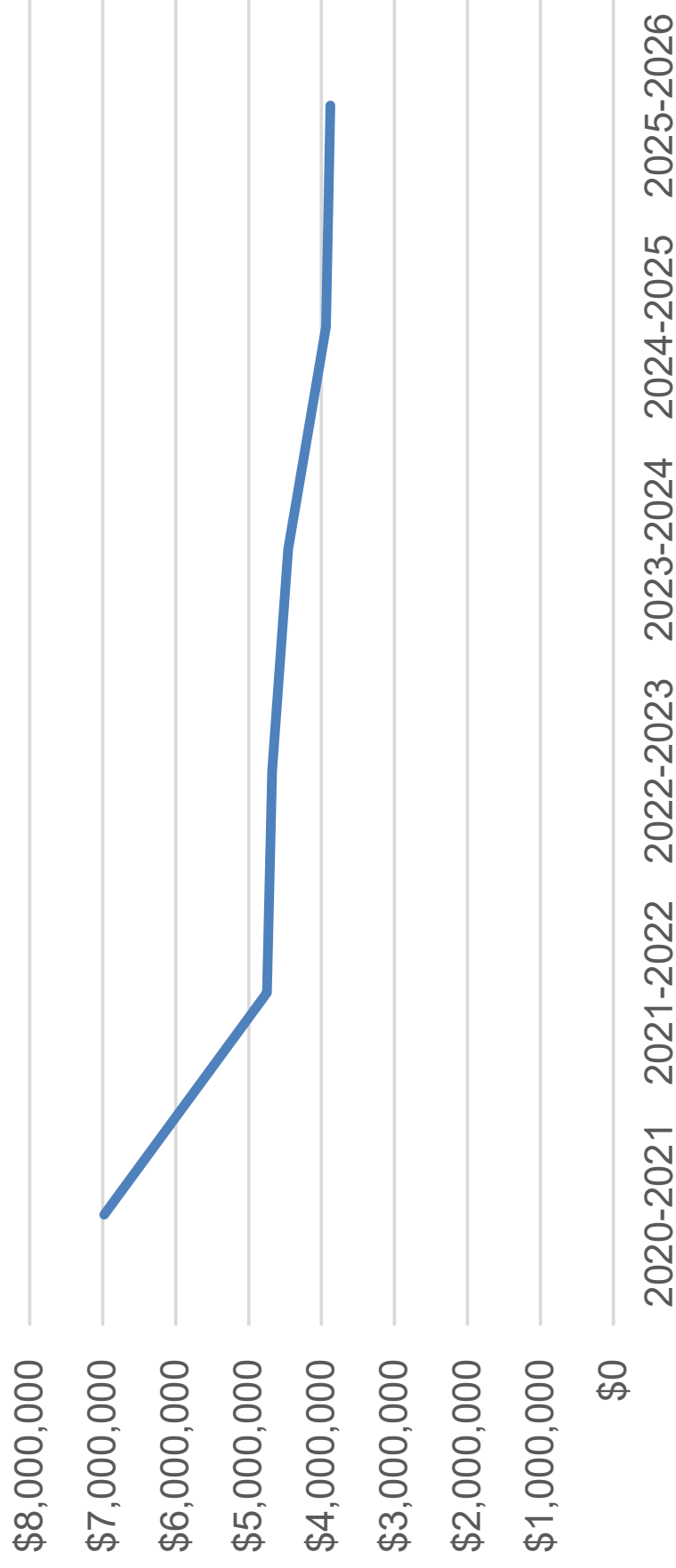
See accompanying summaries of significant assumptions and accounting policies.



Steady decrease in net position is the result of an increase in water main replacement associated with unimproved street reconstruction.

See accompanying summaries of significant assumptions and accounting policies.

## Projected Sewer Fund Unrestricted Net Position



Large decrease in 2021-2022 is the result of remaining projects from 2020-2021 and a projected shortage in water sales.

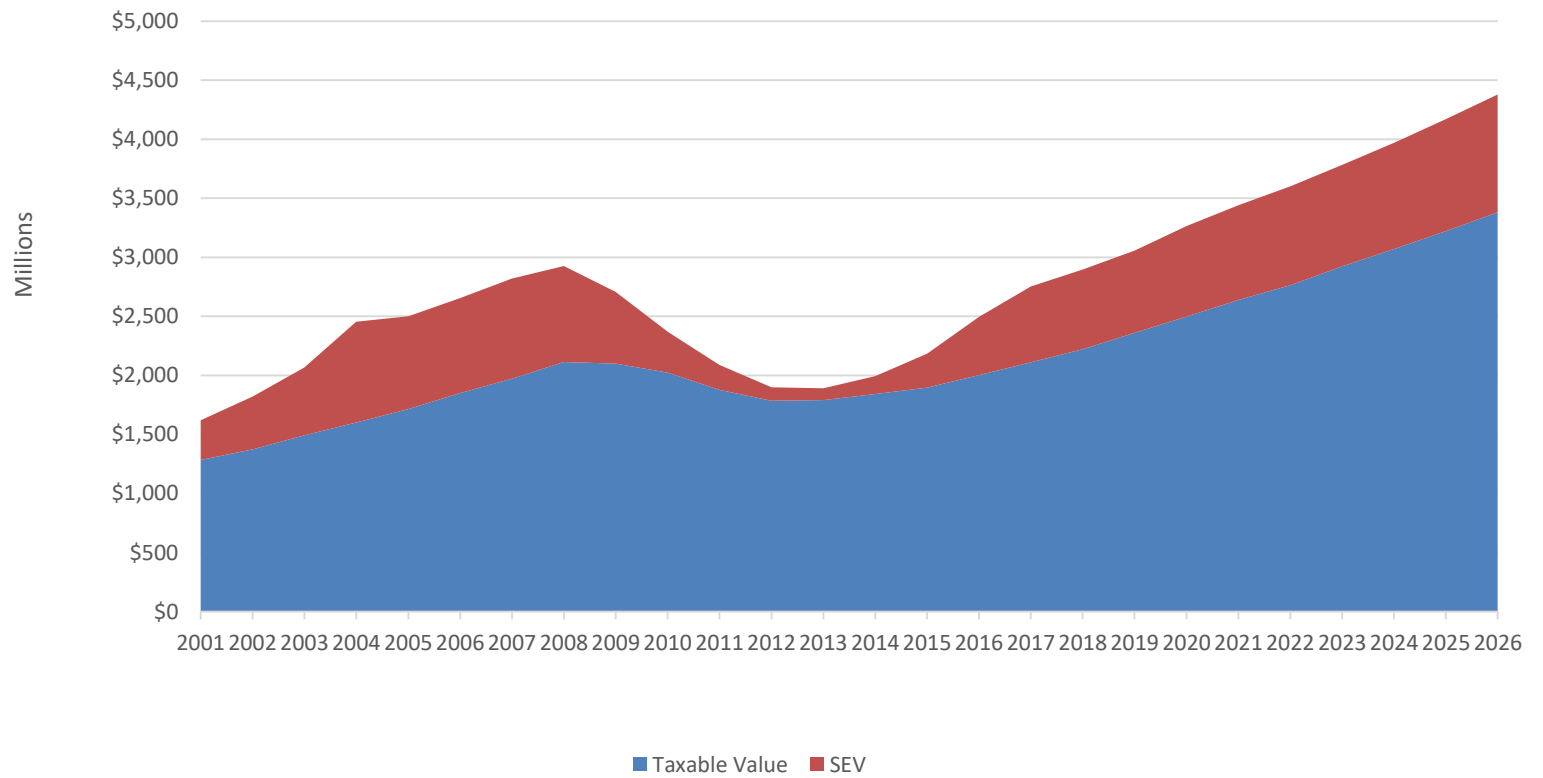
See accompanying summaries of significant assumptions and accounting policies.



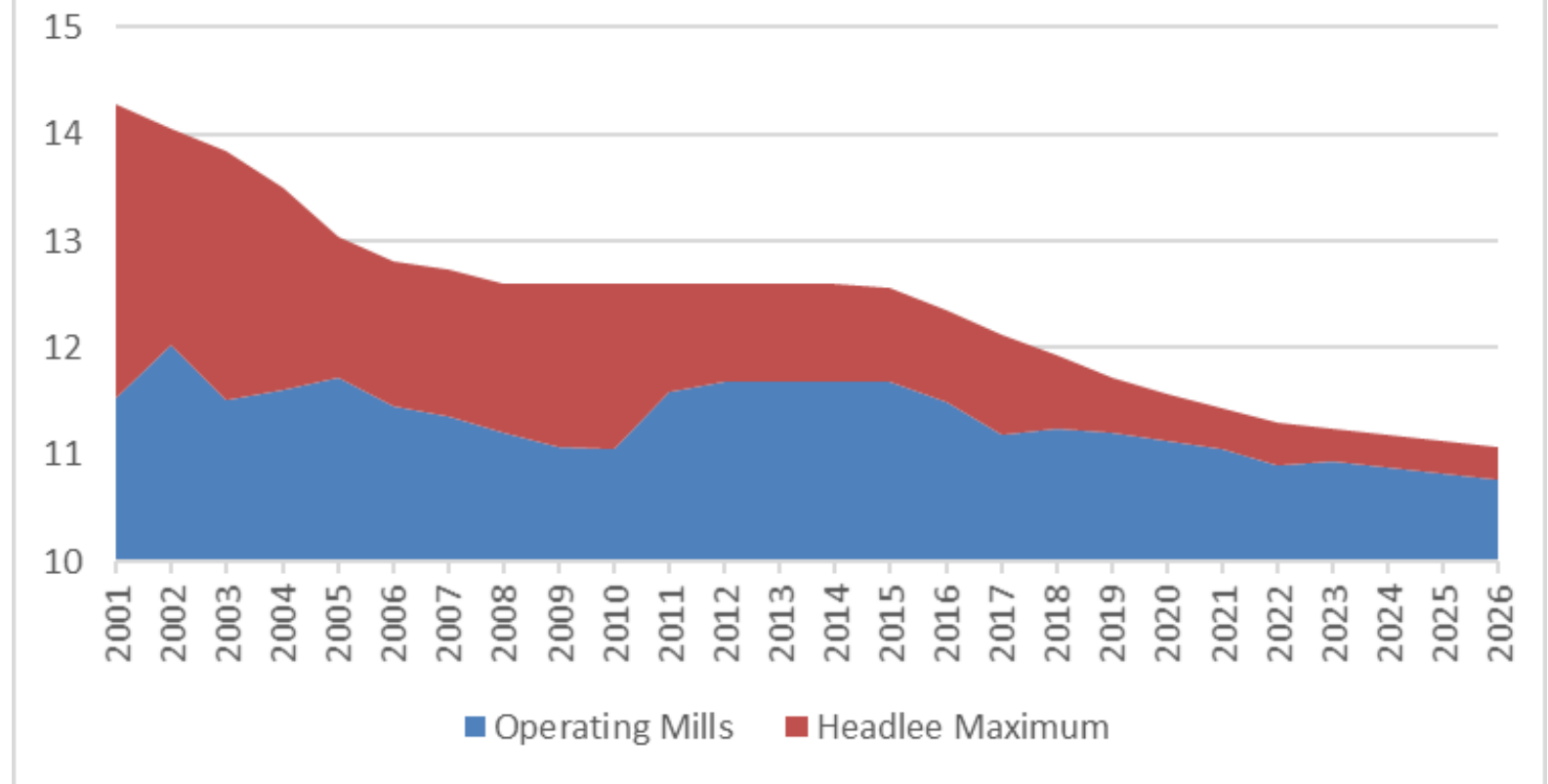
# City of Birmingham

Five Year Financial Forecast  
Presented January 22, 2022

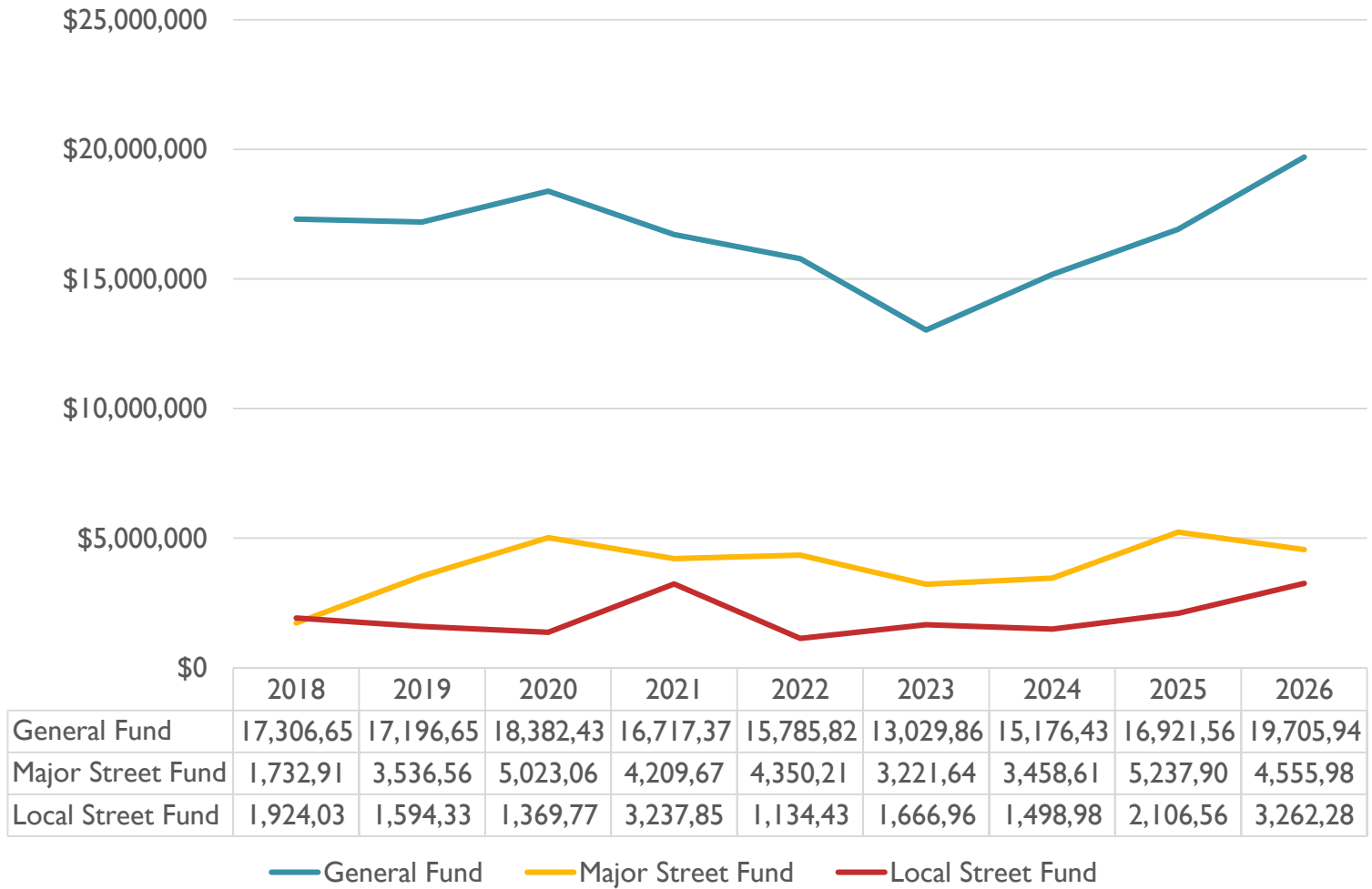
## SEV vs Taxable Value



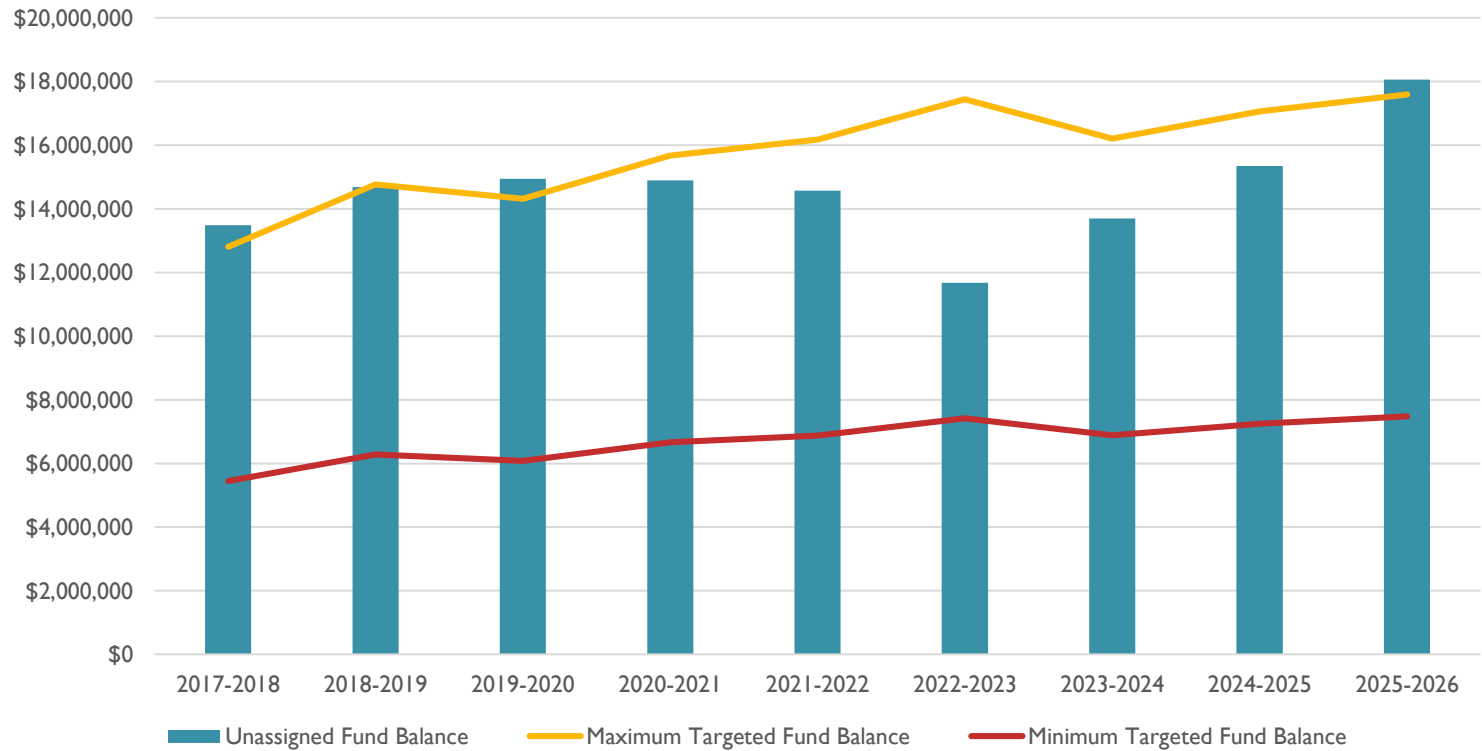
## Headlee Limit vs Operating Millage



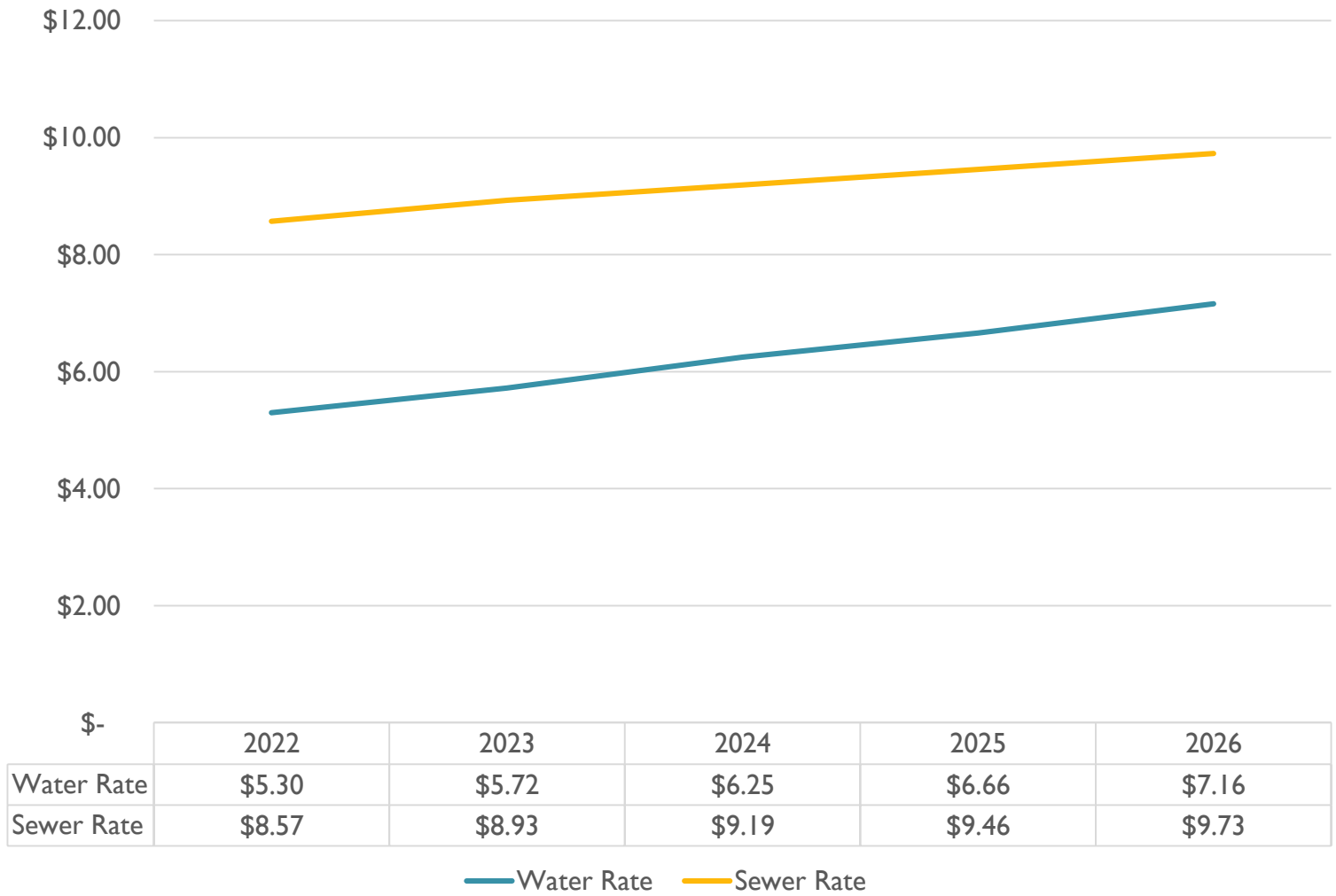
## Forecasted Fund Balances



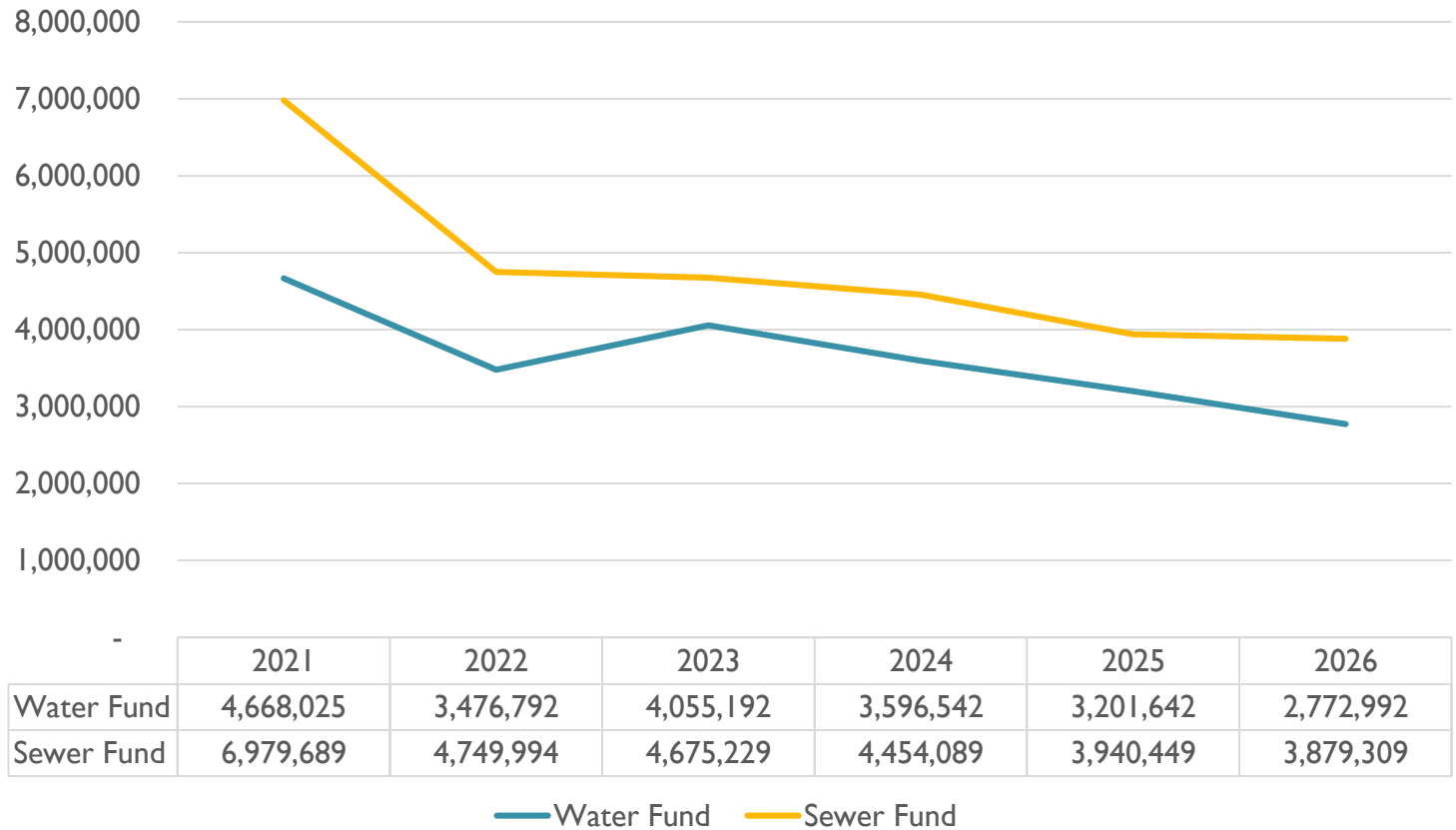
## General Fund Projected Unassigned Fund Balance Compared to Targeted Levels



## Water and Sewer Rate Forecast



## Forecast Unrestricted Net Position – Water and Sewer Funds



# Parks and Recreation Bond Dollar Recap

Long Range Planning Session  
January 22, 2022



Presented by: Lauren Wood, Director of Public Services

**2A**

# Sources of Bond Funding

## 1<sup>st</sup> Bond Issue: \$4,750,000

• Bond Proceeds	\$4,750,000.00
• Bond Premium	\$ 262,104.00
• Interest Income	\$ 9,880.30

Total Sources of Bond Funding: \$5,021,984.30



# YTD Bond Expenditures

Bond Issuance Costs	\$ 108,874.50
Ice Arena Project	\$3,612,468.98
Adams Park Project	\$ 0.00
Pickleball Courts	\$ 0.00
Trail Improvements	\$ 0.00
Booth Park Corner Feature	\$ 0.00
YTD Bond Expenditures:	\$3,721,343.48

# Anticipated Bond Expenditures

Bond Issuance Costs*	\$ 108,874.50
Ice Arena Project	\$3,800,000.50
Adams Park Project	\$ 725,000.00
Pickleball Courts	\$ 200,000.00
Trail Improvements	\$ 300,000.00
Booth Park Corner Feature	\$ 300,000.00
Anticipated Bond Expenditures:	\$5,433,874.50

\*Actual

# 1<sup>st</sup> Bond Issue Overview

- Sale date: May 2021
- \$4,750,000
- Recommendation is to complete projects 3-5 years
- Planning & Budgeting Ongoing



## Schedule I

## Cost Estimate

Adams Park Development	\$ 700,000
Booth Park Corner Feature	\$ 300,000
Ice Arena Building Improvements	\$ 3,100,000
Pickleball Court	\$ 150,000
Rouge River Trail Corridor Improvements	\$ 300,000
<b>Total Schedule I</b>	<b>\$ 4,750,000</b>



# Cost Estimate vs. Cost Outlook

\$3,100,000



\$3,800,000

\$700,000



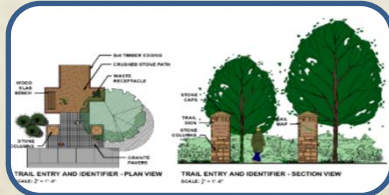
\$725,000

\$150,000



\$200,000

\$300,000



\$300,000

\$300,000



\$300,000

**\$4,750,000**

**\$5,325,000**

# QUESTIONS?



- [bhamgov.org/parksbond](http://bhamgov.org/parksbond)
- Lauren Wood, Director of Public Services
- Carrie Laird, Parks and Recreation Manager

# Parks and Recreation Bond Project Overview

Long Range Planning Session

January 22, 2022



Presented by: Carrie Laird, Parks and Recreation Manager

**2B**

# Parks and Recreation Bond Priority List

- 2 Schedules
- Schedule I: \$4,750,000
- Schedule II: \$6,500,000
- Total Bond: \$11,250,000



## Recommended Parks & Recreation Bond Priority List

Schedule I	Cost Estimate
Adams Park Development	\$ 700,000
Booth Park Corner Feature	\$ 300,000
Ice Arena Building Improvements	\$ 3,100,000
Pickleball Court	\$ 150,000
Rouge River Trail Corridor Improvements	\$ 300,000
<b>Total Schedule I</b>	<b>\$ 4,750,000</b> ★

Schedule II	Cost Estimate
Lincoln Well & Pumphouse Park- Inclusive Playgrounds	\$ 350,000
Linden Park Inclusive Playground	\$ 150,000
Pembroke Park Inclusive Playground/Shelter	\$ 400,000
St. James Park Inclusive Playground	\$ 300,000
Springdale Park Inclusive Playground	\$ 350,000
Crestview Park Inclusive Playground	\$ 250,000
Howarth Park Inclusive Playground	\$ 150,000
Splash Pad	\$ 500,000
Poppleton Park Inclusive Playground and Drainage Improvements	\$ 1,020,000
Kenning Park Inclusive Playground and Field Improvements	\$ 1,200,000
Springdale Golf Course Irrigation Improvements	\$ 525,000
Rouge River Trail Corridor Improvements	\$ 450,000
<b>Total Schedule II</b>	<b>\$ 6,500,000</b> ★
<b>TOTAL:</b>	<b>\$ 11,250,000</b> ★

★ Includes Bond Issuance Costs and Inflation

# Ice Arena Project

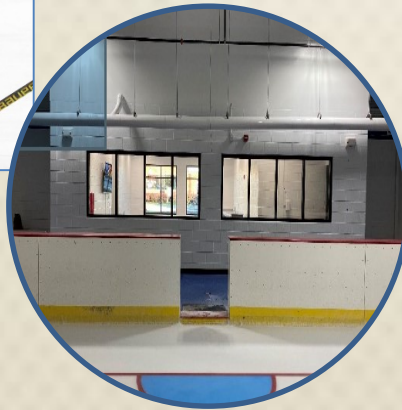
## Timeline:

- Nov 2020: Bond approval, PMC project award
- Dec 2020: Architect on board/Consultant team
- Feb 2021: Designs ready to bid
- March 2021: Construction Bids due
- April 2021: Contractor Award
- Nov 2021: 90% Project Completion, Arena Open!



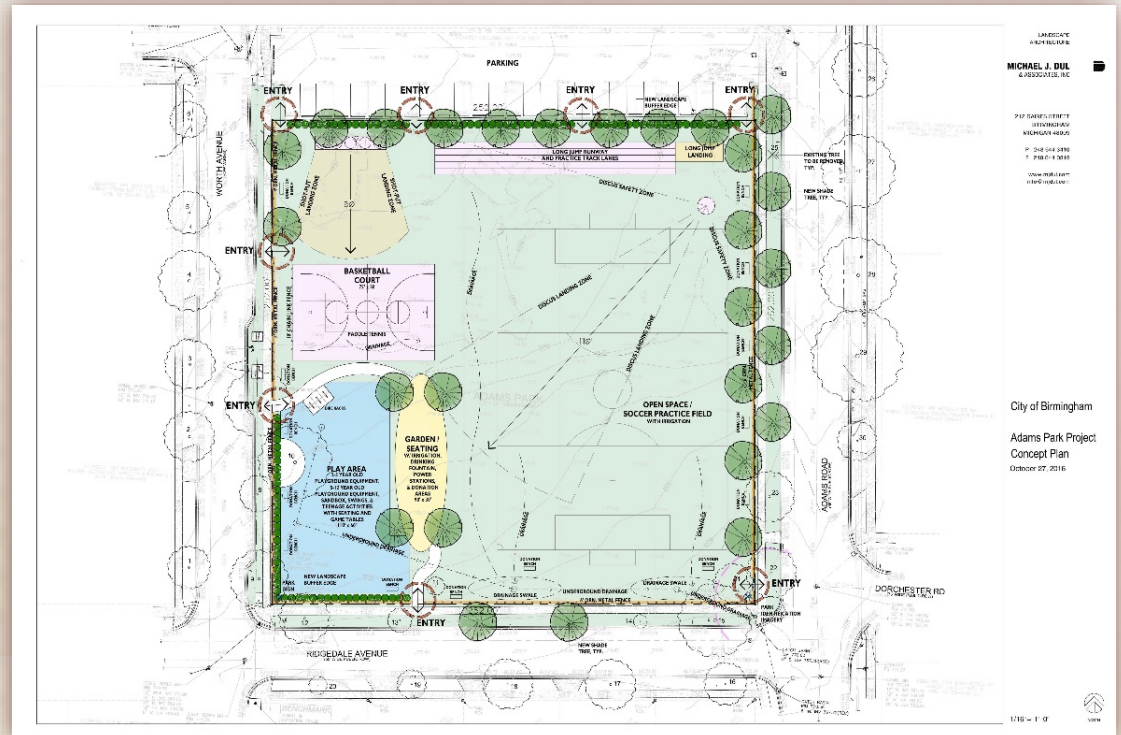
# Ice Arena Project

- Project Close Out
- Party Planning
- Summer Rentals/Camps
- Party Room Rentals



# Adams Park Project

- Bidding out in short order
- Award Contract March 2022
- Begin Construction June 2022
- Anticipated Completion August 2022
- Grant Opportunity



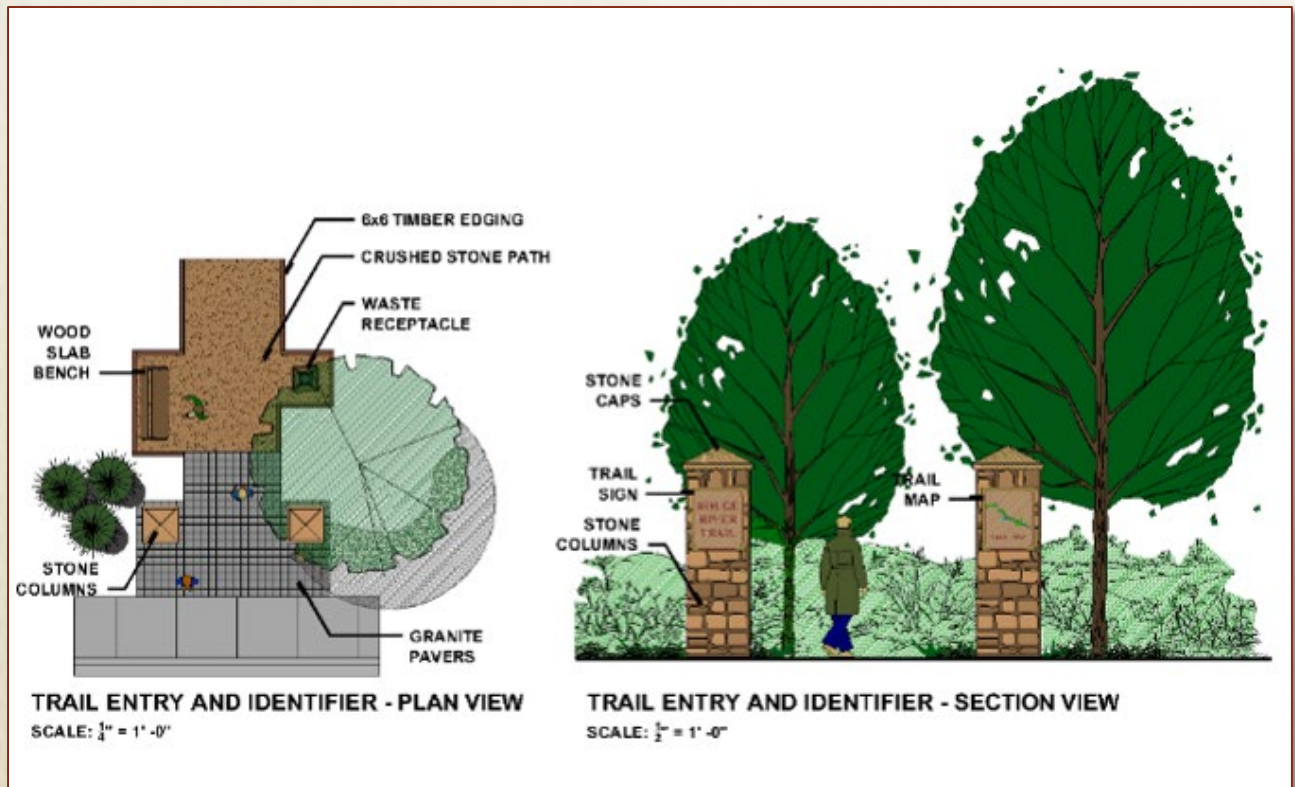
# Pickleball Courts

- Public Engagement Campaign- Engage Birmingham- location
- Engage Foresite Design - Construction Drawings/Specs
  - Construction Administration
- Opinion of Probable Costs: \$200,000-\$260,000



# Trail Improvements

- Rouge River Trail Corridor – Trail Entry & Identifier (various locations)
- Pre-Development Stage



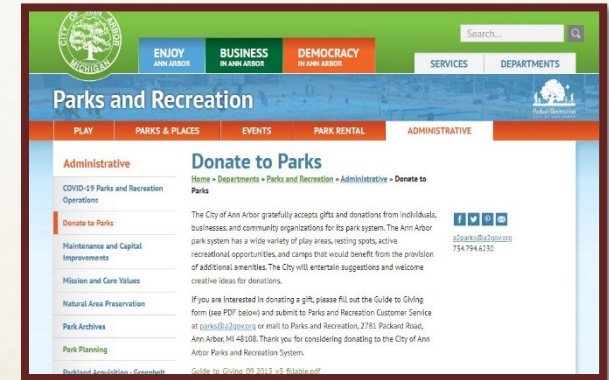
# Booth Park Corner Feature

- Originally planned for in 1<sup>st</sup> Bond Issue



# Leveraging Bond Dollars

- Grants- OCPR, MDNR
- Donations- website
- Public/Private Partnerships



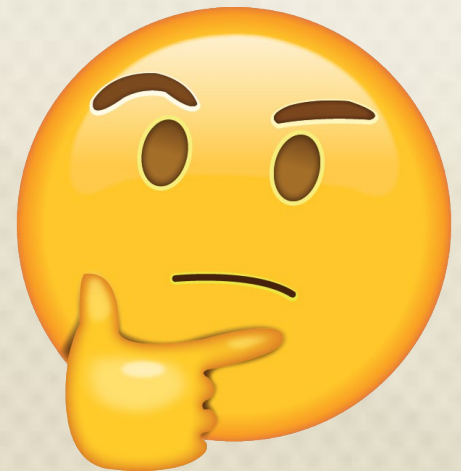
# Next Bond Issue Projects

- City Wide Playgrounds
- Trail Improvements (continued)
- Splash Pad
- Kenning Park



# Considerations

- Maintenance- labor and material costs
- Unanticipated New Projects (Chesterfield Fire Station)
- Budget Annually
- Public Engagement: input/meetings/design review
- Consultant procurement
- Designs: accessibility
  - environmental stewardship
  - parking
  - lighting/decorative fencing



# QUESTIONS?



- [bhamgov.org/parksbond](http://bhamgov.org/parksbond)
- Carrie Laird, Parks and Recreation Manager
- Lauren Wood, Director of Public Services



# Lincoln Hills and Springdale

Long Range Planning Session

January 22, 2022

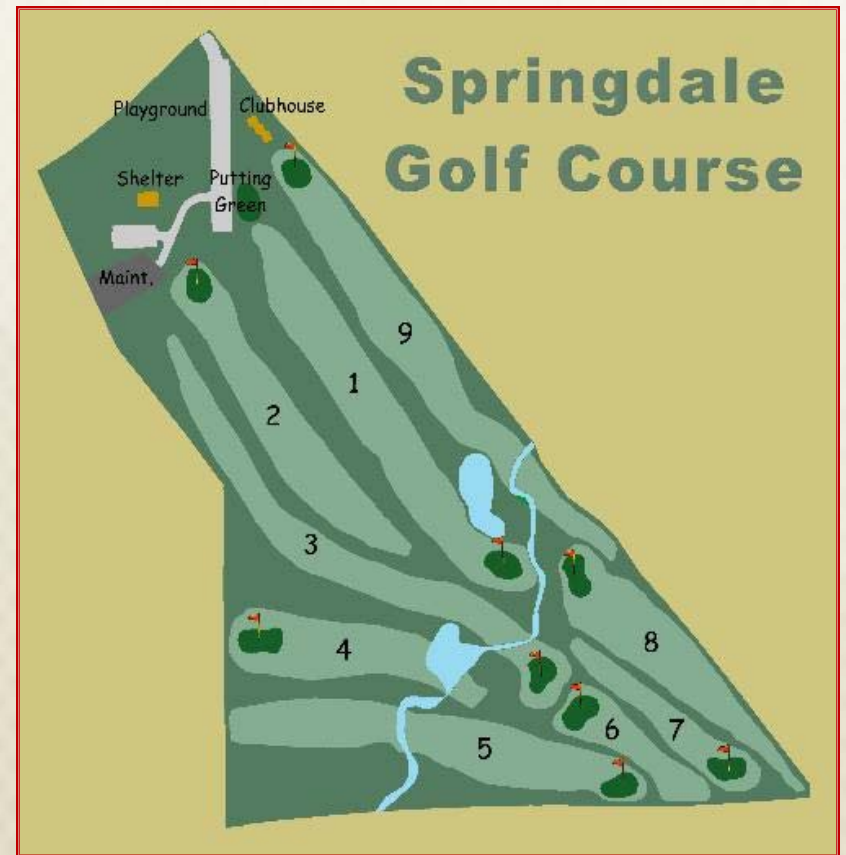
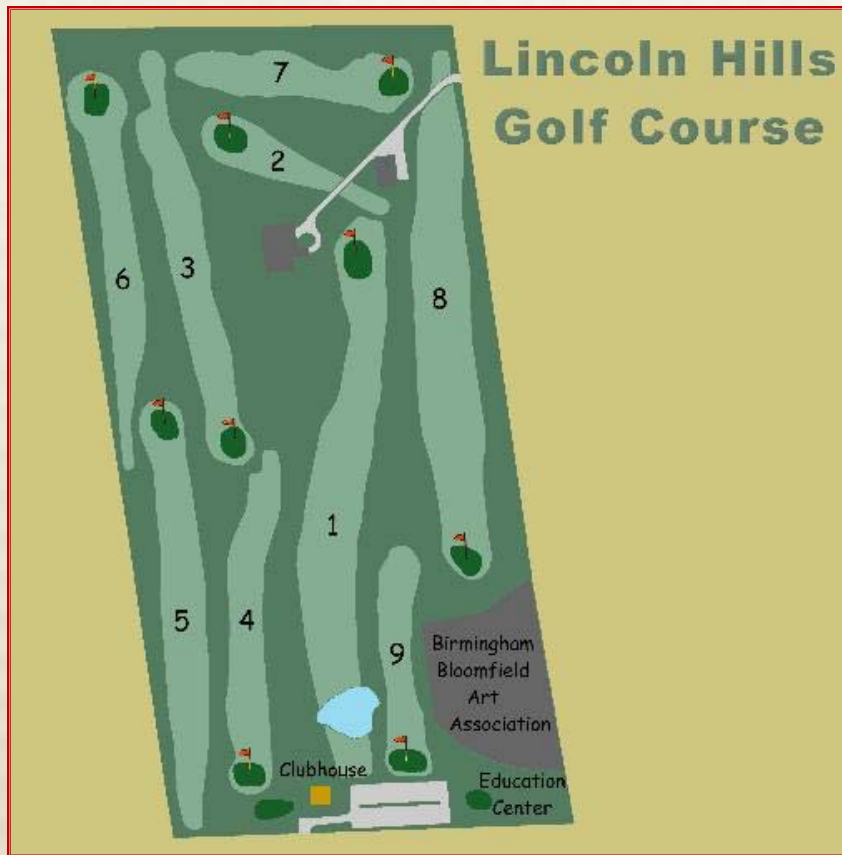


Presented by: Lauren Wood, Director of Public Services

**2C**

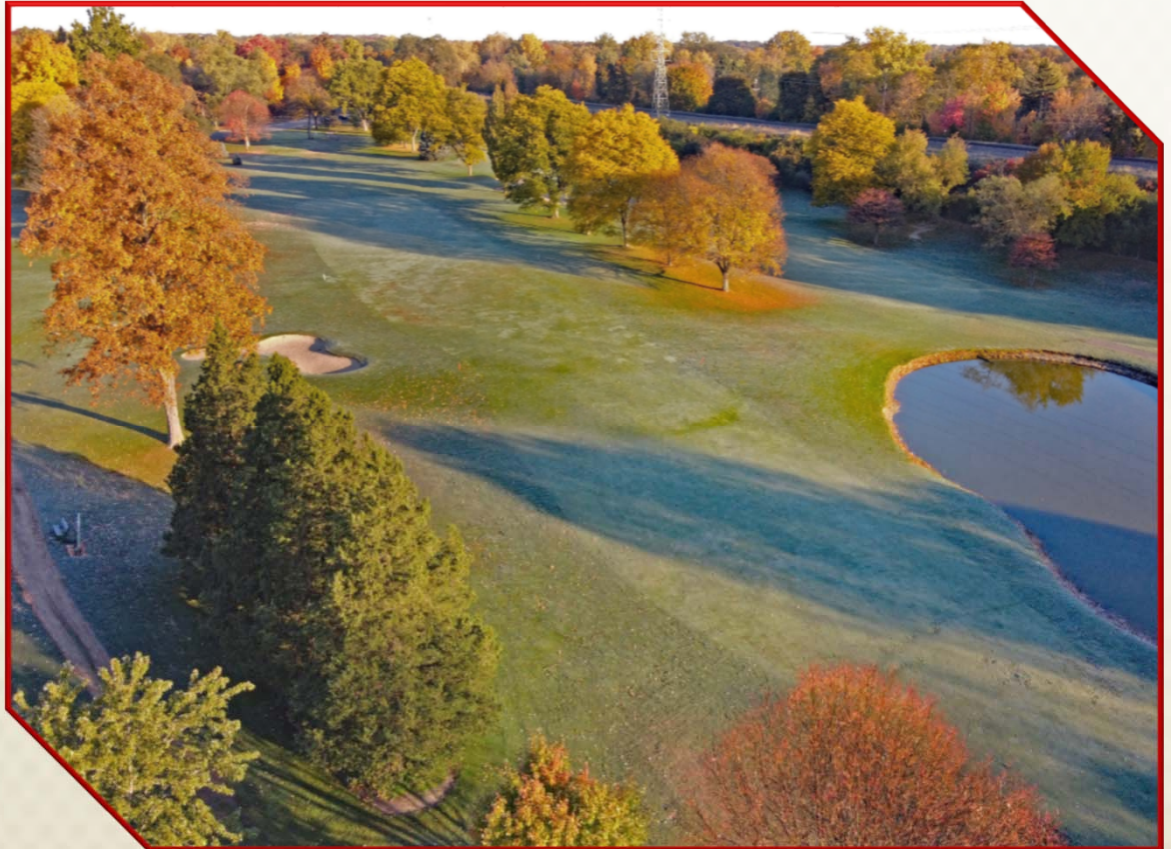


## “Best Kept Secrets” in Birmingham



# 2021 Golf Stats

- Total Rounds  
64,065
- Net Profit  
\$378,970
- Annual Members  
3,233
- F&B Sales  
\$103,268



Fairway #3 at Springdale



# Capital Projects at Springdale

## Four New Bridges



Before



Installation



Finished

## New Pergola & Flooring on Patio



# Capital Projects at Lincoln Hills

## New Cart Paths - Before and After



#9



#5



#9



#7

# Junior Golf

---

- We offer an extensive Junior Golf Program for all ages and skill levels
- A total of 450 Participants: 207 Birdies, 213 Eagles, and 30 Jr Leaguers
- We participate in the PGA Jr League – Scramble Format and fun for all
- Family Day on Sunday Afternoons – Child plays free with paid adult
- Lincoln Hills is the Home Course for Groves Golf Teams
- Springdale is the Home Course for Seaholm Golf Teams



# Club Events

- Hosted a few more events in 2021 and all were sold out
- Nite Golf at Springdale
- Dueling Pianos at Lincoln Hills
- Annual Charity Turkey Shoot



# Future Capital Projects Lincoln Hills

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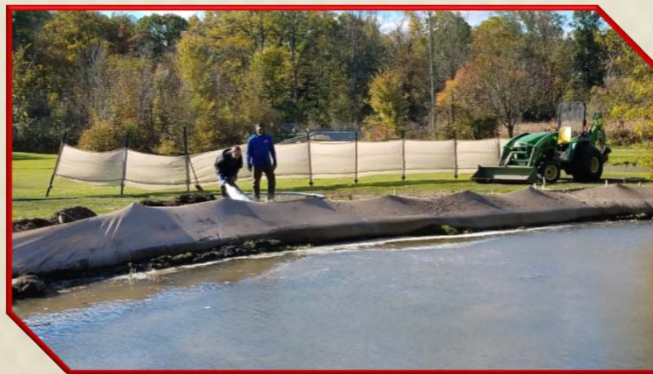
- Repair drainage issues on #4 and #5 Fairway
- New fairway bunker on #1 Fairway
- Increase putting surface on practice green
- Renovate #1 tee box
- Install additional cart path on #6 and resurface #5
- Install new trees and landscape beds - #7 Tee & Green



# Future Capital Projects Springdale

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- New irrigation system – system is outdated and broken
- Renovate cart barn to protect new fleet of carts
- Repair and extend golf cart staging area
- Renovate existing cart paths and install new paths
- Install waterless fabricated cement bathroom on course
- Install additional SoxErosion along river bank on #5



# QUESTIONS?



[www.GolfBirmingham.org](http://www.GolfBirmingham.org)



## MEMORANDUM

Engineering Dept.

**DATE:** January 11, 2022

**TO:** Thomas Markus, City Manager

**FROM:** James J. Surhigh, City Engineer

**SUBJECT:** Lead Service Line Replacement Program Update

Beginning in 2021 the State required that all water systems with lead or galvanized service lines (LSL's) begin a replacement program with an average replacement rate of five percent (5%), with all LSL's fully replaced within twenty (20) years. The City began their LSL replacements in October 2019 due to the number of water samples with lead levels above the action limits being greater than allowed. As a result, an EPA federal mandate required that the City immediately begin replacing a minimum of seven percent (7%) of known lead services on an annual basis by September 30<sup>th</sup> of each year. Based on a review of City records, a Distribution System Material Inventory (DSMI) was completed, and it was determined that 731 known LSL's are present within the City's system which results in a total of 52 LSL replacements per year to meet the federal mandate. Upon notification of the lead level exceedance, the City Commission and Administration elected to aggressively approach the LSL replacements by choosing to replace a minimum of one-hundred services per year as well as increasing the number of water samples gathered throughout the system. The completed LSL replacements have exceeded the federal requirement of 52 per year as well as the more aggressive yearly City replacement goal.

Provided below is a summary of the LSL Replacement Program:

- \$800,000 included in 2020/21 Budget for LSL Replacements
- \$900,000 included in 2021/22 Budget for LSL Replacements
- \$2,238,756 dedicated from CLFRF Funds
- \$900,000 included in 2022/23 Budget for LSL Replacements (on hold for replacements until expenditure of CLFRF Funds, but can be applied to the new service line verification requirement)
- 307 LSL Replacements completed by January 21, 2022
- 26 services thought to be lead verified to be copper/plastic
- 398 LSL replacements remaining
- Average Cost of LSL replacements completed to date: Approximately \$5,500

Along with the LSL replacements, in 2022 the City will begin their required service line verifications to meet the recently updated EGLE mandate regarding the Complete Distribution System Material Inventory. A minimum of approximately 360 unknown services will require field verification by December 31, 2022. With this mandate, the definition of "unknown" was modified, and the City

is currently compiling the list of addresses that meet the new criteria. In accordance with the mandate, the required verifications will be randomly selected from this list of unknown services. This verification work will be a separate task from the ongoing LSL replacement work activities, and will likely be performed by a different contractor. Through our agreement with SOCWA, there was a "verification contractor" that can be utilized for the work, which followed the same competitive bidding process used to select the "replacement contractor". The estimated average cost for the verification work is approximately \$2,000 each, and is expected to begin early in the spring of 2022.

# Lead Service Line Replacement Program

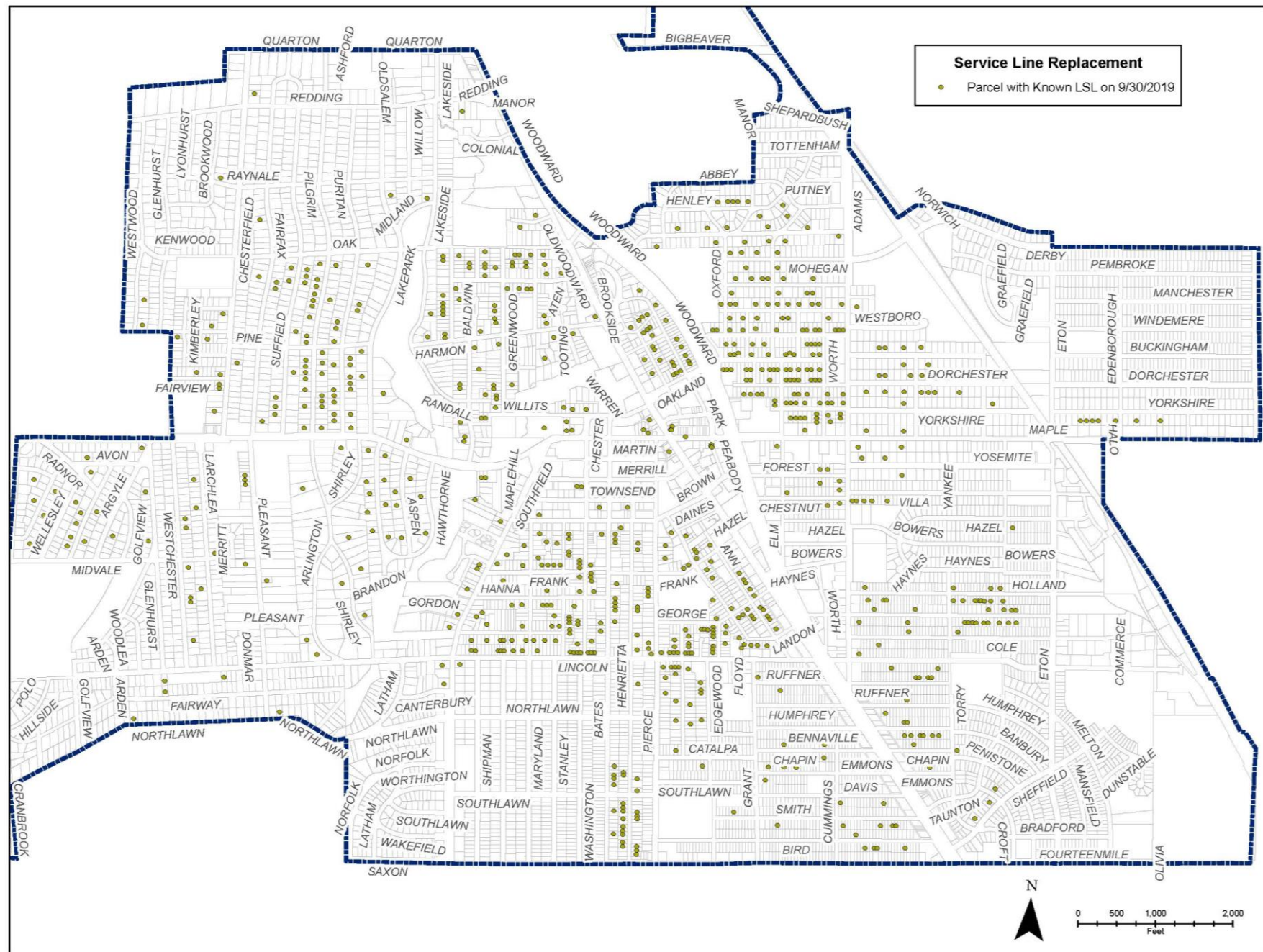
January 22, 2022



# Lead Service Line (LSL) Replacement Program

- Program began in October 2019.
- At start of program there were 731 known Lead/Galvanized Service Lines (LSLs) present in the City's Water System.
- City is required to replace a minimum of 52 LSLs per year (7% of original known LSLs).







- LSL Replacements are to be completed at no cost to the property owner.
- City Commission and Administration elected to aggressively replace LSLs and committed to increase yearly LSL replacements.

### City's LSL Yearly Budget Allocations

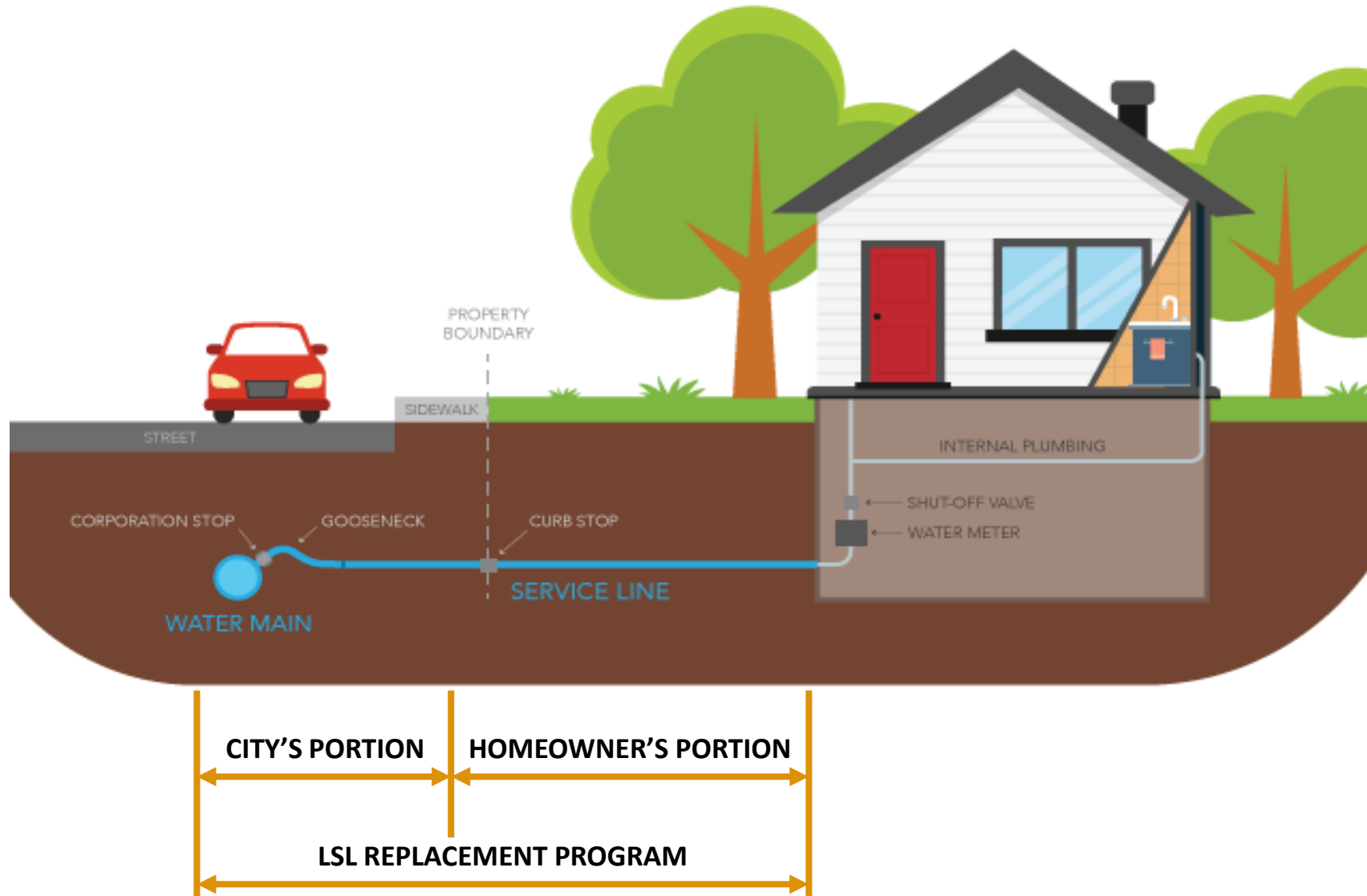
YEAR	LSL REPLACEMENT BUDGET
2020–2021	\$800,000
2021–2022	\$900,000
2022–2024	\$2,238,756 CLFRF Funds



# Methods to Complete LSL Replacements

- City Capital Projects
- Homeowner Replacement
- Home Reconstructions
- LSL Replacement Program

All methods count toward required yearly LSL Replacements.





A photograph showing a water meter being installed in a trench. The meter is white with a brass-colored valve handle. It is connected to a blue pipe on the left and a white pipe on the right. The trench is dug into a concrete wall, and there is some loose soil and debris around the meter. A yellow safety vest is partially visible on the right side of the image.

# LSL Program Implementation

- Partnership with SOCWA and their member communities for selection of Contractor and replacement costs
- D'Angelo Brothers Selected as the Replacement Contractor
- Each Community is responsible for coordinating replacements with Property Owners and Contractor
- HRC retained to assist the City Engineering and DPS during administration of the LSL Replacement Program

# Current Replacement Status

- 145 LSLs were replaced as part of the 2020–2021 Budget.
- 147 LSLs were replaced as part of the 2021–2022 Budget.
- 15 LSLs have been replaced as part of CLFRF Funding.
- 26 LSLs were field verified to be copper and did not need replacement.
- 333 LSLs have been replaced/verified through 1/21/22.
- **398** LSLs remain to be replaced.

# Current Replacement Status (Continued)

- Program continues to be very well received by property owners.
- D'Angelo Brothers continues to perform very well and agreed to extend contract and prices thru the December 31, 2024, end date for use of the CLFRF Funds.
- LSLs completed after January 1, 2022, are to be funded utilizing CLFRF Funds.
- Approximately 400 LSLs can be completed utilizing CLFRF Funds.
- Other Funding sources for LSL replacements are being monitored.





# Current Replacement Status (Continued)

# 307

LSL replacements  
have been completed  
through January 21, 2022

# 26

Service Lines  
thought to be Lead  
were verified to be Copper

# 398

(of original 731)  
known LSLs remain  
to be replaced

# \$5500

Average Cost of completed  
LSL Replacements

State Required Service  
Material Verification  
Program is to begin



# Verification Program

- Finalization of service line CDSMI by January 1, 2025.
- Inventory methodology provided by EGLE in March 2021.
  - Defined requirements for material classification.
  - Service Records not meeting criteria are to be classified as unknown.
  - Unknown services are to be randomly verified.
- A minimum of approximately 360 services will require field verification.
- Verifications will be completed as part of SOCWA contract.
- Recommended by EGLE that verifications be completed by January 1, 2023.





# QUESTIONS?

## Contact Information:

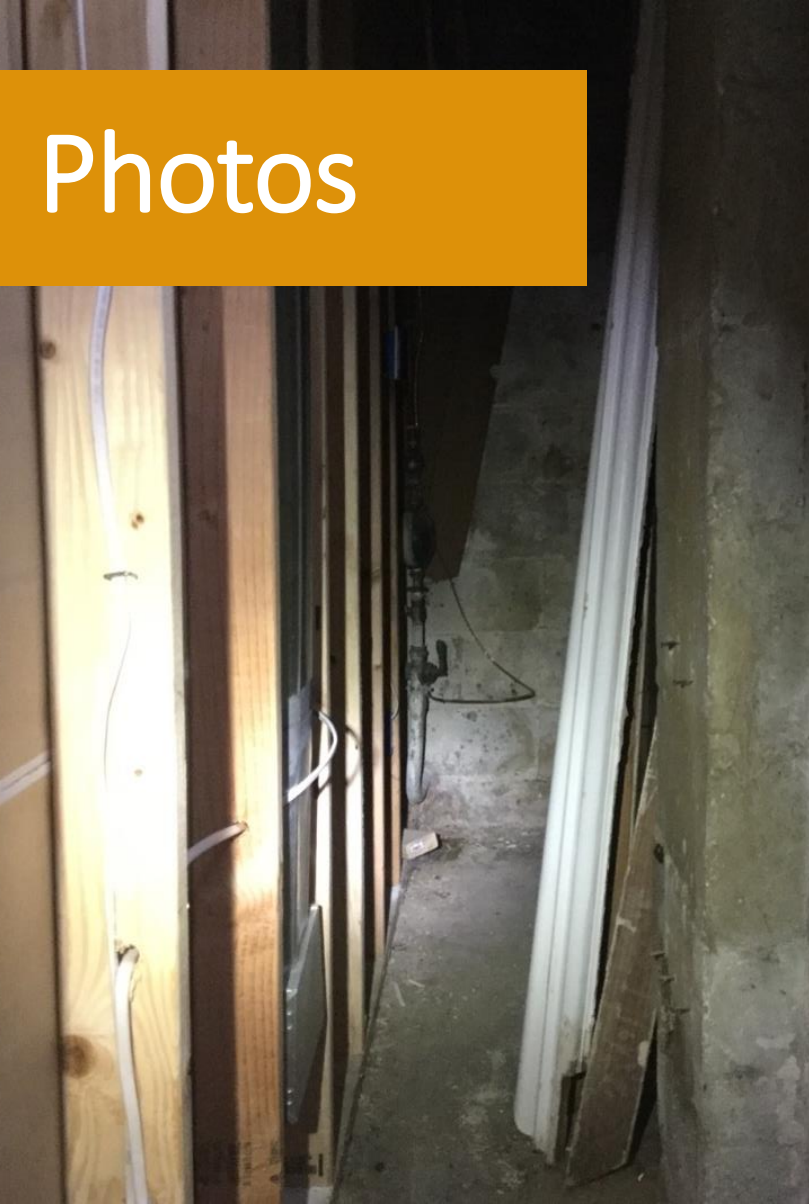
Mike MacDonald  
(248) 454-6346 | Direct  
(248) 535-3318 | Cell  
[mmacdonald@hrcengr.com](mailto:mmacdonald@hrcengr.com)



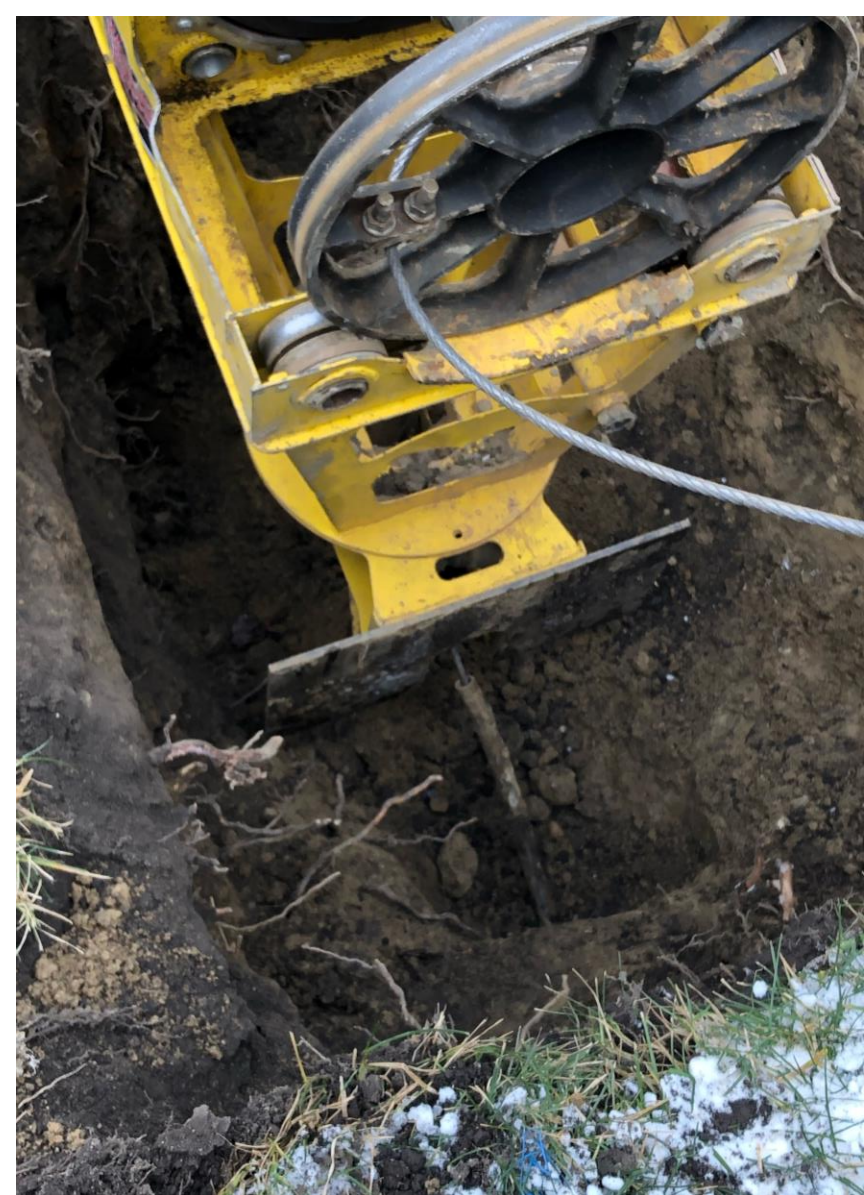
LSL Replacement Program



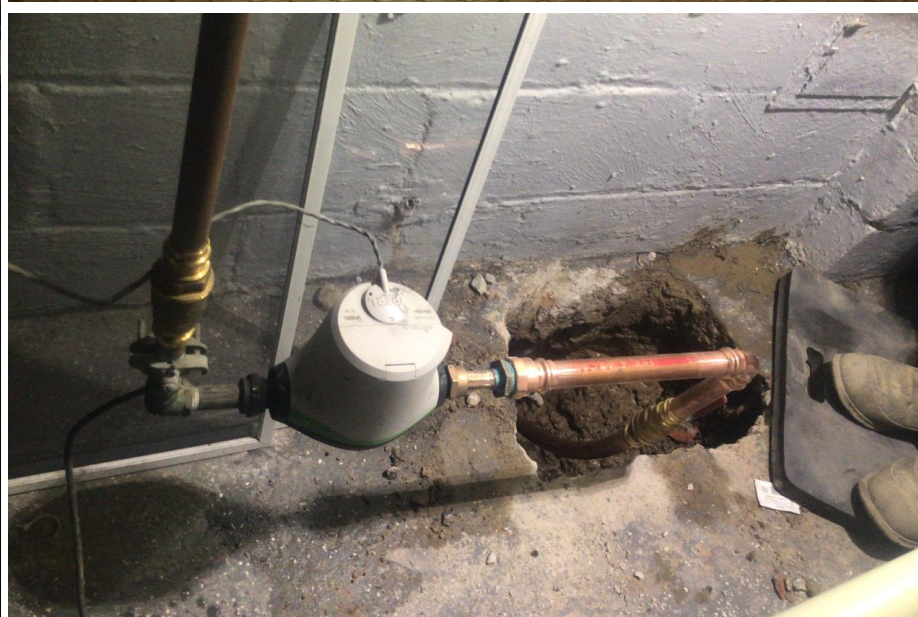
# Photos



# Photos



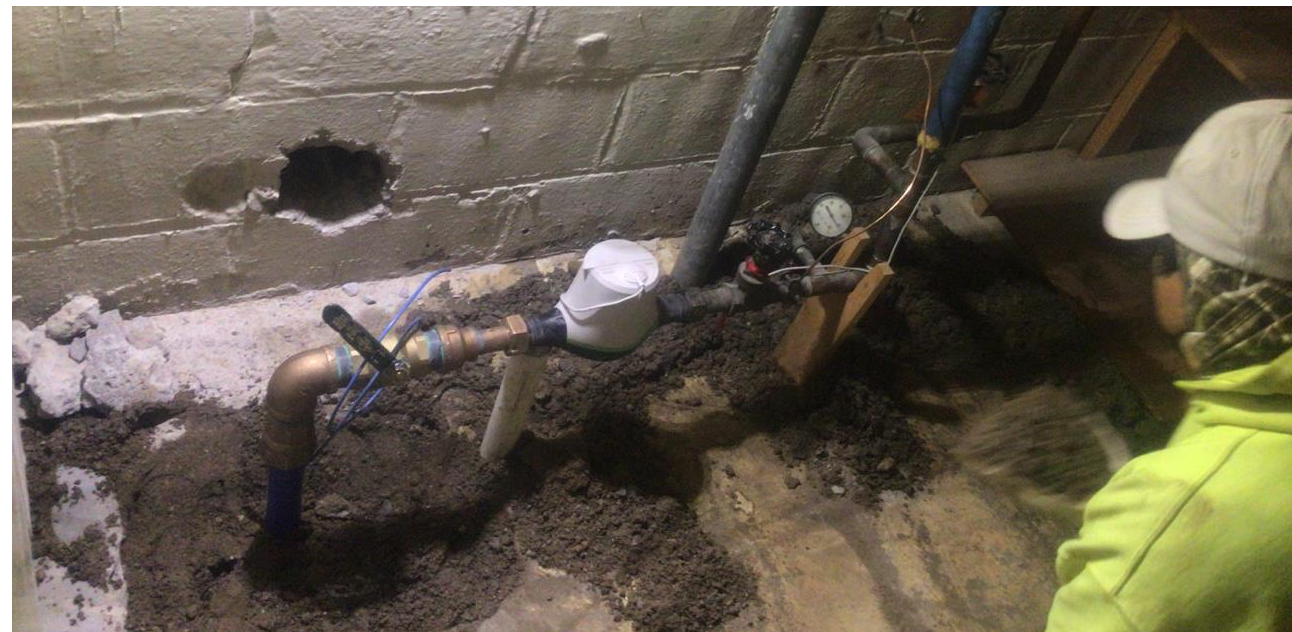
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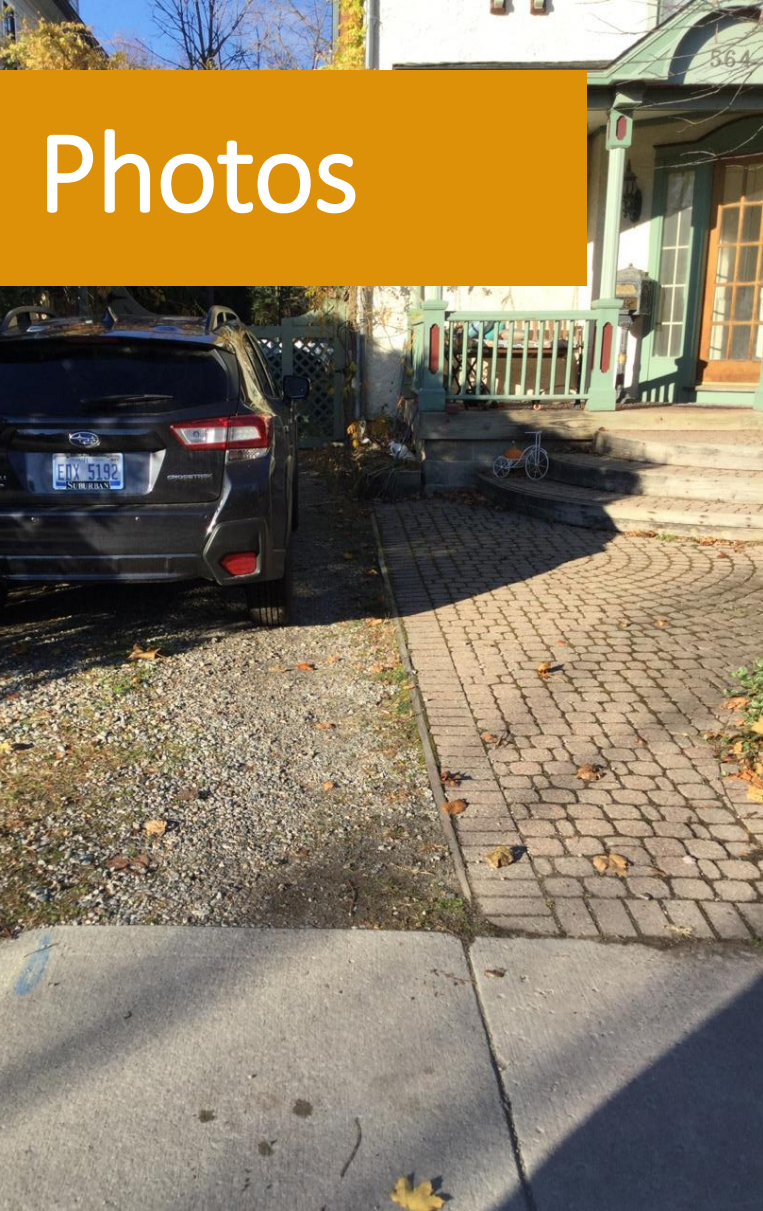
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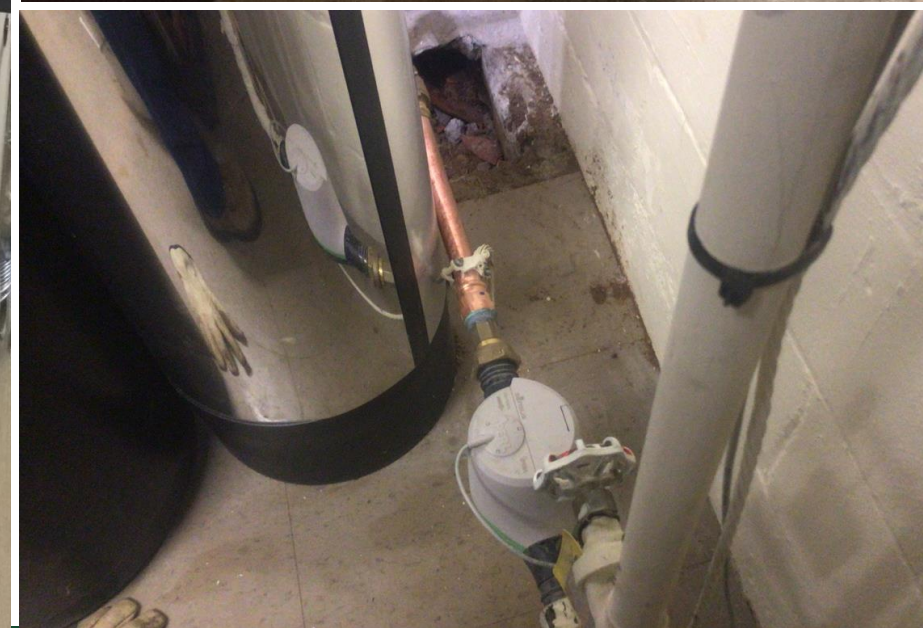
# Photos



# Photos



# Photos



# LSL Program Administration

- Property Owner Contact
- Pre-Replacement Inspection at each property
- Explanation of Replacement Method to Property Owner
- Temporary Access Agreement Execution
- Scheduling of LSL Replacement
- Inspection of Replacement
- Documentation of Replacement
- Payment Requests for Completed Work
- Completion Status Updates to the State
- City GIS System a valuable resource throughout process and houses all documentation for inspections and replacements





## MEMORANDUM

Engineering Dept.

**DATE:** January 12, 2022

**TO:** Thomas Markus, City Manager

**FROM:** James J. Surhigh, Consulting City Engineer

**SUBJECT:** Backyard Sewer & Water Master Plan Update

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In 2011, the City Commission approved a Master Plan directing how to address the future maintenance needs of the City's backyard sewers and water mains. This report presents an update on the progress that has been made related to the backyard sewers and water mains, the current efforts underway, and future actions:

### **Backyard Water Mains:**

All subdivision areas relying on backyard water main systems have now been reconstructed, providing all properties with the opportunity to connect their buildings to a newer public water main located in the street. The backyard water system in 3 blocks of the Crestview Subdivision has now been disconnected and shut down. Disconnections are now in progress in the remaining 3 blocks of the Crestview Subdivision, in the two east side subdivisions as well as Old Salem Ct., with final shutdown of these backyard systems planned between 2022 and 2024.

### **Backyard Sewers:**

Significant progress was made in 2017/2018 for rehabilitation of the backyard sewers. Backyard sewer lining was completed in the Birmingham Villas Subdivision, and in the Quarton Lake Subdivision, mostly north of Oak Street. Essentially 13 of the 16 "blocks" north of Oak were lined. Certain segments were excluded at that time because updated easements were not completely acquired when the contractor started.

The City made considerable progress in acquiring sewer easements since 2017, and another lining program was issued for bids in 2020. The City hired Granite Inliner to complete planned repair and lining in the Quarton Lake Subdivision. Sewer lining was completed in the fall of 2020 and spring of 2021 in 6 blocks, with one sewer segment remaining to be completed by the contractor as of this time.

After completion of the 2020 Backyard Sewer Lining Program, 3 blocks of sewers in the Quarton Lake Subdivision, and one block of sewers in the East Maple Gardens area, remain to be lined. At this time, approximately 70% of the needed easements have been obtained in the upcoming work area of the Quarton Lake Subdivision, and approximately 58% in the East Maple Gardens Subdivision. Staff is continuing efforts to acquire the necessary easements, and will work with the City Attorney's office in this effort to complete this important sewer rehabilitation work.



# Backyard Sewer & Water Master Plan Update

Work Completed in 2021 & Future Plans

Engineering Dept.

Presented by: Jim Surhigh

Date: January 22, 2022



# Backyard Sewer & Water Master Plan Update

## Background:

- Several neighborhoods constructed with sewers or water mains in the backyards
- Maintenance challenges
- “Backyard Sewer and Water Master Plan” approved July 2011
  - Provides a plan for future operation & maintenance
  - Water Mains to be abandoned
  - Sewers to be rehabilitated (new easements required)



# Backyard Sewer & Water Master Plan Update

## Future Actions:

- Continue effort to obtain new sewer easements
  - Have obtained about 70% in Quarton Lake Area
  - Have obtained about 58% in East Maple Gardens Sub
- Complete Sewer Rehabilitation
  - 3 “blocks” in Quarton Lake neighborhood
  - 3 “blocks” in East Maple Gardens Sub
- Verify Water Main Disconnections & Start to Abandon
  - 10-year period for disconnecting in last area expires 2024



## MEMORANDUM

Engineering Dept.

**DATE:** January 13, 2022

**TO:** Thomas Markus, City Manager

**FROM:** Scott D. Zielinski, Assistant City Engineer  
James J. Surhigh, Consultant City Engineer

**SUBJECT:** Upcoming Capital Projects for 2022

Birmingham will have a very busy year for construction in 2022. There are some projects from 2021 that are scheduled to be finished this spring as soon as weather conditions allow, followed by this year's planned capital projects. Note that all projects are subject to City Commission approval and budget constraints.

### Carry-over Work from 2021

#### ➤ 2021 Asphalt Resurfacing Project

The Asphalt Resurfacing Project from the 21/22 season that started in 2021 will finish this spring. The project includes multiple street sections that will receive pavement resurfacing to extend the pavement life cycle. The contractor for this project is Pamar Enterprises, with AI's Asphalt as their paving subcontractor. The streets with planned work include:

- Watkins, W. Brown to W. Frank & Hanna to Wallace – Mill and resurface pavement.
- Stanley, Hanna to Wallace & W. Lincoln to 14 Mile – Mill and resurface pavement, with extension of the curb island at W. Lincoln to reduce the length of the crosswalk.
- Latham, Northlawn to 14 Mile – Mill and resurface pavement, with new curbs at the intersections with Norfolk, Worthington, Southlawn and Wakefield constructed along new alignments with reduced radii to help with traffic calming in the neighborhood.
- Fairway, from Pleasant to 600 ft east of Pleasant – Replace aging water main, patch trenches and excavations, and mill and resurface remainder of pavement.
- Pavement repairs at Parking Lot #5 (behind North Old Woodward Parking Structure).

#### ➤ 2021/22 Concrete Sidewalk Program

The 21/22 Sidewalk Repair Program is focused this year on Residential Area 4 and Downtown Area 1B of the City's Sidewalk Repair Program. Area 4 extends in general from Pierce Street to Southfield Rd, and Maple Rd to 14 Mile Road. Area 1B of the downtown generally extends from Old Woodward to Woodward, from Maple Road to Ravine. The contractor for this project is J.B. Contracting. Work on sidewalk ramp upgrades for ADA compliance was completed in the fall of 2021, and remaining work will be completed in the spring of 2022.

➤ Sewer Rehabilitation Program

This project includes sewer rehabilitation services to clean and inspect certain sewer segments throughout the City. Work items for rehabilitating minor sewer issues that may be found could include the removal of roots, grinding of mineral deposits, grouting leaking joints, and limited internal patching of holes and open joints. Part of this contract includes televising sewers and sewer laterals on S. Old Woodward, in advance of the upcoming construction, to help confirm which existing sewer service lines are inactive. The total length of sewers included in this part of the project is 47,200 feet. The contractor for this project is DVM Utilities and work is scheduled to start in mid-January, with completion anticipated by June 2022.

Planned Projects for the 2022 Construction Season

➤ Edgewood Ave (Lincoln to Southlawn)

Design work has started for replacing the water main and improving the sewer system, along with replacement of the pavement. This project will start in the spring, with completion early in the summer.

➤ Redding Rd (Lakepark to Woodward)

Design work has started for replacing the water main and improving the sewer system, along with replacement of the pavement. Also included in the project are structural repairs to the bridge, construction of new storm sewer outfalls, and stabilization of the streambanks in the vicinity of the bridge. New sidewalk is being planned, along with a necessary retaining wall, to close the existing gap between Lakepark and the bridge. This project will likely start later in the summer, with completion in the fall.

➤ Cranbrook Non-Motorized Shared Use Path (TAP Grant)

Design work has started for constructing a new 10-ft wide shared use path along Cranbrook, from 14 Mile to Midvale, and new sidewalk along the north side of 14 Mile, from Cranbrook to the western City limits, and on the south side of Lincoln, from Cranbrook to Golfview. This project will likely start later in the summer, with completion in the fall.

➤ Parking Lot #5 Slope Repair

Design is underway for slope stability and erosion control measures to stabilize the slope along the northern edge of lot #5. Excessive rain events that overwhelm the storm sewer catch basins have resulted in deterioration of the slope that extends down to the Rouge River from the north end of the parking lot. This work will have to be coordinated with the planned asphalt pavement repairs in the parking lot.

➤ Water Tower Maintenance & Coating

Necessary repairs and maintenance work will be performed on both water towers, including replacing the coatings (paint) on the exterior and interior of the tanks. Design will start this winter, and the contract will be bid early spring. The goal is to complete repairs on one of the water towers before July/August (peak water demand months), and the other would be completed in the fall.

➤ S. Old Woodward Ave. Phase 3 Reconstruction Project

Final plans are currently being prepared in accordance with the approved conceptual design for completion of the downtown reconstruction effort started in 2018. Improvements will include new concrete pavement, construction of storm sewers and infiltration/storage system to reduce peak storm water runoff from the area, updates to the water system, new sidewalks and streetscape elements, new crosswalks and improvements for pedestrian safety, trees, landscaping and irrigation, street lighting, and new electric system for holiday tree lighting and potential future electric vehicle charging. The following tentative milestones for implementing the project are as follows:

- 2/14 - Advertise plans for bids
- Week of 2/21 - Hold public information meeting
- 3/7 - Hold pre-bid meeting with prospective bidders
- 3/14 – Public Hearings of Necessity for SAD's (streetscape and sewer/water lateral replacements)
- 3/21 - Open bids
- 4/11 - Recommendation for Award of construction contract to City Commission
- 4/11 – Public Hearing Confirming Role for SAD's (streetscape and sewer/water lateral replacements)
- 5/2 – Issue Notice to Proceed (presuming insurance/bonds/contract in order and permits approved)
- 5/31 – Start construction (dependent on material lead time, contractor's schedule)
- 9/30 – Substantial completion, roadway open to traffic
- 10/28 – Final completion

➤ 2022/23 Concrete Sidewalk Program

The 22/23 sidewalk repairs program will focus on Residential Area 5 and Downtown Area 1C. Area 5 extends in general from Southfield Rd to the western City limits, and Maple Rd to the southern City limits at 14 Mile Road. Area 1C of the downtown generally extends from Woodward to Pierce, from Maple Road to Daines. Construction on this work would likely begin in late summer. Other concrete sidewalk work being planned includes:

- Concrete slabs for granite bench locations along W. Maple Rd.
- Sidewalk gap closure on the north side of Oak St., between Lakeview & Greenwood (in front of Greenwood Cemetery)
- Reconstructing sidewalk on Ann St., from Lincoln to Landon, to correct sidewalk cross-slope issues.

➤ 2022 Asphalt Resurfacing Project

This program will continue in the fall with multiple streets that will receive pavement resurfacing and preventative maintenance measures to extend the pavement life cycle. These streets will be determined based on analysis of the pavement condition evaluation (PASER ratings) from this past year.

➤ Unimproved Streets

With the City Commission's approval of the policy modifications related to initiation of street improvement projects, the Engineering Department is planning to begin designing street improvement projects to be constructed in 2022 on the following unimproved streets:

- Westwood Drive, Raynale St. to Oak St.
- Oak St., N. Glenhurst Dr. to western City Limits
- Raynale St., N. Glenhurst Dr. to western City Limits

This project will include replacement of undersized water mains, extension of storm sewers previously constructed on Raynale and Oak to alleviate the risk of basement flooding due to sewer backups in the immediate area and reduce storm water that enters the combined sewer system, and repair/rehabilitation of the existing combined sewers that will continue to provide sanitary service. The preliminary estimated cost for this project is approximately \$1,830,000, and is accounted for in the current budget between the "unassigned unimproved street" project for FY21/22, and re-allocating the Oak St. project that is currently planned for FY23/24. Some of the benefits for selecting this project at this time include:

- Providing for continued extension of the storm sewers in this neighborhood as described in the 2011 Backyard Sewer & Water Master Plan, and allowing for further extension in FY23/24 on Westwood, N. Glenhurst, Lyonhurst and Brookwood north of Raynale. Once this storm sewer extension is complete, proposed modifications to the regulator on the Bloomfield Village Drain (Oakland County Water Resources Commissioner) at Raynale can be considered that would provide relief to the combined sewer system south of this area.
- Replacement of water mains will create an improved "loop" that will help with available fire flows on surrounding streets (a number of fire hydrants in this area are not able to produce even 500 gpm under existing conditions).
- This first project will be a test of the newly modified policy allowing the City to initiate a street improvement project, and then special assess the costs associated with the street paving to the adjoining property owners in accordance with the current policy. Success of this process will allow the City to better plan future infrastructure improvements that continue to improve the quality of life for residents.

In 2022, a cape-sealing program will also be put out for bids to address the most severely deteriorated street surfaces, mostly in the southeast part of the City. Streets selected for this treatment are based on recent pavement condition evaluation efforts (PASER ratings).



# Upcoming Capital Projects

Work Scheduled for 2022 & Future Plans

Engineering Dept.

Presented by: Jim Surhigh &  
Scott Zielinski

Date: January 22, 2022

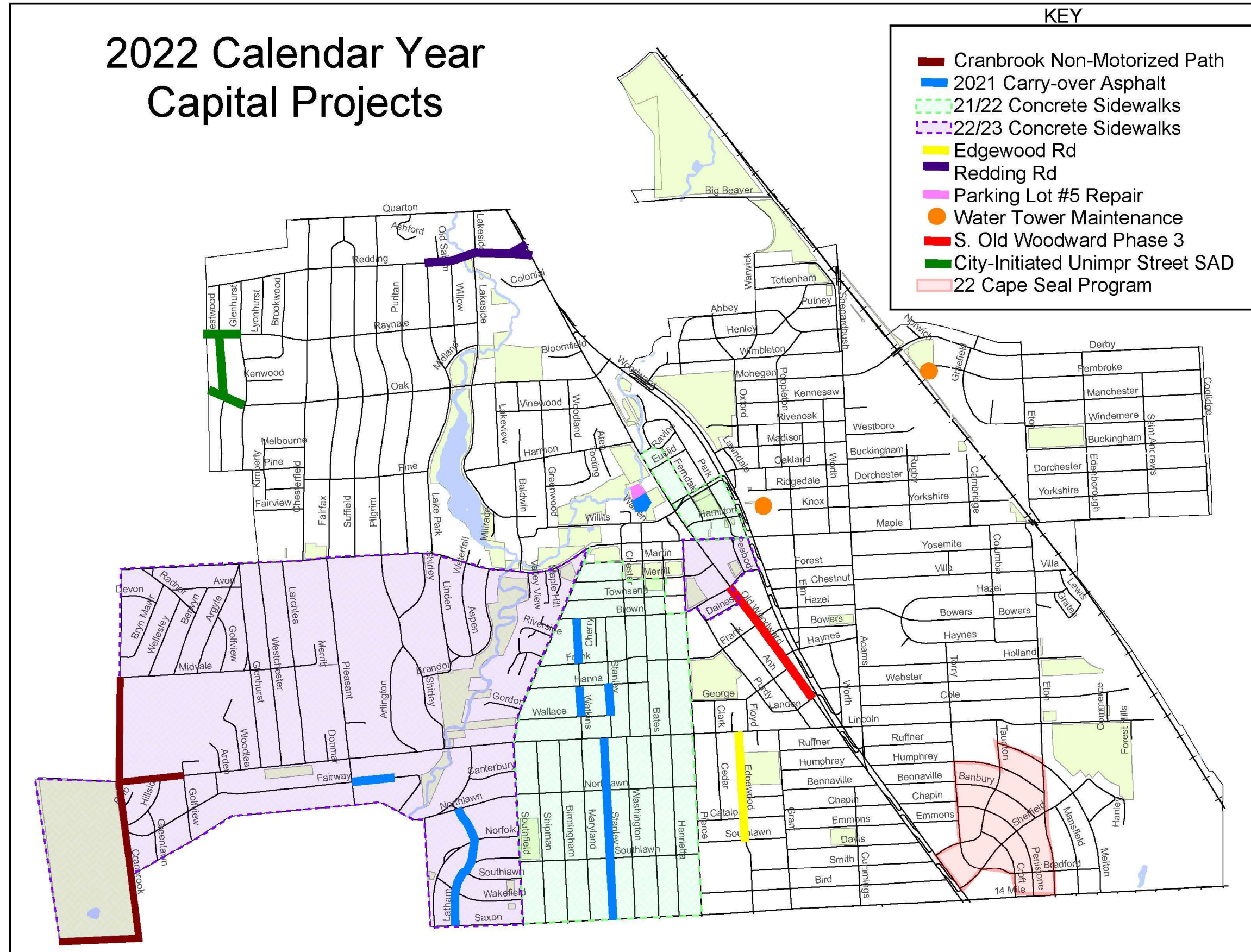


# Upcoming Capital Projects

## Overview:

- Some projects started in 2021 and will continue in 2022 as soon as weather conditions allow
- New construction projects starting to improve sewers, water system, pedestrian accessibility & safety, and road conditions
  - S. Old Woodward Reconstruction Phase 3, Brown to Landon
  - City-Initiated Unimproved Street Improvement Project
- Continuing sidewalk, pavement, sewer maintenance programs
- Extensive work planned by Consumers Energy in 2022

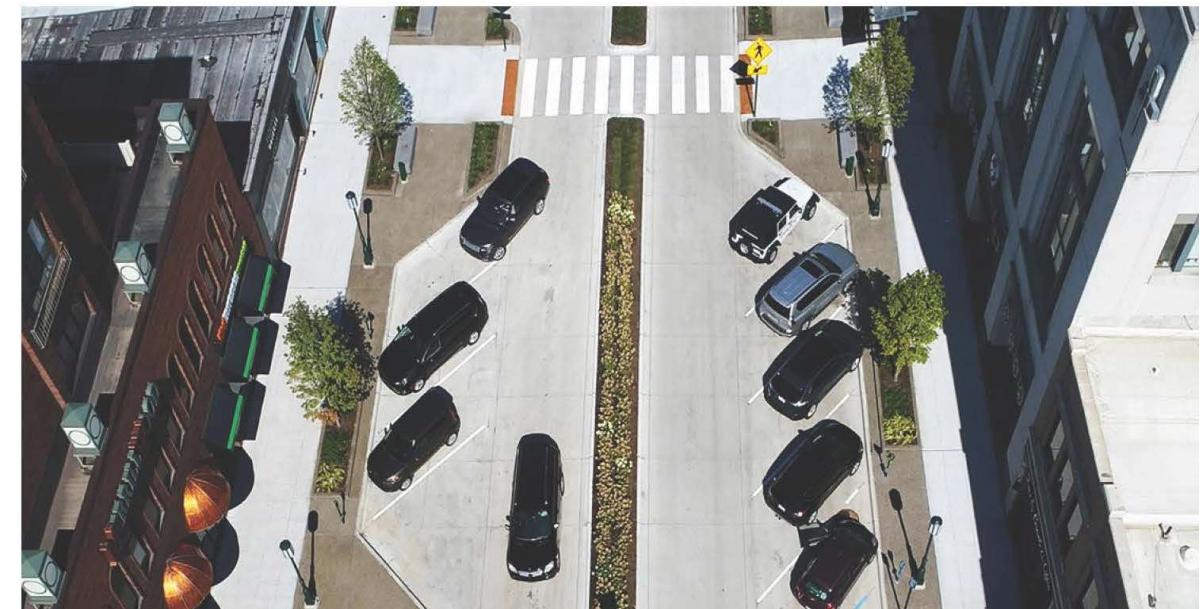
# 2022 Calendar Year Capital Projects



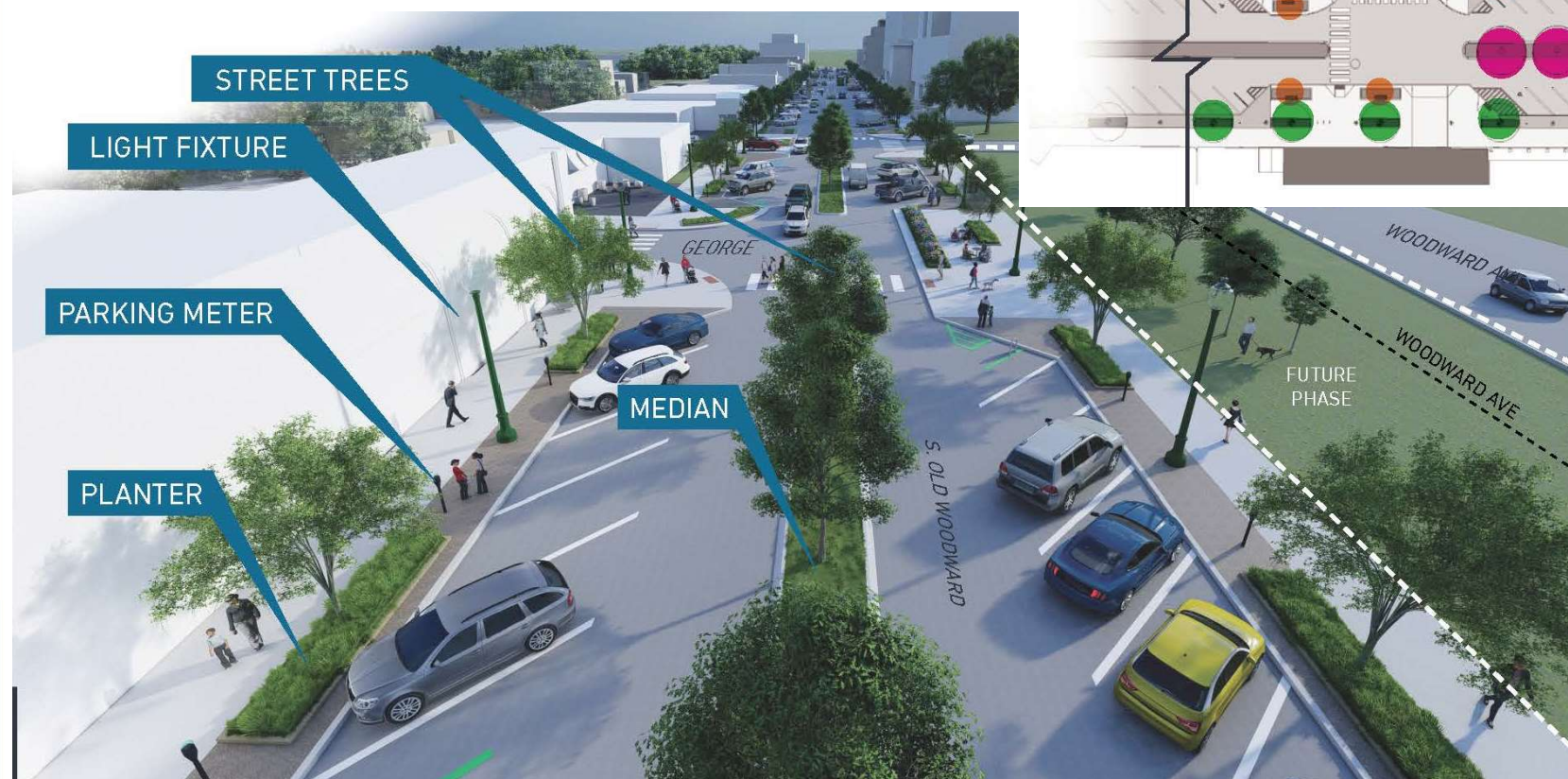
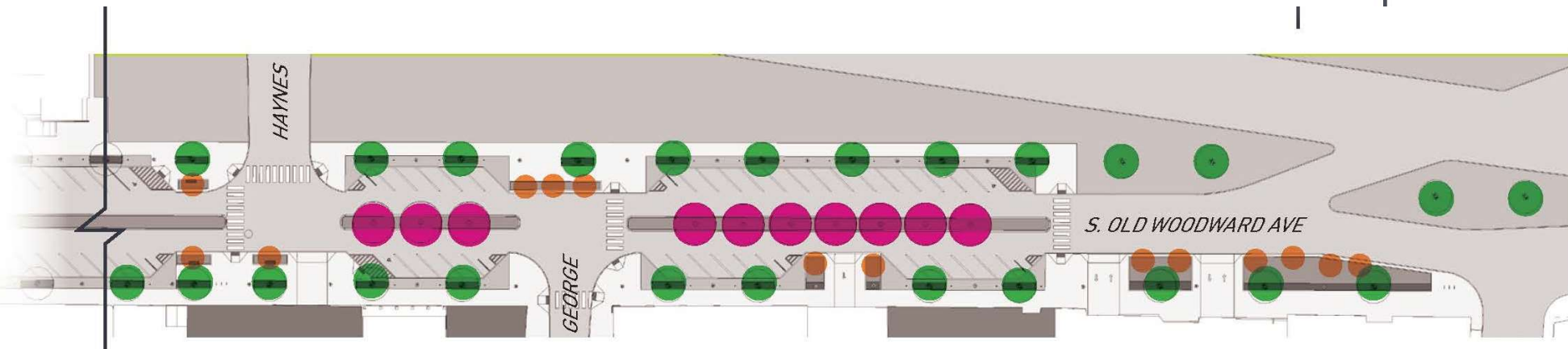
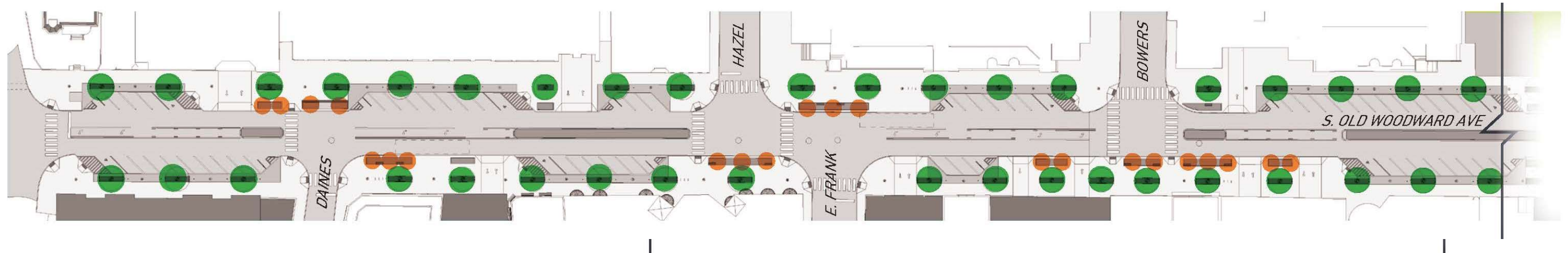
# S. Old Woodward Phase 3

## Scope/Features:

- New concrete pavement with “bump-outs” and median islands
- New sidewalks & streetscape elements (planters, benches, lighting, trees & landscaping)
- Enhanced cross-walk design to improve pedestrian safety
- New storm sewer with underground storage/infiltration feature



# S. Old Woodward Phase 3



# S. Old Woodward Phase 3

## Tentative Milestone Dates:

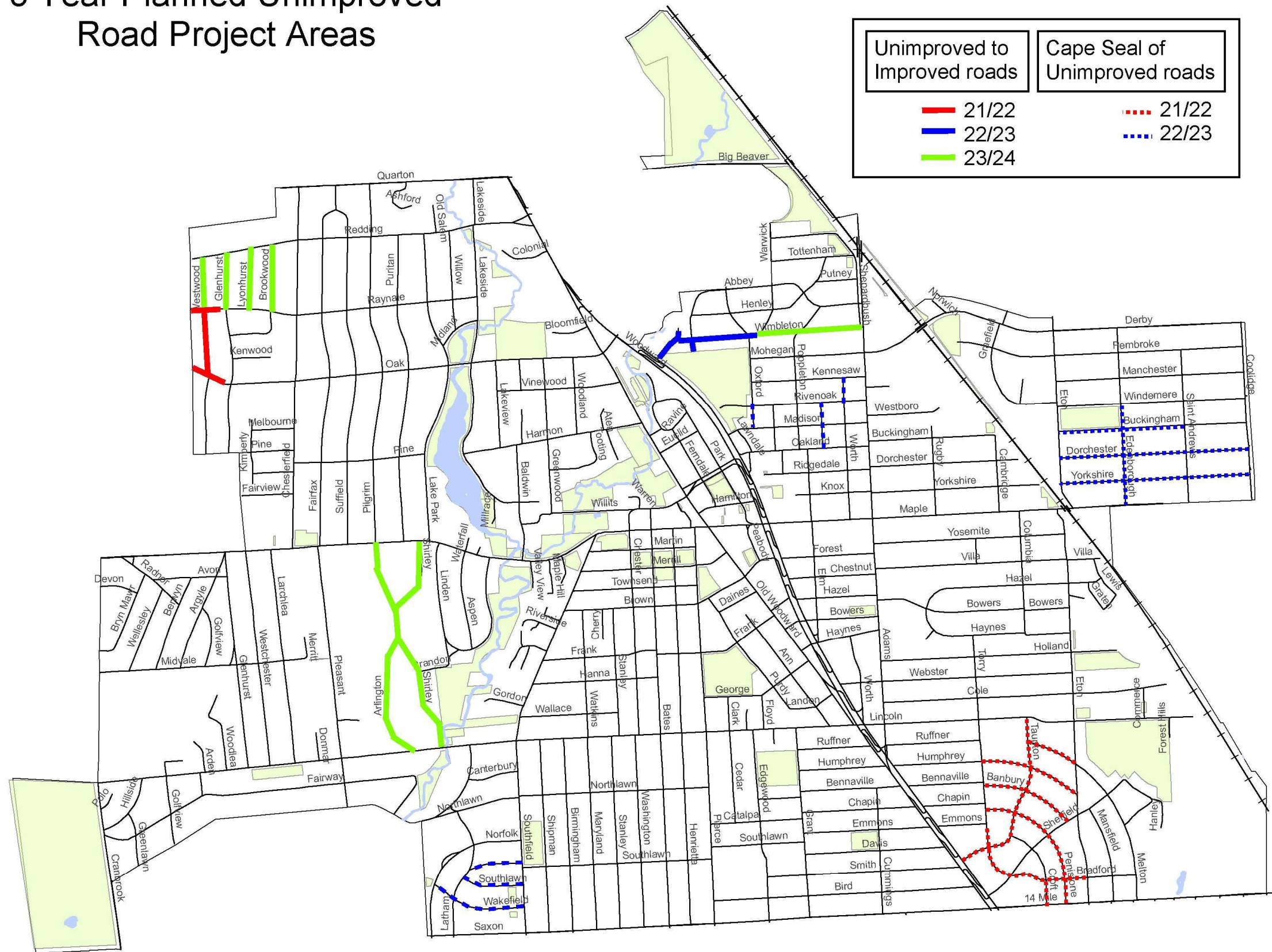
- 2/14 Advertise Plans
- 2/21 Public Informational Meeting (date TBD)
- 3/14 P.H. of Necessity for SAD's  
(Streetscape, Sewer/Water Laterals)
- 3/21 Open Bids, Evaluate Results
- 4/11 Recommendation for Award
- 4/11 P.H. Confirming Roll for SAD's
- 5/2 Issue Notice to Proceed to Contractor
- 5/31 Start Construction
- 9/30 Substantial Completion Date  
(road open to traffic, some remaining work)
- 10/28 Final Completion Date



# Unimproved Streets

- 2022: Westwood (Raynale to Oak), and Oak and Raynale (N. Glenhurst to City limits)
  - City-Initiated Project – will be sending “Expression of Interest” survey to residents soon and proceeding with project design
  - New water main will improve flow & pressure conditions in area
  - Extend storm relief sewers that were constructed on Oak & Raynale
- 2022: Cape-Seal Program – severely deteriorated streets in neighborhood south of Lincoln, east of Woodward
- Projects planned in current 3-year budget/CIP on Arlington, Shirley, Westwood, N. Glenhurst, Lyonhurst & Brookwood
- 2023 City-Initiated Project & Cape-Seal Program

# 3 Year Planned Unimproved Road Project Areas





## MEMORANDUM

Engineering Department

**DATE:** January 13, 2022

**TO:** Thomas Markus, City Manager

**FROM:** Scott D. Zielinski, Assistant City Engineer  
James J. Surhigh, Consulting City Engineer

**SUBJECT:** Infrastructure Condition Ratings

The Engineering Department has been using an Infrastructure Scoring System for many years (since the mid-2000's) to help guide annual capital improvement project planning and budgeting efforts. The Infrastructure Scoring System combines the condition ratings of the three major components of the City's physical infrastructure system, roads, sewers, and water mains. Combining these scores for both the easily visible surface infrastructure with the less obvious buried infrastructure components ensures the City infrastructure planning is conducted in a fiscally responsible manner. Infrastructure ratings were updated in 2021, and will be used for future project planning.

### Sewer Condition Rating

The City was the recipient of a grant to further develop an Asset Management Plan (AMP) for its wastewater and stormwater collection systems through the Michigan Department of Environmental, Great Lakes & Energy (EGLE, formally MDEQ) under the program for Stormwater Asset Management and Wastewater (SAW). The SAW grant work was completed at the end of 2019, and a product of that effort was an updated sewer condition rating for most of the sewer system.

In general, sewer condition scores are generated based on observable, physical conditions (cracks, offset joints, etc.) and performance-related conditions (tree roots, sags, etc.). The sewer condition scores are then used in conjunction with other factors, such as age, pipe material, existing features above the sewer, proximity to sensitive structures/natural features, and flow capacity to determine the Probability of Failure (POF) and Consequence of Failure (COF) for each segment. The POF and COF scores are on a scale of 1 to 5, with 5 being worse. The product of multiplying the POF by the COF yields a Business Risk Evaluation (BRE) score that helps identify the assets with the greatest overall risk to the City. The individual sewer segment scores were then grouped by "blocks" to be able to be used along with road surface condition rating in the City's Infrastructure Scoring System.

The sewer segment scoring and "block" ratings have been refined throughout 2021 as more information was obtained and further analysis completed. The map included with the presentation represents the most recent product of this analysis.

## **Water Main Condition Rating**

Water main condition ratings were updated in early 2021, assisted by the recent water system flow modeling and inventory updates submitted with the Water Reliability Study Update to the Michigan EGLE Department at the end of December 2020. The data collected and results of the hydraulic analysis will be used to determine the Probability of Failure (POF) and Consequence of Failure (COF) for each segment of the water system, in a process similar to that used for the sewer system. Factors that influence water systems include age, material, break history, system pressure goals, system fire flow goals, and proximity to sensitive structures/natural features. The product of multiplying the POF by the COF yields a Business Risk Evaluation (BRE) score that helps identify the assets with the greatest overall risk to the City. The individual water system segment scores were then grouped by “blocks” to be able to be used along with road surface condition ratings and sewer condition ratings in the City’s Infrastructure Scoring System.

The water main segment scoring and “block” ratings have been refined throughout 2021 as more information was obtained and further analysis completed. The map included with the presentation represents the most recent product of this analysis.

## **Road Condition Rating**

Unless maintenance or repairs are completed, road conditions can be expected to get worse every year as exposure to freezing and thawing stresses, as well as traffic loads continue to cause deterioration of the paving materials. The Engineering Department had performed road surface condition assessments for improved streets every few years. The road condition score is generally based on a scale of 0 to 10, with 0 being the best condition, and 10 the worst. Factors that influence the score include the type and severity of deterioration, the traffic conditions, and the age. Road condition scores are assigned on a “block-by-block” basis, which correlates with how projects are typically constructed; from intersection to intersection on a given street.

Road conditions were last updated this past year in 2021 (maps included in presentation), and are planned to be evaluated again in the spring of 2023. Both improved and unimproved roads were evaluated this past year. There are different scales used for different pavement types: concrete, asphalt, and sealcoat (cape-seal/chip-seal surface on unimproved roads). The scales for PASER rating are visual rating systems based on distresses observed, these ratings are used to prescribe treatment methods to prioritize and maintain road quality.

The most recent ratings completed in 2021 results indicate that the City’s overall average rating currently is a 4.28 out of 10. This indicates the City’s roads are in “Fair” condition. Most cities strive for an average rating of a 6 out of 10 for the network. Based on our current ratings, and continued expenditures on pavement reconstruction and maintenance efforts as provided for in the current budget, achieving this goal does not seem likely. An increase in the budget, specifically for items of maintenance to extend the life of the roads that are currently rated 6 or higher, will help increase the trend towards the average 6 rating. Increasing spending on road maintenance such as crack sealing can help elevate a road network’s rating over time while being more efficient with spending, which in turn will help maintain a higher overall average rating for the network, and cost less in the long term.

## **Infrastructure Scoring System Update**

The current Infrastructure Scoring System takes into account the condition rating scores of the three major types of public infrastructure: roads, sewers, and water mains. The rating scales for each component are adjusted to be on a basis of 0 to 100 points, with 0 being the best, and 100 being the worst. For each "block", the score for each component is added together to create an overall Infrastructure Score for that "block", with scores ranging between 0 to 300 points. When the list of "blocks" is sorted by this score (from highest to lowest), a view of the areas of the City that are in need of more infrastructure improvement develops.

After road condition and water system condition ratings were updated in this past year, the overall Infrastructure Scoring System has been updated. The City's future data updates after completion of an infrastructure project can be readily updated, and subsequent analysis will consider those improvements.

Planning for infrastructure improvements is a complicated process, and even though a list of improvements can be developed as described, it should not be considered a "to-do" list on its own. Other factors contribute to the decision making process, including annual budget constraints, coordination with other infrastructure needs, such as bridges and traffic signals, and coordination with other construction projects located within the City, as well as in neighboring communities.



# Infrastructure Condition Ratings

Road Asset Management Strategies

Engineering Dept.

Presented by: Scott Zielinski

Date: January 22, 2022



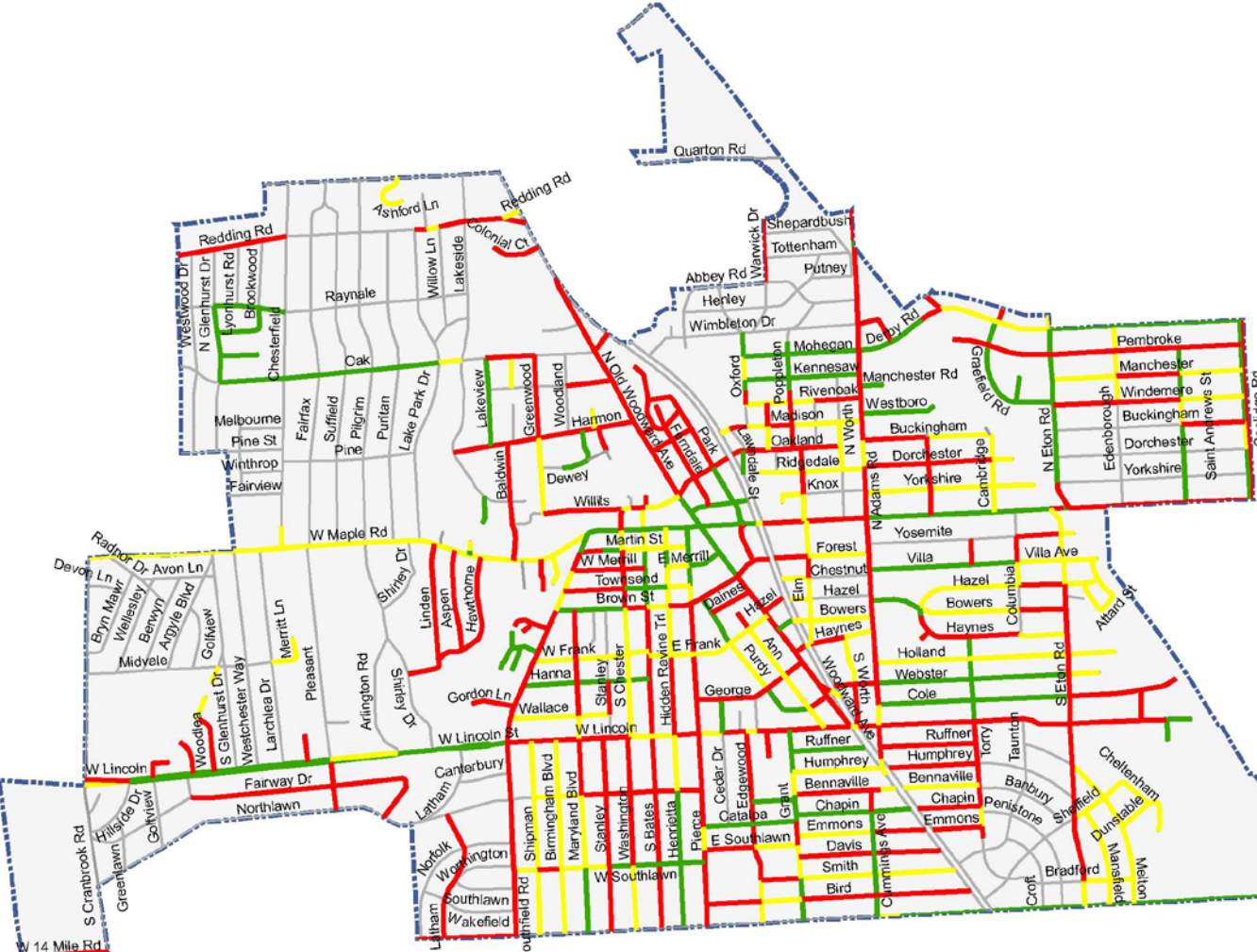
# Infrastructure Condition Ratings

## Overview:

- Sewer & Water System Condition Ratings
  - Updated in 2021, including correlation with “RoadSoft” block definitions
  - Refined as projects are completed & improvements made
  - Continuing infrastructure prioritization analysis for future planning
- Focus today is on Road Condition Ratings & Predictive Analysis
  - PASER Ratings Completed in 2021 for each type of street pavement: concrete, asphalt, sealcoat (unimproved, cape-seal/chip-seal streets)
  - Overall average PASER Rating of **4.28** (considers all streets)
  - Typical goal - PASER Rating of **6**

# City of Birmingham

## 2021 PASER Rating - Improved Roads



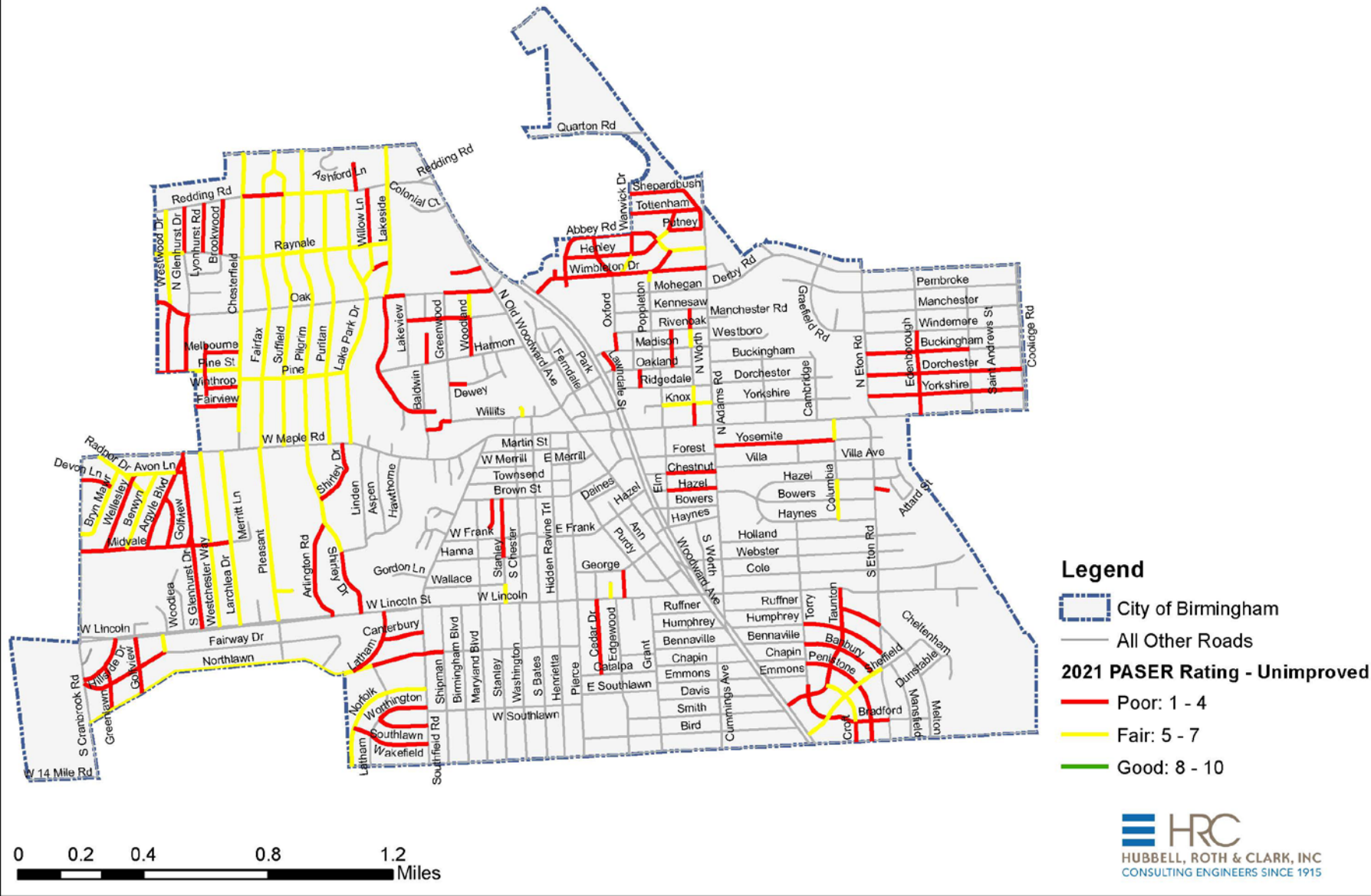
**Legend**

- City of Birmingham
- All Other Roads
- 2021 PASER Rating - Improved**
- Poor: 1 - 4
- Fair: 5 - 7
- Good: 8 - 10

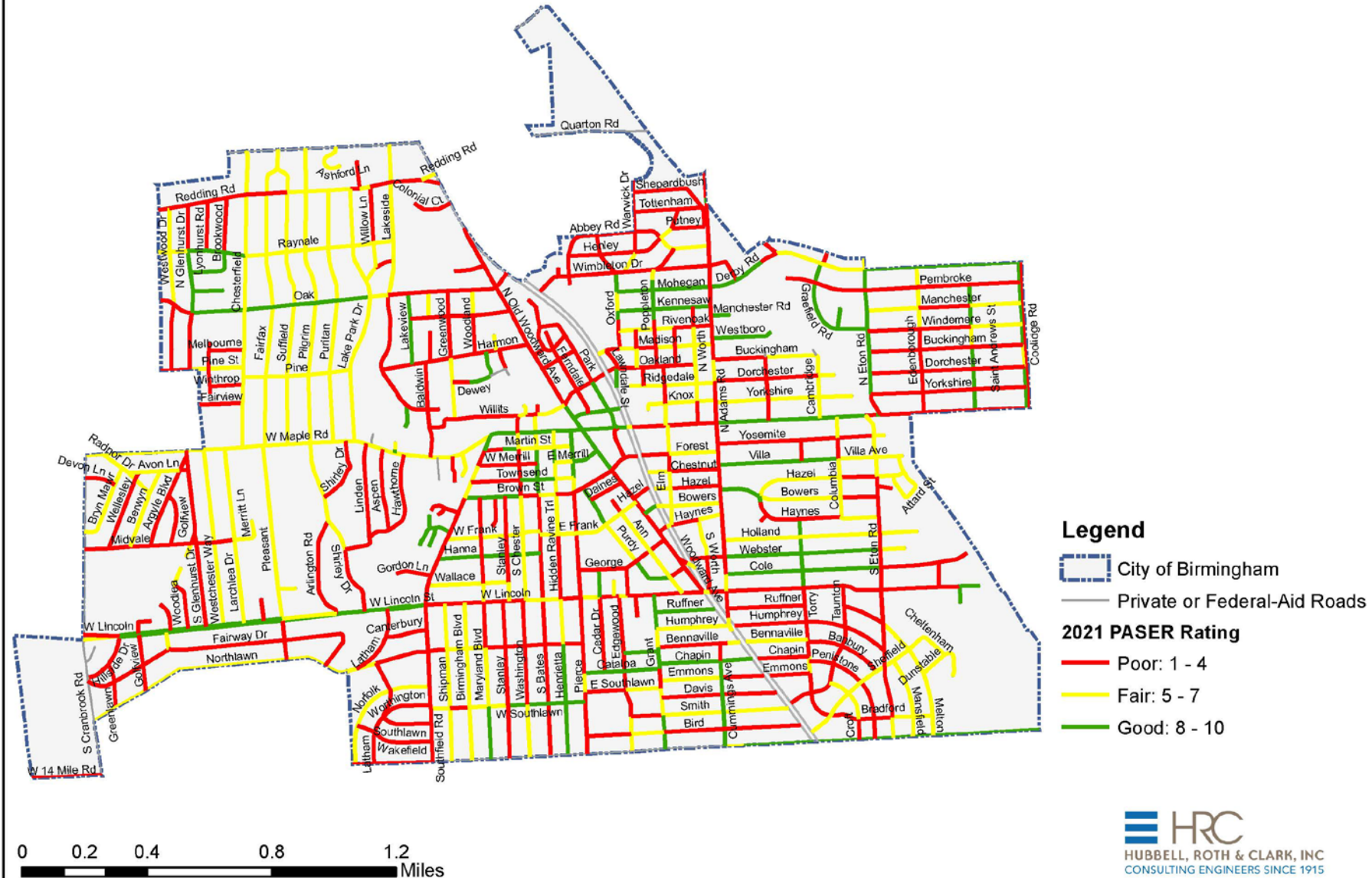


# City of Birmingham

## 2021 PASER Rating - Unimproved Roads



# City of Birmingham 2021 PASER Rating



**DATE:** January 12, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Nicholas Dupuis, Planning Director

**SUBJECT:** 2040 Master Plan Update

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**INTRODUCTION:**

Master plans are the official statement of a local government's legislative body's vision for future development and conservation. These documents set goals and guide decision making on land use, development standards, transportation, housing, community facilities and more. On a functional level a master plan is a roadmap for the development and refinement of the City's present and future needs. The master plan is the documentation of an approach to physical issues which will help the City achieve its goals. Because those goals can and will change over time, the master plan should be re-evaluated and updated on a regular basis.

**BACKGROUND:**

On January 23, 2021, a detailed update was provided to the City Commission summarizing the first year of the comprehensive master planning process. This included a review of past comprehensive plans, areas of need, the consultant selection process, and the extensive public engagement activities performed to that point. A copy of the 2021 report is attached for your review. Overall, the comprehensive master plan update process consisted of four main phases:

- **Phase 1 (Completed)**  
Phase one included project initiation, review of all existing planning related documents, data collection and analysis, project kickoff, the preparation of demographic reports, and early community engagement, including public roundtable discussions, a public survey, creation of a project website and ongoing media and social media communication.
- **Phase 2 (Completed)**  
Phase two began in May 2019, and was comprised of extensive public engagement activities, including a week long planning charrette, , public presentations, a second public survey, a two day drop-in clinic for the public to review and comment on the consultants' findings, and the creation of a summary concept plan outlining each of the key ideas to be incorporated into the draft master plan.
- **Phase 3 (Completed)**  
Phase three began in the fall of 2019 with the creation of a draft master plan based on all of the research, analysis and public engagement to date. A presentation of the draft master plan was conducted at a joint meeting of the City Commission and Planning Board in the fall of 2019 by DPZ CoDesign. A third survey was conducted to solicit initial public feedback on the draft plan. The City Commission and the Planning Board both approved

a detailed draft review and public engagement process at 8 dedicated meetings over a 12 month period.

- **Phase 4 (In Progress)**

Phase four began in October 2021 with the receipt of the second draft of the master plan. On October 11, 2021, the City acknowledged its receipt at a joint meeting of the Planning Board and City Commission. On October 13, 2021, the Planning Board adopted the following public review timeline:

- **November 10th, 2021** - Introduction, Future Land Use Map, and Chapter 1 (Connecting the City)
- **December 8th, 2021** – Chapter 2 (Embrace Managed Growth)
- **January 12th, 2022** – Chapter 3 (Retain Neighborhood Quality)
- **February 9th, 2022** – Chapter 4 (Support Mixed-Use Districts) and Chapter 5 (Advance Sustainability Practices)

In addition to the four review meetings at the Planning Board, one review will be had at a joint meeting in late February or early March of 2022. To round out phase 4, the city will finalize the second draft and distribute to adjoining and other entities consistent with Michigan Planning Enabling Act for their review. Then, the consultant team will prepare a third and final draft which will receive one final review at both the Planning Board and City Commission for the purposes of adoption.

#### NEXT STEPS:

As the Planning Board finishes their review of the second draft, City Staff will request that the City Commission set a special meeting date for a joint meeting with the Planning Board. This request is expected to come before the City Commission by January 24, 2022. In the meantime, we encourage the public to attend the final meetings of the second draft review and provide input. Those who are unable to attend any of the review meeting, or wish to provide any additional comments to the Planning Board are welcome to submit a letter or email to the Planning Director, Nicholas Dupuis ([ndupuis@bhamgov.org](mailto:ndupuis@bhamgov.org)), who will compile and submit all comments received to the Planning Board at the next available meeting.

As a reminder, digital copies of the first and second draft of the Plan, presentation slides, frequently asked questions, Future Land Use Map, other documents pertaining to the review of the Plan, and a comment submission portal may be found on [www.thebirminghamplan.com](http://www.thebirminghamplan.com). In addition, you can find much of the same information, plus an online interactive Future Land Use Map on the Planning Division's Citywide Master Plan webpage. You may also sign up for news and updates on the Plan (and other City business) through the City of Birmingham Constant Contact Service.

# Summarizing key proposals

## Approach to reviewing drafts 1 - 3

- Detailed schedule
- City Commission and Planning Board have multiple feedback opportunities

## Themes and key objectives

- 11 draft Master Plan themes
- Focus on limited number of key objectives as review plan during public meetings

## Engagement through adoption

- Neighborhood proposal packets
- Minimum 11 public meetings (CC + PB)
- *Option:* Additional engagement methods at beginning of 2<sup>nd</sup> draft review

# Proposed drafts review

## Draft 1 – current draft Master Plan

Affirm and confirm process for completing this review:

1. **Planning Board meetings.** 2 completed + 3 additional review meetings, focused on receiving input on themes and key objectives + public comment on same.
2. **Neighborhood proposal packets.** Prepare and distribute neighborhood proposal packets, by area, for review and comment.
3. **City Commission meeting.** Receive Commissioners' feedback and direction on proposed revisions to 1<sup>st</sup> draft, per PB recommendation.

### Outcome:

Broad consensus on themes and key objectives for consultant revision of 1<sup>st</sup> draft

# Proposed drafts review

## Draft 2

Robust review:

1. **Planning Board meetings.** 4 meetings focused on strategic issues concerning themes and key objectives.
2. **City Commission / Planning Board joint meeting.** 1 meeting to finalize 2<sup>nd</sup> draft and authorize distribution of plan for review by entities required by state planning law.

***OPTION:** Conduct additional public engagement, as authorized by Commission in December.*

## Outcome:

Complete draft with substantial and broad support, consultant team able to make final revisions

# Proposed drafts review



## Draft 3 (final)

Adoption actions:

1. **Planning Board public hearing.** 1 meeting to conduct public hearing and adopt plan.
2. **City Commission public hearing.** 1 meeting to conduct public hearing and adopt plan.

## Outcome:

Adopted,  
implementation-ready  
Master Plan



April 13, 2021

City Commission Members, Planning Board Members  
City of Birmingham  
151 Martin St.  
Birmingham, MI 48012

**1st Draft Master Plan Recommendations, April 19, 2021 Joint City Commission and Planning Board Meeting**

Dear City Commission and Planning Board Members,

Following-up upon the brief discussion held during the March 22nd City Commission meeting, this memo provides some additional information concerning the Planning Board's recommendations for changes to the Master Plan First Draft. During the March 22nd City Commission meeting, more detail was desired concerning the recommendations of the Planning Board, both explanatory in nature and recounting the degree to which the recommendation reflects primarily Planning Board direction, primarily public direction, or a combination thereof. The explanatory detail provided below remains brief and can be expanded upon by the consultants as necessary during the upcoming joint meeting.

In addition to the expanded details, a general summary of public input received is included as a separate memo from McKenna.

Further detail concerning the high-level direction from the Planning Board follows, retaining the order and numbering of the prior memo for ease of discussion.

**General Direction**

These items are not specifically related to a physical location or area of the city and are therefore considered more general in nature.

1. The length of the Master Plan should be significantly reduced.
  - Source: City Commission, Planning Board, and public comment
  - Detail: This item requires no additional explanatory detail.

2. The Master Plan should provide clear prioritization of recommendations, including the Themes created during the review process.
  - Source: Planning Board direction concerning the Themes. Prioritization as direction came from the City Commission, Planning Board, and public comment, specifically in October of 2019.
  - Detail: Further details concerning the direction is not necessary as it is general and clear. However please note that this was discussed as an original goal for the Second Draft by the consultant when presenting the First Draft in 2019. The consultant considers this a step in the process. The First Draft collects and explains all of the recommendations assembled through the Charrette process, to be accepted, rejected, or augmented. The Second Draft organizes and prioritizes the recommendations and timelines.
3. Language should be as plain as possible, where technical language is required, it should be clearly defined. This extends to terms that can be vague like sustainability.
  - Source: City Commission, Planning Board, and public comment
  - Detail: This item is a distillation of comments from the Commission and Board, as well as public comment. It was not presented as a single recommendation originally, rather this is inferred direction across many comments which has been validated by the Planning Board.
4. Adjust and clarify the correction to growth projections (2,000 people not 2,000 units).
  - Source: Consultant, supported by Planning Board and public comment
  - Detail: During the course of review the consultant identified that the growth projection as stated in the First Draft was incorrect. During Planning Board review, the consultant corrected this information publicly. Some public comment specifically referred to the growth projection numbers. That comment in some instances is related to following items concerning the form and location of growth, and other comments sought clarity.

5. Infrastructure should be addressed (the details of this request require discussion).
  - Source: Public comment
  - Detail: This item was brought up through public comment, specifically relating to stormwater, unimproved streets, and sewer capacity. It is identified as requiring further discussion (clarity) by the consultants. At the beginning of this contract the consultants asked for clarity concerning how infrastructure was to be addressed in the Master Plan. The City Manager at the time stated that infrastructure included only the surface, principally the details of streets, and did not include sub-surface infrastructure.
6. Increase the focus on sustainability.
  - Source: Planning Board principally, with some public comment
  - Detail: This item is general in nature as it appears in a few places within the First Draft, along with in the introduction, and touches on natural areas like the Rouge, on streets and stormwater, on public buildings and grounds, on practices like recycling and composting, and on energy use and pollution. These points are spread-out in the First Draft. Some items like reduction of greenhouse gasses from vehicles were not discussed as they are inherent in the physical form of Birmingham inviting walking, and should be discussed along with other stated items in a collected goal of greater sustainability.
7. Acknowledge Covid-19, including a prologue to ground the document in the current condition (occurred after the Master Plan First Draft).
  - Source: Planning Board principally, with some public comment
  - Detail: Concerning the source, Planning Board members discussed physical attributes and concerns in the city related to Covid-19, social distancing, and workplace dynamics. Initially this was brought up through public comment and revisited more than once by the Planning Board. While the current protocols surrounding Covid-19 are temporary there are a number of real items to discuss going forward. Concerning the disease, while it is expected that Covid-19 can be successfully mitigated, infectious diseases of this type

are anticipated to increase in frequency and severity in the future. A number of other recent diseases like H1N1 in 2009 luckily did not reach pandemic levels, but they have come close. Trends indicate that infectious disease has been steadily on the rise. A number of prior pandemics have led to changes in the built environment, including the Spanish Flu, Cholera, and Plague. The statement to acknowledge Covid-19 comes in part that preparing a 20 year plan without at least acknowledging such a significant event is considered a mistake but also that there are serious considerations which Covid-19 brings to a number of Master Plan recommendations. There is a general consensus that office space demand will be reduced going forward, and a greater demand for spaces to work some of the time within the home. Today's response may be an overreaction, with many tech companies abandoning or significantly reducing office space. However the technology available to work and meet more effectively in a remote manner has become well established in the workplace. Some change is anticipated, which may result in office space that should be converted to housing. In Downtown, this further supports the recommendation to allow residential permit parking in garages. In homes it may mean that definitions of home occupation should be revisited. That is one example of many, including allowances for dining decks, shared streets that provide more pedestrian space, and a demand for more seating opportunities in parks. Most of these items are included within the First Draft to some extent, but warrant revisiting the recommendations in consideration of recent experiences. Luckily Birmingham is a good location to weather Covid-19, and for many of the reasons that Birmingham is a great place to live generally.

8. Focus on the bold moves, like Haynes Square and perhaps more aggressive fixes for Woodward, so the plan is forward-looking.

- Source: Planning Board
- Detail: This item is both organizational and directing content. From an organizational perspective, a focus on bold moves can garner support. Recommendations can be organized in many ways - by location (as current), by theme, by goal, by department, by change versus stability, etc. Along with the comment on prioritization, this comment is about making the document motivating. The second piece is being more aggressive on some of the key

items, Woodward in particular. For Woodward, some detail was lost in the large document as comments made by the Board were already covered in the First Draft. But Woodward would also benefit from additional crossing improvements and focus on speeds as was discussed extensively. Other areas like Haynes Square are similar.

9. Schools should be more prominently featured in the plan expressing a shared vision between the City and the School District.

- Source: Planning Board principally, with some public comment
- Detail: Schools came up numerous times in discussion. It was recommended that the consultants coordinate with the School District concerning their future plans, including any considerations needed ahead of potential changes, closures, or expansions. Additionally, aspects of the plan had addressed schools with relation to population diversity and housing options, however the schools were a bullet point within those discussions instead of being the other way around. Schools may be better addressed in a goal-oriented organizational format.

10. The senior center proposal should be more prominently featured in the plan.

- Source: Planning Board
- Detail: The plan included direction to establish a more prominent senior center, as had been discussed at length during the Charrette. As with some other items, this had become a side note to the plan, addressed presently on pages 65 and 66.

11. Further address connections to surrounding communities.

- Source: Planning Board
- Detail: This item requires no additional explanatory detail.

12. Include recommendations for new historic districts and strengthening of existing districts.

- Source: Planning Board, Historic District Commission, and a few public comments

- Detail: This item requires no additional explanatory detail.
13. Ensure all considerations for walkability address older adults and people of varying abilities.
- Source: Planning Board
  - Detail: Aspects of walkability are discussed throughout the First Draft. While aimed at multiple users, they may not clearly address how multiple users should be considered.
14. Growth should be focused in Downtown, the Triangle District, and a small amount in the Rail District.
- Source: Planning Board and public comment
  - Detail: Aspects of this will re-appear later concerning Seams. This was a growth strategy that was discussed across numerous meetings and in reaction to public comment. The recommendation could be stated in the opposite manner, recommending that growth not be focused within or between neighborhoods.
15. More outdoor gathering spaces are needed in light of Covid-19, including covered outdoor spaces in parks.
- Source: Planning Board
  - Detail: Details surrounding this item were covered previously.
16. Increase the focus on connecting across Big Woodward and pedestrian safety.
- Source: Planning Board, and public comment
  - Detail: This item was addressed above concerning bold moves. It is listed separately as it was a common area of concern and discussion among Board members and the public.
17. Big Woodward north of Maple should be further investigated for traffic calming, in addition to the portion between 14 and Maple.
- Source: Planning Board

- Detail: In Board discussions concerning traffic calming on Big Woodward, the higher-speed condition of Big Woodward north of Maple was identified as a condition that requires specific consideration.
18. Retain the reduction of parking regulation complexity, but recommend that it be further studied by committee rather than proposing the solution.
- Source: Planning Board
  - Detail: The general idea of simplifying on-street parking regulation was supported but the Board believes it should be studied by a committee rather than providing a specific solution within the Master Plan. The Master Plan would retain the problem statement and recommend a committee be established to carry on the work.
19. More broadly address the Rouge natural area, including bank restoration, removal of invasive species, improving the natural condition, and trail modifications to increase accessibility without detracting from the natural environment.
- Source: Planning Board principally, with some public comment
  - Detail: The item is clear but note that the character of the trail is an area of conflict. Some members of the public feel that the trail should remain as it is with wood chips. Other members of the public, and the Board, feel that the trail should be accessible to users of all abilities. The direction as stated is to improve the trail but recommend strategies to limit the impact that such improvements would have to the existing natural character.
20. Consider the future of the public golf courses.
- Source: Planning Board
  - Detail: There is no specific direction to this item. The golf courses were not addressed in the First Draft and the recommendation is to consider their potential to remain as is, to improve, or to be used in some other manner.

## **Direction Related to Mixed-use Districts**

### **1. Generally**

1. Consider more shared streets and pedestrian-only areas, including Worth Park as a potential piazza.
  - Source: Planning Board
  - Detail: The First Draft included some shared streets and the Board recommended that the concept be expanded beyond the areas identified in the First Draft. The recommendation also identifies that Worth Park is an opportunity to provide greater variety in open space types by recommending a plaza instead of a green.
2. Consider dining decks in light of Covid-19.
  - Source: Planning Board
  - Detail: This item was discussed previously.
3. EV charging and other similar sustainable strategies should be considered in mixed-use districts.
  - Source: Planning Board
  - Detail: This item is related to a previous discussion point on increasing the focus on sustainability.

### **2. Downtown**

1. Bates Street should be included in recommendations.
  - Source: Planning Board
  - Detail: At the beginning of the Master Plan process, a proposal for the Bates Street extension was going through public review. As such it was not included in the Master Plan. The recommendation is to include a proposal in the Master Plan since the prior measure was rejected.

2. Revisit the pilot parking program for downtown housing in light of Covid-19 changing business demand and potential future office space demand.

- Source: Planning Board
- Detail: This item was discussed previously.

3. Retail district standards (redline) should be lightened on side streets.

- Source: Planning Board
- Detail: The area of very high standards for ground floor uses within Downtown extends to most street frontages. The First Draft recommended that two sets of standards be created, one of higher and one of slightly lower specificity. This recommendation is to expand the slightly lower standards to side streets like Hamilton and Willits.

3. Haynes Square / Triangle District

1. Adams Square should be included in recommendations.

- Source: Planning Board
- Detail: This item requires no additional explanatory detail.

2. Consider live-work buildings.

- Source: Planning Board
- Detail: Live-work buildings are like a townhome with a small business space on the front. They are typically service uses like attorneys. Live-work buildings are common in historic towns and in some newly built neighborhoods but often not allowed in zoning. The recommendation is to consider where, if anywhere, live-work buildings should be allowed or encouraged. The most likely outcome is consideration for the type within the Triangle District and the Adams Square shopping center, in addition to the Rail District where they are currently allowed.

3. Add a pedestrian or vehicular connection from Worth to Bowers.
  - Source: Planning Board
  - Detail: This item requires no additional explanatory detail, however the consultant strongly supports the recommendation.
4. Address how the abandoned portion of Old Woodward south of Haynes should transfer ownership with concern for the existing property owners with frontage on Old Woodward. Also address the City's ability to vacate property by ordinance.
  - Source: Planning Board
  - Detail: This is a process-related detail of the recommendation to terminate Old Woodward at Haynes in order to improve traffic safety and increase the viability of commercial properties south of Haynes.
5. Focus Missing Middle housing principally in Haynes Square and Adams Square.
  - Source: Planning Board
  - Detail: This is related to allowing more townhomes, duplexes, and small multi-family housing units. The recommendation is to encourage these types of housing in limited areas rather than along most Seams.
6. Look more closely at the Haynes / Adams traffic situation with respect to the proposed modifications.
  - Source: Planning Board
  - Detail: The First Draft recommends that southbound Adams traffic be diverted onto Haynes to meet Big Woodward in order to both improve traffic safety and increase the viability of the Triangle District. The recommendation is to add further detail for this condition to ensure that it is viable from a traffic management standpoint.

4. South Woodward Gateway

1. Study the housing proposals along the South Woodward alleys more closely and consider other effective means of noise buffering.

- Source: Planning Board
- Detail: The First Draft recommended townhouse-like housing be located along alleys in the South Woodward Gateway area. The alley proposal is aimed at activating alleys which provide a more comfortable means of walking along Big Woodward than the discontinuous sidewalks. Activating the alleys would increase noise which could affect adjacent homes. The First Draft recommended that housing be used to buffer noise as housing is very effective and doing so. These would be located along the alley where houses have previously been removed for additional parking area. The recommendation is to consider options in addition to housing, and to clarify or reconsider the housing recommendation.

**Direction Related to Neighborhoods**

1. Revise to define sub-areas of the City as “planning districts” and remove all recommendations related to neighborhood associations.

- Source: Planning Board and public comment
- Detail: There are two items here. The first is to use the term “planning district” rather than neighborhood to refer to the boundaries identified on Page 30. The second is straightforward, to remove any of the remaining details concerning neighborhood associations.

2. Seams should be significantly reduced in location, intensity, and building types allowed, and be thoughtfully located in the limited areas where they may be appropriate.

- Source: Planning Board and significant public comment
- Detail: The recommendations concerning Seams brought significant public pushback. This began early in the review process but

accelerated towards the end of the process as both information and misinformation about the Seams proposal spread throughout the community. Despite attempts at clarifying the concept, the public reaction was strong and emotional. Throughout the Planning Board review sessions, the subject had come up numerous times and the Board's recommendation was to reduce the intensity of Seams and limit the types of housing allowed within them, targeting growth in the mixed-use areas. Towards the end of the review sessions, public comment increased. While some residents welcomed the recommendation, the majority did not. The Board re-affirmed their prior position and strengthened it. The concept of Seams as presented may be applicable in a few limited locations but the addition of housing type diversity along the edge of most planning districts should not be allowed.

3. Accessory Dwelling Units need to be revisited and should be severely limited should they be permitted anywhere.

- Source: Planning Board and public comment
- Detail: Both the Board and public shared concern about accessory dwelling units. Public comment varied from those with specific concerns, such as privacy where existing properties are small, to those with wished to not allow accessory units anywhere. The Board echoed the specific concerns, remaining open to consider conditions that accessory units may be allowed but generally skeptical. The recommendation is to have the consultant consider this input and revise where and to what extent accessory units might be allowed.

4. New neighborhood commercial destination locations should be reduced and thoughtfully considered while existing destinations strengthened; include more clarity on the uses that should be permitted.

- Source: Planning Board
- Detail: Neighborhood commercial destinations were proposed in the First Draft in some areas that merit removal, like at Lincoln and

Southfield. The recommendation is to retain the concept and remove some instances mapped in the First Draft. Additionally, the Board would like additional detail concerning the types of uses that should be allowed, and other regulatory considerations.

5. Torry requires more amenities.

- Source: Planning Board
- Detail: This item requires no additional explanatory detail.

6. Include stronger reference to the Unimproved Streets Committee recommendations (completed after the Master Plan First Draft).

- Source: Planning Board
- Detail: The committee work on unimproved streets paralleled the Master Plan process. The First Draft references the committee which has now completed its study and recommendations. The direction is to include this within the Second Draft. While public comment isn't mentioned in the source, the topic of unimproved streets was brought up by the public multiple times.

7. Completing sidewalks requires more focus and prioritization, could be handled similarly to the committee on Unimproved Streets.

- Source: Planning Board
- Detail: The first draft recommends completing missing sidewalks. The Board feels that it may be lost in other recommendations and wishes to highlight the importance and priority.

8. Provide more detail on green infrastructure opportunities.

- Source: Planning Board
- Detail: Green infrastructure (bio-swales) was briefly addressed in the First Draft. The recommendation is to include more specificity on green infrastructure in the Second Draft.

9. Clarify the neighborhood loop, bicycle boulevards, and protected bike paths by including street sections and greater detail addressing different user types.

- Source: Planning Board
- Detail: This item requests further information concerning street design where new approaches and types are included. The neighborhood loop is one instance where the specific implications on street design are not clear to the Board. Some of the other questions come from items in the multi-modal plan that were included in the Master Plan within maps but detailed street sections were not included in the Master Plan.

10. Clarify the Kenning Park path recommendations concerning both pedestrians and cyclists.

- Source: Planning Board
- Detail: Within the First Draft there is a paved bike path mapped in Kenning Park which was envisioned to be pedestrian and bicycle use but could be read as bicycle only. The Board suggested that it include pedestrian accommodations. This item is a clarification of the First Draft.

11. Increase aggressiveness of tree preservation and replacement recommendations.

- Source: Planning Board
- Detail: Tree preservation and replacement is briefly addressed in the First Draft. This item recommends that the process be prioritized and accelerated, particularly around preservation in consideration of new construction.

12. Provide more detail on non-financial incentives for renovation of homes over new construction and provide greater ability to add 1st floor master bedrooms. This topic is likely to differ between planning districts.

- Source: Planning Board

- Detail: The First Draft recommends incentives be established to encourage home renovations instead of tear-downs. The Board is concerned that this will be construed as financial incentives and recommends that additional detail be provided concerning potential incentives that are not financial.

13. Review lot coverage standards and consider adjustments by lot size.

- Source: Planning Board and public comment
- Detail: Public comment brought up concerns about drainage in new construction and illuminated a concern about impervious lot coverage. The First Draft doesn't address lot coverage in residential districts aside from a note related to incentives mentioned in the previous item.

14. Provide more detail on design controls that may be considered.

- Source: Planning Board
- Detail: The First Draft recommends an approvals process for exterior design and materials for homes, along with a discussion suggesting objective and simple design controls that avoid stylistic restrictions. This item requests more information concerning the types of simple design controls referenced. Note that while the source states only the Planning Board that this was also discussed in the October 2019 joint meeting with the City Commission.

15. Remove lot combination areas but review the existing ordinance to provide better direction.

- Source: Planning Board
- Detail: The lot combination areas were a source of confusion initially because they were mapped along with the Seams. These are areas where lot combinations would be allowed rather than relying on the more subjective process in place today. This item recommends that specific areas for lot combinations be removed and that the existing ordinance be reviewed to produce better outcomes.



We look forward to a discussion of this direction and to revising the Draft Master Plan; thank you.

Regards,

A handwritten signature in black ink, appearing to read "Matthew Lambert".

Matthew Lambert

Cc: Jana Ecker, Planning Director; Bob Gibbs, Gibbs Planning Group; Sarah Traxler, McKenna



# MEMORANDUM

Planning Division

**DATE:** January 11, 2020

**TO:** Thomas M. Markus, City Manager

**FROM:** Jana L. Ecker, Planning Director

**SUBJECT:** Comprehensive Master Plan Update

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## INTRODUCTION:

Master plans are the official statement of a local government's legislative body's vision for future development and conservation. These documents set goals and guide decision making on land use, development standards, transportation, housing, community facilities and more. On a functional level a master plan is a roadmap for the development and refinement of the City's present and future needs. The master plan is the documentation of an approach to physical issues which will help the City achieve its goals. Because those goals can and will change over time, the master plan should be re-evaluated and updated on a regular basis.

## BACKGROUND:

The City of Birmingham has a history of implementing master plans and ordinances that are intended to guide and regulate the growth of the City in order to promote the type of development that the citizens and property owners value. Currently, the development of the City's planning and zoning regulations are principally governed by six documents which are currently available on the City website:

- The Birmingham Future Land Use Plan (1980);
- The Downtown Birmingham 2016 Plan (1996);
- The Eton Road Corridor Plan (1999);
- The Triangle District Plan (2007);
- The Alleys and Passages Plan (2012); and
- The Multi-Modal Transportation Plan (2013).

The Birmingham Future Land Use Plan ("the FLUP") was the last comprehensive master plan to be adopted by the City (1980). The FLUP made specific recommendations throughout the City that are intended to protect residential areas while at the same time made recommendations that would allow the commercial areas to thrive. Since the adoption of the FLUP, the City has updated the master plan through the additional subarea plans listed above. Those plans have been implemented through the three overlay zones (Downtown, Triangle and Via Activation) and the rezoning of the rail district to MX (Mixed Use). The Multi-Modal Transportation Plan adopted in 2013 is now the guiding document for the City in regards to transportation infrastructure, major right of way improvements, and user accessibility issues. The cumulative effect of all the sub area plans has essentially updated the Future Land Use Plan in almost all of the commercially zoned areas of Birmingham.

The updating and implementation of master plans and subarea plans are important aspects of maintaining and improving the standard of excellence that is expected in Birmingham. Although the subarea plans listed above have been established in the City over the past twenty years, there has not been a comprehensive master plan update completed since the 1980 Future Land Use Plan. There are several components of the FLUP that included demographic data and projections that were based on a twenty-year time frame (1980-2000). In addition, many of the land use policies and system analyses may be considered outdated now considering the advancements in technology and changes in lifestyle habits. Accordingly, much of the information provided in the FLUP was intended to be projections up to the year 2000, and is thus in need of updating.

Over the past two years, the City has embarked on a comprehensive update of the 1980 Birmingham Future Land Use Plan, and the formal inclusion of each of the subarea plans into an updated comprehensive master plan ("the Plan"). While some portions of the Birmingham FLUP may continue to be relevant today, specific areas in need of updating include:

- Community vision and planning objectives;
- Update of Population section to include current demographic data, future projections and analysis;
- Update of Regional and Surrounding Development section to include current and projected demographic data (residential, retail, office, mix of land uses) and analysis of the region, regional and downtown development trends and regional collaboration efforts;
- Update of Residential Housing section to include neighborhood vision in residential areas, analysis of changes in residential patterns and residential areas from 1980 to now, typology and character of neighborhoods, development trends, future projections and future direction;
- The physical characteristics of neighborhoods should be identified and documented including historic attributes, landscape conditions, housing type and the period of construction for each area;
- Review and update of Transportation section to include current vehicular, pedestrian and bicycle data, recent and currently budgeted infrastructure improvements, current multi-modal trends, regional transportation projects, and future recommendations based on regional and national best practices;
- Update and review of existing land use, updated recommendations for future land uses and an updated future land use map including the area of Woodward between 14 Mile Rd. and Lincoln, known as the S. Woodward Gateway;
- Parking analysis and recommendations for both public and private parking regulations throughout the entire City including consideration of parking requirements, public parking needs, residential parking permitting requirements, accessible parking needs, potential for shared parking and emerging and innovative technologies;
- Review and update of the Policies section to encourage the implementation of the City's vision, current goals, best practices, current technological advances, and innovative policies.

On October 29, 2018 the City Commission voted to hire the renowned planning and design consulting firm DPZ CoDesign, led by Andres Duany, which prepared the Downtown 2016 Plan adopted in 1996.

Over the past two years, City Staff has been working with DPZ CoDesign on the master plan updating process. All relevant master planning documents, studies and GIS data were provided to DPZ, and Planning Staff prepared a detailed outline of all the Planning related issues that the City has been addressing over the past several years. This document provided DPZ with a comprehensive overview of recent efforts and achievements as well as ongoing efforts that influenced the scope of work that was developed for the Master plan project.

The master plan update process kicked off in January 2019 and was originally planned to continue for approximately eighteen months. The updating process was broken down into the following:

- **Phase 1 (Completed)**

Phase one included project initiation, review of all existing planning related documents, data collection and analysis, project kickoff, the preparation of demographic reports, and early community engagement, including public roundtable discussions, a public survey, creation of a project website and ongoing media and social media communication.

- **Phase 2 (Completed)**

Phase two began in May 2019, and was comprised of extensive public engagement activities, including a week long planning charrette, , public presentations, a second public survey, a two day drop-in clinic for the public to review and comment on the consultants' findings, and the creation of a summary concept plan outlining each of the key ideas to be incorporated into the draft master plan.

- **Phase 3 (In Process)**

Phase three began in the fall of 2019 with the creation of a draft master plan based on all of the research, analysis and public engagement to date. A presentation of the draft master plan was conducted at a joint meeting of the City Commission and Planning Board in the fall of 2019 by DPZ CoDesign. A third survey was conducted to solicit initial public feedback on the draft plan. The City Commission and the Planning Board both approved a detailed draft review and public engagement process. Please see below for a detailed summary of this process, delays due to the COVID-19 pandemic and an update as to progress thus far.

- **Phase 4 (Revised Date for Estimated Completion, End of 2021)**

Phase four will begin in the spring of 2021 and will include preparation of a second version of the draft plan, additional public input, and then the final draft of the master plan. Once a final draft has been prepared, formal public hearings will be conducted in accordance with both the City's adoption process, and in accordance with the Michigan Zoning Enabling Act.

#### **PUBLIC ENGAGEMENT:**

Public communications for the Master Plan project have been ongoing for two years. An extensive public engagement schedule included the team conducting information gathering sessions with members of the public, including a web survey in the spring of 2019, and many stakeholder meetings during April and May 2019, where the master plan team met with property owners,

residents, neighborhood groups, business owners and institutional partners in the City to solicit detailed input on the City's needs, specific concerns and recommendations for the future vision of the City.

From May 14, 2019 through May 21, 2019 the DPZ team also conducted a public visioning charrette to gather input from residents and business owners for integration into a strategic vision for the neighborhood and commercial areas within the Plan. An analysis of the findings from the survey and the stakeholder meetings was incorporated into the sessions running during the charrette and the key findings and proposals that were presented in the final presentation at the end of the weeklong charrette.

A second web survey was released in the summer of 2019 to solicit additional input from residents based on the proposals developed during the charrette process to gauge how these ideas resonated with the public. In addition, a public open house / walk in clinic was held July 8 – 10, 2019 in the former charrette space at 255 S. Old Woodward to discuss and evaluate some the key findings and discuss their refinement and progression into a draft master plan.

DPZ team members attended both the City Commission and Planning Board meetings on July 8 and 10, 2019, respectively to provide an update on the findings and progress to date, to solicit input, and to promote the next steps of the master planning process. At the joint meeting of the City Commission and the Planning Board on October 17, 2019, the DPZ team presented an overview of the first draft of the Master Plan.

In December 2019 a third web survey was conducted to clarify public sentiment on specific issues and concepts proposed in the draft master plan. On December 9 and 16, 2019, the City Commission discussed the proposed draft Master Plan review schedule recommended by the Planning Board, and considered a selection of additional public engagement options from DPZ CoDesign to consider during the review of the draft Master Plan. DPZ recommended that the City use the communication tools already in use for the project, and schedule additional roundtable discussions and a series of additional surveys to ensure ongoing public engagement through the review and adoption of the Master Plan.

On December 16, 2019, the City Commission affirmed the current Action List, and voted to commence the review of the first draft of the Master Plan starting in February 2020 as follows:

Meeting Dates	Areas of Review
<b>Web Survey # 3 –December 2019</b>	Questions on major areas of recommendation in the first draft of Master Plan
<b>February 12, 2020</b>	Master Plan Premises The Future City (Vision)
<b>March 11, 2020</b>	Neighborhood Components
<b>April 8, 2020</b>	Neighborhood Plans
<b>May 13, 2020</b>	Mixed Use Districts Maple & Woodward

	Market North
<b>June 10, 2020</b>	Haynes Square South Woodward Gateway Rail District

Ultimately, the City Commission approved a maximum expenditure of \$28,600, as needed, and to be determined by the City Manager, to incorporate additional public engagement opportunities into the remaining portion of the master plan update. None of these engagement activities were budgeted for in FY 2019-2020, and thus a budget amendment was also approved to fund the additional initiatives.

The Planning Board was in the process of presenting the first draft of the Master Plan to the public, and soliciting public comment during the first several months of 2019. The Planning Board's review of the draft plan was paused due to the arrival of the COVID-19 pandemic and the health and safety restrictions imposed as a result. As a result, the Planning Board worked with the DPZ team to revise the review process both to allow options to accommodate ongoing social distancing guidelines, and to better enhance the public review process to enable clear direction for the consulting team to move to a second draft.

At the joint meeting of the City Commission and Planning Board in June 2020, the consulting team presented the proposed themes and the City Commission and Planning Board discussed each of them to ensure that the condensed themes continued to meet the goals and intent of the City Commission. At this time, the project team also recommended the addition of several public meetings to ensure that the neighborhood components of the draft Master Plan would be fully vetted by the public. In addition, the consulting team recommended a summary meeting with the Planning Board and then the City Commission to review and synthesize all of the comments and recommendations made during the public review process to provide clear direction to the project team during the preparation of the second draft of the Master Plan.

At the next regular City Commission meeting in June, the City Commission approved a revised review process to add the meetings discussed at the joint meeting, and to update the schedule to account for the delay due to the pandemic. Please find attached a revised process and timeline (including the condensed themes) that was agreed upon to complete the review of the first draft of the Master Plan, and to move through to adoption of the final draft of the Master Plan.

The Planning Board recommenced public review and discussion of the draft Master Plan in August 2020. The revised timeline for review of the first draft of the plan is noted in the chart below.

MEETING DATE AND TIME	DISCUSSION TOPICS
WEDNESDAY <b>August 12, 2020</b> <b>7:30 PM</b>	<ul style="list-style-type: none"> <li>• Review Master Plan Themes</li> </ul>
WEDNESDAY <b>September 9, 2020</b> <b>7:30 PM</b>	<ul style="list-style-type: none"> <li>• Mixed Use Districts</li> <li>• Maple and Woodward</li> <li>• Market North</li> </ul>
WEDNESDAY <b>November 11, 2020</b> <b>7:30 PM</b>	<ul style="list-style-type: none"> <li>• Haynes Square</li> <li>• South Woodward Gateway</li> <li>• Rail District</li> </ul>
WEDNESDAY <b>January 13, 2021</b> <b>7:30 PM</b>	<ul style="list-style-type: none"> <li>• Neighborhood and Housing Policy</li> </ul>
WEDNESDAY <b>February 10, 2021</b> <b>7:30 PM</b>	<ul style="list-style-type: none"> <li>• Neighborhood Plans and Shared Neighborhood Elements</li> </ul>
WEDNESDAY <b>March 10, 2021</b> <b>7:30 PM</b>	<ul style="list-style-type: none"> <li>• Review Public Input and Proposed Summary Recommendations for 2nd Draft</li> </ul>

Since August 2020, the Planning Board has conducted public meetings in accordance with the revised schedule to review the draft Master Plan. As a result of the feedback received, the project team has condensed the proposed themes on which the plan is based, and is compiling a list of comments and recommendations for revisions to the first draft of the Birmingham 2040 Plan. The study session meetings of the Planning Board in January and February 2021 will review the housing and neighborhood policies and plans contained in the draft plan, and solicit input from the public and the Planning Board. The March meeting will then be used to review and synthesize all of the comments made with regards to the first draft, as noted above. The project team then intends to appear before the City Commission thereafter to review the summary revisions for the draft plan as recommended by the Planning Board, and to obtain the City Commission's feedback and direction. Based on this direction, the consultants will prepare a second draft version of the Birmingham 2040 Plan.

The final phase of the master plan update will begin in the spring of 2021 upon completion of the second draft of the Birmingham 2040 Plan and will include additional public input on the second draft through public meetings and an interactive website. It is anticipated that the final draft will be prepared and distributed in the fall of 2021. Once a final draft has been prepared, formal public hearings will be conducted in accordance with both the City's adoption process, and in accordance with the Michigan Zoning Enabling Act.

# The Birmingham Plan

## Review and Adoption Process V2



Below is the approved review process of the 1<sup>st</sup> and subsequent drafts of The Birmingham Plan: A Citywide Master Plan for 2040. The below schedule and process were developed through considerable review and collaboration with City Administration and reviewed and approved by the City Commission and Planning Board in June, 2020 as a means of maintaining momentum on the preparation and adoption of Birmingham's Master Plan. This process document is organized into the following topics, details about which are found on the following pages:

- A. Summary schedule.
- B. Terminology.
- C. Summary of reworked approach.
- D. Master Plan themes.
- E. Draft 1 review process.
- F. Draft 2 review process.
- G. Draft 3 review process.

### A. SUMMARY SCHEDULE

MASTER PLAN REVIEW AND ADOPTION, 2020 - 2022		
Action	Meeting(s) / Time Period	Outcome(s)
<b>1<sup>st</sup> Draft Review:</b> <ul style="list-style-type: none"><li>Affirm and continue process for completing review of 1<sup>st</sup> draft</li><li>Prepare neighborhood packets for additional public input on neighborhood proposals</li><li>Focus on themes and key objectives</li></ul>	<ol style="list-style-type: none"><li>PB study session 6/10/20</li><li>CC / PB joint meeting 6/15/20</li><li>PB review meetings 3 – 8 (1 - 4 completed), 8/20 through 2/21</li><li></li><li></li><li>CC review meeting for direction on proposed revisions to 1<sup>st</sup> draft per PB recommendation, proposed 2/21</li></ol>	<ul style="list-style-type: none"><li>Broad consensus on Themes and Key Objectives revisions to draft plan by PB and CC</li></ul>
<b>Prepare 2<sup>nd</sup> Draft:</b> <ul style="list-style-type: none"><li>Consultant team prepare revisions to draft Master Plan</li></ul>	<ul style="list-style-type: none"><li>1 month</li></ul>	<ul style="list-style-type: none"><li>2nd Draft Master Plan, delivered to City approx. 5/1/21</li></ul>
<b>Option - Conduct Additional Public Engagement:</b> <ul style="list-style-type: none"><li>Interactive draft 2 website</li><li>Neighborhood meetings</li><li>Report</li></ul>	<ul style="list-style-type: none"><li>2 months</li></ul>	<ul style="list-style-type: none"><li>City receives additional public input related to revised draft plan to use in reviewing 2nd draft</li></ul>
<b>2<sup>nd</sup> Draft Review:</b> <ul style="list-style-type: none"><li>Focus on outstanding strategic issues concerning themes and key objectives</li></ul>	<ol style="list-style-type: none"><li>PB review meetings 1 - 4</li><li></li><li></li><li></li><li>CC / PB joint meeting</li></ol>	<ul style="list-style-type: none"><li>City finalize 2<sup>nd</sup> draft and distribute to adjoining and other entities consistent with MI Planning Enabling Act for their review</li></ul>

Action	Meeting(s) / Time Period	Outcome(s)
<b>Prepare 3<sup>rd</sup> (final) Draft:</b> <ul style="list-style-type: none"> <li>Consultant team prepare revisions to draft Master Plan</li> </ul>	<ul style="list-style-type: none"> <li>1 month</li> </ul>	<ul style="list-style-type: none"> <li>3<sup>rd</sup> (final) Draft Master Plan</li> </ul>
<b>3<sup>rd</sup> Draft Review:</b> <ul style="list-style-type: none"> <li>After required minimum 63-day review period, consider final draft Master Plan for adoption</li> </ul>	<ol style="list-style-type: none"> <li>PB Public Hearing</li> <li>CC Public Hearing</li> </ol>	<ul style="list-style-type: none"> <li>Adopted Master Plan</li> </ul>

## B. TERMINOLOGY

**Themes:** Broad and overarching goals of the Master Plan, themes are common to multiple key objectives and subsequently many recommendations. Key to the plan's purpose, themes should receive special attention by the City Commission and Planning Board.

**Key Objectives:** Each section of the Master Plan focuses on a limited number of key objectives, which are further supported by detailed recommendations. Subsets of themes, these objectives will be the main subject of the Planning Board's draft 1 review.

## C. SUMMARY OF REWORKED APPROACH

### 1. MODIFIED PLANNING BOARD MEETING FOCUS

The Planning Board has approved modifications to the review process for the Master Plan. Prior to this new approach being adopted in June, 2020, the process had not resulted in the momentum needed to review, modify, and move forward the plan in a timely manner. Additional public input has been collected during the ensuing Planning Board meetings, which will be reflected in a plan revision, validated by regular repetition of common public sentiment.

Thus, the Planning Board meeting structure was modified to provide time for board discussion and clear direction to the consultants in addition to focused public comment. During the meetings, the Planning Board has focused attention and discussion on the high-level Themes and Key Objectives of the plan, with specific details and implementation primarily a concern of the second draft.

### 2. CITY COMMISSION AND FUTURE PUBLIC INPUT

To help focus the Planning Board's evaluation, the City Commission was consulted to affirm each of the plan's Themes. Ongoing public input will be received through the process, however, much of the Commission-approved input budget should be allocated towards review of the second draft, with near-term input aimed at supporting Planning Board review during its meetings.

## D. MASTER PLAN THEMES

The following themes permeate the Master Plan, establishing the purpose for key objectives and specific recommendations. These themes form a foundation upon which the Master Plan operates. After the City Commission affirmed the preliminary 11 Master Plan themes, the Planning Board approved a condensed / combined list of six, which categorize the pervasive theories upon which the plan rests in a more appropriately categorized fashion. The revised themes, approved by the Planning Board during their August, 2020 meeting, are as follow.

### 1. Connect the City

Major roadways and the region's focus on automobiles over other modes of movement have divided many of Birmingham's neighborhoods. Recent efforts, such as crossings and lane

reductions along Maple, have proven success in re-connecting neighborhoods. “Big” Woodward (M-1) is the most substantial of barriers, carving a divide that is extremely unsafe for all roadway users, in effect cutting off eastern neighborhoods from downtown. Yet Big Woodward is not alone; many smaller barriers exist along busy streets and even neighborhood streets that are missing sidewalks, crossings, and suffer from poor surfaces. Street improvements across the City should be prioritized to establish safe and convenient walking and biking routes, safely connecting Birmingham.

- A. Advocate for and fund (as necessary) a reduction of travel lanes, lane widths, and speeds along Big Woodward.
- B. Improve the Big Woodward streetscape, especially in the South Woodward Gateway.
- C. Invest in the Triangle district to grow a downtown area that spans Big Woodward.
- D. Increase safe crossings of larger roads such as Maple’s recent pedestrian refuges and future safe Big Woodward crossings.
- E. Prioritize pedestrian and bike improvements along the neighborhood loop, and continue improvements throughout the City, especially to schools and civic buildings.
- F. Ensure bike routes have adequate facilities and connect to routes and trails in surrounding communities.
- G. Ensure public facilities, spaces, and sidewalks are accessible to people of all abilities.
- H. Participate in regional transit planning and programs, and improve existing transit stops.

## **2. Embrace Managed Growth**

The region is growing and pressure to grow is felt in Birmingham. How and to what extent that growth is accommodated is a key decision for the City’s future. Should little or no new housing be provided, housing costs will surely increase.

Should unrestricted housing development be allowed everywhere, the character of neighborhoods will likely suffer. Well managed growth can preserve neighborhood character and diversity while providing housing opportunities for our teachers, first responders, and other community members who are increasingly priced out. Managed growth can also increase lifestyle choice, expanding housing options as requested by seniors, young families, and singles in the community.

- A. Retain neighborhood character and stability by ensuring new housing is located and designed to enhance neighborhood identity.
- B. Retain age, family structure, and income diversity with a variety of housing types and sizes.
- C. Concentrate most growth in mixed-use districts, increasing multi-family housing in a downtown-like setting.
- D. Carefully add Missing Middle housing along major and secondary thoroughfares.
- E. Adjust zoning regulations to retain neighborhood scale and intensity.
- F. Incentivize renovation of existing homes as well as additions which retain the neighborhood scale.
- G. Allow accessory dwelling units where they align with neighborhood character, adding housing and secondary income.
- H. Invest in a high-quality senior center to retain and attract older adults.

## **3. Retain Neighborhood Quality**

Neighborhoods are organizational touchstones for the community, helping to orient and relate households, institutions, amenities like parks and schools, and businesses. Together, the fabric of neighborhoods coalesce, making Birmingham a wonderful place to live. Still, improvements are needed across the community, small and large. Residents in each area of Birmingham should have safe and convenient access to parks, schools, and services; walking, biking, and driving routes; and well-maintained streets, sewers, and stormwater systems.

- A. Reinforce neighborhood identity.
- B. Focus land-use on neighborhood structure.
- C. Evaluate regulations, City programs, and amenities per-neighborhood.

- D. Improve streets and sidewalks to encourage walking and biking to neighborhood destinations.
- E. Encourage small neighborhood retail destinations.
- F. Evaluate flooding and stormwater solutions per-neighborhood.
- G. Evaluate streets, sidewalks, and crossings per-neighborhood.

#### **4. Invest in Civic Spaces and Programs**

Parks, plazas, and civic programs bring the City to life. While many parks are within neighborhoods, they are intended for use by all residents, offering a variety of programming opportunities. Similarly, civic programs connect people from across the City. All residents should have a park and playground nearby, and easy access to civic functions. The City should invest in parks, provide or help fund inexpensive space for organizations, and host numerous civic events throughout the year, solidifying the community as a whole.

- A. Invest in park programming, accessibility, maintenance, equipment, and plantings.
- B. Improve the edges and access through the Rouge River corridor and attached parks.
- C. Provide a centrally located senior center with space for use by other local organizations.
- D. Support existing civic organizations in the community.
- E. Add more civic events like the Hometown Parade and summer concert series.

#### **5. Support Mixed-use Areas**

Birmingham's downtown is a shining jewel in the region, yet its edges and the other mixed-use areas are underperforming. Each district would benefit from increased housing, street improvements, and parking management. Yet each district is unique, requiring different solutions in their specific context. Investments in each mixed-use district should be aimed to deliver multiple experiences across the city, retaining customers throughout the week and providing additional options to attract more. With more housing and active businesses, the tax base in these areas can better contribute to citywide programs.

- A. Reinforce or establish unique identities for Birmingham's mixed-use districts.
- B. Establish different standards for each mixed-use district, diversifying intensity, character, and businesses.
- C. Incentivize housing to increase activity, district tax-base, and to absorb future growth.
- D. Ensure each district has amenities like parks and public art.
- E. Promote private development in underperforming mixed-use districts through public investments in parking and streetscapes.

#### **6. Advance Sustainability Practices**

Birmingham's natural resources and beauty are assets to all residents. The City should protect these assets, especially the Rouge River watershed, through sustainable development practices on the part of the City, residents, businesses, and developers.

- A. Repair degraded river banks along the Rouge River and take measures to reduce chemical and other damage from run-off.
- B. Reduce stormwater run-off affecting homes and the watershed with neighborhood-scale treatment and stricter standards for new construction.
- C. Improve recycling availability, investigate composting.
- D. Incentivize sustainable business practices such as compostable containers, recycling, and composting.
- E. Improve municipal practices both in facilities and operations.

## E. DRAFT 1 REVIEW PROCESS

### Schedule for Draft 1 review process has been modified as follows:

#### June 10th PB Study Session

- Review updated process.

#### June 15th Joint CC / PB Meeting

- Review process with City Commission.
- Raise Master Plan themes as potential areas for short-term Commission guidance.

#### June and July Interim Work

- Consultant team establish and confirm Key Objectives for review of each Master Plan section.

#### Planning Board Meetings, August and beyond

- Month 1 (August) - review Themes following City Commission guidance.
- Months 2 through 4 - review Key Objectives of the Master Plan in the order of section review already established, considering prior guidance and discussion of Themes:
  - Month 2 (September) - Mixed Use Districts, Maple & Woodward, Market North
  - Month 3 (November) - Haynes Square, South Woodward Gateway, Rail
  - Months 4 and 5 (January and February) - Neighborhood Plans (incorporating additional public input during the meeting, and from neighborhood associations provided in writing to the Planning Board)
  - Month 6 – review synthesized public input from 2<sup>nd</sup> ½ of 2020 and proposed summary recommendations from Consultant Team on key revisions to Master Plan document

#### September Neighborhood Packets

- The consultants issued a neighborhood packet, consolidating Master Plan recommendations related to neighborhoods.
- Additional public input from residents on the Neighborhood Packet contents will be taken during Planning Board meetings 4 and 5, above.

#### Conclude Draft 1 Review

- Based on Planning Board direction during above-listed meetings, the Consultant Team will forward the Planning Board's approved summary report describing proposed modifications to Themes and Key Objectives for consideration and direction by City Commission (proposed March, 2021).

### Planning Board review meeting structure has been modified as follows:

#### Meeting Focus

- Limited Key Objectives (5 or 6) in the subject section will be summarized and discussed, and Draft 2 direction will be provided to the consultants.

#### Pre-meeting materials related to subject sections (to be included in the board packet):

- Consultants will provide a summary Key Objectives.
- Planning Board members will individually provide initial comments concerning Key Objectives.

#### Meeting Process

- Consultants will briefly summarize the Key Objectives, 10 minutes.
- The Planning Board will welcome public comment on Key Objectives, approximately 30 minutes or so.

- The Planning Board will discuss recommendations concerning the Key Objectives.
- The Planning Board will provide the consultants with direction concerning Master Plan Draft 2.

## **F. DRAFT 2 REVIEW PROCESS**

**The Draft 2 Review process includes the following proposals concerning public input and review of the draft by Planning Board and City Commission.**

### **1. Public input will be evaluated concerning future opportunities for public gathering:**

#### Currently Approved Additional Public Input

The City Commission approved an additional \$28,600 for 2 days of round table discussions, a drop-in clinic, and 2 surveys. The following options are presented as an alternative, anticipated at a similar cost, though Draft 1 review may proceed without a decision on whether the below input will be conducted.

#### Timing of Additional Public Input

Should the below additional public input be requested by the City, the consultant team will facilitate the input before reviewing the 2nd draft with Planning Board of City Commission; results from input would be summarized for consideration by Planning Board during its review of the 2nd draft of the Master Plan. The consultant team would conduct the below public engagement over a two month timeframe so as not to lose momentum.

- Interactive Draft 2 Plan Review Website
  - TheBirminghamplan.com will be expanded to include more focused tools to evaluate Draft 2. Some tools include: map-based input on neighborhood plans, drop-in-clinic-like presentation of Key Objectives through graphics and video, and surveys limited in focus to specific topic areas.
- Neighborhood Meetings
  - Online, or in person if possible, round table meetings for each of the 5 City sub-districts.
- Report
  - Summary of input received: poll results, common themes of individual input, and summaries of neighborhood meetings.
  - The consultants will prepare a neighborhood packet, consolidating Master Plan recommendations related to neighborhoods.
  - Additional public input from residents will be requested concerning neighborhood packet content, facilitated by neighborhood groups and through City's established communication channels; short videos and surveys will be promoted

### **2. Planning Board Review of Draft 2**

Following the above-proposed procedure for reviewing materials at the Planning Board level, the following four meetings will be conducted concerning Draft 2 of the Master Plan.

- Month 1 (after submittal of Draft 2 + report on additional public engagement) - Review results of additional public engagement
- Month 2 - Review Themes and Neighborhoods
- Month 3 - Review all other content
- Month 4 - Final discussion concerning Draft 2; recommend that City Commission distribute Master Plan per requirements of Michigan Planning Enabling Act

3. **City Commission and Planning Board Joint Meeting Concerning Draft 2**  
Following Planning Board recommendation that City Commission distribute the draft plan, one joint meeting between City Commission and Planning Board will be conducted to discuss the Themes and Key Objectives, as revised and influenced by Planning Board deliberation and significant public input. City Commission would vote to distribute the draft Master Plan per the requirements of the Michigan Planning Enabling Act, which governs the process.

## **G. DRAFT 3 (FINAL) REVIEW PROCESS**

**The Draft 3 review process includes the following activities.**

1. **Planning Board Public Hearing**  
The consultant team will present the final draft Master Plan, including the revisions made to Draft 2 consistent with City Commission, Planning Board, and public direction on the final outstanding strategic issues related to Themes and Key Objectives. During this Planning Board meeting, a duly noticed Public Hearing consistent with the Michigan Planning Enabling Act will be conducted and, if prepared to do so, the Planning Board may adopt the plan by Resolution.
2. **City Commission Public Hearing**  
The consultant team will present the final draft Master Plan, as adopted by Planning Board, including the revisions made to Draft 2 consistent with City Commission, Planning Board, and public direction on the final outstanding strategic issues related to Themes and Key Objectives. During this City Commission meeting, a Public Hearing consistent with the Michigan Planning Enabling Act is not required, though the City may wish to conduct a Public Hearing subject to its own rules and procedures. If prepared to do so, the City Commission may adopt the plan by Resolution.

# 2040 Master Plan Update

- **Phase 1** – Project Kickoff, Initial Engagement & Data Gathering ✓
- **Phase 2** – Extensive Public Engagement & Concept Plan ✓
- **Phase 3** – First Draft Receipt & Review ✓
- **Phase 4** – Second Draft Review & Plan Finalization
  - Includes distribution to other entities as required by law
  - Final Review: 2 total meetings



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# Key Dates & Next Steps

- **November 10th, 2021** - Introduction, Future Land Use Map, and Chapter 1 (Connecting the City)
- **December 8th, 2021** – Chapter 2 (Embrace Managed Growth)
- **January 12th, 2022** – Chapter 3 (Retain Neighborhood Quality)
- **February 9th, 2022** – Chapter 4 (Support Mixed-Use Districts) and Chapter 5 (Advance Sustainability Practices)
- **March 2022** – Joint City Commission & Planning Board Meeting for Final Direction?



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**DATE:** January 10, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Jana L. Ecker, Assistant City Manager

**SUBJECT:** Woodward Avenue Enhancements

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Birmingham and many other Woodward communities have spent the last several decades working to enhance the Woodward Corridor through the use of pedestrian scale building placement and design, multi-modal amenities, landscaping and other measures to create a human-scale, safe and comfortable corridor for all of our residents, of all ability levels, using all modes of transportation. In addition, the City of Birmingham has also worked in the past with other Woodward Avenue communities to support changes on Woodward, including, but not limited to, enhancing pedestrian and bicycle infrastructure along Woodward, adding more robust public transit service along the corridor, reducing the width of Woodward, reducing vehicle speeds, and providing safer pedestrian crossings throughout the corridor. However, cities do not have the jurisdiction to make required safety improvements in the Woodward Avenue right-of-way.

Most recently, as a result of two pedestrian fatalities on Woodward in Birmingham, the City began a renewed effort to advocate for pedestrian safety improvements on Woodward, in particular, at the intersection of Woodward and Brown/Forest to MDOT officials. Specifically, the City requested the addition of a signal to improve the pedestrian crossing over the northbound lanes of Woodward, the addition of an overhead HAWK signal, pedestrian signals, crosswalk enhancements, as well as traffic calming measures to be implemented along the corridor. City officials were able to organize a meeting with MDOT officials on site in September 2021. At the conclusion of the meeting, City officials advised MDOT that immediate action was needed to improve pedestrian safety. The City requested additional signage, lighting, pavement markings or even the addition of containers of pedestrian high visibility orange fluorescent crossing flags on both sides of the Woodward crossing, and to have one or more of these safety measures installed within one week. City officials also asked MDOT to schedule a Road Safety Audit as soon as possible.

Since the on site meeting, City staff surveyed the existing street lighting in the vicinity of the Brown/Forest crosswalk and noted that there are lighting issues in the MDOT right-of-way. Accordingly, City staff also met with a representative of DTE to discuss potential improvements to the overhead street lighting in the MDOT right-of-way. Deficiencies were noted with regards to overall illumination levels, and light distribution at grade in the vicinity of the Woodward and Brown/Forest pedestrian crossing. In October 2021, the City Commission approved a contract with DTE to fund the needed street lighting improvements to replace the existing high pressure sodium luminaires with new LED luminaires on Woodward from Lincoln to Maple, and to purchase upgraded LED luminaires to provide brighter lighting at the Woodward and Brown/Forest pedestrian crosswalk. All of these lighting improvements have now been completed by DTE.

When no commitment was forthcoming from MDOT on pedestrian safety improvements, the City reached out to Governor Whitmer and State legislators to request assistance in compelling MDOT to address the ongoing safety concerns on Woodward.

Members of the public also expressed their desire for safety improvements to be made on Woodward. Local residents contacted Channel 4 news, WDIV, and on October 14, 2021, Channel 4 ran a segment on the 11:00pm news, with a follow up web article on October 15, 2021. Commissioner Baller purchased and installed pedestrian crossing safety flags, and installed them on either side of the Woodward and Brown/Forest crosswalk.

In October 2021, representatives from MDOT were present at the City Commission meeting. Ms. Kimberly Webb, Metro Region Engineer was present, along with Ms. Swanson, Oakland TSC Manager to update the public regarding MDOT's immediate and long term plans to address the ongoing safety concerns on Woodward. Ms. Swanson stated at the meeting that MDOT had approved the installation of flashing beacons on the crosswalk signage on both sides of Woodward to be installed as soon as possible, to be funded by MDOT. Ms. Swanson also indicated that MDOT had approved installation of a new traffic signal for the northbound lanes of Woodward, and the addition of pedestrian countdown signal heads on both the southbound and northbound lanes of Woodward, to be funded by MDOT, and installed in the summer of 2022. These commitments were made in writing to the City shortly after this meeting. Finally, Ms. Swanson also recommended that the City begin an application to MDOT seeking a road diet for Woodward Avenue (the reduction of one or more lanes), which starts with completing a Road Diet Checklist and submitting this to MDOT. No commitment was made by MDOT to conduct a Road Safety Audit as previously requested by the City. Ms. Swanson did indicate that MDOT would approve a request from the City for the approval of the pedestrian crosswalk flag system that was installed on Woodward at Brown/Forest.

Immediately following the October 25, 2021 City Commission meeting, the City submitted an application for approval of the previously installed pedestrian crosswalk flag system at Woodward and Brown/Forest. This application was approved by MDOT.

Over the past several months, MDOT has reached out to the City to coordinate the installation of the flashing beacons on the crosswalk signage on both sides of Woodward, and has since installed the flashing beacons. Temporary poles and power lines were installed awaiting the redesign of the Woodward and Forest intersection with a new traffic signal for the northbound lanes of Woodward and the addition of pedestrian countdown signal heads on both the southbound and northbound lanes of Woodward.

In addition, since the October 2021 City Commission discussion with MDOT, the City has also started the application process to request a road diet for Woodward Avenue. As mentioned above, a road diet is the reduction of the number of through lanes (motorized vehicle lanes) along a roadway. In order to apply for a road diet for Woodward Avenue, the City is required to complete a Road Diet Checklist (MDOT Form 1629), which is attached for your review. The Road Diet Checklist outlines all of the general application requirements, the complete street elements to be included, as well as the geometric, operations and safety elements to be evaluated. MDOT officials will use the Road Diet Checklist when analyzing a roadway segment for a potential road diet.

City staff is currently working to provide all of the information required in the application, including providing a review of all of the planning documents adopted by the City that support changes on

Woodward, support complete streets concepts to ensure that pedestrian, bicycle and public transit infrastructure are included, and all master plans that support the road diet request. In addition, City staff is working with our transportation consultants at Fleis and VandenBrink ("F & V") and MKSK to provide all of the required traffic data and analysis, including the required SYNCHRO analysis.

One of the requirements of the road diet application is to provide a formal resolution of the City Commission demonstrating support of a road diet and enhanced pedestrian and multi-modal safety features for Woodward Avenue in Birmingham. In addition to a complete streets resolution passed by the City Commission back in 2011 that supported multi-modal infrastructure and safety improvements on all roads, Birmingham's Multi-Modal Transportation Plan and Triangle District Urban Design Plan both recommend specifically that Woodward Avenue be reduced from four vehicular travel lanes to three in each direction. On December 2<sup>nd</sup>, 2021, the Multi-Modal Transportation Board ("MMTB") recommended approval of a draft resolution in support of safety enhancements and a road diet for Woodward Avenue. This resolution is expected to come before the City Commission on January 24, 2022 for consideration.

In conjunction with the request for MDOT to approve a road diet on Woodward, the MMTB also recommended that the City Commission request the following from MDOT:

- Perform an MDOT Road Safety Audit through the City of Birmingham, from Quarton Road to 14 Mile Road.
- Perform a Road Diet Study to reduce Woodward Avenue to a six-lane divided boulevard through the City of Birmingham from Quarton Road to 14 Mile Road.
- Evaluate the pedestrian crossings at both the signalized and unsignalized intersections on Woodward in Birmingham.
- Calculate gaps available at unsignalized pedestrian crossings and identify additional potential pedestrian crossing locations to facilitate safe access for pedestrians across Woodward Ave.
- Review signal timing along Woodward and identify locations where pedestrian walk times and clearance intervals can be increased.
- Review the use of service drives/parking areas along Woodward Ave. and determine how they may be utilized to achieve the City's goals to improve pedestrian connectivity and reduce vehicle speeds.
- Review SMART bus stops and pedestrian connectivity and access across Woodward to them.
- Redesign the access at the S. Old Woodward & Woodward Ave. intersection to improve the safety, operations and pedestrian connectivity at this intersection.

Each of these requests are supported in the City's current planning documents, including the City's Downtown 2016 Plan, Multi-Modal Transportation Plan, and the Triangle District Plan. Birmingham's Multi-Modal Transportation Plan and Triangle District Urban Design Plan both recommend that Woodward Avenue be reduced from four travel lanes to three in each direction. Both plans recommend that the reduction of lanes should allow for enhancements in multi-modal infrastructure for pedestrians, bicyclists, and public transit users. A lane reduction is also recommended to calm traffic on Woodward Avenue, make it safer and easier for pedestrians to cross the street, and to provide greater mobility and access for all modes of transportation.

Each of the above requests are also supported in plans prepared by numerous regional transportation and planning organizations including the Woodward Avenue Action Association

("WA3"), the Regional Transit Authority ("RTA"), Southeast Michigan Council of Governments ("SEMCOG"), and MDOT. MDOT themselves recently adopted the Michigan Mobility 2045 Plan in November 2021, which aims to deliver a multi-modal mobility network that is safe, efficient, future-driven, and adaptable. The 2045 Plan incorporates Michigan's first statewide public transit strategy to support mobility and accessibility by promoting health, safety, and equitable access to jobs and education in a safe and convenient manner, and recommends that MDOT work with local jurisdictions on enhancing multi-modal access. The recommendations for further study noted above are also expected to come before the City Commission on January 24, 2022.

**Next Steps:**

- (1) Complete Road Diet Checklist and submit to MDOT for consideration;
- (2) Discuss additional study requests with the City Commission and forward our requests to MDOT;
- (3) Continue to coordinate on the location and design of the Woodward and Brown/Forest crosswalk that is currently in the design phase at MDOT;
- (4) Continue to engage our State legislators on Woodward safety initiatives and solicit funding support;
- (5) Engage with other communities along the Woodward Corridor to discuss partnering opportunities for the road diet and/or other Woodward Corridor improvements;
- (6) Prioritize local match funds in future budgets for Woodward Avenue projects; and
- (7) Identify other local projects or initiatives that will support the overall objectives to enhance pedestrian and multi-modal options on Woodward and address ongoing safety issues.

**Attachments:**

- Road Diet Checklist
- Draft Resolution in support of road diet

## ROAD DIET CHECKLIST

The Road Diet Checklist is a tool for Department staff to utilize when analyzing a roadway segment for a potential road diet. All items should be considered, but are not required (unless otherwise noted). Department staff should use the completed checklist along with engineering judgment to determine if a road diet should be implemented. A Road Diet is considered to be any reduction in the number of through lanes along a roadway segment.

The completed checklist must be presented to the Engineering Operations Committee (EOC) for information only prior to being implemented on the road. Completed checklists should be sent to Mark Bott, Engineer of Traffic and Safety, for placement on the next available EOC Agenda.

### ROAD DIET LOCATION

TSC		County		City/Village/Township City of Birmingham, Michigan
Route	CS	BMP	EMP	Location Description
JN (if app)	Completed By		Date	

### GENERAL ITEMS

(City of Birmingham Comments in Blue)

<div style="background-color: green; color: white; padding: 2px; text-align: center;">Yes</div> <div style="background-color: white; color: black; padding: 2px; text-align: center;">No</div>	<p>The Road Diet is being proposed by an entity other than the Department. <b><i>If this item is 'Yes', the next item is required.</i></b></p> <p><i>The City of Birmingham is proposing the Road Diet.</i></p>
<div style="background-color: white; color: black; padding: 2px; text-align: center;">Yes</div> <div style="background-color: red; color: white; padding: 2px; text-align: center;">No</div>	<p>The local municipality's governing body has passed a formal resolution in support of the Road Diet.</p> <p><i>The City of Birmingham is in the process of reviewing a formal resolution in support of the Road Diet. City Commission is expected to review a recommendation in the beginning of 2022.</i></p>
<div style="background-color: green; color: white; padding: 2px; text-align: center;">Yes</div> <div style="background-color: white; color: black; padding: 2px; text-align: center;">No</div>	<p>The local municipality (city/village/township) within which the Road Diet is being considered has adopted a Transportation Plan, Master Plan and/or Complete Streets Policy. <b><i>If this item is 'No', the next item is not applicable.</i></b></p> <p><i>The City of Birmingham has approved a resolution to support complete streets (2011), has adopted a Multi-Modal Transportation Plan (2013), a Downtown 2016 Plan (1996), and a Triangle District Plan which all recommend road diet considerations for Woodward Avenue.</i></p>

<div>Yes</div> <div>No</div> <div>N/A</div>	<p>The Transportation Plan, Master Plan and/or Complete Streets Policy have been considered during the planning and design of the Road Diet.</p> <p><i>The City of Birmingham's Multi-Modal Board and City Commission will review all relevant Transportation and Master Plans in the process of reviewing a formal resolution in support of the Road Diet.</i></p>
<div>Yes</div> <div>No</div>	<p>The Road Diet will result in on-street parking where it does not currently exist. <b>If this item is 'No', the next item is not applicable.</b></p>
<div>Yes</div> <div>No</div> <div>N/A</div>	<p>A formal agreement between MDOT and the local municipality indicating the local municipality's responsibility in participating in funding the project and future maintenance of the on-street parking areas has been drafted.</p>
<div>Yes</div> <div>No</div>	<p>The Road Diet is located within a CMAQ nonattainment or maintenance area. <b>If this item is 'No', the next item is not applicable.</b></p>
<div>Yes</div> <div>No</div> <div>N/A</div>	<p>The proposed lane configuration has been analyzed for air quality conformity and is determined to be acceptable.</p> <p><i>Air quality will be analyzed upon review of a formal design.</i></p>
<div>Yes</div> <div>No</div>	<p>The Road Diet will utilize federal funding. <b>If this item is 'No', the next item is not applicable. If this item is 'Yes', the next item is required.</b></p>
<div>Yes</div> <div>No</div> <div>N/A</div>	<p>The FHWA Area Engineer has been informed of the Road Diet.</p> <p><i>To be completed</i></p>
<div>Yes</div> <div>No</div>	<p>A public meeting to which all road users were invited, including area residents/business owners and commuters, has been held. <b>This item is required. Provide details of public feedback in COMMENTS section.</b></p> <p><i>A public meeting discussing the Road Diet will be held at the Multi-Modal Board on December 2<sup>nd</sup>, 2021 and City Commission in early 2022.</i></p>

**COMPLETE STREETS ITEMS**

<div>Yes</div> <div>No</div>	It is predicted that the Road Diet will result in an improvement in mobility for non-vehicular transportation modes.
<div>Yes</div> <div>No</div> <div>N/A</div>	Accommodations for non-motorized users (i.e. bike lanes, pedestrian refuge islands) have been incorporated into the design of the Road Diet where appropriate.
<div>Yes</div> <div>No</div>	Bus routes exist within the Road Diet influence area. <b><i>If this item is 'No', the next item is not applicable.</i></b>
<div>Yes</div> <div>No</div> <div>N/A</div>	Accommodations for maintenance of safe bus loading and unloading zones have been incorporated into the design of the Road Diet where appropriate.
<div>Yes</div> <div>No</div>	An at-grade railroad crossing exists within the Road Diet influence area. <b><i>If this item is 'No', the next item is not applicable.</i></b>
<div>Yes</div> <div>No</div> <div>N/A</div>	Accommodations have been incorporated into the design for commercial and transit vehicles that must stop at the at-grade railroad crossing.

**GEOMETRIC, OPERATIONS AND SAFETY ITEMS**

<div>Yes</div> <div>No</div>	Turning movements at all signalized and major un-signalized intersections are acceptable for the appropriate design vehicle.
<div>Yes</div> <div>No</div> <div>N/A</div>	Where on-street parking is proposed, intersection sight distance at all affected intersections is acceptable.
<div>Yes</div> <div>No</div>	<p>The Geometric Design Unit has reviewed and concurs with the Road Diet.</p> <p><i>To be done</i></p>
<div>Yes</div> <div>No</div>	<p>A SYNCHRO analysis for proposed conditions and future traffic volumes (a) shows that a reasonable Level of Service (LOS) will be maintained during the peak hour at all signalized and major un-signalized intersections. A reasonable LOS is defined as D or better for urban and C or better for rural/between.</p> <p><i>In Progress</i></p>
<div>Yes</div> <div>No</div> <div>N/A</div>	<p>Delay mitigation techniques have been incorporated into the design for individual intersection movements that are predicted to operate at LOS D or worse according to the SYNCHRO model.</p> <p><i>To be determined</i></p>
<div>Yes</div> <div>No</div> <div>N/A</div>	<p>Potential timing and/or phasing changes to existing traffic signals have been vetted through the Traffic Signals Unit for incorporation into the Road Diet.</p> <p><i>To be done</i></p>
<div>Yes</div> <div>No</div>	The route on which the Road Diet is being considered is a Freeway Emergency Route.
<div>0</div> <div>&gt;0</div> <div>(list below)</div>	<p>Historically, how many times per year has freeway traffic been diverted to the route on which the Road Diet is being considered as the result of an incident or emergency? <b><i>If this item is '0', the next item is not applicable.</i></b></p> <p><i>To be determined by MDOT</i></p>

Yes No <input checked="" type="checkbox"/> N/A	Additional features (i.e. special signal timing plans) have been incorporated into the design of the Road Diet to mitigate delays and congestion associated with the diversion of traffic during a freeway closure.  <i>To be completed</i>
Yes No	A Highway Safety Manual analysis predicts an overall crash reduction as a result of the Road Diet under future traffic volumes (a).  <i>To be determined</i>
Yes <input checked="" type="checkbox"/> No	A Road Safety Audit has been conducted for the Road Diet. <b><i>If this item is 'No', the next item is not applicable.</i></b>  <i>The City of Birmingham has requested that MDOT conduct a Road Safety Audit.</i>
Yes No <input checked="" type="checkbox"/> N/A	The Road Safety Audit Team recommended that the Road Diet be implemented.

(a) Future traffic volumes refer to 15-20 years out when reestablishment of curb lines is required; 3 years out when only pavement marking and signing changes are required. Seasonal fluctuations in traffic volumes, if they exist, should also be considered.

**COMMENTS (Attach additional pages if necessary)**

\_\_\_\_\_

**DRAFT RESOLUTION IN SUPPORT OF A ROAD DIET AND ENHANCED  
PEDESTRIAN SAFETY MEASURES FOR WOODWARD AVENUE  
FROM QUARTON ROAD TO 14 MILE**

**WHEREAS**, a Road Diet is considered to be any reduction in the number of through lanes along a roadway segment;

**WHEREAS**, the Michigan Department of Transportation (MDOT) requires a local municipality applying for a Road Diet to approve a formal resolution in support of the Road Diet prior to reviewing the viability of traffic lane reductions;

**WHEREAS**, the City of Birmingham approved a Complete Streets Commitment Resolution on July 11, 2011 to ensure safe and convenient access for all roadway users, including pedestrians, bicyclists, transit riders, and drivers of all ages and abilities;

**WHEREAS**, the City of Birmingham approved a resolution in support of regional transportation coordination on July 25, 2011 to encourage and support multi-modal transportation infrastructure for pedestrians, bicyclists, and transit riders;

**WHEREAS**, the City of Birmingham's Multi-Modal Transportation Plan and Triangle District Urban Design Plan recommend a reduction in traffic lanes on Woodward Avenue and the addition of enhanced safety features to make Birmingham's Woodward Corridor safer for pedestrians, bicyclists, and public transit riders;

**WHEREAS**, The State Transportation Commission adopted MDOT's Michigan Mobility 2045 Plan on November 4<sup>th</sup>, 2021 to deliver a a mobility network that is safe, efficient, future-driven, and adaptable;

**WHEREAS**, the Michigan Mobility 2045 Plan incorporates Michigan's first statewide active transportation plan and statewide transit strategy to support mobility and accessibility in the transit network in order to accommodate demographic change and to promote health, safety and equitable access to jobs and education;

**WHEREAS**, the Michigan Mobility 2045 Plan promotes local and state coordination to ensure that the multi-modal network of Michigan's transportation system provides accessibility and connectivity in a **safe and convenient manner** via all modes of transportation;

**WHEREAS**, complete streets to support and invite multiple uses, including safe, active, and ample space for pedestrians, bicycles, and transit are more conducive to the public life and efficient movement of people than streets which are primarily designed to move automobiles;

**WHEREAS,** increasing active transportation such as walking, bicycling, and public transportation offers the potential for improved public health, economic development, a cleaner environment, reduced transportation costs, enhanced community connections, and more liveable communities;

**WHEREAS,** complete streets enhance environmental sustainability by providing transportation infrastructure that limits the negative impact on natural resources by enhancing landscaping, reducing water runoff, and allowing for carbon footprint reduction;

**WHEREAS,** reducing a travel lane on Woodward Avenue as part of a Road Diet will shorten the travel distance for pedestrian crossings, enhancing pedestrian safety by reducing the time spent crossing traffic lanes;

**WHEREAS,** enhanced pedestrian safety features on Woodward Avenue will heighten pedestrian crossing awareness and will signal to drivers that they must slow down and yield to pedestrians;

**WHEREAS,** reducing Woodward Avenue's speed limit will increase safety for pedestrians, bicyclists and transit riders crossing or traveling along Woodward Avenue;

**WHEREAS,** reducing a travel lane on Woodward Avenue as part of a Road Diet will improve Birmingham's east and west connection which will enhance pedestrian mobility between Birmingham's neighborhoods and commercial corridors;

**NOW, THEREFORE, BE IT RESOLVED** that the City of Birmingham City Commission hereby declares its support of a Road Diet and enhanced pedestrian safety measures for Woodward Avenue from Quarton Road to 14 Mile and requests the full support of MDOT to implement the same

I, Alex Bingham, City Clerk of the City of Birmingham, Michigan do hereby certify that the foregoing is a true and correct copy of a Resolution adopted by the Birmingham City Commission at its regular meeting held \_\_\_\_\_.

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Alex Bingham, City Clerk



## MEMORANDUM

Planning Division

**DATE:** January 12, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Nicholas Dupuis, Planning Director

**SUBJECT:** Birmingham Green – Environmental Planning Strategy in Birmingham

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### INTRODUCTION:

As the City of Birmingham moves into the future, planning for the environment and sustainability has become a responsibility for all levels of government including state, regional, county and local. The City is now at a pivotal point in its history when it comes to the next generation of planning. The confluence of commendable existing efforts and an upcoming master plan guiding us through 2040 and beyond provokes a strong need to position ourselves for future successes in sustainability.

The Planning Division has identified a strategy that may begin to organize and formalize an environmental planning approach that has always existed in Birmingham, but has not often been given a central role. In this strategy, six topics are discussed as potent opportunities for Birmingham to become a regional leader in sustainability and environmental protection:

- Green Stormwater Infrastructure & Native Plantings
- Historical Preservation
- Solar Energy
- Green Buildings
- Parks, Trees and Open Space
- The Rouge River

The attached strategy, "Birmingham Green," expands upon these six topics and offers several actionable sub-strategies to move forward with the overall goal of increased sustainability practices in the City. As noted above, much of the strategy included an organization of existing successes found across the city, while also introducing new and fresh ideas that will help secure Birmingham's elevated position in the region.

### BACKGROUND:

The inception of the attached environmental planning strategy stemmed from the long range planning meeting of January of 2020, where an abstract of this concept was presented and generally supported by the City Commission. Hoping to capitalize on the positive feedback, the Planning Division has provided a regular Birmingham Green newsletter column devoted to the discussion of environmental and sustainability topics through the lens of Birmingham.

On January 23, 2021, the Planning Division presented a first draft of the Birmingham Green Strategy during the Long Range Planning meeting of the City Commission, which was met with

positive feedback and several constructive suggestions for improvement. During the past year, the Planning Division has been tweaking the Birmingham Green Strategy based on the second draft of the Birmingham Plan 2040, as well as shifts in local and regional plans for sustainability.

**NEXT STEPS:**

At this time, the Planning Division is seeking the continued support of the City Commission to continue to refine the concepts and strategies outlined within the Birmingham Green planning strategy and further align the strategy with the goals of the 2040 Plan. Furthermore, the Planning Division suggests that the Birmingham Green strategy be directed to the Planning Board for their input and recommendations. A final version of the strategy would be brought back to the City Commission for final approval.

# Birmingham Green



Environmental Planning Strategy in Birmingham  
Planning Division  
January 22, 2022  
(DRAFT 2)



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# Introduction

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The City of Birmingham, Michigan has introduced environmental friendly planning schema since the General Village Plan was adopted in 1929 to address rapid urban growth and protect the then-Village's natural beauty. In response to industrial pressure and development impacts of industrial uses in Detroit and Pontiac, the General Village Plan recognized the function and importance of preserving open space and natural areas such the Rouge River Valley, regional park system, and the urban tree canopy, and suggested that zoning be immediately adopted to preserve them through single-family residential districts.

Nine decades later, Birmingham has perpetuated environmental ideals through plans such as the Downtown 2016 Master Plan, Multi-Modal Transportation Plan, Parks and Recreation Master Plan, and Eton Road Corridor Plan, as well as its focus on mixed use and walkability, historic preservation, urban design, and other quality examples, all of which contain virtues of sustainable development and eco-friendly objectives. Although these efforts have resulted in Birmingham featuring a significant amount of green/open space throughout the City, a robust historical building inventory, and large solar arrays and solar energy storage systems, there are opportunities that have arisen for the City to grow its environmental strategy.

At this stage, green stormwater infrastructure (GSI) has only recently entered the discussion as a major contributor, or upgrade to, the City's environmental repertoire. As the environment continues to change, urban stormwater will continue to be a major consideration in the design of cities. In addition to the new concept of GSI, the opportunity to bring a new, fresh approach to existing strategies that have either stalled or have not been updated in a considerable amount of time will aid in the advance of resiliency in Birmingham and set the stage for continued success.

In this document, the City has identified strategies and has set goals for improving the environmental functions of both public and private entities within the City of Birmingham. The approach is broken down into the six topics:

1. Green Stormwater Infrastructure & Native Plantings
2. Historical Preservation
3. Solar Energy
4. Green Building Design
5. Parks, Trees and Open Space
6. Rouge River

First, a short review of Birmingham's current or past efforts is presented in the following section. This strategy will then review current conditions, the forthcoming Birmingham Plan 2040, and state the purpose and goals of Birmingham Green. Finally, the six topics are presented in detail.

# History of Environmental Planning In Birmingham

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As stated in the introduction, Birmingham, directly or indirectly, has been sensitive to its planning efforts and their effect on the environment. The information compiled below is a high-level summary of different initiatives, plans, ordinances, or general operating procedures that have resulted in a positive environmental impact as it relates to each topic:

## **Green Stormwater Infrastructure & Native Plantings**

Although green stormwater infrastructure (GSI) has only recently emerged as a serious and beneficial alternative in city planning strategies and infrastructure design, the City of Birmingham has several examples of green infrastructure installations and recent ordinance amendments that support green infrastructure.

1. Parking Lot 6 Bioswale
2. Barnum Park Rain Garden
3. Martha Baldwin Park Wetland Protection
4. Booth Park Rain Garden and Riparian Buffer
5. Stormwater Ordinance – Incentives for Green Infrastructure

A close relative to the GSI conversation is the use of native plantings. Native plantings are essential to the function of GSI, but may be planted in non-GSI garden installments as well to help foster native wildlife and lower the need for excessive maintenance. The use of native plantings is a common and standard operating procedure by the Department of Public Services. In addition to their use in public gardens and greenspaces, the Zoning Ordinance contains a native species credit for private developers that offers a reduction of 20% of the total number of trees or shrubs required if 80% or more of the trees and/or shrubs to be planted are native species.

## **Historic Preservation**

Historical preservation in the City of Birmingham began in 1970 with Public Act 169 – Local Historic Districts Act. This enabled the City to establish historic districts, designate historic resources, form a Historic District Commission, and establish processes and procedures for preservation in Birmingham. The City currently boasts a stock of 75 locally designated historic buildings, 2 of which are also on the National Register of Historic Places. Aside from full historic designations, the City formerly offered a Heritage House recognition program in the early 2010's, a historic plaque program, and various small-scale marketing/preservation tactics from the Historic District Commission and Historic District Study Committee.

## **Solar Energy**

In 2009, the City adopted ordinance language permitting solar panels on structure roofs in all zoning districts throughout the City. Since its adoption, there have been many solar panels installed across the City, the majority being on single family residential buildings. The initial ordinance language offered general standards and review processes for solar panel installation. In 2021, the City of Birmingham updated the solar energy Zoning Ordinance to reduce barriers to installation, regulate new technology such as storage batteries and solar shingles, and provide clear design guidelines for solar arrays.

## **Green Building Design**

A common theme across this document is the adage that the greenest building is the one that already exists. Adaptive reuse of existing buildings has been occurring for many years in Birmingham at a small scale. In addition, the city has experienced new building plans designed to be able to change use, as well as proposals for office buildings to be transitioned to a new residential use. In the case of new buildings, there are opportunities for LEED certification. LEED stands for Leadership in Energy and Environmental Design. Buildings of all types may use the LEED rating system to provide a framework for healthy, highly efficient, and cost-saving green buildings. Presently, the City offers a development incentive only in the Triangle District that allows additional building height if 2 or more requirements are met, one of which is LEED building design, accredited based upon the rating system of the United States Green Building Council. There are currently at least five known LEED certified buildings in the City.

## **Parks, Trees and Open Space**

Parks, trees and open space in Birmingham have always been an essential contributor to the way residents recreate, travel, socialize and locate. The park system is well known, and the City is regularly making efforts to improve and maintain parks to a very high standard. City trees are also held in high regard in the City. The Zoning Ordinance currently requires trees to be planted in all new commercial and multifamily developments. Chapter 118 of the City Code of Ordinance also outlines the purpose and requirements of tree protection, the urban tree canopy, tree maintenance, and tree replacement.

Similar to parks, open space is any open piece of land that is undeveloped (has no buildings or other built structures) and is accessible to the public. Open space can include:

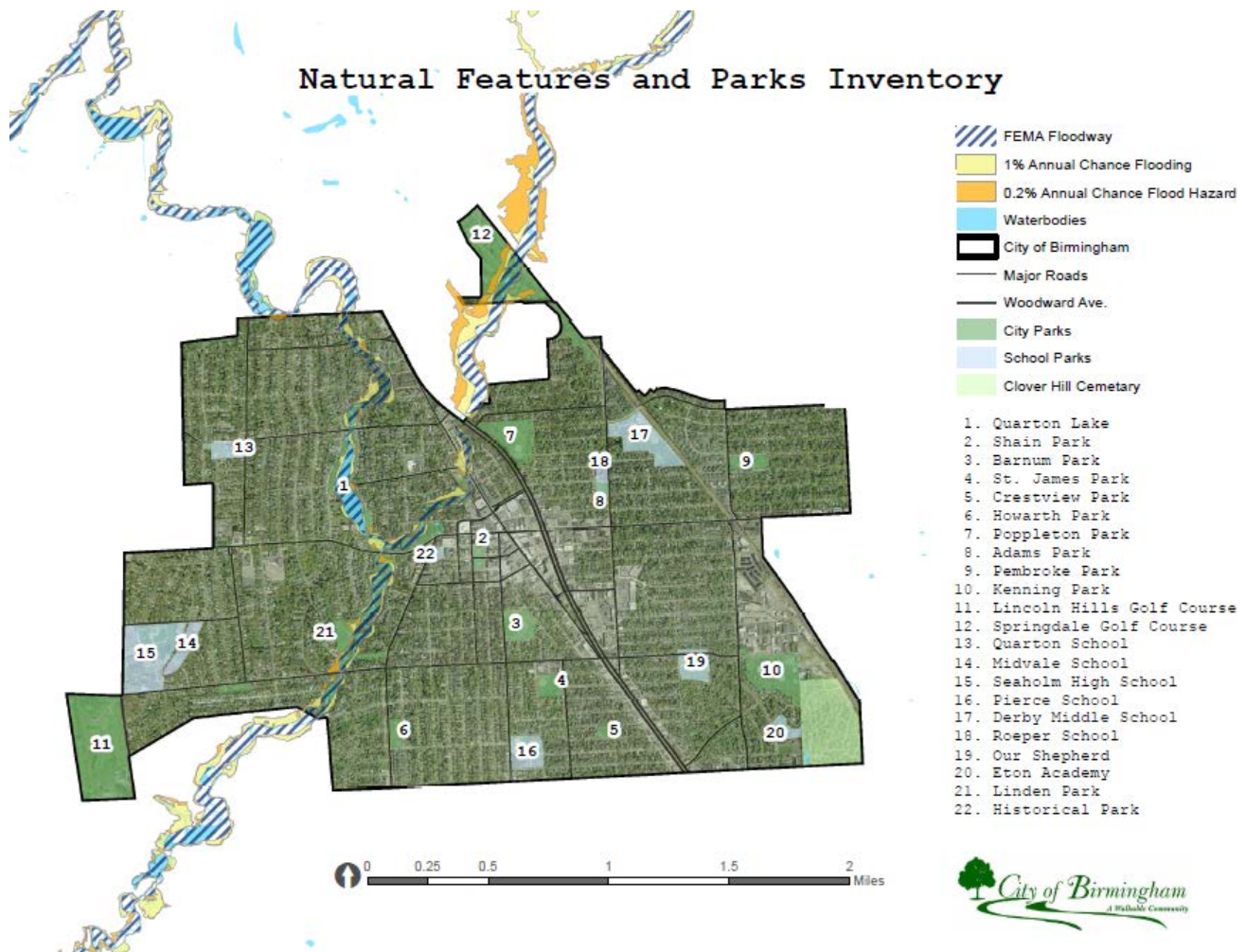
- Green space
- Schoolyards
- Playgrounds
- Public seating areas

- Public plazas
- Vacant lots

The City has also maintained high standards in its open space creation and maintenance. In addition to ordinances, efforts to increase quality parks, trees and open space are outlined in various plans such as the recently adopted Parks and Recreation Master Plan and the Public Tree Management Plan.

## Rouge River

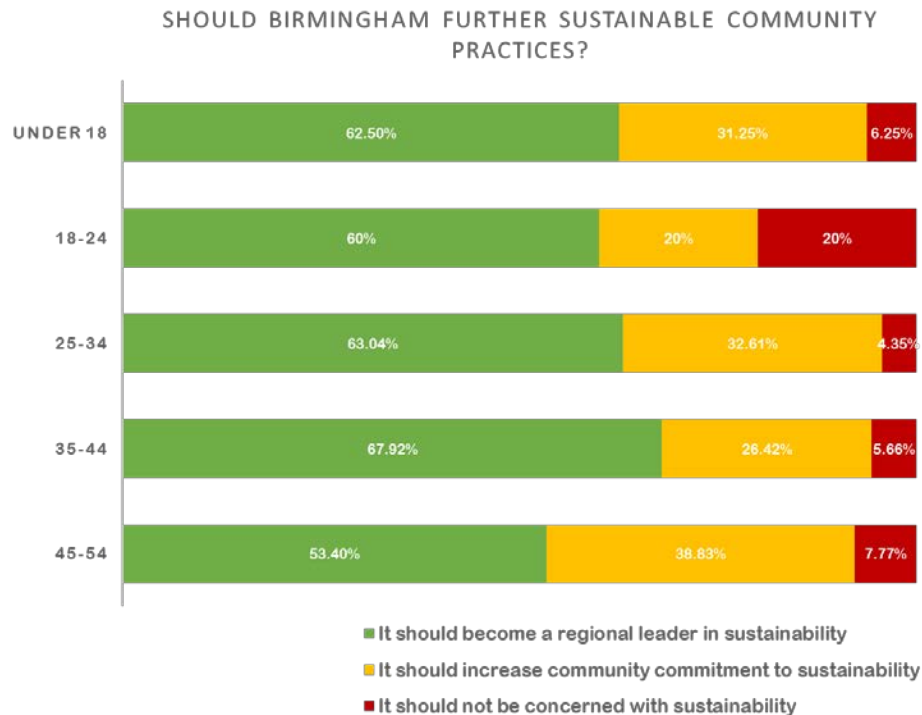
The Rouge River frontage has been recognized as an important walkway by the City and Oakland County since the 1920s, part of a planned but not fully executed regional park system. The park area is an asset to the City, including diverse wildlife habitats and ecosystems, including wooded uplands, prairies, and wetlands.



# The Birmingham Plan 2040



Although currently still in draft form, the Birmingham Plan 2040 ("2040 Plan") will be the overarching planning document in which the majority of this environmental planning strategy will be based. To reiterate, *the 2040 Plan is still yet to be refined in terms of a final set of recommendations*. However, the topics of sustainability and environmental planning have appeared to be non-controversial and widely supported thus far.



Within the recommendations of the current draft of the master plan are concepts and suggestions in different sections that directly relate to the six environmental planning concepts that are utilized in this strategy. However, the 2040 Plan has also since evolved to include a full chapter dedicated to sustainability. This highlights the importance of extracting and expanding upon those ideas and placing them into an actionable strategy.

To quote the 2040 Plan consultant team, "No planning effort in ~~2019~~ 2021 can ignore sustainability, particularly in the face of obvious and accelerating changes. Beyond altruism, the City should also consider sustainability initiatives to retain Birmingham's attractiveness with future generations."

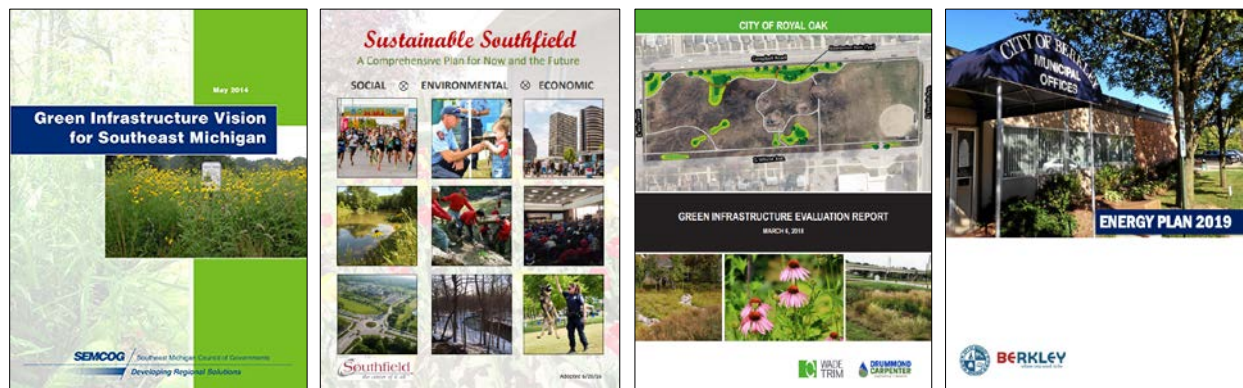


## Birmingham Green - Purpose & Goals



Issues surrounding sustainability and the environment have risen to the top of national, state, regional and local government planning agendas. In Michigan, state departments such as EGLE (Environment, Great Lakes, and Energy), regional authorities such as SEMCOG (Southeast Michigan Council of Governments), Oakland County, and several localities have all committed to greening their approaches to planning and infrastructure. Although state, regional and county programs are limited to offering resources and support, local communities can offer insight and experience along with ideas on how to remain competitive in the region.

Many local cities in the region have adopted overall sustainability plans, with some also adopting other plans/programs/policies including climate action plans, alternative energy ordinances, historical preservation programs, and green infrastructure plans/policies to add to their commitment. The City of Birmingham has both led and followed sustainable practices in the region, although its efforts have been more *implicit* rather than *explicit*. Birmingham, however is in a prime position to engage in additional sustainability efforts that build upon what the City already does (and does well) while beginning to add to and diversify its repertoire.



Thus, the purpose of the Birmingham Green strategy is to compile and organize the City's various ad-hoc environmental planning efforts into a concentrated and ambitious plan for building Birmingham's resiliency and regional competitiveness. This strategy will be broken into six goals to be explored in the following sections:

**Goal #1:** Expand the use of green stormwater infrastructure and native plantings in public and private operations.

**Goal #2:** Increase the commitment to historical preservation through inclusion in master plans, enhanced public perception and marketing, and maintenance of existing resources.

**Goal #3:** Simplify and encourage the use of solar panels on residential and commercial buildings and increase use of solar technology on public property and buildings.

**Goal #4:** Expand green building design incentives across all commercial and mixed-use development.

**Goal #5:** Maintain a high level of commitment to City parks, trees, and open space and develop heightened sustainability practices within.

**Goal #6:** Establish a strong, no-nonsense commitment to the Rouge River through ordinance, city policy and representation.

# Green Infrastructure & Native Plantings



- **Goal #1:** Expand the use of green stormwater infrastructure and native plantings in public and private operations.

Green stormwater infrastructure (GSI) has formed a new identity in City life and has historically been *relatively* underrepresented in Birmingham. Private development landscaping standards and general city operating procedure have accomplished a great deal in keeping Birmingham green and beautiful, but additional commitment to GSI could be a useful tool in providing a unique infrastructure service to many landscaping installations across public and private property.

## What does Green Infrastructure Look Like?

The Environmental Protection Agency (EPA) defines green infrastructure as “a cost-effective, resilient approach to managing wet weather impacts [which] reduces and treats stormwater at its source while delivering environmental, social, and economic benefits.” Many types of GSI are easily adaptable to use in the City of Birmingham:



## Native Plantings

In addition to GSI, native plantings can offer beauty and serenity to rival any exotic flora all the while staying low maintenance and less dependent on chemicals. They do not need artificial fertilizers, pesticides, or any synthetic product due to their native disposition and ability to tolerate the environment that they have been in for centuries. This not only provides a healthy place for people, it provides a healthy contributor to the climate, wildlife and our valuable water resources. Additionally, native plants are essential components to rain gardens, bioswales, and/or green roofs, which makes for increased functionality on top of their natural beauty.

There are many publicly available resources for understanding different Michigan native plants and their sun/water tolerance, approximate height, or maintenance:

- [Michigan State University Department of Entomology Regional Plant Lists](#)
- [Friends of the Rouge](#)
- [Audobon Native Plans Database](#)
- [SEMCOG Low Impact Development Manual for Michigan](#)
- [Wildflower Association of Michigan](#)

## Strategies for GSI & Native Plantings

At this time, the Planning Division has identified four promising strategies in which the City can boost its GSI and native planting profile:

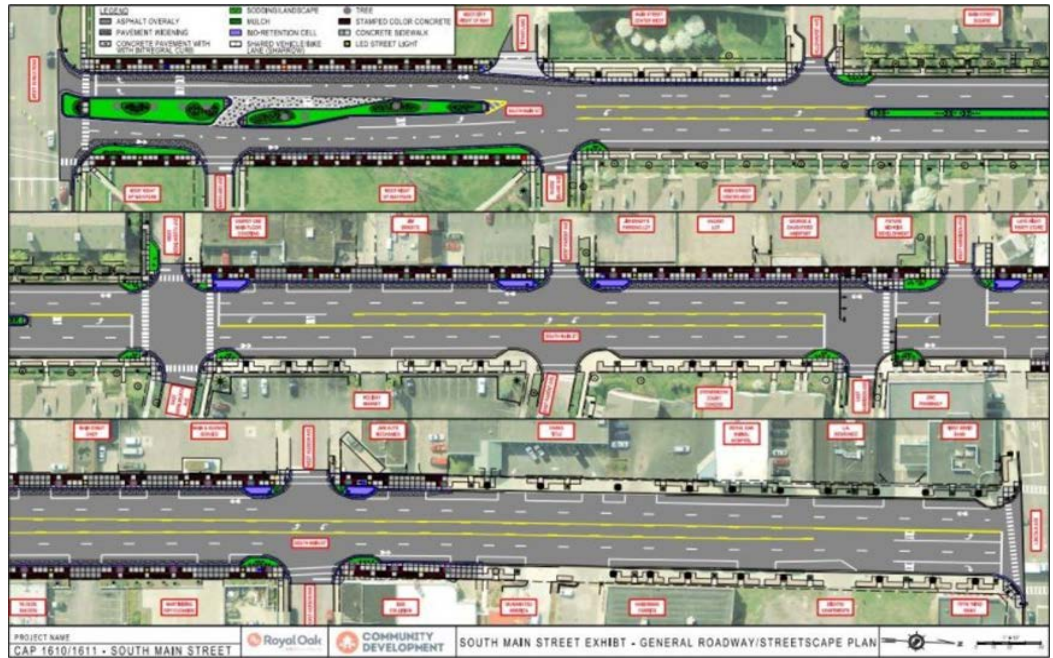


**Strategy #1:** Regularly utilize GSI and native plantings in all municipal infrastructure projects.

- To be able to extract as much benefit as possible from GSI and native plantings, it is important to make them a routine addition to municipal projects. Streetscape improvements, park improvements, public parking lots, and other city property are easy targets for GSI incorporation. This concept can be seen in several local examples:

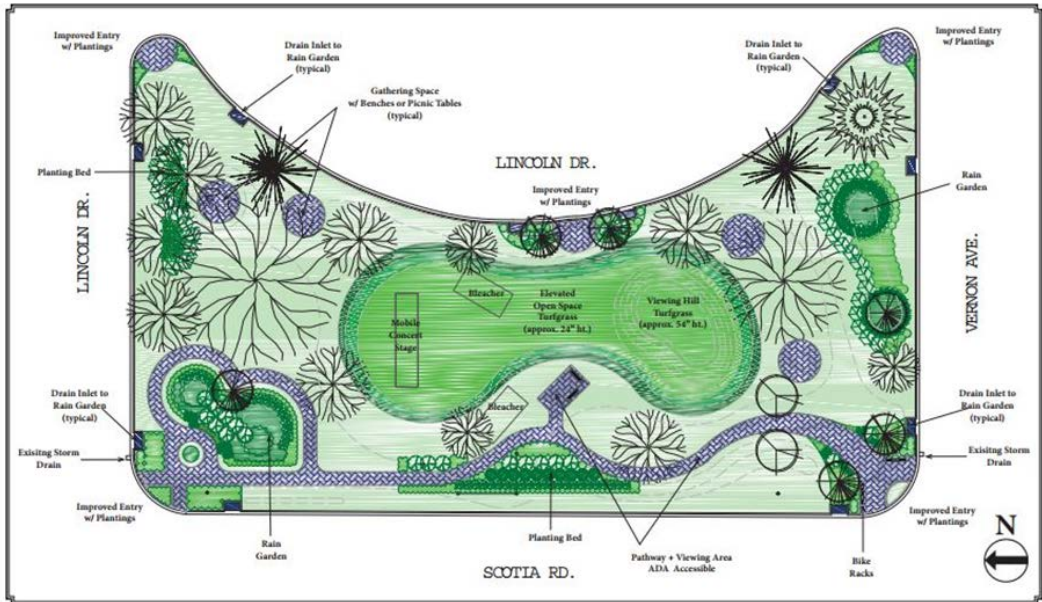
### Royal Oak, MI – S. Main Street Project

In November of 2016, the City of Royal Oak wrapped up construction on the South Main Street project, a major upgrade to a prominent entryway for the City. The project goal was to enhance vehicular, bicyclist, and pedestrian travel and to provide Royal Oak a more aesthetic corridor into the downtown district. In doing so, the City came up with several strategies to reach their goal, one of which included adding decorative landscape and green infrastructure (bio-retention cells) at select intersections.



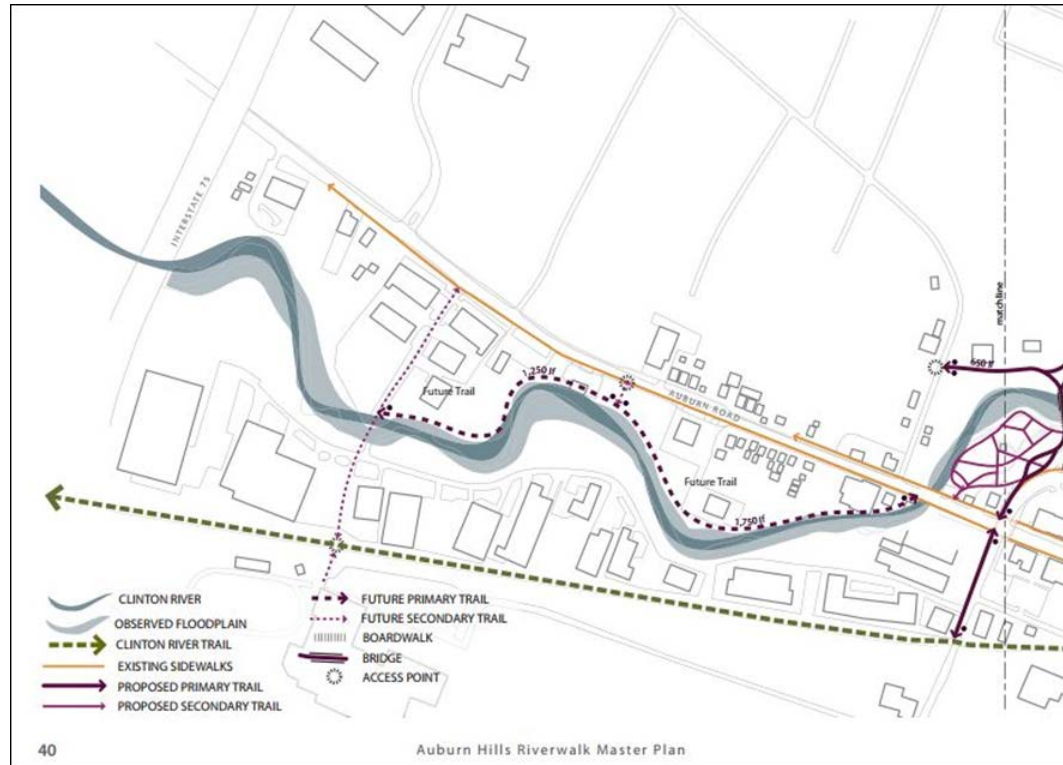
Huntington Woods, MI – Scotia Park Renovation

The City of Huntington Woods Parks & Recreation Plan outlines projects in the pipeline for maintaining and improving the city's park spaces. Included in the scope is Scotia Park, a small park enveloped by residential properties and surrounded by 4 streets. Although the overall goal of the parks & recreation plan is the improvement and maintenance of the City's parks, improvement goals differ from park to park. For Scotia Park, the City envisioned a gathering space for residents with seating and a small band shell for entertainment. The City also sought to improve storm water drainage by adding rain gardens to their park.



## Auburn Hills, MI – Riverwalk Master Plan

As it is in Birmingham with the River Rouge, the City of Auburn Hills has a valuable asset in the Clinton River. The Auburn Hills Riverwalk Master Plan's vision was to enhance the Clinton River's attractiveness as a natural and recreational resource while protecting and improving riparian zones, water quality, as well as help to create and support an economy based on healthy natural resources, healthy people, and local businesses that encourage healthy living.



### • Opportunity in Birmingham

As described in earlier sections, the City has capitalized on a few opportunities to include GSI and native plants in municipal projects such as the Parking Lot 6 Rehabilitation. However, there have also been some missed opportunities in projects such as the S. Old Woodward Reconstruction, Maple Rd. diet, and the Cranbrook Rd. Non-Motorized Improvement Plan.

Our highly urbanized and dense commercial areas where many municipal projects take place contribute to degraded water quality and waterbody conditions. Changes in land cover and the increased imperviousness of the urban environment have resulted in larger volumes of runoff traveling at faster velocities. Using green infrastructure for urban stormwater retrofits can reduce stormwater pollution while simultaneously reducing the burden and demand on existing infrastructure.



## **Strategy #2:** Build an interactive demonstration rain garden at City Hall or Shain Park.

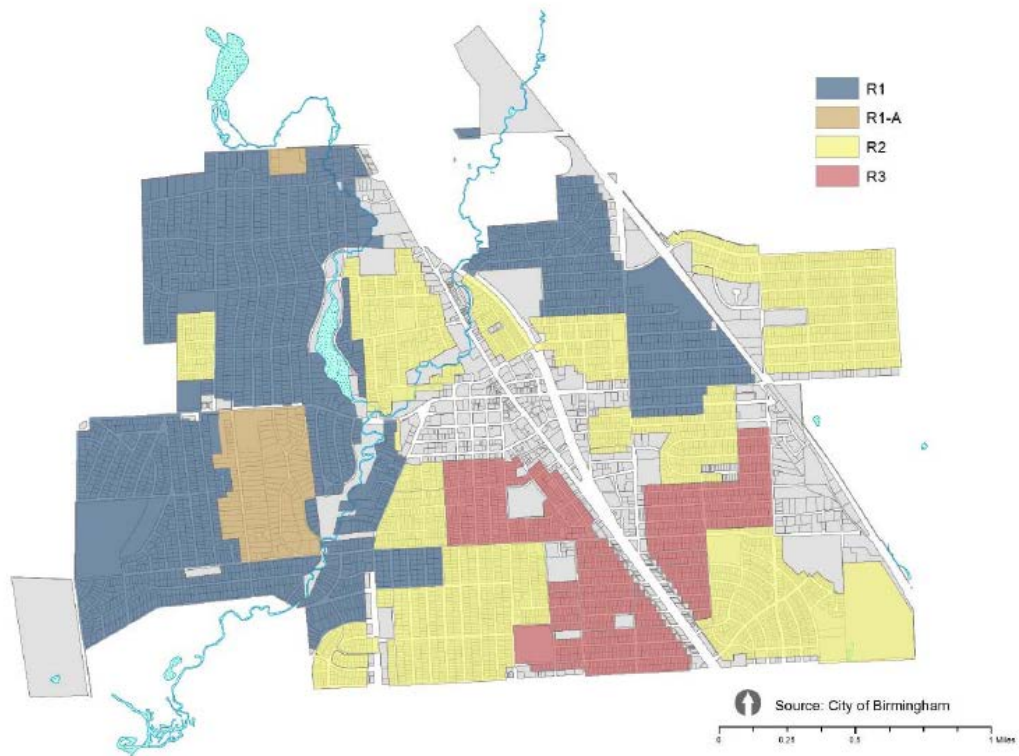
- To help attract attention and build public support for GSI, an effort must be undertaken to educate and inform the public of the function, purpose and expectations for a GSI and/or native planting project. In addition, future strategies (see below) that include private investment in GSI can be much more successful when coupled with widespread and reciprocal public commitment to such.

In selecting a location for a demonstration garden, City Hall and/or Shain Park are central and high-traffic locations with excellent public access. These gardens can include informational signage, walk through stepping-stones, and high visibility. Future strategies can include demonstration-type rain gardens in all public parks to further increase access to these education-based installations.



**Strategy #3:** Adopt a marketable, descriptive and succinct residential rain garden program to encourage Birmingham residents to install rain garden(s) on their property.

- Stormwater management is an increasing concern in urban communities. As infrastructure continues to age, and urban areas increase, new approaches to stormwater are needed. The City of Birmingham has 1,548 acres of land that is zoned single-family residential, which is a definitive majority land use in the City. Due to an increased focus on stormwater in the City that resulted in an amendment for the calculation of stormwater fees, and the subsequent stormwater credit opportunities that were created, it is imperative to build a program to capitalize on these improvements. A residential rain garden program in the City of Birmingham could have a big impact on the stormwater issues facing urban areas if made a focus; reducing pollutants, reducing the effects of the urban heat island effect, and starting the shift in stormwater governance from centralized to decentralized.



An excellent example of a residential rain garden program can be found in Royal Oak. As an extension of a larger green infrastructure and stormwater mitigation plan (Green Infrastructure Evaluation Report, 2018), Royal Oak developed a DIY Rain Garden Program for its residents to get them involved in improving water quality and drainage in their city. The program involves step-by-step design guidelines, maintenance guidelines and a suggested plant list.

**Strategy #4:** Update the Zoning Ordinance to encourage, incentivize or require GSI and native plantings.

- As public commitment to GSI and native plantings grow, so too should private investment in the same. This sort of public and private unification toward a common purpose is essential to the endgame of stormwater mitigation and resiliency. At this time, the City is engaged with Oakland County and the other 13 municipalities within the George W. Kuhn (GWK) drainage district for a project with the purpose of aligning stormwater management standards and supporting green infrastructure. The project is being funded by a SEMCOG multi-community planning grant for green infrastructure and can be broken into two components: (1) understanding local practice and concerns around stormwater and green infrastructure, needs for information and support, and (2) coordination with the

development of regional post-construction stormwater standards and stormwater funding mechanisms. The goals of the project are as follows:

- Reduce runoff volume – especially in combined sewer service areas
- Improve water quality
- Protect infrastructure and downstream properties
- Facilitate redevelopment (or at minimum, do not create a disadvantage for one community versus another)
- Enhance community quality of life
- Increase resilience and reduce urban heat island effects

A draft report based on the research and input was introduced in January of 2020. As the final report is nearing completion, the City of Birmingham has an opportunity to utilize the recommendations and timing of the report to update its Zoning Ordinance to improve the stormwater conditions on private property.

# Historical Preservation



- **Goal #2:** Increase the commitment to historical preservation through inclusion in master plans, enhanced public perception and marketing, and maintenance of existing resources.

Often excluded in discussions regarding sustainability is the topic of historical preservation. Aside from protecting the character, architecture and neighborhood structure of Birmingham's past, historical preservation can significantly reduce a city's carbon footprint and drastically reduce the amount of construction waste that is sent to landfills each year. The City of Birmingham has two public boards dedicated to historical preservation in the City with essential support provided by the City Commission and Chapter 127 of the Code of Ordinances. The City is also a Certified Local Government, which qualifies the City for several grants, technical support, and education from the State Historic Preservation Office.

The purpose of Chapter 127 (Historic Districts) of the City Code of Ordinances, and subsequently the Historic District Commission/Historic District Study Committee, is to

1. Safeguard the heritage of the City by preserving districts that reflect elements of its history, architecture, archaeology, engineering, or culture;
2. Stabilize and improve property values in each district and surrounding areas;
3. Foster civic beauty;
4. Strengthen the local economy; and
5. Promote the use of historic districts for the education, pleasure, and welfare of the citizens of the City and of the State.



City data from 2018 shows that there are roughly 9,575 residential, commercial and public principal structures (excluding accessory structures) in Birmingham. Over the last six years, 563 structures have been demolished in favor of new construction for an average of 94 structures per year.

Year	2015	2016	2017	2018	2019	2020	Total:
<b>Demolitions</b>	128	87	101	113	75	59	563

This scale of demolition directly contradicts the purpose and intent of the Historic District Ordinance, and demolition and its various effects have been heavily emphasized in the public input sessions and first draft of the 2040 Plan. It is difficult to quantify the character, architecture and neighborhood structure that has been lost due to demolition, but the qualitative effects are well known.

## Strategies for Historical Preservation

At this time, the Planning Division has identified four strategies in which the City can further support historical preservation and reduce the detrimental environmental effects of the removal of historic structures:

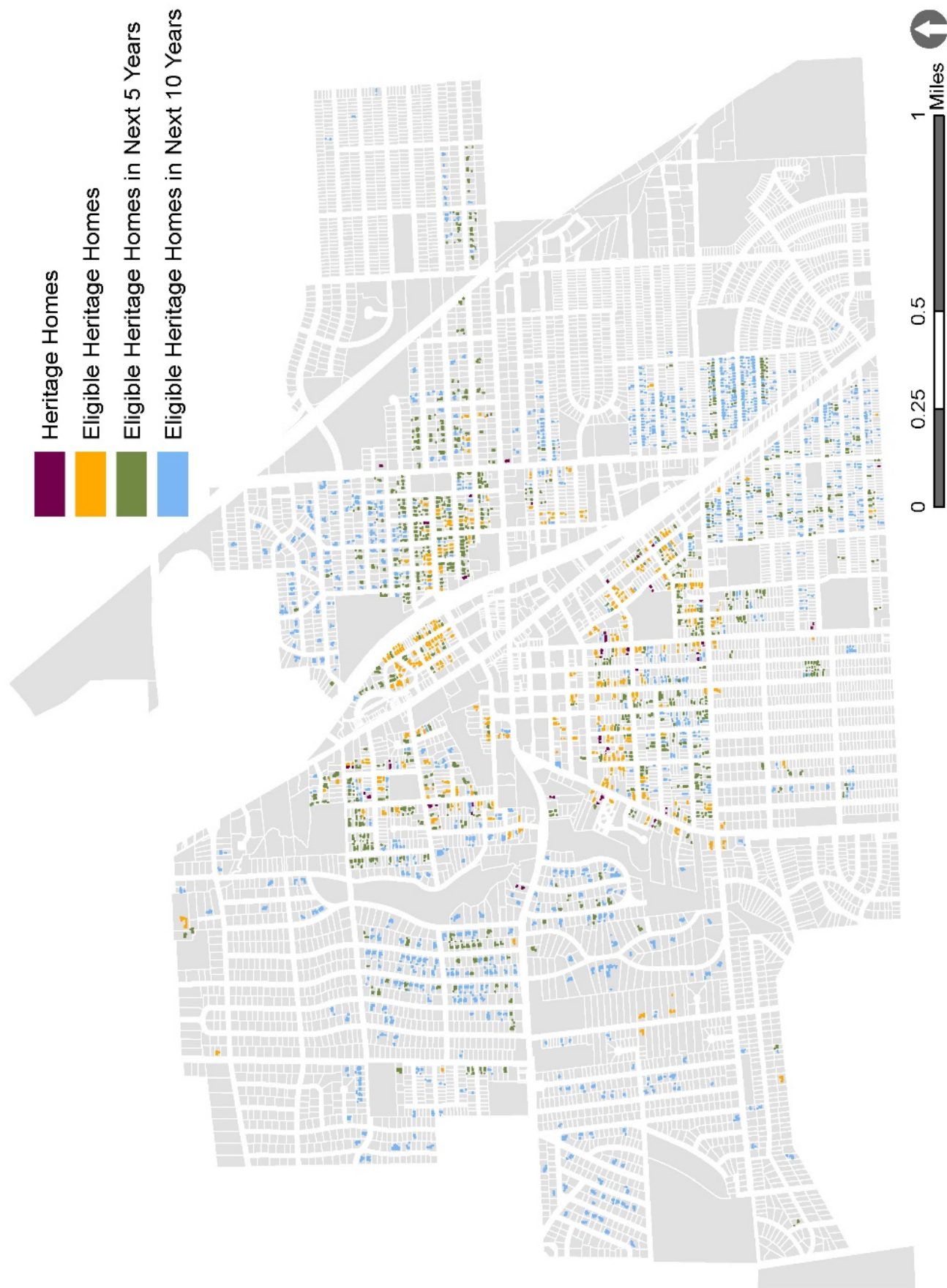


### **Strategy #1:** Restore and support the Heritage Home program.

- The Heritage Home Program in the City of Birmingham was introduced around 2012 for the purpose of recognizing homes constructed 100 years or more in the past with a commemorative plaque and certificate that certified a home as a Heritage Home. These “Heritage Homes” exemplified the historic development of Birmingham and the building techniques, materials and craftsmanship that are no longer available or widely used. Since the inception of the program, the City has ordered and installed several plaques throughout the City. Plaques were generally made available upon request from the homeowner without a formal application process, therefore there is little information available to the City as to the program and its participants.

A complete list of heritage homes was made in 2012, but it is uncertain as to whether or not a list was maintained as time moved forward. Due to this, the City has little information on the status of the original Heritage Home program and any information on new homes that have come into the program. A GIS analysis was performed to help ascertain where the certified Heritage Homes are, or were, located, and to determine how many homes have the potential to become Heritage Homes in the near future. A summary of the findings are presented below:

Certified Heritage Homes	51
Eligible Heritage Homes	439
Eligible Heritage Homes in Next 5 yrs.	973
Eligible Heritage Homes in Next 10 yrs.	1,756



Although the Heritage Home program is not a protection program and contains no mechanisms to prevent demolitions, the intent is to build appreciation for the City's historic structures and boost public support for general historic preservation activities within the City. A renewed and revamped Heritage Home program could include:

- A formal application for the Heritage Home certification program
- Plaques & certificates
- Survey of existing certified Heritage Homes
- Survey of eligible homes in the near future
- Marketing and information pamphlets for the program
- Public review process



**Strategy #2:** Preserve 30 buildings by 2030 through local historic designation.

- There are 75 locally designated historic resources in the City. The data above suggests that there are potentially hundreds of valuable historic buildings and several districts that may be considered for local designation, where appropriate. According to the National Trust for Historic Preservation, local historic districts can have several advantages:
  1. Local districts protect the investments of owners and residents of historic properties.
  2. Properties within local historic districts appreciate at rates greater than the local market overall as well as faster than similar, non-designated neighborhoods.
  3. Local districts encourage better quality design.
  4. Local districts help the environment.
  5. Local districts are energy-efficient.
  6. Historic districts are a vehicle for education.
  7. Historic districts can positively impact the local economy through tourism.
  8. Protecting local historic districts can enhance business recruitment potential.
  9. Local districts provide social and psychological benefits.
  10. Local districts give communities a voice in their future.

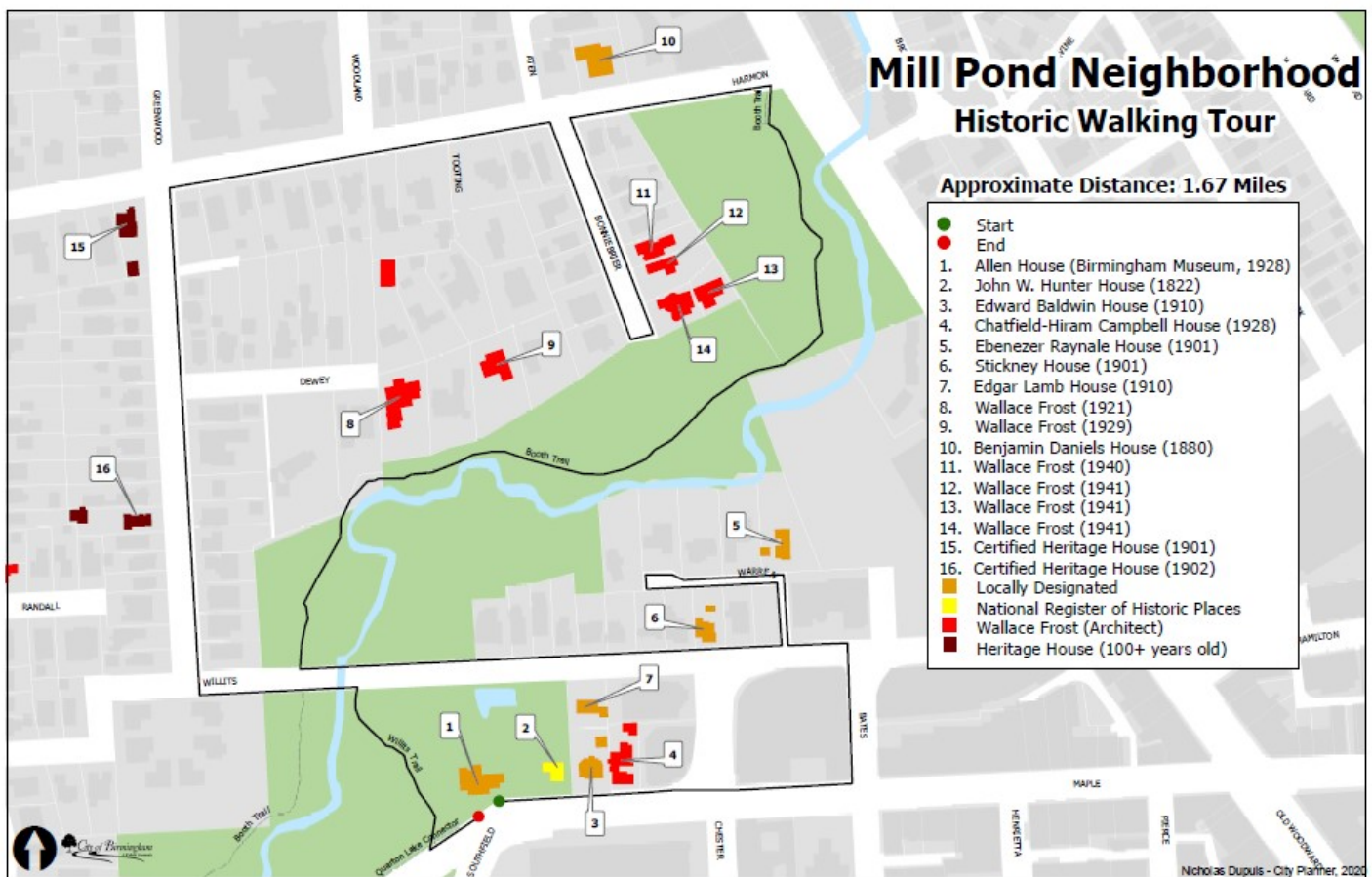
The process for local designation is clearly outlined in Chapter 127 of the Code of Ordinances. To pursue historic designation for 30 buildings by 2030 ("30 by 2030"), the City and its historic review boards must: (1) formulate a proactive survey and designation plan to identify eligible structures and/or districts, (2) adopt a comprehensive set of historic design guidelines to maintain existing and future stock, and (3) adopt a marketing program to foster positive public perceptions regarding historical preservation.

**Strategy #3:** Adopt a consistent and thorough Historic Preservation Master Plan for Birmingham.

- When it comes to historic preservation, the amount of information, misinformation, challenges, and intricacies involved can quickly develop into negative perceptions of historical preservation. As is well known by the City, public support for preservation is essential to furthering any preservation agenda that is proposed.

To avoid negative perceptions towards historical preservation in Birmingham, the City must work together to build a case for support and compete for attention in the age of information. This master plan will put overarching preservation concepts into the context of Birmingham and help clarify the effect that historic preservation has on economic growth and property values – two common issues that arise during Historic District Commission procedures.

The City has numerous tools available to leverage including existing social media accounts such as Facebook and Instagram, city newsletters & website, the Birmingham Museum & Greenwood Cemetery, and a growing activity-based program that includes historic walking tours and photography competitions.



**Strategy #4:** Nominate Birmingham's Civic Center to the National Register of Historic Places.

- City Hall, Shain Park and the Baldwin Public Library make up Birmingham's Civic Center and have been an integral part of city life from the time it was constructed in the late 1920's and early 1930's. The Civic Center has served as a combination of a functional government space and a high quality downtown public gathering area for over 90 years, and has remained relatively unchanged.

The valuable history of this space is undeniable. Often discussed as a vestige of the City Beautiful movement, the architecture and persons associated with the property and other important history appear to meet the criteria for national register evaluation.

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. Listing in the National Register is the first step towards eligibility for National Park Service-administered federal preservation tax credits that have leveraged more than \$45 billion in private investment and National Park Service grant programs like Save America's Treasures and Preserve America.

Nomination to the National Register of Historic Places is not a protective designation. In general, the autonomy of the property is not affected by a National Register nomination. City Hall, Shain Park, and the Baldwin Public Library are already locally designated historic resources in the Shain Park Historic District – a designation that requires review for all modifications by the Historic District Commission. With lack of additional restrictions, coupled with the John W. Hunter House (and hopefully soon, the Allen House) listing on the National Register, the City can raise its profile and historical significance through nomination to the National Register of Historic Places.



## Solar Energy



- **Goal #3:** Continue to simplify and encourage the use of solar panels on residential and commercial buildings and increase use of solar on public property and buildings.

Since 2009, the City of Birmingham has provided a pathway for residents and business to install solar arrays to supply themselves with a renewable energy source that provides a return on investment, increased property values, and less dependence on the grid and existing infrastructure. Additionally, as solar technology has evolved, solar panels have become stylistically much slimmer and more attractive on the roof, and can often blend in with the existing design of a building.

The City recently adopted a new solar ordinance that reduced the onerous Design Review requirement for new arrays on front-facing roofs, and provided new regulations and design guidelines for new technologies. At this point, the City should continue to support new solar installations and further streamline the process.



## Strategies for Solar Energy

The Planning Division has identified two simple strategies for promoting, encouraging, and simplifying the use of solar panels on residential, commercial and public buildings:

**Strategy #1:** Encourage solar panels on residential and commercial buildings through education, outreach, and cost-offset opportunities.

- Ordinance language regarding solar panels should evolve as technology changes and building codes change. The City should stay in front of these changes by providing consistent and current information on solar installation and the process for such. In addition, any state or federal programs that involve a cost-offset program should be well researched and present on the City website. In the future, the City should continue to consider different options that were not included in the newly adopted language, such as ground-mounted solar electric systems.

**Strategy #2:** Increase the use of solar panels on public properties and buildings.

- The City owns roughly 298 acres (0.47 square miles) of land in the City. Although the use of solar panels on public buildings such as City Hall and the Baldwin Public Library are limited, the Department of Public Services building, Chesterfield Fire Station, Adams Fire Station, golf course clubhouses, and parking structures are all primed to utilize roof-mounted solar panels. In addition to public buildings, ground-mounted solar panels are also a feasible solution to the challenge of introducing power to public parks for lighting, signage, or other needs.

The use of solar energy on public properties and buildings is not only important in terms of renewable energy and reduced spending on electricity, it also allows Birmingham to lead by example and potentially boost the local solar market.



# Green Building Design



- **Goal #4:** Expand green building design incentives to all commercial and mixed-use development.

Development in Birmingham's commercial districts is strong and ongoing. Buildings and their site design contribute to the quality and activity along streets, affecting walkability and the success of commercial areas. Building design and business practices also contribute to the City's local and regional environmental impact.

According to the United States Green Building Council (USGBC), the benefits of green buildings can be categorized into three arguments:

- Green buildings are profitable, cost effective and good for the economy
- Commitment to green building prioritizes people's health and well-being
- Green buildings can be an environmental solution



## LEED Certified Buildings in Birmingham

PNC Bank (34901 Woodward)
Greenleaf Building (In Progress, 34977 Woodward)
735 Forest Building (In Progress, 735 Forest)
AAA Birmingham (34802 Woodward)
Seltzer Residence (1500 Lakeside Drive)

## Strategies for LEED Building Design

The City can benefit greatly from a single strategy in regards to LEED building design:

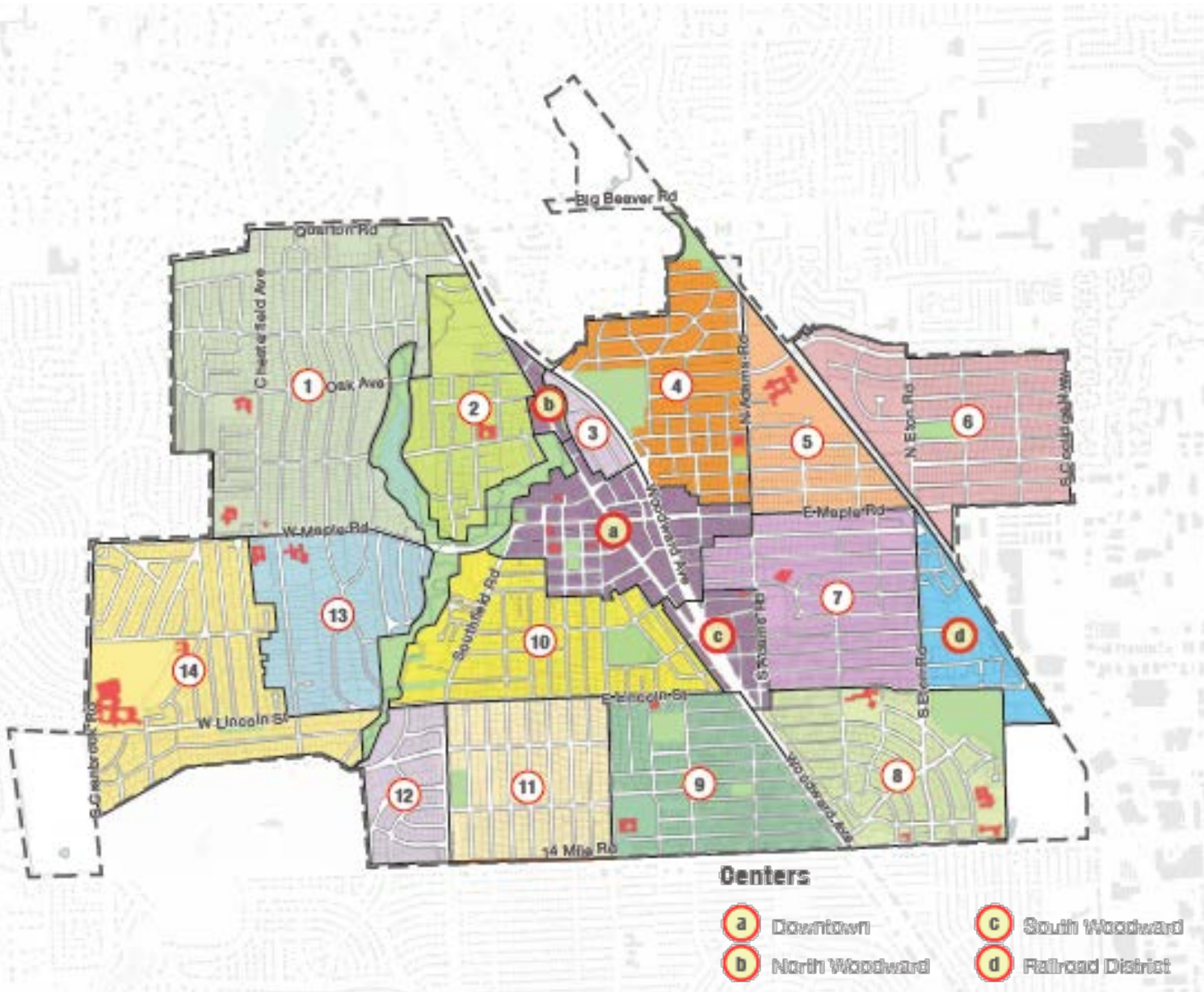


**Strategy #1:** Expand LEED building design incentives into all commercial and mixed-use development.

- Although this strategy is self-explanatory, there are some important aspects to an incentive-based LEED building design program that should be considered. At a recent Final Site Plan review at the Planning Board, it was stated that it is difficult for the City to follow up with properties in the Triangle District in regards to development incentives including LEED building design and their completion. This strategy must include mechanisms for oversight and adherence to the requirements of the incentive.

The first draft of the Birmingham 2040 Plan suggests that the City's commercial and mixed-use districts could be broken up into four centers: Downtown, North Woodward, South Woodward and the Railroad District. Upon the adoption of a

final version of the 2040 Plan, the City may tailor the relevant sections of the Zoning Ordinance towards LEED building incentives in the 4 centers and the requirements for receiving such an incentive.



## Parks, Trees and Open Space




- **Goal #5:** Maintain a high commitment to City parks, trees, and open space and develop heightened sustainability practices within.

Aside from being a strong piece of the City's natural infrastructure, parks are a valuable place to recreate, congregate and reflect. The American Planning Association views access to public parks as a right, not a privilege and believes that all people, regardless of income level, ethnicity, gender, ability, or age, should have equal access to public parks. In Birmingham, the park system is accessible to 83% of the properties within a ¼ mile of a park and 99% of the properties within a ½ mile of a park. The commitment to high-caliber public space and the quantitative environmental and health benefits that stem from their accessibility are paramount to the success of Birmingham moving well into the future.

Now more than ever parks, trees and open space are a vital component of healthy, livable, and sustainable communities. These assets help define a sense of place and well-being where people live, work, play, and learn. Greenspace and large urban trees are excellent filters for urban pollutants and fine particulates, can improve building function by reducing air conditioning needs by 30% and energy used for heating by 20–50%, provide habitat, food and protection to plants and animals, and according to the U.S. Forestry Service, can boost health and social cohesion.

### Strategies for Parks, Trees and Open Space

Fortunately, much of the strategy for providing high caliber park and open space with an ongoing commitment to maintaining a diverse stock of mature trees is to continue the status quo. Specifically, in the spirit of building our natural inventory into an even greater contributor to urban environmental issues, the Planning Division offers the following strategy:

 **Strategy #1:** Continue to implement the recommendations of the Parks and Recreation Master Plan and Public Tree Management Plan with an emphasis on sustainable practices.

- Goal #6 of the Parks and Recreation Master Plan (PRMP) exemplifies the purpose of the Birmingham Green strategy. Within this goal are recommendations to eliminate or reduce pesticides and chemicals, utilize native plantings, and promote education of the environment and natural space. This strategy closely aligns with the ideas presented above in the green stormwater infrastructure and native plantings section above.

There are additional sustainable practices that were not explicitly stated in the PRMP that should be discussed when it comes to our parks. The following takes into account the more recent recommendations in the first draft of the Birmingham 2040 Plan such as a café in Booth Park, splash pads, and paved walkways:

- Energy-efficient buildings
- Long-lasting materials
- Organic mulch, fertilizers and compost
- Storm water capturing
- On-site composting
- Permeable pavements

Moving forward in implementing the PRMP and Public Tree Management Plan, the City should engage with the authors of the PRMP and produce an update or addendum to the PRMP taking into account the recommendations in the adopted version of the Birmingham 2040 Plan.



# The Rouge River



- **Goal #6:** Establish a strong, no-nonsense commitment to the Rouge River through ordinance, city policy and representation.

Birmingham's 2.5 mile long segment of the Rouge River occupies a unique place in southeast Michigan's geography. As most of the Rouge River south of Birmingham has been piped and paved over, the City enjoys a one-of-a-kind natural resource that has been central to the City's park system since the early 1920's.

The Birmingham 2040 Plan's first draft has elegantly highlighted the Rouge River's importance through a comprehensive set of recommendations aimed at expanding access to the Rouge and its adjacent natural land while also restoring its natural ecology. Several of the recommendations are particularly important to the Birmingham Green strategy:

1. Retain environmental scientists to inventory and analyze the Rouge corridor's wildlife, ecology, natural systems, and pollution sources.
2. Develop and implement a reforestation master plan to restore the Rouge River ecosystem to its natural and sustainable conditions. Establish a phased enhancement timeframe to stabilize riverbanks, remove invasive species, reintroduce native groundcovers, wildflowers, understory and canopy tree species.
3. Identify and mitigate potential pollution or chemical sources, including the existing Springdale snow storage dumping area.
4. Purchase or secure easements of additional key properties to expand the park area and improve its walkability, for complete ecological restoration, and universal accessibility.
5. Provide funding for city staff and resources to permanently preserve and manage the Rouge ecosystem.
6. Implement an overlay building and zoning policy to ensure that private property construction, fencing, landscaping, lighting, etc., are compatible with the park's ecology, its restoration master plan, and overall public welfare.



## Strategies for the Rouge River

In an effort not to replicate the potential recommendations in the first draft of the Birmingham 2040 Plan, the following two strategies are intended to emphasize and expand upon the ideas proposed:



### **Strategy #1:** Adopt a Rouge River master plan.

- Birmingham has an accomplished record when it comes to high quality master planning. A Rouge River master plan will build upon the concepts suggested in the 2040 Plan and PRMP and should provide more direct, actionable steps for the restoration and protection of the Rouge, and subsequently the Rouge Watershed. In the meantime, however, the City should increase its scrutiny of developments adjacent to the Rouge such as the recently finished Brookside and Pearl building. Moreover, public project proposals should also be designed with Rouge protection as the centerpiece.



### **Strategy #2:** Establish a Rouge River Advisory Committee to oversee all public and private activity adjacent to the Rouge River.

- Cities often appoint citizen boards, commissions, task forces, and committees to advise their legislative bodies on a wide range of policy issues. The use of boards and commissions may provide advantages, such as providing an in-depth examination of issues or a communication channel between elected officials and the community, bringing a broad range of ideas and expertise to public decision-making, and assisting in the resolution of conflicts.

The committee should be a permanent fixture in Birmingham's legislative process as opposed to a temporary ad-hoc group, which ends up being more of a reactive body where proactivity is required. This body would also have the advantage of working under the guidance of the aforementioned Rouge River master plan, and would be comprised of knowledgeable and diverse members, which may include:

- Landscape Architect
- Representative from the Friends of the Rouge
- Ecologist
- Developer
- Concerned Citizens
- Engineer

## Conclusion



In essence, the City has a substantial environmental planning and sustainability base that can readily be built upon. There is policy in place, and there are plans adopted that support the ideas and action items presented above. The City is well on par with the region in terms of its present commitment to sustainability, but an opportunity exists to show increased commitment to such, perhaps becoming a regional leader, by moving forward with the concepts put forth in this next step of the environmental planning strategy.

Also essential to this strategy is the support of the City Commission. When presented with the first draft of this strategy at long range planning in 2021, the Commission showed their support and enthusiasm for the topics presented, which corroborates a long history of positive and reliable actions from City leadership.

### Birmingham Green Newsletters

Realizing the support that the City Commission and general public have for sustainability, the Planning Division began a regular newsletter column called “Birmingham Green” as a means to candidly discuss environmental and sustainability topics in the context of Birmingham. These newsletters highlight range from overarching sustainability themes and current events to specific green projects that are observed in the City. The subjects from 2021 were as follows:

<b>January</b> Public Parks	<b>February</b> Green Buildings	<b>March</b> Historic Architecture Character Study	<b>April</b> Wooden Trim
<b>May</b> Roof Shape	<b>June</b> Projections	<b>July</b> Architectural Salvage and Recycling	<b>August</b> Stormwater
<b>September</b> Old Growth Wood	<b>October</b> Adams Park Rain Garden	<b>November</b> Clohset Hudson Building	<b>December</b> Greening Historic Houses

The Planning Division plans to continue this newsletter column, which will help build a strong information base and further strengthen community support for sustainability.

# Birmingham Green

Environmental Planning Strategy in Birmingham  
Planning Division  
January 22, 2022



# Why Environmental Planning & Sustainability?



1. Green Stormwater Infrastructure & Native Plantings
2. Historical Preservation
3. Solar Energy
4. LEED Building Design
5. Parks, Trees and Open Space
6. Rouge River



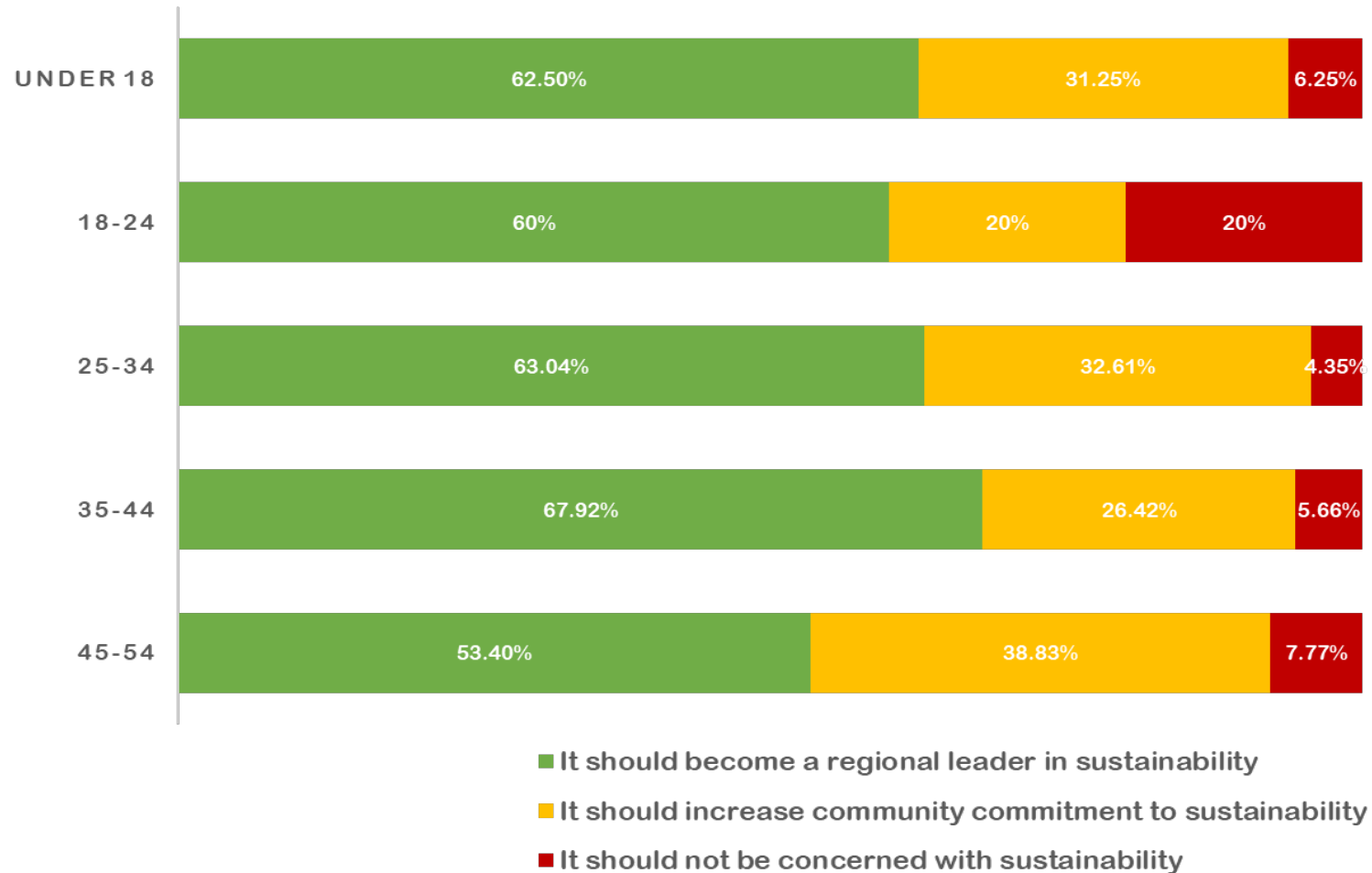
Don't we already do that here?



# The Birmingham Plan 2040



## SHOULD BIRMINGHAM FURTHER SUSTAINABLE COMMUNITY PRACTICES?

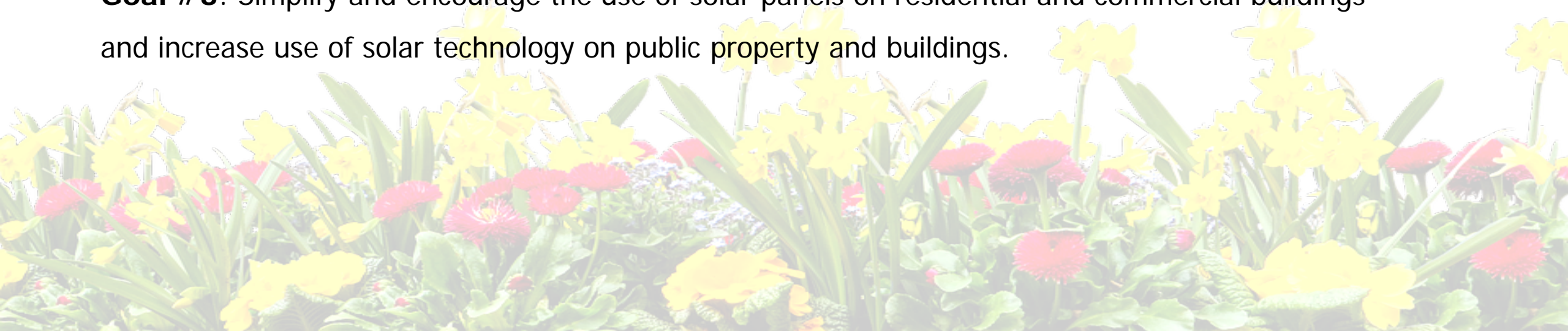




**Goal #1:** Expand the use of green stormwater infrastructure and native plantings in public and private operations.

**Goal #2:** Increase the commitment to historical preservation through inclusion in master plans, enhanced public perception and marketing, and maintenance of existing resources.

**Goal #3:** Simplify and encourage the use of solar panels on residential and commercial buildings and increase use of solar technology on public property and buildings.





**Goal #4:** Expand Green building design incentives to all commercial and mixed-use development.

**Goal #5:** Maintain a high level of commitment to City parks, trees, and open space and develop heightened sustainability practices within.

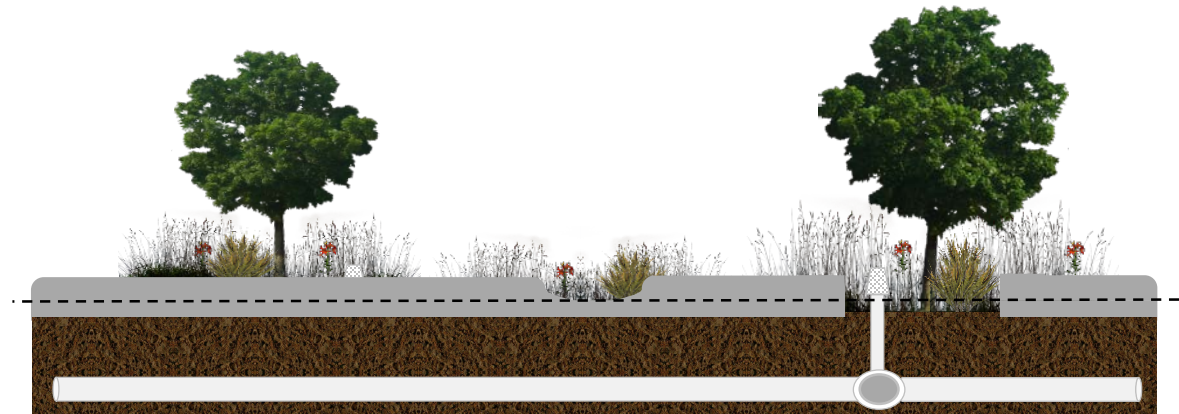
**Goal #6:** Establish a strong, no-nonsense commitment to the Rouge River through ordinance, city policy and representation.



# Green Infrastructure & Native Plantings



- **Strategy #1:** Regularly utilize GSI and native plantings in all municipal infrastructure projects.
- **Strategy #2:** Build an interactive demonstration rain garden at City Hall or Shain Park.
- **Strategy #3:** Adopt a marketable, descriptive and succinct residential rain garden program to encourage Birmingham residents to install rain garden(s) on their property.
- **Strategy #4:** Update the Zoning Ordinance to encourage, incentivize or require GSI and native plantings.



# Historic Preservation



- **Strategy #1:** Restore and support the Heritage Home program.
- **Strategy #2:** Preserve 30 buildings by 2030 through local historic designation.
- **Strategy #3:** Adopt a consistent and thorough marketing program for historical preservation in Birmingham.
- **Strategy #4:** Nominate Birmingham's Civic Center to the National Register of Historic Places.



# Solar Energy



- **Strategy #1:** Update the Zoning Ordinance to remove barriers and encourage solar panels on residential and commercial buildings.
- **Strategy #2:** Increase the use of solar panels on public properties and buildings.



# Green Building Design



**Strategy #1:** Expand green building design incentives into all commercial and mixed-use development.



# Parks, Trees & Open Space



- **Strategy #1:** Continue to implement the recommendations of the Parks and Recreation Master Plan and Public Tree Management Plan with an emphasis on sustainable practices.



# The Rouge River



- **Strategy #1:** Adopt a Rouge River master plan.
- **Strategy #2:** Establish a Rouge River Advisory Committee to oversee all public and private activity adjacent to the Rouge River.



*Birmingham has within its limits the first real landscape unit other than the flat plain that one meets in coming out from Detroit—the valley of the River Rouge, nearly 60 feet deep in spots, and now for the most part a delightful tangle of natural vegetation.*

# Conclusion



- Multi-Departmental Effort
  - Department of Public Services
  - Birmingham Museum
  - Communications
  - Engineering
- Birmingham Green Newsletter Column

<b>January</b> Birmingham Plan 2040 – 1 <sup>st</sup> Draft	<b>February</b> Recycling Contamination	<b>March</b> Native Plantings	<b>April</b> Composting
<b>May</b> National Historic Preservation Month	<b>June</b> Solar Panels	<b>July</b> Photography Contest	<b>August</b> Littering
<b>September</b> Urban Tree Canopy	<b>October</b> Energy Efficiency in Historic Homes	<b>November</b> Fall Leaves	<b>December</b> Senate Bill 54 (Historic Tax Credits)



## **MEMORANDUM**

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**Birmingham Shopping District**

**Date: January 12, 2022**

**To: Thomas M. Markus, City Manager**

**From: Sean K. Kammer, Executive Director, Birmingham Shopping District**

**Subject: Business Support During Construction, Advertising and Marketing**

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### **Long Range Planning Items for 2022-2023**

This year brings many successes and challenges to the Birmingham Shopping District. An unprecedented number of national retailers are coming to downtown Birmingham, from Restoration Hardware to the recently announced CB2 and Serena and Lily. This demonstrates the health of the regional economy, an expanding trade area, and the strength of local purchasing power. This will no doubt increase the draw of downtown Birmingham as a regional shopping destination.

Along with the many successes in Birmingham, there are also some challenges. Available retail space is running low. Although a low vacancy rate is something that any downtown should strive to achieve, this change in circumstances presents its own set of challenges. It signals that the BSD must shift its policies in accordance with the new environment in order to stay relevant.

The shortage of available commercial retail space and existing high demand result in high rent rates. The prospects for a high rate of return from rents also suggest that there is a high potential for redevelopment of existing parcels. Increasing rent places a strain on existing tenants, which may not be able to cope with the costs.

The threat of high rents could result in potential vacancies in the coming years, in spite of the arrival of new national tenants and redeveloped sites. With these considerations, it is important that the BSD keep a focus on retaining its existing stock of locally-owned, small businesses. The BSD must be prepared to develop initiatives and programs that assist small businesses cope with these market fluctuations. This brings us to the first strategic objective: the ***Shifting of business attraction efforts and transitioning to a robust business retention program*** in order to stabilize the small businesses that have been a part of the Birmingham community for decades. Many of these small businesses are local favorites, have a dedicated customer base of 'regulars' and sometimes even have a manufacturing component that augments their retail focus, which may include the design and creation of unique jewelry, candles, or custom apparel. These businesses contribute to Birmingham's unique sense of place.

This retention program is envisioned to consist of routine business visits, recognition of business anniversaries, opportunities to network with other local businesses, and facilitating strong connections with economic development programs on all levels of government. When marketing the downtown, the BSD ought to bolster awareness of the diverse array of economic sectors to which these small businesses belong, and develop creative ways to stimulate demand in the regional market for these goods and services.

Further, these businesses should be connected to regional and state economic development organizations which may already have programs suited to assisting their business model thrive and expand.

Part of shifting focus, as retail space becomes scarce, is how to address the vacancies in the office sector. The pandemic has altered the structure of office work, potentially indefinitely. This retention and attraction plan should also consider new and innovative proposals for existing office space.

## **Business Support During Construction**

The second long range planning item is support for businesses that will be affected by disruptions from the South Old Woodward construction project. This will undoubtedly create disruptions in the flow of routine economic traffic, creating uncertainties for businesses who rely on steady access to their storefronts at certain times of the day.

The South Old Woodward construction project will fundamentally transform the streetscape on the south end of downtown, creating safer travel spaces for automobiles and pedestrians alike. Parking will be safer and pedestrian walkability will be prioritized, making the streetscape more conducive for shopping and dining in the downtown.

However the interim period of construction will create uncertainties and disruptions. The BSD is committed to mitigating these disturbances as much as possible, by reducing the potential for information asymmetries among downtown stakeholders, addressing problematic situations in advance to ensure that businesses continue to have access to their stores, and ensuring reasonable access to continue economic activity during this time.

Tactically, this includes implementing new communication programs so that stakeholders in the affected area receive real-time updates on changing circumstances. Presently, the BSD's Business Development Committee is working on a mass texting program so that it can send real-time updates to business owners and the public. Another component of mitigating disruptions involves improving accessibility, which may include valet parking, potential shuttle services, and establishing alternative traffic routes to areas made difficult to access because of the construction.

The BSD is also working on an advertising and marketing campaign for the business affected by the construction in order to sustain customer loyalty and even introduce new faces to businesses. Incentives can be utilized to reward customers with Birmingham Bucks, the BSD's digital e-gift card program. Special events are also being planned for the area in order to help make the walkable areas more inviting and accessible.

## **Advertising and Marketing Overhaul**

Downtown Birmingham has recently attracted several major national brands, in addition to having two four star hotels in the downtown. It is clear that downtown Birmingham is transitioning to the national stage as a destination for tourism, shopping, and dining. Consequently, it is clear that improvements need to be made to the BSD's marketing and advertising program to take advantage of opportunities to reach new regional and national audiences.

Presently, the BSD has two independent brand identities that have evolved over the course of several years; one for the website, which is also reflected on all of the BSD's online materials, and another, older brand for print, which is illustrated in its business cards, agendas, letterheads, and logos. Further, slight variations of these brands have evolved over time to represent specific events, which stray from the BSD's color and logo guidelines. Separately, the city's brand is represented by the iconic hunter green on all of its imagery and marketing materials. Although there are sensible reasons for all of these variations, to the outsider, it may appear confusing. Consequently, coherent messaging to the outside environment is challenging.

Secondly, the BSD's emphasis on events as the primary driver of marketing has fueled the fragmentation of the existing brand. Numerous special projects, like the website redevelopment has contributed to individual brand identities developing in isolated organizational silos.

This atomization of branding and marketing is counterproductive when attempting to reach regional audiences. The new executive director has prioritized aligning these brand identities, which is a crucial step to developing a cogent marketing message to the outside world.

The BSD's brand identity needs to settle on a narrow set of themes that reflect the values, strengths, and experiences of the downtown. Further, it would be preferable that this brand also contain some elements that connect it to the *city's* overall brand identity.

Shifting from an events-driven marketing strategy to a general downtown promotions strategy is a first step to establishing a unified brand. This will make the city's and BSD's marketing efforts easier, more efficient, and clearer to regional audiences. As the BSD seeks to engage a larger regional market, a clear marketing message will be an essential tool.

## **Conclusion**

The BSD's committees have already begun work in these areas and significant progress has already been made on business retention, business support during construction, and marketing. The BSD is also working closely with the City Manager's Office in regards to the Wayfinding and Gateway Signage Committee, which has made significant progress in reviving an older plan that was done in the 2000's and updating it with relevant information. The BSD looks forward to reporting further progress as we enter the new year.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Sean Kammer', with a stylized, cursive script.

Sean Kammer

Executive Director

Birmingham Shopping District



## Birmingham Shopping District

Presented by: Sean Kammer,  
Executive Director

Date: January 11, 2022

# Birmingham Shopping District

## Long Range Planning 2022-2023



# An Overview of the Birmingham Shopping District

- The Birmingham Shopping District (BSD) was established in 1992.
- Its areas of focus are economic development, downtown maintenance, special events, and advertising.
- The BSD relies on a system of committees composed of board members and volunteers to formulate public policy.
- The BSD has a small staff of one full-time Executive Director and four part-time employees.

# Current Situation

- Many new businesses have come to town.
- Significant interest from national brands
- District experiencing a low vacancy rate.
- Significant number of redevelopment projects



# Long Range Objective 1

## Business Retention

- A shift to business retention
- Consider office vacancies due to pandemic.
- Consider small businesses



# Long Range Objective 2

## Business Support During Construction

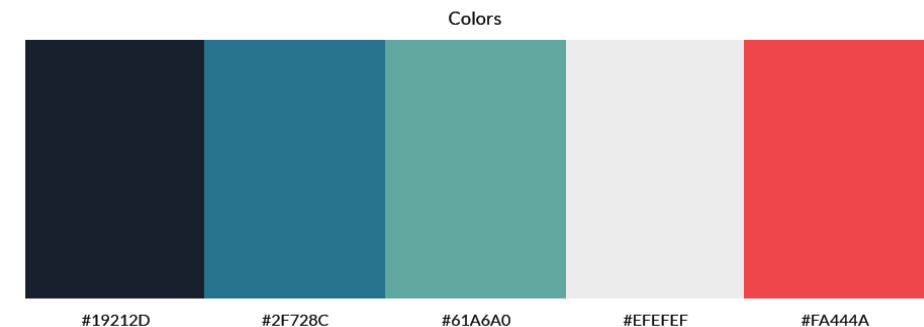
- Develop communication infrastructure to assist district stakeholders mitigate uncertainties.
- Stimulate consumer demand in the affected construction area.
- Improve accessibility with special programming.



# Long Range Objective 3

## Advertising and Marketing

- Reduce the fragmentation of BSD branding and marketing.
- Shift from an events-driven strategy to promoting the economic sectors of the downtown and vibrant public spaces.
- Attempt to align identity with the city.



# Conclusion

- BSD committees have already begun work in these areas.
- Wayfinding Committee is an example of significant progress.





## MEMORANDUM

Fire Department

**DATE:** December 28, 2021

**TO:** Thomas M. Markus, City Manager

**FROM:** Paul A. Wells, Fire Chief

**SUBJECT:** Long Range Planning - ISO update

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The Birmingham Fire Department is evaluated every 5 years for its effectiveness in fire protection. This evaluation is completed by the Insurance Services Office (ISO). In 2018 the Fire Department was evaluated by ISO and was awarded 73.69 points which gave the department a 3 classification which it has held for the past 12 years. The evaluation is based off of four main categories: Emergency Communications, Fire Department, Water Supply, and Community Risk Reduction.

Since our evaluation in 2018, it has been the goal of the Fire Department to make improvements to each category. Once the goals are met, the department can request to be reevaluated. The Fire Department's goal is to have a rating of 2 (or better) when we are reevaluated this summer. Listed below are a breakdown of the four main categories that are evaluated and the respective improvement plan for each category.

**Emergency Communications: earned points 8.55/10** - The Fire Department is now using computer-aided dispatch (CAD). This system is managed by Oakland County Dispatch and the information is entered by Birmingham Police Dispatch. In 2018, the Fire Department started using an app that receives information about incident locations and sends details to emergency vehicle tablets. Fire Department officers are able to see the quickest route to a fire scene. While responding, fire officers can also pull up a satellite view of the location and determine what size occupancy they are responding to. Fire hydrant locations and hazards associated with the property may also be viewed.

**Fire Department: earned points 31.69/50** - The Fire Department is evaluated on station locations, training hours, participation in training, equipment, staffing, maintenance of equipment, and automatic mutual aid agreements. Over the past three years the department has addressed these areas in several ways. Equipment maintenance and tracking is now done through an app on each of the emergency vehicle tablets. The vehicle fleet checks are tracked for efficiency and for any needed apparatus repairs. The training officer for the department began using an online training program that tracks each firefighter's training record. If a firefighter misses a training, an assignment can be issued so that each firefighter maintains 100% participation. The current training provided by the department includes areas that are required by ISO. Staffing increased following the City's purchase of a new Rescue in 2020. This new Rescue (Rescue 2) is positioned and staffed at Station 2 and mirrors Rescue 1 (purchased in 2019) which is positioned and staffed at Station 1. Additionally, to help our overall score, the City signed an automatic mutual aid agreement for fires with Bloomfield Township in 2020.

**Water Supply: earned points 33.41/40** - A review of the Water Supply system accounts for 40% of the total classification. ISO reviews the distribution of water in each community. The Fire Department pressure tests and exercises one-fourth of all hydrants, along with flow testing 20 hydrants strategically placed throughout the City annually. Whenever a new water main is installed in the City, the Fire Department will flow test the new updated hydrants. Working with our Engineering Department, we have shared the data where the water system needs to be improved in order to fit the suppression needs of the department. The City has 103 miles of water mains of which some are close to 100 years old. Water mains are replaced at a current rate of one mile per year. The City is working on increasing water main replacement of outdated smaller mains. The aging infrastructure needs improvements to keep up with higher water flow demands for fires.

**Community Risk Reduction: earned points 4.07/5.5** - This section allows for extra points for recognition of communities that are proactive with their fire prevention practices without unduly affecting those who have not yet adopted such measures. The addition of Community Risk Reduction gives incentives to those communities who strive proactively to reduce fire severity through a structured program of fire prevention activities. The areas of community risk reduction evaluated in this section include: fire prevention, fire safety education, and fire investigation. Since 2019, the department added three additional shift fire inspectors. These positions have focused on risk reduction of buildings by creating pre-incident plans. This planning will aid in identifying which areas of the community are at higher risk for fires and formulate the best response to deal with these hazards. The department has also started a home inspection fire safety program. Firefighters, at the request of residents, will provide a safety inspection to their residence. If smoke or CO detectors are needed, they will be provided and installed for those residents that are in need of financial support.



# ISO update 2022

Long Range Planning

Fire Department

Presented by: Chief Paul Wells

Date: January 22, 2022



# Birmingham ISO PPC Rating: **3**

- Insurance Services Office (ISO) uses points to determine a fire department's Public Protection Classification (PPC).
- (1) 90 + points
- (2) 80-89.99
- (**3**) 70-79.99 **73.69**
- (4) 60-69.99



# ISO

- ISO looks at four areas for rating:
  - **Emergency Communications**
  - **Fire Department**
  - **Water Supply**
  - **Community Risk Reduction**
- The lower the score means the better prepared the fire department is to respond to fires.



# ▪ Emergency Communications

- **Total credit available: 10**
- **Earned credit: 8.55**
- Radio interoperability
- iPad use
- Dispatch time verification (Rapid Recall)



# ■ Fire Department

- **Total credit available: 50**
- **Earned credit: 31.69**
- Training
- Staffing
- Apparatus
- Automatic Aid and Mutual Aid
- Daily CLEMIS reports



# ■ Water Supply

- **Total credit available: 40**
- **Earned credit: 33.41**
- Flow testing
- Hydrant checks and exercising
- City replaces 1 mile of water mains annually
  - 103 miles of water mains.



# ■ Community Risk Reduction

- **Total credit available: 5.50**
- **Earned credit: 4.07**
- Public education
- Open House
- Home CO/smoke detector checks
- Annual fire inspections
- Community engagement



# Conclusion

- ISO will be back to re-evaluate this summer.
- The Department's goal is receiving a rating of **2** (or better) when the next evaluation occurs.
- Questions?





## MEMORANDUM

Police Department

**DATE:** January 11, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Mark H. Clemence, Chief of Police

**SUBJECT:** 2022-2023 Long Range Planning – Police Department Succession Plan and Police Station Building Safety and Security Upgrade

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### **Police Department Succession Plan**

Over the course of the next 12 months, the police department will have three of its four command staff members retiring (chief of police/two commanders) and one civilian services coordinator with thirty-five years of service. The department has worked diligently to prepare the next generation of police supervisors to meet the needs of our community and the ever-changing landscape of the law enforcement role in society. Preparing staff for promotions is an important supervisory responsibility and a needed morale component to every successful operation in developing and rewarding employees who have taken the steps and put in the work to assume leadership roles and responsibilities. Proper training and foresight is necessary to identify future leaders and empower them to become a part of the department's future. Succession planning is a critical component to ensuring that the police's departments command staff is prepared to continue a legacy of outstanding service and commitment to our community.

The following employees will be retiring in the next twelve months:

1. Commander Michael Albrecht (Services Division) - January of 2022
2. Commander Chris Busen (Investigative Division) - March of 2022
3. Services Coordinator Ellen DeView - March of 2022
4. Chief of Police Mark Clemence - January of 2023

In order to be considered for promotion to the rank of commander, an officer must have achieved the rank of lieutenant. A competitive promotional process was conducted in December of 2021 and an eligibility list was created to fill the forthcoming commander openings. All proposed new commanders have graduated from advanced police training schools (School of Police Staff and Command) and have held the rank of lieutenant for at least two years. Prior to implementation, the City Manager must approve all promotions. Chief Clemence will supervise the new commanders. It should be noted that in addition to the commander promotional procedure, the police department also held competitive promotional processes for the rank of lieutenant in December of 2021 and the rank of sergeant in July of 2021. In order to be considered for the rank of lieutenant, an officer

must have achieved the rank of sergeant first. In order to be eligible for the rank of sergeant, an officer must have at least four years of seniority.

In preparation for the retirement of the services coordinator position during the 2021-2022 budget year, the police department proposed eliminating the position in the 2022-2023 budget in favor of a new sworn officer position. The current salary of the services coordinator position is higher than that of a senior sworn officer salary. By making the position sworn, it provides another opportunity for an officer to learn duties outside of patrol or specialized assignment. It also provides the department with the flexibility to utilize that officer for greater community engagement or other specialized assignments. This new position will become the police department's community resource officer as well. With the approval of the City Manager, the police 2021-2022 budget provided for funding to allow the newly assigned services officer to work with both the current commander and the services coordinator to complete an entire budget cycle (October – March) prior their departure. This process would benefit the transition and provide an opportunity for the new officer to gather as much institutional knowledge as possible as well as hands-on training in BS&A.

The City Manager appoints the chief of police. Commander Scott Grewe will be the senior commander. Commander Grewe has attended Eastern Michigan University's School of Police Staff and Command. Currently, Commander Grewe is on a "stand-by" waiting list to attend the Federal Bureau of Investigation's National Academy (FBINA) during calendar year 2022. The FBINA is recognized, both nationally and internationally, as the top training institution for police executives. Less than 1% of police executives get the opportunity to attend the FBINA. Chief Clemence will oversee and supervise the succession plan to ensure that the police command staff is in place, fully trained and ready to assume the responsibilities of their new roles prior to his departure in January of 2023. Running concurrently with the succession plan, in accordance with the approval of the City Manager, the police department will continue new officer recruitments to replace the retiring staff members.

#### Summary Chart – Police Department Command/Supervisory Personnel Changes

##### **Chief (1)**

New Chief of Police (1/2023)

##### **Commander (3)**

Services Commander (1/2022)  
Investigative Commander (3/2022)  
Operations Commander (2022)

### **Lieutenant (4)**

Patrol Lieutenant (1/2022)

Patrol Lieutenant (3/2022)

Patrol Lieutenant (2022 - New Promotional Test Required)

### **Sergeant (6)**

Patrol Sergeant (1/2022)

Patrol Sergeant (2022 – New Promotional Test Required)

### **Police Station Building Safety and Security Upgrade**

In June Of 2021, the police department successfully completed the Michigan Association of Chiefs of Police (MACP) Law Enforcement Accreditation Program. As part of the program, the police department had to pass a final on-site assessment. The MACP Law Enforcement Accreditation Program wrote a comprehensive evaluation report that covered all aspects of the department. The police department met or exceeded standards in every category but one, the safety and security of the police department physical plant. If you have not read the report, I would strongly encourage you to do so. It is very informative report and covers a broad range of topics. The report can be found at the following internet web link:

[https://cdn.ymaws.com/www.michiganpolicechiefs.org/resource/resmgr/accreditation/final\\_reports/birmingham\\_mi\\_onsite\\_report\\_.pdf](https://cdn.ymaws.com/www.michiganpolicechiefs.org/resource/resmgr/accreditation/final_reports/birmingham_mi_onsite_report_.pdf)

On page five of the report, under the "Community and Agency Profile ", section "Future Issues," the following is written:

*"The police department is housed in the east portion of the City of Birmingham's City Hall. In non-pandemic times, there is no restricted access to city hall. There are four entrances to city hall, all allowing free access to open offices, including the Office of the Chief of Police. The City of Birmingham should consider restricting access to city hall and allow entrance into the facility at only one door."*

*"Physical plant improvements are recommended, including the construction of a secure sally port or garage to the holding facility, and a secure interview room for in-custody interrogations."*

On page twenty-four of the report, under the "Essential Services "section of chapter 5, "Arrestee/Detainee/Prisoner Handling Function," the following is written:

*"Custodial arrests are brought to the Birmingham Police Department Holding Facility for processing. At the Birmingham Police Department Holding Facility, there is sight and sound separation for males, females and juveniles. Custodial subjects enter through an*

*exterior entrance of the facility; however, gun lockers are not available prior to entering the area. This prevents officers from securing their weapons prior to entering the facility from the outside. During the onsite assessment, the agency changed their practice by rewriting policy and having officers secure weapons in patrol vehicles prior to entering the holding facility. Having a secure garage and/or sally port would comply with best practices for the safety and security of officers and prisoners. In addition, there is no secure interview room for personnel to use for in-custody interrogations. The only interview room is within the Investigative Division, which is one floor below the holding facility. In-custody prisoners are escorted through the Records Section and through a public vestibule to access the interview room. The agency should consider renovations to the existing physical plant to provide a more secure and safe environment."*

Finally, on page 26 of the report, under the "Future Performance/Review" section of the report, the following is written:

*"The agency should consider physical plant renovations to correct safety concerns with the holding facility and with the apparent open access to the police department within the City of Birmingham City Hall. The police department is housed in the east portion of City Hall and there is no restricted access. The City of Birmingham should consider restricting access to City Hall and allow entrance into the facility at only one door."*

It should be noted that the department must re-apply for accreditation every three years. It is the items under this section that future MACP assessors will evaluate to determine whether or not the department and/or the City heeded their concerns and what actions or measures the department and/or the City implemented to address the situation.

The police department is housed on three of the four levels of City Hall. The last renovation of City Hall occurred in 1993. Like the rest of City Hall, there have been no major renovations to the department. Minor changes include some painting, carpet replacement, some furniture replacement and COVID-19 social distance barricades. The police department is located in three different areas of City Hall. Administrative offices are on the main hallway and are open to the public. The door leading to the officer's report writing room and the communications center is also found on the main level. The police department's main office area is located on the ground floor. This area includes the clerical division, services division, lieutenant's office, juvenile detention area, booking room and adult detention cells. Contained in the lower level of City Hall are the investigative office, the interview room, officer lunchroom, roll call room, evidence storage room and both the male and female officer locker rooms. No police department staff are located on the second floor of City Hall. City Hall is an historic building and any modifications, improvements or additions to the building will have to be reviewed and approved by all the appropriate City boards or commissions (Planning Board, Historic District Commission, Architectural Review Committee and City Commission).

There are several safety and security issues that must be addressed:

1. No Sally Port: a sally port is an enclosed area where custodial defendants enter the police department. Traditionally, a sally port is like a garage. An officer pulls the patrol car into the sally port; a garage door is closed, enclosing the officer and defendant in the confined space. The officer will secure his/her weapon in a locked box and then remove the defendant from the patrol car and escort the subject into the police station. Currently, the police department has no such facility. Officers park the patrol car in the open courtyard, remove their weapon and place it in a secure area of the vehicle. The officer then removes the defendant from the vehicle in full public view, escort the defendant across the parking lot with the defendant in handcuffs, walk up a ramp to the booking room door where a dispatcher is contacted via buzzer to unlock the door.
2. Interview Room/Prisoner Release: The adult holding cells are on the ground floor next to the clerical area. When a defendant is removed from the cell in order to be interviewed, the defendant has to be handcuffed and escorted through the clerical area (non-officer employees present), through the police lobby area (public present), through the main City Hall lobby (public present), down a flight of stairs into the basement level where the police interview room is located. When a prisoner is released from custody, the prisoner is released through the police department clerical area (non-officer employees present).
3. Police Administration Office on Main Floor of City Hall: The office for the chief of police, the office of the operations commander and the office for the police department's administrative assistant are located on the main hallway of City Hall. The offices are the first offices on the floor on the east side of the building. Other than a locked door, there are no other physical security measures in place to restrict the public from having immediate access to any of the police administrative offices.

The police department has discussed these security concerns with the City Manager and Assistant City Manager. Both have indicated support for making safety and security upgrades to the police department. The plan of action moving forward is as follows:

1. Police department staff will formulate a request for proposal (RFP) from architects/design professionals with experience related to this type of project. This RFP will detail a scope of work that encompasses the above three primary safety and security concerns as well as an open fourth criteria for any other safety and security concerns based on the professional architect's opinion for a concept design plan(s).
2. Post RFP on the Michigan Intergovernmental Trade Network (MITN).
3. With the assistance of the City Manager, Assistant City Manager, the Building official, the Finance Director and the City Attorney, analyze the proposed concept design plans as to feasibility and affordability.

4. Based on the concept plan chosen, work with the chosen architectural firm to develop an RFP for construction plans.
5. Have the RFP approved by the City Commission for construction and build plans.
6. Work with City Manager, the Assistant City Manager and Finance Director to develop financing options for the project.
7. Present financing plan to City Commission for approval.
8. Submit contract award to City Commission for approval.

Safety and security upgrades to the police department are critical components to maintaining a safe working environment for police department officers and staff members, the public and individuals in custody. The scope of this project will be determined by professional architects/design professionals and could range anywhere from internal construction modifications, major renovations or a possible addition to City Hall. As an accredited agency, the police department is committed to meeting or exceeding all safety and security standards and protocols required by the Michigan Association of Chiefs of Police Law Enforcement Accreditation Program.

Birmingham Police Department  
Long Range Planning 2022



Mark H. Clemence  
Chief of Police

## Topics:

- Police Department Succession Plan
- Police Station Building Safety and Security Upgrades



## Police Department Succession Plan 2022

- Over the course of the next 12 months, the police department will have three of its top four command staff members retiring (chief/2 commanders) and one civilian services coordinator with thirty-five years of service.
- Succession planning is a critical component to ensuring that the police department's command staff is ready to assume new leadership roles and responsibilities.



## Preparation

### **Commanders:**

- Must be a current lieutenant to promotion to commander. All proposed promotions involve current lieutenants with at least 2 years rank.
- All lieutenants have attended the Eastern Michigan University School of Staff and Command (9 month long school, two weeks per month).
- Report directly to the chief of police.

### **Lieutenants:**

- Must be the rank of sergeant prior to promotion to lieutenant. Both proposed promotions involve sergeants with at least 2 years in rank.
- Sergeants have received training in leadership and supervision and have worked under the tutelage of their respective lieutenant.

## Chief of Police

- The City Manager appoints the Chief of Police
- Commander Scott Grewe is the senior commander – 6 years in rank
- Graduate of Eastern Michigan University School of Staff and Command
- On “stand-by” to attend the FBI National Academy during calendar year 2022
- Serves as the police liaison to the Multi-Modal Transportation Board
- Supervised the City’s entire parking system from 9/20 to 9/21

## Police Command/Supervisory Structure

### **Chief (1) (1)**

New Chief of Police (1/2023)

### **Commander (3) (3)**

Services Commander (1/2022)  
Investigative Commander (3/2022)  
Operations Commander (2022)

### **Lieutenant (4) (3)**

Patrol Lieutenant (1/2022)  
Patrol Lieutenant (3/2022)  
Patrol Lieutenant (2022 - New Promotional Test Required)

### **Sergeant (6) (2)**

Patrol Sergeant (1/2022)  
Patrol Sergeant (2022 – New Promotional Test Required)

## Police Station Building Safety and Security Upgrades

- In June of 2021, the police department successfully completed the Michigan Association of Chiefs of Police (MACP) Law Enforcement Accreditation Program.
- As part of the program, the police department had to pass a final on-site assessment.
- The police department met or in most cases exceeded standards in every category but one, the safety and security of the police department building itself.

## Areas of Concern

### **1. Lack of a “Sally Port”:**

A sally port is an enclosed area where custodial defendants enter the police department. Traditionally, a sally port is like a garage. An officer pulls the patrol car into the sally port; a garage door is closed, enclosing the officer and defendant in the confined space. The officer will secure his/her weapon in a locked box and then remove the defendant from the patrol car and escort the subject into the police station.

BIPD Issues:

1. Open Parking Lot – Accessible to the public (public street to the east and a public park to the west). Defendants are escorted in handcuffs in full public view. Defendants have the opportunity to flee or be met by others in the open space (family/friends/associates/media).
2. Defendants have to walk up a ramp to booking room door (defendants have fallen/falling ice and snow).
3. Lack of a “controlled and secured environment” should the defendant resist officers. Officers are able to secure their weapons prior to transport of defendants in a safe and secure manner.

## Sally Port Example



## Current Conditions – No Sally Port



## Areas of Concern (Continued)

### **2. Interview Room/Prisoner Release:**

- The adult holding cells are on the ground floor next to the clerical area. When a defendant is removed from the cell in order to be interviewed, the defendant has to be handcuffed and escorted through the clerical area (non-officer employees present), through the police lobby area (public present), through the main City Hall lobby (public present), down a flight of stairs into the basement level where the police interview room is located.

#### **BIPD Issues:**

1. Non-sworn employees exposed to defendants. The public is exposed to defendants.
2. Lack of security and a controlled environment. Opportunities for defendants to escape from custody.

## Police Department Clerical Area/Police Lobby



## Path Of Defendant Transport to Interview Room



### Areas of Concern (Continued)

#### **3. Police Administration Office on main floor of City Hall:**

- The office for the chief of police, the office of the operations commander and the office for the police department's administrative assistant are located on the main hallway of City Hall.
- Other than a locked door, there are no other physical security measures in place to restrict the public from having immediate access to any of the police administrative offices.

#### **BIPD Issues:**

1. The public has immediate access to police administrative staff with no security measures.
2. No intermediate barrier between the public and administrative staff.

## Areas of Concern (Continued)



### Police Department Safety and Security Upgrades

- Safety and security upgrades to the police department are critical components to maintaining a safe working environment for police department officers and staff members, the public and individuals in custody.
- The scope of this project will be determined by professional architects/design professionals and could range anywhere from internal construction modifications, major renovations or a possible addition to City Hall.
- As an accredited agency, the police department is committed to meeting or exceeding all safety and security standards and protocols required by the Michigan Association of Chiefs of Police Law Enforcement Accreditation Program.

### Police Department Safety and Security Upgrades

The police department has discussed these security concerns with the City Manager and Assistant City Manager. Both have indicated support for making safety and security upgrades to the police department. The plan of action moving forward is as follows:

1. Police department staff will formulate a request for proposal (RFP) from architects/design professionals with experience related to this type of project. This RFP will detail a scope of work that encompasses the above three primary safety and security concerns as well as an open fourth criteria for any other safety and security concerns based on the professional architect's opinion for a concept design plan(s).
2. Post RFP on the Michigan Intergovernmental Trade Network (MITN).

### Police Department Safety and Security Upgrades

3. With the assistance of the City Manager, Assistant City Manager, the Building official, the Finance Director and the City Attorney, analyze the proposed concept design plans as to feasibility and affordability.
4. Based on the concept plan chosen, work with the chosen architectural firm to develop an RFP for construction plans.
5. Have the RFP approved by the City Commission for construction and build plans.
6. Work with City Manager, the Assistant City Manager and Finance Director to develop financing options for the project.
7. Present financing plan to City Commission for approval.
8. Submit contract award to City Commission for approval.

Birmingham Police Department  
Long Range Planning 2022  
Questions?



# Parking System Long Range Planning

Parking Department

Presented by: Ryan Weingartz

**9 A-C**



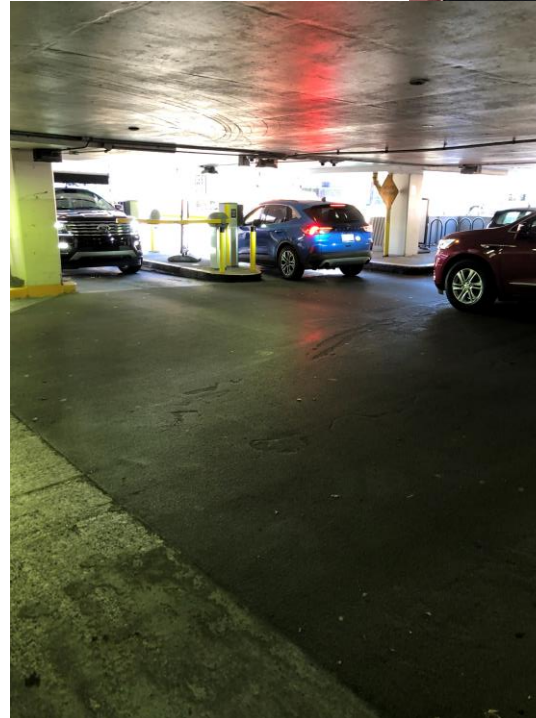
# CURRENT PARKING SYSTEM

- Five (5) structures with 3,579 spaces
- Three (3) metered surface lots with 224 spaces
- 1,042 metered on street parking spaces
- Skidata parking system
- Structures are operated by SP+



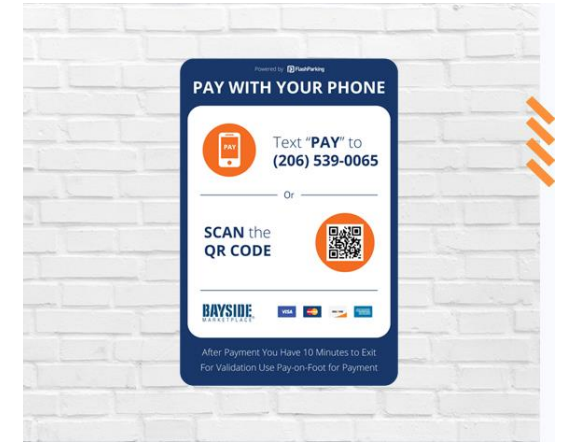
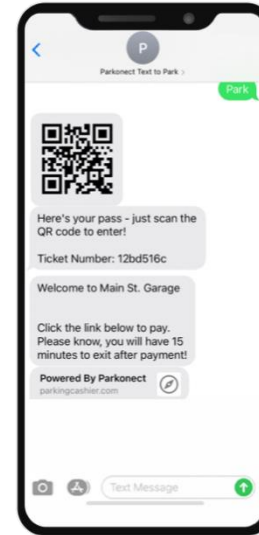
# CURRENT PARKING ISSUES AND CONCERNS

- Unreliable equipment
- Not user friendly
- Consistent backups
- Remote management service
- Ongoing monthly waitlist
- Capacity – pre Covid/post Covid
- Structural concerns



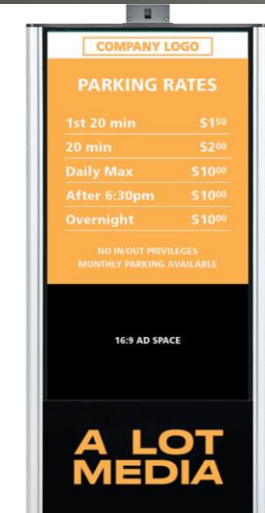
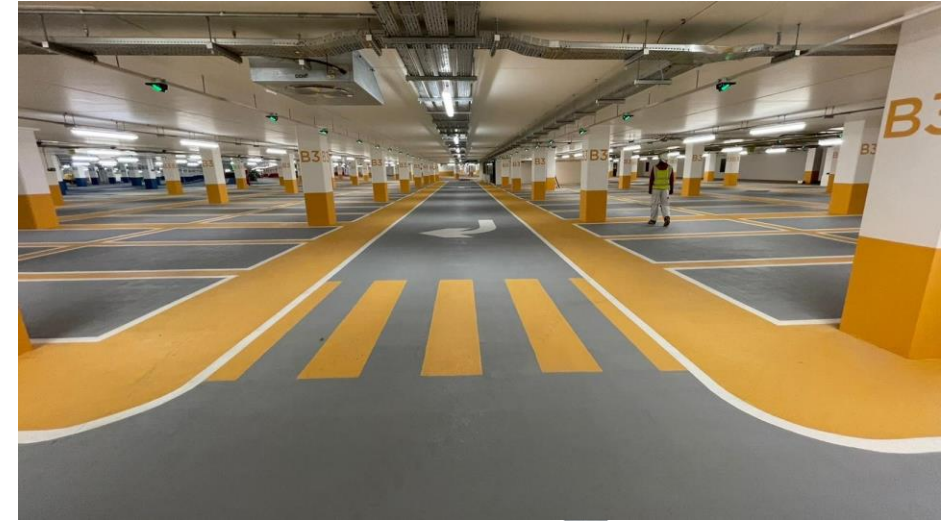
# NEW PARKING AND REVENUE CONTROL SYSTEM

- Updated technology
- Cloud based
- Maintenance free
- Contactless entry
- User friendly
- New monthly parking software



# CAPITAL IMPROVEMENTS

- Continue with structural improvements provided by WJE for the next 1-5 years
- New LED lighting
- Painting upgrades
- Security camera installation
- Exterior/Interior signage



# Questions?



## **MEMORANDUM**

### **Information Technology**

**DATE:** January 11, 2021

**TO:** Thomas M. Markus, City Manager

**FROM:** Eric Brunk, IT Manager

**SUBJECT:** Long Range Planning – Information Technology

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#### **Palo Alto Firewall Hardware Upgrade**

A Palo Alto Firewall is our first line of defense against intrusion, viruses and malware. This system was purchased and installed in 2016 and has worked well for the City. We have used this as the center point for our network security suite and are working towards a single pane of glass for monitoring and administering the security of the network by adding other Palo Alto security components and appliances that work with our next generation firewall. While this equipment has not yet reached end of life there are newer models of this hardware that have new or improved features and system integration that our current equipment lacks. The IT department is looking to upgrade the existing hardware and services over the next year to be able to leverage some of the new and improved features available to continue to make the network more secure and to make management of our security easier on the IT team. The estimated cost for this upgrade is \$72,000.00 and will be included in the 2022-2023 budget.

#### **Dark Trace Continuation**

Dark trace is a part of the network security tools we have implemented to tighten internal network security, restrict unplanned events and defend against intrusion, viruses and malware on our network. The system is housed onsite, has an autonomous component (Artificial Intelligence) that has baselined our network, monitors the network for actions outside of that baseline and takes needed action. It has the ability to notify the IT staff of actions that it is taking and allows us to adjust those actions, if needed, remotely. We are beginning year 3 of our 4 year contract with Dark trace, the appliance has surpassed all of our expectations for ease of use, additional security on the network, minimal requirements on existing resources, and the amount of data that we can review on the operation of the environment. We will continue to look at additional features of this product as they become available and hope to renew the contract when the time arrives. The budgeted yearly cost for Dark Trace is \$60,000.00

#### **Addition to the Nutanix Server Environment**

The city has a virtual server environment that is run on a Nutanix hyper-converged infrastructure. The system when originally purchased was built as a hybrid system with high speed Solid State

Drives for quick data access and large capacity spindle drives for low cost storage. While we are only at 50% of our total storage usage on the environment we have found that we are currently maxing out the high speed Solid State Drive capacity which in turn is slowing down the data access of our 2 database servers (BS&A and Laserfiche). We are looking to add an additional node to the infrastructure that will allow us to double the number of high speed Solid State Drives available to those two virtual servers and to the rest of the environment. The approximate cost of this additional node is \$30,000.00 and will be included in the 2022-2023 budget.

### **Gov Pilot Citizen Concern App**

The IT Department is working in conjunction with the communications team to launch Gov Pilot's Gov Alert app. This is a phone app for reporting citizen concerns.

### **Strategic Planning - Continue to research new technologies / Smart City Initiatives**

#### **Cartegraph integration – all Departments**

The IT department has been working with DPS, GISinc., HRC and Cartegraph to implement Cartegraph as a scheduling, inventory and work order solution for the department. We are currently working with them to expand access to engineering for a centralized database of sewer and water infrastructure data and maintenance, but would like to also expand the data gathering and information sharing to the other departments.

#### **Wayfinding Kiosks – Parking - BSD**

As part of the Smart City initiatives, we have started looking into the technology behind kiosks used for wayfinding and public communication. As well as digital signage. These would be located either in or around the parking structures and would help guide the public throughout the City. We have already had some digital signage installed at the Ice arena as part of their renovation project.

#### **Wireless presence throughout the City of Birmingham**

Another Smart City initiative is expanding wireless access throughout the city. We currently have some access in the parks near existing buildings but would like to look into expanding the access to more parks and possibly adding it to the parking garages and other locations throughout the city.

#### **Other Technologies as they are standardized**

The IT department continually reviews new technology, programs and procedures requested by department heads, as well as proposals from vendors attempting to bring new technology to the city, as we find products and services that will fit well in our environment and are a benefit to the City we will continue to bring those products forward for Commission approval.



## MEMORANDUM

Building Department

**DATE:** January 8, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Bruce R. Johnson, Building Official

**SUBJECT:** Electronic Plan Review Process

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Since the launch of our online permit applications, we have processed over 5,874 web request applications, and averaged close to 500 permit applications a month. We now also allow the majority of projects to be applied for online through BS&A and have added Bluebeam to facilitate and optimize electronic plan review of larger building projects and Site Evaluation applications.

In our continued endeavor to transition away from paper, and as part of our commitment to providing excellent customer service in a virtual environment, the Building Department is now focused on the final step of our phased digital integration – electronic plan review. We are assessing our current review procedures looking for areas where we could provide greater innovation and efficiency. Once this is complete, the next step will be developing a plan to move our plan review processes from paper to virtual.

We are evaluating every step of the Building, Engineering and Zoning review procedures and their corresponding timelines to establish target review completion times. Our current process does not provide us the ability to accomplish the department's goal of tracking individual review times with the preferred level of accuracy. Though there is an obvious learning curve, contractor and staff input has provided insight into system wide improvements to work through.

Shifting our focus and prioritizing electronic plan review will have many advantages. Besides the obvious elimination of paper and printing costs, we will be able to create workflows to streamline the process by giving everyone access to the plans at the same time. Reviewers can work simultaneously to mark up and measure drawings and create review letters. When a project proposal is submitted, our Assistant Building Official confirms that there are no immediate zoning or design concerns. If no issues are identified, all other reviewers are assigned and notified. It is also during this initial review that submission errors can be detected and communicated to the applicant for correction. Submission errors can include uploading a file using the wrong format, not including any required documents or incomplete or incorrect information provided. This review is significant because it establishes clear accountability for all parties involved in the application process. By automatically routing and distributing project submissions, we are also removing many of the areas where human error is made.

While other departments and users are generating comments, they are all working from the same set of drawings on the same platform. Therefore, everyone can see requests for revisions, mark-ups and concerns. Requests for revisions are as simple as sending the applicant a link to upload documents. This link also triggers a notification of document submission email to be sent to the requestor. You may also share comments and concerns, as well as review notes by discipline, using the same method or by sending an email with a review summary directly from the project record in BS&A. As the subsequent reviews are completed and notations made, the project status can be tracked and shared in real time. This transparency of process allows the applicant, designer and contractor the ability to make corrections in a timelier manner while feeling a greater sense of control over their project.

Each reviewer can create or import their own approval, disapproval and signature stamps as well as create customized mark-ups and tool bars to reflect the requirements of the codes and their department requirements. When all reviews are finished, the final approval package with the stamped plans are automatically provided upon approval of the Building Official review or can be provided to applicant via a shareable link.

Going forward, we will continue to adopt and adapt new technologies and further define methods advantageous to our overall goal of completely transitioning to electronic plan review.



## Building Department

Presented by: Bruce Johnson

Date: January 22, 2022

# Digital Integration

Electronic Plan Review



# Integration Progression

**Completed:** Online inspection scheduling implemented in 2018  
97% now scheduled online

**Completed:** Online trade permit acceptance implemented in 2020  
2682 processed online last year

**Progressing:** Online building permit acceptance began in 2021  
913 processed online last year

# Integration Strategy

**Goal #1:** Complete the setup process for online building permit submission

**Goal #2:** Improve electronic project document processes from submission to review and sharing

**Goal #3:** Develop electronic plan review process outline

# Finalize Building Permit Acceptance

**Strategy #1:** Thoroughly review all online permit applications and evaluate application process to identify and correct any inaccuracies. All online applications should be checked for accuracy and clarity.

**Strategy #2:** Identifying and removing obstacles, inconsistencies and common errors.

**Strategy #3:** Further establish and define departmental procedures for processing online submittals.

# Uploading Documents

**Strategy #1:** Clarify document submission process for applicants

**Strategy #2:** Define process for reviewing and communicating upload errors to the applicant

**Strategy #3:** Standardize the procedure for revision submission

# Electronic Plan Review

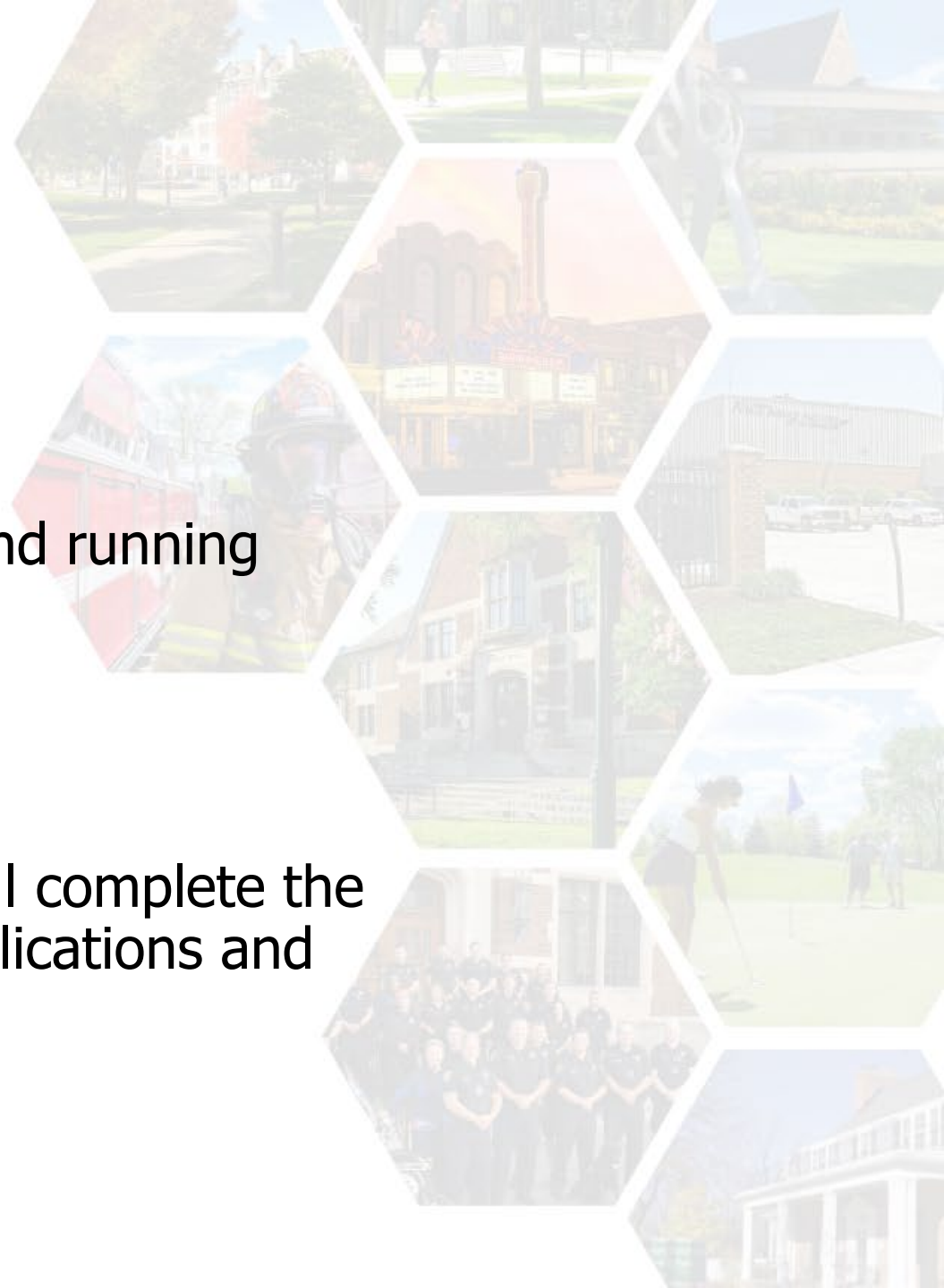
**Strategy #1:** Assess current review procedures to determine where we could improve innovation and efficiency

**Strategy #2:** Establish target review due dates to incorporate into department database to improve tracking and reporting

**Strategy #3:** Streamline the review process with clearly defined steps, roles and responsibilities

# Conclusion

- Inspection scheduling is completed
- Online acceptance of simple permits is up and running
- Online building permits is almost complete
- Implementation of electronic plan review will complete the digital integration of inspections, permit applications and plan review procedures



**DATE:** January 14, 2022

**TO:** Tom Markus, City Manager

**FROM:** Rebekah Craft, Library Director

**SUBJECT:** Phase 3 of Baldwin's Long-Range Building Program

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At the City Commission's long-range planning session on January 22, 2022, I will deliver an update on the proposed Phase 3 of Baldwin's long-range building plan, which includes an expansion and renovation of the front entrance and circulation area. This final phase of the building plan will upgrade a space that has been largely untouched for 40 years and will help Baldwin offer amenities that are competitive with other local libraries that already have an accessible entrance and a café space. We anticipate that construction on Phase 3 will begin in spring 2023, pending necessary approvals.

The completion of Phase 3 will fulfill the library's long-range building plan, which was created in October 2015 and presented to the City Commission at its long-range planning session in January 2016. To support this project, we are asking for a continuation of the library's full millage rate through FY2025-26.

The library remains committed to maintaining and upgrading other areas of the building out of its operating budget and Trust. In the last year, we have doubled the footprint of the Idea Lab makerspace. We have also painted the Grand Hall for the first time in over 20 years, and painted, carpeted, and refurbished the administrative offices and two public meeting spaces on the second floor for the first time in 30 years. In May 2022, we will be updating the landscaping on the north side of the building along Martin Street to expand the children's garden and add an outdoor programming space for the Youth Department.

### ***Library Improvement Goals***

The library's long-range building plan contains the following goals:

- Increase the value that the library delivers to residents, businesses, and visitors of all generations
- Respond to public input gathered through various forums, including surveys and focus groups
- Balance community needs given limited resources
- Ensure that Birmingham remains competitive with other communities who have invested heavily in their libraries
- Strengthen Birmingham's civic center (Shain Park, Library, City Hall, etc.)

### ***Phase 3: Expansion and Renovation of Front Entrance and Circulation Area***

The Library Board issued an RFP to hire an architectural firm to design the conceptual/schematic plan for the final phase of library improvements in June 2021. Merritt Cieslak Design was awarded the bid in August 2021 and has been working with library staff and the building committee to design the project.

#### ***Input from Public and Staff***

To determine the most important aspects to include in the design, Merritt Cieslak Design (MCD) used several outreach initiatives to gather input from the community. These initiatives included a meeting with library staff, a Community Forum, and a Community Survey. Feedback was gathered from 610 community members in total. Here is the feedback collected from the three outreach initiatives:

BPL is highly regarded within the community, with 95% indicating that it is “very important” to the community, and 84% indicating that it is “very important” to their family.

The vast majority of library users visit the library to borrow materials and, to a lesser degree, for studying, reading, meetings, and programs.

90% indicated that they would like BPL to be a “comfortable place for learning and studying.”

The main entrance is currently cold and dark looking and is not a reflection of the community.

The front steps are daunting.

It is hard to tell if the library is open because of a lack of visual lighting cues.

Respondents were evenly supportive of improving library signage, lighting, and finishes, while also expressing support for an easier entry processional, having a self-checkout near the entry, and having an interactive touch screen with the week’s activities posted.

The idea of adding a café to the library received mixed results. Approximately one-third of respondents indicated that it would be “very” or “somewhat” important to them, one-third indicated that it is “not that important” to them, and one-third indicated that it is “not important at all” to them.

Respondents rated the following services that they would like to have available at the street-level entrance, in order of preference:

1. a materials return drop
2. a place to pick up hold items
3. a self-checkout kiosk

4. the circulation desk
5. tables and chairs
6. a café

The survey also asked respondents to add any ideas about how the library might be improved and the responses were numerous and varied. Some of the recurring themes were as follows:

- The library is great as-is
- There could be a better space for the Friends book sales
- Aesthetics could be improved, particularly at the entry
- The architectural language of the original 1927 building is widely appreciated
- The library should have better accessibility
- Free parking (even short-term) is desired
- A drive-up, driver's side book drop is desired

### ***Conceptual/Schematic Design of Phase 3***

After careful consultation with the library's staff and Building Committee, MCD has developed a plan for the Front Entrance and Circulation Area. The project will enclose the space under the existing awning and add a small addition to the front entrance to create 1,940 square feet of interior space all for public use. The new entryway will have a more open and logical layout with intuitive wayfinding. All furniture, fixtures, and carpeting installed in this phase will carry on the color and design features previously used in the Adult Services and Youth Services renovations. The plan makes improvements to the following five areas:

#### **Public Entrance**

- Creates a fully accessible street-level entrance with both an interior two-stop elevator and an ADA-compliant ramp that is completely enclosed and protected from the elements
- Keeps the materials return slot and automated handling system adjacent to the front door for easy access after-hours and upon entering the library
- Provides a welcoming and inviting aesthetic
- Updates the lighting to improve visibility and safety

#### **Circulation Area**

- Adds an ADA-accessible service desk that is closer to the front entrance
- Establishes clear sightlines to the entryway
- Incorporates hold shelving adjacent to the service desk
- Creates a dedicated spot for the self-check machines
- Improves the appearance of the ceiling to be closer to the 1927 look

### **Collaboration space and café**

- Provides flexible space for meeting and collaboration, with chairs and tables for 36 people
- Offers high quality coffee, drinks, and snacks at a self-service café
- Connects to exterior plaza with movable doors
- Allows for after-hours use for space rentals or programs
- Adds a street-level family restroom for easy access from Shain Park during the library's open hours

### **Plaza**

- Adds exterior programming space
- Utilizes native plantings and reduces the amount of concrete by adding larger garden beds and more shade trees
- Integrates aesthetically with building
- Extends the library outdoors to provide additional seating and meeting space
- Relocates Marshall Fredericks Siberian Ram sculpture to a new garden bed
- Creates an inviting connection to Shain Park and the civic center
- Includes a full court snow melt system to eliminate the need for salt during icy and snowy weather

### **Other**

- Brings in light with an expansive skylight that gives visitors a floor-to-peak view of the original 1927 building
- Creates dedicated Friends book sale area with merchandising space
- Adds four private study rooms for use by one or two users, which are in high demand
- Enhances the connection between the entry and Grand Hall

Renderings of the design are in Appendix A.

### **PROCESS**

Baldwin intends to proceed with the design of Phase 3 as it did with Phases 1 and 2. When the City Commission signals its approval to move ahead, the Library and City will issue an RFP for design development and construction documents and select an architect in a manner approved by the City. The architect will work with the Library Board and Library Administration—and, whenever appropriate, with City government—on design development and construction documents. The Library will continue to solicit input from library staff and the public. It will also consult various City boards and committees, especially to the extent that the design affects the exterior look of the building. The City Commission will have the final decision on approving the designs.

The precise features to be included in Phase 3 will be decided in the design development stage. The features and costs described in this document are the most accurate ideas possible at this stage in the process. Once the project is finalized and approved by the Library Board and City Commission, the City will issue an RFP for construction.

### **TIMELINE**

Assuming that the public and City Commission are willing and financing is available, the Library Board would prefer to proceed with the construction of Phase 3 in the spring of 2023, at which point the project is estimated to cost \$3,526,316. The Library Board anticipates issuing an RFP for architectural services for design development and construction drawings in the next six weeks.

### **DEVELOPMENT OF COST ESTIMATES**

The cost estimates for Phase 3 were developed in January 2022 by architects Merritt Cieslak Design in combination with general contractors Frank Rewold & Sons. These cost estimates are based on schematic designs for Phase 3 and account for design and construction contingencies and inflation.

### ***Conclusion***

We hope that the City Commission will agree to complete the library's three-phase building plan—originally proposed to the Commission in 2016—by planning to begin construction of Phase 3 in 2023. This would require a continuation of the existing library millage through FY 2025-26.

The library millage currently consists of 1.1 mills for operating expenses, plus additional millage—up to the voter-approved maximum Headlee millage cap—for building improvements. The library has been collecting its Headlee maximum millage since FY 2016-17, and has applied the money faithfully to Phases 1 and 2.

The additional Library millage to be collected each year, using estimates provided by the City of Birmingham's Finance Department, is listed below:

FY 2021-22	\$654,283	.2380 mills
FY 2022-23	\$672,833	.2315 mills
FY 2023-24	\$685,532	.2250 mills
FY 2024-25	\$699,051	.2185 mills
FY 2025-26	\$712,204	.2120 mills

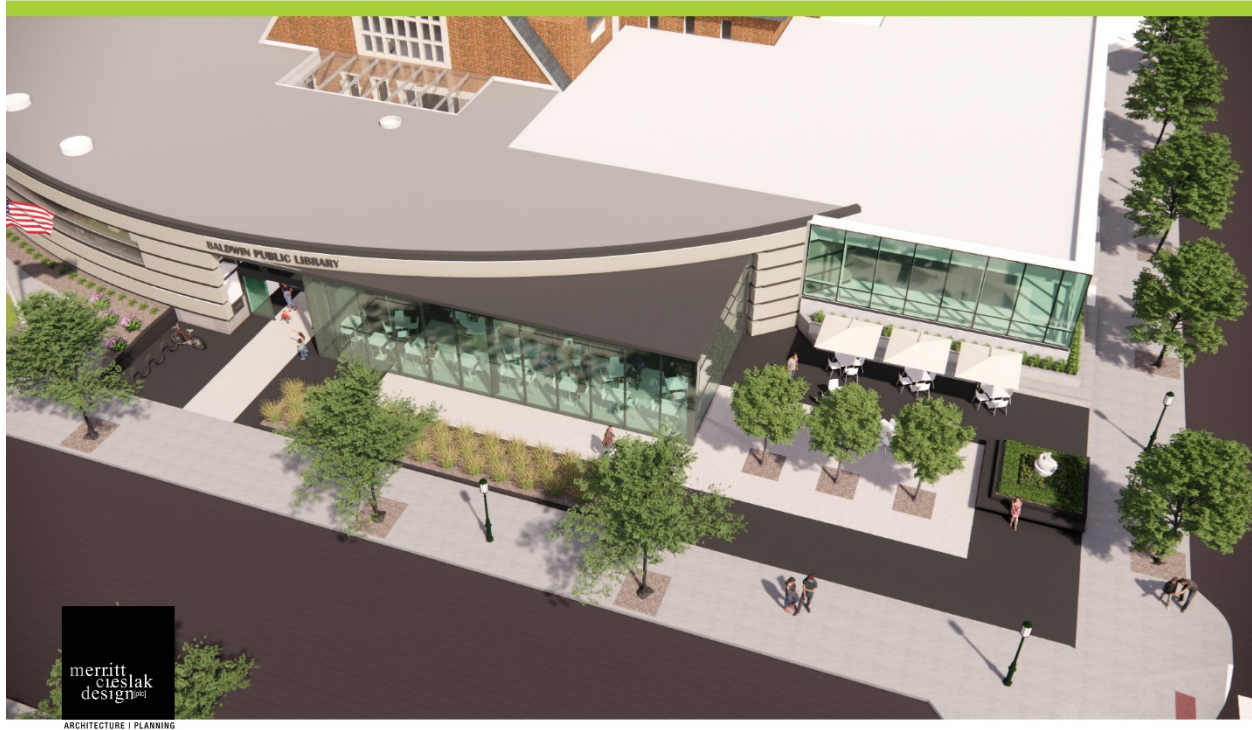
In its FY 2022-23 budget request, the library will ask for a total of 1.3315 mills, of which 0.2315 mills will be set aside for Phase 3. Details of the project, as well as final cost estimates, will be determined this year as we move into the design development and construction drawings stage of the project.

## Appendix A

### Project Scope of Phase 3

The designs on the following pages were developed jointly by Merritt Cieslak Design and the Baldwin Public Library Board of Directors and Library Staff.

## AERIAL VIEW





**1 MAIN LEVEL / STREET LEVEL PROPOSED PLAN**  
D.1 SCALE: 1/8" = 1'-0"

**2 PARTIAL LOWER LEVEL PROPOSED PLAN**  
D.1 SCALE: 1/8" = 1'-0"

## VIEW FROM SHAIN PARK



## VIEW FROM PLAZA



## VIEW FROM PLAZA



## VIEW FROM WEST



# VIEW FROM COMMUNITY HOUSE



# VIEW OF ENTRY



## VIEW OF MATERIAL RETURN



## VIEW OF COLLABORATION & CAFE



## VIEW OF COLLABORATION & CAFE



## VIEW FROM VESTIBULE



## VIEW TOWARDS CIRCULATION DESK



## VIEW FROM CIRCULATION DESK



## SKYLIGHT (STEEL STRUCTURE)



## SKYLIGHT (STEEL STRUCTURE)



## VIEW OF FRIENDS AREA



## VIEW FROM GRAND HALL



## Appendix B

### Phase 3: Schematic Design Cost Estimate Summary

Construction costs for expansion and renovation	\$2,533,958
Construction Contingency (5%)	\$126,697
Inflation (6.5%)	\$164,707
<u>SUB-TOTAL</u>	<u>\$2,825,362</u>
Architectural & Engineering Fees (10% of Sub-total)	\$282,536
Construction Manager Fee (3.5% of Sub-total)	\$98,888
Furniture, Fixtures, and Equipment & AV/Low-voltage wiring	\$105,000
Inflation for FFE/AV (6.5%)	\$6,825
Liability Insurance	\$8,101
Owner's Contingency (6%)	<u>\$199,603</u>
<b>TOTAL IN 2023 DOLLARS</b>	<b>\$3,526,316</b>
<b>Additional Library Millage (up to Headlee Max) for next 5 years</b>	<b>\$3,423,902</b>
<b>Optional Add-ons</b>	
Full east-side Nanawall (instead of Hangar Door)	\$15,000
Snow melt system for full plaza	\$50,000

These costs include general conditions and construction phasing. Construction is expected to last 8 months.

The Library is committed to keeping the costs of the project as low as possible. Some value engineering may become necessary as the project progresses.

***The Library would meet the shortfall between the cost of the project—which is \$3.53 million—and the amount from five years of additional Library millage—which is \$3.42 million—out of its reserves and Trust. The Library has enough money in its Trust to meet that commitment of \$102,414.***

# Birmingham Museum Long Range Plan

Expanding Public Access

January 22, 2022



# A Commitment to Greater Access

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- Physical access
- Cultural access
- Content access



# Implications of Broader Public Access

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- Establishing meaning and relevance
- Reflecting the community to expand reach
- Telling the whole story
- Enhanced sense of place and community



# Areas & Opportunities

- Collection & archives
- Digital assets
- Grounds & park
- Exhibits & interpretive information
- Local historic sites



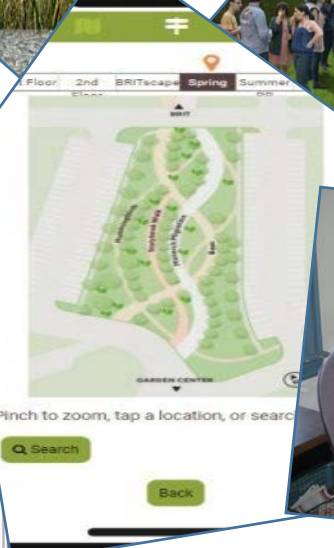
# Virtual Technology

- Museum-friendly apps
- Online collection
- Online exhibits
- Social Media platforms
- Museum website



# Working Toward Universal Access

- Physical site improvements
  - ADA parking access
  - Pathways
- Bridging gaps with technology
  - Access to information
  - Reducing physical barriers



# Community Involvement

- Grant opportunities
  - Educational programs
  - Interpretive materials
- Sponsorship and donations
- Crowd sourcing





# THE BIRMINGHAM MUSEUM





## **MEMORANDUM**

**Office of the City Manager**

**DATE:** December 23, 2021

**TO:** Thomas M. Markus, City Manager

**FROM:** Marianne Gamboa, Communications Director

**SUBJECT:** Long Range Planning – Communications

---

### **GovPilot Citizen Concern App**

The IT Department and communications team are working together to launch GovPilot's GovAlert app and digital website form. GovPilot's cloud-based government management platform was developed exclusively for local government. Their Citizen Concern Module allows constituents to quickly craft and submit concern reports online – anytime, anywhere. Whether submitted via the GovAlert mobile app downloaded to a phone, or the GovPilot digital form on the city's website, the concern is geo-tagged and routed to the appropriate staff member(s) who receive the alert in real-time.

Residents may simply snap a picture of a concern, select from customizable and searchable topics of concern, and add a description of the situation. They are automatically informed of case developments using workflows. In addition, GovPilot offers a user-friendly, public-facing GIS map that is updated in real-time. Icons, colors and other visual codes denote the urgency of concerns and their resolution status. GIS mapping technology helps the city identify and analyze trends related to concerns.

The GovAlert app empowers citizens to voice concerns to government officials in the time it takes to send a text. Custom workflows automate submissions, task assignments and other critical processes for optimum efficiency among responding employees. We look forward to offering this service to the community and making it easier than ever to submit a concern to the city.

### **Informational Materials**

The communications team will explore new tools to educate residents and visitors about everything Birmingham has to offer. The team will research ideas for a virtual new resident welcome packet, as well as publishing a city guide to set out at city offices. The city guide will assist realtors, new residents and even long-time residents who wish to learn more about Birmingham. Information provided in the guide could include: city description and history, map,

parks and recreation, resident information, how to connect with the city and get involved, historic sites and more.

### **Skyway Interactive Virtual Tour**

Last year the communications team discovered Skyway Interactive, a company that creates a 3D virtual tour experience. They provide nearly 200 separate 360-degree images, drone shots, videos, and graphics to create a fully immersive experience. This interactive virtual tour can be embedded on the City's website and serve as a resource to attract those who are considering relocating to Birmingham, opening a business, visiting the city, or holding a special event in Birmingham. A link to the tour can also be shared via social media and emailed to potential visitors, residents, patrons, businesses, etc. This interactive tool will allow us to virtually transport people to our city. [Follow this link](#) to view an example of Skyway's work with an interactive tour of Purdue University. Creating this virtual experience for the City of Birmingham is a long-term goal and we hope to move forward with this initiative following the South Old Woodward reconstruction project.



# Long Range Planning

## Communications

City Manager's Office

Presented by: Marianne Gamboa

Date: January 22, 2022



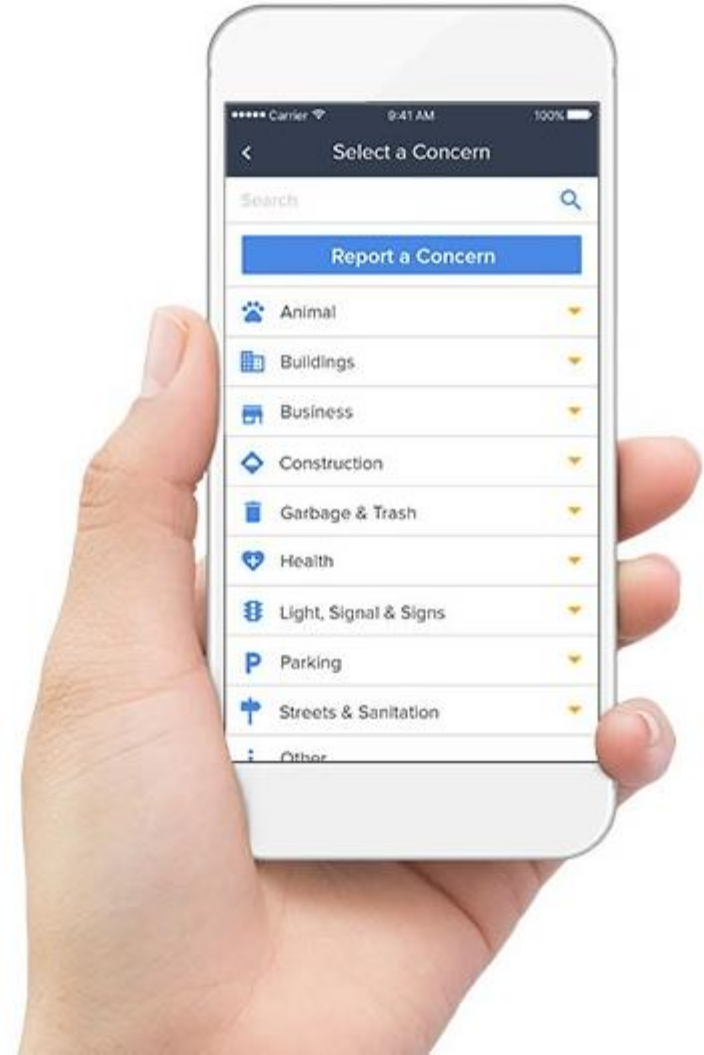
# GovPilot Citizen Concern Module

## Benefits:

- Submit a concern anytime, anywhere with GovAlert mobile app
- Documented, searchable correspondence between staff and citizens
- GIS mapping technology
- Reduces call volume

## Timeline:

- Launch in early 2022



# Informational Materials

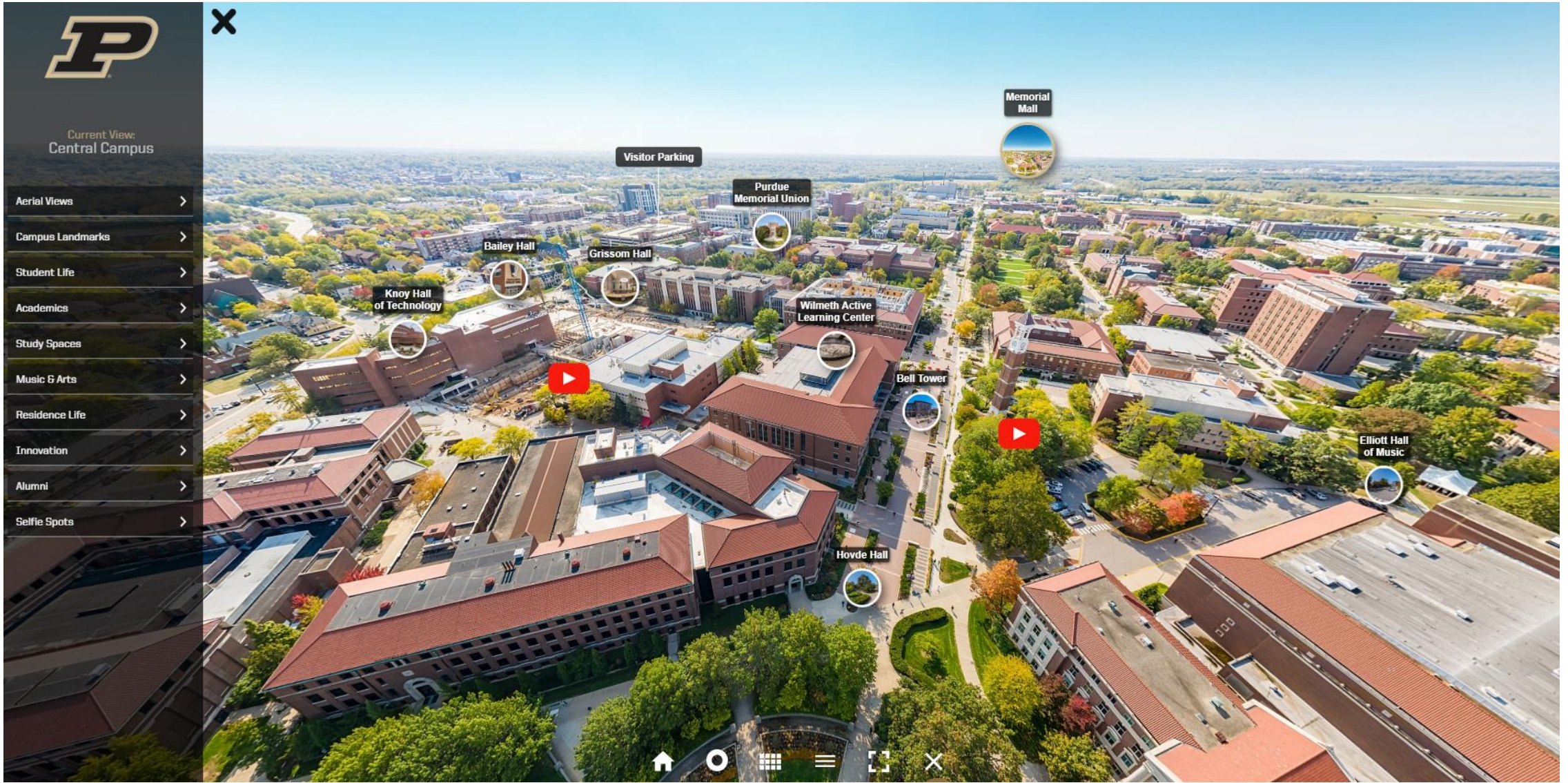
- Digital Welcome Packet
- City Guide
  - City Description & History
  - Map
  - Parks & Recreation
  - Historic Sites
  - Information for Residents
  - Connect with the City
  - Get Involved with the City



# Skyway Interactive Virtual Tour

- Interactive, virtual tour of Birmingham and our facilities:  
Birmingham Ice Arena, Golf Courses, Birmingham Museum
- City of Birmingham Virtual Tour Experience:
  - 360-Degree 3D Images
  - Drone Footage
  - Videos
  - Graphics

# Skyway Interactive Virtual Tour Example



# Questions?



## MEMORANDUM

Human Resources Department

**DATE:** January 13, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Joseph Lambert, HR Manager

**SUBJECT:** Succession and Development Planning

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### INTRODUCTION:

Over the past several years, the City of Birmingham has experienced significant staffing challenges, due to the high numbers of departures as well as retirements from all levels of administrative, technical, and management employees. Since 2020, the Administrative/Management (non-union) division alone has experienced 11 employee resignations or retirements, 5 promotions into higher roles, and 6 due for succession planning. In response, the City hired 22 new full-time union and non-union employees in 2021.

While the Human Resources department initially set out to prevent future transitional disruptions by implementing a succession plan, the level of recent turnover mandates that additional action must be taken to stabilize our workforce. For many positions, there is no clear path to succession. With a majority of Administrative/Management employees possessing under 5 years in their roles, the City has an opportunity to provide education and training programs to develop our existing talent, to provide a solid foundation of experience and leadership in our senior management team, and to build succession planning into this program.

### BACKGROUND:

As a key factor of the recent turnover in the Administrative/Management division, six out of the fourteen City departments have a director or manager with two years or less within their role. Many of these new directors and managers have experienced challenges with processes and tasks for which training was not thoroughly provided, often due to the aforementioned transition. This has resulted in gaps of knowledge in City processes, departmental responsibilities and duties, high turnover and ongoing transition, and has lead to lower levels of job satisfaction.

Therefore, the City needs to take a more aggressive approach to the employment relationship, starting from date of hire, including planning for training, development and succession. This comprehensive approach could include measures for employee development, with an end-goal of improved employee retention, smoother transitions, and faster filling of vacancies. A facet of improving employee retention involves addressing employee reasons for leaving. Most employees leave their place of work under four primary paths:

- Employee dissatisfaction;
- Better alternatives;
- A planned change; and/or
- A negative experience.

Although municipalities cannot compete with private sector wages, and can lose employees to these more lucrative alternatives, we can still influence retention through the employment experience as a whole. By implementing measures such as structuring employee roles to grow and change as the employee grows, embracing and enhancing educational and training programs, encouraging collaboration through team-building and mentorships, a more stable office environment can be attained, and employees can see a path to personal and organizational growth and improvement.

Examples of programs within the Administrative/Management division that could be used to encourage individual and team development include:

- Expanded employee tuition assistance;
- Professional credentialing and development goals;
- Leadership training;
- Establishing a mentorship program; and/or
- Employee appreciation and team building events.

#### NEXT STEPS:

To oversee these programs, HR recommends exploring a Team Development and Succession Planning Committee involving several decision-making individuals, including the Assistant City Manager, Finance Director, Chief of Police, and Human Resources Manager. On a cyclical basis, the Committee could review upcoming vacancies, identify key positions for long-term planning, identify training deficiencies, create and oversee a mentorship program, create leadership development plans for employees who show unique potential, oversee team building and develop long-term succession plans.

Over the past two years, the City's Administrative/Management division has backfilled a variety of unique and challenging vacancies. The best course of action moving forward would be to prevent future mass-departures by implementing both a succession and development plan. This plan stands to reduce departures, take advantage of genuine talent, and improve employee retention as a whole.



# Succession, Development, and Retention

Birmingham Human Resources Department Long  
Range Planning

## Human Resources

Presented by: Joseph Lambert,  
Human Resources Manager

Date:



# Recent Staffing Transition

- **Eleven (yellow)** departed from city employment.
- **Five (green)** have vacated their positions for a promotion.
- **Six (cyan)** have retirement eligibility approaching.
- In essence, this vital employee division has been living under the term “shift happens”.
- **Twenty-two** full-time union and non-union vacancies were filled in 2021.

Job Classification	Department
Police Chief	PD
Staff & Services Coordinator	PD
Sr. Accountant	Finance
Acting Fire Marshall	Fire
City Manager	Management
Building Official	Building
Fire Chief	Fire
Finance Director	Finance
Maintenance Superintendent	Maintenance
Parks & Recreation Manager	DPS
Planning Director	Planning
DPS Director	DPS
Assistant Fire Chief	Fire
SSW Foreman	DPS
Museum Director	Museum
Golf Manager	DPS
Deputy City Clerk	Clerk's Office
IT Administrator	IT
Golf Superintendent	DPS
Assistant City Engineer	Engineering
BSD Director	BSD
City Planner	Planning
HR Generalist	HR
Assistant Finance Dir.	Finance
Assistant City Mgr.	Management
Accounting Admin.	Finance
HR Manager	HR
City Planner	Planning
Parks Foreman	DPS
Accountant	Finance
Construction Engineer	Engineering
City Clerk	Clerk's Office
Deputy Clerk	Clerk's Office
Deputy Treasurer	Finance

# Succession Only Goes So Far

- Many recently filled positions have no realistic pathway toward a succession plan.
- Succession plans are great – when you have many roles that need planning for the future.
- Make the most of it – since the majority of employees have been in their roles for under five years, we can make a learning environment, specific to the needs of the City.

# Time to Get Aggressive

- Take measures to prevent future departures, by attacking the four primary reasons employee's depart their places of work:
  - Employee dissatisfaction
  - Better alternatives
  - A planned change
  - A negative experience
- If we improve the employment experience, we will improve the retention of key staff.

# Play to Our Strengths

- Municipalities cannot compete with private sector wages.
- We can, however, compete through the employment experience.
- Design positions to expand and develop along with employee growth.
- Embrace and enhance educational investments.
- Target key functions of:
  - Expanded employee tuition assistance
  - Professional credentialing and development goals
  - Leadership training
  - Establishing a mentorship program
  - Employee appreciation and team building events

# Succession and Leadership Planning

- A Succession Planning Committee will be formed, involving key decision making staff, including:
  - Assistant City Manager
  - Human Resources Manager
  - Finance Director
  - Chief of Police
- This Committee will meet on a cyclical basis with the key functions of:
  - Review upcoming vacancies
  - Identify key positions for long-term planning
  - Identify training deficiencies
  - Create and oversee a mentorship program
  - Oversee team building, and develop long-term Succession Plans

# On the Other Side

- The recovery from a massive staffing overhaul is nearly complete.
- While the hard part is over, much more is still needed.
- The recommended course forward is to enact both a Succession and Development Plan.
- This will be done by through the following actions:
  - Plan for future departures
  - Take advantage of genuine talent
  - Improving employee retention and satisfaction as a whole

**DATE:** January 12, 2022

**TO:** Thomas M. Markus, City Manager

**FROM:** Melissa Fairbairn, Assistant to the City

**SUBJECT:** Manager Strategic Planning

---

Strategic planning is a process in which organizations define their direction for the future. As a part of the process, stakeholders collaborate to define the organization's mission, vision, and both long- and short-term goals and objectives. The administration can use the resulting strategic plan to prioritize projects and allocate staff time and resources. Performance indicators derived from the strategic plan can be used as a tool to measure the effectiveness of staff at completing the stated goals.

The City has implemented an annual long range planning meeting in which each department's plans for the coming year are discussed with the Commission and the public. Rather than replacing the long range planning meeting, the City's strategic plan would act as an overarching framework for administration, the Commission, and staff to determine whether proposed projects move the City closer to its stated short- and long-term goals. The Commission could also use the strategic plan as a tool to use to evaluate the performance of the City's administration towards reaching those goals.

In recent years, local organizations such as the Baldwin Public Library, NEXT, and Birmingham Public Schools have created strategic plans specific to their organizational needs. For example, in 2016 NEXT created a strategic plan that defined their mission statement, guiding principles, and strategies of focus. NEXT's plan was purposefully developed to be broad so as to act as a guide for the future that remained evergreen rather than a checklist of individual tasks and projects.

To create a strategic plan, the City should seek a professional facilitator to comprehensively guide the process. To do so, staff will post a request for qualifications (RFQ) from interested firms on MITN. The firm will be expected to hold public meetings and workshop sessions with City officials, staff, and residents and produce a strategic plan that clearly develops a stated vision for the City's future.

**ATTACHMENTS:**

- NEXT 2016 Strategic Plan
- Birmingham Public Schools 2014-2018 Strategic Plan
- Baldwin Public Library 2021 Strategic Plan Work Plan



# Strategic Planning

City Manager's Office

Presented by: Melissa Fairbairn

Date: January 22, 2022



# What is strategic planning?

- **Strategic planning** is a process in which organizations define their direction for the future
  - Strategic plans may include:
    - Mission statement
    - Vision
    - Long- and short-term goals & objectives
    - Guiding principles
    - Core values
  - *What are we ultimately hoping to achieve as an organization?*

# What are the benefits of strategic planning?

- A strategic plan offers a framework to:
  - Focus on big picture goals
  - Prioritize projects
  - Plan the budget
  - Allocate staff time
  - Measure the effectiveness of the organization



# Examples

## NEXT 2016 Strategic Plan



### 2016 Strategic Plan

#### Mission Statement:

*To be a welcoming place that enriches the lives of our community.*

#### Guiding Principles:

- To be a recognized leader in serving the 50-plus community
- Deliver lifelong learning and wellness through comprehensive programming
- Be an integral part of the larger community
- Provide exceptional customer service

#### Strategies of focus:

- **Sustainable Funding:** Develop a predictable and sustainable funding model that will allow Next to continue to deliver exceptional programming and services.
- **Growth:** Continue to increase membership by reaching a broader audience while more fully engaging our current members.
- **Organization:** Increase internal organization of the Board, staff and volunteers to align with our mission statement and better serve our community.



## Birmingham Public Schools 2014-2018 Strategic Plan

### Mission, Vision

**Goal 3:** All BPS learners will demonstrate empathy. As ethical leaders, they will embrace opportunities that positively impact the world.

#### Strategies:

1. Adopt and implement Social Emotional Learning Standards, aligned with national standards, in an intentional, systemic and sustainable way throughout our schools and community.
2. Ensure a positive culture where all BPS learners are academically, intellectually, socially, physically and emotionally supported and valued utilizing the 11 Principles of Effective Character Education framework to include Character Education, Diversity and Social Justice.



The strategic planning process included focus groups and planning sessions. The plan focuses on student learning, curriculum, instruction and assessment along with professional learning, culture and leadership, operational resource management and marketing and communications.

#### **Birmingham Public Schools Mission**

*By ensuring educational excellence, we challenge and inspire all learners to positively impact their world.*



**Goal 4:** BPS will design and implement a dynamic educational organization that creates unlimited opportunities for student learners.

#### Strategies:

1. Design a transparent and equitable organizational structure that serves all Birmingham Public School stakeholders.
2. Implement a school day structure for students which considers time, length of day and year.
3. Design a flexible learning environment that utilizes multiple student groupings, new school configurations and school concepts.
4. Design physical learning environments that maximize opportunities for student learning.
5. Recruit, select and retain a diverse workforce.

#### **Vision**

All learners are inspired and engaged, develop fully and have a positive impact on our diverse, global society where:

- Students develop a passion for ethical leadership, learning, excelling, innovating and contributing.
- Staff work collectively and collaboratively to ensure a rigorous academic and caring environment that meets the needs of all learners.
- Parents and guardians support the positive development of their children and collaborate with staff for great outcomes for their children.
- Community members create necessary support for children to develop well and are active partners in ensuring the continuation of a great community.

# How does strategic planning differ from long range planning?

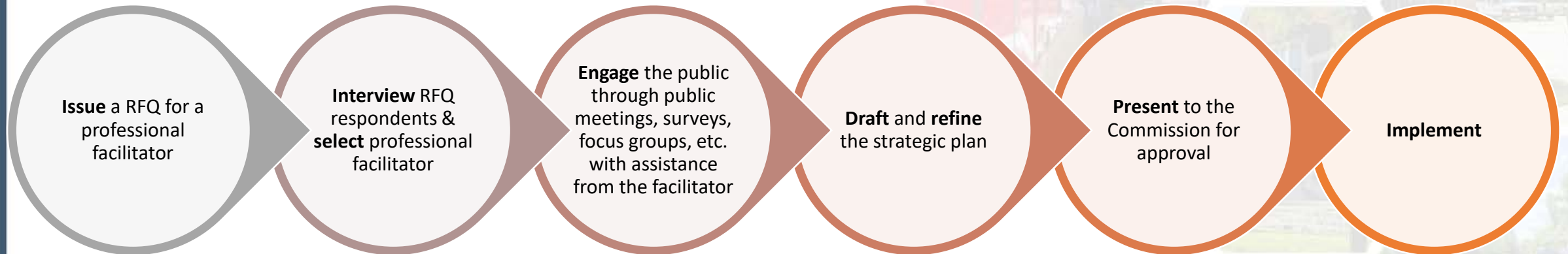
## Strategic Planning

- Residents, staff, and elected officials **collaborate** to define the overarching goals and mission of the community
- Broad plan to guide decision-making for the future

## Long Range Planning

- Departments **outline** their projects for upcoming year to the Commission & the public
- Specific plans to be enacted in the upcoming year

# Next Steps



# Questions





## *2016 Strategic Plan*

### Mission Statement:

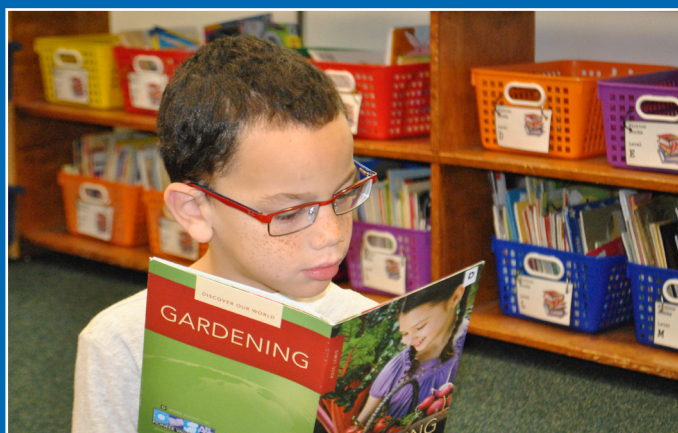
***To be a welcoming place that enriches the lives of our community.***

### Guiding Principles:

- To be a recognized leader in serving the 50-plus community
- Deliver lifelong learning and wellness through comprehensive programming
- Be an integral part of the larger community
- Provide exceptional customer service

### Strategies of focus:

- **Sustainable Funding:** Develop a predictable and sustainable funding model that will allow Next to continue to deliver exceptional programming and services.
- **Growth:** Continue to increase membership by reaching a broader audience while more fully engaging our current members.
- **Organization:** Increase internal organization of the Board, staff and volunteers to align with our mission statement and better serve our community.



# Goals and Strategies

In 2013, the district embarked upon a process to create a new Strategic Plan. The goal creation involved stakeholders throughout our district and took place over several days. Joined by parents, community members, students, staff members and administration and board members, the following four goals were established:



**Goal 1:** *All BPS learners will continually excel in a learning environment that is engaging, global and free of achievement gaps.*

## Strategies:

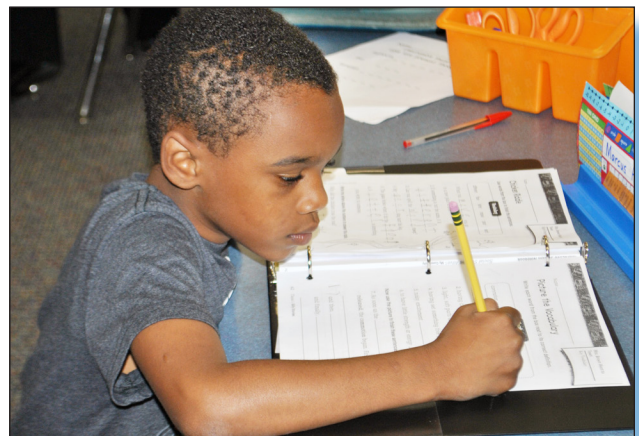
1. Implement a comprehensive family engagement plan.
2. Increase the accessibility to preschool and early intervention programs.
3. Implement culturally responsive practices and engaging learning environments.
4. Develop a district-wide RtI program that is consistent, comprehensive, research-based and inclusive of all students (preK-12).
5. Design and implement a measurable Special Education framework that accelerates the achievement of students with IEPs.



**Goal 2:** *All BPS learners will be engaged every day, in every way, through a world-class education to discover their passions, unleash their potential to be successful and contributing members of their communities.*

## Strategies:

1. Elevate learning for ALL students and staff that incorporates choice, rigor and relevance to achieve their highest potential.
2. Create opportunities for ALL students to encounter challenges, experience rigor, discover passions and investigate careers to build a foundation for future success.
3. Promote and support risk-taking environments for ALL teachers to implement innovative curricula and instructional practices to enhance student achievement.
4. Develop, extend and transform the expertise of each teacher to meet and exceed the needs of ALL students.
5. Provide systems where ALL students and teachers utilize multiple data sources to monitor and adjust learning to reach and exceed their potential.
6. Continue to build global competence in ALL students through the use of innovative teaching and learning approaches and seamless integration of technology.



**Goal 3:** *All BPS learners will demonstrate empathy. As ethical leaders, they will embrace opportunities that positively impact the world.*

**Strategies:**

1. Adopt and implement Social Emotional Learning Standards, aligned with national standards, in an intentional, systemic and sustainable way throughout our schools and community.
2. Ensure a positive culture where all BPS learners are academically, intellectually, socially, physically and emotionally supported and valued utilizing the 11 Principles of Effective Character Education framework to include Character Education, Diversity and Social Justice.



**Goal 4:** *BPS will design and implement a dynamic educational organization that creates unlimited opportunities for student learners.*

**Strategies:**

1. Design a transparent and equitable organizational structure that serves all Birmingham Public School stakeholders.
2. Implement a school day structure for students which considers time, length of day and year.
3. Design a flexible learning environment that utilizes multiple student groupings, new school configurations and school concepts.
4. Design physical learning environments that maximize opportunities for student learning.
5. Recruit, select and retain a diverse workforce.



The strategic planning process included focus groups and planning sessions. The plan focuses on student learning, curriculum, instruction and assessment along with professional learning, culture and leadership, operational resource management and marketing and communications.

**Birmingham Public Schools Mission**

*By ensuring educational excellence, we challenge and inspire all learners to positively impact their world.*

**Vision**

All learners are inspired and engaged, develop fully and have a positive impact on our diverse, global society where:

- Students develop a passion for ethical leadership, learning, excelling, innovating and contributing.
- Staff work collectively and collaboratively to ensure a rigorous academic and caring environment that meets the needs of all learners.
- Parents and guardians support the positive development of their children and collaborate with staff for great outcomes for their children.
- Community members create necessary support for children to develop well and are active partners in ensuring the continuation of a great community.

## Core Values

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**All Learners** - We value and respect each member of our community and are committed to each learner's growth and development.

**Diversity** - We encourage and embrace the unique qualities each person contributes to our community.

**Collaboration** - We foster collaboration through positive engagement and meaningful dialogue in all our interactions.

**Innovation** - We inspire innovation and growth by modeling courage, resilience, curiosity, creativity, risk-taking, exploration and reflection.

**Excellence** - We inspire academic excellence by challenging all learners to reach their full potential.

**Leadership** - We empower all learners to demonstrate strong character as they lead and mentor within the school and community.

**Learning** - We instill passion and excitement for continuous learning through an intellectually rich, engaging and safe learning environment.

**Character** - We foster civic responsibility by engaging in service learning and inspiring all learners to become involved in local, national and international topics.



## Planning Participants

---

### Board of Education

Michael Fenberg  
Chris Conti  
Susan Hill  
Lori Soifer  
Rob Lawrence  
Steve Scheidt  
Geri Rinschler

Gina Paesaeni Smith  
Scott Warrow  
Jill Morrison  
Roza Kizy  
Terri Chudofsky  
Todd Wriska  
Bernie Simms  
Joanne Rowe  
Linda Peterson

### Steering Committee

Audra Bartholomew  
Chad Speller  
Ashley Caza  
Dawn Jensen  
Victoria Martin  
Ben Widman  
Tracy Longe  
Julie Soderwall  
Tricia Young  
Heidi Ruud  
Teri McCardell  
Kathy Remski  
Kim Hurns  
Marnie Lewbel  
Cris Braun  
Diana Moak  
Sylvia Whitmer  
Tania Alexander  
Jill Fill  
Jen Giroux  
Kristy Barrett  
Ellen Mahoney  
Alicia Green  
Chris Gannon  
Cyndi Settecerra  
Tamra Nast  
Maureen Martin  
Janet Armil  
Jason Pesamoska  
Nate Wells  
Robyn Tarnow

Sarah Iantelli  
Sue Nash  
Hilery Cash  
Pete Shaheen  
Daniel Nerad  
Joseph Hoffman  
Debbie Piesz  
Cathy Hurley  
Dee Barash  
Embekka Thompson  
Laura Mahler  
Alex Ofili  
Laura Tinsley  
Jason Clinkscale  
Mark Morawski  
Hallie Snyder  
Bill Pugh  
Kevin Galbraith  
Dandridge Floyd  
Stuart Kane  
Seth Rosen  
Cyrelle Wheeler  
Heather Lee  
Maya Smith  
Paul DeAngelis  
Marcia Wilkinson  
Noelle Davis  
Becky Brady  
Anne Cron  
Darin Wilcox  
Rosemary Ricelli-Scheidt

Baldwin Public Library  
**2021 Strategic Plan Work Plan**  
 (11/20/21)

<b><u>Session</u></b>	<b><u>Topic</u></b>	<b><u>Date/Time</u></b>	<b><u>Hours</u></b>
1	<ul style="list-style-type: none"> <li>Overview of Strategic Management process</li> <li>Agree composition of SP committee/workplan</li> <li>Agree data gathering: focus groups, facilitator (Anne Stuntz), survey, Oakland County reports (SEMCOG), MLA, etc</li> </ul>	9/15/21	1
2	<ul style="list-style-type: none"> <li>Meet with Ann Stuntz to review Focus Group script</li> </ul>	11/5/21	1
	<ul style="list-style-type: none"> <li>Conduct 2 focus groups 10-15 people each</li> <li>Participants: volunteers from survey takers plus additions from library, e.g., city commissioner, to ensure cross-section of stakeholders</li> <li>SP team members silent observers, try to keep to 90 minutes each, write up results.</li> </ul>	Week Nov 8	
3	<ul style="list-style-type: none"> <li>Review Focus Group and survey results. Discuss how to get input from non-users</li> <li>Revise Mission, Vision, Core Values, and optional 3 Year Vision (don't start from scratch—mark up existing)</li> <li>Review workplan for Dec 2021 and Jan-Feb 2022</li> </ul>	11/17/21	2
4	<ul style="list-style-type: none"> <li>Discuss 3-year vision</li> <li>Conduct Internal/External Audit and SWOT (use focus group results as input);</li> <li>Develop Key Strategic Issues (KSI's)</li> </ul>	12/10/21 1:30	2
5	<ul style="list-style-type: none"> <li>Develop Strategic Goals (they are rewritten version of KSI's) and Strategic Objectives.</li> <li>Assign goal champions</li> <li>Begin Action Plans</li> </ul>	Week Jan 3	2
6	<ul style="list-style-type: none"> <li>Develop Action Plans: assign to small working group.</li> <li>Keep them brief and focused on what is done in each year of 3-5-year business plan. Annual budgets have the detailed actions.</li> </ul>	Week Jan 10	2
7	<ul style="list-style-type: none"> <li>Re-visit 3-year vision, revise Key Metrics</li> <li>Develop implementation process</li> </ul>	Week Jan 24	2
8	Draft Strategic Plan document and PowerPoint	Week Jan 24	1
9	Present to staff for input	Week Jan 31	1
10	Present to Board for approval	Feb 21	1
	Total Weeks/SP Team hours		16

**Note:** May requires designation of sub-teams to conduct some tasks in parallel; interim, smaller working meetings may be required to refine session output



*Your Place to Stay Active & Connected*

Cris Braun  
Executive Director  
CBraun@birmingham.k12.mi.us  
248.203.5270

Proudly Serving the 50+ population of Birmingham, Bingham Farms, Beverly Hills, Franklin and surrounding areas.

Mr. Tom Markus  
City Manager - City of Birmingham  
151 Martin Street  
Birmingham, Michigan 48009

January 7, 2022

Dear Mr. Markus,

Next would like to thank the City of Birmingham for your continued support. It has been a challenging twenty months to say the least. If 2020 was the year we discovered how to maneuver around forces beyond our control, 2021 was the year we learned to live with unpredictability and place a new importance on our ability to improvise. The initial focus on community outreach we took to maintain our work throughout 2020, has accelerated and continues to gain momentum as we live into our mission to make life better for Birmingham's 50-plus residents. This mission has never been more important as the older population has borne the brunt of this prolonged pandemic, both in physical and mental health.

Not only is Next working to adequately serve the diverse needs of our community right now, we are also planning how to best serve our residents in the coming years. Currently Next serves over 2,000 members with a wide variety of opportunities for socialization, enrichment, and life-long learning, as well as health and wellness presentations, fitness classes and creative arts. We also serve several hundred additional non-member residents through our Support Service Department where we provide Meals on Wheels, SMART transportation, offer home and yard maintenance, and provide referrals and information that allow seniors to remain safely in their homes.

As Next continues to care for our current senior residents, we know the demand for critical resources will continue to grow. Forecasting for the new fiscal year, we would like to respectfully ask the City of Birmingham to maintain its current level of financial support, \$122,944.00. With this support, we will be positioned to meet the increasing needs of Birmingham residents with uninterrupted services and stimulating programs, ensuring accessibility to all that want to participate.

We are grateful for your continued guidance, and your confidence in Next to deliver the programs and services your residents require to retain an engaged, healthy and independent lifestyle.

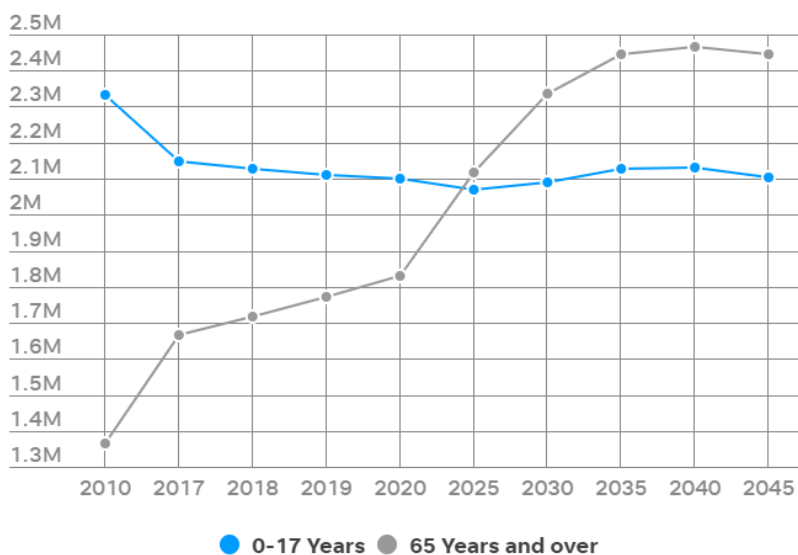
Thank you for your consideration,

Cris Braun

### Next Strategic Vision for increased building capacity.

Michigan is aging, and the Birmingham area is no exception. We are in fact about to see the most profound demographic shift in our history. Over the next quarter of a century, the senior population growth is expected to continue to outpace total population growth (1). Between 2015 and 2040, the total population is projected to grow 18% from 321 million to 380 million. During this same period, the 65+ population is expected to increase much more rapidly – from 47.8 million to 82.3 million, an increase of 72% (2). For the first time in history, people 65 and older will outnumber those 17 and younger. Nationwide, this moment call the “crossover”, will occur in 2035. In Michigan, that moment is coming a decade sooner, in 2025 (3).

**Michigan seniors will outnumber children in 2025**



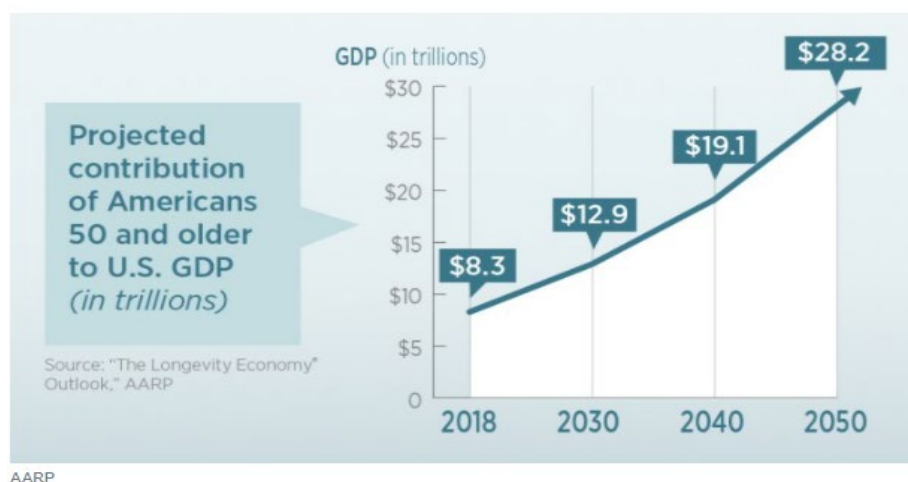
SOURCE Kurt Metzger

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Why? Americans are living longer than previous generations, with the average life expectancy reaching 83 years old by 2040, up from 79 years old just a few years ago (4). Then there is a bulge of Baby Boomers, the fastest growing segment of the population, combined with falling birth rates and more young Michiganders leaving the state, all of that means Michigan will look very different, very soon (5).

Is an aging population a challenge, or an opportunity? The answer is maybe a little of both but the opportunities are enormous. For one, seniors are economic drivers. Americans over 50 control more than half the discretionary income – \$37 billion in Michigan alone – and unlike other younger demographics, they tend to spend much of that income locally. When surveyed, 52% of seniors say they are ready to splurge, spending more now than they did in their younger years (6). In fact, seniors spend more than \$5 trillion a year, 5 times more than millennials (7). And it may be surprising to learn where seniors spend their money. Healthcare spending by adults 65-75 grew only slightly while that fastest area of growth included education, entertainment, dining, vehicles and hobbies (8).



Today's seniors are different than any others before them. They are the healthiest, both mentally and physically of any previous generation, they are more educated and more active. People 50 and older, contribute \$745 billion in unpaid activities that benefit the entire community. They are caregivers for loved ones, provide childcare, and volunteer on civic boards and non-profits. They are business mentors, run youth programs, drive community projects and overwhelming, financially support local charities. They are also innovative, spurring 25% of all new entrepreneurship, and hold significant political clout (9).

In fact, voting trends in the last several local elections illustrate just how much political clout seniors have. In the November 2019 election that included the Birmingham Public School millage, 74% of the voters were over 50 years old and almost 30% were over 70 years old. For voters under the age of 49, just 15% turned out to cast a ballot, even when local issues are being decided. Covering nine different municipalities, these results are consistent with past elections involving Birmingham Public Schools, whether it be for funding or school board candidates. Elections are decided by the people who show up at the polls. In the United States, the oldest citizens are the most likely to cast their ballots, which gives them political influence beyond their numbers alone.

#### Local Trends:

Communities stand to benefit with proactive, deliberate efforts to retain older residents. An older population is a good thing, the natural result when societies keep their members healthy, educated, safe and engaged (10). That dovetails nicely because for Michigan seniors, that means staying put, right where they have raised their families. In fact, over 90% of older adults want to stay in their homes and their communities. Only a fraction will end up in a care facility (11).

In Birmingham, Beverly Hills, Bingham Farms and Franklin, households with seniors will increase more than 50% by 2045, with a significant percentage of 65 + residents living

alone (12). That means the need for services and amenities will increase with each passing year. This thinking also aligns with the Birmingham City's Master Plan currently being developed (13).

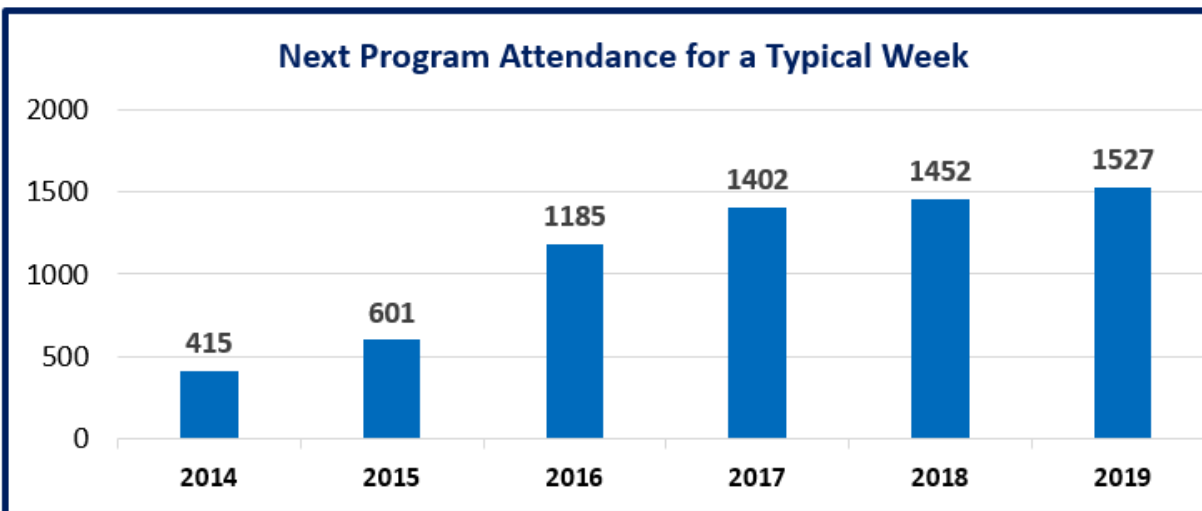
**City of Birmingham, Villages of Beverly Hills, Franklin & Bingham Farms**

Age Group	2015	2020	2025	2030	2035	2040	2045	Change 2015 - 2045	Pct Change 2015 - 2045
<b>Under 5</b>	2,034	1,883	1,859	1,871	1,867	1,937	1,784	-250	-12.3%
<b>5-17</b>	6,386	5,552	5,211	5,219	5,250	5,313	5,276	-1,110	-17.4%
<b>18-24</b>	1,774	2,131	2,178	1,881	1,815	1,925	2,088	314	17.7%
<b>25-54</b>	13,245	13,140	13,000	13,141	13,197	13,252	13,194	-51	-0.4%
<b>55-64</b>	5,189	5,396	5,195	4,792	4,497	4,380	4,517	-672	-13%
<b>65-84</b>	4,365	5,193	5,981	6,547	6,849	6,711	6,367	2,002	45.9%
<b>85+</b>	852	892	950	1,103	1,323	1,627	2,026	1,174	137.8%
<b>Total</b>	33,845	34,187	34,374	34,554	34,798	35,145	35,252	1,407	4.2%

Source: SEMCOG 2045 Regional Development Forecast

Next, Birmingham's 50-plus Community Center, has been serving the needs of local residents for almost 45 years, and continues to evolve to meet the changing dynamics of active adults. In 2012, Birmingham, Beverly Hills, Franklin and Bingham Farms, along with school representation, convened to create the first Joint Seniors Service Committee that was charged with creating a road map for Next for the next several years. The fundamental charge was to grow the membership, raise community awareness, offer more quality programs and increase municipal financial support. With continued support from the partnering communities, and BPS schools, today you will see a vibrant community center filled with life-long learning and enrichment opportunities, fitness classes, travel programs, all sorts of creative endeavors, and most importantly, a hub for socialization. Next now offers more of everything including expanded support services that are vital to serve the most vulnerable segment of the population. Over the past several years,

membership at Next has increased over 70% and program participation has expanded to more than 268% with 1,500 weekly visits to the center. With over 2000 members, Next is using their current building well, close to full capacity, but that unfortunately means Next is unable to offer all it should. The physical space is no longer adequate, putting our community at a cross road.



With a 50 year age span in membership, Next is inclusive, creating a warm and welcoming center where residents want to gather. But in order to continue to meet the growing needs and desires of this very wide and diverse demographic, one that is reshaping our population, we need to come together.

Without deliberate planning for this inevitable population shift, and at the rate at which Next is currently expanding, Next will be forced to make some very difficult choices. So what are possible paths for our communities to expand senior services? The viable options revolve around the funding mechanism, and space availability.

Currently there is an Inter-local agreement being circulated through Birmingham, Beverly Hills, Franklin and Bingham Farms that will provide a framework for a more predictable funding stream for senior services by connecting the participating communities together with a several year agreement. This agreement would solidify each community's financial

commitment starting at their current level of financial support, with the option to reevaluate the budget on an annual basis. The agreement leaves the decision from where the funds will be allocated up to each community, whether it be from the general fund initially, or the pursuit of another alternate funding mechanism down the road. Next supports this Interlocal arrangement recommended by the municipally appointed ad hoc committee in 2019, The Second Joint Seniors Service Commission. While addressing the financial commitment of each municipality, it also provides funding oversight, and consideration of future needs for the growing 50-plus population.

Unlike most other community centers, what is unique to this community is the relationship of the Birmingham Public Schools and Next, the non-profit organization serving seniors.. The progressive vision of school district leaders in the 1990s, adopted the philosophy that became the cornerstone of future strategic plans and mission statements; that the educational system and the surrounding community, which includes residents, businesses and other interlocal agencies, should be interconnected and working together to offer the best possible educational experience to students. This philosophy was realized through the creation of the Community Education Department, and Next, as the vehicles to foster a school-community partnership that has withstood the test of time, and resulted in a stronger and more inclusive community for learners of all ages.

This long-standing relationship with Birmingham Schools has proven not only beneficial, but critical for both Next and the schools providing a stable tax base, assistance as caregivers and tutors, civic involvement and financial stability with strong support for school bonds and millages coming from the senior cohort. In turn, Next has been fortunate to receive BPS support with the in-kind donation, using one-third of the Midvale building for senior services and activities.

At the same time as the Interlocal agreement is being finalized, securing a more formal, long-term arrangement with the Birmingham Public Schools would also provide a more

sustainable future for our area seniors. With the charge of the Birmingham City Commission, the Birmingham City Manager has volunteered to assist Next in securing such an arrangement. This agreement could allow for modest modifications to the building, utilizing Next endowment funds specifically earmarked for capital improvements. These modifications would add valuable space to more adequately accommodate our communities' active adults.

Another more tenuous option, would be to look for another building site but that could prove difficult in this densely populated area. If a new location could be identified, the question of comprehensive funding rises to most likely include a capital bond proposal and a long term municipal operating millage.

#### Recommendation:

The best tangible option combines a little of several paths forward:

- The Inter-local agreement is hopefully signed, securing a financial commitment from participating municipalities.
- Concurrently, a long-term arrangement to remain at Midvale would be made formal with the framework developed to allow modest leaseholder improvements for future building modifications.

This arrangement would allow the mutually beneficial partnership among the four partnering municipalities, the Birmingham Public Schools and Next to continue, while providing a proper building and ideal location for our area seniors to enjoy, while staying active and engaged in the community.

The 50-plus cohort is only going to grow and will continue to provide challenges and opportunities around how and where services will be provided. The Birmingham Public Schools and the municipalities working together will be well equipped to harness the talent, wisdom and experience of older adults that contribute so much to our community,

while offering the amenities and resources that make our area livable for all ages, and a desirable place to grow up, and grow old.

Citations:

- (1). Steve Horvath Professor Human Genetics University California Los Angeles
- (2). Census Bureau's National Population Projections
- (3). Data Driven Detroit – The Detroit Free Press 2018
- (4). Data Brief 2018 Mortality in the United States
- (5). Data Driven Detroit – The Detroit Free Press 2018
- (6). Insights Association 2018
- (7). AARP
- (8). National Center for Policy Analysis
- (9). AARP
- (10).MIT AgeLab The Longevity Economy
- (11). AARP
- (12). SEMCOG – Community Profiles
- (13). The City of Birmingham Master Plan pg. 61-63



*Your Place to Stay Active & Connected*


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Proudly serving the 50+ population of Birmingham, Bingham Farms, Beverly Hills, Franklin, and surrounding areas.

Next summary:

- Next is a non-profit 501- (c)3 serving 2,250 50-plus area residents with a wide variety of opportunities. Offerings range from enrichment, life-long learning, and socialization, to fitness, creative arts, local travel and health & wellness presentations. Our calendar lists more than 200 events each month, bringing in more than 1550 weekly visits to the Midvale building.
- In addition, Next has a comprehensive Support Service Department where non-members receive vital resources including SMART transportation, Meals on Wheels, minor home repair and lawn services, as well as information, referrals and support groups.
- Next remained open throughout the pandemic, initially offering increased support services by making thousands of well-check calls and visits, providing transportation to important appointments as well as seeing a significant increase of home meals delivered. In June of 2020, following all CDC guidelines, we resumed much of our programming by offering a safe place to gather. We continued to add more programs to keep the community engaged, understanding loneliness and isolation is a very real precursor to many additional health problems.
- As Next continues to serve the community, we look forward to the opportunities and challenges facing this segment of the population. The number of seniors is growing along with critical needs. In order to be prepared for this transition, we must look at our building capacity and future funding.
- With the Interlocal agreement in place, we look toward the Birmingham Schools and the Midvale building as one possible scenario for future growth. Tom Markus and I have met twice with the school superintendent to discuss the option for a long-term lease, with lease holder rights to modify the building to better serve area seniors. BPS is currently involved in a formal strategic planning process that will wrap up in May. At that point, the schools may have a better idea of their future plans as it pertains to physical space and financial stability.




City of Birmingham  
*A Walkable Community*

Legal Dept.

Presented by: Mary M. Kucharek

Date:

# CHARTER ISSUES



## A. Discuss Charter Issues

- The City Charter is Birmingham's principle governing document.
- As times change, and state law changes, our Charter needs to be legal and relevant.
- Our laws cannot conflict with state law.
- Our laws need to allow for efficient governances.



## B. PROCESS FOR REVISING CHARTER

- Legally, changes occur in two ways either by revision or amendments.
  - Revisions change the entire Charter, which is not necessary in our case.
  - Some amendments are what we need.

## Amendments

- Amendments allow general plan and scope to remain with correction to detail.
- Amendments may be proposed by two-thirds (2/3) of the Commission and then the proposed amendments are submitted to the voters on the November ballot.
- We must present our proposed amendments to the Governor, which is approved or denied first by the Attorney General's Office.
- Amendments are very specific, and the ballot proposals are very limited, both in words and notice requirements.
- Finally, a majority of the voters must pass the proposed ballot amendment.



## C. List of Revisions for state law compliance and efficiency

Proposed amendments we will be providing to the Commission include:

- Charter:

1. Chapter IV. Registrations, Nominations and Elections  
Section 4. [Signatures Necessary]

State law requires no less than 40 and no more than 100 signatures needed for elections. Our is erroneous.

2. Chapter V. – Ordinances  
Section 6. - [Penalties for violation.]  
This should be amended to reflect changes that occurred in state law allowing up to 180 days in jail and increased fines and costs.

3. Chapter VI. – Contracts  
Section 2. - [Bids required.] and Section 3. - [Commission approval required.]  
These set the dollar limits for contracts. New language will increase these limits to allow efficient governance.

