

# CITY OF ROYAL OAK

## ADOPTED BUDGET

### FY 2011/12





**Vivimus Servire – Live to Serve**

**City of Royal Oak  
Approved Budget for the  
Fiscal Years 2011-2013**

**Mayor**  
James B. Ellison



**City Commissioners**  
Michael Andrzejak, Mayor Pro Tem  
Patricia Capello  
Terry H. Drinkwine  
David Poulton  
James Rasor  
Charles Semchena

**City Manager**  
Donald E. Johnson

**Director of Finance**  
Julie J. Rudd

**Controller**  
Anthony C. DeCamp

## The City of Royal Oak's 45<sup>th</sup> Commission and City Manager



**James Ellison**  
Mayor  
[cmellison@ci.royal-oak.mi.us](mailto:cmellison@ci.royal-oak.mi.us)



**Michael Andrzejak**  
Mayor Pro Tem  
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**Patricia Capello**  
City Commissioner  
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**Charles Semchena**  
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**Donald E Johnson**  
City Manager  
[donj@ci.royal-oak.mi.us](mailto:donj@ci.royal-oak.mi.us)

## **Department Heads and 44th District Court**

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### **City of Royal Oak**

211 S Williams Street

Royal Oak MI 48067

<http://www.ci.royal-oak.mi.us>

### **Executive Directors**

Director of Finance – Julie Jenuwine Rudd

City Attorney - Dave Gillam

City Clerk – Melanie Halas

Director of Human Resource - Mary Jo DiPaolo

Director of Recreation & Public Service - Greg Rassel

Fire Chief – Patrick Mulligan

Interim Chief of Police – Corrigan O'Donohue

Treasurer - John Kravitz

Assessor - James Geiermann

### **Department Heads**

Controller - Anthony C. DeCamp

Director of Planning - Tim Thwing

City Engineer - Elden Danielson

Building Official - Jason Craig

Information Systems Manager - Scott Newman

Library Director - Mary Karshner

Recreation Supervisor - Tod Gazetti

### **44th District Court**

District Court Judge - Terrence Brennan

District Court Judge - Daniel Sawicki

Court Administrator – Gerald Tarchala



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Royal Oak  
Michigan**

For the Fiscal Year Beginning

**July 1, 2010**

Two handwritten signatures are placed side-by-side within the large circle. The signature on the left is for the President and the signature on the right is for the Executive Director.

President

Executive Director

## Budget Presentation – Table of Contents

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<b>Principal Officials .....</b>	<b>4</b>
<b>GFOA Award.....</b>	<b>7</b>
<b>City Manager's Buget Transmittal Letter .....</b>	<b>11</b>
<b>Budget Highlights .....</b>	<b>17</b>
Introduction .....	17
Vision and Mission Statements .....	18
Goals and Objectives .....	19
Budget Procedures .....	27
Budget Calendar .....	28
Basis of Accounting Chart .....	30
Financial Policies .....	31
Organizational Chart .....	39
<b>Financial Trends .....</b>	<b>45</b>
Taxable Value .....	45
Millage Summary .....	49
City Tax Rate Comparison .....	50
Tax Allocation .....	51
State Shared Revenue .....	52
Interest Income .....	54
Debt Projections .....	55
<b>General Fund .....</b>	<b>59</b>
101.101 Mayor/Commission .....	64
101.136 44th District Court.....	66
101.151 Probation .....	69
101.172 City Manager .....	71
101.191 Elections .....	74
101.201 Finance .....	77
101.209 Assessing .....	83
101.210 City Attorney .....	88
101.215 City Clerk .....	91
101.226 Human Resources .....	94
101.248 General Administration .....	98
101.253 City Treasurer .....	99
101.265 City Office Building .....	103
101.266 Parks & Forestry .....	105
101.267 Building Maintenance .....	108
101.301 Police .....	110
101.336 Fire .....	114
101.344 Ambulance Service .....	120
101.372 Ordinance Enforcement .....	122
101.400 Planning & Zoning .....	125
101.430 Animal Protection Services .....	130
101.441 DPS - Administration .....	132
101.443 Electrical .....	134
101.447 Engineering .....	136
101.448 Street Lighting .....	139
101.834 Cable Communications .....	141
101.835 Community Promotion .....	144
101.836 Woodward Dream Cruise .....	145
101.837 Arts Beats Eats Festival .....	147
101.965 Transfers Out .....	148
<b>Special Revenue Funds .....</b>	<b>149</b>
202 Major Street Fund .....	150

## Budget Presentation – Table of Contents

---

202.467 Streets Maintenance .....	150
202.469 Streets Parkway Maintenance .....	152
202.472 Streets Winter Maintenance .....	154
202.473 Streets Traffic Control .....	155
202.474 Streets Signal Services .....	157
202.515 Administration.....	159
<b>203 Local Street Fund .....</b>	<b>162</b>
203.467 Streets Maintenance .....	162
203.469 Streets Parkway Maintenance .....	165
203.472 Streets Winter Maintenance .....	167
203.473 Streets Traffic Control .....	168
203.515 Streets Administration .....	170
211.835 Publicity Fund .....	174
226.528 Solid Waste Fund .....	176
271.790 Library Fund .....	180
282.372 State Construction Code Fund .....	186
295.000 ROOTS Fund .....	191
296.759 Senior Citizens Services Fund .....	193
297.000 Animal Shelter Fund .....	201
298.000 Police Grants Fund .....	203
<b>Special Revenue Funds - Component Units .....</b>	<b>205</b>
243.729 Brownfield Redevelopment Authority Fund .....	205
247 DDA Development Fund and 248 DDA Operating Fund .....	208
274 Community Development Block Grant Fund .....	213
274.692 Housing Rehabilitation Program .....	214
274.712 Block Grant Administration .....	216
276 Housing Commission.....	219
298.000 Miscellaneous Grants .....	221
<b>Debt Service Funds .....</b>	<b>225</b>
Description of Long Term Debt .....	226
301.000 General Obligation Debt .....	230
303.000 Court Building Debt Service .....	232
360.000 Debt Service Fund .....	234
Legal Debt Margin .....	236
<b>Capital Improvement Fund .....</b>	<b>237</b>
Capital Improvement Fund Summary .....	238
<b>Enterprise Funds.....</b>	<b>261</b>
508 Recreation Fund .....	262
516 Auto Parking Fund .....	268
516.316 Parking Enforcement .....	270
516.570 Parking Operation .....	272
551 Farmers Market Fund .....	276
592 Water and Sewer Fund .....	279
592.447 Engineering .....	280
592.536 Administration .....	282
DPS Organizational Chart .....	283
592.537 Water Billing .....	285
592.538 Water Maintenance .....	287
592.539 Meter Services .....	289
592.540 Sewer Maintenance .....	291
598 Ice Arena Fund .....	293
<b>Internal Service Funds .....</b>	<b>297</b>
636 Information Systems Fund .....	298
661 Motor Pool Fund .....	304

## Budget Presentation – Table of Contents

---

677 Workers Compensation Fund .....	308
678 Health Care Fund .....	311
679 General Liability & Property Insurance Fund .....	313
<b>Fiduciary Funds .....</b>	<b>315</b>
731 Retirement (Pension) Fund .....	316
736 Retiree Health Care Fund .....	318
<b>Supplemental Information .....</b>	<b>321</b>
Building Authorities .....	322
Biographies .....	332
City Owned Property .....	338
Glossary .....	339
SEMCOG Community Profile .....	344



**City Manager's Budget Transmittal Letter**

June 6, 2011

THE HONORABLE MAYOR  
AND  
MEMBERS OF CITY COMMISSION

In accordance with the requirements of the Michigan Uniform Budget Act and the Royal Oak City Charter, I submit to you the City's Adopted Budget for 2011-12 and 2012-13.

This represents the second year that we submitted a two year detailed budget plan. When we did this last year, I had illusions that we would be able to forgo an elaborate budget process this year and simply make some mid-term budget amendments. I gave up on that idea long ago. In more stable times, that might be possible. However, we are living in times of great economic and political uncertainty. So much has changed since we adopted the 2010-11 and 2011-12 budgets last June that I think it best to start afresh on the 2011-12 plan.

I would call this a transitional budget but I don't know what we are transitioning to. Under this plan, we will maintain some semblance of traditional services by using up what little savings we have left. It relies on short term solutions that are not sustainable. It fails to address the core problems which ultimately must be addressed.

Some major decisions about this budget have been made by the City Commission. We will not be laying off any additional police officers or firefighters. We will not be asking the voters to consider a tax increase. At the March 18<sup>th</sup> meeting, the Commission directed me to prepare a budget that included no new police lay offs. In accepting the SAFER grant, we committed to maintaining 51 firefighters for the two year term of that grant.

On the issue of new taxes, the Commission has been very clear. We will not be asking the voters for a tax increase until we have achieved significant labor contract concessions from the general employees, police officers and firefighters. So far, that hasn't happened with public safety departments. We have made great strides with other employee groups but the police and fire units have not been willing to accept any concessions. That appears to be changing. Recently, we have had encouraging discussions with the firefighters that I hope will lead to an acceptable contract.

Unlike last year, I actually do have some good news to report. The best news, however, is about the bad news. The bad news isn't as bad as we expected it to be. Taxable Value hasn't fallen as much as we expected. Statutory State Shared Revenue won't disappear completely.

## City Manager's Transmittal Letter

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Population hasn't declined as much as we feared. The changes we made this year in the Building Department have helped to turn around the State Construction Code Fund.

### **Taxable Value**

A year ago, we were facing a 9% decline in taxable value and the County projected another 9% loss for 2011-12. Fortunately, Royal Oak real estate values held up much better than expected. Taxable values did decline but only by 2.5%. That translates into a revenue difference in excess of \$1 Million for the General Fund. More importantly, we may hit bottom sooner than expected with property values at a higher level than expected. This means that base value for Proposal A calculations may not fall as much as the County projected.

This does not mean we can expect to see great increases in future taxable value. No matter how much property values rise, taxable value can only increase by the rate of inflation or 5%, whichever is less. In fact, we still expect to see a further decline of about 3.5% for 2012-13 but this is largely because assessments trail the market by about 18 months. Market values may have already bottomed out and be on the way up but assessments and taxable values will probably continue to decline for a while. The recommended budget revenue forecast projects taxable value to remain flat beyond the next two years of decline.

### **State Shared Revenue**

There are two components to State Revenue Sharing which are referred to as Constitutional and Statutory. For Royal Oak, Constitutional Revenue Sharing was worth \$3.8 million this fiscal year and Statutory Revenue Sharing is estimated at approximately \$900,000.

The Constitutional portion is guaranteed by the Michigan constitution and cannot be changed by the Governor or the Legislature. Fifteen percent of the 4% state sales tax (none of the extra 2% added by Proposal A) is distributed on a per capita basis. Our share can increase or decrease as sales tax revenue changes. Our population dropped more than the state's population declined, so Royal Oak will get a smaller slice of the pie this year. However, I expect it will be a bigger pie. The economy is picking up and total sales tax revenues may be higher.

The Governor is cutting total Statutory Revenue Sharing by one third and making local governments meet new state requirements to receive it. The law takes this a bit further and reduces the total to 62.96% and divides that amount into thirds, based on three criteria.

1. Each community must produce a citizen's guide or "dashboard" by October 1, 2011.
2. Each community must develop a plan to increase cooperation, consolidation and collaboration internally and with neighboring jurisdictions by January 1, 2012.
3. Each community shall develop an employee compensation plan which must include various factors by May 1, 2012.

We see no problem in complying with the first requirement. We had hoped that existing cooperative programs would count toward the consolidation/collaboration criteria, but the bill does not allow for that. However, the requirement is only to develop a plan for cooperation, it doesn't require any new cooperative effort be actually in operation. That should not be a problem. The third is similar in that it requires the local unit to develop "a compensation plan that the city, village or township intends to implement with any new, modified or extended contract." It provides requirements that must be included in the plan. However, it's not clear what happens if we can't reach an accord with a bargaining unit that complies with the plan. We

## City Manager's Transmittal Letter

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are anticipating the loss of \$160,000 in State Shared Revenue. On the bright side, this is actually \$40,000 better than we anticipated for 2011-12 last year at this time.

### **SAFER Grant and Fire Service**

Royal Oak was very fortunate to be awarded a \$2.5 million, two year grant to recall and retain firefighters. The "Staffing for Adequate Fire and Emergency Response" (SAFER) grant let us recall two laid off firefighters and cancel the scheduled layoffs of eight more. The increased staffing let us cancel plans to privatize ambulance transport which means we will continue to collect over \$900,000 per year from ambulance billings. This means the grant is actually valued at \$4.3 million to Royal Oak.

To continue receiving this grant, we cannot lay off any of the firefighters saved by the grant and we must maintain 51 firefighters. This will result in our soon hiring the first new firefighter in six years.

This grant must be regarded as temporary reprieve not a solution to our public safety budget problems. We still need to find a model for delivering police fire services that we can afford into the future. Public safety is the most important service we provide but we cannot continue to spend over 150% of our general operating levy on police and fire services alone. We must find a more cost effective model.

To that end, the adopted budget provides for the funding for the public safety consulting division of the International City/County Management Association (ICMA) to conduct a complete independent review of our police and fire operations. This will look at staffing, shifts, number and location of stations, the use of part-time and volunteer personnel and other issues. It will also examine alternative service models such as combining police and fire functions as is done in Kalamazoo, Oak Park, Berkley, Huntington Woods and other local communities or contracting with the Oakland County Sheriff's Office for police services. ICMA public safety consultants recently completed studies for the Cities of Novi and Troy.

### **Police**

Last year, we laid off 12 police officers and five of those remain on lay off. To meet the 2011-12 budget adopted last June, another 22 lay offs in this department would have been needed. As noted earlier, the Commission directed that there be no further police layoffs. However, the Commission also indicated that staffing will be allowed to decline by attrition. Right now, we have 70 police officers and we anticipate five retirements by June 30. This will leave us with 65 sworn officers in both the 2011/12 and 2012/13 budgets.

This is 14 less than the number we recommended to the commission in the police staffing report. The Interim Police Chief says 65 officers are too few. In a recent communication to me, he wrote:

The Royal Oak Police Department cannot go below 70 sworn officers and still consistently provide the minimum police coverage for Royal Oak. Currently, with 70 officers, there are times when our staffing levels are substantially below recommended levels. Over the years we have cut our support staff to the bone, and any additional cuts will need to come from regular patrol. Eliminating five (5)

## **City Manager's Transmittal Letter**

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more positions will result in two less officers assigned to afternoon and midnight shifts and one less to day shift.

Without even addressing our special events, that is simply not enough to handle the regular work load. Calls for service will stack up and our officer's ability to properly investigate and resolve issues will diminishes considerably. An officer's free patrol time will reduce dramatically, many times to zero (0), as this will have a compounding effect. FMLA requests, injuries, training, regular leave, etc. all further reduce our available staffing. This leaves us with two choices, overtime or run short. Over the summer months there is simple too much to do to fill it all with overtime. This means we will be running short at the time of year when we are most busy.

### **Building Department**

No department was hit harder with lay offs last year than the Building Department. We laid off three trade inspectors and two Code Enforcement Officers last year. None of the employees have been recalled. In addition, the department lost another Code Enforcement Officer to a promotional opportunity in the Housing Department. This budget does not fill the positions. That means we have reduced our Code Enforcement staffing from five to two in one years time. That is having a very noticeable impact on the code enforcement function. We no longer do any routine patrol looking for problem violations. We respond to complaints and we don't always even do that.

The good news is the State Construction Code Fund has been turned around financially by the replacement of the three City employee trade inspectors with outside contractors. Last year, this fund was in a deficit and we had to transfer \$582,000 from the General Fund to correct that situation.

### **Planning, Engineering and Building**

With the recent announcement of City Engineer Elden Danielson's retirement, I think its time to take a serious look at combining the operations of Planning, Engineering and Building into a single Department of Community Development. I think this has operational advantages as well as financial advantages. If done right, it will provide a smoother and quicker permitting process which will help make Royal Oak more "business friendly." This budget as presented does not reflect this change.

### **DPS**

This budget does not anticipate any major changes in DPS operations or staffing. We will continue to lose positions through attrition as vacancies occur.

### **Manager's Office**

Last year, upon the retirement of my secretary, I began sharing an administrative assistant with the City Attorney. This arrangement works well about 60%-70% of the time. However, it frequently doesn't work so well, especially when the shared employee is not in the office and

## City Manager's Transmittal Letter

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neither department has any clerical support. With ProTech employees off every Friday, vacation and other leave time, this happens often. The result is both offices are frequently closed and telephone call often go unanswered (they do go to voice mail). This has had an impact on our ability to service Commissioner needs as well. To partially remedy this situation, I included money in this budget for part- time labor to supplement the shared administrative assistant.

### **Shortfalls**

The General Fund summary table shows a shortfall of \$1.3 million for 2011-12. As presented, this would come from fund balance but part or all of it could be taken from motor pool or auto parking. It must be noted, however, the only reason it is this close is because we are not properly funding the City's OPEB. Instead of making the Actuarially Required Contribution (ARC), we reduced the actuary's funding to 50% for police officers and firefighters and 80% for other general employees. This is enough to cover all current costs for retiree healthcare and make a small contribution toward the \$112 million unfunded liability. However, we really should be contributing \$4 million more.

Respectfully submitted



Donald E. Johnson  
City Manager

**City Manager's Transmittal Letter**

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### City of Royal Oak

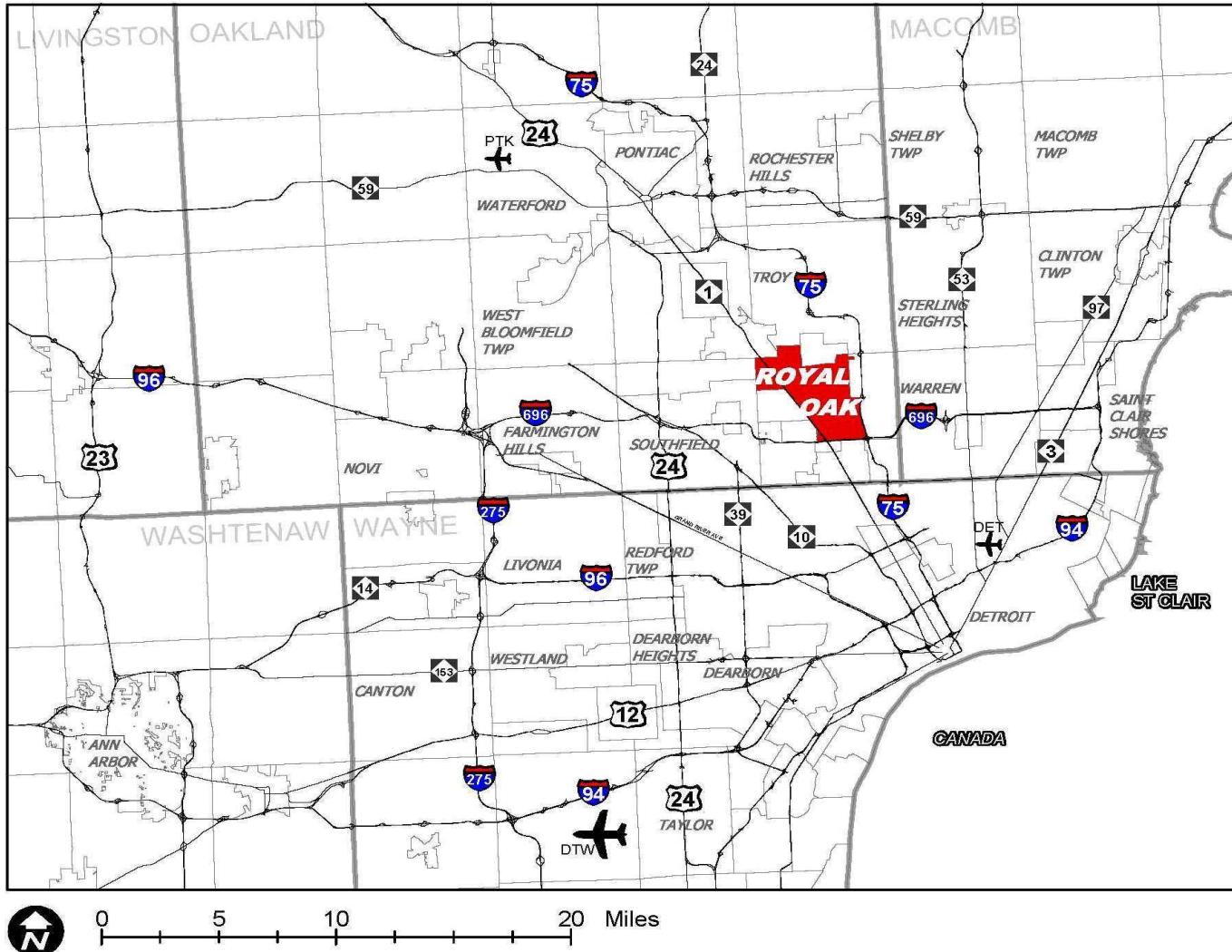
The City of Royal Oak is located in southeast Oakland County, Michigan. The City's 11.83 square miles has a population of approximately 55,000. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent highway access for residents and visitors alike. Approximately 15 to 20 miles northwest of downtown Detroit, businesses and residents have easy access to the Ambassador Bridge and the Detroit-Windsor tunnel, the busiest international crossings between the United States and Canada.

The City of Royal Oak has operated under the "Council Manager" form of government since its incorporation on November 8, 1921. This form of government provides that the City Commission act as the legislative or policy making body. The City Commission is composed of six Commissioners and

a Mayor elected by the city-at-large on a nonpartisan ballot. Three Commissioners are elected to four-year terms every two years to ensure experienced legislators at all times. The Mayor is elected for a two-year term.

The City Commission enacts ordinances, resolutions and regulations governing the City. City Council also appoints members of various statutory and advisory boards and commissions, and the City Manager.

The City Manager is the City's chief administrative officer and, as such, is held accountable for planning, coordinating, directing and executing all of the City's operations in a manner prescribed by law and conforming to the general policies and specific directives of the Commission. The City Manager also appoints and supervises the heads of departments of the City. See *Statistical Section* for additional City information.





## **VISION STATEMENT**

**To be a dynamic balance of progressive vision and traditional values offering an inviting, premier and diverse community for all.**

## **MISSION STATEMENT**

**Our mission is to provide a safe, healthy and sustainable community.**

### GOALS

**Communication**- To proactively promote meaningful, open and respectful dialogue that ensures effective decision making.

**Community**- To preserve neighborhoods by encouraging community involvement and family activities; and further, to be recognized as a destination for entertainment, recreation and cultural opportunities.

**Operations**- To perform all city operations as efficiently and effectively as possible

**Economic / Tax Base**- Encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.

**Fiscal Management**- To preserve Royal Oak as a safe and healthy community through sound fiscal policy, strategic planning, prompt decisive actions and effective management of taxpayers' assets.

**Infrastructure**- To sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.

### OBJECTIVES

- Promote customer feedback system on continuous basis.
- Develop centralized public relations message.

- Promote Neighborhood Associations
- Develop a plan to encourage artists and promote public art in Royal Oak.

- Explore privatization, consolidation, shared services, reorganization and other methods of performing operations including use of part-time employees.
- Explore re-bidding of outside vendors and services where savings may be gained.
- Identify ways to simplify and reduce Commission workload and improve Commission meetings.
  1. Items that can be approved administratively or by other committees
  2. Get reports to Commission earlier
  3. Define and memorialize rules of governance

- Streamline permit process.
- DDA / Chamber of Commerce to promote commercial aspect of city.
- Create processes reducing time and cost.
- Create incentives to assist homesteaders to purchase homes.
- Actively contact national, regional and local brokers to promote Royal Oak and available properties.

- Prioritized services.
- Develop a revenue strategy.
- Lobby State of Michigan for relief:

- Review and enhance inter-city / county / governmental cooperation plan.
- Identify and analyze non-productive assets.

### GOALS

**Public Safety-** To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.

### OBJECTIVES

- Identify additional revenue sources:
  1. Identify and increase grant funding opportunities.
  2. Explore the feasibility of a public safety millage.
  3. Lobby legislature for enhanced revenue opportunities.
- Explore cost savings through:
  1. Comprehensive review of public safety staffing levels and allocations to minimize the impact of projected budget constraints.
  2. Explore consolidation of dispatch and lockup facilities.

**GENERAL APPROPRIATIONS ACT**

**BE IT RESOLVED** the following nine resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal year beginning on July 1, 2011 and ending on June 30, 2012.

**RESOLUTION 1: BUDGET RESOLUTION**

**BE IT RESOLVED** that the 2011-2012 City of Royal Oak Budget for each fund is hereby appropriated as follows:

**General Fund**

General Government	8,827,650
Community and Economic Development	174,120
Health and Welfare	783,570
Public Safety	22,473,270
Public Works	1,086,550
Recreation and Culture	1,222,140
Transfers Out	232,130

**Expenditures Total** **34,799,430**

Taxes	16,537,870
Licenses and Permits	1,367,700
Grants	5,731,500
Charges for Services	3,732,410
Fines and Forfeitures	3,291,000
Interest and Rentals	289,040
Contributions and Donations	6,000
Reimbursements	363,320
Other Revenues	65,000
Transfers In	2,115,000
Use of Fund Balance	1,300,590

**Revenues, Transfers and Use of Fund Balance** **34,799,430**

**Major Streets Fund**

Expenditures Total	3,739,140
Revenues, Transfers and Use of Fund Balance	3,739,140

**Local Streets Fund**

Expenditures Total	1,981,410
Revenues, Transfers and Use of Fund Balance	1,981,410

**Publicity Tax Fund**

Expenditures Total	69,600
Revenues, Transfers and Use of Fund Balance	69,600

**Solid Waste Fund**

Expenditures and Contribution to Fund Balance	6,454,800
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## Budget Resolutions

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Revenues and Transfers	6,454,800
<b>Brownfield Redevelopment Authority</b>	
Expenditures Total	50,690
Revenues Total	50,690
<b>DDA - Development Fund</b>	
Expenditures Total	2,565,600
Revenues, Transfers and Use of Fund Balance	2,565,600
<b>DDA - Operating Fund</b>	
Expenditures Total	49,200
Revenues, Transfers and Use of Fund Balance	49,200
<b>Library Millage Fund</b>	
Expenditures Total	2,312,260
Revenues, Transfers and Use of Fund Balance	2,312,260
<b>CDBG Fund</b>	
Expenditures Total	2,054,050
Revenues, Transfers and Use of Fund Balance	2,054,050
<b>Housing Fund</b>	
Expenditures Total	1,342,920
Revenues, Transfers and Use of Fund Balance	1,342,920
<b>State Construction Code Fund</b>	
Expenditures Total	1,204,580
Revenues, Transfers and Use of Fund Balance	1,204,580
<b>ROOTS Fund</b>	
Expenditures Total	122,000
Revenues, Transfers and Use of Fund Balance	122,000
<b>Senior Citizen Services Fund</b>	
Expenditures Total	524,780
Revenues, Transfers and Use of Fund Balance	524,780
<b>Animal Shelter Fund</b>	
Expenditures Total	71,300
Revenues, Transfers and Use of Fund Balance	71,300
<b>Police Grants Fund</b>	
Expenditures Total	124,800
Revenues, Transfers and Use of Fund Balance	124,800
<b>Miscellaneous Grants Fund</b>	
Expenditures Total	827,710
Revenues, Transfers and Use of Fund Balance	827,710

**RESOLUTION 2: SET TAX RATE**

**RESOLVED**, that the general operating levy for the 2011-2012 fiscal year for operations is established at 7.3947, and

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2011-2012 fiscal year for the publicity tax is established at .0239 mills.

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2011-2012 fiscal year for the Library operations is established at .9597 mills.

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2011-2012 fiscal year for the Solid Waste Disposal operation is established at 3.0129 mills, which consists of 2.0164 mills authorized by state law and .9965 mills authorized by the voters of the City of Royal Oak, and

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2011-2012 fiscal year for the Fire Bonded Debt be established at 0.3338 mill, and

**BE IT FURTHER RESOLVED**, that the property tax rate for the 2011-2012 budget recommended by the Downtown Development Authority for the area designated by Ordinance as the Downtown District is established at 1.6477 mills, and

**BE IT FINALLY RESOLVED**, that the 1.6477 mill levy for the Downtown District is in addition to the millage applicable to properties outside of the Downtown District.

**RESOLUTION 3: AUTHORIZE TAX ADMINISTRATION FEE**

**BE IT RESOLVED** that the City of Royal Oak approves the imposition of a 1% administration fee on property tax levied in 2011, and

**BE IT FURTHER RESOLVED** that the City of Royal Oak approves the imposition of late penalty charges as follows: On July taxes at the rate of one-half of one per cent per month, or fraction thereof, after August 1 until February 29; on December taxes at the rate of 3% after February 14 until February 29.

**RESOLUTION 4: WATER RATE**

**BE IT RESOLVED** that the Water and Sewer Rates for the City of Royal Oak as of July 1, 2011 are established as follows:

Billing Administrative Flat Fee	\$10.25 per billing period
Water & Service	\$95.00 per mcf for first 2 mcf per billing period
	\$109.00 for additional mcf per billing period

**RESOLUTION 5: PURCHASES**

**WHEREAS**, the City of Royal Oak finds it necessary to incur utility, postage, and other expenses provided by natural or regulated monopolies, and other sole source providers in order to operate the City, and

**WHEREAS**, it is impossible to estimate the charges to be incurred for each succeeding month, and

**WHEREAS**, these charges can and do exceed One Thousand Dollars for each billing period;

**NOW, THEREFORE, BE IT RESOLVED**, that the City Administration is authorized to place orders for and make payment of these expenses, and such authorization forgoes the requirement of presenting these bills to the Commission prior to authorization for purchase and/or payment;

**FURTHER RESOLVED**, that this resolution shall apply to electric, telephone, water, natural gas utility, postage charges, and other goods/services provided by natural or regulated monopolies or sole source providers.

**RESOLUTION 6: TRANSFER TO LOCAL STREETS**

**NOW, THEREFORE, BE IT RESOLVED**, that the Finance Director is hereby authorized to transfer up to 25% of the Major Street Fund monies to the Local Street Fund during the 2011-2012 fiscal year.

**RESOLUTION 7: PEG FEES**

**NOW, THEREFORE, BE IT RESOLVED**, that the City Commission hereby grants Community Media Network 1/2 of the 1% P.E.G. fee received during the 2011-2012 fiscal year.

**RESOLUTION 8: PURCHASING**

**WHEREAS**, pursuant to Chapter Three, Section 34 of the Royal Oak City Charter, the City Commission shall set a purchasing limitation by resolution, adopted at the same time the annual city budget is approved.

**NOW, THEREFORE, BE IT RESOLVED**, the City establishes that no purchase in excess of \$10,500 without the approval of the City Commission and pursuant to Chapter Fourteen, Section 2, any public work or improvement costing more than \$15,500 and executed by contract, shall be awarded to a responsible bidder in competition for the 2011-2012 fiscal year.

**RESOLUTION 9: FINANCIAL POLICIES**

**WHEREAS**, the City of Royal Oak has established a set of financial policies

**AND WHEREAS**, it is prudent to regularly review and update those policies and to add new ones as needed.

**NOW, THEREFORE, BE IT RESOLVED**, the City reaffirms its existing financial policies on Attrition, Fund Balance, Investments, Retirement Contributions, Debt Management, Capital Assets and Capital Improvements Projects as they appear in the 2011-2012 Recommended Budget.

## **Budget Resolutions**

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## **CITY OF ROYAL OAK FY 2011 – 2013**

### **Budget Procedures**

The City of Royal Oak's budget process is governed by the City Charter and state statutes of Michigan. "Chapter Eight. General finances. Section 1" of the City Charter establishes July 1 through June 30 as the City's fiscal year.

#### **Budget Document**

The City Charter, as approved by the voters on November 8, 1921 and last amended November 6, 2007, and the State of Michigan Uniform Budgeting Act (Public Act 621 of 1978), which amended the Uniform Accounting Act (Public Act 2 of 1968), mandate that the budget document present a complete financial plan for the ensuing fiscal year and shall present the following:

- (a) An itemized statement of the appropriation recommended by the Manager for current expenses and for permanent improvements for each department and each division thereof, for the ensuing fiscal year, with comparative statement, in parallel columns, of the appropriation and expenditures for the current and next preceding fiscal year and the increases and decreases in the appropriation recommended;
- (b) An itemized statement of the taxes required and of the estimated revenue of the City, from all other sources, for the ensuing fiscal year, with comparative statements of the taxes and revenues for the current and next preceding fiscal year;
- (c) A statement of the financial condition of the City and an inventory of all property owned by the City; and
- (d) Such other information as may be required by the Commission.

#### **Budget Document**

As required by the City Manager, each Department Head must submit to the City Manager an itemized estimate of expenditures for the next fiscal year for the department or activities under their direction.

The City Manager then prepares a complete itemized budget proposal for the next fiscal year and must

present it to the City Commission not later than 30 days before the end of each fiscal year. Prior to the

adoption of the budget, a Public Hearing on the budget must be held to inform the public and solicit input and comments from residents. A Public Notice, published in a newspaper of general circulation in the community, announces the time and place of the meeting and the availability of the budget document for review.

### **Budget Appropriation and Amendments**

The City Budget is adopted by the City Commission on a functional basis. The Finance Director is authorized by budget resolution to transfer up to 25% of Major Street Fund monies to the Local Street Fund during the fiscal year and to make transfers within appropriation centers. All other transfers between appropriation centers may be made only by further action by the City Commission.

The Commission may make additional appropriations during the fiscal year for unanticipated expenditures required of the City, but such additional appropriations shall not exceed the amount by which actual and anticipated revenues of the year are exceeding the revenues as estimated in the budget, unless the appropriations are necessary to relieve an emergency endangering the public health, peace or safety. The City Commission may also reappropriate funds among appropriation centers.

### **Basis for Budgeting**

The modified accrual basis of budgeting is utilized in the preparation of the *governmental* fund types. Expenditures, with the exception of debt service expenditures, compensated absences, claims and judgements, are recorded at the time the liability is incurred. Revenues are recorded when received as cash, with the exception for material or available revenues that are accrued to properly show revenues earned and/or levied taxes. The accrual basis of accounting is utilized for the Enterprise Fund budgets which are not officially adopted, but included in this document.

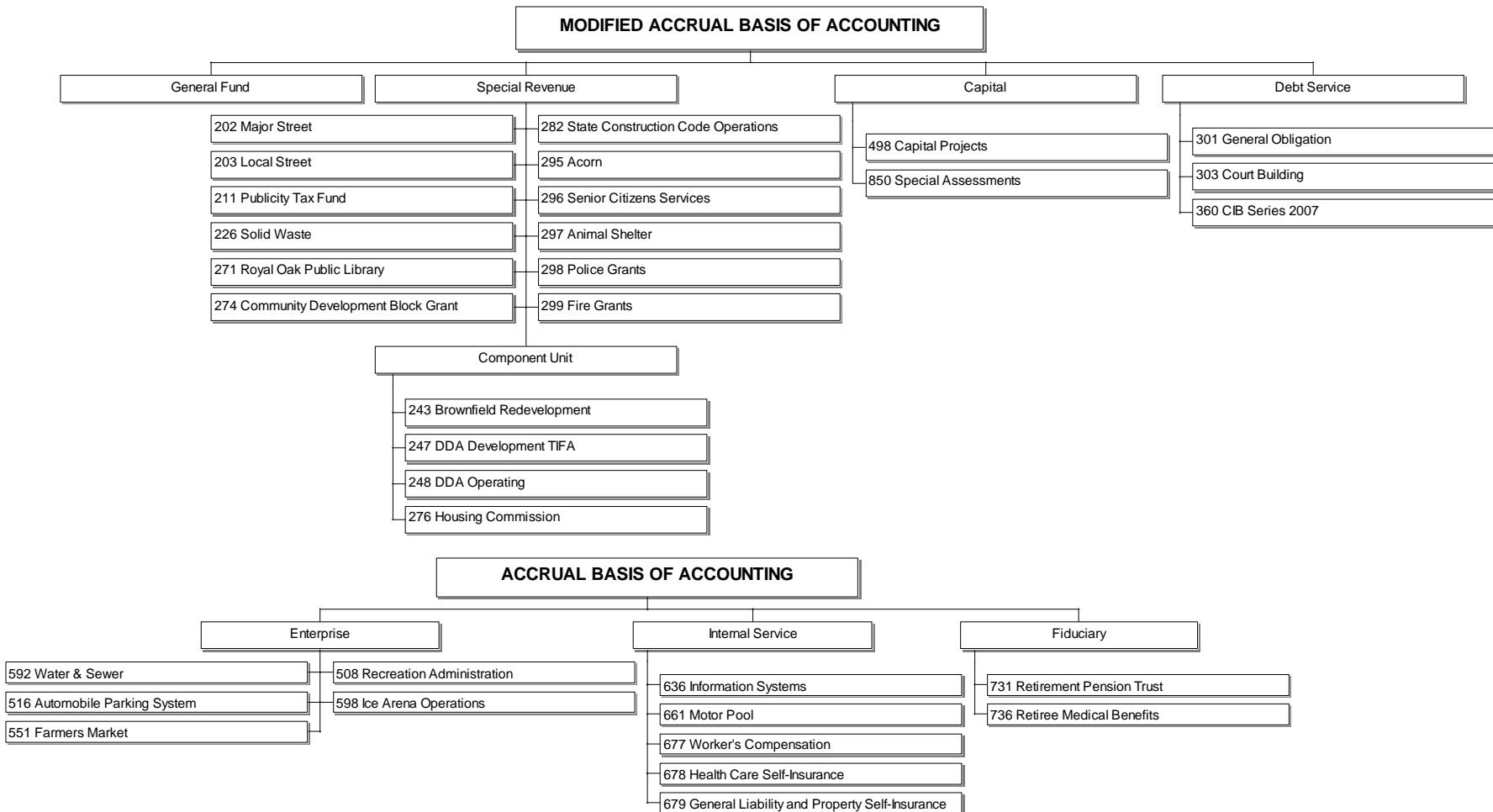
The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

**FY 2011/2013 BUDGET CALENDAR**

January	Finance updates financial forecast and develops portion of presentation for Strategic Planning Session (goals, policy review)
February	Special Meeting – Commissions Strategic Planning (Goals & Objectives, policies) sessions
February	Finance sends personnel costing detail to departments for their review/approval
February	Motor Pool, IS, Insurance budgets due to Finance
February - late	Commission Adopts their Goals & Objectives
February - late	Finance spreads Internal Service Dept. costs to user depts. budgets. Revenue forecasts are reviewed (from January 11) and updated if necessary.
February	Personnel costing detail approval due back to Finance from depts.
March 2	Budget Kickoff – Commissions Goals & Objectives are communicated and budget request forms are distributed.
March 18	Budget forms due to Finance Dept.– includes final department description, personnel sign-offs, goals, org charts, significant notes, objectives, performance measures and (\$) budget requests.
March 18-31	Finance Department compiles proposed budget data for presentation to City Manager
April 1	City Manager receives departments Requested budgets
April 6-13	Departments meet with City Manager to present their budgets
April 21	City Manager relays final budget recommendations to Finance Dept.
April 25-29	Finance Department compiles Proposed Budget document and City Manager writes budget message/transmittal letter
May 2	Proposed Budget documents are printed
May 2	Commission receives Proposed Budget document
May 3	Proposed Budget document is posted to City webpage
May 5,18 & 19	Special Meetings - Commission conducts budget workshops
May 23-27	Finance Dept. makes any Commission changes and prepares final budget document
June 6	Public Hearing – Commission Adopts Budget (with any revisions to Recommended Budget)
June 7 - 28	Finance prepares Adopted Budget Document
June 30	Final Adopted Budget Document is prepared
July 1 – June 30	Finance monitor budgets and perform budget amendments when appropriate



## Financial Organization Chart



## Attrition Policy

### Policy on Attrition

**Purpose:**

The City of Royal Oak is facing declining property tax revenues and needs to further reduce its staffing levels in order to maintain a balanced budget.

**Policy:**

Any full-time City of Royal Oak position that becomes vacant, for any reason, may only be filled with specific approval from the City Commission. Such approval shall only be granted when it can be clearly established that it will cost more to not fill a position than it will cost to fill a position or when the position is unique and no other employee can perform a critical function.

[Adopted 6/2/2008]

## Capital Asset Policy

### Capital Asset Policy

Capital assets are assets with an initial, individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's life are not capitalized.

Major outlays for capital assets and improvements are capitalized once projects are placed in service. Interest incurred during the construction phase of capital assets of business-type activities, if any, is included as part of the capitalized value of the assets constructed.

Property, plant, and equipment is depreciated using the straight-line method over the following estimated useful lives:

<b>Assets</b>	<b>Years</b>
Buildings and renovations	25 to 50
Improvements	10 to 20
Infrastructure	15 to 50
Vehicles	5 to 8
Equipment	5 to 15
Intangibles	10

[Adopted 04/06/2009]

## Capital Improvement Project Policy

### Capital Improvement Project Definition

Capital improvement projects are any project or physical improvement that results in a permanent addition to the City's capital assets or revitalization/improvement that extends a capital asset's useful life or increases its usefulness or capacity. Qualifying projects must have an estimated cost of \$10,000 or more and an estimated useful life in excess of three years. Examples include:

1. New and expanded physical facilities for the community
2. Renovation, reconstruction, repair or major maintenance to existing facilities
3. Equipment for any public facility or improvement when first erected or acquired
4. Major landscape improvement
5. Utility modification
6. New construction project
7. Public improvement projects (road and park improvements, curbs and gutters, drainage improvements, sidewalks/bikeway/path projects, etc.)

A capital improvement is not a recurring capital outlay item (such as a motor vehicle) or a maintenance expense (such as fixing a leaking roof or painting park benches). Acquisition of equipment is not a capital project unless it is an integral part of the capital project.

Explanations of the option **Type of Project** are as follows:

**Replacement:** Existing improvements that are deteriorated and need to be replaced and/or upgraded to continue to provide service and to meet current codes and regulations.

**Expansion:** New improvements that are growth-related and/or based on projected development.

**Economic Vitality and Diversity:** This includes construction of improvements for promotion of economic vitality and diversity and to eliminate and prevent the spread of blight and deterioration to the city.

Explanation of the options for **Project Priority** are as follows:

**Emergency:** The project is urgent and must be completed as soon as possible. This could be a temporary or permanent repair to major equipment, facilities or infrastructure. The project must be complete to protect the health, safety or welfare of the community.

**Regulatory Requirement:** The project is required by new legislation, Federal guidelines, codes or regulations. The City may be fined if the project is not implemented.

**Correct Existing Deficiencies:** The project corrects an existing deficiency to keep the facilities or infrastructure from becoming an emergency situation. If the project is not implemented, the health, safety and welfare of the community may be endangered in the near future.

**Near-Term Capacity Need:** The project expands the capacity of equipment, facilities or infrastructure to accommodate increasing demand. Failure to address the project may create public inconvenience or an emergency situation.

**Long-Term Capacity Need/Master Plan:** The project is identified in the City's Master Plan(s).

**Availability of Funds:** The project is addressed if there is enough outside funding.

[Adopted 04/06/2009]

### Debt Management Policy

**Background:** Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued, the issuance process, and the management of the City's debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines to manage its debt program in line with those resources.

**Objective:** To manage the debt portfolio to finance all necessary capital improvements while being fiscally responsible with the taxpayer's money in a conservative and prudent manner.

**Debt Manager and Disclosure Agent:** The Director of Finance is the Debt Manager for all items involving debt management. The Debt Manager is the Disclosure Agent responsible to develop and conduct an Investor Relations Program and is the person authorized to speak externally on behalf of the City concerning debt. His duties include the filing of all

public records to meet federal and state legislation. He or she may appoint a member(s) of his staff to assist him in carrying out this mission.

The Debt Manager shall review this policy at least annually and recommend revisions as necessary.

**Policy:**

1. The City shall exhibit purposeful restraint in incurring debt.
2. The City shall refrain from issuing short-term debt which requires repeated annual appropriation.
3. Long-term debt will not be used for operations.
4. Long-term debt will be confined to capital improvements that cannot be financed from current revenue.
5. The payback period of the debt will not exceed the expected useful life of the project.
6. Total City debt, including loans and contractual obligations (e.g. George W. Kuhn Drain debt), will not exceed ten percent (10%) of the total taxable valuation of taxable property.
7. The City will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.
8. The City will strive to maintain a bond rating of AA-, or the equivalent, with at least two (2) qualified bond rating agencies.

[Adopted 6/2/2008]

## Fund Balance Policies

### Fund Balance Policy – General Fund

**Purpose:**

To ensure proper stewardship of the City of Royal Oak's financial resources, by maintaining the City's ability to:

1. Meet liquidity requirements for current and long-term obligations
2. Manage unexpected revenue shortfalls
3. Accept reasonable uninsured risks, where advantageous
4. Provide for unanticipated contingencies and emergencies
5. Provide for long-term budget and tax stabilization
6. Borrow funds at reasonable interest rates, when needed

**Policy:**

BE IT RESOLVED, that it shall be the policy of the City of Royal Oak to maintain an Unreserved and Undesignated Fund balance in the General Fund at least equal to ten percent of budgeted expenditures but not more than twenty five percent of budgeted expenditures.

[Adopted 2/06/2006; Reaffirmed 06/02/2008]

BE IT RESOLVED, that it shall be the policy of the City of Royal Oak that any amendment to the City's current Fund Balance Policy for the General Fund shall require the affirmative vote of two-thirds of the members of the City Commission.

[Adopted 3/06/2006; Reaffirmed 06/02/2008]

### Fund Balance Policy – Non-Major Enterprise Funds

Any transfers from any of the City's Non-Major Enterprise funds (Farmer's Market, Ice Arena, and Recreation Administration) to the City's General Fund be limited so as not to reduce the net non-capital assets of the Non-Major Enterprise Funds by more than twenty percent in any given fiscal year.

BE IT RESOLVED, that it shall be the policy of the City of Royal Oak that any amendment to the City's current Fund Balance Policy for the Non-Major Enterprise Funds shall require the affirmative vote of two-thirds of the members of the City Commission.

[Adopted 3/06/2006; Reaffirmed 06/02/2008]

### Fund Balance Policy – Auto Parking Enterprise Fund

WHEREAS, on February 6, 2006, in order to ensure proper stewardship of the City's financial resources, the City Commission unanimously established a policy regarding the maintenance of a minimum Unreserved and Undesignated Fund Balance in the General Fund;

WHEREAS, after additional consideration, the City Commission has determined that in order to further ensure proper stewardship of the City's financial resources, a policy should also be established to restrict the level of transfers from the City's Parking Fund to the City's General Fund in any given fiscal

year. Such a policy will ensure that the City will be able to properly maintain the assets associated with the Parking Fund without having to draw upon the City's General Fund.

THEREFORE, BE IT RESOLVED, that it shall be the policy of the City of Royal Oak that any transfers from the City's Parking Fund to the City's General Fund be limited so as not to reduce the net non-capital assets of the Parking Fund by more than twenty percent in any given fiscal year.

[Adopted 12/04/2006; Reaffirmed 06/02/2008]

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### Investment Policy

#### **Policy:**

It is the policy of the City of Royal Oak to invest its funds in a manner that will provide the highest investment return with the maximum security while meeting the daily cash flow needs of the City and complying with all State statutes governing the investment of public funds.

#### **Scope:**

This investment policy applies to all financial assets of the City of Royal Oak, except the financial assets of the Retirement Fund. The City's financial assets are accounted in the City's annual report and include:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds
- Enterprise Funds
- Internal Service Funds
- Agency Funds

Any new fund type established by the City, unless specifically exempted by the legislative body.

This investment policy applies to all transactions involving the financial assets and related activity of all the foregoing funds.

#### **Objectives:**

The primary objectives of the City's investment activities, in priority order, are:

*Safety*—Ensuring the safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio and will employ mechanisms to control risks and diversify

investments regarding specific types of individual financial institutions.

*Liquidity*—The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, accounts payable, etc.).

*Return on Investment*—The investment portfolio shall be designed with the objective of attaining a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics.

*Diversification*—The investment portfolio will be diversified by security type and institution so that potential losses on individual securities do not exceed the gains generated from the remainder of the portfolio.

#### **Delegation of Authority to Make Investments:**

Authority to manage the City's investment program is granted to the City Finance Director, hereinafter referred to as investment officer. This authority is derived from City Charter Chap. 3, Sec. 24. No person may engage in an investment transaction except as provided under the terms of this policy and any procedures established by the investment officer. The investment officer may designate an employee to be responsible for the day-to-day management of the portfolio, under the leadership of the investment officer, and to act on the investment officer's behalf in the absence of the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of any subordinate official.

### **Authorized Investments:**

The City of Royal Oak, as a public corporation operating under the laws of the State of Michigan, is limited to investments authorized by Act 20 of the Public Acts of 1943, as amended (MCL 129.91 to 129.96). The City has approved investment in the following authorized investment instruments:

Bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.

Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, but only if the financial institution is eligible to be a depository of funds belonging to the State under a rule or law of this State or the United States.

Commercial paper rated at the time of purchase within the two highest classifications established by not less than two standard rating services and that matures not more than two hundred seventy days after the date of purchase.

Repurchase agreements consisting of bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.

Bankers' acceptances of United States banks.

Obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.

Mutual funds registered under the Investment Company Act of 1940, title I of chapter 686, 54 Stat. 789, 15 U.S.C. 80a-1 to 80a-3 and 80a-4 to 80a-64, with authority to purchase only investment vehicles that are legal for direct investment by a public corporation. This mutual fund authorization is limited to securities whose intention is to maintain a net asset value of \$1.00 per share. A mutual fund is not disqualified as a permissible investment solely by reason of any of the following:

The purchase of securities on a when-issued or delayed delivery basis.

The ability to lend portfolio securities as long as the mutual fund receives collateral at all times equal to at least 100% of the value of the securities loaned.

The limited ability to borrow and pledge a like portion of the portfolio's assets for temporary and emergency purposes.

Obligations described in subsections 5.1 through 5.7 if purchased through an inter-local agreement under the Urban Cooperation Act, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.

Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.111 to 129.118.

The investment pools organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141 to 129.150.

It is further understood that investments of certain bond proceeds may be restricted by covenants in the bond ordinances.

### **Authorized Financial Institutions and Brokers/Dealers:**

Investments shall be made only through approved financial institutions and approved security broker/dealers and shall be selected to attain a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics. The investment officer, or his/her delegate, shall be responsible for reviewing financial institutions' and broker/dealers' qualifications and deciding who is approved to conduct investment business with the City. The investment officer, or his/her delegate, shall maintain a list of the approved financial institutions and broker/dealers. All financial institutions and broker/dealers who desire to obtain approval for conducting investment business with the City must provide the investment officer, or his/her delegate, with evidence of their creditworthiness and qualifications

for doing business in this State. This evidence includes audited financial statements, proof of National Association of Securities Dealers (NASD) certification (if applicable), proof of qualifications for doing business in Michigan, a signed agreement to comply with this investment policy (see Attachment A), and any other documents required by the investment officer or his/her delegate.

The investment officer or his/her delegate, shall conduct an annual review of the financial condition and qualifications of approved financial institutions and broker/dealers to determine if they should remain on the aforementioned list of approved institutions. Financial institutions and broker/dealers shall provide the investment officer or his/her delegate, with documents necessary for the review.

### **Safekeeping & Custody:**

All trades, where applicable, will be executed on a cash basis or a delivery vs. payment (DVP) basis, as determined by the investment officer or his/her delegate. It shall be the responsibility of the investment officer, or his/her delegate, to determine which securities a third party custodian shall hold. A safekeeping receipt must evidence any securities held in safekeeping by a third party custodian.

All securities shall be properly designated as assets of the City of Royal Oak. Securities shall be in the name of the City of Royal Oak and shall name the specific fund from which the instrument was purchased.

### **Prudence:**

In keeping with the investment officer's and his/her delegate's fiduciary responsibilities, investments shall be made with judgment and care, under circumstances then prevailing, in a manner consistent with that which persons of prudence, discretion, and intelligence exercise in the management of their own affairs. Investments shall be made for investment purposes, not for speculative purposes, considering the probable safety of the capital as well as the probable income to be derived.

The investment officer, or his/her delegate, acting in accordance with this policy and written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely manner and appropriate action is taken to control adverse developments.

### **Ethics & Conflicts of Interest:**

Officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their abilities to make impartial investment decisions. Officials and employees involved in the investment process shall disclose to the City Manager, or confirm the absence thereof, any material financial interests in financial institutions or broker/dealers that conduct business within this jurisdiction. They shall further disclose, or confirm the absence thereof, any large personal financial/investment positions that could be related to the performance of this jurisdiction's portfolio. Officials and employees shall subordinate their personal investment interests to those of this City.

### **Internal Controls**

The investment officer shall establish and maintain written procedures and internal controls for the operation of the investment program that are consistent with this investment policy. The internal control structure shall be designed to provide reasonable assurance that public funds are protected from loss, theft, or misuse and that the City complies with laws governing investment of public funds. These internal controls shall be reviewed annually by the independent auditor.

### **Reporting**

The investment officer, or his/her delegate, shall prepare a monthly report of investment activity. The report shall be designed to provide a clear picture of the status of the current investment portfolio and to allow the City to ascertain if the investment activities during the reporting period conform to this investment policy. The monthly reports shall be maintained in the Finance Department and shall be available for review by the general public or by City officials. On an annual basis, the investment officer shall provide an annual report of investment activity to the City Commission.

### **Adoption by City Commission**

The City Commission has adopted this investment policy by resolution on 11/16/98.

[Reaffirmed 06/02/2008]

## Retirement (Pension) Contributions Policy

BE IT RESOLVED, the City of Royal Oak shall make pension contributions to the City of Royal Oak Retirement System or its successor in accordance with the recommendation of an independent actuarial valuation which shall be conducted on an annual basis.

BE IT FURTHER RESOLVED, should the Weighted Average Percentage Contribution for Unfunded Actuarial Accrued Liability recommended by the actuary fall below 2%, the amortization period shall be reduced and the contribution recalculated until a

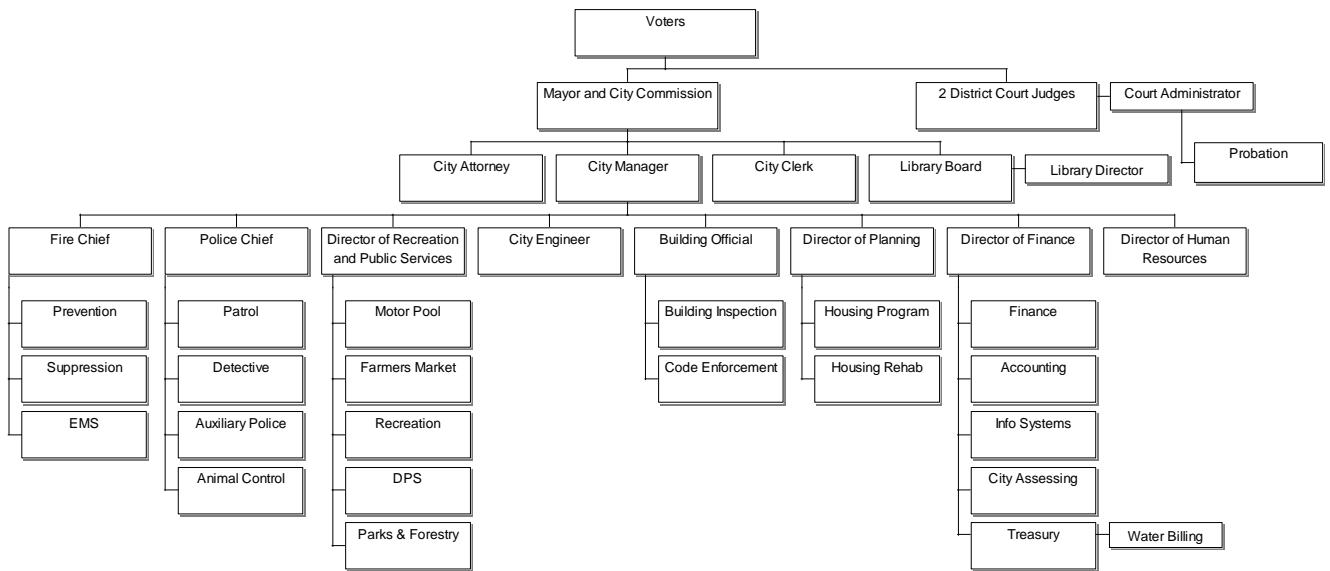
further reduction would result in a percentage in excess of 2% or until the amortization period is reduced to 20 years. This reduction in the amortization period shall be permanent.

BE IT FURTHER RESOLVED, should the Unfunded Actuarial Accrued Liability fall below zero, the overfunding credit shall be calculated using an amortization period of not less than 30 years

[Adopted 4/07/2008]

## Budget Highlights – Organizational Chart

## Organizational Chart



## Budget Highlights – Authorized Full-Time Employees

### City of Royal Oak

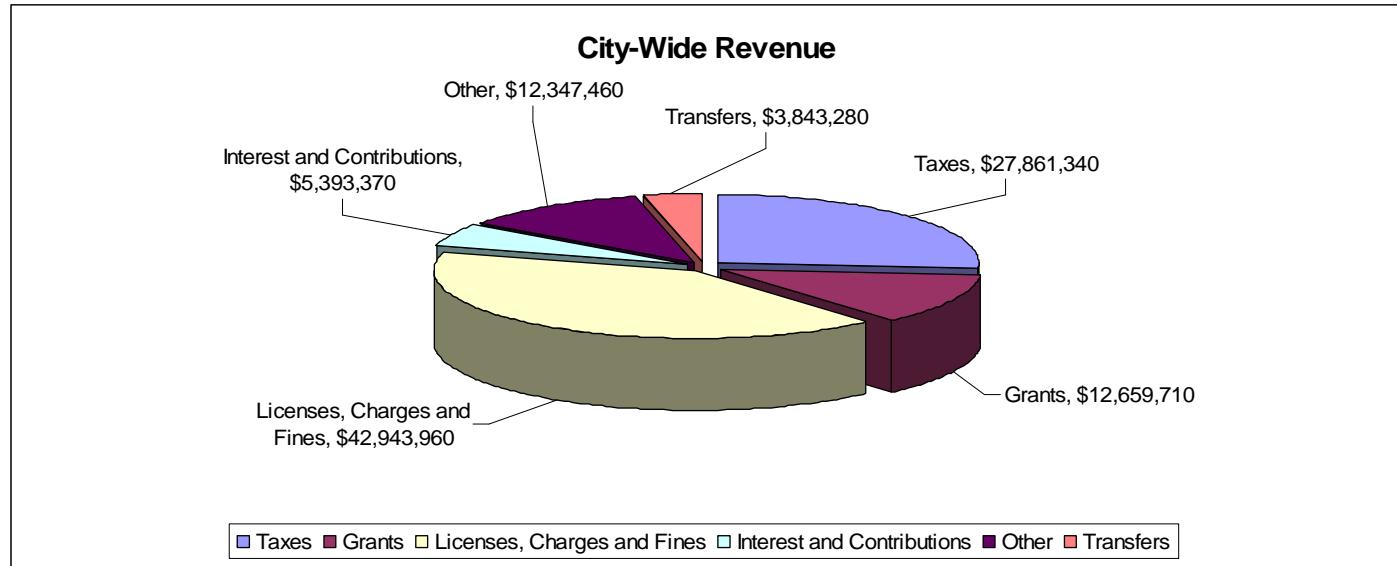
### Authorized Full-time Employees by Function/Program\*

Function/Program	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
<b>44th District Court/Probation</b>	22	22	22	22	22	20	20	20
<b>Administrative Services</b>								
Manager	2	2	2	2	2.0	1.5	1.5	1.5
Attorney	5	4	5	4	4	2.5	2.5	2.5
City Clerk	4	4	4	4	5	4	4	4
Human Resources	4	4	4	4	4	2	2	2
State Construction Code	11	11	11	11	8	5	5	5
Ordinance Enforcement	6	5	5	4	6	4	3	3
Engineering	11	10	10	10	10	7	9	9
Planning & Zoning	6	5	5	5	4	4	4	4
Planning-Block Grant	3	3	3	2	1	1	1	1
Planning-Housing	2	2	2	1	2	1	1	1
Finance & Budgeting	6	6	6	6	6.0	5.6	5.0	5.0
Assessing	5	4	4	4	4	4	3	3
Purchasing	1	1	1	1	0	0	0	0
Treasurer	5	5	5	5	4	4	4	4
Water Billing	2	2	2	1	1	1	1	1
Information Systems	6	6	6	4	4	4	4	4
Subtotal	79	74	75	68	65	50.6	50.0	50.0
<b>Library</b>	12	14	13	13	12	12	11	11
<b>Public Safety</b>								
Police	107	106	107	103	98	82	77	77
Fire	70	65	63	63	62	56	56	56
Subtotal	177	171	170	166	160	138	133	133
<b>Recreation &amp; Public Services</b>								
Public Service								
Parks & Forestry	13	8	8	8	8	2	8	8
Building Maintenance	2	2	2	2	2	2	2	2
Highway	14	16	16	14	14	0	0	0
Motor Pool	12	12	12	11	11	10	9	9
Electrical	2	2	1	1	1	1	0	0
Solid Waste	1	1	1	1	2	15	13	13
Water Maintenance	8	9	9	9	8	12	8	8
Water Services	6	6	6	6	6	5	5	5
Sewer Maintenance	9	9	9	9	8	9	8	8
Auto Parking	3	3	3	3	3	3	3	3
Recreation	3	2	2	2	2	2	2	2
Ice Arena	1	1	1	1	1	1	0	0
Senior Services	2	2	2	2	2	2	1	1
Subtotal	76	73	72	69	68	64	59	59
<b>Total</b>	366	354	352	338	327	284.6	272.0	272.0

\*Report based on home-base allocations not FTE

## All Funds Revenue Summary

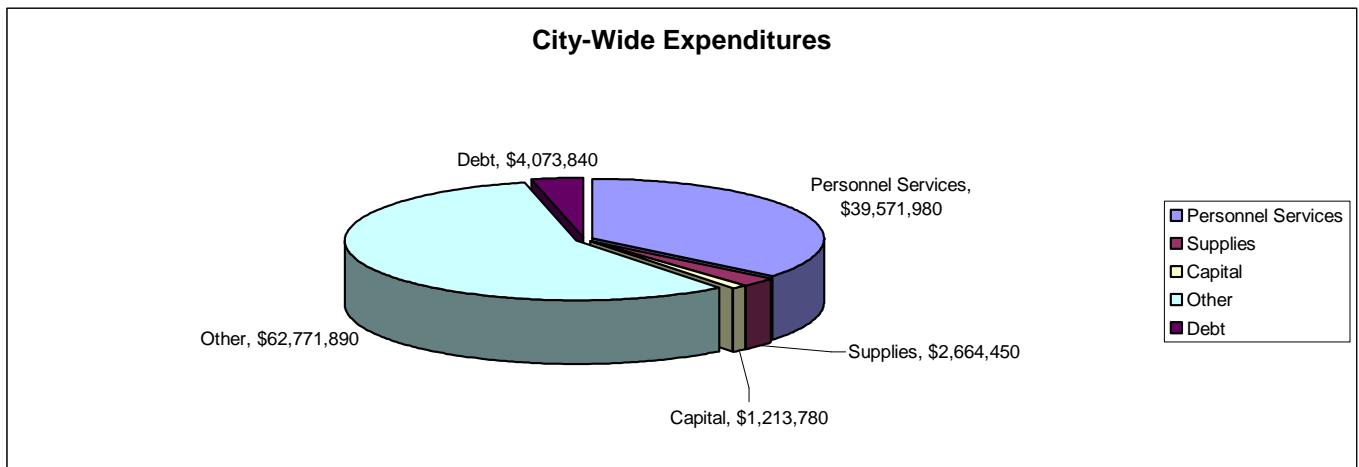
Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	\$ 16,537,870	\$ 8,254,550	\$ 691,430	\$ -	\$ -	\$ 2,377,490	\$ 27,861,340
Grants	5,731,500	5,585,790	-	-	-	1,342,420	12,659,710
Licenses, Charges and Fines	8,391,110	1,820,900	-	31,881,000	850,950	-	42,943,960
Interest and Contributions	6,000	225,300	-	16,600	5,120,470	25,000	5,393,370
Other	717,360	667,640	-	147,000	10,814,960	500	12,347,460
Transfers	2,115,000	495,000	622,000	511,280	-	100,000	3,843,280
<b>Total</b>	<b>\$ 33,498,840</b>	<b>\$ 17,049,180</b>	<b>\$ 1,313,430</b>	<b>\$ 32,555,880</b>	<b>\$ 16,786,380</b>	<b>\$ 3,845,410</b>	<b>\$ 105,049,120</b>



## Budget Highlights – All Funds Summary

### All Funds Expenditure Summary

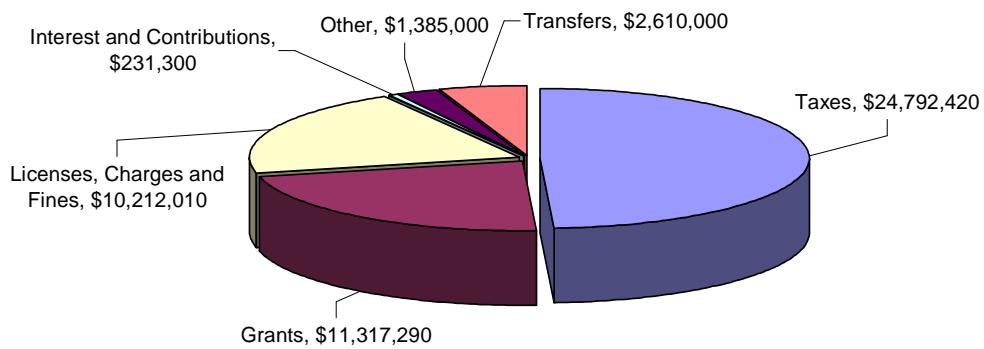
Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	\$ 27,970,050	\$ 5,683,510	\$ -	\$ 4,052,140	\$ 1,641,540	\$ 224,740	\$ 39,571,980
Supplies	525,910	810,390	-	469,500	856,350	2,300	2,664,450
Capital	1,000	4,000	-	150,000	708,780	350,000	1,213,780
Other	6,302,470	12,752,870	1,500	26,076,830	14,213,440	3,424,780	62,771,890
Debt	-	17,000	1,311,930	2,744,910	-	-	4,073,840
<b>Total</b>	<b>\$ 34,799,430</b>	<b>\$ 19,267,770</b>	<b>\$ 1,313,430</b>	<b>\$ 33,493,380</b>	<b>\$ 17,420,110</b>	<b>\$ 4,001,820</b>	<b>\$ 110,295,940</b>



## General & Special Revenue Funds Summary

Revenues	General	Special Revenue	Grand Total
Taxes	\$ 16,537,870	\$ 8,254,550	\$ 24,792,420
Grants	5,731,500	5,585,790	11,317,290
Licenses, Charges and Fines	8,391,110	1,820,900	10,212,010
Interest and Contributions	6,000	225,300	231,300
Other	717,360	667,640	1,385,000
Transfers	2,115,000	495,000	2,610,000
<b>Total</b>	<b>\$ 33,498,840</b>	<b>\$ 17,049,180</b>	<b>\$ 50,548,020</b>

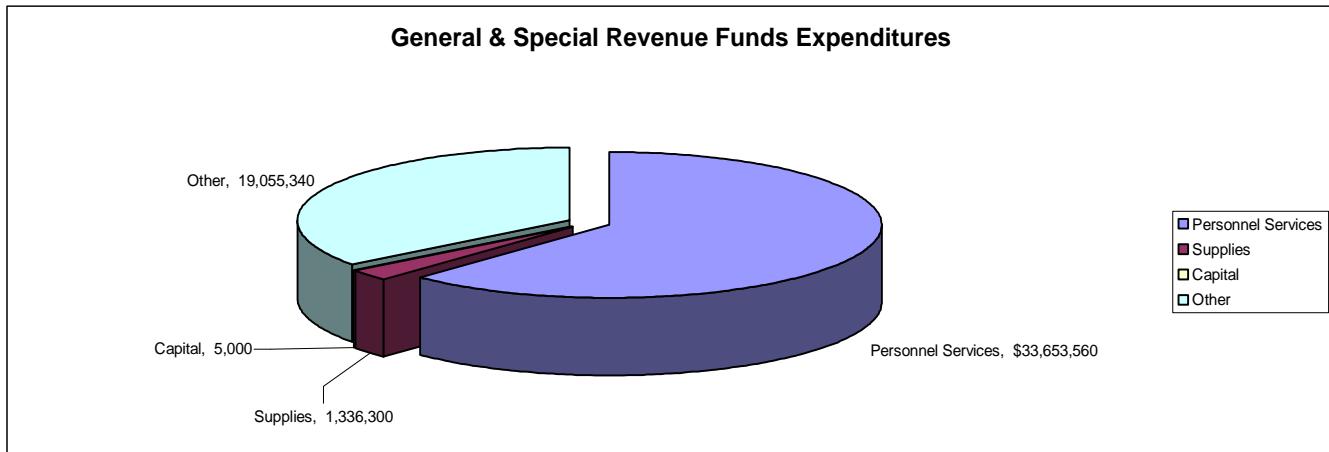
### General & Special Revenue Funds Revenue



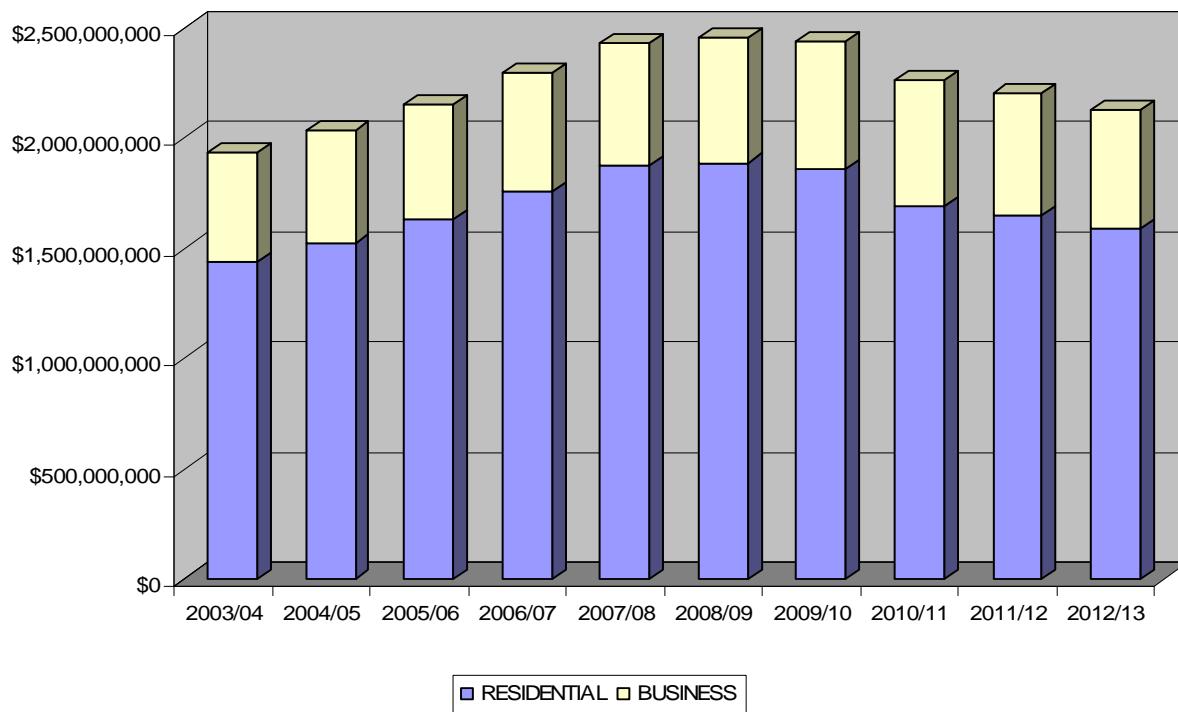
[Legend: Taxes (Blue), Grants (Purple), Licenses, Charges and Fines (Yellow), Interest and Contributions (Light Blue), Other (Dark Blue), Transfers (Red)]

## General & Special Revenue Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	\$ 27,970,050	\$ 5,683,510	\$ 33,653,560
Supplies	525,910	810,390	1,336,300
Capital	1,000	4,000	5,000
Other	6,302,470	12,752,870	19,055,340
Debt	-	17,000	17,000
<b>Total</b>	<b>\$ 34,799,430</b>	<b>\$ 19,267,770</b>	<b>\$ 54,067,200</b>

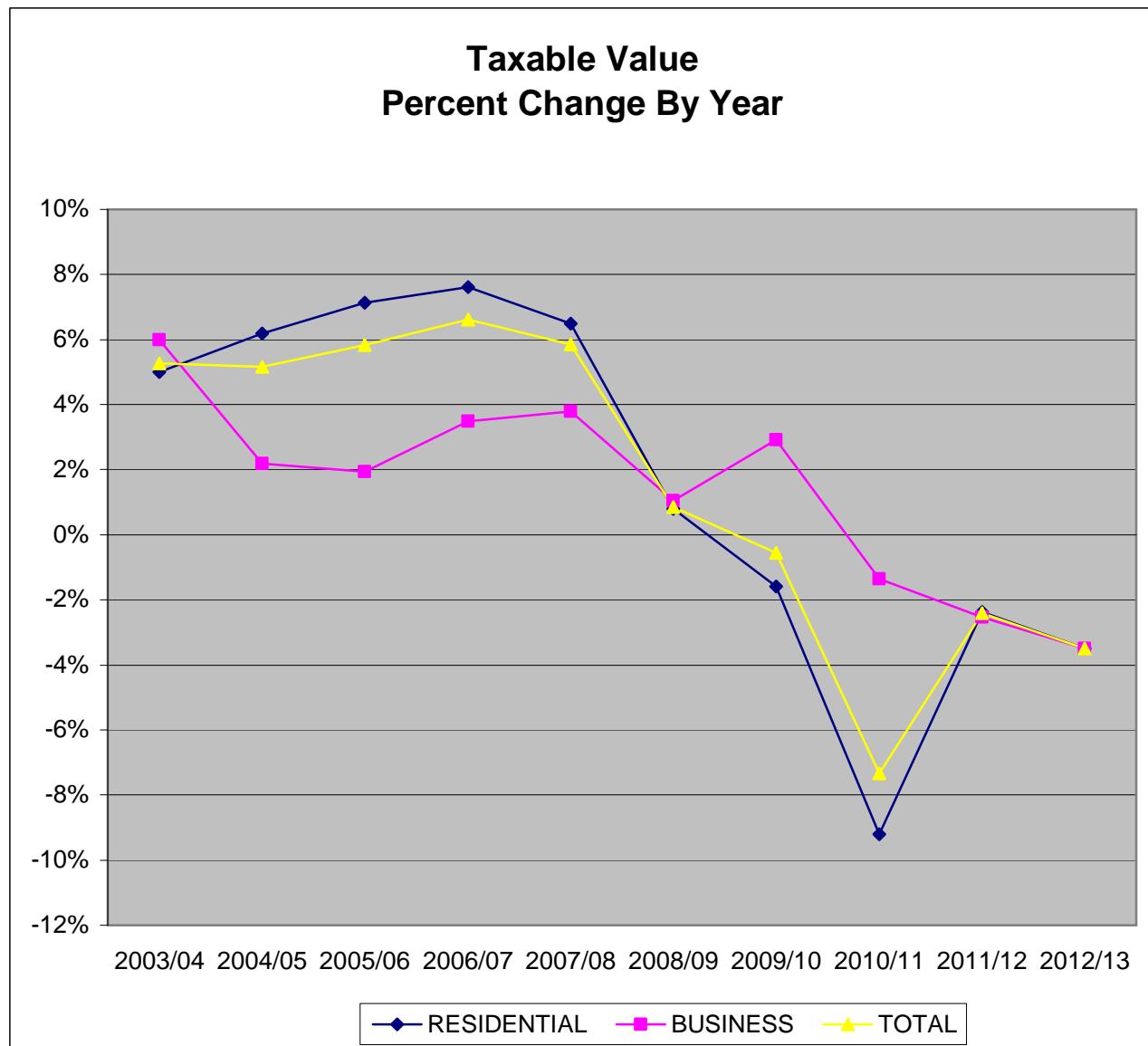


**Taxable Value: Residential + Business  
Ten Years Actual & Two Years Projected**



Taxable value, the basis for tax revenue, will fall 2.41% for Fiscal Year 2011-2012 compared to a 7.34% decrease in FY 2010-2011. According to Oakland County estimates, taxable value county-wide is expected to decline 5.0% for FY 2012-2013. Our values are estimated to decrease 3.5% for FY 2012-2013.

Fiscal Year	By CLASS					CHANGE
	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL	TOTAL	
2003/04	1,438,121,583	56,238,050	135,071,970	308,954,576	1,938,386,179	5.27%
2004/05	1,527,187,417	51,323,010	139,785,294	320,080,826	2,038,376,547	5.16%
2005/06	1,636,065,740	52,529,200	131,155,090	337,410,500	2,157,160,530	5.83%
2006/07	1,760,779,950	54,154,390	130,043,660	355,053,760	2,300,031,760	6.62%
2007/08	1,875,049,470	56,432,540	124,894,290	378,328,500	2,434,704,800	5.86%
2008/09	1,889,916,570	58,732,400	113,121,190	393,623,270	2,455,393,430	0.85%
2009/10	1,859,817,935	57,320,450	111,014,890	413,633,900	2,441,787,175	-0.55%
2010/11	1,688,549,090	54,329,690	116,007,990	403,781,590	2,262,668,360	-7.34%
2011/12	1,648,632,770	43,977,480	119,051,890	396,588,890	2,208,251,030	-2.41%
2012/13	1,590,930,623	42,438,268	114,885,074	382,708,279	2,130,962,244	-3.50%

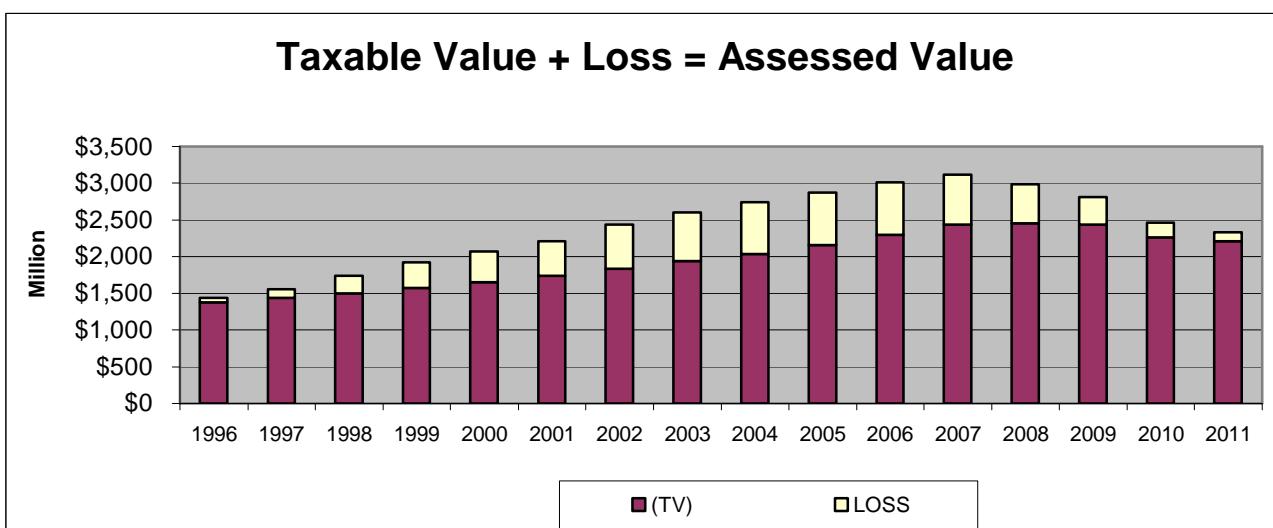


**Proposal A Effect in Royal Oak**  
**Taxable Value v. Assessed Valuation**  
 (Values are in Millions)

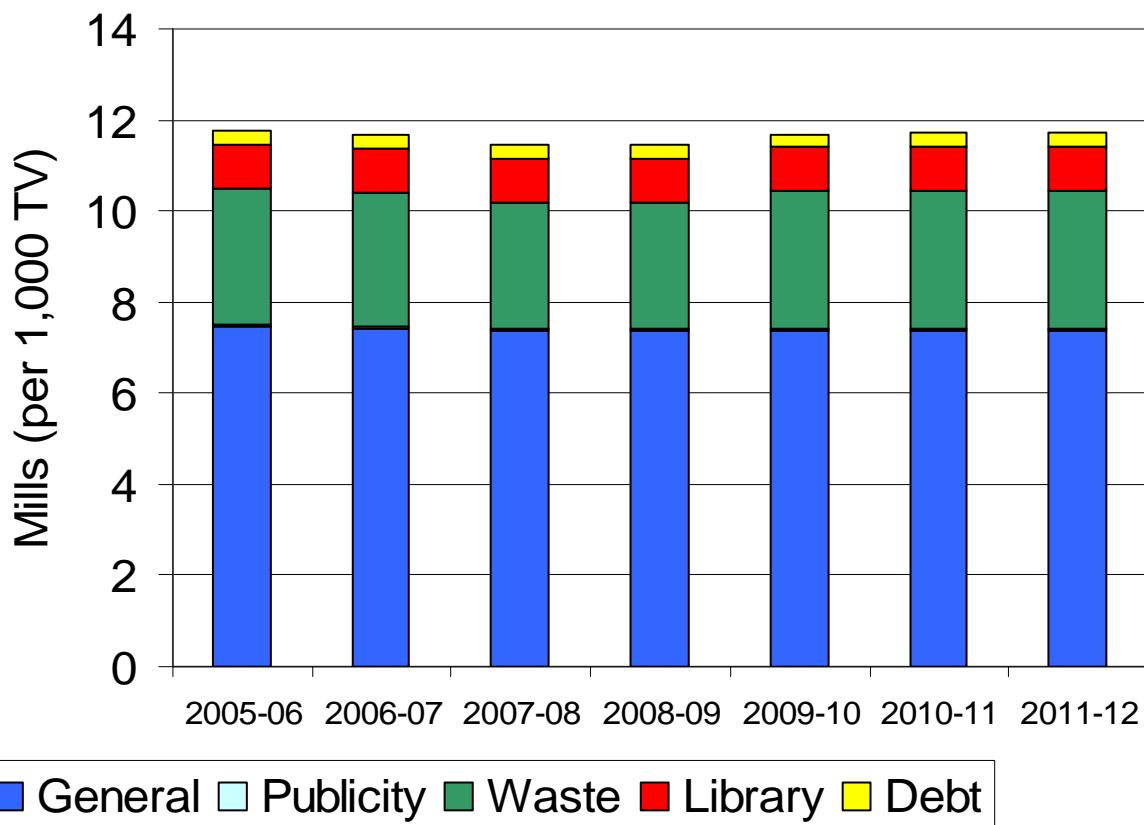
July 1	ASSESSED VALUE (SEV)	TAXABLE VALUE (TV)	LOSS	LOSS INCREASE (DECREASE)
1996	\$1,436	\$1,372	64	\$64
1997	1,561	1,433	128	64
1998	1,743	1,499	244	116
1999	1,921	1,577	344	100
2000	2,075	1,652	423	78
2001	2,209	1,739	470	48
2002	2,439	1,841	598	127
2003	2,603	1,938	665	66
2004	2,746	2,038	708	43
2005	2,872	2,157	715	7
2006	3,013	2,300	713	(2)
2007	3,114	2,435	679	(34)
2008	2,986	2,455	531	(148)
2009	2,808	2,442	366	(165)
2010	2,462	2,263	199	(167)
2011	2,335	2,208	127	(72)

Proposal A of 1994 amended the state Constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5% whichever is less. The chart and graph attached show the widening result of this through 2005 when the gap reached \$714 million.

In 2005 and 2006 the trend flattened out. After 2006, the trend turned down and the gap closed. It reduced \$34 million in 2007 then \$148 million in 2008, \$165 million in 2009, \$167 million in 2010 and \$72 million in 2011 leaving a loss to date of \$127 million this year. The downturn in assessed value is the major concern for FY 2011/12. Market conditions are expected to reduce the following year's SEV and Taxable Value as well, continuing to drive down FY 2012/13 tax revenue.



## City Tax Rate



■ General ■ Publicity ■ Waste ■ Library ■ Debt

## City Ad Valorem Tax Rates

Millage Rate	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
General Operations	7.4806	7.4207	7.3947	7.3947	7.3947	7.3947	7.3947
Publicity	0.0227	0.0222	0.0214	0.0213	0.0216	0.0234	0.0239
Solid Waste (State + Voted)	2.9779	2.9539	2.7664	2.7664	3.0129	3.0129	3.0129
Library	0.9709	0.9631	0.9597	0.9597	0.9597	0.9597	0.9597
Fire Debt Retirement	0.3295	0.3102	0.2944	0.2912	0.2971	0.3224	0.3338
<b>TOTAL</b>	<b>11.7816</b>	<b>11.6701</b>	<b>11.4366</b>	<b>11.4333</b>	<b>11.6860</b>	<b>11.7131</b>	<b>11.7250</b>

## Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6831	1.6831	1.6831	1.6477	1.6477	1.6477	1.6477
City & DDA Operations	13.4647	13.3532	13.1197	13.0810	13.3337	13.3608	13.3727

### General Operating Levy

#### **City Charter amendment 04/01/1957**

Up to 11.0000 mills authorized by the Charter (limited to 7.3947 mills by Headlee rollback) for any governmental purpose. A 7.3947 mill levy is adopted for the FY 2011-12 budget.

### Publicity Levy

#### **Public Act 59 of 1925 - MCL 123.881 Publicity tax; limit. Sec. 1. [Excerpt]**

The common council of any city ... in this state, shall have the power to levy a special tax not to exceed in any 1 year 4 mills on the dollar of the assessed valuation of all taxable property within the said city or village, to be used for advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city ...., and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, That such tax levy shall not exceed 50,000 dollars in any 1 year. The Headlee millage limit is 2.6888 mills, however the \$50,000 limit prevails; therefore 0.0239 mill is approved.

### Refuse Levy

#### **Public Act 298 of 1917 as amended-MCL 123.261 Garbage disposal plants or systems in cities [Excerpt, underlining added] Sec. 1.**

(1) The city council of a city, whether organized under the general law or special charter, ... may establish and maintain garbage systems or plants for the collection and disposal of garbage in the city or village, and may levy a tax not to exceed 3 mills on the taxable value of all taxable property in the city or village according to the valuation of the property, as made for the purpose of state and county taxation by the last assessment in the city or village for these purposes ..... (2) As used in this act, "garbage" means any putrescible and nonputrescible solid wastes, except body wastes, and includes ashes, incinerator ash, incinerator residue, street cleanings, solid market wastes, solid industrial wastes, and also rubbish including such items as paper, cardboard, tin cans, yard clippings, wood, glass, bedding, crockery, and litter of any kind. The Headlee millage limitation and the levy is 2.0164 mills.

### Refuse Levy

#### **City Charter amendment 08/08/2006**

Up to 1.0000 mill authorized for a period not to exceed five years for the sole purpose of refuse collection, disposal and for a curbside recycling program. This millage was first levied in the summer of 2007 therefore it will expire after the 2011 levy. The Headlee limit and the levy is approved to be levied at 0.9965 mill.

### Library Operations Levy

#### **Public Act 164 of 1877 as amended-MCL 297.210a Free Public Library in the city.**

#### **Voter approved millage 11/04/2003**

Up to 1.0000 mill is authorized for reconstructing, furnishing, equipping and operating the City's existing Library for 20 years. The millage expires after 2023. The Headlee limitation and levy is 0.9597 mill for FY2011-12.

### Fire Bond Debt Service Levy

#### **P.A. 31 of 1948 (1<sup>st</sup> Ex. Session) as amended**

#### **Voter approved bond issue 05/15/2001**

A full faith and credit tax millage authorized to pay debt service of Building Authority Series 2001A bonds. This millage expires after 2021. A rate of 0.3338 mill is adopted for FY2011-12.

## **CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY**

### DDA General Operations Levy

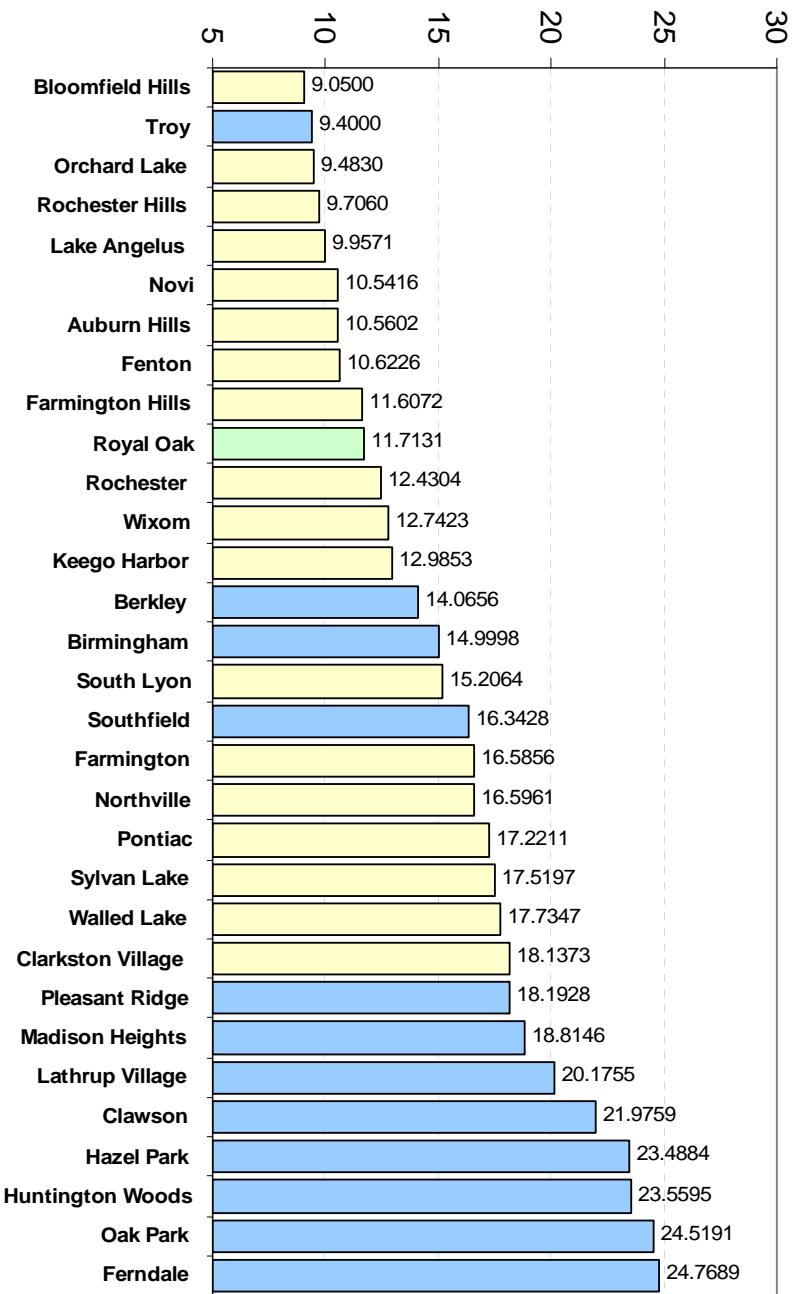
#### **P.A. 197 of 1975 DDA Act-MCL 125.1662 Ad valorem tax--Commission adopted 11/02/1976**

Sec. 12. (1) An authority with the approval of the municipal governing body may levy an ad valorem tax .... in the downtown district. The tax shall be .... not more than 2 mills if the downtown district is in a municipality having a population of less than 1,000,000. This is only for the purposes provided by Act 197 beginning with the duty to correct and prevent deterioration in business districts. The Headlee limitation and the levy is approved at 1.6477 mills for FY2011-12.

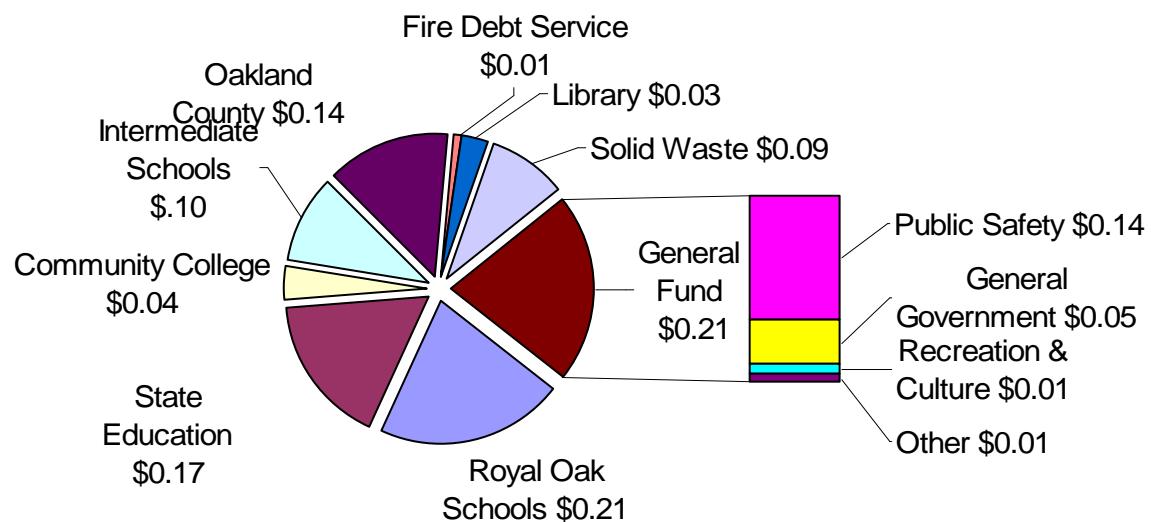
## FY 2010/11 Total City Tax Rate Comparison

(Average Millage Rate = 15.5)

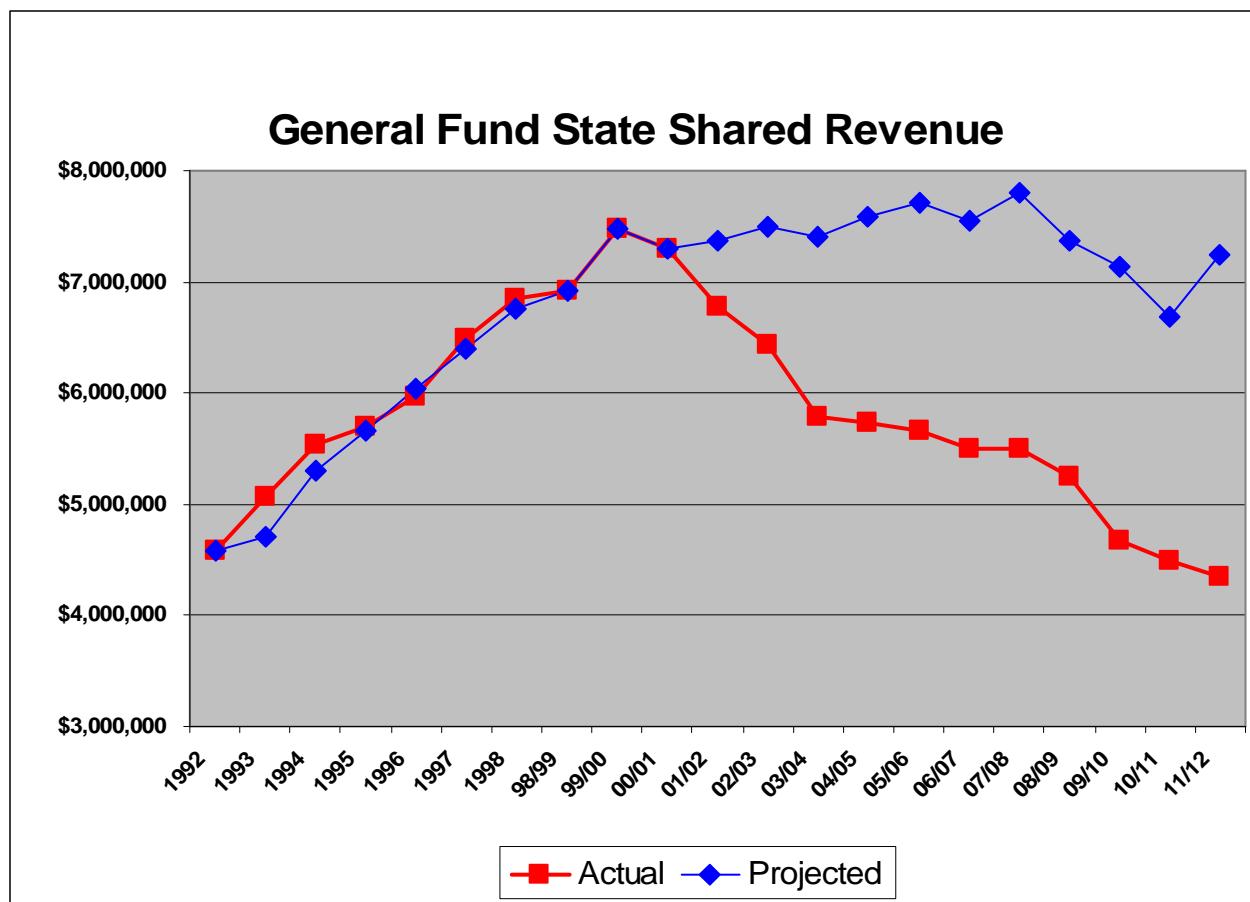
Blue bar represents a bordering neighbor



Note: FY2011/12 millage rates for all cities were not available at the County Equalization Office prior to printing of this budget document.



Thirty-four percent of taxes support city services in Royal Oak. Sixty-six percent of real tax revenue supports the County and schools.

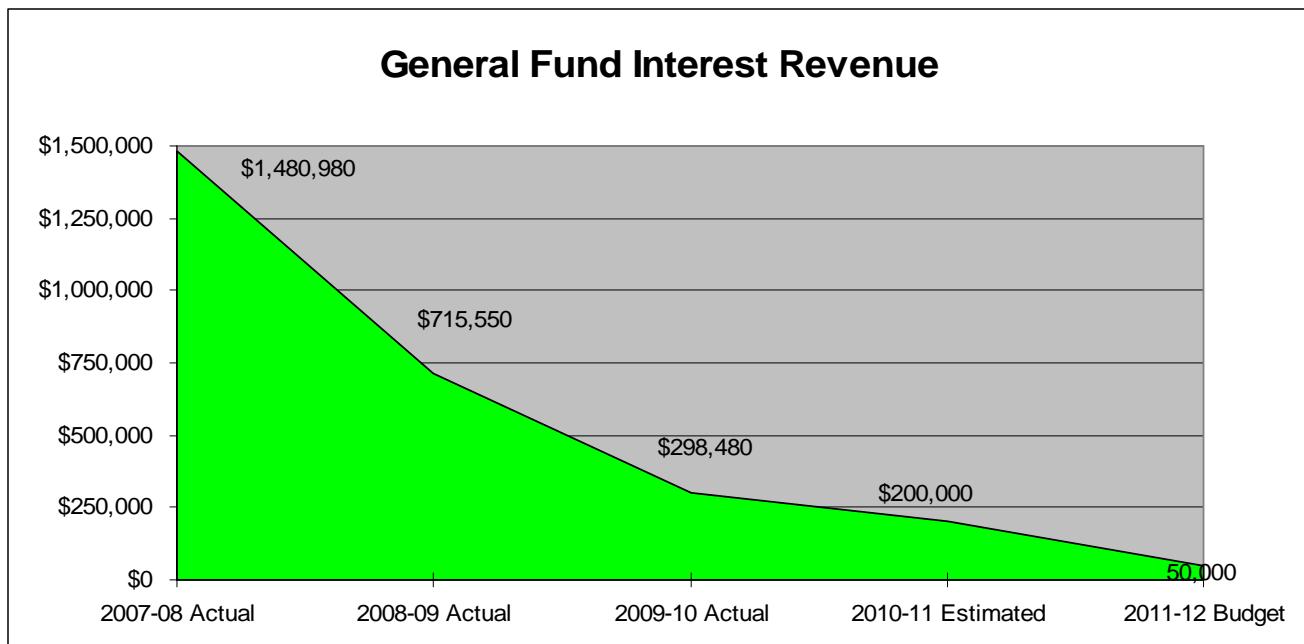


The Michigan legislature has dramatically reduced distributions of State Shared Revenue or sales tax receipts since FY 2000-2001. The amount received in 2008 is less than the 1994 distribution and it continues to drop. In the graph above, from 1992 to 2001, projected growth and the trend line are based on 1992 actual revenue growing at a straight-line pace. The formula was fully funded in 2001 but population dropped in the 2000 Census. Constitutional formula is set by the voters, cannot be affected by the Legislature. Projected growth after 2001 is based on Constitutional receipts. The trend line is a straight-line analysis from 2001 to 2008. Statuary payments to cities have been reduced by the legislature each year beginning in 2002.

The annual gap for FY 2010-2011 is expected to be \$1,880,000. The cumulative gap since FY 2001 is projected to be \$17,500,000. Following limitations by Headlee to tax rates and by Proposal A to taxable value, local government now faces the dilemma that State Shared Revenue drastically reduced. This leaves the local unit of government with the position of having to drastically reduce services or find some creative way to raise new revenue.

## Financial Trends – State Shared Revenue

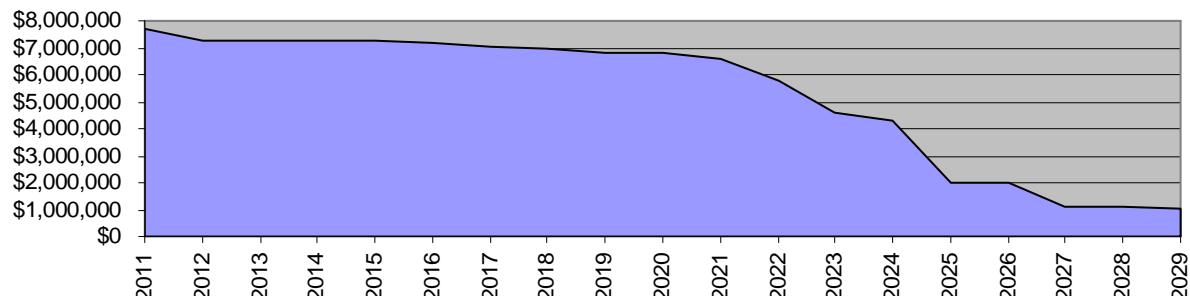
State Shared Revenue				
Fiscal	<u>Constitutional</u>	<u>Statutory</u>	<u>Actual</u>	
<u>Year</u>				
1992			4,582,906	Uses 1990 Census.
1993			5,071,275	
1994			5,531,742	
1995			5,695,931	
1996			5,975,120	
1997	3,914,919	2,578,011	6,492,930	
1998	3,978,040	2,874,568	6,852,608	
98/99	4,094,535	2,831,659	6,926,194	Formula revised.
99/00	4,433,959	3,046,331	7,480,290	
<b>00/01</b>	<b>3,897,555</b>	<b>3,393,244</b>	<b>7,290,799</b>	Uses 2000 Census. Fully funded.
01/02	3,937,256	2,838,283	6,775,539	Reductions begin anew.
02/03	4,003,913	2,436,424	6,440,337	
03/04	3,960,423	1,827,848	5,788,271	
04/05	4,054,936	1,670,243	5,725,179	
05/06	4,123,971	1,537,506	5,661,477	
06/07	4,038,279	1,456,481	5,494,760	
07/08	4,173,107	1,319,767	5,492,874	
08/09	3,935,742	1,319,775	5,255,517	
09/10	3,815,174	859,079	4,674,253	
Projected	10/11	3,580,000	920,000	4,500,000
Projected	11/12	3,870,000	470,000	4,340,000
Projected	12/13	3,870,000	470,000	4,340,000



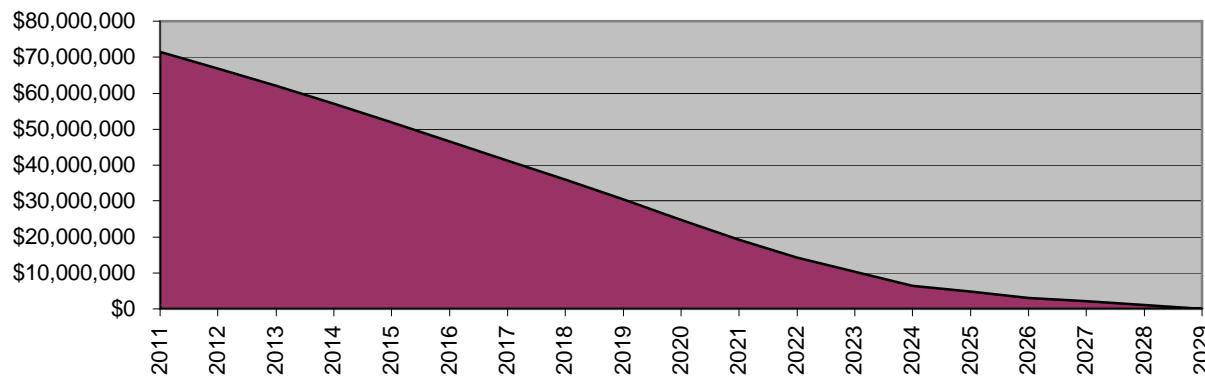
As recent as a couple of years ago, funds were able to significantly supplement their operations with interest income earned on cash balances. Unfortunately this too has changed. Interest rates earned on the City's cash has fallen drastically, in addition cash levels from which interest rates are calculated are decreasing substantially. In FY2007/08, the General Fund earned nearly \$1.5 million to help offset its operating expenditures, based on a reduced fund balance level and modest changes in interest rates, it is projected that the City will earn (of interest income) only 50,000 in FY2011-12. In only three years, the General Fund is down nearly \$1.3 million in annual interest income.

## Financial Trends – Debt Projections

### Annual Debt Service - Principal & Interest



### Debt Principal Outstanding



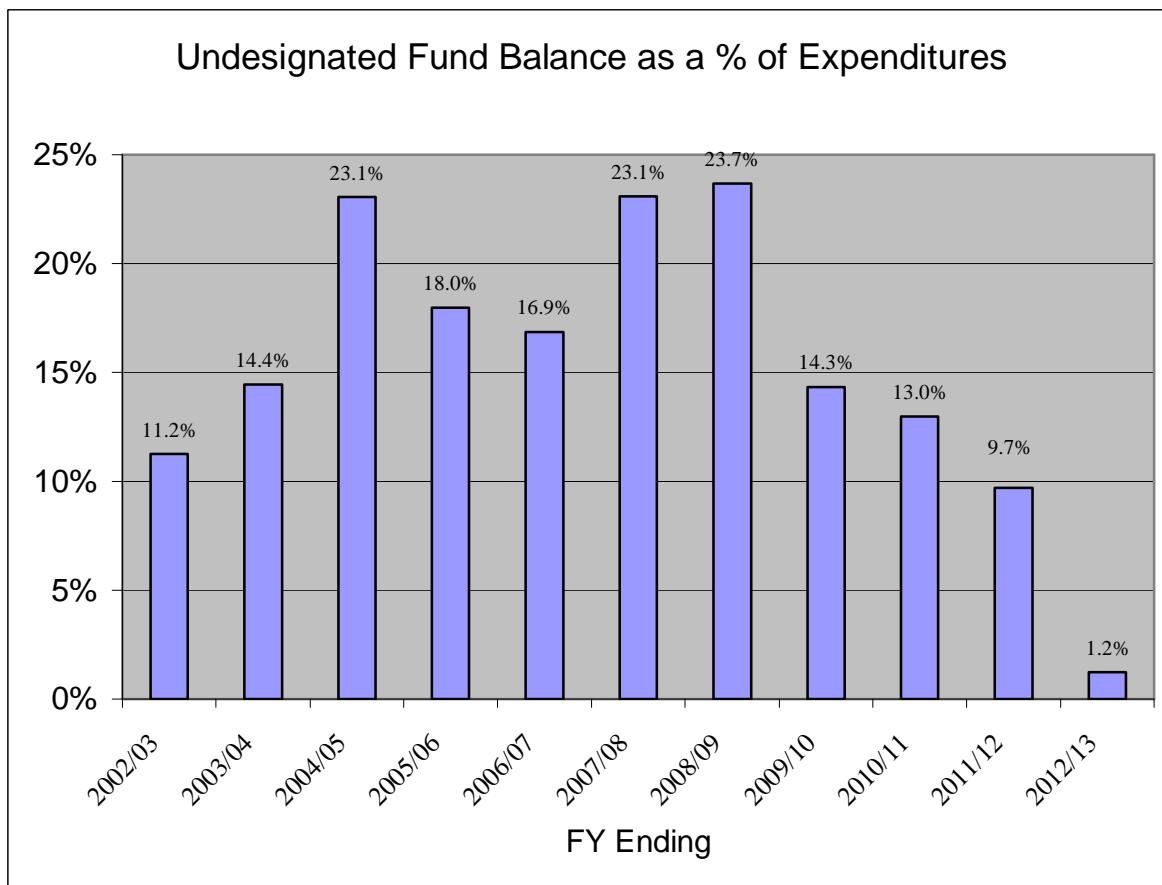
Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2011	7,711,966	71,478,377
6/30/2012	7,250,869	66,800,693
6/30/2013	7,250,629	61,969,352
6/30/2014	7,244,526	56,983,730
6/30/2015	7,243,410	51,831,369
6/30/2016	7,167,083	46,579,729
6/30/2017	7,059,624	41,255,709
6/30/2018	6,956,692	35,848,850
6/30/2019	6,792,592	30,418,210
6/30/2020	6,792,817	24,796,326
6/30/2021	6,567,367	19,200,808
6/30/2022	5,745,107	14,236,372
6/30/2023	4,565,532	10,277,937
6/30/2024	4,265,354	6,469,679
6/30/2025	2,005,952	4,776,281
6/30/2026	1,983,086	3,023,497
6/30/2027	1,109,392	2,058,803
6/30/2028	1,107,911	1,041,167
6/30/2029	1,072,822	0

### General Fund

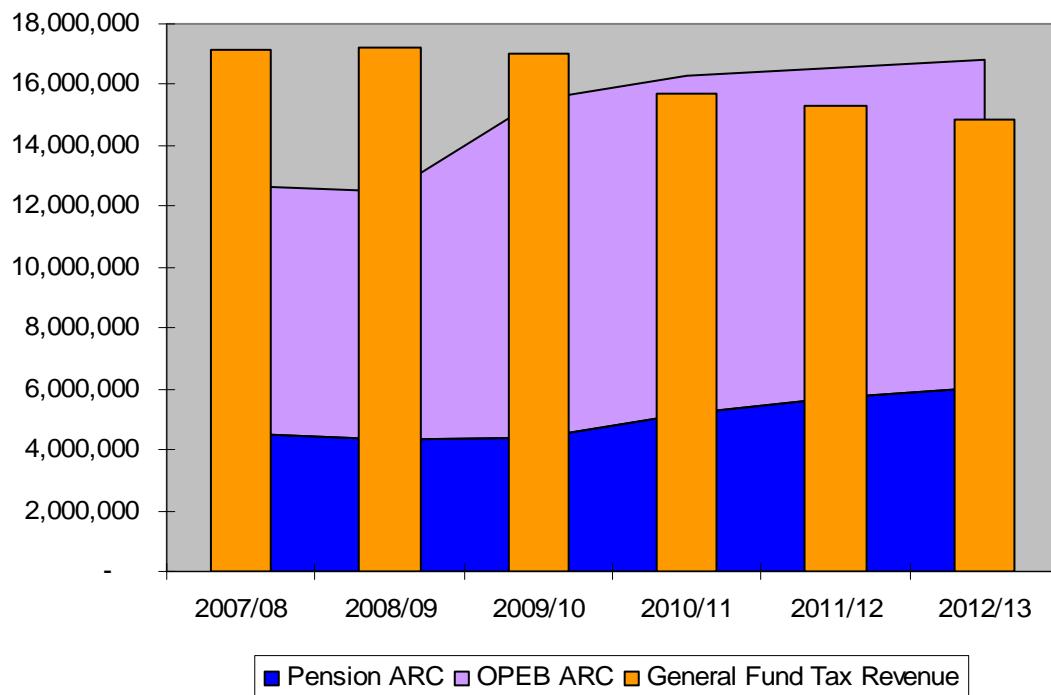
Undesignated Fund Balance as a Percentage of Expenditures  
Fiscal Year 2002/03 to 2012/13

<u>Fiscal Year</u>	<u>Expenditures</u>	<u>Undesignated Fund Balance</u>	<u>Percent</u>
2002/03	28,743,323	3,231,839	11.2%
2003/04	30,058,370	4,340,265	14.4%
2004/05	28,763,993	6,634,320	23.1%
2005/06	32,950,805	5,921,341	18.0%
2006/07	33,506,340	5,646,783	16.9%
2007/08	34,344,518	7,928,121	23.1%
2008/09	35,133,900	8,323,551	23.7%
2009/10	36,469,831	5,233,096	14.3%
2010/11	Estimated	4,669,961	13.0%
2011/12	Estimated	3,369,371	9.7%
2012/13	Estimated	429,261	1.2%

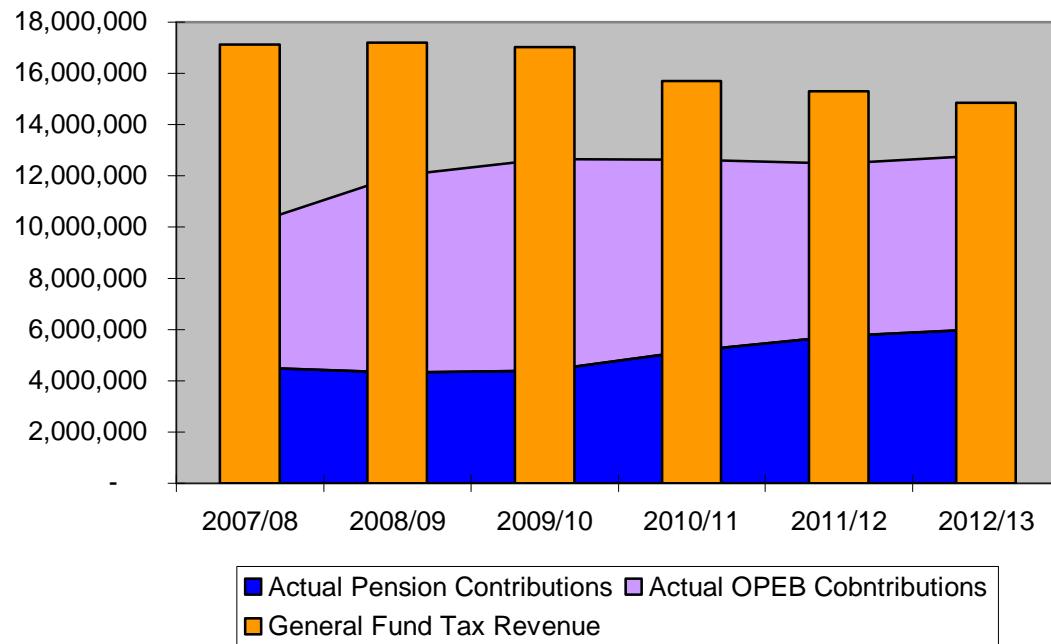
The City Commission of Royal Oak has set the goal for the General Fund to maintain Undesignated Fund Balance of not less than 10% and not more than 25% of expenditures. This policy will be reviewed during the Special Budget Meetings



**General Fund Tax Revenue vs. City Pension & OPEB  
Actuarially Derived Annual Required Contribution**



**General Fund Tax Revenue vs. City Actual Pension & OPEB Contributions**





## **GENERAL FUND**

The General Fund is the City's major operating fund. Property taxes from the City's general tax millage/levy is recorded in this fund. Police, fire, Court, general administration and some public works functions are services provided from this fund.

Summary – 101.000	Police -101.301
Mayor/Commission -101.101	Fire -101.336
Court -101.136	Ambulance Service - 101.344
Probation - 101.151	Ordinance Enforcement -101.372
Manager - 101.172	Planning and Zoning - 101.400
Elections - 101.191	Animal Protection Services -101.430
Finance - 101.201	DPS - 101.441
Assessor - 101.209	Electrical - 101.443
Attorney - 101.210	Engineering - 101.447
Clerk - 101.215	Street Lighting - 101.448
Human Resources - 101.226	Cable Communications - 101.834
Administration - 101.248	Community Promotion - 101.835
Treasurer - 101.253	Dream Cruise - 101.836
City Office Building - 101.265	Arts, Beats and Eats - 101.837
Parks & Forestry - 101.266	Transfers Out – 101.965
Building Maintenance - 101.267	

***The mission of the General Fund is to record all revenue not required by state statute or local law to be reported separately, and to show the legal expenditure of those monies.***

The General Fund is typically the largest operating fund of any municipality. The City of Royal Oak is no exception; its revenue exceeds \$33 million (including transfers-in from other funds).

Nearly 90% of General Fund revenue is from property taxes, state grants, fines and forfeitures, and charges for services. Property

tax revenue alone makes up nearly half of revenue. The base operating millage is authorized by City Charter in Chapter 8 Section 4.11(a).

Secondary sources of General Fund revenue include licenses and permits, interest and rentals, contributions and donations, other revenue plus transfers-in to the General Fund.

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## GOALS

- Provide for the proper collection of revenue to defray the cost of service delivery for the general purpose operations of the City of Royal Oak.

## OBJECTIVES

- Strive for diversified, stable revenue sources in order to protect against short- or long-term fluctuations in any single revenue source that would adversely affect the delivery of essential services.
- Review fees and charges for services to ensure that they cover the full cost, or a pre-determined percentage thereof, of providing the service.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

Tax revenues from the General Fund millage are budgeted to fall by nearly \$400,000 or 2.5% for FY2011/12 and another 3% in FY2012/13 due to decreases in taxable values. This budget forecast assumes a flattening of taxable value levels after FY2012/13 however the outlook is uncertain. Landlord licenses are budgeted to increase in FY2011/12 due to the renewal cycle. State Shared revenue is budgeted to decline by an additional \$160,000 or 3.5% due to cuts in the Statutory portion and the Constitutional portion. Criminal traffic fees are budgeted to decline due to the reduction in the number of officers in the Police Department. The Early Retiree Healthcare Reimbursement grant is anticipated to be phased out next year, causing revenue to decline by approximately \$100,000 in FY2011/12 and to \$0 in FY2012/13. The SAFER Grant has been a great temporary relief to the General Fund, as it will provide reimbursement funds to the City in FY2011/12 of \$1.3 Million and \$1 Million in FY2012/13. It's important to note that these SAFER Grant funds are not awarded after FY2012/13, therefore a long-term solution to providing the Fire and ALS service needs to be found. Transfers-in are budgeted to decrease over \$800,000 due to the one time only transfers from the Motor Pool and IS Funds in FY10/11. Use of fund balance as a revenue source is proposed in the next two fiscal years, in the amount of nearly \$3.6 and \$4.9 Million. As the forecast illustrates, this level expenditures relative to revenues is not sustainable.

## General Fund Summary

Expenditures are budgeted to decrease in most part due to elimination of five Police Officer position one full-time Code Enforcement position, one Assessing full-time clerical position in addition to reduced OPEB contributions for uniform (Police & Fire) personnel. The budget provides for 80% funding for the general employees and 50% funding for Police & Fire. The 50% Police & Fire funding is to provide relief to the General Fund to help reduce the number of public safety employee layoffs, as public safety employees have not taken concessions. The budget provides that all of the Normal Costs be contributed.

The FY2010/11 expenditures provide for over \$800,000 in potential vacation/sick bank buyout for employees retiring at the end of the year. After FY2011/12, the estimated fund balance falls below the City's fund balance policy and the decline continues each year thereafter.

### Budget Summary

General Fund Summary	2010-2011 Estimated Year End	2011-2012 Adopted Budget	2012-2013 Projected Budget	2013-2014 Projected Budget	2014-2015 Projected Budget	2015-2016 Projected Budget
Beginning Fund Balance	6,721,096	4,669,961	3,369,371	429,261	(3,816,259)	(8,550,899)
Revenues	30,972,740	31,383,840	30,374,010	29,528,040	29,442,770	29,629,000
Expenditures	35,953,875	34,799,430	35,094,120	35,311,560	35,494,410	35,682,430
Net	(4,981,135)	(3,415,590)	(4,720,110)	(5,783,520)	(6,051,640)	(6,053,430)
Transfers from other funds	2,930,000	2,115,000	1,780,000	1,538,000	1,317,000	1,187,000
Net Change in Fund Balance	(2,051,135)	(1,300,590)	(2,940,110)	(4,245,520)	(4,734,640)	(4,866,430)
Ending Fund Balance	4,669,961	3,369,371	429,261	(3,816,259)	(8,550,899)	(13,417,329)
Fund Balance as a percentage of Expenditures	12.99%	9.68%	1.22%	-10.81%	-24.09%	-37.60%
Net Change in Fund Balance	(2,051,135)	(1,300,590)	(2,940,110)	(4,245,520)	(4,734,640)	(4,866,430)

**Revenues**

<b>101.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	18,424,420	5,578,250	8,544,960	6,450	2,486,190	1,027,120	36,067,390
2008-2009 Actual	18,508,990	5,347,680	8,360,760	13,620	2,066,900	2,346,590	36,644,540
2009-2010 Actual	18,363,820	4,765,700	8,272,630	3,200	1,387,980	1,514,970	34,308,300
2010-2011 Original Budget	16,948,440	4,591,500	6,967,660	16,500	727,360	2,945,000	32,196,460
2010-2011 Adjusted Budget (Dec)	16,867,660	4,591,500	7,971,470	7,000	2,861,430	2,945,000	35,244,060
2010-2011 Six Month Actual	15,800,060	1,673,700	4,369,030	3,830	311,330	187,500	22,345,450
2010-2011 Estimated Year End	16,967,660	4,791,500	8,203,160	5,000	1,005,420	2,930,000	33,902,740
2011-2012 Dept Request	16,537,870	5,731,500	8,691,110	6,000	717,360	2,271,700	33,955,540
2011-2012 Manager's Budget	16,537,870	5,731,500	8,391,110	6,000	717,360	2,115,000	33,498,840
2011-2012 Adopted Budget	16,537,870	5,731,500	8,391,110	6,000	717,360	2,115,000	33,498,840
2012-2013 Projected Budget	16,054,660	5,431,500	8,304,490	6,000	577,360	1,780,000	32,154,010
2013-2014 Projected Budget	16,033,410	4,431,500	8,487,770	6,000	569,360	1,538,000	31,066,040
2014-2015 Projected Budget	16,033,410	4,431,500	8,402,500	6,000	569,360	1,317,000	30,759,770
2015-2016 Projected Budget	16,033,410	4,431,500	8,588,730	6,000	569,360	1,187,000	30,816,000

**Expenditures**

<b>GENERAL FUND</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	28,550,380	564,280	175,400	5,095,020	0	34,385,080
2008-2009 Actual	29,474,190	503,640	117,550	5,068,360	0	35,163,740
2009-2010 Actual	30,676,060	425,190	15,640	6,103,100	0	37,219,990
2010-2011 Original Budget	27,449,220	460,760	52,000	5,710,250	0	33,672,230
2010-2011 Adjusted Budget (Dec)	28,648,930	477,050	0	5,934,790	0	35,060,770
2010-2011 Six Month Actual	15,087,030	201,180	0	3,020,560	0	18,308,770
2010-2011 Estimated Year End	29,409,885	476,370	0	6,067,620	0	35,953,875
2011-2012 Dept Request	32,518,959	535,410	131,000	6,232,470	0	39,417,839
2011-2012 Manager's Budget	27,970,050	525,910	1,000	6,302,470	0	34,799,430
2011-2012 Adopted Budget	27,970,050	525,910	1,000	6,302,470	0	34,799,430
2012-2013 Projected Budget	28,477,370	505,590	11,000	6,117,020	0	35,110,980
2013-2014 Projected Budget	28,680,690	505,590	0	6,125,280	0	35,311,560
2014-2015 Projected Budget	28,855,740	505,590	0	6,133,080	0	35,494,410
2015-2016 Projected Budget	29,034,180	505,590	0	6,142,660	0	35,682,430

***The mission of the Mayor and Commission is to govern the City of Royal Oak in such a manner as to provide a safe, healthy and sustainable community.***

As provided for in the City Charter, Royal Oak has a Commission-Manager form of government. A Commission consisting of a Mayor and six Commissioners has full power and authority, except as herein otherwise provided, to exercise all the powers conferred upon the City.

The Commission appoints the Manager as the chief administrative officer of the City. The Commission selects the City Manager on the basis of his executive and administrative qualifications.

The Commission constitutes the legislative and governing body of the City, possessing all the powers herein provided for, with power and authority to pass ordinances and adopt resolutions as they shall deem proper in order to exercise any or all of these powers possessed by the City.

The members of the Commission are elected on a non-partisan ballot by the City at large. Any person to be eligible for the office of Mayor or Commissioner must have attained the age of 25 years, and be a resident of the territory included in the City of Royal Oak at least two years

immediately preceding election, and a freeholder of said City.

The City Commission is composed of six Commissioners and a Mayor elected by the City-at-large on a nonpartisan ballot. Three Commissioners are elected to four-year terms every two years to ensure experienced legislators at all times. The Mayor is elected for a two-year term.

The Mayor is the presiding officer of the Commission. In the absence of the Mayor, the Mayor Pro-Tem is the presiding officer.

Each elected official has one vote that can be cast on each motion. Appointed officials do not have a vote. Four members of the commission constitute a quorum and may conduct city business. Ordinance and resolutions require four affirmative votes to be approved.

City Commission meetings are held every first and third Monday of the month (with some exception) at 7:30 p.m. in the Commission chambers of City Hall at 211 Williams. Meetings are open to the public and are broadcast on WROK channels 55/10.

The City Commission conducted its Strategic Planning Session on February 26, 2011.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There are no significant notes for this cost center.

**Budget Summary****Expenditures**

101.101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	6,980	330	-	11,470	-	18,780
2008-2009 Actual	5,250	230	-	15,300	-	20,780
2009-2010 Actual	5,120	670	-	18,150	-	23,940
2010-2011 Original Budget	4,130	450	-	7,450	-	12,030
2010-2011 Adjusted Budget (Dec)	4,130	600	-	18,800	-	23,530
2010-2011 Six Month Actual	2,200	370	-	16,770	-	19,340
2010-2011 Estimated Year End	4,130	700	-	16,870	-	21,700
2011-2012 Dept Request	4,130	700	-	21,370	-	26,200
2011-2012 Manager's Budget	4,130	700	-	21,370	-	26,200
2011-2012 Adopted Budget	4,130	700	-	21,370	-	26,200
2012-2013 Projected Budget	4,130	700	-	21,370	-	26,200
2013-2014 Projected Budget	4,130	700	-	21,370	-	26,200
2014-2015 Projected Budget	4,130	700	-	21,370	-	26,200
2015-2016 Projected Budget	4,130	700	-	21,370	-	26,200

***The mission of the District Court is to provide an environment for objective legal dispute resolution.***

The 44<sup>th</sup> District Court, a Judicial Court of the State of Michigan, is comprised of three divisions: the Judicial, court clerks and probation. The costs for the first two divisions are in this District Court budget. The Probation budget follows, next.

The Court is responsible for all Civil, Traffic and Criminal cases that transpire within the boundaries of the City of Royal Oak.

Under supervision of the Chief Judge, the Court Administrator serves as the executive officer for the 44th District Court. The Court Administrator is responsible for the administrative management of all non-judicial functions of the Court. This includes personnel management, scheduling and case management, record management, jury utilization and other administrative duties.

The Civil section maintains records on general civil, landlord/tenant and small claims cases and is responsible for the scheduling, processing and noticing of these cases.

The Traffic section is responsible for maintaining records and processing all traffic civil infractions, parking violations, and code enforcement proceedings.

The Criminal section maintains records on all misdemeanor and felony offenses and is responsible for the processing, scheduling and noticing of all Criminal cases in the court.

The Court has two judges that handle all civil and criminal trials, preliminary hearings, formal hearings, appeals, arraignments, bench warrants, etc. A portion of the Judge's salaries are paid by the State of Michigan. The Court also has two part-time Magistrates, who together hear over 9,000 informal hearings and small claims cases.

The Court is the collection agency for all traffic tickets, parking tickets, misdemeanors, and code violations.

With the continued aggressive collections program that the 44<sup>th</sup> District Court has maintained, the Court has historically had one of the highest collection rates in the State of Michigan at 97%.

The 44<sup>th</sup> District Court became the first court in the tri-county area to implement e-citations and e-commerce. This enables police officers to print the tickets in their police car and download the information directly into court computers saving time and money. At the same time e-commerce allows people receiving traffic tickets to pay their tickets directly on-line via the web. Because of this and other innovative measures that the court has taken in recent years we have been able to reduce costs.

The Court building debt is currently supported by the Downtown Development Authority.

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## GOALS

- To provide a fair venue for resolving Traffic and Ordinance, Civil, Criminal, Small Claims and Landlord/Tenant legal disputes.
- To provide efficient, effective and safe resolution services for legal dispute.

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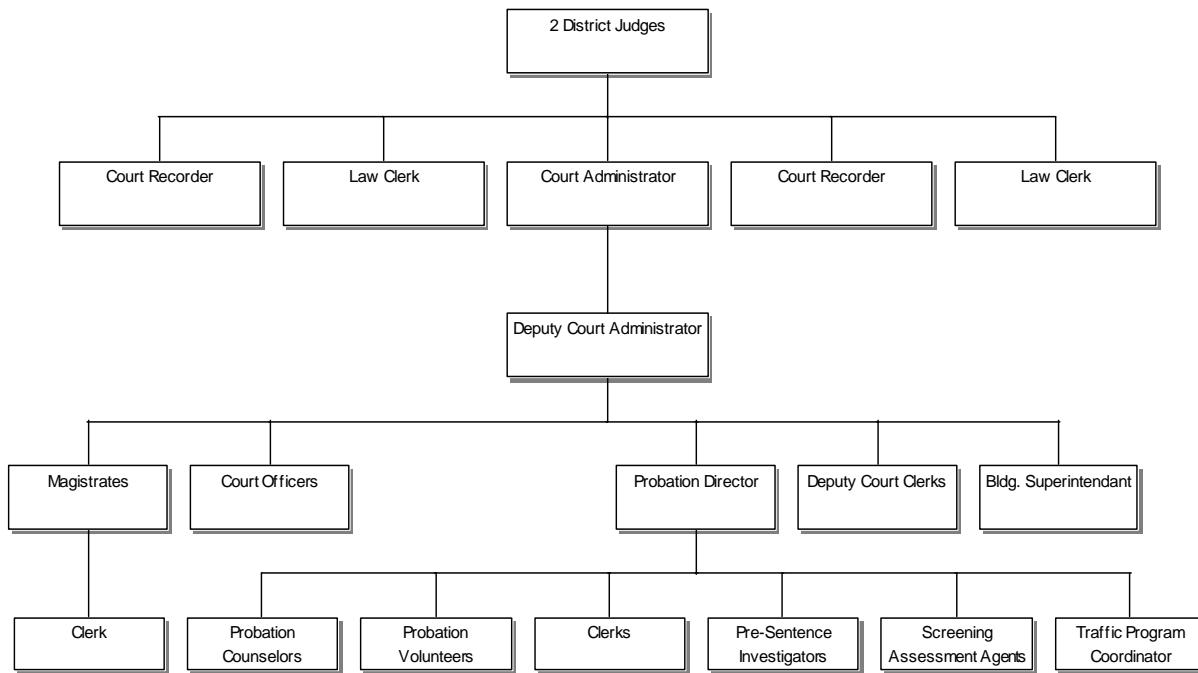
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Temporary wages are increasing due to an increased workload.

**Budget Summary****Expenditures**

<b>101.136 DISTRICT COURT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	2,066,340	35,420	-	267,950	-	2,369,710
2008-2009 Actual	2,193,310	38,620	-	213,160	-	2,445,090
2009-2010 Actual	2,221,400	48,340	14,040	166,950	-	2,450,730
2010-2011 Original Budget	2,101,180	46,100	-	263,000	-	2,410,280
2010-2011 Adjusted Budget (Dec)	2,103,860	46,100	-	263,000	-	2,412,960
2010-2011 Six Month Actual	1,073,310	21,600	-	97,730	-	1,192,640
2010-2011 Estimated Year End	2,144,610	46,100	-	268,350	-	2,459,060
2011-2012 Dept Request	2,418,670	47,600	-	282,940	-	2,749,210
2011-2012 Manager's Budget	2,311,080	47,600	-	282,940	-	2,641,620
2011-2012 Adopted Budget	2,311,080	47,600	-	282,940	-	2,641,620
2012-2013 Projected Budget	2,346,110	50,100	-	302,600	-	2,698,810
2013-2014 Projected Budget	2,367,380	50,100	-	304,280	-	2,721,760
2014-2015 Projected Budget	2,368,410	50,100	-	306,090	-	2,724,600
2015-2016 Projected Budget	2,380,880	50,100	-	308,050	-	2,739,030

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
District Court Judge	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Court Administrator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Court Administrator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Office Manager (Court)	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Judicial Secretary/Recorder	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Court Sprvsr - Criminal	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Crt Sprvsr - Traffic	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Administrative Assistant	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Chief Account Clerk (Court)	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Court Officer	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Dist Court Clerk III	3.000	3.000	5.000	6.000	7.000	7.000	7.000	7.000	7.000
Dist Court Clerk II	2.000	2.000	2.000	1.000	1.000	1.000	0.000	1.000	1.000
Court Bailiff Law Clerk	2.000	2.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000
Full-time Total	20.000	19.000	19.000	19.000	19.000	19.000	17.000	18.000	18.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						6.087	5.365	5.365
Cost Center Total	20.000	19.000	19.000	19.000	19.000	19.000	23.087	23.365	23.365

***The mission of the Probation Division of the District Court is to assist law offenders with rehabilitation in an effort to eliminate any offenses from re-occurring.***

This division of the 44<sup>th</sup> District Court is responsible for the supervision, counseling, and referral of defendants placed on probation. The Probation Division at the 44th District Court is a full service probation department that also performs all alcohol screening assessments and pre-sentence investigations. Other services provided include assisting with securing training, schooling and employment.

Due to jail overcrowding at the Oakland County Jail, the 44<sup>th</sup> District Court has developed several alternative programs through the Probation Division. Prisoners who would ordinarily be sent to jail but are not a threat to society such as those convicted of driving on a suspended license, are placed in TROOP, an alternative work program.

The TROOP participants are ordered to perform hours of community service in the City of Royal Oak such as picking up leaves in our parks, planting flowers in city flower beds, cleaning the Boys and Girls Club, and other civic and charitable deeds within the Community.

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## **GOALS**

- To assist judges with sentencing by providing particular reports, professional analysis and rehabilitation services.

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## **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Budget increased due to an increase in part-time costs in addition to increased benefit costs (medical).

## Budget Summary

### Expenditures

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	486,920	6,650	-	1,530	-	495,100
2008-2009 Actual	517,160	9,240	-	4,120	-	530,520
2009-2010 Actual	370,600	1,010	-	1,840	-	373,450
2010-2011 Original Budget	374,470	10,000	-	2,400	-	386,870
2010-2011 Adjusted Budget (Dec)	377,730	7,000	-	2,400	-	387,130
2010-2011 Six Month Actual	197,230	730	-	710	-	198,670
2010-2011 Estimated Year End	390,950	7,000	-	2,520	-	400,470
2011-2012 Dept Request	421,650	7,000	-	4,020	-	432,670
2011-2012 Manager's Budget	411,300	7,000	-	4,020	-	422,320
2011-2012 Adopted Budget	411,300	7,000	-	4,020	-	422,320
2012-2013 Projected Budget	416,550	7,000	-	4,220	-	427,770
2013-2014 Projected Budget	418,510	7,000	-	4,220	-	429,730
2014-2015 Projected Budget	419,470	7,000	-	4,220	-	430,690
2015-2016 Projected Budget	422,130	7,000	-	4,220	-	433,350

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Probation	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Pre Sentence Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Probation Officer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Court Bailiff Law Clerk	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Full-time Total	3.000	3.000	3.000	3.000	3.000	3.000	3.000	2.000	2.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						3.542	3.602	3.602
Cost Center Total	3.000	3.000	3.000	3.000	3.000	3.000	6.542	5.602	5.602

***The mission of the City Manager is to efficiently and effectively manage the delivery of the City's services as established by the Mayor and City Commission's goals, objectives and policies and as prescribed by the City Charter.***

The City Manager is the chief administrative officer of the City. The Manager is chosen by the Commission on the basis of his/her executive and administrative qualifications, in addition to other criteria described in the City Charter.

The City Manager is responsible to the Commission for the proper administration of the affairs of the City and makes most appointments, including the heads of departments.

Another important duty involves maintaining effective communications and being available for the City Commission. The City Manager is required to be present at all meetings of the Commission and be present at meetings of its committees and to take part in discussions, but has no vote.

The City Manager's Office oversees, administers and supervises all departments within the city with the exception of those that are separated by Charter. These include the City Attorney, City Clerk, Library Director and the 44<sup>th</sup> District Court. The City Manager's Office acts as the Chief Operating Office for the local government.

The office sets the City Commission agendas, negotiates with the city's nine (9) bargaining units, coordinates all special projects, works with all neighborhood associations and nonprofit and business groups, and has general control of all operational, financial, support and maintenance functions of the City Government.

According to City Charter, not later than 30 days before the end of each fiscal year, the City Manager must prepare and submit to the Commission an annual budget for the ensuing fiscal year, based upon detailed estimates furnished by the Finance Department and numerous other divisions of the City government.

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## GOALS

- To provide leadership and coordination between the City Commission, the administration, RO residents and RO business owners.
- To prioritize and address the City's administrative matters.
- To establish administrative policies and procedures to efficiently and effectively manage the City's limited resources.

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## OBJECTIVES

- Facilitate the accomplishment of the City's FY2011/12 objectives established and adopted by the Mayor and the City Commission.

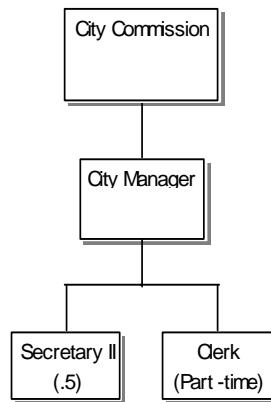
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The increase in the temporary wage account is due to an addition of a temporary position.

**Budget Summary****Expenditures**

<b>101.172 MANAGER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	264,130	490	-	3,380	-	268,000
2008-2009 Actual	320,910	340	-	4,900	-	326,150
2009-2010 Actual	397,280	310	-	3,820	-	401,410
2010-2011 Original Budget	280,800	550	-	5,920	-	287,270
2010-2011 Adjusted Budget (Dec)	276,470	550	-	5,920	-	282,940
2010-2011 Six Month Actual	133,920	240	-	2,710	-	136,870
2010-2011 Estimated Year End	289,160	730	-	5,570	-	295,460
2011-2012 Dept Request	327,719	650	-	6,440	-	334,809
2011-2012 Manager's Budget	331,090	650	-	6,440	-	338,180
2011-2012 Adopted Budget	331,090	650	-	6,440	-	338,180
2012-2013 Projected Budget	333,470	1,100	-	6,440	-	341,010
2013-2014 Projected Budget	336,230	1,100	-	6,440	-	343,770
2014-2015 Projected Budget	335,310	1,100	-	6,440	-	342,850
2015-2016 Projected Budget	337,110	1,100	-	6,440	-	344,650

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
City Manager	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Secretary II - City Manager	1.000	1.000	1.000	1.000	1.000	1.000	0.500	0.500	0.500
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	1.500	1.500	1.500
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.000	1.000	1.000
Cost Center Total	2.000	2.000	2.000	2.000	2.000	2.000	1.500	2.500	2.500

***The mission of the Elections Division is to conduct elections in an effective and ethical manner meeting the requirements of the Federal and State Election Law and the City Charter.***

The Elections Division of the City Clerk's Office maintains the City's Qualified Voter File (QVF) for the State of Michigan and is responsible for the conduct of elections in the City.

This division provides service to the community by maintaining a permanent absentee voter list and automatically mailing absentee applications to those voters, as requested.

For an election cycle, the Elections Division sends ID cards to new voters, mails absentee applications to those who have requested to be on the permanent absentee voter list and mails ballots; orders election supplies including ballots, test ballots and the election program. Prior to every election we participate with the County for a mock election to verify accuracy test results. We prepare M-100 tabulators, Automarks, ballot boxes and supply boxes for each precinct.

The Clerk's Office prepares precinct lists to be used on Election Day. Staff verifies candidate and ordinance petitions to be placed on the ballots. Voter lists are prepared as requested by candidates including specific election data and daily lists that are sent to them electronically. Training is conducted for all elections prior to every election to assure compliance with all applicable Election Law.

The Clerk oversees all Election Day activities to make sure elections run smoothly. Election results are processed and sent via modem to the county. Once election results have been tabulated, voter history is updated and scanned into the QVF system. Costs for the election are identified including postage, supplies, payroll, legal notices and ballots.

Voter registration drives are conducted annually throughout the City. As part of the drives, high school students are taught their rights and the voter registration process, and registered when they declare interest. Nursing homes and assisted living facilities are also included.

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## GOALS

- To effectively administer the election program by keeping informed of relevant legislation and improvements in technology and efficient process.
- To consolidate additional precincts
- Streamline election process at the polls.
- Provide timely and accurate election results.

## OBJECTIVES

- Administer elections for the calendar year 2011.
- Once the new boundaries are drawn for the City, possibly consolidate more precincts.
- Continue utilizing Electronic Poll Books in every election to move lines faster during elections.
- Continue training of election workers prior to each election.
- Appointed to State Training Committee in conjunction with the Michigan Department of Elections to produce dvd/online training program for election officials use statewide.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There will be three elections in 2012; two next fiscal year. February 28, 2012 will be the Presidential Preference Election; August 7, 2012 will be the Presidential Primary Election and November 6, 2012 will be the Presidential Election. Supplies, postage and advertising increased due to the number of elections.

**Budget Summary****Expenditures**

<b>101.191 ELECTIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	220,150	22,820	-	7,510	-	250,480
2008-2009 Actual	245,180	19,510	4,550	5,530	-	274,770
2009-2010 Actual	177,910	16,450	-	13,100	-	207,460
2010-2011 Original Budget	233,890	13,700	-	19,740	-	267,330
2010-2011 Adjusted Budget (Dec)	236,740	12,700	-	17,940	-	267,380
2010-2011 Six Month Actual	144,690	5,370	-	12,260	-	162,320
2010-2011 Estimated Year End	236,630	13,700	-	18,740	-	269,070
2011-2012 Dept Request	243,600	28,700	-	21,850	-	294,150
2011-2012 Manager's Budget	234,730	28,700	-	21,850	-	285,280
2011-2012 Adopted Budget	234,730	28,700	-	21,850	-	285,280
2012-2013 Projected Budget	240,470	14,800	-	22,850	-	278,120
2013-2014 Projected Budget	214,500	14,800	-	22,850	-	252,150
2014-2015 Projected Budget	247,110	14,800	-	22,850	-	284,760
2015-2016 Projected Budget	216,000	14,800	-	22,850	-	253,650

**Performance Indicators / Outcome Measures**

	<b>Actual 2007</b>	<b>Actual 2008</b>	<b>Actual 2009</b>	<b>Estimated 2010</b>	<b>Projected 2011</b>	<b>Projected 2012</b>
Elections	N/A	3	1	3	1	2
Number of Registered Voters	N/A	48,187	47,374	47,500	48,000	48,500
Registration Applications Submitted	N/A	11,212	7,908	9,000	9,500	11,000
New Valid Registrations	N/A	6,480	4,726	5,000	5,500	7,000
Duplicates	N/A	1,324	1,057	1,100	1,200	1,500
Verified Voters	N/A	300	277	300	300	300
Active New Voters	N/A	4,783	3,988	4,200	4,500	5,000
Active Voters Cancelled	N/A	5,104	4,237	4,300	4,500	5,000

**Note: Elections performance Indicators are reported on a calendar year basis as opposed to a fiscal year basis**

## ROYAL OAK ELECTION HISTORY

Type of Election	Date	Total Voting	Voters Registered	Percent Voting	AV's counted	AV's Processed
Berkley School Bond	2/23/10	70	287	24.39%	18	21
City General & School	11/3/09	8,375	47,374	17.68%	(3,457)	4,112
General & School	11/4/08	36,669	48,187	76.10%	(9,935)	10,019
Primary	8/5/08	11,426	46,724	24.45%	(3,356)	3,771
Presidential Primary	1/15/08	11,677	46,279	25.22%	(3,254)	3,508
City General & School	11/6/07	8,222	46,111	17.83%	(3,455)	3,958
General	11/7/06	27,746	46,047	60.26%	(6,340)	6,619
Primary	8/8/06	8,847	46,022	19.22%	(3,827)	4,215
School Board & Bond - Royal Oak only	5/2/06	6,671	46,538	22.29%	(3,675)	4,675
City General/School	11/8/05	16,645	47,098	35.34%	(4,611)	4,894
School Board	5/3/05	9,627	50,125	19.24%	(3,559)	4,095
School Bond Millage	2/22/05	11,026	49,217	22.4%	(3,980)	4,273
Presidential	11/2/04	35,203	49,605	70.97%	(8,642)	8,986
Primary	8/3/04	7,134	48,576	14.69%	(3,343)	3,798
School	6/14/04	2,388	48,448	4.93%	(1,946)	3,124
City General	11/4/03	10,808	48,700	22.19%	(3,737)	3,989
School	6/9/03	5,200	48,377	10.75%	(3,130)	3,768
General	11/5/02	24,575	48,849	50.31%	(5,735)	6,079
Primary	8/6/02	13,204	49,930	26.45%	(4,554)	4,935
School	6/10/02	13,040	49,644	26.27%	(4,035)	4,354
City General	11/06/01	11,455	51,714	22.15%	(4,227)	4,488
OC School Millage	09/25/01	5,342	51,508	10.37%	(3,051)	3,513
School	06/11/01	4,055	52,617	7.71%	(2,806)	3,509
City Special	05/15/01	13,267	52,064	25.48%	(4,334)	4,484

***The mission of the Finance Department is to provide accurate and timely financial services for the City of Royal Oak in the most efficient manner possible.***

The Director of Finance has the responsibility of the administration of the financial affairs of the City insofar as they relate to the keeping of accounts and financial records and the disbursement of City funds.

The short-term and long-term financial planning, cost allocation, labor contract costing, budget preparation and Capital Improvement Plan coordination (of finances) are performed by the Finance Department. The budget is prepared in accordance with the City Charter and the State's Uniform Budgeting Act. The budget function includes all the personnel costing, cost allocation, monitoring, amendments, forecasts and various financial reports.

The department accounts for approximately 50 funds and 150 cost centers, utilizing 5 different banking institutions. All account records are kept by the Finance Department showing all the financial transactions of the City including cash receipts, cash disbursements, revenues accrued and liabilities incurred and all transactions affecting the acquisition, custody, and disposition of City property and make such reports of the financial transactions and conditions of the City as required by law, ordinance, or resolution. The CAFR (Comprehensive Annual Financial Report) and compliance (financial) reports for State and Federal purposes are prepared by the department as well.

Centralized accounts payable and (most of) payroll functions are performed within the department.

The department supports other city departments with their purchases by providing assistance with bid and quotation solicitation and review of responses for the procurement of goods and services and purchase order processing. The procurement process is currently more decentralized and services are extremely limited due to only limited part-time hours supporting this function.

In accordance with the City Ordinance, the Director of Finance serves as the secretary, treasurer and chief administrative officer for the Retirement System and the custodian of its assets. The department is responsible for the preparation of estimated and final pension benefit calculations, monthly pension benefit payments, day-to-day administration of the system and provides all of the data for the actuarial valuations. The Director of Finance also serves as the administrator to other retiree benefit plans.

The sale of municipal bonds and the maintenance of bond service payments are administered within the department along with the development of utility (water and sewage disposal) rates, various financial reports, certain aspects of risk management and assistance with grant reporting.

The Director of Finance is ultimately responsible for the other fiscal related functions such as Treasury, Assessing, and Information Services.

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## GOALS

- To accurately and timely record all financial transactions as to provide the best financial information to the City Commission, City Manager, residents and other users; continue to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting.
- To properly administer the purchasing, payroll, payables, pension functions and accomplish the numerous financial reporting requirements accurately and timely.
- To facilitate the City's (fiscal) strategic planning and adoption of sound financial policies in an effort to effectively and efficiently manage the City's assets.
- To develop reports including a Budget Plan Document that excels as an operational guide, financial plan, policy document and communication devise for the benefit of all its users.

## OBJECTIVES

- Implement a new fully integrated financial management system; utilizing the technology to improve upon efficiencies and reporting capabilities.
- Review the City's cost allocation methodologies and internal service fund charges to verify that they are relevant and reasonable.
- Strengthen the purchasing function in order to pursue additional meaningful bidding and collaboration opportunities for cost savings and improve upon internal controls.
- Assist with the development of a strategic revenue plan.
- Facilitate improvements to the newly developed *comprehensive* Capital Improvement Plan by reporting more thorough future estimated operating expenses/savings related to each project as well as provide more detailed project descriptions and improve upon the application process.
- Facilitate the development of a Wellness Committee in an effort to grow a healthier workforce (including retirees) which in turn can improve productivity, improve healthcare costs, and reduce the risk of the self-insured healthcare plan.
- Aggressively pursue investigations into cost savings opportunities for the City in addition to revenue generating opportunities, which includes incorporating the State's suggested practices in an effort to recover the maximum amount of state shared revenue.
- Provide, review, adopt and publish various City Retirement System policies to provide for the improved administration of the City's Retirement System.
- Work with departments to prepare more comprehensive goals, objectives and performance measures for all city functions to improve upon the ability to benchmark.

- Develop a “citizen’s financial guide” to comply with the States suggestion for meeting best practices.

## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

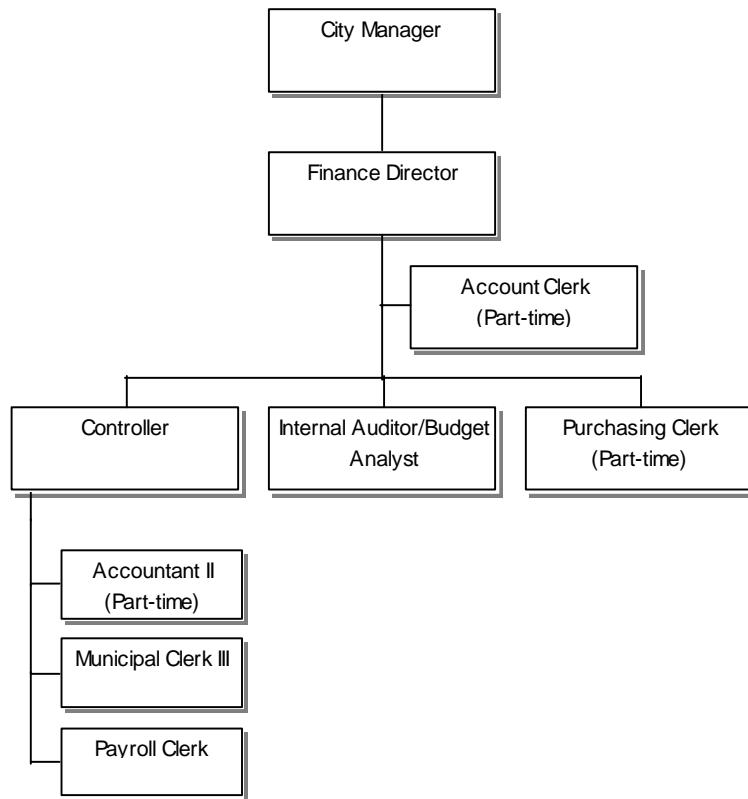
Total permanent wages are reduced due to the additional wage concession on the Finance Director position in addition to the carryover of the FY10/11 concessions budgeted for the balance of the Finance Department Staff. FY11/12 will be the first full year without the funding for the Secretary position, for a total reduction by two full-time staff members (or 29%) in the past year. These cuts consisted of reduced Contracted Services based on the elimination of a full-time Analyst position. However part-time wages are proposed to increase as part-timers will be utilized in an attempt to fill-in the holes created by the elimination of the full-time positions. Numerous operating budgets such as Book/Subscriptions, Contracted Services, and Training have been reduced. It continues to be a concern that the accuracy and ability to accomplish the department's duties will diminish due to the few number of staff members. The department will continue to look for efficiencies in service delivery and proper prioritization in order to attempt to provide quality financial services.

### Budget Summary

#### Expenditures

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	638,950	3,780	-	64,080	-	706,810
2008-2009 Actual	704,700	4,450	-	72,660	-	781,810
2009-2010 Actual	646,680	2,420	-	69,600	-	718,700
2010-2011 Original Budget	594,260	3,000	-	50,010	-	647,270
2010-2011 Adjusted Budget (Dec)	600,700	3,000	-	30,010	-	633,710
2010-2011 Six Month Actual	271,140	690	-	12,490	-	284,320
2010-2011 Estimated Year End	601,100	2,700	-	22,300	-	626,100
2011-2012 Dept Request	660,510	2,700	-	11,400	-	674,610
2011-2012 Manager's Budget	634,250	2,700	-	11,400	-	648,350
2011-2012 Adopted Budget	634,250	2,700	-	11,400	-	648,350
2012-2013 Projected Budget	642,110	2,700	-	11,200	-	656,010
2013-2014 Projected Budget	647,290	2,700	-	11,200	-	661,190
2014-2015 Projected Budget	647,130	2,700	-	11,200	-	661,030
2015-2016 Projected Budget	649,490	2,700	-	11,200	-	663,390

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Director of Finance	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Controller	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Internal Auditor/Bdgt Analyst	0.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Accountant II	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Secretary I - Finance	1.000	1.000	1.000	1.000	1.000	1.000	0.600	0.000	0.000
Payroll Clerk III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Finance - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	6.000	6.000	6.000	6.000	6.000	6.000	5.600	5.000	5.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						1.154	2.019	2.019
Cost Center Total	6.000	6.000	6.000	6.000	6.000	6.000	6.754	7.019	7.019

## Performance Indicators / Outcome Measures

	Actual <u>FY08/09</u>	Actual <u>FY09/10</u>	Dec 31 <u>2010</u>	Projected <u>FY10/11</u>	Projected <u>FY10/11</u>	Projected <u>FY11/12</u>
Bank Statements Reconciled	n/a	504	252	504	500	500
Accounts Payable Invoices Processed	24,174	24,329	11,249	23,000	23,000	23,000
General Payroll Checks Generated	12,615	11,827	5,806	11,800	11,000	10,500
“Special” Payroll Checks Generated	836	582	584	600	500	500
Payroll Checks Accurately Generated	n/a	n/a	n/a	99.5%	99.5%	99.5%
Auditors Correcting Entries to Financial Statements	n/a	1	0	0	0	0
*Estimated/Final Pension Calculations	n/a	n/a / 31	n/a	50/25	40/20	30/15
GFOA Distinguished Budget Awards	1	1	1	1	1	1
GFOA Budget Criteria Rated “Outstanding” (of 27 possible)	n/a	6/27	3/27	3/27	7/27	10/27
GFOA CAFR Awards	1	1	1	1	1	1
Internal Audits Performed	n/a	n/a	0	1	4	4
Budget Monitoring Contacts	n/a	n/a	n/a	n/a	500	500
Bids Solicited	n/a	n/a	n/a	n/a	30	30
Quotations Solicited	n/a	n/a	n/a	n/a	10	20

\* Tracked on a calendar year basis

***The mission of the Assessor's Office is to annually provide the residents and property owners of Royal Oak with fair and equitable assessments; to provide information to the general public that is accurate and reliable and mindful that service is the reason for our existence; to provide information to other city departments efficiently and allowing them to better perform their duties; to provide all of these services in a professional and courteous manner which complies with the Charter of the City of Royal Oak and the constitution and laws of the State of Michigan.***

The Assessor's Office uniformly and accurately values all taxable property in the City of Royal Oak. The office is responsible for preparing the Assessment Rolls and Tax Rolls of the City for all classes of property subject to taxation. The State Constitution and statutes require that, notwithstanding any other provision of law, the assessed values placed upon the assessment roll shall be at fifty percent (50%) of true cash value.

Passed by the voters in March of 1994, Proposal A placed additional limits on values used to compute property taxes. Starting in 1995, property taxes were calculated using "taxable value". This value is capped by the inflation rate multiplier until a property transfers ownership. Prior to Proposal A, taxes were calculated on the "State Equalized Value" (SEV). This value represents market or true cash value and changed annually regardless of changes in ownership.

The Assessor's Office is a valuable source of information for the public, maintaining data on each parcel of property in the City. This includes plat maps and record cards for over 25,000 real property parcels. Additionally, the Oakland County Equalization Division, by contract, maintains about 1,200 personal property parcels. The total parcels include these ad valorem parcels, Industrial Facilities Tax (IFT), Tax Increment Financing Authority (TIFA), Downtown Development Authority (DDA) and Brownfield Redevelopment Authority properties.

Another function of the Assessor's Office is to record, maintain and edit the status of each parcel of property in the City to determine whether it qualifies for a "principal residence

exemption" for a portion of school tax. The office also analyzes deeds and affidavits on every transferred property within the City that would trigger an "uncapping" of taxable value in accordance with Proposal A.

The administration of lot splits and combinations is the responsibility of the City Assessor while coordinating review efforts with Planning, Building and Treasury through completion with the Oakland County Land Division and the Land and Address Management System. The Assessor assists and guides the property owner through the process. This procedure includes plat and condominium developments.

Change of assessment notices are mailed in February of each year and taxpayers are given the opportunity to protest their assessment before the City's Board of Review in March. The Board of Review is composed of six City residents, forming two boards working as one, appointed by the Commission for two year terms. The Board has the discretion and authority to make adjustments to an individual's assessment if warranted.

General Property Tax Law also provides for a special meeting of the Board of Review to be held on specific days in July and December for the purpose of correcting clerical errors or mutual mistakes of fact.

With the legal assistance of quality, professional outside counsel, the Assessor's Office is able to settle, dismiss, and defend the Tax Tribunal appeals that are brought against the City.

On or before the first day of July of each year, the City Assessor delivers a certified copy of the assessment roll on which the City tax has been apportioned and spread, with the warrant annexed to the City Treasurer.

The assessments are utilized with the millage rates adopted by the various taxing authorities (Oakland County Operating, Oakland County Parks & Recreation, Zoological Authority, Public Transportation Authority, Huron-Clinton Metropolitan Authority, Berkley, Clawson and Royal Oak Schools, Oakland Community College, Oakland Schools ISD) to generate tax revenues for the authorities within the City's boundaries.

### GOALS

- To maintain fair assessments for all classes of property.
- To keep accurate equalization, sales valuation, name and address, transfer and principal residence exemption affidavit files.
- To provide accessibility to the City's property records to all users.
- Compliment a quality Board of Review for March, July and December.
- Defend assessments at the Michigan Tax Tribunal.
- Prepare all mandatory reports to insure proper collection of taxes.
- Prepare special assessment rolls
- Create and administer the process for all Lot Splits/Combinations.

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### OBJECTIVES

- Review all sales, foreclosures and bank sales to verify transfer information and proper uncapping.
- Provide quality information and training to current and new Board members to keep them abreast of current legislation.
- Provide review of vendors for costs associated with printing of Change of Assessment Notices for City residents.

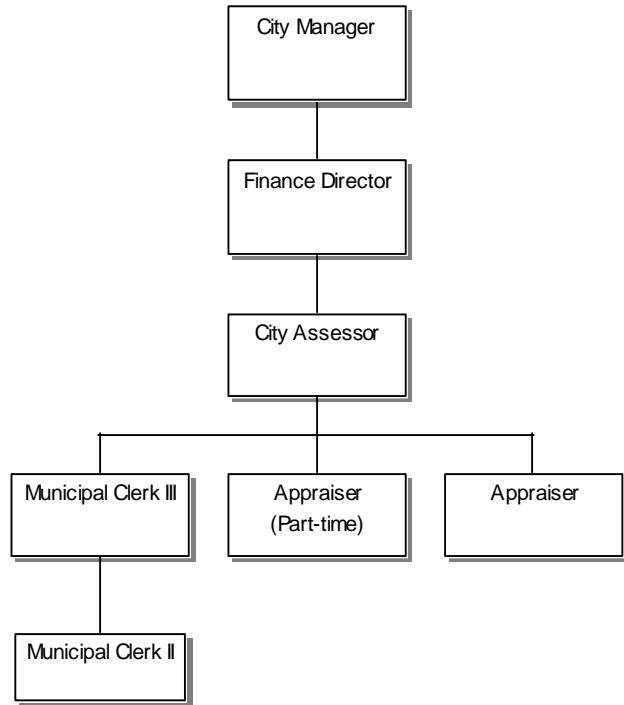
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Personnel costs decreased due to the loss of the Municipal Clerk II position. The position was replaced with a part-time employee. Data Processing Services decreased due to the cost for the BS&A Assessment/Tax support fee and the PayLocalTaxes.com fee being shared with the Treasury Department. Motor Pool vehicle charges increased due to increased maintenance and operating cost for one of the two vehicles and an increase in the general allocation to all city vehicles to cover the Motor Pool expenditures.

**Budget Summary  
Expenditure**

<b>101.209 ASSESSOR</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	394,840	2,210	-	65,070	-	462,120
2008-2009 Actual	436,610	4,250	-	60,050	-	500,910
2009-2010 Actual	467,710	1,400	-	57,930	-	527,040
2010-2011 Original Budget	503,410	2,640	-	70,580	-	576,630
2010-2011 Adjusted Budget (Dec)	439,430	2,640	-	70,110	-	512,180
2010-2011 Six Month Actual	195,960	670	-	13,660	-	210,290
2010-2011 Estimated Year End	439,430	2,840	-	63,480	-	505,750
2011-2012 Dept Request	475,230	2,840	-	58,630	-	536,700
2011-2012 Manager's Budget	453,280	2,840	-	58,630	-	514,750
2011-2012 Adopted Budget	453,280	2,840	-	58,630	-	514,750
2012-2013 Projected Budget	470,370	2,690	-	58,880	-	531,940
2013-2014 Projected Budget	475,300	2,690	-	58,880	-	536,870
2014-2015 Projected Budget	475,910	2,690	-	58,880	-	537,480
2015-2016 Projected Budget	479,530	2,690	-	58,880	-	541,100

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
City Assessor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Assessor	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Appraiser	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assessing - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assessing - MC II	0.000	0.000	0.000	0.000	1.000	1.000	1.000	0.000	0.000
Assessing - MC I	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	5.000	5.000	4.000	4.000	4.000	4.000	4.000	3.000	3.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.577	1.346	1.346
Cost Center Total	5.000	5.000	4.000	4.000	4.000	4.000	4.577	4.346	4.346

**Performance Indicators / Outcome Measures**

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Assessment Notices Processed	27,269	27,086	0	27,109	27,109	27,120
Residential Property Appraisals	306	620	620	620	600	700
Commercial/Industrial Appraisals	243	235	235	235	200	300
Small Claims Tribunal Appeals	59	19	26	80	80	40
Full Tax Tribunal Appeals	114	89	60	90	90	80
Homestead Affidavits Processed	816	850	933	933	950	950
Board of Review Appeals	903	624	8	600	600	700
Board of Review Adjustments	-5,716,315	-2,651,470	-2,780,735	-2,500,000	-2,500,000	-3,000,000
Property Sales Reviewed	2,165	1,500	1,217	1,281	1,500	1,600
Property Transfers Uncapped	1,406	1,500	1500	1,612	1,600	1,600
Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Lot Splits/Combinations	9	8	8	10	10	15

***The mission of the City Attorney's Office is to promote responsible government by providing highly professional legal counsel to the City Commission, City Departments, boards and committees, and City employees in all matters relating to any official duties.***

The City Attorney's Office is established by the Royal Oak Charter (Chapter III, Section 22). The city attorney is appointed by, and is directly responsible to the city commission. The city attorney serves as the legal adviser and counsel for the city and for all officers and departments in all matters relating to their official duties, and performs such other duties as may be imposed by the commission, either by ordinance or resolution.

The city attorney is an integral part of the criminal justice system, working together with the police and code enforcement to prosecute misdemeanors and civil infractions in the district court and works to insure that people convicted of criminal or civil violations pay their share of fines and costs.

The city attorney is involved in the regulation of city liquor licenses, preparation of development agreements, contracts, reviews bonds and insurance policies, prepares ordinances, including the completed ordinance codification project, and manages all civil litigation for the city.

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## GOALS

- General Counsel - to provide sound legal advice in a timely manner.
- Civil Litigation – to provide the City with effective representation in all cases in which the City is a party.
- Ordinance Prosecution – to effectively prosecute City ordinance violations.

## OBJECTIVES

- To provide concise legal opinions, either in response to requests from the City Commission and department heads, or as needed on issues of legal significance.
- To draft and/or thoroughly review contracts and other documents to which the City is a party.
- To draft ordinances needed to implement the policy set by the City Commission.
- To courteously handle inquiries from the general public regarding the City Code and/or established City policies and procedures.
- To closely monitor the status of cases where outside counsel is appointed to defend the City's interests.
- To vigorously advocate in cases where the City Attorney's Office defends the City's interests.
- To keep the City Commission and any affected employees informed as to the status of pending litigation.
- To advocate on behalf of the People of the City of Royal Oak in the best interests of justice.
- To advise police personnel on legal matters affecting the enforcement of federal, state and local law.

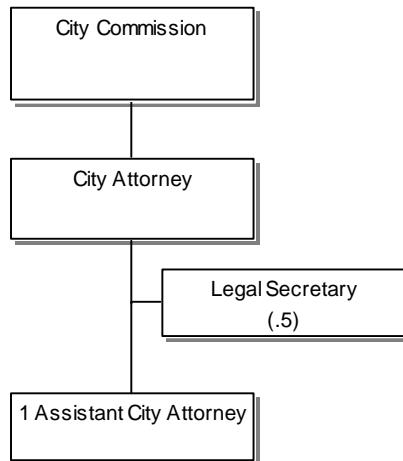
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Significant efforts were made last year to reduce costs in the City Attorney's Office. One Assistant City Attorney position was eliminated, and the Office now shares its one administrative assistant with the City Manager's Office. All employees in the Office have taken wage and benefit concessions. Outside labor counsel and tax counsel both agreed to reduce their fees, decreasing the cost of contracted legal services. The contract for online legal research services was revised to reduce related monthly costs. Despite substantial reductions in staffing and other resources, the City Attorney's Office continues to provide the City, its elected officials and its employees with effective legal representation.

**Budget Summary****Expenditures**

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	472,250	16,880	-	199,720	-	688,850
2008-2009 Actual	531,280	18,650	-	248,050	-	797,980
2009-2010 Actual	564,990	15,920	-	207,920	-	788,830
2010-2011 Original Budget	455,650	13,340	-	206,640	-	675,630
2010-2011 Adjusted Budget (Dec)	443,630	12,590	-	197,640	-	653,860
2010-2011 Six Month Actual	217,830	6,140	-	79,690	-	303,660
2010-2011 Estimated Year End	455,510	12,590	-	182,400	-	650,500
2011-2012 Dept Request	518,770	12,590	-	182,400	-	713,760
2011-2012 Manager's Budget	490,370	12,590	-	182,400	-	685,360
2011-2012 Adopted Budget	490,370	12,590	-	182,400	-	685,360
2012-2013 Projected Budget	502,540	12,590	-	182,400	-	697,530
2013-2014 Projected Budget	507,410	12,590	-	182,400	-	702,400
2014-2015 Projected Budget	506,660	12,590	-	182,400	-	701,650
2015-2016 Projected Budget	508,900	12,590	-	182,400	-	703,890

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

<u>Full-Time Positions</u>	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
City Attorney	1.000	1.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Attorney	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Assistant City Attorney	1.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000
Legal Secretary	1.000	1.000	1.000	1.000	1.000	1.000	0.500	0.500	0.500
Full-time Total	4.000	5.000	4.000	5.000	4.000	4.000	2.500	2.500	2.500

***The mission of the Clerk's Office is to successfully serve the public and City Commission as prescribed by Federal and State Law and the City Charter, in addition to providing high quality customer service to City departments.***

Pursuant to the City Charter, the City Clerk is the Clerk of the City Commission and with the Mayor, signs and attests all ordinances; and keeps a journal of record of the City Commission's proceedings. In addition, the City Clerk performs such other duties as are prescribed by the Charter, the General Laws of the State, or by the City Commission.

Such duties include the posting of all meeting notices, records and transcribes minutes for official City Commission meetings and workshops in accordance with the Open Meetings Act. The Clerks Office prepares all agenda items for City Commission meetings via paperless e-mail packets, scanned into document imaging and put onto the city's website. The office prepares minutes for the

following meetings: City Commission, LCC, Charter Review, Civil Service and Fire Civil Service Commissions.

The Clerk's Office is the keeper of official city records, processes Freedom of Information requests and serves as a notary public for City business.

The Clerk's Office provides birth and death certificates, dog licenses, dog park passes, bike licenses, new business licenses, valet licenses, special event permits, taxi licenses, solicitation/peddler permits, Dream Cruise permits, sidewalk café's and valet permits; parking permits; processes SDD/SDM and Class C liquor license renewals, liquor transfers and bistro licenses; publishes legal notices, issues proclamations, sends updates of all ordinances to general code for codification; process applications from residents who want to serve on City Boards and Committees maintaining a list of qualified candidates.

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## GOALS

- To be in compliance with all Acts / laws related to the duties of the Clerk's office.
- To effectively administer the Clerk Office's license and permit process while providing excellent customer service to license and permit holders.
- To provide excellent and efficient official record keeping by use of technology, while keeping records safe and accessible.

## OBJECTIVES

- Stay active in statewide Clerk's associations to have our concerns addressed and to be informed of new acts/laws being implemented.
- Utilize our BS&A software to the fullest extent.
- Continue utilizing document imaging for all birth/death certificates as well as contracts for easy accessibility.
- Volunteered to be a pilot community in Oakland County beginning April 2011 with the State of Michigan to start utilizing their Electronic Death Registry System.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

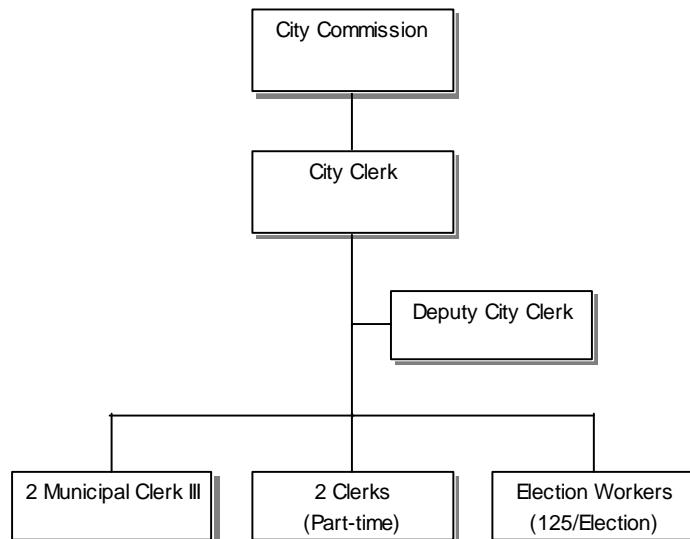
The Cashier position was eliminated in November of 2010. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the City Clerk's position for FY2010/11 and FY2011/12 (additional wage cut in 11/12). In addition, the AFSCME group and Department Head Labor Unit's concession in FY2010/11 are budgeted to continue. The Training account increased due to adding a training session for the Deputy Clerk and due to the merging of the Meetings/Conference account.

## Budget Summary

### Expenditures

<b>101.215 CLERK</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	243,990	5,850	-	23,520	-	273,360
2008-2009 Actual	326,610	7,330	10,000	23,830	-	367,770
2009-2010 Actual	348,540	7,520	1,600	16,110	-	373,770
2010-2011 Original Budget	289,950	7,820	-	18,960	-	316,730
2010-2011 Adjusted Budget (Dec)	353,250	7,420	-	18,960	-	379,630
2010-2011 Six Month Actual	171,820	2,180	-	3,760	-	177,760
2010-2011 Estimated Year End	353,250	8,070	-	20,170	-	381,490
2011-2012 Dept Request	300,840	8,070	-	20,190	-	329,100
2011-2012 Manager's Budget	285,690	8,070	-	20,190	-	313,950
2011-2012 Adopted Budget	302,490	8,070	-	20,190	-	330,750
2012-2013 Projected Budget	306,040	8,190	-	20,190	-	334,420
2013-2014 Projected Budget	309,250	8,190	-	20,190	-	337,630
2014-2015 Projected Budget	309,070	8,190	-	19,190	-	336,450
2015-2016 Projected Budget	310,850	8,190	-	19,190	-	338,230

### Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
City Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Purchasing	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
City Clerk - MC III	2.000	2.000	2.000	2.000	2.000	2.000	1.000	2.000	2.000
City Clerk - MC II	2.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000
Cashier II	0.000	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000
Full-time Total	6.500	4.000	4.000	4.000	4.000	6.000	4.000	4.000	4.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.337	1.346	1.346
Cost Center Total	6.500	4.000	4.000	4.000	4.000	6.000	4.337	6.019	6.019

## Performance Indicators / Outcome Measures

	Actual <u>2008</u>	Actual <u>2009</u>	Actual <u>2010</u>	Estimated <u>2011</u>	Projected <u>2012</u>	Projected <u>2013</u>
<b>Documents Processed/Issued:</b>						
Birth Certificates	5,975	5,468	5,053	5,100	5,200	5,200
Business Licenses (Annual)	242	161	169	180	200	200
Death Certificates	2,046	2,017	1,870	2,000	2,030	2,030
Dog Licenses	1,919	2,349	1,841	2,000	2,000	2,000
Dog Park Passes	n/a	501	383	400	400	400
Freedom of Information Act	35	88	73	80	80	80
Initial Merchants Licenses	51	47	54	60	75	75
Liquor License Renewals	45	44	48	48	48	48
Miscellaneous Business Licenses	51	90	53	60	70	70
Peddler Permits	79	31	61	65	70	70
SDD/SDM Renewals	39	39	40	40	40	40
Solicitation Permits	31	25	25	30	30	30
Special Event Permits	42	57	41	50	60	60
Woodward Dream Cruise Permits	78	61	64	70	75	75

**Note:** City Clerk's Department performance measures are reported on a calendar year basis as opposed to a fiscal year basis

***The mission of the Human Resource Department (HR) is to provide our customers – management, employees, retirees, applicants and the general public – with efficient, effective and courteous human resource services within legal, professional and ethical parameters.***

The Department coordinates and administers the recruitment, screening, selection, in-processing and orientation of new employees, consistent with federal and state laws and local Civil Service Ordinance. It oversees the classification, promotion, transfer and evaluation of employees consistent with union contract provisions and civil service rules.

HR administers compensation and benefit plans for employees consistent with contract provisions, including leave benefits, tuition reimbursement, deferred compensation, and special pays. This includes 77 different health plans that provide health, dental, vision, life and supplemental insurance for all employees and retirees including monthly billings, liaison duties with providers, and processing of employee/retiree status changes, including Medicare A, B & D (dependents, beneficiaries, COBRA notices, etc.). The office maintains applicant, employee and retiree records.

### **GOALS:**

- To promote lawful, nondiscriminatory, and ethical personnel actions and policy decisions.
- To facilitate the culture of a qualified, productive and diverse workforce.
- To provide equitable and cost-effective benefit packages for the City's workforce.

Human Resources assists in negotiating, interpreting and administering nine (9) union contracts, resolving grievances and participating in Act 312 and grievance arbitration.

HR provides counseling and assistance to department heads and employees relevant to personnel issues and coordinates/facilitates training to meet department and City needs.

The department reports and monitors workers' compensation and unemployment compensation claims with third party administrators; ensures compliance with MIOSHA, accident/injury policies and procedures, and collective bargaining agreements; performs liaison duties with workers' compensation clinics for employee injuries, new hire physicals and DOT drug testing program and requirements.

HR develops, distributes and monitors City policies such as sexual harassment, EEO, ADA, Family and Medical Leave Act, workplace violence, employee assistance, drug free workplace, employee suggestions, nepotism, etc.

Staff members serve on the following Commissions and Boards: Fire Civil Service Commission, Civil Service Board.

### **OBJECTIVES:**

- Provide the Human Resource staff with the required training to ensure each is knowledgeable regarding employment laws and City policies, to include recent changes.
- Provide employees with job-specific training as required, within budget parameters.
- Provide employees with diversity training to help promote the benefits of employee differences, within budget parameters.
- Verify dependent eligibility for health care coverage
- Review the potential for reducing health care costs through wellness programs.

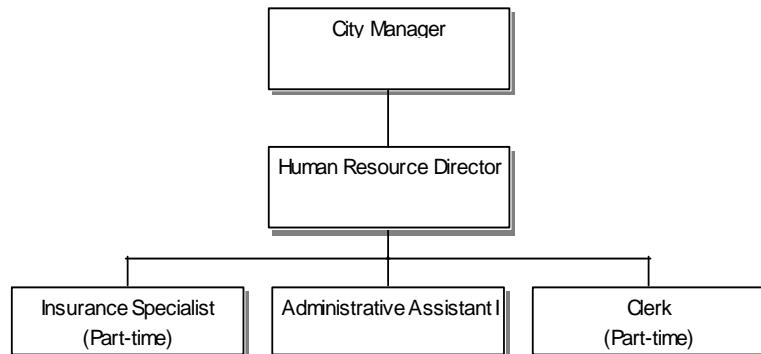
**Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Years 2011/2013:**

For budgetary cut purposes, one full-time Human Resource Specialist has been eliminated in FY10/11. The full-time personnel cut is somewhat offset with part-time wages. The elimination of the position is anticipated to cause numerous (including cost saving) programs/services to be drastically reduced or eliminated. Personnel costs are also reduced in this cost center due to the wage and benefit concessions taken for the HR Director and ProTech positions took in FY2010/11, which will carry forward. Contracted Services are budgeted to decline due to the phase-out of the EERP services. An increase in the budget for medical services is due to costs associated with pre-employment physicals in the Police and Fire departments as a result of filling positions due to anticipated retirements.

**Budget Summary****Expenditures**

<b>101.226 HUMAN RESOURCES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	383,930	870	-	71,190	-	455,990
2008-2009 Actual	356,240	520	-	80,510	-	437,270
2009-2010 Actual	423,240	360	-	62,660	-	486,260
2010-2011 Original Budget	333,890	1,030	-	101,300	-	436,220
2010-2011 Adjusted Budget (Dec)	401,790	930	-	142,700	-	545,420
2010-2011 Six Month Actual	181,850	130	-	32,350	-	214,330
2010-2011 Estimated Year End	397,950	930	-	133,540	-	532,420
2011-2012 Dept Request	336,750	930	-	115,510	-	453,190
2011-2012 Manager's Budget	320,950	930	-	115,510	-	437,390
2011-2012 Adopted Budget	320,950	930	-	115,510	-	437,390
2012-2013 Projected Budget	329,000	950	-	100,160	-	430,110
2013-2014 Projected Budget	331,150	950	-	100,160	-	432,260
2014-2015 Projected Budget	330,890	950	-	100,160	-	432,000
2015-2016 Projected Budget	331,970	950	-	100,160	-	433,080

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Human Resource Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Human Resource Specialist	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Secretary I - Hr	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
H/R - MC III	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
H/R - MC II	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000
Full-time Total	4.000	4.000	4.000	4.000	4.000	4.000	2.000	2.000	2.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						0.865	0.625	0.625
Cost Center Total	4.000	4.000	4.000	4.000	4.000	4.000	2.865	2.625	2.625

## Performance Indicators / Outcome Measures

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Labor Contracts Negotiated	3	5	4	4	9	9
% of Labor Contracts Settled	77.7	100	89	100	55	55
Employees Hired (FT/PT)	47	46	30	60	70	70
Applications Processed (FT/PT)	548	332	231	460	649	649
Promotions/Transfers/Terminations Processed	43	94	97	120	125	125
Disability Claims Processed	64	66	27	55	56	56
Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	696	684	687	692	690	690
FT HR Staff to FT Workforce Ratio	1:108	1:97	1:136	1:138	1:138	1:138

***The General Administration cost center records charges that are General Fund responsibilities but are not specifically assigned to any user due to their subjective nature.***

Administrative charges for non-specific items are recorded here to monitor total cost. There are four main General Fund costs expensed in this cost center.

Property and general liability insurance costs make up approximately 50% of this cost center.

The three other costs are the General Fund's Information Service charges, audit services and a portion of bank services charges.

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There are no significant notes for this cost center.

### **Budget Summary**

#### **Expenditures**

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	6,280	-	-	1,526,580	-	1,532,860
2008-2009 Actual	520	-	-	1,430,970	-	1,431,490
2009-2010 Actual	6,070	-	-	1,518,390	-	1,524,460
2010-2011 Original Budget	23,100	-	-	1,509,880	-	1,532,980
2010-2011 Adjusted Budget (Dec)	23,100	-	-	1,509,880	-	1,532,980
2010-2011 Six Month Actual	1,000	-	-	923,560	-	924,560
2010-2011 Estimated Year End	26,200	-	-	1,515,590	-	1,541,790
2011-2012 Dept Request	26,200	-	-	1,527,880	-	1,554,080
2011-2012 Manager's Budget	26,200	-	-	1,527,880	-	1,554,080
2011-2012 Adopted Budget	26,200	-	-	1,527,880	-	1,554,080
2012-2013 Projected Budget	26,200	-	-	1,555,350	-	1,581,550
2013-2014 Projected Budget	26,200	-	-	1,555,350	-	1,581,550
2014-2015 Projected Budget	26,200	-	-	1,555,350	-	1,581,550
2015-2016 Projected Budget	26,200	-	-	1,555,350	-	1,581,550

***The mission of the Treasurer's Office is to effectively and efficiently collect, secure, invest, and disburse all City monies; which includes tax billing, water billing, accounts receivables, special assessments, parking funds, and numerous miscellaneous receivables and disbursements.***

All taxes, special assessments, and license fees, accruing to the City, are collected by the City Treasurer. All money received by any officer or employees of the City for or in connection with the business of the City is paid to the City Treasurer, and deposited to one of the approved banking institutions. The Treasury Office collects and redistributes property taxes for all of the various taxing authorities within the city including: Oakland County, Oakland County Parks & Recreation, the Zoological Authority, the Public Transportation Authority, the Huron-Clinton the Metropolitan Authority, Berkley, Clawson and Royal Oak Schools, Oakland Community College, Oakland Schools ISD.

In addition, the office handles all accounts receivable billing, water/sewer utility receipts, rehab loan accounting, parking permits, collection, balancing and accounting for city revenues collected by the cashier and the reconciliation and posting of all revenues collected at off-site locations.

The Treasurer is responsible for cash management: investing and tracking investments of City funds, the strategic planning of investments to cover regular monthly planned

expenditures, such as accounts payable, payroll and retirement, as well as, cash flow planning for less-regular expenditures, such as large construction contract or semi-annual bond payments.

The Treasurer's Office has continued to add value to the City's investment portfolio through diversification and has worked diligently to improve the yield of the investments while maintaining the safety of principal. This department consistently looks for ways to offer better services and a more effective use of funds through a greater use of bank products and services and improved technology.

Royal Oak property owners have the option of paying tax bills on-line by credit card through Oakland County and water bills with a credit card from the City website through "Official Payments". In addition, in January 2006 the Office began offering direct debit payments for water bills. This program has been tremendously popular, with 2046 residents, or 9% of our total customer base, signed up, a 6% increase in users in the past year.

For improved customer service, Treasury has worked to expand the acceptance of credit cards to other departments. For convenience, customers can now pay for various city services, permits and certificates at the Building Department, Clerks Office, Treasurer's Office, DPS, Library, and Parks and Recreation.

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## GOALS

- To develop and implement treasury related processes to improve efficiencies and reduce costs.
- To manage the tax administration and receivables programs in compliance with all applicable laws and internal controls.
- To administer the cash management program with the effect of increasing returns and decreasing cost.

## OBJECTIVES

- To offer 24 hour access to information needed by residents and title/mortgage servicing companies by providing online property tax information, along with reducing incoming phone calls to the department.
- To increase the level of direct deposit customers in an effort to reduce manual processes.

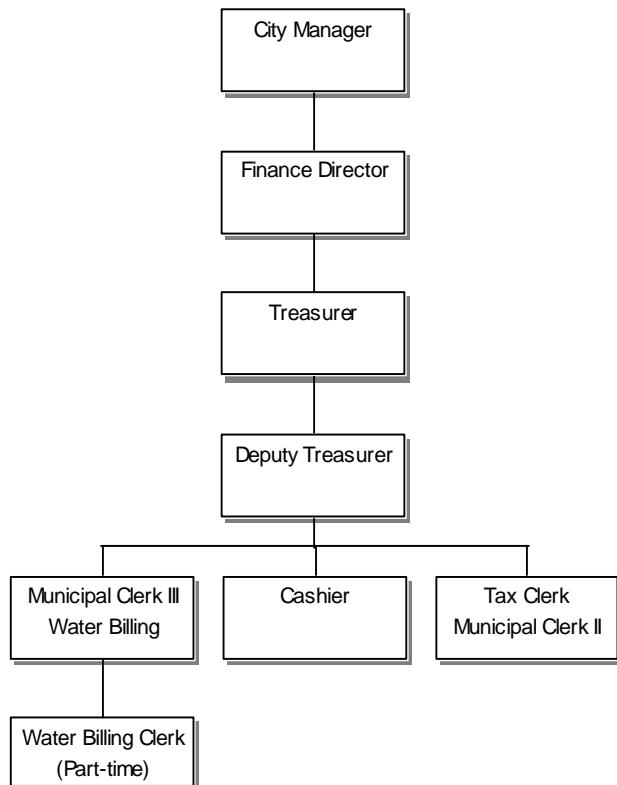
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Data Processing Services increased due to the cost for the BS&A Assessment/Tax support fee and the PayLocalTaxes.com fee being shared with the Assessing Department (corresponding decrease in Assessing).

**Budget Summary****Expenditures**

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	405,100	1,410	-	5,910	-	412,420
2008-2009 Actual	391,870	1,800	-	10,830	-	404,500
2009-2010 Actual	399,250	1,820	-	14,920	-	415,990
2010-2011 Original Budget	328,580	1,900	-	12,880	-	343,360
2010-2011 Adjusted Budget (Dec)	313,510	1,900	-	12,880	-	328,290
2010-2011 Six Month Actual	152,040	980	-	3,080	-	156,100
2010-2011 Estimated Year End	313,510	1,900	-	11,170	-	326,580
2011-2012 Dept Request	346,170	1,900	-	18,480	-	366,550
2011-2012 Manager's Budget	328,010	1,900	-	18,480	-	348,390
2011-2012 Adopted Budget	328,010	1,900	-	18,480	-	348,390
2012-2013 Projected Budget	335,100	1,900	-	18,480	-	355,480
2013-2014 Projected Budget	338,760	1,900	-	18,480	-	359,140
2014-2015 Projected Budget	338,310	1,900	-	18,480	-	358,690
2015-2016 Projected Budget	340,130	1,900	-	18,480	-	360,510

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

<u>Full-Time Positions</u>	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
City Treasurer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy City Treasurer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Cashier II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Treasurer - MC II	1.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
Treasurer - MC I	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	5.000	5.000	5.000	5.000	5.000	4.000	4.000	4.000	4.000

## Performance Indicators / Outcome Measures

	Actual <u>FY08/09</u>	Actual <u>FY09/10</u>	Dec 31 <u>2010</u>	Estimated <u>FY10/11</u>	Projected <u>FY11/12</u>	Projected <u>FY12/13</u>
Tax bills generated	61,555	61,147	61,555	61,200	61,100	61,100
Water bills generated	95,588	96,000	93,677	95,600	96,000	96,000
Phone calls received	24,234	30,234	30,300	30,500	30,300	30,300
Direct Debit Customers (W & S)	1,580	2,000	1,934	1,050	2,100	2,200
% Participation in Automatic Bill Pay	7%	8%	8%	8%	9%	10%
% Residents satisfied with service received at Treasury Office	*	*	*	*	*	*
Invoices Billed	681	624	547	600	644	650
Summer Special Assessments Billed	692	693	693	700	539	525
FTE's per 1000 Resident Ratio	1:846	1:1,140	1:1,000	1:1,180	1:1,200	1:1,300

Note: Pending Survey Results

**The City Office Building cost center records the operating, repair and maintenance charges for the City Hall.**

The City Office Building budget includes City Hall building costs, under the City Engineer for all departments.

Building costs primarily involve external vendors. The largest operating costs are utilities (electric, gas, water and telephone), postage, janitorial service and supplies. Repairs and maintenance costs include building trades (HVAC, plumbing, electrical, elevator).

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Utilities (Electric and Gas) are budgeted to decrease slightly based on the results of the Energy Efficiency Retrofit Grant work on the City Hall Building (see General Fund transfer out) that is being recommended. Office furniture and equipment increased due to a contract billing issue for the postage machine that was resolved in the current year. Partial payment was made in the previous year leaving the balance of the previous year and the current year bill to be paid in 10/11. The amount of the contract never changed. It was the timing of bill payment due to an incorrect billing issue that was resolved in the current year.

### **Budget Summary**

#### **Expenditures**

<b>101.265 CITY OFFICE BUILDING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	20,240	25,970	13,410	378,590	-	438,210
2008-2009 Actual	38,330	30,480	71,570	372,040	-	512,420
2009-2010 Actual	40,730	24,720	-	403,750	-	469,200
2010-2011 Original Budget	16,290	23,800	-	376,660	-	416,750
2010-2011 Adjusted Budget (Dec)	16,310	23,800	-	376,660	-	416,770
2010-2011 Six Month Actual	28,250	8,250	-	156,580	-	193,080
2010-2011 Estimated Year End	31,300	23,800	-	388,380	-	443,480
2011-2012 Dept Request	17,530	23,800	-	376,550	-	417,880
2011-2012 Manager's Budget	16,880	23,800	-	376,550	-	417,230
2011-2012 Adopted Budget	16,880	23,800	-	376,550	-	417,230
2012-2013 Projected Budget	17,060	23,800	-	365,970	-	406,830
2013-2014 Projected Budget	17,280	23,800	-	366,310	-	407,390
2014-2015 Projected Budget	17,350	23,800	-	366,670	-	407,820
2015-2016 Projected Budget	17,450	23,800	-	367,060	-	408,310

**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions				Information not available			0.216	0.216	0.216
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.216	0.216	0.216

***The mission of the Parks and Forestry division is build and maintain all City owned parks, playgrounds, athletic fields and open spaces and the public trees; maintaining the urban forest, so that they are a source of pride and enjoyment for residents and visitors alike.***

The Parks and Forestry division of the Department of Public Service is responsible for the 50 parks and playgrounds throughout the City of Royal Oak with a combined acreage exceeding 310 acres. This includes a dog park on the east side. The City's Recreation division puts on all programs in the parks.

The division maintains baseball, volleyball, football and soccer venues; basketball and tennis courts; picnic areas; and maintains walking trails, signs, lighting and parking.

Although the City's namesake, the original Royal Oak, no longer lives, the Forestry section is responsible for over 23,000 trees including many splendid oaks.

These include trees in the parks, central business district, parkways and easement areas of roads, golf courses, cemetery and City owned

open spaces (e.g. around the Library). Due to the ash borer infestation in the last few years, removing ash trees has caused a costly, but temporary, set back to our extensive urban forest.

Every fall, this crew makes two or more passes to remove fallen leaves from the City's streets; this service is paid for by the Solid Waste fund.

Every winter, they assist the Highway division, performing snow and ice maintenance. Winter maintenance on City roads is charged to the Major or Local Road fund as is appropriate; to the DDA Development fund for the Central Business District; and to the Auto Parking fund for parking lots and decks.

During the growing season, duties include removing dangerous or fallen branches and debris, cutting grass, controlling park weeds, tending streetscapes and banners. Charges for these services are distributed to the proper funds, as well.

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## GOALS

- To maintain the City's Park grounds in accordance with maintenance schedules.
- Support the community youth athletic organizations.
- Improve the urban forest.

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## OBJECTIVES

- To minimize the city liability in city parks.
- To provide quality facilities for recreation programs and support the use by all citizens of Royal Oak.
- To increase tree diversity in the Urban Forest.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The youth sports groups have made a contribution to field maintenance and supplies to help offset a portion of the Parks costs. Labor costs for this cost center have been adjusted to better reflect actual costs to maintain the current level of service. The move of the mowers to the motor pool was successful. A portion of the recreation superintendent has been allocated to this account and the director's allocation has been removed. The Motor Pool vehicle charge increase is due to the cost allocation to cover the Motor Pool expenditures.

**Budget Summary****Expenditures**

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	602,440	75,690	-	227,920	-	906,050
2008-2009 Actual	550,830	80,010	15,990	194,770	-	841,600
2009-2010 Actual	570,680	66,210	-	203,170	-	840,060
2010-2011 Original Budget	181,950	67,230	-	195,650	-	444,830
2010-2011 Adjusted Budget (Dec)	243,760	57,230	-	205,650	-	506,640
2010-2011 Six Month Actual	159,160	12,260	-	106,230	-	277,650
2010-2011 Estimated Year End	242,745	57,070	-	202,830	-	502,645
2011-2012 Dept Request	281,150	65,970	-	248,610	-	595,730
2011-2012 Manager's Budget	271,220	65,970	-	248,610	-	585,800
2011-2012 Adopted Budget	271,220	65,970	-	248,610	-	585,800
2012-2013 Projected Budget	223,980	65,970	-	256,040	-	545,990
2013-2014 Projected Budget	225,800	65,970	-	257,440	-	549,210
2014-2015 Projected Budget	226,250	65,970	-	258,950	-	551,170
2015-2016 Projected Budget	227,800	65,970	-	260,580	-	554,350

**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Supervisor of Parks & Forestry	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Equipment Repairworker	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Parks Maint Worker II	5.000	5.000	5.000	5.000	5.000	5.000	1.000	5.000	5.000
Parks Maint Worker	6.000	5.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Parks/Forestry MC III 17	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Full-time Total	14.000	13.000	8.000	8.000	8.000	8.000	2.000	8.000	8.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						5.048	5.048	5.048
Cost Center Total	14.000	13.000	8.000	8.000	8.000	8.000	7.048	13.048	13.048

**Performance Indicators / Outcome Measures**

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
Hours Ball Diamonds Maintained	1,349	1,421	569	870	900	900
Hours Soccer / Football Fields Maintained/Lined	664	646	323	650	600	600

*The Building Maintenance cost center records the DPS personnel and vehicle charges for City Hall repair and maintenance.*

The Building Maintenance budget is under the Director of Public Services. Personnel costs are for full-time DPS workers.

See also the General Fund's City Hall Building (265) cost center for other charges for City Hall operations, repairs and maintenance.

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### GOALS

- Provide quality building repairs in timely manner.
- Support other divisions as necessary during weather emergencies.

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### OBJECTIVES

- Provide a response to all work requests within 48 hours.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

Motor Pool vehicle costs decreased due to one of the two vehicles becoming fully depreciated and reducing its cost.

**Budget Summary****Expenditures**

<b>101.267 BUILDING MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	196,020	2,050	-	8,920	-	206,990
2008-2009 Actual	127,320	2,800	-	8,650	-	138,770
2009-2010 Actual	109,440	9,590	-	11,670	-	130,700
2010-2011 Original Budget	239,390	4,800	-	17,030	-	261,220
2010-2011 Adjusted Budget (Dec)	178,030	4,800	-	17,030	-	199,860
2010-2011 Six Month Actual	44,070	2,250	-	8,460	-	54,780
2010-2011 Estimated Year End	165,270	4,800	-	16,980	-	187,050
2011-2012 Dept Request	167,860	4,800	-	12,860	-	185,520
2011-2012 Manager's Budget	160,090	4,800	-	12,860	-	177,750
2011-2012 Adopted Budget	160,090	4,800	-	12,860	-	177,750
2012-2013 Projected Budget	212,140	4,800	-	13,220	-	230,160
2013-2014 Projected Budget	216,180	4,800	-	13,220	-	234,200
2014-2015 Projected Budget	216,910	4,800	-	13,220	-	234,930
2015-2016 Projected Budget	218,480	4,800	-	13,220	-	236,500

**Cost Center Position Detail - Home Base**

Full &amp; Part-time Employees

	<b>Fiscal Year</b>								
	<b>03/04</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>
<b><u>Full-Time Positions</u></b>									
Bldg Maint Repair Worker II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Bldg Maint Repair Worker I	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000

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***The Royal Oak Police Department's mission is to ensure a safe and secure community by providing high quality police services to all persons within its borders.***

ROPD is organized into Administration, Patrol, Criminal Investigation, and Auxiliary Police divisions. A complete 911-emergency Police and Fire Dispatch function is housed and supervised within the Police Department. Services include responding to calls for service, traffic education and enforcement, emergency management, Citizen Corps, investigation and prosecution of criminal offenses, School Liaison Program, Crime Prevention, school crossing and maintaining a detention facility.

The Patrol division has three eight-hour shifts: Day, Afternoon and Midnight. Each patrol shift is lead by a Lieutenant and is staffed by patrol sergeants, and patrol officers, a K-9 officer (on midnight shift), and Police Service Aides.

The Criminal Investigation Division (CID) is headed by a Lieutenant, who supervises sergeants, detectives, officers, and the Records Section. The officers are assigned to Royal Oak High School, the Narcotics Enforcement Team, and the Records Section.

The Records section collects, analyses, and reports performance data, processes handgun permits and maintains evidence.

Twenty one civilian Auxiliary Police "officers" assist on special events such as the Woodward Dream Cruise and the Clay and Glass Festival.

The Police Chief is the City's Emergency Manager. In separate cost centers, the Chief is responsible for the Animal Control division, Royal Oak Animal Shelter, Parking Enforcement division and grant activity in the Police Grants fund.

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## GOALS

- To keep Royal Oak safe.
- To maintain a visible presence in the community.
- To provide quality police service in the most efficient and cost effective manner possible.
- To continue to provide exceptional public safety for major events, such as Dream and Arts, Beats and Eats.
- To establish or maintain partnerships with community groups to make the most of proactive police efforts.

## OBJECTIVES

- Maintain staffing levels.
- Continue to monitor the performance of the police personnel and maintain a high level of accountability.
- Adequately equip and train staff.
- Continually review operations and procedures to ensure the agency innovative and operating under industry best practices.
- Institute a new mission and vision statement for the Police Department as well as codify the department's core values.
- Empower all employees within the police department to maximize participation and input in law enforcement, as well as, cost cutting and efficiency improvements.
- Continue to work closely with citizen and business groups throughout Royal Oak.
- Continue to explore consolidation/shared service options with neighboring communities

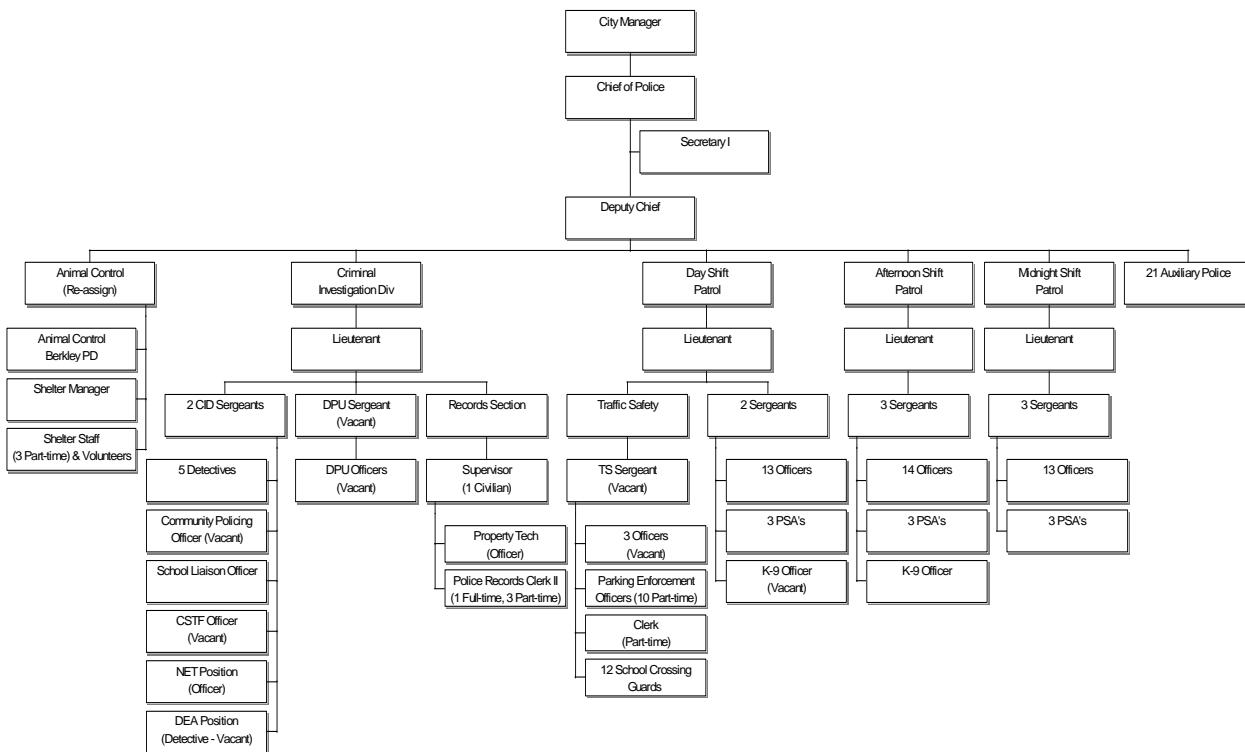
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The budget calls for 65 sworn officers (77 full-time employees); a reduction of 5 officers. This assumes 5 new retirements by July 1, 2011. This cost center has also experienced significant increases in the cost of Misc Building Repair, Heating/Cooling Repair and Maintenance due to the age of the system as well as the turnover of contractors contributed to this increase. An Energy Efficiency Retrofit Project is recommended in the EECBG fund to assist lowering future utility expenses at the Police Station. Cleaning & Janitorial supplies are increasing based on the last few years' average costs. Water increased due to rate and usage increases. One patrol vehicle and two detective vehicles are scheduled for replacement in the Motor Pool budget. Contracted Worker Services increased due to laid-off officers returning for court appearances. \$35,000 for one half of the cost of an ICMA Police & Fire Department staffing study is proposed.

**Budget Summary****Expenditures**

<b>101.301 POLICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	12,324,230	102,730	115,500	779,760	-	13,322,220
2008-2009 Actual	12,505,410	100,550	-	751,990	-	13,357,950
2009-2010 Actual	12,773,230	83,180	-	831,590	-	13,688,000
2010-2011 Original Budget	11,815,650	99,500	52,000	860,870	-	12,828,020
2010-2011 Adjusted Budget (Dec)	12,208,950	99,500	-	844,870	-	13,153,320
2010-2011 Six Month Actual	6,064,050	29,960	-	350,700	-	6,444,710
2010-2011 Estimated Year End	12,603,480	99,740	-	866,870	-	13,570,090
2011-2012 Dept Request	14,306,130	113,100	-	902,470	-	15,321,700
2011-2012 Manager's Budget	11,331,950	103,600	-	937,470	-	12,373,020
2011-2012 Adopted Budget	11,331,950	103,600	-	937,470	-	12,373,020
2012-2013 Projected Budget	11,552,450	100,500	-	924,530	-	12,577,480
2013-2014 Projected Budget	11,641,240	100,500	-	927,330	-	12,669,070
2014-2015 Projected Budget	11,725,240	100,500	-	930,350	-	12,756,090
2015-2016 Projected Budget	11,823,600	100,500	-	933,620	-	12,857,720

## Departmental Organization Chart



## Cost Center Position Detail- Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Police Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Chief of Police	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Police Lieutenant	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Police Sergeant	13.000	12.000	12.000	12.000	10.000	11.000	11.000	10.000	10.000
Detective	8.000	7.000	7.000	7.000	7.000	7.000	6.000	5.000	5.000
Police Officer	70.000	64.000	64.000	64.000	63.000	57.000	40.000	44.000	44.000
Police Service Aide	12.000	11.000	10.000	11.000	10.000	10.000	9.000	9.000	9.000
Police Records Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Secretary I - Police	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Detective Bureau	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Pol Rcrds - MC III	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Det Bureau - MC II	0.000	0.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Pol Rcrds - MC II	2.000	2.000	2.000	1.000	1.000	1.000	0.000	1.000	1.000
Pol Rcrds - MC I	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	117.000	107.000	106.000	106.000	102.000	97.000	76.000	77.000	77.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						7.039	7.039	7.039
Cost Center Total	117.000	107.000	106.000	106.000	102.000	97.000	83.039	84.039	84.039

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Detective	0.000	0.000	0.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	0.000	0.000	0.000	1.000	1.000	1.000	1.000	0.000	0.000

## Performance Indicators / Outcome Measures

	Actual 2008	Actual 2009	Dec 31 2010	Estimated 2011	Projected 2012	Projected 2013
Calls for Service	32,140	31,602	31,111	n/a	32,000	32,000
CID Cases Assigned	1,044	857	807	n/a	850	850
Warrants Obtained	554	543	419	n/a	400	400
Traffic Violations Issued	19,187	17,212	13,148	n/a	13,000	13,000
Accidents reported-Non Injury	2,117	1,958	1,863	n/a	1,900	1,900
Accidents- Injury	299	187	150	n/a	190	190
Accidents- Fatal	2	2	0	n/a	2	2
Part A Crimes	3,570	3,202	2949	n/a	3000	3000
Part B Crimes	2,562	2,449	2199	n/a	2200	2200

Note: Police performance measures are reported on a calendar year basis as opposed to a fiscal year basis

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***The Mission of the Royal Oak Fire Department is to protect and preserve life, property and the environment through a dedicated and highly trained professional team.***

The Fire Department cross-staffs three strategically located fire stations to provide the shortest possible response time to all areas of the City. Operations are funded primarily through General Fund tax revenue.

Fire operations are organized into two divisions, Fire Prevention and Fire Suppression in this one cost center.

The Fire Prevention Division provides public education for the prevention of fires and risk management service. They lead inspections, investigations, plan reviews, and fire code enforcement. They work with several other departments in the City of Royal Oak on the plan reviews and annual business license renewals.

The Fire Suppression Division currently responds to City fire protection and medical emergencies as well as special tactical operations for Haz-Mat and Tech Rescue.

The department currently provides Advanced Life Support (ALS) ambulances to the City of Royal Oak and its immediate Oak-Way neighbors for medical care and transport to area hospitals. Costs of ambulance rescue services are tracked in the Ambulance Service cost center so they can be evaluated against Ambulance Service Revenue received by the General Fund.

As part of the Oak-Way mutual aid pact, the suppression firefighters are first responders to our City and back-up responders to eight mutual aid communities.

The Department responds to hazardous material incidents with an in-house initial response. If additional resources are needed the City activates the Oak-Way Haz-Mat Team.

The Department provides Technical Rescue response to the City of Royal Oak via the Oak-Way Technical Rescue Team. The City also coordinates with Birmingham, Madison Heights and Ferndale to form "Squad 4 of the Oakland County Technical Rescue Regional Response Team."

The City's Insurance Service Office Fire Protection Rating which is based on manpower, stations, equipment, training and water supply is currently at three.

All Fire Department calls are dispatched by the 911 public safety answering point (PSAP) at the Police Department's dispatch center.

The Department is responsible for the daily maintenance of all emergency response vehicles and equipment. The shift personnel maintain the stations' buildings and grounds.

Daily training is conducted to keep the quality of our service high and employee injuries low.

Grants are recorded in the Fire Grants fund.

A separate Fire Debt tax millage is collected and budgeted separately in the General Obligation Debt Fund to pay the debt service on Series 2001A bonds that built or improved fire stations. The millage is proposed to be levied at 0.3338 mills.

Fire apparatus are purchased by the Motor Pool and rented to the Fire Department. Those rental rates in this budget include charges for debt and/or capital replacement plus repair and maintenance costs.

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## GOALS

- Provide the highest quality fire protection possible thereby saving lives and property from the ravages of fire.
- Seek a stable revenue stream to protect the delivery of essential public safety services.
- Limit fire loss through comprehensive fire safety inspections.
- Utilize technology to maximize the efficiency, effectiveness, and safety of fire operations.
- Evaluate the level of service the Department provides by monitoring response times.
- Promote physical fitness for all personnel especially those who perform fire-fighting activities.
- Maintain safe working conditions and equipment.

## OBJECTIVES

- Make minimal changes to staffing to maintain response times and City's ISO rating.
- Reduce the number of on duty injuries by targeted training sessions including mandatory physical fitness and following strict safety requirements on the emergency scene.
- Increase the number of Fire Inspections annually and look into an additional Fire Inspector Position.
- Organize specialized training programs such as firefighter survival, Mayday drills, rapid intervention team (RIT), Tech Rescue, and Haz Mat drills.
- Identify and cost out Extrication equipment and training necessary for use on hybrid and alternative fuel vehicles.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The City of Royal Oak received a SAFER grant from FEMA that will fund ten positions for the next two years. This will result in an influx of 1.25 million dollars for the 2011/2012 and 2012/2013 fiscal years. With this funding we were able to recall 2 laid off Firefighters and rescind 8 pending layoffs to partially restore our staffing levels. As a condition of accepting the Grant we will need to maintain our current number of 51 persons in Fire Suppression. Overtime is expected to decrease due to the high level of injury leave and layoffs in fiscal year 2010/11. We are anticipating several retirements over the next two years and will thus for the first time in over six years be able to hire new Firefighters to keep us at that required number of 51. The Fire Department will continue to provide transporting ALS service at this staffing level which will generate \$930,000 in revenue per year to help offset our expenses. Uniforms are increasing due to the potential new hires that will require new turnout gear and uniforms. Maintenance budget was established in order to record the actual lawn costs for the three stations. Contracted Services accounts have been combined beginning in FY11/12. Training increased as the new Assistant Chief position will need to attend Staff and Command class in addition to combining all the travel/training/conference accounts into one. An additional \$10,000 is requested for Fire & EMS supplies to replace air cylinders and air supply fittings. \$35,000 for one half of the cost of an ICMA Police & Fire Department staffing study is proposed. The Fire Department is continuing discussions with Macomb County Communities on Mutual Aid agreements.

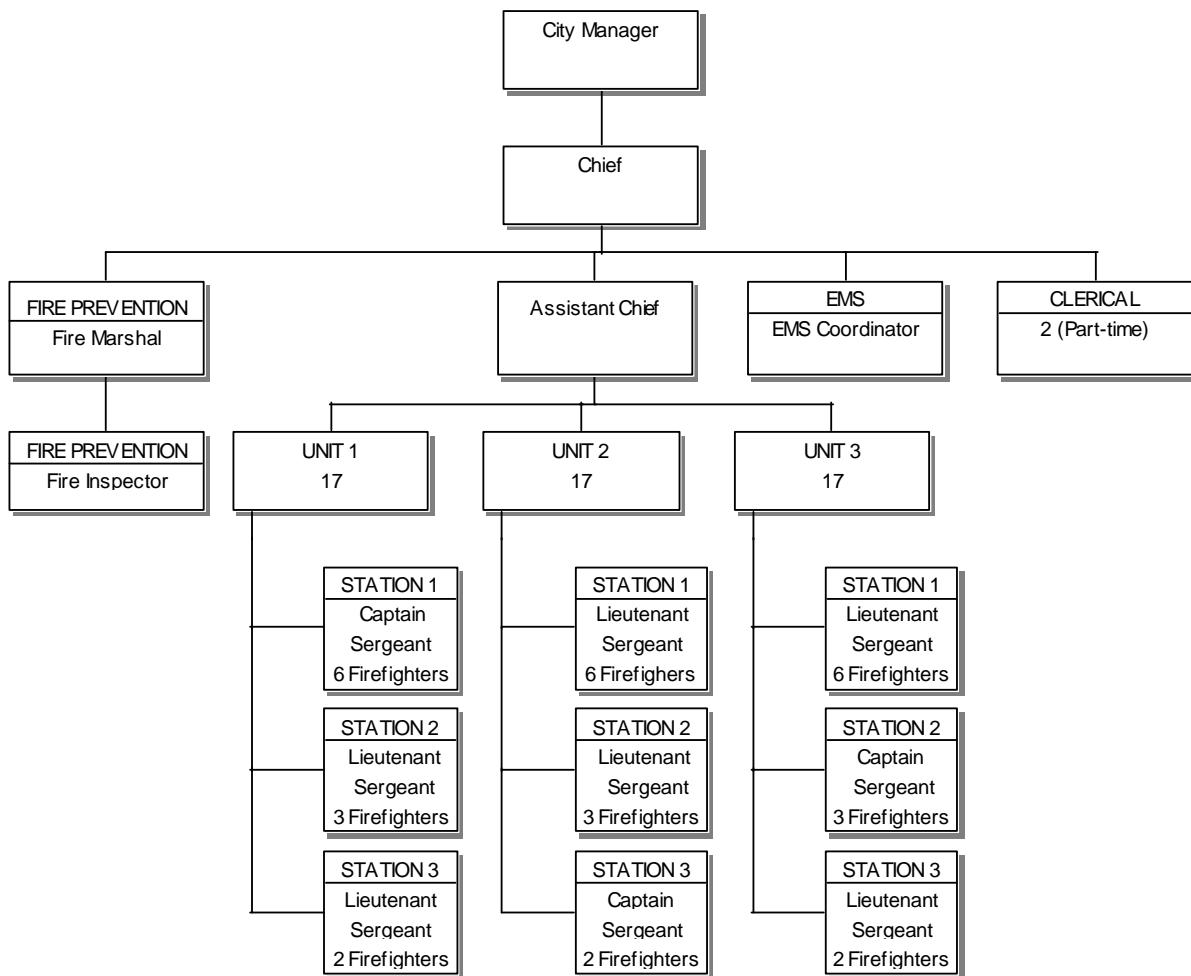
A fire pick-up truck in the amount of \$57,000 was requested for FY11/12 and Fire rescue airbags were requested in FY12/13 in the amount of \$30,000 and Extrication tools in the amount of \$100,000 by the Department in the CIP, however, they did not make it to the City Manager's budget as these projects cannot be funded at this time.

## Budget Summary

### Expenditures

101.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	8,228,940	156,600	-	374,160	-	8,759,700
2008-2009 Actual	8,956,480	99,020	-	430,210	-	9,485,710
2009-2010 Actual	9,823,060	66,580	-	536,490	-	10,426,130
2010-2011 Original Budget	8,363,000	96,020	-	679,590	-	9,138,610
2010-2011 Adjusted Budget (Dec)	8,928,350	96,930	-	679,590	-	9,704,870
2010-2011 Six Month Actual	5,170,380	46,570	-	323,650	-	5,540,600
2010-2011 Estimated Year End	9,257,960	90,910	-	679,360	-	10,028,230
2011-2012 Dept Request	10,075,860	109,200	130,000	698,030	-	11,013,090
2011-2012 Manager's Budget	8,936,050	109,200	-	733,030	-	9,778,280
2011-2012 Adopted Budget	8,936,050	109,200	-	733,030	-	9,778,280
2012-2013 Projected Budget	9,099,720	104,700	-	699,330	-	9,903,750
2013-2014 Projected Budget	9,176,770	104,700	-	699,330	-	9,980,800
2014-2015 Projected Budget	9,233,480	104,700	-	699,330	-	10,037,510
2015-2016 Projected Budget	9,307,370	104,700	-	699,330	-	10,111,400

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Fire Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Assistant Fire Chief	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Marshal	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Prevention Inspector Act	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Fire Captain	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Fire Lieutenant	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000
Fire Sergeant	9.000	7.000	9.000	9.000	9.000	9.000	9.000	9.000	9.000
Firefighter	44.000	48.000	41.000	39.000	39.000	38.000	24.000	33.000	33.000
Fire Dept - MC III	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Full-time Total	67.000	69.000	64.000	62.000	62.000	61.000	46.000	55.000	55.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.673	1.010	1.010
Cost Center Total	67.000	69.000	64.000	62.000	62.000	61.000	46.673	56.010	56.010

## Performance Indicators / Outcome Measures

	Actual <u>FY08/09</u>	Actual <u>FY09/10</u>	Dec 31 <u>2010</u>	Estimated <u>FY 10/11</u>	Projected <u>FY11/12</u>	Projected <u>FY12/13</u>
Structure Fires	90	54	50	81	75	75
Vehicle Fires	28	35	14	30	28	28
Other Fires	62	34	27	50	49	49
Total Fires	180	123	91	161	155	155
Property Loss in Millions \$	1.75	.80	.10	.91	1.15	1.15
Loss as a % of Property Value	.0037	.0001	.00001	.0013	.0017	.0017
Total EMS Incidents	3,798	3581	1920	3,740	3700	3700
False Alarms including detector activations	259	270	126	260	263	263
Hazardous Conditions	222	233	193	280	245	245
Public Service Calls	314	468	234	416	399	399
Good Intent including Smoke Scares	547	521	365	599	556	556
Other Alarms	11	10	3	9	10	10
Incidents by Fire Station						
Station #1	2,228	2060	1256	2,267	2,185	2,185
Station #2	1,938	1973	1083	2025	1,979	1,979
Station #3	1,151	1105	579	1138	1131	1131
Total Incidents	5,331	5162	2919	5,430	5295	5295
ISO Rating	3	3	3	3	3	3
Average Fire Response Time	04:31	04:21	04:46	04:32	04:28	04:28
# of Businesses available to inspect	2,100	2,100	2,100	2,100	2,100	2,100
# of Fire Prevention Inspections annually	284	513	n/a	399	399	399
# of those Re-Inspected due to violations	277	367	n/a	320	320	320
% of Businesses requiring Re-Inspection	98%	71%	n/al	81%	81%	81%
# of Plan Reviews conducted annually	88	n/a	n/a	n/a	90	90
% of Businesses inspected annually	14%	24%	n/a	19%	13%	19%

***The Mission of the Ambulance Service is to provide quality emergency transport and medical services within Royal Oak.***

The Fire Department currently provides two Advanced Life Support (ALS) ambulances and one ALS Engine to the City of Royal Oak and its immediate Oak-Way neighbors for medical care and transport to area hospitals. Costs of ambulance rescue services are tracked in this Ambulance Service cost center so they can be evaluated against Ambulance Service Revenue.

Costs of billing and collecting ambulance services are included in this cost center.

The Fire Departments EMS calls are dispatched by the 911 public safety answering point (PSAP) at the Police Department's dispatch center.

Ambulances are purchased by the Motor Pool and rented to the Fire Department. Those rental rates in this budget include charges for debt and/or capital replacement plus repair and maintenance costs.

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## GOALS

- Maintain good working relationships with area hospitals and neighboring EMS agencies.
- Provide quality Advanced Life Support (ALS) with proper oversight and compliance with Oakland County Medical Control Authority protocols.
- Provide a high level of EMS service through technology and a commitment to excellent customer service.

## OBJECTIVES

- To increase the city's EMS service collection rate to at least 80% from the 79%, which conflicts with the national average which has been trending downward. National average is currently at 55% down from 61%.
- Update our Protocols to current County standards.
- Consider implementing electronic Patient Care Reporting (ePCR) system such as Accumed Web to streamline and maximize patient care and billable revenue.
- Continue to upgrade medical training for EMS personnel by bringing in instructors who specialize in specific areas.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

Due to the SAFER grant funding and the transporting ambulance service revenue the city will restore the EMS Coordinator position in the budget. The Fire Department will continue to provide transporting ALS service at this staffing level which will generate \$930,000 in revenue per year to help offset our expenses. This position is vital to coordinate our EMS training, maintenance, and the billing of the Ambulance service. Training account increased due to the consolidation of the training/conference/meetings accounts.

## Budget Summary

### Expenditures

<b>101.344 AMBULANCE SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	370,800	59,110	-	167,810	-	597,720
2008-2009 Actual	436,550	44,760	-	231,390	-	712,700
2009-2010 Actual	422,130	40,990	-	225,520	-	688,640
2010-2011 Original Budget	217,760	16,490	-	218,190	-	452,440
2010-2011 Adjusted Budget (Dec)	424,220	46,490	-	293,190	-	763,900
2010-2011 Six Month Actual	302,700	18,190	-	142,310	-	463,200
2010-2011 Estimated Year End	434,130	45,520	-	292,810	-	772,460
2011-2012 Dept Request	457,280	45,600	-	305,370	-	808,250
2011-2012 Manager's Budget	432,600	45,600	-	305,370	-	783,570
2011-2012 Adopted Budget	432,600	45,600	-	305,370	-	783,570
2012-2013 Projected Budget	439,710	45,600	-	305,400	-	790,710
2013-2014 Projected Budget	440,610	45,600	-	305,400	-	791,610
2014-2015 Projected Budget	441,660	45,600	-	305,400	-	792,660
2015-2016 Projected Budget	442,720	45,600	-	305,400	-	793,720

### Cost Center Position Detail - Home Base

Full & Part-time Employees

<b><u>Full-Time Positions</u></b>	<b>Fiscal Year</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
Fire Als Coordinator	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000

### Performance Indicators / Outcome Measures

	<b>Actual FY08/09</b>	<b>Actual FY 09/10</b>	<b>Dec 31 2010</b>	<b>Estimated FY 10/11</b>	<b>Projected FY11/12</b>	<b>Projected FY 12/13</b>
Gross Collection Rate	83%	82 %	82 %	82%	82%	83%
National Average Collection Rate	61%	55.7%	55.7%	55%	55%	55%
Total EMS Runs	3,798	3,581	1,907	3,660	3,700	3,700
Average EMS Response Time	04:07	03:52	03:52	03:52	3:52	3:52

***The mission of the Ordinance Enforcement Division of the Building Department is to enforce City of Royal Oak ordinances that address commercial and residential property maintenance, merchant licensing, and public health and safety issues; and to perform regular checks of all apartments, hotels and motels and houses offered for rent within the City.***

The Ordinance Enforcement division inspects commercial and residential buildings for property maintenance violations. Inspectors enforce local ordinances addressing problems such as blight,

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weeds, unlicensed/inoperable vehicles and other issues that may have a negative affect on property values. The Ordinance Enforcement division learns of these issues by responding to complaints in addition to proactively seeking violations.

The Building Department consists of two divisions: Building Inspection and Ordinance Enforcement.

### **GOALS**

- To protect the public safety, welfare and property values by enforcing regulations, nuisance abatements and other codes.
- Apply a common sense approach to enforcement while maintaining the intent of City ordinances.

### **OBJECTIVES**

- Respond to complaints within one business day.
- Treat each resident and business owner with respect and understanding
- Enforce City ordinances in a fair and consistent manner

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

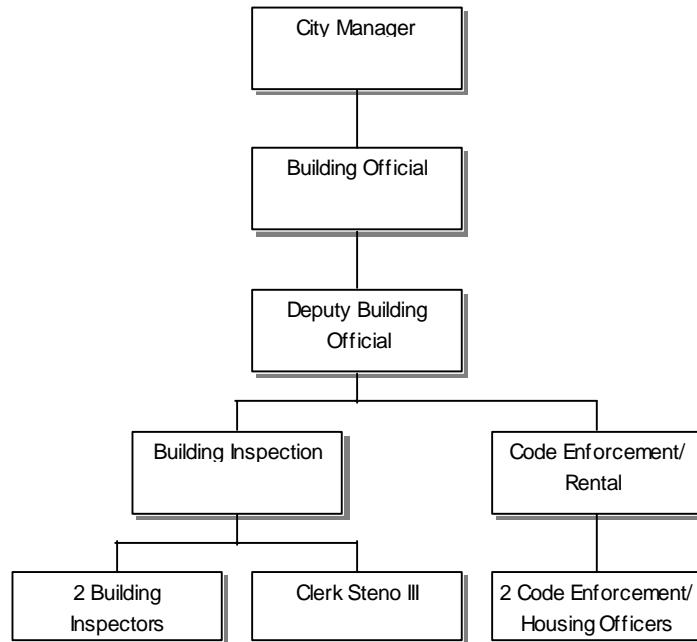
Motor pool vehicle charges increased due to a corrected motor pool allocation from two vehicles to three. Wages are reduced due to the loss of a Clerk position and a Code Enforcement Officer due to a vacancy from an internal transfer to the Housing Division (Planning Department). As a result to reductions in staff, the department's ability to find unlicensed rental properties, license rental properties, and respond to code complaints/violations has been greatly diminished. As a result, the City may see properties falling below the standard set by the City and possibly have an adverse affect on property values. Unfortunately, the department will provide reactive service as opposed to its current proactive methods. In addition, response times for services are anticipated to increase.

## Budget Summary

### Expenditures

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	330,410	-	-	14,640	-	345,050
2008-2009 Actual	310,350	-	-	5,460	-	315,810
2009-2010 Actual	474,710	370	-	13,070	-	488,150
2010-2011 Original Budget	390,650	2,500	-	6,550	-	399,700
2010-2011 Adjusted Budget (Dec)	363,840	2,200	-	6,850	-	372,890
2010-2011 Six Month Actual	176,270	30	-	3,090	-	179,390
2010-2011 Estimated Year End	363,840	1,500	-	6,850	-	372,190
2011-2012 Dept Request	372,060	1,500	-	21,310	-	394,870
2011-2012 Manager's Budget	258,460	1,500	-	21,310	-	281,270
2011-2012 Adopted Budget	258,460	1,500	-	21,310	-	281,270
2012-2013 Projected Budget	259,730	1,500	-	21,880	-	283,110
2013-2014 Projected Budget	262,530	1,500	-	21,880	-	285,910
2014-2015 Projected Budget	262,740	1,500	-	21,880	-	286,120
2015-2016 Projected Budget	264,010	1,500	-	21,880	-	287,390

## Departmental Organization Chart



**Cost Center Position Detail - Home Base**

Full &amp; Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Code Enforcement/Housing Officer	4.000	3.000	2.000	2.000	3.000	5.000	3.000	2.000	2.000
CS III - Inspection	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Housing Rehabilitation Officer	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000
Code Enf - MC II	1.000	2.000	2.000	2.000	1.000	1.000	1.000	0.000	0.000
Code Enf - MC I	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	7.000	6.000	5.000	5.000	4.000	6.000	4.000	3.000	3.000

**Performance Indicators / Outcome Measures**

	Actual <u>FY08/09</u>	Actual <u>FY09/10</u>	Dec 31 <u>2010</u>	Estimated <u>FY10/11</u>	Projected <u>FY11/12</u>	Projected <u>FY12/13</u>
Percent of Non-homestead Properties Reviewed for Unlicensed Rental Activity	n/a	n/a	100%	100%	0%	80%
Percent of Complaints Responded to Within One Business Day	n/a	n/a	100%	100%	90%	90%
Percent of Questions Responded to Within Two Business Days	n/a	n/a	100%	100%	80%	80%
Rental Licenses Issued	984	1,421	838	1,750	1,100	1,750
Responses to Complaints	3,435	4,458	2,861	5,722	7,000	7,000
Scheduled Inspections Conducted	9,763	12,674	7,358	14,716	7,400	7,400

***The mission of the Planning & Zoning Department is to pro-actively oversee the physical and economic development of the city, in particular those areas under private ownership.***

In fulfilling this mission, the Planning Division provides administrative support to the City Commission and various advisory boards, most notably, the Planning Commission, Zoning Board of Appeals, Downtown Development Authority, Brownfield Redevelopment Authority, Housing Commission, and the Community Development Block Grant program. The Planning Division also works closely with the business community and city residents, answering questions and addressing concerns in an effort to meet the needs of each within the context of the city's plans and ordinances.

The traditional role of the Planning Division, in the context of municipal government, involves foreseeing the various physical and economic development needs of a community and then providing for those needs through the preparation of various plans and ordinances, which may be considered for approval by elected and appointed officials.

In Royal Oak, this traditional role has been supplemented by the Planning Division's pro-active role and participation in the actual implementation of many physical and economic development plans or projects. This pro-active role has changed the nature of the Division from a more passive one, concerned primarily with the preparation of plans, to one actively involved in every aspect of the city's physical and economic development.

A Planning Commission for the City of Royal Oak has been created and organized under the provisions of the Michigan Planning Enabling Act (PA No. 33 of 2008, as amended), and has the powers and duties therein specified. The Planning Commission meets monthly and is responsible for adopting and updating the city's Master Plan, reviewing and recommending changes to the Zoning Ordinance (including the rezoning of property), granting special land use permits, reviewing appeals to the city's Sign Ordinance, and reviewing site plans for all development except one-family and two-family dwellings. Interested parties are advised that the Planning Commission requires submission of

applications a minimum of 6 weeks prior to the meeting at which they are to be considered. This is to allow for the publication of public hearing notices required by state law and to provide ample time for staff to review applications and prepare written reports and recommendations for the Planning Commission.

All site plan applications are reviewed by a planner, as well as representatives from the Building Inspection, Fire, Engineering, and Police Departments. The petitioner is invited to make changes to the site plan based upon staff comments. Following any such changes, the site plan, along with written recommendations, are provided to the Planning Commission for formal review.

Special land use applications are reviewed by a planner and a written report is submitted to the Planning Commission describing the proposed use and how it may meet the requirements for granting a special land use permit in the city's Zoning Ordinance and state law. Applications for a special land use permit require a public hearing with notification published in a local newspaper and mailed to property owners within 300 feet of the site.

Applications for rezoning property are reviewed by a planner and a report is submitted to the Planning Commission describing the requested zoning district, how it may meet the requirements for a rezoning in the city's Zoning Ordinance and state law, and whether it is consistent with the Future Land Use Map of the city's Master Plan. Proposed text amendments to the city's Zoning Ordinance are typically prepared by staff in response to changes in state law, generally accepted planning and zoning principles, or by the specific direction of the Planning Commission, City Commission, or City Attorney. For each proposed amendment, staff prepares draft language for review by the Planning Commission, whose recommendation is then forwarded to the City Commission. Rezonings and text amendments require a public hearing and public notification as previously noted.

A Zoning Board of Appeals has been created and organized under the Michigan Zoning Enabling Act (PA 110 of 2006, as amended) and is charged with hearing requests for variances and interpretations to specific Zoning Ordinance

provisions. It meets monthly and all appeals require a public hearing and public notification as previously noted. Staff prepares a written report of findings on all appeals detailing the city's Zoning Ordinance standards for which variances are being sought and how the request may meet required standards for granting a variance in the Zoning Ordinance and state law. Considerable staff time is spent to ensure that all information is accurate and the appellant's intent is clear.

In addition to serving the above referenced duties, the Planning Division spends a great deal of time assisting both residents and businesses on questions regarding land use, zoning, and economic development. Many if not most of these inquiries and contacts do not result in items which appear on an agenda, but permit citizens and business owners to better understand city ordinances and policies.

The Planning Division also reviews plans submitted to the Building Inspection Department for construction permits to ensure they comply with approved site plans. For major projects, this review can take as much time to complete as the original site plan review. If such building plans are found to comply with an approved site plan, then the Division marks them as "approved" and returns them to the applicant or the Building Inspection Department. If they are

not, the petitioner is advised what is needed to bring the plans into compliance. No additional application or fee is required by the Planning Division to complete this type of review.

Other tasks or issues involve a great deal of Planning Division staff time, such as new and renewed sidewalk café applications, license agreements for occupying a right-of-way and a variety of other purposes, right-of-way vacations, land divisions, liquor license requests, downtown newspaper boxes and bicycle racks, staff Traffic Committee meetings, zoning compliance inquiries, processing and reviewing Brownfield redevelopment plans, etc.

The Planning Division also maintains the city's Geographic Information System (GIS) as well as community development updates for the city's website.

### Other Related Areas

See the budgets for the Downtown Development Authority (DDA) Operating Fund, DDA (TIF) Development Fund, the Community Block Grant Fund, especially the Housing Assistance Program, the Housing Voucher Program, and the Brownfield Redevelopment Authority (BRA) Fund.

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## GOALS

- Provide professional / technical reviews and assistance on all phases of planning and zoning responsibilities for businesses and residents.

## OBJECTIVES

- Assist petitioners with their applications to the greatest extent possible without actually preparing the information and documents they need to provide.
- Process applications and prepare needed reviews and reports in a timely fashion, including administratively approving minor site plans when possible.
- Recommend modifications to petitioners' applications when necessary so that they may better comply and be consistent with the city's Zoning Ordinance and Master Plan.
- Provide timely public hearing notification as required by state law.

**GOALS**

- Provide technical support and expertise to the Planning Commission and Zoning Board of Appeals, as well as the City Commission.
- Develop and propose policies which facilitate consistency with the city's Master Plan, as well as compatibility and harmony between land uses in the city, mitigating any potential adverse effects.

**OBJECTIVES**

- Assist businesses and homeowners to the greatest extent possible with new business proposals or expansions, building or home additions, etc., by directing them to the proper review body or application procedure.
- Streamline the application and review process to ensure efficient internal operations and timely provisions of decisions to petitioners.
- Prepare concise and informative reports that accurately describe the proposed activity and its consistency with the Zoning Ordinance, Master Plan, other city ordinances and policies, and state law.
- When necessary, provide recommendations on whether the proposed activity is consistent with the Zoning Ordinance, Master Plan, other city ordinances and policies, and state law, and what, if any, contingencies of approval should be adopted.
- Respond to requests and directions from board and commission members for additional information, potential ordinance or plan amendments, etc., in a timely fashion.
- Work with Engineering and Finance to develop a comprehensive Capital Improvement Plan for adoption by the Planning Commission, and inclusion in the city's fiscal year budget by the City Commission.
- Utilize opportunity provided by reduced caseload to research necessary amendments to the city's plans and ordinances to ensure consistency with the Master Plan and its goals, objectives, and Future Land Use Map, conformity to new state and federal laws, and compatibility with modern, generally accepted planning and zoning principles, amendments which have been continually postponed in previous years due to a lack of time and resources.
- Work with the City Attorney and others to prepare such needed amendments to the Zoning Ordinance, Zoning Map, and Master Plan, and report on them to the Planning Commission and other necessary advisory boards and commissions.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

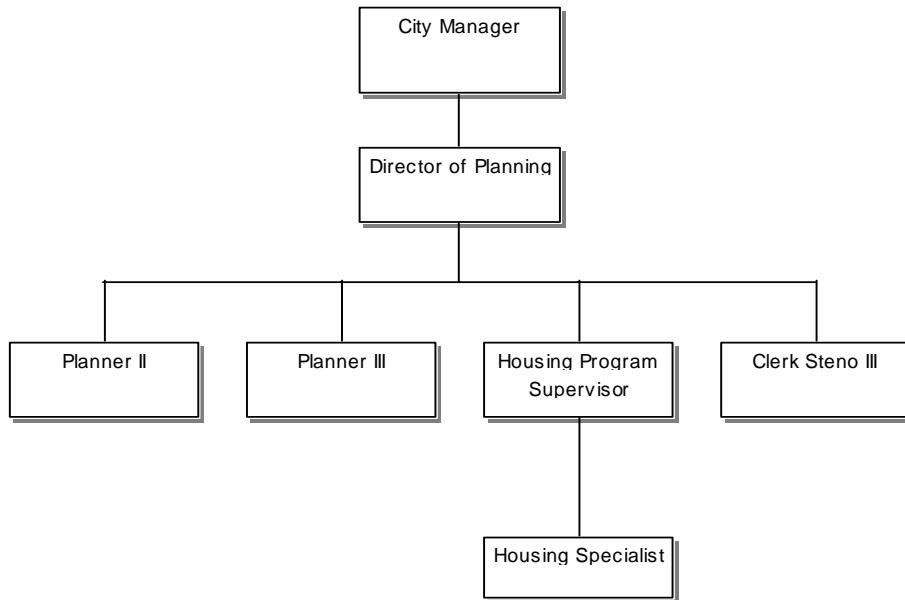
Personnel costs in the Planning & Zoning cost center have decreased from the FY10/11 original budget due to the increased allocation of the Clerk and Planner positions to functions with sufficient funding sources. One noticeable change resulting from the reallocation of staff has been the increase in the number projects, site plans and other applications approved administratively by staff. This allows staff to avoid writing reports, eliminates various communications and responding to inquiries. Should the number of applications requiring public hearings continue to increase it could be necessary to reschedule Planning Commission and Zoning Board of Appeals meetings from once a month to once every other month or perhaps only conducting meetings on a quarterly basis resulting in an overall delay to the development process. Unfortunately, this change is contrary to the City Commission's Economic/Tax Base related objective. The advancement of the geographical information system including the production of maps, aerial photographs, demographic data and other materials, as well as creating reliable databases has been eliminated or significantly curtailed due to the reallocation of staff.

## Budget Summary

### Expenditures

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	217,940	1,470	-	13,950	-	233,360
2008-2009 Actual	136,320	1,920	-	10,670	-	148,910
2009-2010 Actual	138,600	1,470	-	26,540	-	166,610
2010-2011 Original Budget	158,000	2,400	-	9,180	-	169,580
2010-2011 Adjusted Budget (Dec)	149,650	2,280	-	9,300	-	161,230
2010-2011 Six Month Actual	81,000	990	-	4,740	-	86,730
2010-2011 Estimated Year End	147,720	1,930	-	9,300	-	158,950
2011-2012 Dept Request	171,710	1,930	-	9,380	-	183,020
2011-2012 Manager's Budget	162,810	1,930	-	9,380	-	174,120
2011-2012 Adopted Budget	162,810	1,930	-	9,380	-	174,120
2012-2013 Projected Budget	169,490	1,930	-	9,380	-	180,800
2013-2014 Projected Budget	171,210	1,930	-	9,380	-	182,520
2014-2015 Projected Budget	170,900	1,930	-	9,380	-	182,210
2015-2016 Projected Budget	171,780	1,930	-	9,380	-	183,090

## Departmental Organization Chart



### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Planning	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Director of Planning	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
Planner II	1.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000
Planner III	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000
CS III - Planning	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	5.000	6.000	5.000	5.000	5.000	4.000	4.000	4.000	4.000

Note: Planning staff costs are allocated to numerous other funds outside the General Fund

***The mission of Animal Protection Services is to capture dangerous, rabid and stray animals humanely and safely transport them to the Animal Shelter for safe keeping.***

Animal Protection Services is supervised by the Police department in the General Fund. The City contracts with our neighbor for the shared services of the City of Berkley Animal Control Officer and Truck.

That officer captures dangerous or rabid animals for observation and/or treatment. They also pick up stray dogs and cats and transport them to the Royal Oak Animal Shelter (a financially self-supporting function) for feeding and care (see Fund 297).

The officer also picks dead animals from major streets with speeds over 35 mph. Residents and businesses are asked to pick up all other dead animals.

## **GOALS**

- To provide prompt animal control services as to keep the community safe from incidents.

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The city will continue to use the City of Berkley for its animal control services; just one of numerous collaborative efforts in which the City participates. Contracted costs are budgeted to decrease for FY2011/12 based on new rates from the City of Berkley.

### **Budget Summary**

#### **Expenditures**

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	43,670	-	43,670
2008-2009 Actual	-	-	-	37,670	-	37,670
2009-2010 Actual	-	-	-	43,500	-	43,500
2010-2011 Original Budget	-	-	-	44,560	-	44,560
2010-2011 Adjusted Budget (Dec)	-	-	-	44,560	-	44,560
2010-2011 Six Month Actual	-	-	-	16,750	-	16,750
2010-2011 Estimated Year End	-	-	-	44,560	-	44,560
2011-2012 Dept Request	-	-	-	40,700	-	40,700
2011-2012 Manager's Budget	-	-	-	40,700	-	40,700
2011-2012 Adopted Budget	-	-	-	40,700	-	40,700
2012-2013 Projected Budget	-	-	-	41,920	-	41,920
2013-2014 Projected Budget	-	-	-	43,180	-	43,180
2014-2015 Projected Budget	-	-	-	44,480	-	44,480
2015-2016 Projected Budget	-	-	-	45,810	-	45,810

**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions				Information not available			1.346	1.346	1.346
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	1.346	1.346	1.346

***The mission of the Department of Recreation and Public Service to ensure the smooth and uninterrupted delivery of municipal services to residents, businesses and visitors in Royal Oak.***

The Department of Recreation and Public Service (DPS) is a broad, multi-faceted and multi-talented organization within the City governmental structure. The Director of Recreation and Public Work heads DPS operations, allocating time over numerous governmental funds (cost centers).

This General Fund cost center accounts for the DPS general administrative office cost not directly allocated to other specific budgets and funds. This staff handles calls and requests for DPS service then forwards work orders to supervisors in the field.

Other DPS cost centers in the General Fund include Parks & Forestry, city hall Building Maintenance, and Street Lighting budgets. All other DPS operations have their own revenue sources, thus are charged to separate funds.

The Department's table of organization is comprised of the following major divisions:

Streets Maintenance, Water maintenance, Water Service, Sewer maintenance, Parks & Forestry, Solid Waste Management, Building Maintenance, Fleet Management, Auto Parking, Recreation, Ice Arena and Farmer's Market. Within each of these divisions are several programs tasked with specific areas of specialty responsibilities.

DPS provides a vast spectrum of services, including maintenance services for City streets, facilities, buildings, parks and fleet vehicles. The Department maintains the water and sewer system, the downtown parking system, and small-scale capital infrastructure improvements. It supervises the City's contract for residential and commercial collection services for garbage, bulky waste and yard waste.

Moreover, the Department is responsible for the recreation programs for all ages plus operating the two recreation centers, the ice arena, two golf courses and our locally renowned farmer's market.

The various municipal services provided to residents, businesses and visitors are accomplished by fifty full-time staff, aided by independent contractors and seasonal workers who are trained and experienced.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

This cost center was eliminated in FY10/11, as personnel will be directly allocating their time to other cost centers.

**Budget Summary****Expenditures**

101.441 DPS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	250,770	5,510	-	1,700	-	257,980
2008-2009 Actual	97,500	5,630	-	1,280	-	104,410
2009-2010 Actual	54,460	4,480	-	1,390	-	60,330
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	-	-	-
2010-2011 Estimated Year End	-	-	-	-	-	-
2011-2012 Dept Request	-	-	-	-	-	-
2011-2012 Manager's Budget	-	-	-	-	-	-
2011-2012 Adopted Budget	-	-	-	-	-	-
2012-2013 Managers Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

**Cost Center Position Detail - Home Base**

Full &amp; Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Superintendent - Public Works	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Dps Supervisor - Highway	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Sign Technician	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Equipment Operator II	2.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Equipment Operator I	3.000	3.000	3.000	3.000	3.000	3.000	0.000	0.000	0.000
Painting Machine Operator	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Truck Driver	10.000	7.000	9.000	9.000	7.000	7.000	0.000	0.000	0.000
Dps/Hwy - MC III	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	20.000	14.000	16.000	16.000	14.000	14.000	0.000	0.000	0.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available								
Cost Center Total	20.000	14.000	16.000	16.000	14.000	14.000	0.000	0.000	0.000

***The mission of the Electrical Division of the Department of Public Service is to provide prompt and effective electrical service to the city hall.***

The Electrical cost center is under the Director of Public Services. It records the Electrician's personnel costs when servicing the city hall, his

certification and tool costs. His other personnel cost time is charged directly to the requesting department when used elsewhere.

Electric materials and supplies are charged to the using department.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Permanent wages decreased due to only allocating temporary wages and overtime to this operation. The overall cost center total expenditures is budgeted to decrease.

## **Budget Summary**

### **Expenditures**

<b>101.443 ELECTRICAL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	63,760	620	-	16,440	-	80,820
2008-2009 Actual	60,890	810	-	18,320	-	80,020
2009-2010 Actual	75,980	830	-	20,260	-	97,070
2010-2011 Original Budget	78,110	1,610	-	21,000	-	100,720
2010-2011 Adjusted Budget (Dec)	77,300	2,540	-	21,000	-	100,840
2010-2011 Six Month Actual	23,580	120	-	10,420	-	34,120
2010-2011 Estimated Year End	35,990	2,010	-	21,000	-	59,000
2011-2012 Dept Request	56,610	2,010	-	22,830	-	81,450
2011-2012 Manager's Budget	39,720	2,010	-	22,830	-	64,560
2011-2012 Adopted Budget	39,720	2,010	-	22,830	-	64,560
2012-2013 Projected Budget	39,880	2,010	-	23,510	-	65,400
2013-2014 Projected Budget	39,750	2,010	-	23,510	-	65,270
2014-2015 Projected Budget	39,750	2,010	-	23,510	-	65,270
2015-2016 Projected Budget	39,750	2,010	-	23,510	-	65,270

## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Electrician I	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Electrician II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	2.000	2.000	2.000	1.000	1.000	1.000	1.000	0.000	0.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						1.202	0.337	0.337
Cost Center Total	2.000	2.000	2.000	1.000	1.000	1.000	2.202	0.337	0.337

***The mission of the Engineering Department is to develop and implement master plans and programs and to service and inspect public improvement in the City.***

The Royal Oak Engineering Department is committed to providing sound, efficient and proactive engineering practices and techniques to maintain and improve the City's transportation, water and sewer and building assets. Working closely with Royal Oak's other departments; the Engineering Staff strives to partner the needs of the various departments with those of our residents and property owners for overall commitment to a high quality of life that can be attributed to our community's infrastructure.

The Engineering Department FY2011/12 – 12/13 fiscal years budget targets the management of available resources to meet departmental goals and responsibilities. Current budget resources are comprised primarily of dedicated non-general funding sources and fees. The engineers, engineering assistants, draftspersons and secretarial staff recognize their responsibility to the community they serve. The Engineering Departments employees are dedicated to efficiently assisting developers,

contractors, residents and other city personnel, which results in timely and accurate resolutions of construction and maintenance requirements. The Royal Oak Engineering Department reaffirms its commitment and looks forward to serving the Royal Oak Community.

The Engineering cost center in the General Fund covers the costs of communicating with the public and City staff, training and administration. The Engineering staff charge their time to numerous budgets. Those charges can be direct or through capital projects, mostly affecting other funds such as Major Street, Local Street, and the Water and Sewer Fund.

For City infrastructure projects, Engineering provides the evaluation, planning and design skills to handle our many systems. Those systems include alleys, streets and parkways, on and off street parking including lots and decks, streetscapes, sidewalks, bike paths, bridges, traffic signs and signals, City buildings and parks, water and sewer mains and connections. Where specialty skills are required, contractors are hired.

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## GOALS

- Effectively review plans for consideration of public and private improvements and supervise construction.
- Provide useful information to developers, builders, consulting engineers and residents regarding City utilities.

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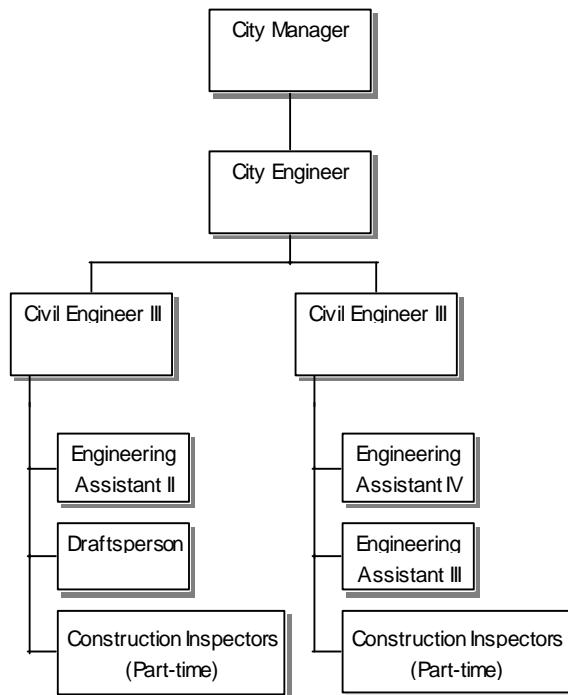
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The Engineering Department continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Federal funding through the Oakland County Federal Aid Taskforce Committee totaling \$4.4 million has been applied for and approved for various Royal Oak Major Streets for the years 2010 thru 2014. The decrease in wages is due to an increase of activity being charged out to other activities based on workload. The tools and hardware account increased due to the purchase of two traffic counters. The Motor Pool vehicle charges decreased due to a reduced usage and a reduced state rate.

**Budget Summary****Expenditures**

<b>101.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	226,190	2,830	-	10,890	-	239,910
2008-2009 Actual	97,200	3,450	-	5,800	-	106,450
2009-2010 Actual	84,720	1,660	-	5,560	-	91,940
2010-2011 Original Budget	179,640	3,480	-	24,090	-	207,210
2010-2011 Adjusted Budget (Dec)	198,700	3,480	-	24,090	-	226,270
2010-2011 Six Month Actual	52,750	690	-	4,510	-	57,950
2010-2011 Estimated Year End	226,460	3,380	-	9,360	-	239,200
2011-2012 Dept Request	230,180	5,140	-	13,300	-	248,620
2011-2012 Manager's Budget	218,640	5,140	-	13,300	-	237,080
2011-2012 Adopted Budget	218,640	5,140	-	13,300	-	237,080
2012-2013 Projected Budget	222,490	3,380	-	13,740	-	239,610
2013-2014 Projected Budget	224,660	3,380	-	13,740	-	241,780
2014-2015 Projected Budget	224,310	3,380	-	13,740	-	241,430
2015-2016 Projected Budget	225,350	3,380	-	13,740	-	242,470

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
City Engineer	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Civil Engineer III	3.000	3.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Civil Engineer II	0.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Engineering Assistant IV	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Engineering Assistant III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Engineering Assistant II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Engineering Drafter	1.000	2.000	2.000	2.000	2.000	2.000	1.000	2.000	2.000
CS III - Engineering	1.000	1.000	1.000	1.000	1.000	1.000	0.000	1.000	1.000
Engineering - MC III	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	9.000	11.000	10.000	10.000	10.000	10.000	7.000	9.000	9.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						2.885	2.885	2.885
Cost Center Total	9.000	11.000	10.000	10.000	10.000	10.000	9.885	11.885	11.885

***The mission of the Street Lighting cost center of the Department of Public Service is to provide street lighting that is safe, effective and economical and that attracts residents, business and visitors to the City of Royal Oak.***

The City pays Detroit Edison electrical charges for our street lighting. The DDA pays for street lighting electricity in the downtown; this budget pays for the balance. Electricity normally makes up over 95% of operating costs in this budget.

Detroit Edison owns certain street light poles and fixtures the City owns the majority. Nothing is scheduled to replace the City's portion of the system at this time.

When individual light poles and fixtures are damaged and destroyed, repair or replacement costs are charged to this cost center.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Temporary wages and overtime increased to cover the change in this operation as permanent wage deceased. Electrical cost for street lighting is budgeted to increase based on recent year's actual expenditures.

## **Budget Summary**

### **Expenditures**

<b>101.448 STREET LIGHTING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	7,840	9,580	-	565,150	-	582,570
2008-2009 Actual	11,930	9,850	-	624,350	-	646,130
2009-2010 Actual	13,010	5,790	-	709,910	-	728,710
2010-2011 Original Budget	6,520	11,150	-	700,000	-	717,670
2010-2011 Adjusted Budget (Dec)	6,530	11,120	-	700,000	-	717,650
2010-2011 Six Month Actual	2,540	6,500	-	371,990	-	381,030
2010-2011 Estimated Year End	4,070	10,090	-	760,000	-	774,160
2011-2012 Dept Request	23,390	10,120	-	760,000	-	793,510
2011-2012 Manager's Budget	14,790	10,120	-	760,000	-	784,910
2011-2012 Adopted Budget	14,790	10,120	-	760,000	-	784,910
2012-2013 Projected Budget	9,230	10,120	-	760,000	-	779,350
2013-2014 Projected Budget	9,170	10,120	-	760,000	-	779,290
2014-2015 Projected Budget	9,170	10,120	-	760,000	-	779,290
2015-2016 Projected Budget	9,170	10,120	-	760,000	-	779,290

**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions								0.336	0.336
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.336	0.336

***The mission of the Cable Communications Department is to provide the residents of Royal Oak a clear view of the City's Commission, main committees and departments, to enhance transparency and to increase residents' understanding of their government's processes, goals, objectives and accomplishments.***

WROK is the City of Royal Oak's Government Access channel. WROK is available to subscribers of W.O.W. on channel 10 and Comcast on Channel 55. By law Cable TV providers must provide Public, Government and Educational access channels on their systems. To support this, each company pays a franchise fee to the city.

Residents can watch live coverage of City Commission, Plan Commission, ZBA and DDA meetings as well as youth sports and summer concerts. In addition to the many live programs that WROK produces throughout the year, they also provide taped coverage of the many special events and meetings that dot the Royal Oak calendar.

WROK programming can be seen 7 days a week. Programming runs 10 am – 2pm, 4pm – 8pm and meetings are re-run at midnight. For the night owls WROK also offers expanded playback on weekends starting at midnight. The programming runs on an automated MP-3 video server. We do not anticipate being able to offer High definition cable casts at any time in the near future.

In between program hours, residents can view a computer-generated bulletin board. It features our program schedule and provides information regarding a wide variety of city news and events. It is updated daily.

WROK supports Internet web casting of City Meetings and other programming.

The video needs of many City departments are supplied regularly by WROK, with special projects on request. The City Clerk's Office and the Planning Department rely on copies of each meeting that WROK produces for their record keeping. WROK also provides video support for Royal Oak's many safe community projects.

WROK and the City of Royal Oak do not regulate the Cable companies that serve Royal Oak. That job is handled by the Michigan Public Service Commission in Lansing. You may contact the MPSC at [www.Michigan.gov/mpsc](http://www.Michigan.gov/mpsc).

To pay for WROK activities, the City of Royal Oak receives a franchise fee from the cable companies.

WROK, working under the City Manager, has a contract staff of one full-time Cable coordinator and part-time production assistants. WROK also relies heavily on a crew of volunteers to fill assorted positions during productions. The staff of WROK are employee's of Cable Access Management, not employees of the City of Royal Oak. CAMCO pays all employee related expenses out of the contractual management fee in the Cable TV budget.

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### GOALS

- Communication: Provide 30 hours of programming weekly, showing key board and committee meetings and special events at three time slots: 7am – 2 pm; 4pm – 8pm; and Midnight to 2am.
- Community: Use electronic media to inform the community of City services and promote community dialog.
- Community: Promote recreational and cultural activities for all ages.
- Infrastructure: To sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.
- Public Safety: To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.

### OBJECTIVES

- Present regular public meetings of City Commission, Planning Commission, Zoning Board of Appeals and Downtown Development Authority.
- Show all Liquor Control Committee meetings that feature public hearings.
- Present live events like City Manager Selection Committee interviews and rerun or webcast them later.
- Broadcast the League of Women Voters Candidate Night forums for Royal Oak City Commission and Royal Oak School Board.
- Produce several episodes of the Royal Oak show, a local talk show featuring local civic groups, personalities and City department heads.
- Use the WROK Bulletin Board to feature activities of the Senior Center and the Library; special notices of the Police Department and other Royal Oak institutions; and agendas of all meetings covered by Royal Oak.
- Maintain YouTube and Facebook pages as an outreach to the world outside of traditional channels of communication.
- Provide the City Clerk's office and Planning department with timely copies of meetings taped by WROK to prepare meeting minutes quickly and economically without incurring overtime cost.
- Present activities of the Royal Oak Recreation Department, the Annual Ice Show, the Annual Dance Recital, the Summer Concert series, etc.
- Use the WROK Bulletin Board to feature activities of the Senior Center and the Library.
- Encourage youth activities by showing weekly hockey games from the Lindell Arena.
- Advertise and broadcast events like Memorial Day and Holiday Magic parades; and the Veteran's Day and Holiday Tree Lighting ceremonies.
- WROK played a major role in applying for the Google Fiber Test Project that could increase internet speeds ten-fold.
- Use the WROK Bulletin Board to post special notices of the Police Department and other Royal Oak institutions.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The increase in Capital Outlay is due to the software and hardware upgrades for \$1,000 in 2011/2012 and the purchase of a new video camera in 2012/2013.

**Budget Summary****Expenditures**

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	200	46,490	127,290	-	173,980
2008-2009 Actual	-	90	15,440	135,820	-	151,350
2009-2010 Actual	-	-	-	128,520	-	128,520
2010-2011 Original Budget	-	250	-	93,890	-	94,140
2010-2011 Adjusted Budget (Dec)	-	250	-	93,890	-	94,140
2010-2011 Six Month Actual	-	-	-	37,290	-	37,290
2010-2011 Estimated Year End	-	-	-	90,890	-	90,890
2011-2012 Dept Request	-	200	1,000	97,040	-	98,240
2011-2012 Manager's Budget	-	200	1,000	97,040	-	98,240
2011-2012 Adopted Budget	-	200	1,000	97,040	-	98,240
2012-2013 Projected Budget	-	200	11,000	96,230	-	107,430
2013-2014 Projected Budget	-	200	-	96,230	-	96,430
2014-2015 Projected Budget	-	200	-	96,230	-	96,430
2015-2016 Projected Budget	-	200	-	96,230	-	96,430

***The mission of the Community Promotion cost center is to provide support to non-governmental organizations focused on serving our citizens whose missions further the goals and objectives of the City of Royal Oak.***

There are no City or contract personnel costs are allocated here. This cost center only records payment to eligible organizations.

As an example, the City Commission assisted various not-for-profit groups who serve disadvantaged persons in the City.

Grants are on a year-to-year, case-to-case basis, depending on availability of funds.

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There are no significant notes for this cost center.

### **Budget Summary**

#### **Expenditures**

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	14,480	50	-	103,660	-	118,190
2008-2009 Actual	15,680	110	-	57,340	-	73,130
2009-2010 Actual	9,300	3,180	-	54,550	-	67,030
2010-2011 Original Budget	2,810	1,000	-	48,230	-	52,040
2010-2011 Adjusted Budget (Dec)	2,810	1,000	-	48,230	-	52,040
2010-2011 Six Month Actual	6,810	-	-	28,340	-	35,150
2010-2011 Estimated Year End	10,000	1,000	-	55,230	-	66,230
2011-2012 Dept Request	2,810	1,000	-	46,230	-	50,040
2011-2012 Manager's Budget	2,810	1,000	-	46,230	-	50,040
2011-2012 Adopted Budget	2,810	1,000	-	46,230	-	50,040
2012-2013 Projected Budget	2,820	1,000	-	46,950	-	50,770
2013-2014 Projected Budget	2,820	1,000	-	47,730	-	51,550
2014-2015 Projected Budget	2,820	1,000	-	48,530	-	52,350
2015-2016 Projected Budget	2,820	1,000	-	49,530	-	53,350

***The mission for the Woodward Dream Cruise is to provide a safe family event for the thousands of visitors and residents of Royal Oak and to advertise the City of Royal Oak and attract people from around North America to it as a place to live and do business.***

The Woodward Dream Cruise is a “one-day” classic car event held annually on the third Saturday of August. The WDC Event spans down Woodward Avenue from Pontiac through Royal Oak in Oakland County, Michigan, all the way to 8 Mile Road.

Today, the Woodward Dream Cruise is the world’s largest one-day automotive event, drawing up to 1.5 million people and 40,000 classic cars each year from around the globe. The Woodward Dream Cruise also welcomes vehicles of all models whose owners have either scrupulously maintained or customized their car to create a unique vehicle or statement.

The Dream Cruise was inaugurated in 1995. It is now the largest single day classic car event in the world, and brings in over \$56 million annually for the Metro Detroit economy.

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## GOALS

- To provide a safe event.
- To maintain facilities after the event.
- Utilize resources to raise funds to support the event

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Each year, the celebration starts early in the week with these classic vehicles brought out onto the streets in preparation, and ancillary events are scheduled in the sponsoring communities of Ferndale, Pleasant Ridge, Royal Oak, Huntington Woods, Berkley, Bloomfield Township, Bloomfield Hills, and Pontiac.

An interdisciplinary committee of the nine communities meets at least monthly year around to coordinate the event. This involves representatives of police, fire, public service, communications and recreation departments at a minimum.

Traffic and crowd control require regular and overtime services for up to seven days of Dream Cruise week. Woodward Avenue, a state highway, is closed all day Saturday for 18 miles.

This budget records the City’s additional expenses for overtime, auxiliary staff, volunteers, events and other Cruise specific costs. Advertising revenue from sponsoring organizations offsets part of that cost.

## OBJECTIVES

- Work with community groups and sponsors for revenue opportunities

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

All staff time is budgeted for overtime rather than regular time which will decrease permanent wage and fringe benefit accounts.

## Budget Summary

### Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	60,430	25,160	-	12,090	-	97,680
2008-2009 Actual	79,590	19,220	-	12,390	-	111,200
2009-2010 Actual	54,120	19,920	-	11,170	-	85,210
2010-2011 Original Budget	71,610	20,000	-	14,000	-	105,610
2010-2011 Adjusted Budget (Dec)	71,610	20,000	-	14,000	-	105,610
2010-2011 Six Month Actual	115,900	18,910	-	8,930	-	143,740
2010-2011 Estimated Year End	117,910	20,000	-	14,700	-	152,610
2011-2012 Dept Request	71,620	20,000	-	14,700	-	106,320
2011-2012 Manager's Budget	71,620	20,000	-	14,700	-	106,320
2011-2012 Adopted Budget	71,620	20,000	-	14,700	-	106,320
2012-2013 Projected Budget	71,750	20,000	-	14,780	-	106,530
2013-2014 Projected Budget	71,730	20,000	-	14,780	-	106,510
2014-2015 Projected Budget	71,730	20,000	-	14,780	-	106,510
2015-2016 Projected Budget	71,730	20,000	-	14,780	-	106,510

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available								
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.144	0.144	0.144

The purpose of the Art Beats & Eats cost center is to account for the City's personnel, contracted and supply costs of the festival. Personnel costs consist of Police, Fire and DPS employees.

For the first time, Arts, Beats & Eats will be held in downtown Royal Oak over the Labor Day

Weekend, September 3-6, 2010. The event was formerly held in downtown Pontiac.

Over one-quarter of a million visitors are expected to enjoy the 150 musical acts, 150 fine artists, and nearly 50 restaurants at this 13th annual event.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

101.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Original Budget	204,530	10,000	-	132,000	-	346,530
2010-2011 Adjusted Budget (Dec)	204,530	10,000	-	165,640	-	380,170
2010-2011 Six Month Actual	116,580	17,360	-	247,800	-	381,740
2010-2011 Estimated Year End	116,580	17,360	-	247,800	-	381,740
2011-2012 Dept Request	204,530	17,360	-	159,850	-	381,740
2011-2012 Manager's Budget	204,530	17,360	-	159,850	-	381,740
2011-2012 Adopted Budget	204,530	17,360	-	159,850	-	381,740
2012-2013 Projected Budget	204,830	17,360	-	120,000	-	342,190
2013-2014 Projected Budget	204,830	17,360	-	120,000	-	342,190
2014-2015 Projected Budget	204,830	17,360	-	120,000	-	342,190
2015-2016 Projected Budget	204,830	17,360	-	120,000	-	342,190

The purpose of this cost center is to provide a means of tracking the transfer of monies from the General Fund to another City fund.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The transfer of \$100,000 to the DDA fund will occur as was budgeted in FY10/11. \$132,130 will be transferred to the Capital Improvement Fund to finance the Energy Efficiency Retrofit work on the Police Station and City Hall (the balance of the work is funded with \$430,000 in EECBG funds).

**Budget Summary****Expenditures**

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	725,000	-	725,000
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	100,000	-	100,000
2010-2011 Six Month Actual	-	-	-	-	-	-
2010-2011 Estimated Year End	-	-	-	100,000	-	100,000
2011-2012 Dept Request	-	-	-	232,130	-	232,130
2011-2012 Manager's Budget	-	-	-	232,130	-	232,130
2011-2012 Adopted Budget	-	-	-	232,130	-	232,130
2012-2013 Projected Budget	-	-	-	100,000	-	100,000
2013-2014 Projected Budget	-	-	-	100,000	-	100,000
2014-2015 Projected Budget	-	-	-	100,000	-	100,000
2015-2016 Projected Budget	-	-	-	100,000	-	100,000

## **SPECIAL REVENUE FUNDS**

Special Revenue Funds are funds that are used to record transactions in which a funding source is legally restricted for specific expenditures.

Major Road Fund – 202	State Construction Code Fund – 282
Local Road Fund – 203	ROOTS Fund – 295
Publicity Tax Fund – 211	Senior Citizen Services Fund – 296
Solid Waste Fund – 226	Animal Shelter Fund – 297
Library Millage Fund – 271	Police Grants – 298

## **SPECIAL REVENUE FUNDS–** **Component Units**

Brownfield Redevelopment Authority – 243	Community Development Block Grant Fund – 274
DDA Development Fund – 247	Housing Commission Fund – 276
DDA Operation Fund – 248	

The Highway Division of the Department of Public Service (DPS) is responsible for Routine Maintenance of the City's 64.9 miles of the major street system.

Routine maintenance includes joint/crack repairs, concrete slab replacement, curb

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replacement, asphalt overlays/repairs, street sweeping, catch basin repair, and storm sewer/catch basin cleaning.

## GOALS

- To provide a safe and adequate major road system, preserving the quality of life in the City; which enhances the attraction and retention of residents and businesses.
- To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for road maintenance activities.

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## OBJECTIVES

- Create an inventory of locations of major street repairs to incorporate in the FY 2011 Major Street Repair Program.

## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The following are the major road fund projects for FY2011/12:

- 2011 Misc. Asphalt Resurfacing Program \$480,000
- 2011 12 Mile Resurfacing Project \$668,000 (30% City share)
- 2011 Normandy Improvements \$305,000
- 2011 Annual Joint Seal Project \$76,000
- 2012 12 Mile Resurfacing Project \$30,000 (preconstruction work)
- 2012 Annual Joint Seal Project \$4,800 ( pre-seal work)

**Budget Summary**

**Expenditures**

<b>202.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	306,300	42,990	-	843,520	-	1,192,810
2008-2009 Actual	342,720	48,830	15,180	521,630	-	928,360
2009-2010 Actual	288,150	36,460	-	930,610	-	1,255,220
2010-2011 Original Budget	311,110	57,500	-	1,390,420	-	1,759,030
2010-2011 Adjusted Budget (Dec)	328,010	57,500	-	1,390,420	-	1,775,930
2010-2011 Six Month Actual	144,900	21,440	-	563,720	-	730,060
2010-2011 Estimated Year End	319,560	57,400	-	1,370,020	-	1,746,980
2011-2012 Dept Request	354,250	55,400	-	1,635,020	-	2,044,670
2011-2012 Manager's Budget	329,960	55,400	-	1,635,020	-	2,020,380
2011-2012 Adopted Budget	329,960	55,400	-	1,635,020	-	2,020,380
2012-2013 Projected Budget	340,220	55,400	-	1,181,400	-	1,577,020
2013-2014 Projected Budget	345,000	55,400	-	1,135,700	-	1,536,100
2014-2015 Projected Budget	345,500	55,400	-	1,003,600	-	1,404,500
2015-2016 Projected Budget	347,540	55,400	-	1,225,200	-	1,628,140

## Major Streets Fund – Parkway Maintenance

The Parks & Forestry Division of the Department of Public Service (DPS) maintains parkways in the City's major street system. Parkways or

boulevards are the grassy areas between opposing lanes of roads. DPS crews weed, mow the grass, and trim trees and bushes.

### GOALS

- To facilitate the growth of hardy tree and vegetation that will enhance the major road system while providing schemes and maintenance programs that enhance traffic safety, especially lines of sight.

### OBJECTIVES

- To respond to all street tree requests within one year of date of request

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

There are no significant notes for this cost center.

### Budget Summary

#### Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	101,590	-	-	35,200	-	136,790
2008-2009 Actual	178,940	-	-	65,720	-	244,660
2009-2010 Actual	166,200	-	-	43,910	-	210,110
2010-2011 Original Budget	240,480	-	-	54,280	-	294,760
2010-2011 Adjusted Budget (Dec)	238,730	-	-	54,280	-	293,010
2010-2011 Six Month Actual	100,460	-	-	23,580	-	124,040
2010-2011 Estimated Year End	225,420	-	-	53,180	-	278,600
2011-2012 Dept Request	257,250	-	-	52,040	-	309,290
2011-2012 Manager's Budget	246,230	-	-	52,040	-	298,270
2011-2012 Adopted Budget	246,230	-	-	52,040	-	298,270
2012-2013 Projected Budget	249,370	-	-	53,120	-	302,490
2013-2014 Projected Budget	252,160	-	-	53,120	-	305,280
2014-2015 Projected Budget	253,080	-	-	53,120	-	306,200
2015-2016 Projected Budget	255,160	-	-	53,120	-	308,280

## **Performance Indicators/ Outcome Measures**

	<b>Actual <u>FY08/09</u></b>	<b>Actual <u>FY09/10</u></b>	<b>Dec 31 <u>2010</u></b>	<b>Estimated <u>FY10/11</u></b>	<b>Projected <u>FY11/12</u></b>	<b>Projected <u>FY12/13</u></b>
Responses to Street Tree Work Requests	641	547	143	530	600	600

## Major Street Fund – Winter Maintenance

The Highway Division of the Department of Public Service (DPS) is responsible for Winter

Maintenance, such as snow and ice control, of the City's 64.4 mile major street system.

### GOALS

- To provide safe and passable major road system by performing prompt and efficient snow removal and ice control.

### OBJECTIVES

- To clear major roads within 24 hours of a major snow event.
- Reduce salt usage by improving de-icing techniques resulting in cost savings

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The increase in the Road Salt & Ice Melt Compounds is due to a significant increase in salt use this winter. Also, most of the weather occurred on weekends and holidays. We will continue working to reduce costs. The reduction in service would be the only way to reduce costs in this account, such as plowing residential streets on straight time only.

### Budget Summary

#### Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	236,360	174,210	-	208,730	-	619,300
2008-2009 Actual	202,430	256,510	-	223,630	-	682,570
2009-2010 Actual	144,610	180,960	-	88,090	-	413,660
2010-2011 Original Budget	162,990	248,000	-	221,060	-	632,050
2010-2011 Adjusted Budget (Dec)	163,160	248,000	-	221,060	-	632,220
2010-2011 Six Month Actual	37,100	70	-	25,570	-	62,740
2010-2011 Estimated Year End	144,260	261,000	-	221,060	-	626,320
2011-2012 Dept Request	175,610	256,000	-	180,000	-	611,610
2011-2012 Manager's Budget	175,610	256,000	-	180,000	-	611,610
2011-2012 Adopted Budget	175,610	256,000	-	180,000	-	611,610
2012-2013 Projected Budget	171,210	256,000	-	98,340	-	525,550
2013-2014 Projected Budget	172,960	256,000	-	98,340	-	527,300
2014-2015 Projected Budget	173,520	256,000	-	98,340	-	527,860
2015-2016 Projected Budget	174,770	256,000	-	98,340	-	529,110

The Department of Public Service (DPS) is responsible for implementing and maintaining traffic control for the City's major street system. This cost center focuses on traffic signage, pavement markings and traffic risk management. See also Street Signal Services.

The City uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, Police, Fire, Planning, and Engineering departments meet monthly to discuss traffic control issues. A

volunteer resident's committee reviews the staff recommendations and makes recommends to the City Commission.

Traffic control signage means street, stop, parking, turn/no-turn, speed, school zone, pedestrian walk signs, etc. The DPS's sign shop provides replacement signs promptly and reduces the cost of carrying an extensive sign inventory.

Additional services performed include pavement markings, intersection and pedestrian markings, guard rails, and bridge inspections.

## GOALS

- To promote effective traffic control in order to provide safety on the City's major roads.

## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

Personnel costs decreased due to the retirement of the Building Custodian last year.

### Budget Summary

#### Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	79,550	28,100	-	107,260	-	214,910
2008-2009 Actual	88,240	29,800	-	70,130	-	188,170
2009-2010 Actual	113,410	40,670	-	44,380	-	198,460
2010-2011 Original Budget	36,410	47,000	-	66,380	-	149,790
2010-2011 Adjusted Budget (Dec)	36,460	47,000	-	66,380	-	149,840
2010-2011 Six Month Actual	37,390	5,980	-	46,400	-	89,770
2010-2011 Estimated Year End	81,560	41,400	-	64,180	-	187,140
2011-2012 Dept Request	69,610	41,700	-	66,390	-	177,700
2011-2012 Manager's Budget	66,230	41,700	-	66,390	-	174,320
2011-2012 Adopted Budget	66,230	41,700	-	66,390	-	174,320
2012-2013 Projected Budget	39,870	41,700	-	67,180	-	148,750
2013-2014 Projected Budget	40,360	41,700	-	67,180	-	149,240
2014-2015 Projected Budget	40,420	41,700	-	67,180	-	149,300
2015-2016 Projected Budget	40,700	41,700	-	67,180	-	149,580

**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions							0.481	0.481	
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.481	0.481	

The Department of Public Service (DPS) is responsible for implementing and maintaining traffic control for the City's major street system. This cost center focuses on Signal Services.

The major street system owns 78 signals, each with its own controller and wiring plus possible pedestrian crossing signals. A DPS electrician handles signal maintenance.

This cost center pays the City's share of maintenance cost for signals on State and County roads.

The City uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, Police, Fire Planning, and Engineering departments meet monthly. A volunteer citizen's committee reviews the staff recommendations and makes recommendations to the City Commission.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Personnel costs decreased due to only overtime being allocated to signal services for future years. Part-time labor will be utilized as well.

**Budget Summary****Expenditures**

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	45,090	10,410	-	70,880	-	126,380
2008-2009 Actual	63,600	8,050	-	94,270	-	165,920
2009-2010 Actual	49,120	2,420	-	79,710	-	131,250
2010-2011 Original Budget	53,720	12,000	-	98,690	-	164,410
2010-2011 Adjusted Budget (Dec)	53,770	12,000	-	98,690	-	164,460
2010-2011 Six Month Actual	17,740	3,670	-	50,700	-	72,110
2010-2011 Estimated Year End	36,650	11,000	-	110,690	-	158,340
2011-2012 Dept Request	22,590	12,000	-	114,060	-	148,650
2011-2012 Manager's Budget	22,610	12,000	-	114,060	-	148,670
2011-2012 Adopted Budget	22,610	12,000	-	114,060	-	148,670
2012-2013 Projected Budget	22,710	12,000	-	104,300	-	139,010
2013-2014 Projected Budget	22,640	12,000	-	104,300	-	138,940
2014-2015 Projected Budget	22,640	12,000	-	104,300	-	138,940
2015-2016 Projected Budget	22,640	12,000	-	104,300	-	138,940

**Cost Center Position Detail - Home Base**

## Major Street Fund – Signal Services

### Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions								3.846	3.846
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.846	3.846

***The mission of the Major Street Fund is to maintain the major streets system and rights-of-way in a manner to ensure safe vehicle and pedestrian traffic as well as to present an attractive roadside environment in accordance with Michigan Act 51 of Public Acts of 1951 as amended.***

The City of Royal Oak owns over 64 miles of major streets. These are main arteries that move residents to and from local or neighborhood streets to larger, faster roads that are maintained by Oakland County or the State of Michigan. (See street map)

The City Engineer, as the Street Administrator, is responsible for evaluating, planning, designing and constructing the road system and its traffic safety. This includes original construction, major replacement or resurfacing, and traffic signs and signals.

The Engineer coordinates regularly with the County Road Commission, surrounding communities and the State Department of Transportation regarding the roads in the City for

which the City is responsible. It also means meeting with subdivision and homeowner groups or associations, and other concerned citizens as situations warrant.

The Department of Public Service maintains the system of roadways. Their responsibilities include patching roads, maintaining parkways, rights-of way, signs and signals, and controlling snow and ice.

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The Major Street Fund / Administration cost center accounts for the cost of the overall planning, administration and oversight of all activities that affect traffic conditions on the City's major street network.

Audit and debt expenditures are included. This cost center also accounts for any City Commission authorized transfer-out to support the Local Street Fund, as allowed by Act 51.

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## GOALS

- Coordinate all aspects of major street construction, maintenance and permitting practices.
- Construct and rehabilitate failing segments of the City's major street system by implementing safety improvements as presented in the annual Capital Improvement Plan (CIP) while balancing the sometimes-conflicting interests of safety, mobility and environmental impacts.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Revenues from the gasoline (and vehicles registration) tax is budgeted to decrease 2% each year into the forecast due to the loss of population in the State, fewer people driving to work due to higher unemployment and the increased utilization of more fuel efficient vehicles. This fund is operating in a severe structural deficit. By the end of FY2016/17 it is projected to no longer have a fund balance to utilize for subsidize operating and capital costs. A long-term funding source needs to be identified.

**Budget Summary**

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Fund Balance	4,287,600	3,542,750	2,476,110	1,968,200	1,448,770	1,010,670
Revenues and transfers from other funds	2,737,500	2,672,500	2,673,500	2,624,500	2,576,480	2,529,420
Expenditures and transfers to other funds	3,482,350	3,739,140	3,181,410	3,143,930	3,014,580	3,240,290
Net Change in Fund Balance	(744,850)	(1,066,640)	(507,910)	(519,430)	(438,100)	(710,870)
Ending Fund Balance	3,542,750	2,476,110	1,968,200	1,448,770	1,010,670	299,800

**Revenues**

<b>202.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	650	2,836,460	177,620	176,720	23,310	7,160	3,221,920
2008-2009 Actual	-	2,729,330	178,720	110,390	128,270	6,810	3,153,520
2009-2010 Actual	-	2,698,390	183,020	49,640	21,760	6,530	2,959,340
2010-2011 Original Budget	-	2,500,000	177,000	46,000	20,000	6,500	2,749,500
2010-2011 Adjusted Budget (Dec)	-	2,500,000	177,000	46,000	20,000	6,500	2,749,500
2010-2011 Six Month Actual	-	927,640	-	11,280	1,910	-	940,830
2010-2011 Estimated Year End	-	2,500,000	183,000	28,000	20,000	6,500	2,737,500
2011-2012 Dept Request	-	2,450,000	183,000	23,000	10,000	6,500	2,672,500
2011-2012 Manager's Budget	-	2,450,000	183,000	23,000	10,000	6,500	2,672,500
2011-2012 Adopted Budget		2,450,000	183,000	23,000	10,000	6,500	2,672,500
2012-2013 Projected Budget	-	2,450,000	183,000	24,000	10,000	6,500	2,673,500
2013-2014 Projected Budget	-	2,401,000	183,000	24,000	10,000	6,500	2,624,500
2014-2015 Projected Budget	-	2,352,980	183,000	24,000	10,000	6,500	2,576,480
2015-2016 Projected Budget	-	2,305,920	183,000	24,000	10,000	6,500	2,529,420

## Expenditures

<b>202.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	781,010	-	781,010
2008-2009 Actual	-	-	-	773,370	-	773,370
2009-2010 Actual	-	-	-	788,610	-	788,610
2010-2011 Original Budget	-	-	-	487,290	-	487,290
2010-2011 Adjusted Budget (Dec)	-	-	-	487,290	-	487,290
2010-2011 Six Month Actual	-	-	-	54,520	-	54,520
2010-2011 Estimated Year End	-	-	-	484,970	-	484,970
2011-2012 Dept Request	-	-	-	485,890	-	485,890
2011-2012 Manager's Budget	-	-	-	485,890	-	485,890
2011-2012 Adopted Budget	-	-	-	485,890	-	485,890
2012-2013 Projected Budget	-	-	-	488,590	-	488,590
2013-2014 Projected Budget	-	-	-	487,070	-	487,070
2014-2015 Projected Budget	-	-	-	487,780	-	487,780
2015-2016 Projected Budget	-	-	-	486,240	-	486,240

## Performance Indicators / Outcome Measures

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Asphalt Road Repairs (tons of material)	584	151	500	600	550	550
Concrete Road Repairs (yards)	468	395	500	525	450	450
Pavement cuts	145	148	190	210	170	170
Responses to Major Street Tree Work Requests	641	547	143	500	600	600
Boulevards Mowed (hours)	1,379	1,396	663	1,300	1,200	1,200
Major Streets - Salt Applied (tons)	6,342	4,566	1,002	3,000	6,500	6,500
Number of Snow Events	n/a	0	1	6	5	5
Number of Signs Replaced due to Routine Maintenance and Accidents	1,154	739	649	1,250	1,100	1,100

The Highway Division of the Department of Public Service (DPS) is responsible for routine maintenance of the City's 148-mile local street system.

Routine maintenance includes joint/crack sealing, concrete slab replacement, some

limited asphalt overlays/repairs plus street sweeping and storm sewer/catch basin cleaning. Dust control is applied when paid by residents.

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## GOALS

- To provide a safe and adequate local/neighborhood system, preserving the quality of life in the City; which enhances the attraction and retention of residents and businesses.
- To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for local/neighborhood maintenance activities.

## OBJECTIVES

- Create an inventory of locations of local streets to incorporate in the FY 2011 Local Street Repair Program.
- Complete pavement cut list by October 1.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The Asphalt Supplies account increased due to an anticipated increase in material and estimated work for the year. The 2011 Concrete Pavement Replacement Project in the amount of \$295,000 is excluded from the budget due to the current funding limitations. Transfers to the Capital Improvement Fund for FY2011/12 capital improvement projects are as follows:

- 2011 City Share of Special Assessment Paving \$37,000
- 2011 City Share CDBG Paving \$200,000
- 2011 Annual Joint Seal Project \$19,000
- 2012 City Share CDBG Paving preconstruction \$9,000
- 2012 Concrete Pavement Replacement preconstruction \$5,000
- 2012 Annual Joint Seal Project (preconstruction) \$1,200
- Annual Sidewalk Slab Replacement Project \$200,000

## **Budget Summary**

### **Expenditures**

<b>203.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	387,780	27,980	-	595,850	-	1,011,610
2008-2009 Actual	486,610	35,840	-	1,317,330	-	1,839,780
2009-2010 Actual	467,610	25,410	-	803,670	-	1,296,690
2010-2011 Original Budget	394,580	44,050	-	838,680	-	1,277,310
2010-2011 Adjusted Budget (Dec)	394,410	44,050	-	838,680	-	1,277,140
2010-2011 Six Month Actual	233,350	13,180	-	291,550	-	538,080
2010-2011 Estimated Year End	391,420	39,050	-	631,680	-	1,062,150
2011-2012 Dept Request	413,670	44,050	-	970,740	-	1,428,460
2011-2012 Manager's Budget	389,820	44,050	-	675,740	-	1,109,610
2011-2012 Adopted Budget	389,820	44,050	-	675,740	-	1,109,610
2012-2013 Projected Budget	412,340	44,050	-	756,390	-	1,212,780
2013-2014 Projected Budget	417,240	44,050	-	704,990	-	1,166,280
2014-2015 Projected Budget	418,540	44,050	-	734,190	-	1,196,780
2015-2016 Projected Budget	421,930	44,050	-	694,590	-	1,160,570

### **Cost Center Position Detail – Home Base**

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Equipment Repairworker	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						4.327	4.327	4.327
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	4.327	4.327	4.327

## Performance Indicators / Outcome Measures

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Asphalt Applied (Tons)	584	338	176	370	550	550
Concrete (yards)	468	413	311	450	450	450
Pavement cuts	145	130	93	170	170	170

This division of the Department of Public Service (DPS) maintains parkways in the City's local street system. Parkways or boulevards are the grassy areas between opposing lanes of roads.

DPS crews weed, mow the grass, and trim trees and bushes.

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### GOALS

- To facilitate the growth of hardy tree and vegetation that will enhance the neighborhood while providing schemes and maintenance programs that enhance traffic safety, especially lines of sight.

### OBJECTIVES

- To provide effective weed control on prominent medians in the city (dandelion control)
- Respond to all tree request for service within one year of request

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

There are no significant notes for this cost center.

## **Budget Summary**

### **Expenditures**

<b>203.469 STREETS PARKWAY MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	228,520	-	-	210,880	-	439,400
2008-2009 Actual	259,820	-	-	198,030	-	457,850
2009-2010 Actual	255,480	-	-	157,400	-	412,880
2010-2011 Original Budget	287,300	-	-	183,570	-	470,870
2010-2011 Adjusted Budget (Dec)	286,670	-	-	183,570	-	470,240
2010-2011 Six Month Actual	138,030	-	-	80,950	-	218,980
2010-2011 Estimated Year End	286,360	-	-	181,570	-	467,930
2011-2012 Dept Request	310,710	-	-	169,870	-	480,580
2011-2012 Manager's Budget	296,590	-	-	169,870	-	466,460
2011-2012 Adopted Budget	296,590	-	-	169,870	-	466,460
2012-2013 Projected Budget	301,010	-	-	174,820	-	475,830
2013-2014 Projected Budget	304,810	-	-	174,820	-	479,630
2014-2015 Projected Budget	305,900	-	-	174,820	-	480,720
2015-2016 Projected Budget	308,480	-	-	174,820	-	483,300

## **Performance Indicators / Outcome Measures**

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Boulevards Mowed (hours )	1,379	1,396	663	1,300	1,200	1,200
Street Tree work requests	1,283	1,125	276	570	600	600

## Local Street Fund – Winter Maintenance

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The Highway Division of the Department of Public Service (DPS) is responsible for Winter

Maintenance, such as snow and ice control, of the City's 148.27 mile local street system.

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### GOALS

- To provide safe and passable major road system by performing prompt and efficient snow removal and ice control.

### OBJECTIVES

- To continue to introduce deicing as cost saving measure.
- To provide prompt and efficient snow removal and de-icing within 24 hours of a major snow event.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The Motor Pool vehicle charges decreased due to a decline in usage hours and a decreased State rate.

### Budget Summary

#### Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	153,420	21,550	-	133,290	-	308,260
2008-2009 Actual	122,610	29,910	-	114,110	-	266,630
2009-2010 Actual	85,330	18,830	-	60,110	-	164,270
2010-2011 Original Budget	97,360	80,000	-	107,660	-	285,020
2010-2011 Adjusted Budget (Dec)	97,470	80,000	-	107,660	-	285,130
2010-2011 Six Month Actual	11,730	-	-	9,810	-	21,540
2010-2011 Estimated Year End	102,260	80,000	-	107,660	-	289,920
2011-2012 Dept Request	106,240	80,000	-	62,210	-	248,450
2011-2012 Manager's Budget	101,920	80,000	-	62,210	-	244,130
2011-2012 Adopted Budget	101,920	80,000	-	62,210	-	244,130
2012-2013 Projected Budget	104,020	80,000	-	64,070	-	248,090
2013-2014 Projected Budget	104,900	80,000	-	64,070	-	248,970
2014-2015 Projected Budget	104,930	80,000	-	64,070	-	249,000
2015-2016 Projected Budget	105,420	80,000	-	64,070	-	249,490

The Department of Public Service (DPS) is responsible for implementing and maintaining traffic control for the City's local street system. This cost center focuses on traffic signage, pavement markings and traffic risk management.

The City uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, Police, Fire Planning, and Engineering departments meet monthly. A volunteer citizen's committee reviews

the staff recommendations and makes recommendations to the City Commission.

Traffic control signage means street, stop, parking, turn/no-turn, speed, school zone, pedestrian walk signs, etc. DPS's own sign shop provides replacement signs promptly and reduces the cost of carrying an extensive sign inventory. Additional services performed include pavement markings, intersection and pedestrian markings.

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## GOALS

- To promote effective traffic control in order to provide safety on the City's local streets.
- To maintain all street pavement markings.
- To replace all down signs within 24 hours of notification

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## OBJECTIVES

- Convert all street markings from paint to thermoplastic within 7 years.
- Inspect all pavement markings annually.

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The Motor Pool vehicle charges decreased due to a decline in usage hours and a decreased State rate.

## Budget Summary

### Expenditures

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	111,330	6,270	-	43,210	-	160,810
2008-2009 Actual	115,470	8,690	-	43,030	-	167,190
2009-2010 Actual	124,320	9,780	-	36,940	-	171,040
2010-2011 Original Budget	79,050	10,000	-	40,340	-	129,390
2010-2011 Adjusted Budget (Dec)	79,170	10,000	-	40,340	-	129,510
2010-2011 Six Month Actual	35,460	840	-	11,700	-	48,000
2010-2011 Estimated Year End	79,440	10,000	-	40,340	-	129,780
2011-2012 Dept Request	87,140	10,000	-	20,910	-	118,050
2011-2012 Manager's Budget	82,930	10,000	-	20,910	-	113,840
2011-2012 Adopted Budget	82,930	10,000	-	20,910	-	113,840
2012-2013 Projected Budget	84,130	-	-	21,540	-	105,670
2013-2014 Projected Budget	85,380	-	-	21,540	-	106,920
2014-2015 Projected Budget	85,570	-	-	21,540	-	107,110
2015-2016 Projected Budget	86,280	-	-	21,540	-	107,820

***The mission of the Local Street Fund is to maintain the local streets system and rights-of-way in a manner to ensure safe vehicle and pedestrian traffic as well as to present an attractive roadside environment in accordance with Michigan Act 51 of Public Acts of 1951 as amended.***

The City of Royal Oak owns over 148 miles of local streets. These are the neighborhood roads that move residents to and from their residences to major streets or other larger, faster roads that are maintained by Oakland County or the State of Michigan.

The City Engineer, as the Street Administrator, is responsible for evaluating, planning, designing and constructing the road system and its traffic safety. This includes original construction, major replacement or resurfacing, and traffic signs.

The Engineer meets with neighborhood groups wishing to upgrade their streets to inform them and guide them in obtaining special assessment funding.

The Department of Public Service maintains the system of roadways. Their responsibilities include patching roads, maintaining parkways, rights-of way, signs, and controlling snow and ice on the roads.

\* \* \* \* \*

The Local Street Fund / Administration cost center accounts for the cost of the overall planning, administration and oversight of all activities that affect traffic conditions on the City's local street network. Audit expenditures are included.

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## GOALS

- To effectively plan and coordinate the construction, maintenance and permitting for the City's local street system in a manner that maximizes the use of resources.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Revenues from the gasoline (and vehicles registration) tax is budgeted to decrease 2% each year into the forecast due to the loss of population in the State, fewer people driving to work due to higher unemployment and the increased utilization of more fuel efficient vehicles. This fund is in a severe structural deficit. By the end of FY2012/13 it is projected to no longer have a fund balance to utilize for subsidize operating and capital costs. A long-term funding source needs to be identified.

## **Budget Summary**

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Fund Balance	2,721,820	1,884,980	1,035,570	76,360	(857,280)	(1,837,430)
Revenues and transfers from other funds	1,173,480	1,132,000	1,132,000	1,117,000	1,102,300	1,087,890
Expenditures and transfers to other funds	2,010,320	1,981,410	2,091,210	2,050,640	2,082,450	2,050,020
Net Change in Fund Balance	(836,840)	(849,410)	(959,210)	(933,640)	(980,150)	(962,130)
Ending Fund Balance	1,884,980	1,035,570	76,360	(857,280)	(1,837,430)	(2,799,560)

## **Revenues**

<b>203.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	650	922,160	-	191,040	2,040	677,460	1,793,350
2008-2009 Actual	-	888,370	-	79,930	12,690	673,280	1,654,270
2009-2010 Actual	-	872,970	-	36,610	1,270	669,320	1,580,170
2010-2011 Original Budget	-	788,750	-	7,730	2,000	375,000	1,173,480
2010-2011 Adjusted Budget (Dec)	-	788,750	-	7,730	2,000	375,000	1,173,480
2010-2011 Six Month Actual	-	302,180	-	(2,820)	-	-	299,360
2010-2011 Estimated Year End	-	788,750	-	7,730	2,000	375,000	1,173,480
2011-2012 Dept Request	-	750,000	-	5,000	2,000	375,000	1,132,000
2011-2012 Manager's Budget	-	750,000	-	5,000	2,000	375,000	1,132,000
2011-2012 Adopted Budget	-	750,000	-	5,000	2,000	375,000	1,132,000
2012-2013 Projected Budget	-	750,000	-	5,000	2,000	375,000	1,132,000
2013-2014 Projected Budget	-	735,000	-	5,000	2,000	375,000	1,117,000
2014-2015 Projected Budget	-	720,300	-	5,000	2,000	375,000	1,102,300
2015-2016 Projected Budget	-	705,890	-	5,000	2,000	375,000	1,087,890

Expenditures

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	50,820	-	50,820
2008-2009 Actual	-	-	-	45,400	-	45,400
2009-2010 Actual	-	-	-	44,740	-	44,740
2010-2011 Original Budget	-	-	-	65,920	-	65,920
2010-2011 Adjusted Budget (Dec)	-	-	-	65,920	-	65,920
2010-2011 Six Month Actual	-	-	-	29,470	-	29,470
2010-2011 Estimated Year End	-	-	-	60,540	-	60,540
2011-2012 Dept Request	-	-	-	47,370	-	47,370
2011-2012 Manager's Budget	-	-	-	47,370	-	47,370
2011-2012 Adopted Budget	-	-	-	47,370	-	47,370
2012-2013 Projected Budget	-	-	-	48,840	-	48,840
2013-2014 Projected Budget	-	-	-	48,840	-	48,840
2014-2015 Projected Budget	-	-	-	48,840	-	48,840
2015-2016 Projected Budget	-	-	-	48,840	-	48,840

## Performance Indicators / Outcome Measures

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
Asphalt Road Repairs (tons)	584	151	500	600	550	550
Concrete Road Repairs (yards)	468	395	500	525	450	450
Pavement cuts	145	148	190	210	170	170
Street Tree Work Requests	641	547	143	500	600	600
Boulevards Mowed (hours)	1,379	1,396	663	1,300	1,200	1,200
Street Tree work requests	1,283	1,125	276	570	600	600
Salt Applied (tons) – Major Streets	6,342	4,566	1,002	6,000	5,500	5,500
Salt Applied (tons) – Local Streets	330	325	150	1,000	800	800
Number of Snow Events	n/a	0	1	6	5	5
Number of Signs Replaced due to Routine Maintenance and Accidents	1,154	739	649	1,100	1,100	1,100

***The mission of the Publicity Tax Fund is to inform prospective and existing residents and businesses about the advantages, programs and services that the City of Royal Oak City offers.***

This fund collects the ad valorem Publicity tax, authorized by Act 59 of 1925, plus contributions from other City funds. The City proposes to levy 0.0239 mill for FY2011/12.

The City of Royal Oak's departments publish the *Insight* magazine quarterly. It focuses on the Recreational and Cultural activities available for the next season.

Additionally *Insight* highlights our many varied, on-going and special events and services. For instance: library seminars, assessment notices

and snow emergency procedures in the winter; yard waste procedures and the Ice Show in the spring; tax bills, the Art Fair and kids park programs in the summer; and Senior trips, elections, leaf pickup and the holiday hockey tournament in the fall.

Copy preparation, editing and final makeup are coordinated by the Superintendent of Recreation and his staff. A local printer assists and completes the final document.

Magazines are mailed to all residents and businesses. Copies are displayed prominently in City Hall and given out attract to new home buyers. Planners distribute copies to entice prospective developers and business persons.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

A slight increase for transfers-in from the various funds (Ice Arena, W&S, State Construction Code, Solid Waste, Senior Citizens) which benefit from the "Insight" will occur to offset publicity expenditures. The millage rate is budgeted to increase from 0.0234 to 0.0239 to generate monies allowable under State law. The additional millage is required to be levied to raise the same amount of tax revenue due to declining taxable value.

### **Budget Summary**

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Fund Balance	-	1,480	2,880	4,100	4,980	5,810
Revenues and transfers from other funds	70,800	71,000	71,000	71,000	71,000	71,000
Expenditures and transfers to other funds	69,320	69,600	69,780	70,120	70,170	70,420
Net Change in Fund Balance	1,480	1,400	1,220	880	830	580
Ending Fund Balance	1,480	2,880	4,100	4,980	5,810	6,390

## Revenues

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	49,390	-	-	-	-	-	49,390
2008-2009 Actual	49,310	-	-	-	-	-	49,310
2009-2010 Actual	49,570	-	-	-	-	13,100	62,670
2010-2011 Original Budget	49,000	-	-	-	-	21,300	70,300
2010-2011 Adjusted Budget (Dec)	49,000	-	-	-	-	21,300	70,300
2010-2011 Six Month Actual	47,060	-	-	-	-	-	47,060
2010-2011 Estimated Year End	49,500	-	-	-	-	21,300	70,800
2011-2012 Dept Request	49,500	-	-	-	-	21,500	71,000
2011-2012 Manager's Budget	49,500	-	-	-	-	21,500	71,000
2011-2012 Adopted Budget	49,500	-	-	-	-	21,500	71,000
2012-2013 Projected Budget	49,500	-	-	-	-	21,500	71,000
2013-2014 Projected Budget	49,500	-	-	-	-	21,500	71,000
2014-2015 Projected Budget	49,500	-	-	-	-	21,500	71,000
2015-2016 Projected Budget	49,500	-	-	-	-	21,500	71,000

## Expenditures

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	30,430	-	17,200	-	47,630
2008-2009 Actual	-	31,330	-	17,540	-	48,870
2009-2010 Actual	18,510	28,420	-	17,950	-	64,880
2010-2011 Original Budget	22,420	29,000	-	18,500	-	69,920
2010-2011 Adjusted Budget (Dec)	21,620	29,000	-	19,680	-	70,300
2010-2011 Six Month Actual	10,400	12,710	-	4,510	-	27,620
2010-2011 Estimated Year End	21,720	29,000	-	18,600	-	69,320
2011-2012 Dept Request	24,220	28,000	-	18,600	-	70,820
2011-2012 Manager's Budget	23,000	28,000	-	18,600	-	69,600
2011-2012 Adopted Budget	23,000	28,000	-	18,600	-	69,600
2012-2013 Projected Budget	23,180	28,000	-	18,600	-	69,780
2013-2014 Projected Budget	23,520	28,000	-	18,600	-	70,120
2014-2015 Projected Budget	23,570	28,000	-	18,600	-	70,170
2015-2016 Projected Budget	23,820	28,000	-	18,600	-	70,420

***The mission of the Solid Waste function is to keep the City appealing by providing residents and businesses with desirable curbside refuse collection and disposal, recycling and yard waste services.***

Curbside refuse, recycling and yard waste services to homes and businesses are administered by the Department of Public Services.

To provide economical service, the City partners with the South Oakland County Resource Recovery Authority. SOCRRA is a multi-community, public enterprise delivering outstanding services for Royal Oak's recycling, yard waste and composting needs.

SOCRRA privatizes collection with a third-party waste hauler on a ten year contract ending in 2017. Household refuse and recycling material is picked-up weekly. Yard waste is collected seasonally April through mid-December.

Recycling and certain construction and household hazardous materials may be dropped off at the SOCRRA drop-off site on Coolidge Highway north of 14 Mile Road by appointment.

Recycling is encouraged, as it reuses valuable raw resources, reduces landfill needs, and saves residents money. The city has implemented a business recycling program.

The DPS leaf pickup program vacuums up leaves raked onto City streets. Pickup begins at the end of October after leaves start dropping. Solid Waste funding is also used for the removal and disposal of dead trees from public property.

A total millage rate of 3.0129 mills is proposed. This includes a voted local millage of 0.9965 mills and 2.0164 mills levied under authority of PA 298 of 1917 (MCL 123.261).

The Solid Waste function is a division of the Department of Public Service.

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## GOALS

- To provide refuse collection and disposal, recycling and yard waste services in both an efficient and effective manner in accordance with Federal and State laws.
- Provide Street Sweeping 4 times a year
- Increase recycling education

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## OBJECTIVES

- Complete leaf collection in 6 weeks.
- Sweep streets in timely manner to support all residents.
- Increase percentage of recycled material.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The full millage rates (0.9965 and 2.0164) allowable under the law will be levied to support the FY2011/12 budget. Beginning with FY2011/12, the budget and forecast demonstrates a structural deficit in this fund, however there appears to be sufficient fund balance to carry this function beyond FY2015/16. The budget for the Solid Waste Disposal Service account increased due to a SOCRRA contractual rate increase of 3%.

## Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	5,694,131	6,110,991	5,941,241	5,444,801	4,936,411	4,425,731
Revenues and transfers from other funds	6,466,520	6,285,050	6,100,390	6,100,390	6,100,390	6,100,390
Expenditures and transfers to other funds	6,049,660	6,454,800	6,596,830	6,608,780	6,611,070	6,619,160
Net Change in Fund Balance	416,860	(169,750)	(496,440)	(508,390)	(510,680)	(518,770)
Ending Fund Balance	6,110,991	5,941,241	5,444,801	4,936,411	4,425,731	3,906,961

## Revenues

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	6,411,090	-	9,150	104,660	21,190	-	6,546,090
2008-2009 Actual	6,429,980	-	3,480	57,070	17,370	-	6,507,900
2009-2010 Actual	6,939,360	-	8,200	21,940	10,460	-	6,979,960
2010-2011 Original Budget	6,433,520	-	5,000	10,000	8,000	-	6,456,520
2010-2011 Adjusted Budget (Dec)	6,433,520	-	5,000	10,000	8,000	-	6,456,520
2010-2011 Six Month Actual	6,076,110	-	3,890	(2,810)	14,150	-	6,091,340
2010-2011 Estimated Year End	6,433,520	-	13,000	-	20,000	-	6,466,520
2011-2012 Dept Request	6,237,050	-	13,000	20,000	15,000	-	6,285,050
2011-2012 Manager's Budget	6,237,050	-	13,000	20,000	15,000	-	6,285,050
2011-2012 Adopted Budget	6,237,050	-	13,000	20,000	15,000	-	6,285,050
2012-2013 Projected Budget	6,052,390	-	13,000	20,000	15,000	-	6,100,390
2013-2014 Projected Budget	6,052,390	-	13,000	20,000	15,000	-	6,100,390
2014-2015 Projected Budget	6,052,390	-	13,000	20,000	15,000	-	6,100,390
2015-2016 Projected Budget	6,052,390	-	13,000	20,000	15,000	-	6,100,390

## Expenditures

<b>226.528 SOLID WASTE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	655,770	46,500	14,850	4,898,930	-	5,767,720
2008-2009 Actual	896,330	27,040	-	5,048,570	-	5,971,940
2009-2010 Actual	843,100	8,380	-	4,862,430	-	5,716,530
2010-2011 Original Budget	976,590	31,850	-	5,278,580	-	6,291,220
2010-2011 Adjusted Budget (Dec)	978,260	31,850	-	5,442,210	-	6,456,520
2010-2011 Six Month Actual	624,370	15,030	-	2,313,530	-	2,952,930
2010-2011 Estimated Year End	971,960	34,900	-	5,038,540	-	6,049,660
2011-2012 Dept Request	1,067,170	34,900	-	5,396,770	-	6,503,140
2011-2012 Manager's Budget	1,018,830	34,900	-	5,396,770	-	6,454,800
2011-2012 Adopted Budget	1,018,830	34,900	-	5,396,770	-	6,454,800
2012-2013 Projected Budget	1,036,280	34,900	-	5,521,350	-	6,596,830
2013-2014 Projected Budget	1,048,230	34,900	-	5,521,350	-	6,608,780
2014-2015 Projected Budget	1,050,520	34,900	-	5,521,350	-	6,611,070
2015-2016 Projected Budget	1,058,610	34,900	-	5,521,350	-	6,619,160

## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Rec & Public Srvc	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Dps Supervisor - Highway	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Sign Technician	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Equipment Operator II	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Equipment Operator I	0.000	0.000	0.000	0.000	0.000	0.000	3.000	3.000	3.000
Painting Machine Operator	0.000	0.000	0.000	0.000	0.000	0.000	1.000	1.000	1.000
Truck Driver	0.000	0.000	0.000	0.000	0.000	0.000	5.000	5.000	5.000
Dps/Hwy - MC III	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
Equipment Repairworker	0.000	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000
New Solid Waste Employee (Budgeted)	0.000	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	2.000	15.000	13.000	13.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.481	0.481	0.481
Cost Center Total	1.000	1.000	1.000	1.000	1.000	2.000	15.481	13.481	13.481

## Performance Indicators / Outcome Measures

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Tons of Yard Waste Diverted from Landfill	13,552	10,915	7,565	15,000	14,000	14,000
Recycle tons	3,654	1,863	1,995	4,500	4,000	4,000
Hazardous Material Collected – Drop off	2,283	1,863	1,625	2,900	2,800	2,800
Business Participants - Recycling	85	122	142	150	155	155

***The mission of the Royal Oak Public Library is to be an informational, intellectual, cultural and recreational resource for all people; to inspire the spirit, educate the mind, and be a center of community pride.***

The Public Library of the City of Royal Oak is administered by a Library Board of not less than five members, whose duties are fixed by ordinance and whose members are appointed for fixed terms by the City Commission. The Board appoints the Librarian and subordinate employees of the library and determines their compensation. The Board can make purchases for the library without the requisition chapter; however, the total amount expended by the Board in any one year for compensation of employees, purchase, and other expenses cannot exceed the appropriation allowed for library purposes in the annual budget.

The Royal Oak Public Library provides informational and recreational resources to the community in many forms: books, audio books in several formats including downloadable ones, computer internet access, music cds, dvds, online databases with remote access, e-books, Federal government documents, and local history materials. The Library presents many programs for all ages and interests. The Royal Oak Public Library is a major information source for the community and a great place to check out entertaining books and media including dvds and audio books.

The number of people coming to the Library has more than doubled since 2006-2007, the first full year after its major renovation. The size of the Library's collection, the number of library card holders, and the number of lending transactions have all increased significantly and are continuing to grow. Over half of the residents of Royal Oak have a library card. The number of reference questions that have been answered by the librarians has steadily increased.

A growing number of programs attracted both adults and children in the last fiscal year. The Library presents programs on a huge variety of topics; an average of over 10 programs weekly. The summer reading program provides an entertaining way for children to maintain and improve their literacy skills during the summer vacation.

The Royal Oak Public Library is a great destination for residents seeking information and recreational reading, viewing, and listening. The number of card holders, persons making visits, and users checking out items in the last fiscal year are strong indications of the community's high regard for the services the Library provides.

A dedicated 1 mill secures the operating funds restricted for Royal Oak Public Library purposes through the year 2023. The maximum allowable rate is now 0.9597 mill due to Headlee reductions over the years. The full allowable rate will be levied for this fiscal year.

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## **GOALS**

- To provide the best possible library service to the Royal Oak community through its lending collections and circulation services.
- To provide a high standard of professional assistance in providing reference, information, and referral services.
- To provide quality programs which encourage literacy, literature discussions, and self-improvement; spark interest in local history, the environment, and other topics of interest to the community.
- To provide highly efficient stewardship of the tax revenue provided so generously by this city.
- To maximize opportunities to obtain grants and charitable giving.

## **OBJECTIVES**

- Continue to improve the book and media collections by purchasing new circulating materials.
- Maximizing scheduling of staff to cover times of high volume circulation in order to minimize lines at the circulation desk and re-shelving time.
- Encourage staff development opportunities and sharing of staff expertise so that all staff know the capabilities of many of the Library's databases and information sources.
- Continue to publicize to the community the reference and referral services that are available from the Library.
- Seek creative partnerships to sponsor programs.
- Continue to work closely with the Friends of the Library who provides funds for the Library's programs through their Friend's Bookshop and periodic book sales.
- Carefully review expenditures.
- Use cooperative purchasing agreements and volume discounts available through all sources.
- Help formulate a Library Board charitable development plan.
- Continue to seek grants and other program support for youth and adult programs.

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## **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The library millage will be levied at its maximum allowable millage rate, as reduced by Headlee, at 0.9597 mill, which will provide approximately \$72,000 less in property tax revenues due to the declining taxable values. State Library Aid is estimated to decrease based on the Governor's budget. The use of fund balance to balance expenditures will occur in both FY2011/12 and FY2012/13. The forecast beyond FY2012/13, illustrates a structural deficit in all years, as revenues are not anticipated to keep-up with expenditures. FY2011/12 wage costs declined due to the elimination of a Municipal Clerk position due to retirement. The Youth and Teen Services department head position is budgeted but will remain unfilled at this time. A minimum of 55 hours per week is required of the library to stay open in order to receive State aid. Currently one-third of State-aid goes toward the City and two-third is received by the co-op program. In the future, used book sale will be performed by the Friends of the Library. The Library Board is developing a fundraising plan to seek individual and corporate donations to help maintain library services in this time of greater demands for library service and declining revenue from the library millage and State aid. The major expenses for implementing the fundraising plan are included as additional expenditures in the Printing and Document Duplicating line item. Contracted Services increased due to book delivery costs increasing and the new cost for contracted publicity function which the former Municipal Clerk position performed.

## Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	754,325	792,075	698,235	506,565	319,685	127,955
Revenues and transfers from other funds	2,275,770	2,218,420	2,172,540	2,172,540	2,172,540	2,172,540
Expenditures and transfers to other funds	2,238,020	2,312,260	2,364,210	2,359,420	2,364,270	2,374,000
Net Change in Fund Balance	37,750	(93,840)	(191,670)	(186,880)	(191,730)	(201,460)
Ending Fund Balance	792,075	698,235	506,565	319,685	127,955	(73,505)

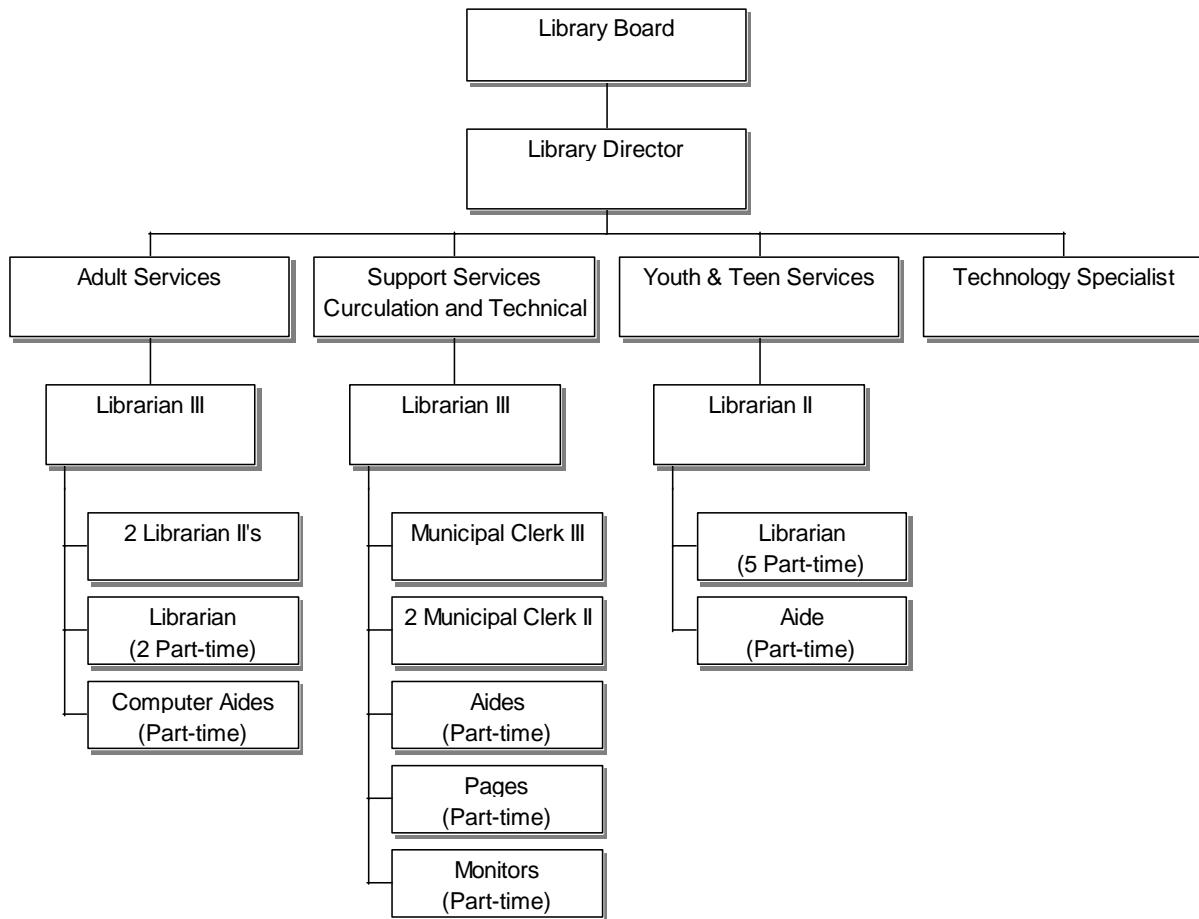
## Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	2,223,090	43,140	142,290	53,940	6,970	-	2,469,430
2008-2009 Actual	2,229,740	39,280	150,740	23,750	7,980	-	2,451,490
2009-2010 Actual	2,210,510	18,160	143,220	15,100	9,300	-	2,396,290
2010-2011 Original Budget	2,040,000	11,360	158,800	6,500	50,300	-	2,266,960
2010-2011 Adjusted Budget (Dec)	2,040,000	11,360	158,800	6,500	50,300	-	2,266,960
2010-2011 Six Month Actual	1,936,610	100,350	40,890	2,960	3,780	-	2,084,590
2010-2011 Estimated Year End	2,040,000	25,000	158,160	13,080	5,530	34,000	2,275,770
2011-2012 Dept Request	1,968,000	6,820	153,600	9,000	6,000	75,000	2,218,420
2011-2012 Manager's Budget	1,968,000	6,820	153,600	9,000	6,000	75,000	2,218,420
2011-2012 Adopted Budget	1,968,000	6,820	153,600	9,000	6,000	75,000	2,218,420
2012-2013 Projected Budget	1,899,120	6,820	151,600	9,000	6,000	100,000	2,172,540
2013-2014 Projected Budget	1,899,120	6,820	151,600	9,000	6,000	100,000	2,172,540
2014-2015 Projected Budget	1,899,120	6,820	151,600	9,000	6,000	100,000	2,172,540
2015-2016 Projected Budget	1,899,120	6,820	151,600	9,000	6,000	100,000	2,172,540

**Expenditures**

<b>271.790 LIBRARY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	1,379,860	287,400	194,580	668,030	-	2,529,870
2008-2009 Actual	1,495,000	308,460	28,660	670,680	-	2,502,800
2009-2010 Actual	1,402,310	258,060	-	663,300	-	2,323,670
2010-2011 Original Budget	1,506,800	187,800	-	696,470	-	2,392,270
2010-2011 Adjusted Budget (Dec)	1,432,740	187,800	-	696,470	-	2,318,210
2010-2011 Six Month Actual	652,770	82,870	-	264,920	-	1,000,560
2010-2011 Estimated Year End	1,346,890	188,900	-	702,230	-	2,238,020
2011-2012 Dept Request	1,467,000	186,700	-	716,730	-	2,370,430
2011-2012 Manager's Budget	1,408,830	186,700	-	716,730	-	2,312,260
2011-2012 Adopted Budget	1,408,830	186,700	-	716,730	-	2,312,260
2012-2013 Projected Budget	1,438,100	186,900	-	739,210	-	2,364,210
2013-2014 Projected Budget	1,434,570	186,900	-	737,950	-	2,359,420
2014-2015 Projected Budget	1,436,520	186,900	-	740,850	-	2,364,270
2015-2016 Projected Budget	1,445,100	186,900	-	742,000	-	2,374,000

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Library Director	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Librarian III	1.000	1.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Librarian III Youth Services	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian II	5.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
Library Technician Specialist	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
Librarian I	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Library - MC III	3.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
Library - MC II	3.000	3.000	4.000	3.000	3.000	2.000	2.000	2.000	2.000
Full-time Total	15.000	12.000	14.000	13.000	13.000	12.000	12.000	11.000	11.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						11.034	11.034	11.034
Cost Center Total	15.000	12.000	14.000	13.000	13.000	12.000	23.034	22.034	22.034

**Performance Indicators / Outcome Measures**

	<u>Actual FY08/09</u>	<u>Actual FY09/10</u>	<u>Dec 31 2010</u>	<u>Estimated FY10/11</u>	<u>Projected FY11/12</u>	<u>Projected FY12/13</u>
Registered Card Holders	28,166	30,700	31,181	32,000	34,000	34,000
Annual Library Visitors	618,279	653,482	341,647	675,000	725,000	725,000
Collection Size	175,713	185,301	175,528	185,000	190,000	190,000
Lending Transactions	405,067	423,356	222,618	450,000	475,000	475,000
Reference Question Responses	39,908	39,984	20,747	44,000	45,000	45,000
Programs Offered	549	532	209	560	560	560
Program Attendance	15,862	14,664	7,012	18,000	18,000	18,000
Summer Youth Reading Enrollment	1,410	1,448	1,429	1,600	1,600	1,600

***The mission of the Inspection Division of the Building Department is to effectively administer the Michigan Construction Codes and Local Ordinances to ensure public health, safety and welfare.***

Pursuant to the provisions of Section 9 of Act No. 230 of the Michigan Public Act of 1972 (MCLA § 125.1509), the Royal Oak Building Official is designated as the enforcing agency to discharge the responsibilities of Act. The City's Building Department assumes responsibility for the administration and enforcement of the Act within our corporate limits.

The Building Inspection Division issues permits for commercial and residential construction projects and performs related building, mechanical, electrical and plumbing inspections throughout the construction process to insure compliance with State Construction Codes and Local Ordinances. Fees are intended to cover the costs of this special revenue fund.

The Building Department consists of two divisions: Building Inspection and Code Enforcement.

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## GOALS

- To inspect all new construction to help ensure a safe environment for the City's residents, businesses, and visitors.
- To provide professional services to our customers that will encourage development and growth within the City.

## OBJECTIVES

- Provide accurate and thorough plan reviews within 14 days.
- Provide requested inspections by the next business day.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

Revenues are budgeted to increase slightly. Contracted Services are budgeted incase inspection services are need to cover any spike in demand (Beaumont hospital). The revenues accounts are not projected to include any sudden spike in demand, as revenues should be budgeted conservatively. The decrease in motor pool vehicle charges is due to a corrected motor pool allocation from six vehicles to three. The budget includes a \$150,000 transfer to the General Fund for the monies it gave State Construction Fund in FY2009/10.

## Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	252,728	304,348	190,768	214,488	230,018	245,798
Revenues and transfers from other funds	1,000,950	1,091,000	1,088,000	1,088,000	1,088,000	1,088,000
Expenditures and transfers to other funds	949,330	1,204,580	1,064,280	1,072,470	1,072,220	1,076,390
Net Change in Fund Balance	51,620	(113,580)	23,720	15,530	15,780	11,610
Ending Fund Balance	304,348	190,768	214,488	230,018	245,798	257,408

## State Construction Code Fund

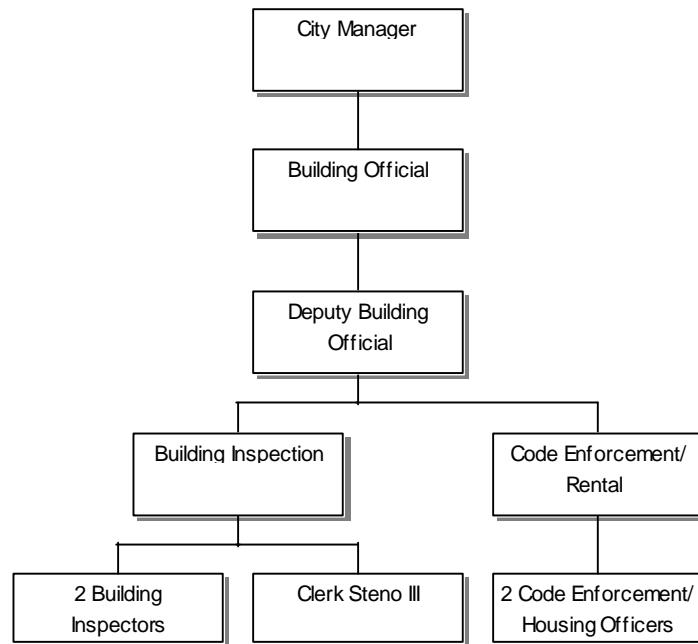
### Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	1,112,450	-	85,810	-	1,198,260
2008-2009 Actual	-	-	932,830	-	18,510	-	951,340
2009-2010 Actual	-	-	1,267,400	-	59,050	582,000	1,908,450
2010-2011 Original Budget	-	-	1,183,000	-	20,000	-	1,203,000
2010-2011 Adjusted Budget (Dec)	-	-	1,183,000	-	20,000	-	1,203,000
2010-2011 Six Month Actual	-	-	644,780	-	22,210	-	666,990
2010-2011 Estimated Year End	-	-	968,000	-	32,950	-	1,000,950
2011-2012 Dept Request	-	-	1,068,000	-	23,000	-	1,091,000
2011-2012 Manager's Budget	-	-	1,068,000	-	23,000	-	1,091,000
2011-2012 Adopted Budget	-	-	1,068,000	-	23,000	-	1,091,000
2012-2013 Projected Budget	-	-	1,068,000	-	20,000	-	1,088,000
2013-2014 Projected Budget	-	-	1,068,000	-	20,000	-	1,088,000
2014-2015 Projected Budget	-	-	1,068,000	-	20,000	-	1,088,000
2015-2016 Projected Budget	-	-	1,068,000	-	20,000	-	1,088,000

### Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	1,140,010	3,260	27,240	392,620	-	1,563,130
2008-2009 Actual	1,258,460	3,630	9,680	455,470	-	1,727,240
2009-2010 Actual	1,111,090	1,550	-	375,870	-	1,491,130
2010-2011 Original Budget	606,130	19,510	-	451,760	-	1,081,600
2010-2011 Adjusted Budget (Dec)	579,780	19,510	-	599,510	-	1,203,000
2010-2011 Six Month Actual	310,370	600	-	149,220	-	460,190
2010-2011 Estimated Year End	581,310	6,500	-	357,260	-	949,330
2011-2012 Dept Request	662,120	16,000	-	406,940	-	1,239,360
2011-2012 Manager's Budget	627,340	16,000	-	406,940	-	1,204,580
2011-2012 Adopted Budget	627,340	16,000	-	406,940	-	1,204,580
2012-2013 Projected Budget	631,910	16,000	-	412,070	-	1,064,280
2013-2014 Projected Budget	640,100	16,000	-	412,070	-	1,072,470
2014-2015 Projected Budget	639,850	16,000	-	412,070	-	1,072,220
2015-2016 Projected Budget	644,020	16,000	-	412,070	-	1,076,390

## Departmental Organization Chart

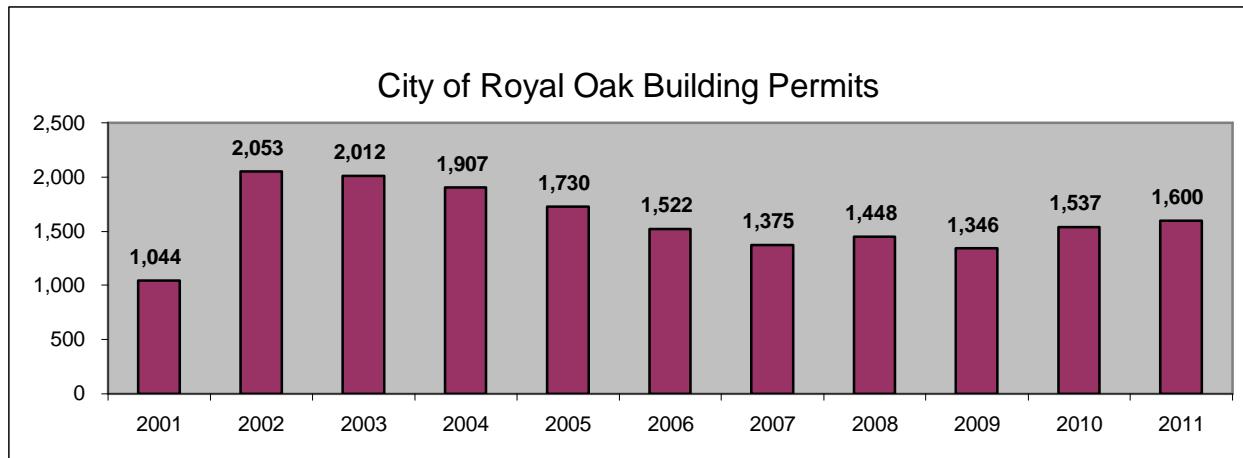


**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Building Official	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Deputy Building Official	1.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III Inspection	0.000	0.000	0.000	0.000	1.000	1.000	1.000	1.000	1.000
Inspection - MC II	0.000	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000
Building Inspector	5.000	5.000	5.000	4.000	4.000	2.000	2.000	2.000	2.000
Electrical Inspector	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Housing Inspector	2.000	2.000	2.000	2.000	0.000	0.000	0.000	0.000	0.000
Mechanical Inspector	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Plumbing Inspector	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Full-time Total	12.000	11.000	11.000	11.000	11.000	8.000	5.000	5.000	5.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						1.139	0.577	0.577
Cost Center Total	12.000	11.000	11.000	11.000	11.000	8.000	6.139	5.577	5.577

**Performance Indicators / Outcome Measures**

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
Percent of Required Code Training Received	100%	100%	100%	100%	100%	100%
Percent of Inspections Performed Within the Next Business Day	n/a	n/a	n/a	80%	80%	80%
Percent of Plans Reviewed for Permit Within 14 Business Days	n/a	n/a	n/a	90%	90%	90%
<b><u>Permits Issued</u></b>						
Building	1,346	1,400	920	1,600	1,650	1,650
Electrical	893	1,070	578	1,100	1,200	1,200
Mechanical	603	763	503	840	850	850
Plumbing Sewer	800	841	370	700	800	800
<b>Construction Value (in 1000's)</b>	\$35,491	\$34,772	\$22,245	\$40,000	\$38,000	\$40,000



<u>Year</u>	<u>Number</u>	<u>Value (\$000)</u>
2001	1,044	\$165,812
2002	2,053	\$50,060
2003	2,012	\$54,410
2004	1,907	\$83,172
2005	1,730	\$106,404
2006	1,522	\$109,009
2007	1,375	\$53,464
2008	1,448	\$48,516
2009	1,346	\$35,491
2010	1,400	\$34,772
2011	1,600	\$40,000

## Royal Oak Opportunity To Serve – ROOTS

### Budget Summary

Acorn	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	282,320	341,470	357,170	347,870	338,570	329,270
Revenues and transfers from other funds	125,000	122,000	122,000	122,000	122,000	122,000
Expenditures and transfers to other funds	65,850	106,300	131,300	131,300	131,300	131,300
Net Change in Fund Balance	59,150	15,700	(9,300)	(9,300)	(9,300)	(9,300)
Ending Fund Balance	341,470	357,170	347,870	338,570	329,270	319,970

### Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	123,100	-	-	123,100
2008-2009 Actual	-	-	-	67,280	-	-	67,280
2009-2010 Actual	-	-	-	106,790	-	-	106,790
2010-2011 Original Budget	-	-	-	37,700	-	-	37,700
2010-2011 Adjusted Budget (Dec)	-	-	-	37,700	-	-	37,700
2010-2011 Six Month Actual	-	-	-	64,390	-	-	64,390
2010-2011 Estimated Year End	-	-	-	125,000	-	-	125,000
2011-2012 Dept Request	-	-	-	122,000	-	-	122,000
2011-2012 Manager's Budget	-	-	-	122,000	-	-	122,000
2011-2012 Adopted Budget	-	-	-	122,000	-	-	122,000
2012-2013 Projected Budget	-	-	-	122,000	-	-	122,000
2013-2014 Projected Budget	-	-	-	122,000	-	-	122,000
2014-2015 Projected Budget	-	-	-	122,000	-	-	122,000
2015-2016 Projected Budget	-	-	-	122,000	-	-	122,000

## Expenditures

<b>295. MULTIPLE COST CENTERS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	5,980	-	10,070	-	49,710
2008-2009 Actual	-	16,590	4,260	41,480	-	78,250
2009-2010 Actual	-	10,830	2,290	6,620	-	40,180
2010-2011 Original Budget	-	17,200	-	7,500	-	49,700
2010-2011 Adjusted Budget (Dec)	-	17,200	-	7,500	-	49,700
2010-2011 Six Month Actual	-	15,820	-	3,000	-	23,270
2010-2011 Estimated Year End	-	18,350	-	37,500	-	65,850
2011-2012 Dept Request	-	10,800	-	78,500	-	106,300
2011-2012 Manager's Budget	-	10,800	-	78,500	-	106,300
2011-2012 Adopted Budget	-	10,800	-	78,500	-	106,300
2012-2013 Adopted Budget	-	10,800	-	103,500	-	131,300
2013-2014 Projected Budget	-	10,800	-	103,500	-	131,300
2014-2015 Projected Budget	-	10,800	-	103,500	-	131,300
2015-2016 Projected Budget	-	10,800	-	103,500	-	131,300

**The City of Royal Oak offers mature adults opportunities for lifelong education, fitness, nutrition and leisure activities. Supportive services that promote independence and quality of life are available for residents who are 60 and over or permanently disabled adults.**

**The City of Royal Oak's Recreation Department does not discriminate against any program participant or applicant for participation because of race, color, creed, religion, ancestry, national origin, sex, disability or other handicap, age, marital/familial status, or status with regard to public assistance or for any other reason(s) prohibited by law. The City of Royal Oak will take affirmative action to insure that all practices are free from such discrimination.**

Senior Administrative offices and the bulk of its programs are located at the Mahany/Meininger Center (the M/M or Senior Center). Additional activities are held at the Salter Center and other sites.

The Coordinator of Senior Citizen Activity is responsible for all cost centers and reports to the Superintendent of Recreation. Senior programs include a wide range of activities supported by an equally diverse group of fees, donations and grants.

**Center Operations CDBG (274.759)** - A significant portion of costs are eligible for federal reimbursement and recorded in the Block Grant fund (274.759). This CDBG budget covers wages for 1 full-time and 9 part-time employees providing services to seniors at the Mahany/Meininger (M/M) and Salter Centers. It also pays a subsidy for R.O.S.E.S. personnel serving low-income residents.

In previous year, this budget covered janitorial services, heating/cooling contract, building repair and maintenance, office furniture, and capital outlay items. With reductions in Block Grant funding and the 15% cap for community services, this budget has been reduced by approximately \$100,000 since FY2005-06. Janitorial, repair, maintenance, heating, cooling and other miscellaneous items are charged to the Senior Citizen Services fund. Senior Building

Maintenance, taps into fund balance for the balance of its budget. No funds are available for office furniture or capital outlay items in FY2010-2011.

The Senior Citizen Services fund reports the non-CDBG costs in five budgets: Senior Center Activities, Senior Building Maintenance, R.O.S.E.S., A.G.E. and Transportation program cost centers.

**Senior Center Activities (296.759)** - This budget pays for contracted workers, instructors, services, program supplies and travel expenses. Funding for these items are user fees, fundraisers and donations.

The Senior Center partnered with Royal Oak American House and Oakland County Health Division to provide "Senior Resource Expo" held at the Royal Oak Farmers Market. This event was to address the needs of Baby Boomers in the Southeast Oakland County Area. There were 40 businesses available to provide important "aging" information to attendees. The Center raised \$2,932 from the one day event.

The Mahany/Meininger Senior Center has a Seniors Resource Center that provides brochures for seniors from businesses with products and services for older adults. The fees to display brochures are \$10 monthly or \$100 yearly.

Health and Wellness Programs are offered at the Salter Center for individual's 50 years of age and over. Pickleball while easy for beginners can also develop an intense competition for high-level players; it is played one evening and two days a week. Bounce Volleyball numbers are increasing daily. Walking on a daily basis is very popular.

The Recreation Specialist plans, publicizes and schedules activities, classes, plus one day and extended trips tailored to senior citizens' interests. Three trips per month are scheduled on the average. There are three "50 years of age and older" adult softball teams that the Recreation Specialist helps coordinate.

At the M & M Center, new programs include: Gentle Yoga, Dance For Fun, Spice of Life Discussion Group, Brain Games and Lunch & Learn classes.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 11,942 tasty and nutritious meals were served from January – December 2010. The program proves very popular with new people attending each month. A once a week financial fund raiser with COSTCO and other fundraisers helps fund this program.

Partnering with Royal Oak 44<sup>th</sup> District Court, community service workers provide fall yard cleanups for low-income seniors.

Senior Building Maintenance (296.750) - This budget covers utilities, janitorial, heating & cooling, and other building maintenance and repair items of the M/M Center. Funding of approximately \$22,000 from M/M rentals partially funds this budget. The remainder is covered by other receipts.

R.O.S.E.S. (296.686) - Royal Oak Senior Essential Services is a local program hiring contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 60 and over, and permanently handicapped adults. R.O.S.E.S. enables older adults who reside in Royal Oak to remain independent in their own homes, shorten hospital stays, lower health care costs and reduce the need for institutionalization.

R.O.S.E.S. workers are Independent Contractors with this agency and have agreed to work at an affordable per-hour or per-job rate dependent upon the service rendered. The client is responsible for interviewing the worker, hiring and paying the worker directly. Special arrangements may be made for low-income clients, reducing the per-hour rate.

The ROSES budget pays half of the wages for 2 part-time ROSES Aides, paid by client administrative fees from clients and donations. The remainder of the ROSES Aides' wages is paid by the CDBG budget.

A.G.E. (296.687) – The Adjacent Generational Exchange volunteer program, funded by a Beaumont Hospital grant, pays a Volunteer Coordinator to recruit, train and place volunteers to serve senior citizen needs. In the community, volunteers provide senior citizens with meals and assistance delivered to homes, and transportation.

One A.G.E. staff member is trained to counsel seniors in Medicare D prescription drug coverage. Forty six seniors received assistance in plan eligibility, benefit comparisons, low income assistance and enrollment. This program runs from November 15<sup>th</sup> to December 31<sup>st</sup> annually, by appointment only.

Caregivers's Support Group discusses the challenges of being a caregiver and how to be a better caregiver. Groups meet at the M/M site on the second Tuesday evening of each month. To deliver meals to homebound seniors living in Royal Oak, approximately 65 volunteers were recruited.

Eighteen volunteers assisted 637 seniors with free tax help and free e-filing. Royal Oak's Volunteer Program was awarded the 904<sup>th</sup> Point of Light by former President George Bush in 1992.

Non-senior volunteers assist staff with programming. Sources include Jardon Vocational School, 44<sup>th</sup> District Court – Community Service Workers, Alpha Omicron Psi Sorority, and Middle School Students (who are not required to volunteer in any way).

A partnership developed with Jardon Vocational School and Royal Oak Vocational School provides custodial and kitchen assistance to the Mahany/Meininger Center.

Partnering with local businesses, such as COSTCO, generates revenue from a fixed percentage of food purchases from Monday Bake Sales and monthly fundraisers.

This cost center budgets the cost of an annual volunteer recognition program.

Transportation (296.688) – The Senior Transportation Program continues to provide high quality van service for 14,492 one-way trips to doctor appointments, grocery shopping, and programs at the Senior Center. This service promotes independence for residents aged 60 or older, and adults who are permanently handicapped. Door-to-door service is available to those with mobility problems who need to be personally escorted to the buses.

The City currently operates six Community Transit vehicles purchased in collaboration with SMART. This budget provides for part-time staff (9 drivers, 2 dispatchers), maintenance and

insurance for vans. This budget is funded by William Beaumont Hospital, SMART Municipal and Community Credit Funds, and rider donations.

The ROOTS fund (295.759 cost center) records ad hoc grant receipts and related expenditures.

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**GOALS**

- To establish partnerships with other public and private sectors to increase financial support for programs and transportation.

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**OBJECTIVES**

- Identify agencies within the community for collaboration.
- Present information for funding to 3 to 5 organizations within the community or in the surrounding area.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The capital purchase of \$4,000 in Senior Transportation is a replacement vehicle under the 95/5 Procurement Program with SMART. The city pays 5% of vehicle cost. This will be on a continual cycle to replace aging vehicles each year. The funds are from the Community Credit Funds.

**Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	852,511	683,781	538,351	387,991	237,511	85,851
Revenues and transfers from other funds	379,350	379,350	379,350	379,350	379,350	379,350
Expenditures and transfers to other funds	548,080	524,780	529,710	529,830	531,010	532,540
Net Change in Fund Balance	(168,730)	(145,430)	(150,360)	(150,480)	(151,660)	(153,190)
Ending Fund Balance	683,781	538,351	387,991	237,511	85,851	(67,339)

## Revenues

<b>296.000 REVENUE</b>	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	229,360	157,010	33,370	-	-	419,740
2008-2009 Actual	-	141,130	170,670	18,310	-	-	330,110
2009-2010 Actual	-	274,560	203,050	7,070	-	-	484,680
2010-2011 Original Budget	-	190,550	173,600	19,000	-	-	383,150
2010-2011 Adjusted Budget (Dec)	-	190,550	173,600	19,000	-	-	383,150
2010-2011 Six Month Actual	-	95,940	101,350	1,110	-	-	198,400
2010-2011 Estimated Year End	-	190,550	185,800	3,000	-	-	379,350
2011-2012 Dept Request	-	190,550	185,800	3,000	-	-	379,350
2011-2012 Manager's Budget	-	190,550	185,800	3,000	-	-	379,350
2011-2012 Adopted Budget	-	190,550	185,800	3,000	-	-	379,350
2012-2013 Projected Budget	-	190,550	185,800	3,000	-	-	379,350
2013-2014 Projected Budget	-	190,550	185,800	3,000	-	-	379,350
2014-2015 Projected Budget	-	190,550	185,800	3,000	-	-	379,350
2015-2016 Projected Budget	-	190,550	185,800	3,000	-	-	379,350

## Expenditures

<b>296.686 R.O.S.E.S.</b>	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	6,330	-	-	-	-	6,330
2008-2009 Actual	16,030	-	-	-	-	16,030
2009-2010 Actual	12,520	-	-	-	-	12,520
2010-2011 Original Budget	13,350	-	-	-	-	13,350
2010-2011 Adjusted Budget (Dec)	13,350	-	-	-	-	13,350
2010-2011 Six Month Actual	5,700	-	-	-	-	5,700
2010-2011 Estimated Year End	13,350	-	-	-	-	13,350
2011-2012 Dept Request	13,350	-	-	-	-	13,350
2011-2012 Manager's Budget	13,380	-	-	-	-	13,380
2011-2012 Adopted Budget	13,380	-	-	-	-	13,380
2012-2013 Projected Budget	13,490	-	-	-	-	13,490
2013-2014 Projected Budget	13,390	-	-	-	-	13,390
2014-2015 Projected Budget	13,390	-	-	-	-	13,390
2015-2016 Projected Budget	13,390	-	-	-	-	13,390

## Senior Citizen Services

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	13,260	560	-	140	-	13,960
2008-2009 Actual	13,990	220	-	290	-	14,500
2009-2010 Actual	17,200	440	-	580	-	18,220
2010-2011 Original Budget	13,990	1,000	-	450	-	15,440
2010-2011 Adjusted Budget (Dec)	13,990	1,000	-	450	-	15,440
2010-2011 Six Month Actual	7,150	-	-	90	-	7,240
2010-2011 Estimated Year End	13,990	1,000	-	450	-	15,440
2011-2012 Dept Request	13,990	1,000	-	450	-	15,440
2011-2012 Manager's Budget	14,010	1,000	-	450	-	15,460
2011-2012 Adopted Budget	14,010	1,000	-	450	-	15,460
2012-2013 Projected Budget	14,120	1,000	-	450	-	15,570
2013-2014 Projected Budget	14,010	1,000	-	450	-	15,460
2014-2015 Projected Budget	14,010	1,000	-	450	-	15,460
2015-2016 Projected Budget	14,010	1,000	-	450	-	15,460

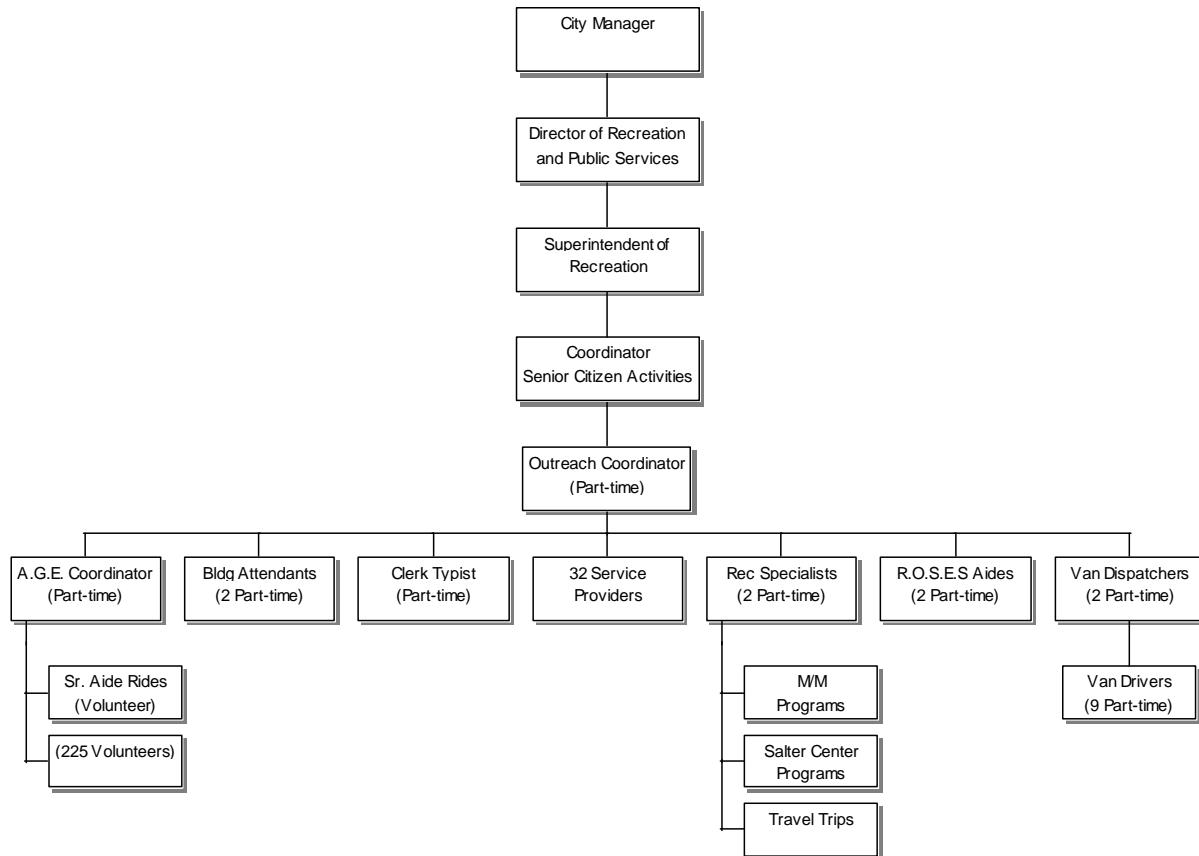
296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	142,780	400	-	38,900	-	182,080
2008-2009 Actual	160,810	70	8,830	37,700	-	207,410
2009-2010 Actual	164,170	90	-	71,530	-	235,790
2010-2011 Original Budget	229,070	1,500	8,000	73,020	-	311,590
2010-2011 Adjusted Budget (Dec)	222,620	1,500	8,000	73,020	-	305,140
2010-2011 Six Month Actual	76,420	-	-	34,380	-	110,800
2010-2011 Estimated Year End	182,410	1,500	4,000	73,020	-	260,930
2011-2012 Dept Request	171,410	1,500	4,000	65,080	-	241,990
2011-2012 Manager's Budget	171,230	1,500	4,000	65,080	-	241,810
2011-2012 Adopted Budget	171,230	1,500	4,000	65,080	-	241,810
2012-2013 Projected Budget	173,060	1,500	4,000	66,920	-	245,480
2013-2014 Projected Budget	172,140	1,500	4,000	66,920	-	244,560
2014-2015 Projected Budget	172,250	1,500	4,000	66,920	-	244,670
2015-2016 Projected Budget	172,420	1,500	4,000	66,920	-	244,840

## Senior Citizen Services

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	900	-	67,240	-	68,140
2008-2009 Actual	-	310	-	74,010	-	74,320
2009-2010 Actual	-	1,180	-	74,250	-	75,430
2010-2011 Original Budget	-	2,600	-	87,540	-	90,140
2010-2011 Adjusted Budget (Dec)	-	2,600	-	87,540	-	90,140
2010-2011 Six Month Actual	-	100	-	34,430	-	34,530
2010-2011 Estimated Year End	-	2,600	-	87,540	-	90,140
2011-2012 Dept Request	-	2,600	-	88,130	-	90,730
2011-2012 Manager's Budget	-	2,600	-	88,130	-	90,730
2011-2012 Adopted Budget	-	2,600	-	88,130	-	90,730
2012-2013 Projected Budget	-	2,600	-	88,990	-	91,590
2013-2014 Projected Budget	-	2,600	-	89,920	-	92,520
2014-2015 Projected Budget	-	2,600	-	90,930	-	93,530
2015-2016 Projected Budget	-	2,600	-	92,020	-	94,620

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	4,450	6,950	-	118,180	-	129,580
2008-2009 Actual	14,570	2,320	-	113,920	-	130,810
2009-2010 Actual	26,770	5,320	-	125,160	-	157,250
2010-2011 Original Budget	20,900	6,000	-	125,000	-	151,900
2010-2011 Adjusted Budget (Dec)	19,940	6,000	-	125,000	-	150,940
2010-2011 Six Month Actual	14,780	1,200	-	79,120	-	95,100
2010-2011 Estimated Year End	26,430	6,000	-	135,790	-	168,220
2011-2012 Dept Request	22,690	6,000	-	135,830	-	164,520
2011-2012 Manager's Budget	21,570	6,000	-	135,830	-	163,400
2011-2012 Adopted Budget	21,570	6,000	-	135,830	-	163,400
2012-2013 Projected Budget	21,750	6,000	-	135,830	-	163,580
2013-2014 Projected Budget	22,070	6,000	-	135,830	-	163,900
2014-2015 Projected Budget	22,130	6,000	-	135,830	-	163,960
2015-2016 Projected Budget	22,400	6,000	-	135,830	-	164,230

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Senior Center	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Coordinator of Sr Citzn Actvty	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Sr Citizen Program Technician	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						3.760	3.760	3.760
Cost Center Total	2.000	2.000	2.000	2.000	2.000	2.000	5.760	4.760	4.760

## Senior Citizen Services

<b>R.O.S.E.S</b>		<b>Fiscal Year</b>								
		04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>										
Part-Time Positions						Information not available		0.481	0.481	0.481
Part-time Total		0.000	0.000	0.000	0.000	0.000	0.000	0.481	0.481	0.481

<b>AGE Program</b>		<b>Fiscal Year</b>								
		04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>										
Part-Time Positions						Information not available		0.525	0.525	0.525
Part-time Total		0.000	0.000	0.000	0.000	0.000	0.000	0.525	0.525	0.525

<b>Senior Vans</b>		<b>Fiscal Year</b>								
		04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>										
Part-Time Positions						Information not available		5.529	5.529	5.529
Part-time Total		0.000	0.000	0.000	0.000	0.000	0.000	5.529	5.529	5.529

## Performance Indicators / Outcome Measures

	Actual <u>2008</u>	Actual <u>2009</u>	Actual <u>2010</u>	Estimated <u>2011</u>	Projected <u>2011</u>	Projected <u>2012</u>
<b><u>Supportive Services</u></b>						
Congregate Meals Served	11,548	11,105	11,942	12,000	12,000	12,000
Homebound Meals Served	25,828	18,518	15,888	16,000	16,000	16,000
Information & Referral	49,800	50,200	46,000	46,000	46,000	46,000
ROSES Jobs	2,239	2,690	3,401	3,400	3,400	3,400
Senior Bus Rides	18,789	16,761	14,492	15,000	15,000	15,000
Frail Elderly Escort	18	10	9	10	10	10
Outreach Assessments	9	19	249	250	250	250
<b><u>Mahany/Meininger Center Programs</u></b>						
Programs Offered	120	107	106	110	110	110
Sessions Held	2,439	2,789	2,995	3,000	3,000	3,000
Participants	81,548	76,530	72,320	73,000	73,000	73,000
<b><u>Salter Community Center Programs</u></b>						
Programs Offered	21	17	16	17	17	17
Sessions Held	1,375	1,294	1,192	1,200	1,300	1,300
Participants	13,173	17,404	18,321	18,500	17,500	17,500
<b><u>Combined Senior Programs</u></b>						
Programs Offered	141	124	122	127	142	142
Sessions Held	3,814	4,083	4,147	4,200	4,150	4,150
Participants	94,721	93,934	90,641	91,500	94,750	94,750

**Note: Senior Center performance indicators are on a calendar year as opposed to fiscal year.**

***The mission of the Animal Shelter is to provide a safe haven for animals lost or given up by their owners; to reunite lost animals with their human companions; and to provide the best possible adoptions of available animals into the home best suited to their personalities.***

The Royal Oak Animal Shelter is operated as a City service under management of the Royal Oak Police Department.

The shelter charges fees for its services including rent and spay/neutering costs. This

covers some of the cost of operation. Donations both direct and through the ROOTS foundation make up any difference.

The shelter pays for limited part-time help and trains volunteers to work with and care for all animals throughout their stay. The shelter uses its own internet website as an excellent way to seek situations for animals considered suitable for pets.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There are no significant notes for this cost center.

### **Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	46,771	36,271	37,161	37,821	38,701	39,581
Revenues and transfers from other funds	64,300	71,300	71,300	71,300	71,300	71,300
Expenditures and transfers to other funds	74,800	70,410	70,640	70,420	70,420	70,420
Net Change in Fund Balance	(10,500)	890	660	880	880	880
Ending Fund Balance	36,271	37,161	37,821	38,701	39,581	40,461

**Revenues**

<b>297.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	-	-	15,060	27,350	-	33,660	76,070
2008-2009 Actual	-	-	15,360	34,120	-	15,920	65,400
2009-2010 Actual	-	-	16,650	47,010	-	20,440	84,100
2010-2011 Original Budget	-	-	17,500	26,800	-	17,000	61,300
2010-2011 Adjusted Budget (Dec)	-	-	17,500	26,800	-	17,000	61,300
2010-2011 Six Month Actual	-	-	11,990	28,550	-	4,450	44,990
2010-2011 Estimated Year End	-	-	17,500	36,800	-	10,000	64,300
2011-2012 Dept Request	-	-	17,500	36,800	-	17,000	71,300
2011-2012 Manager's Budget	-	-	17,500	36,800	-	17,000	71,300
2011-2012 Adopted Budget	-	-	17,500	36,800	-	17,000	71,300
2012-2013 Projected Budget	-	-	17,500	36,800	-	17,000	71,300
2013-2014 Projected Budget	-	-	17,500	36,800	-	17,000	71,300
2014-2015 Projected Budget	-	-	17,500	36,800	-	17,000	71,300
2015-2016 Projected Budget	-	-	17,500	36,800	-	17,000	71,300

**Expenditures**

<b>297.430 ANIMAL SHELTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	26,470	2,960	9,840	33,640	-	72,910
2008-2009 Actual	34,200	2,480	1,130	40,830	-	78,640
2009-2010 Actual	36,660	660	-	41,140	-	78,460
2010-2011 Original Budget	28,460	1,000	-	40,900	-	70,360
2010-2011 Adjusted Budget (Dec)	28,460	1,000	-	40,900	-	70,360
2010-2011 Six Month Actual	16,940	10	-	16,650	-	33,600
2010-2011 Estimated Year End	32,900	1,000	-	40,900	-	74,800
2011-2012 Dept Request	28,460	1,000	-	40,900	-	70,360
2011-2012 Manager's Budget	28,510	1,000	-	40,900	-	70,410
2011-2012 Adopted Budget	28,510	1,000	-	40,900	-	70,410
2012-2013 Projected Budget	28,740	1,000	-	40,900	-	70,640
2013-2014 Projected Budget	28,520	1,000	-	40,900	-	70,420
2014-2015 Projected Budget	28,520	1,000	-	40,900	-	70,420
2015-2016 Projected Budget	28,520	1,000	-	40,900	-	70,420

## Cost Center Position Detail - Home Base

Full &amp; Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions				Information not available			1.346	1.346	1.346
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	1.346	1.346	1.346

## Budget Summary

Police Grants	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	539,535	973,755	1,062,295	1,143,765	1,225,235	1,306,705
Revenues and transfers from other funds	555,800	124,800	124,800	124,800	124,800	124,800
Expenditures and transfers to other funds	121,580	36,260	43,330	43,330	43,330	43,330
Net Change in Fund Balance	434,220	88,540	81,470	81,470	81,470	81,470
Ending Fund Balance	973,755	1,062,295	1,143,765	1,225,235	1,306,705	1,388,175

## Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	422,810	-	18,190	-	-	441,000
2008-2009 Actual	-	466,820	-	4,140	-	-	470,960
2009-2010 Actual	-	251,900	-	14,320	-	-	266,220
2010-2011 Original Budget	-	164,900	-	-	-	-	164,900
2010-2011 Adjusted Budget (Dec)	-	163,450	-	-	-	-	163,450
2010-2011 Six Month Actual	-	202,470	-	4,910	-	-	207,380
2010-2011 Estimated Year End	-	549,300	-	6,500	-	-	555,800
2011-2012 Dept Request	-	118,300	-	6,500	-	-	124,800
2011-2012 Manager's Budget	-	118,300	-	6,500	-	-	124,800
2011-2012 Adopted Budget	-	118,300	-	6,500	-	-	124,800
2012-2013 Projected Budget	-	118,300	-	6,500	-	-	124,800
2013-2014 Projected Budget	-	118,300	-	6,500	-	-	124,800
2014-2015 Projected Budget	-	118,300	-	6,500	-	-	124,800
2015-2016 Projected Budget	-	118,300	-	6,500	-	-	124,800

## Expenditures

<b>298.301 POLICE GRANTS/RESTRICTED MONIES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	204,270	3,010	56,100	107,130	-	370,510
2008-2009 Actual	166,750	3,390	61,770	95,820	-	327,730
2009-2010 Actual	160,910	3,510	67,110	60,680	-	292,210
2010-2011 Original Budget	164,900	-	-	-	-	164,900
2010-2011 Adjusted Budget (Dec)	163,450	-	-	-	-	163,450
2010-2011 Six Month Actual	87,750	3,290	-	12,850	-	103,890
2010-2011 Estimated Year End	87,750	3,290	-	30,540	-	121,580
2011-2012 Dept Request	11,460	3,400	-	21,400	-	36,260
2011-2012 Manager's Budget	11,460	3,400	-	21,400	-	36,260
2011-2012 Adopted Budget	11,460	3,400	-	21,400	-	36,260
2012-2013 Projected Budget	11,480	3,600	-	28,250	-	43,330
2013-2014 Projected Budget	11,480	3,600	-	28,250	-	43,330
2014-2015 Projected Budget	11,480	3,600	-	28,250	-	43,330
2015-2016 Projected Budget	11,480	3,600	-	28,250	-	43,330

***The mission of the Royal Oak Brownfield Redevelopment Authority (BRA) is to encourage the redevelopment of blighted "brownfield" properties by providing financial assistance for remediation of environmental contamination at such properties.***

The Brownfield Redevelopment Act 381 of 1996, (as amended) provides for creative financing with economic and environmental benefit. The Act allows for a municipality to adopt plans, capture incremental local and school property taxes from redeveloped contaminated properties to pay for the environmental clean-up costs associated with those properties.

An amendment to the Act in 2000 allowed the incremental financing to finance improvements to a wider variety of properties including blighted or functionally obsolete properties as well as expanding eligible activities. Subsequent amendments in 2002 and 2007 provided for the extension of the sunset through December 2012 for approval of work plans to capture school taxes. The 2007 amendment also included expanding numerous other provisions.

All incremental property taxes that come from the increased value of an eligible property can be captured. Capture must begin within five years of the base year, which is the year the property was added to the brownfield plan. The

capture cannot exceed thirty years. Depending on the number of active projects, a BRA may annually capture up to \$300,000 in local taxes for reasonable and actual administrative and operating expenses incurred by the BRA.

The BRA meets on an as-needed basis to review applications for new brownfield plans. Once an application is received by the Planning Department, a meeting of the BRA is scheduled as soon as possible, pending publication of required public hearing notices required by state law. The BRA then meets to review each plan, and submits a recommendation to the City Commission.

The City of Royal Oak currently has 3 approved brownfield plans: Main North at 100-350 N. Main St.; Citizens Bank at 802 S. Main St.; and Bright Side Dental at 3213 Rochester Rd. Each plan is capturing tax increment revenues which are used to reimburse property owners for environmental clean-up costs.

Once such costs are reimbursed in full, captures will continue until each plan expires. Those captures will then be used to establish a revolving loan fund which can then be used to provide direct financial assistance to owners of contaminated property.

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## GOALS

- Encourage the redevelopment of blighted and contaminated property.

## OBJECTIVES

- Process applications for new brownfield plans and reimbursement requests for existing plans in a timely fashion.
- Work with the City Treasurer and Finance Departments to ensure tax increment revenues for each brownfield plan are correctly accounted for and properly credited.
- Continue capture of tax increment revenues until each brownfield plan expires to create a revolving loan fund.

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**Brownfield Redevelopment Authority (B.R.A.)**

**Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	39,507	33,637	7	7	7	7
Revenues and transfers from other funds	17,500	17,060	17,060	16,550	16,050	15,570
Expenditures and transfers to other funds	23,370	50,690	17,060	16,550	16,050	15,570
Net Change in Fund Balance	(5,870)	(33,630)	-	-	-	-
Ending Fund Balance	33,637	7	7	7	7	7

**Revenues**

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	5,420	-	-	-	-	41,260	46,680
2008-2009 Actual	9,540	-	-	-	-	7,190	16,730
2009-2010 Actual	10,230	-	-	-	-	11,070	21,300
2010-2011 Original Budget	44,500	-	-	-	-	16,200	60,700
2010-2011 Adjusted Budget (Dec)	44,500	-	-	-	-	16,200	60,700
2010-2011 Six Month Actual	16,580	-	-	-	-	-	16,580
2010-2011 Estimated Year End	17,500	-	-	-	-	-	17,500
2011-2012 Dept Request	17,060	-	-	-	-	-	17,060
2011-2012 Manager's Budget	17,060	-	-	-	-	-	17,060
2011-2012 Adopted Budget	17,060	-	-	-	-	-	17,060
2012-2013 Projected Budget	17,060	-	-	-	-	-	17,060
2013-2014 Projected Budget	16,550	-	-	-	-	-	16,550
2014-2015 Projected Budget	16,050	-	-	-	-	-	16,050
2015-2016 Projected Budget	15,570	-	-	-	-	-	15,570

**Expenditures**

243.729 BROWNFIELD REDEVELOPMENT AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	40,000	-	40,000
2008-2009 Actual	-	-	-	5,200	-	5,200
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Original Budget	-	-	-	65,700	-	65,700
2010-2011 Adjusted Budget (Dec)	-	-	-	65,700	-	65,700
2010-2011 Six Month Actual	-	-	-	23,370	-	23,370
2010-2011 Estimated Year End	-	-	-	23,370	-	23,370
2011-2012 Dept Request	-	-	-	50,690	-	50,690
2011-2012 Manager's Budget	-	-	-	50,690	-	50,690
2011-2012 Adopted Budget	-	-	-	50,690	-	50,690
2012-2013 Projected Budget	-	-	-	17,060	-	17,060
2013-2014 Projected Budget	-	-	-	16,550	-	16,550
2014-2015 Projected Budget	-	-	-	16,050	-	16,050
2015-2016 Projected Budget	-	-	-	15,570	-	15,570

***The mission of the Downtown Development Authority (DDA) is to provide visioning and the implementation of physical improvements for the Downtown Development District.***

The Authority is authorized by the City to impose an ad valorem tax on all taxable property in the Downtown District for the purposes provided by Act 197 of 1975. The tax cannot exceed two mills on the value of taxable property in the Downtown District. The levy is proposed at 1.6477 mills, its authorized Headlee maximum.

Tax incremental financing (TIF) allows an authority like the DDA, to "capture" incremental tax revenues that result from growth in the District.

The City of Royal Oak Downtown Development Authority is under the supervision and control of a Board consisting of the City Manager and eight or 10 members as determined by the City Commission. Members are appointed by the City Manager, subject to approval by the City Commission.

The Authorities goals are to pay into the debt retirement fund, for all outstanding series of bonds issued pursuant to the plan; establish a reserve account for payment of principal and interest on bonds issued pursuant to this plan; to

provide the initial stage and second stage public improvements costs that are not financed from the proceeds of bonds; pay administrative and operating costs of the DDA; reimburse the City for funds advanced to acquire property, clear land, make preliminary plans, and improvements necessary for the development of the Development Area.

The Development Plan, created by the Downtown Development Authority, prioritizes needed physical improvements like façade improvements, buildings, parking lots and decks, streetscapes, and infrastructure.

Additionally, marketing themes have been developed to enhance the renewed physical appearance. These include advertising, signage and banners, street lighting, tree and floral arrangements. This fund provides extra police officers for the district to enhance existing public safety efforts.

Additional funding for improvements can come from the Block Grant Program, and other State and Federal Programs.

The Planning department, the staff liaison to the DDA, is operationally in charge of these funds.

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## GOALS

- Downtown Safety Goal: To protect the residents, businesses and visitors of downtown Royal Oak.
- Downtown Promotion Goal: To promote downtown Royal Oak as a premier destination for shopping, dining, entertainment, living and working.
- Downtown Infrastructure Goal: To provide a downtown that is clean and well maintained.

## OBJECTIVES

- Continue the funding of three downtown Police Officers.
- Continue a marketing plan that includes major events and image campaign components.
- Maintain website with current events, business listings, parking information and images of downtown Royal Oak.
- Support Arts, Beats and Eats through a financial commitment.
- Continue the façade program for downtown property owners.
- Continue contract with Worry Free to provide these maintenance services.
- Continue to complete streetscape improvements and repairs.

## Downtown Development Authority (DDA) - Development and Operating Funds

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### GOALS

- Downtown Development Goal: To encourage development in downtown through programs and TIF reimbursement.
- Downtown Holiday Goal: To encourage guests to downtown Royal Oak to celebrate, shop and dine during the holidays.
- Downtown Parking Goal: To provide adequate and safe parking for downtown residents, employees and visitors.
- Downtown Public Goal: To keep the public informed of the DDA's activities.

### OBJECTIVES

- Reimburse TIF revenue to approved development projects.
- Fund the installation of holiday lights downtown.
- Continue to fund Holiday Magic Parade.
- Continue to fund the Lafayette and 5<sup>th</sup> Street parking structure.
- Hold monthly DDA board meetings.
- Continue newsletters to stakeholders of downtown.

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### Budget Summary

#### DDA Development Fund

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	328,286	427,956	298,586	425,656	556,126	688,412
Revenues and transfers from other funds	2,449,700	2,436,230	2,325,000	2,325,000	2,325,000	2,325,000
Expenditures and transfers to other funds	2,350,030	2,565,600	2,197,930	2,194,530	2,192,714	2,196,145
Net Change in Fund Balance	99,670	(129,370)	127,070	130,470	132,286	128,855
Ending Fund Balance	427,956	298,586	425,656	556,126	688,412	817,267

## Downtown Development Authority (DDA) - Development and Operating Funds

### Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	2,488,940	-	-	200,440	258,510	-	2,947,890
2008-2009 Actual	2,700,880	-	-	85,840	7,940	-	2,794,660
2009-2010 Actual	2,744,140	-	-	34,140	23,310	-	2,801,590
2010-2011 Original Budget	2,510,970	-	-	30,000	-	-	2,540,970
2010-2011 Adjusted Budget (Dec)	2,340,000	-	-	25,000	100,000	-	2,465,000
2010-2011 Six Month Actual	1,926,920	-	-	12,870	500	-	1,940,290
2010-2011 Estimated Year End	2,320,000	-	-	29,200	500	100,000	2,449,700
2011-2012 Dept Request	2,311,230	-	-	25,000	-	100,000	2,436,230
2011-2012 Manager's Budget	2,311,230	-	-	25,000	-	100,000	2,436,230
2011-2012 Adopted Budget	2,311,230	-	-	25,000	-	100,000	2,436,230
2012-2013 Projected Budget	2,200,000	-	-	25,000	-	100,000	2,325,000
2013-2014 Projected Budget	2,200,000	-	-	25,000	-	100,000	2,325,000
2014-2015 Projected Budget	2,200,000	-	-	25,000	-	100,000	2,325,000
2015-2016 Projected Budget	2,200,000	-	-	25,000	-	100,000	2,325,000

### Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	151,120	-	33,660	590,670	147,250	2,832,560
2008-2009 Actual	194,270	-	16,970	783,320	164,000	5,523,900
2009-2010 Actual	192,830	-	53,030	695,410	155,000	3,086,200
2010-2011 Original Budget	100,510	-	300,000	877,300	-	2,781,820
2010-2011 Adjusted Budget (Dec)	136,110	-	300,000	698,590	500	2,659,210
2010-2011 Six Month Actual	63,150	-	-	346,770	-	834,420
2010-2011 Estimated Year End	151,250	-	-	673,870	500	2,350,030
2011-2012 Dept Request	92,170	-	-	708,130	500	2,192,180
2011-2012 Manager's Budget	87,500	-	-	708,130	500	2,187,510
2011-2012 Adopted Budget	87,500	-	350,000	737,120	-	2,565,600
2012-2013 Projected Budget	90,530	-	-	718,820	-	2,197,930
2013-2014 Projected Budget	91,460	-	-	718,820	-	2,194,530
2014-2015 Projected Budget	91,400	-	-	718,820	-	2,192,714
2015-2016 Projected Budget	92,000	-	-	718,820	-	2,196,145

## Downtown Development Authority (DDA) - Development and Operating Funds

### Budget Summary DDA Operating Fund

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	(5,794)	1,106	5,436	26,256	46,826	67,416
Revenues and transfers from other funds	50,000	49,200	47,970	47,970	47,970	47,970
Expenditures and transfers to other funds	43,100	44,870	27,150	27,400	27,380	27,520
Net Change in Fund Balance	6,900	4,330	20,820	20,570	20,590	20,450
Ending Fund Balance	1,106	5,436	26,256	46,826	67,416	87,866

### DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	50,070	-	-	-	-	-	50,070
2008-2009 Actual	51,250	-	-	-	-	-	51,250
2009-2010 Actual	51,180	-	-	-	-	-	51,180
2010-2011 Original Budget	50,400	-	-	-	-	-	50,400
2010-2011 Adjusted Budget (Dec)	50,000	-	-	-	-	-	50,000
2010-2011 Six Month Actual	34,340	-	-	-	-	-	34,340
2010-2011 Estimated Year End	50,000	-	-	-	-	-	50,000
2011-2012 Dept Request	49,200	-	-	-	-	-	49,200
2011-2012 Manager's Budget	49,200	-	-	-	-	-	49,200
2011-2012 Adopted Budget	49,200	-	-	-	-	-	49,200
2012-2013 Projected Budget	47,970	-	-	-	-	-	47,970
2013-2014 Projected Budget	47,970	-	-	-	-	-	47,970
2014-2015 Projected Budget	47,970	-	-	-	-	-	47,970
2015-2016 Projected Budget	47,970	-	-	-	-	-	47,970

## Downtown Development Authority (DDA) - Development and Operating Funds

### DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	52,680	3,000	-	18,760	-	74,440
2008-2009 Actual	47,930	4,860	-	7,570	-	60,360
2009-2010 Actual	55,160	200	-	1,250	-	56,610
2010-2011 Original Budget	41,210	4,000	-	7,000	-	52,210
2010-2011 Adjusted Budget (Dec)	40,400	1,000	-	8,600	-	50,000
2010-2011 Six Month Actual	11,170	90	-	1,600	-	12,860
2010-2011 Estimated Year End	40,400	600	-	2,100	-	43,100
2011-2012 Dept Request	44,160	1,000	-	2,000	-	47,160
2011-2012 Manager's Budget	41,870	1,000	-	2,000	-	44,870
2011-2012 Adopted Budget	41,870	1,000	-	2,000	-	44,870
2012-2013 Projected Budget	24,100	1,000	-	2,050	-	27,150
2013-2014 Projected Budget	24,350	1,000	-	2,050	-	27,400
2014-2015 Projected Budget	24,330	1,000	-	2,050	-	27,380
2015-2016 Projected Budget	24,470	1,000	-	2,050	-	27,520

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available								0.072
Part-time Total	0.000	0.000	0.000	0.000	0.000	0.000	0.072	0.072	0.072

## Community Development Block Grant Fund

**The mission of the Community Development Block Grant Fund is to address needs of low to moderate income areas.**

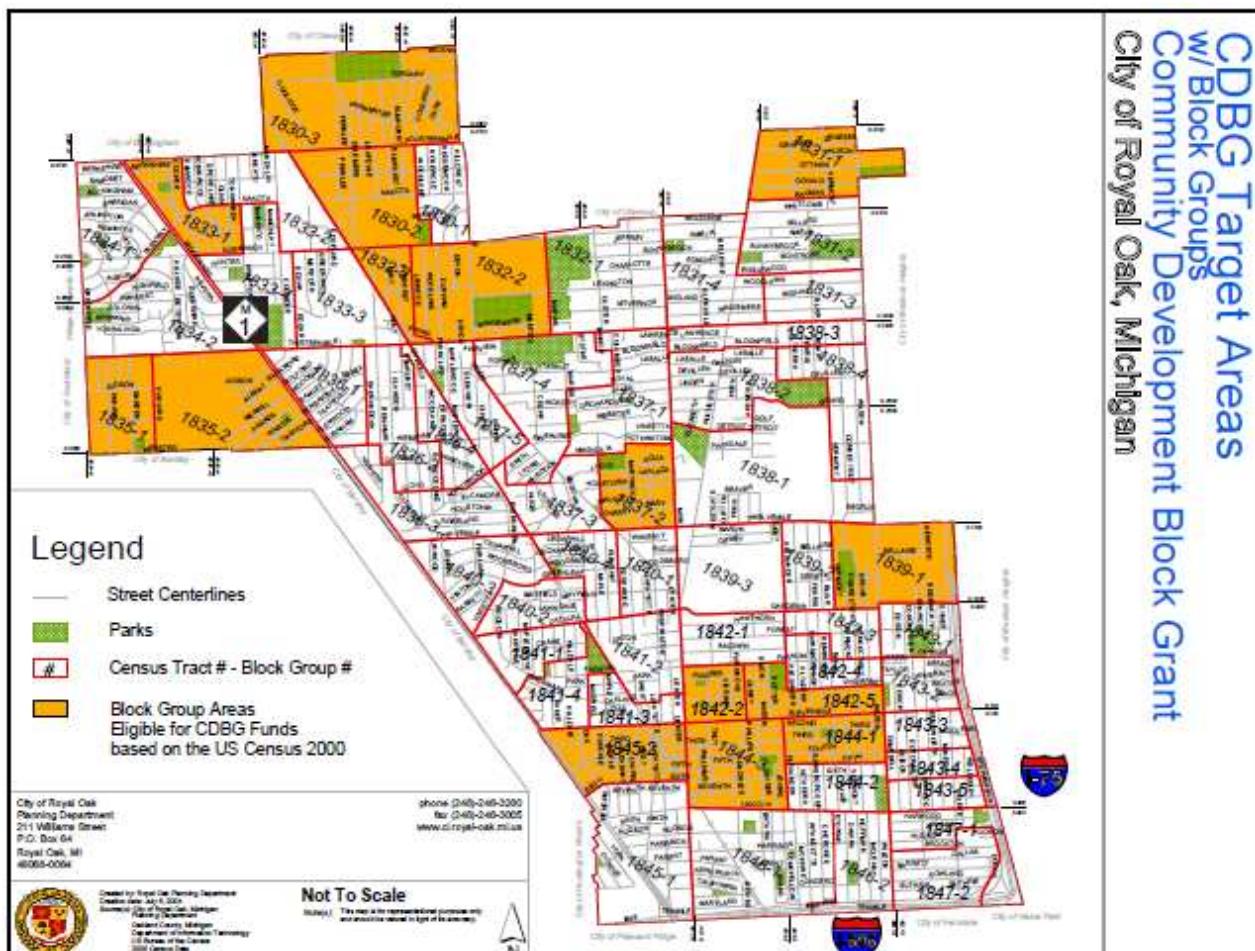
Funding for CDBG fund operations comes from federal Housing and Urban Development grants.

The City Commission appoints a CDBG Advisory Board to review Block grant project applications and make recommendations. The Planning Department, once a grant is approved by H.U.D., authorizes payments for eligible

goods and services to the vendor/contractor, then requests a grant reimbursement.

A department with an eligible project would have their project authorized by Planning then acquire the goods or services and approve payment. Housing Assistance and Senior Services are the two largest on-going services supported by CDBG funds. Large commitments have also been made for parks, road improvements and other infrastructure.

**THE FOLLOWING MAP COULD CHANGE WITH NEW 2010 CENSUS DATA.**



***The mission of the Housing Rehabilitation Program is to upgrade and conserve the existing housing stock of the city of Royal Oak meeting federal H.U.D. regulations for eligibility.***

The Housing Rehabilitation Loan Program provides low-interest financing for necessary home repairs to eligible low and moderate income home owners.

The City of Royal Oak has operated a successful Housing Rehabilitation Program since 1976, upgrading and conserving the existing single family housing stock in the City.

It is funded by Community Development Block Grant Program (CDBG) through the U.S. Dept. of Housing and Urban Development (HUD). Annually this revolving loan program makes new loans using new CDBG grants and repayments on existing loans.

Two kinds of loan are available: monthly installment loans at 3% interest for homeowners with incomes no greater than 80% of the Detroit area median income, and deferred loans for homeowners at 40% of the median income. Loans are required to address local property maintenance standards, HUD's minimum

Housing Quality Standards, and any identified lead-based paint hazards.

As a full service program, the City provides housing and credit counseling, loan underwriting, property inspections, contractor solicitation, and construction management.

Planning staff coordinates funding requests and provides reports and information on these Community Development Block Grant programs. The department also prepares documents such as the Impediments to Fair Housing, the Five Year Consolidated Plan, the Annual Action Plan, Comprehensive Annual Performance Evaluation Report, and other interim reports required by HUD for the rehab program.

**Rehabilitation Board of Appeals:** The Rehabilitation Board of Appeal/CDBG Advisory Board is comprised of seven citizen members, empowered to grant or deny appeals from the eligibility requirements of the Housing Assistance Program or actions of the Administration of the Rehabilitation Loan Committee. The decision of the Board of Appeals is final. Action to set aside guidelines and eligibility is on the basis of demonstrated hardship. Board members are appointed by the Commission to three-year terms and meet the fourth Tuesday of each month.

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## GOALS

- Increase the availability of decent, safe, and affordable housing.
- Reduce the health risks of Lead-Based Paint,
- Continue the financial viability of the revolving loan program.

## OBJECTIVES

- Conserve the City of Royal Oak's supply of existing housing by financing needed home improvements and upgrades which correct obsolete and dangerous conditions. Low interest financing allows homeowners, including many seniors, to remain in affordable housing.
- Identify lead-based paint hazards in homes to be renovated.
- Perform abatement or interim controls designed to last up to 20 years to address all identified hazards.
- Increase the amount of installment loans processed to increase monthly repayment income.
- Identify and limit the number of foreclosed loans.

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## CDBG Fund – Housing Rehabilitation Program

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The Housing Supervisor position has been eliminated through retirement. The person in this position was rehired as a Part-Time Housing Rehab Officer and the City Commission approved the filling a Full-Time Housing Rehab Officer position. That fulltime position was filled on March 28<sup>th</sup>, 2011. The decrease in the Property & Casualty account is due to the prior year expenditures decreasing by about \$500,000 from the year before. The allocation percentage is based on an average of the prior year expenditures and the number of employees. The two capital improvement projects for 2011/2012 totaling \$590,375 are: Curry Ave between E. 11 Mile Rd & E. farnum Ave \$300,225 and Meijer Dr north/south segment \$290,150.

### Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	-	1,020,670	1,096,850	1,719,370	2,338,960	2,958,570
Revenues and transfers from other funds	2,384,640	2,054,050	2,155,750	2,155,750	2,155,750	2,155,750
Expenditures and transfers to other funds	1,363,970	1,977,870	1,533,230	1,536,160	1,536,140	1,538,530
Net Change in Fund Balance	1,020,670	76,180	622,520	619,590	619,610	617,220
Ending Fund Balance	1,020,670	1,096,850	1,719,370	2,338,960	2,958,570	3,575,790

### Revenues

274.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	2,074,860	383,080	-	12,940	-	2,470,880
2008-2009 Actual	-	1,706,270	249,150	-	7,470	-	1,962,890
2009-2010 Actual	-	1,325,210	226,380	-	5,340	-	1,556,930
2010-2011 Original Budget	-	1,677,930	-	-	378,740	-	2,056,670
2010-2011 Adjusted Budget (Dec)	-	1,677,930	-	-	378,740	-	2,056,670
2010-2011 Six Month Actual	-	171,310	139,160	-	1,720	-	312,190
2010-2011 Estimated Year End	-	1,852,900	150,000	-	381,740	-	2,384,640
2011-2012 Dept Request	-	1,344,100	200,000	-	611,650	-	2,155,750
2011-2012 Manager's Budget	-	1,344,100	200,000	-	611,650	-	2,155,750
2011-2012 Adopted Budget	-	1,242,410	200,000	-	611,640	-	2,054,050
2012-2013 Projected Budget	-	1,344,100	200,000	-	611,650	-	2,155,750
2013-2014 Projected Budget	-	1,344,100	200,000	-	611,650	-	2,155,750
2014-2015 Projected Budget	-	1,344,100	200,000	-	611,650	-	2,155,750
2015-2016 Projected Budget	-	1,344,100	200,000	-	611,650	-	2,155,750

## CDBG Fund – Housing Rehabilitation Program

### Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	242,510	170	-	653,080	-	895,760
2008-2009 Actual	193,640	570	-	435,140	-	629,350
2009-2010 Actual	152,800	140	-	329,260	-	482,200
2010-2011 Original Budget	178,470	500	-	616,300	-	795,270
2010-2011 Adjusted Budget (Dec)	179,110	500	-	616,300	-	795,910
2010-2011 Six Month Actual	61,100	140	-	107,110	-	168,350
2010-2011 Estimated Year End	140,430	350	-	361,300	-	502,080
2011-2012 Dept Request	165,050	500	-	617,800	-	783,350
2011-2012 Manager's Budget	158,330	500	-	617,800	-	776,630
2011-2012 Adopted Budget	158,330	500	-	617,170	-	776,000
2012-2013 Projected Budget	148,670	500	-	617,800	-	766,970
2013-2014 Projected Budget	149,010	500	-	617,800	-	767,310
2014-2015 Projected Budget	148,340	500	-	617,800	-	766,640
2015-2016 Projected Budget	148,350	500	-	617,800	-	766,650

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Housing Program Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Housing Rehabilitation Officer	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000
CS III - Housing	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	3.000	3.000	3.000	3.000	2.000	1.000	1.000	0.000	0.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available								0.673
Cost Center Total	3.000	3.000	3.000	3.000	2.000	1.000	1.000	0.673	0.673

## CDBG Fund – Housing Rehabilitation Program

<b>274.712 BLOCK GRANT ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	237,260	330	-	35,320	-	272,910
2008-2009 Actual	302,760	40	-	32,480	-	335,280
2009-2010 Actual	239,050	14,250	-	26,060	-	279,360
2010-2011 Original Budget	244,330	11,700	-	27,670	-	283,700
2010-2011 Adjusted Budget (Dec)	246,110	11,700	-	27,670	-	285,480
2010-2011 Six Month Actual	106,060	-	-	27,730	-	133,790
2010-2011 Estimated Year End	232,650	2,200	-	31,080	-	265,930
2011-2012 Dept Request	262,700	6,500	-	20,040	-	289,240
2011-2012 Manager's Budget	248,590	6,500	-	20,040	-	275,130
2011-2012 Adopted Budget	248,590	6,500	-	20,040	-	275,130
2012-2013 Projected Budget	225,510	6,500	-	20,100	-	252,110
2013-2014 Projected Budget	227,870	6,500	-	20,100	-	254,470
2014-2015 Projected Budget	227,550	6,500	-	20,100	-	254,150
2015-2016 Projected Budget	228,910	6,500	-	20,100	-	255,510

<b>274.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	222,420	7,690	-	33,990	-	264,100
2008-2009 Actual	227,580	9,660	-	35,180	-	272,420
2009-2010 Actual	218,500	9,410	-	36,110	-	264,020
2010-2011 Original Budget	209,220	9,000	-	27,830	-	246,050
2010-2011 Adjusted Budget (Dec)	208,960	9,000	-	27,830	-	245,790
2010-2011 Six Month Actual	88,770	7,410	-	15,540	-	111,720
2010-2011 Estimated Year End	211,160	12,340	-	28,580	-	252,080
2011-2012 Dept Request	175,780	12,340	-	28,330	-	216,450
2011-2012 Manager's Budget	175,980	12,340	-	28,330	-	216,650
2011-2012 Adopted Budget	169,690	12,340	-	28,330	-	210,360
2012-2013 Projected Budget	173,480	12,340	-	28,330	-	214,150
2013-2014 Projected Budget	173,710	12,340	-	28,330	-	214,380
2014-2015 Projected Budget	174,680	12,340	-	28,330	-	215,350
2015-2016 Projected Budget	175,700	12,340	-	28,330	-	216,370

## CDBG Fund – Housing Rehabilitation Program

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	641,110	-	1,037,960
2008-2009 Actual	-	-	-	19,260	-	597,350
2009-2010 Actual	2,220	-	-	197,970	-	393,220
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	250,000	-	-	67,000	-	587,900
2010-2011 Six Month Actual	9,560	-	-	4,930	-	291,210
2010-2011 Estimated Year End	17,700	-	-	41,960	-	343,880
2011-2012 Dept Request	-	-	-	126,000	-	716,380
2011-2012 Manager's Budget	-	-	-	126,000	-	716,380
2011-2012 Adopted Budget	-	-	-	126,000	-	716,380
2012-2013 Projected Budget	-	-	-	-	-	300,000
2013-2014 Projected Budget	-	-	-	-	-	300,000
2014-2015 Projected Budget	-	-	-	-	-	300,000
2015-2016 Projected Budget	-	-	-	-	-	300,000

### Performance Indicators / Outcome Measures

	Actual FY07/08	Actual FY08/09	Dec 31 2009	Estimated FY09/10	Projected FY10/11	Projected FY11/12
<b>Rehabilitation Loans</b>						
Loan Applications Received	43	28	13	30	50	50
Loan Applicants on Waiting List	n/a	122	57	65	20	10
Number of Loans Approved	36	19	10	25	40	40
Funds Available for Loans	\$600k	\$600k	\$600k	\$600k	\$600k	\$600k
Amount of Loans Approved	\$561k	\$392k	\$137k	\$375k	\$600k	\$600k
<b>Lead-based Paint Hazards</b>						
Homes with Hazards Identified	20	10	8	14	22	22
Homes with Hazards Addressed	14	8	7	10	15	15
Repairs Made on Eligible Properties	36	19	10	25	40	40

***The Mission of the Royal Oak Housing Commission (ROHC) is to provide housing assistance to lower-income families and individuals without discrimination.***

The Housing Division of the Planning Department is responsible for assisting low and moderate income families to obtain standard, safe and sanitary housing that is also affordable. It has been instrumental in preserving the City's existing housing stock for over 30 years. Staff administers two primary programs: the Housing Choice Voucher Program (Section 8) providing rental assistance and the Housing Rehabilitation Loan Program providing low interest financing for home repairs to eligible homeowners.

The City of Royal Oak has been operating a successful Housing Rehabilitation Program since 1976. It provides low-interest financing to

low and moderate income homeowners to make necessary home repairs. It is funded by the Community Development Block Grant Program (CDBG) through the U. S. Dept. of Housing and Urban Development. It is based on a revolving loan fund; loan repayments are used each year to supplement the CDBG budget.

Two types of loans are available: monthly installment loans at 3% interest for homeowners with incomes no greater than 80% of the Detroit area median income and deferred loans for homeowners at 40% of the median income. Loans are required to address local property maintenance standards, HUD's minimum Housing Quality Standards, and any identified lead-based paint hazards. As a full service program, the City provides housing and credit counseling, loan underwriting, property inspections, contractor solicitation, and construction management.

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## GOALS

- Increase the availability of decent, safe, and affordable housing.
- Improve community quality of life and economic viability.
- Promote self-sufficiency and asset development of assisted households.
- Endure equal opportunity in housing for all Americans.

## OBJECTIVES

- Expand the supply of assisted housing by outreaching and cooperating with landlords in many communities and encouraging participation in the ROHC Housing Voucher Program.
- Apply Housing Quality Standards regulations to all owners and tenants.
- Provide an improved living environment and promote self-sufficiency and asset development of assisted households
- Provide information of supportive services to the elderly and families with disabilities.
- Ensure equal opportunity, and affirmatively further fair housing.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

There are no significant notes for this cost center.

## Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	176,519	163,549	166,209	165,899	164,629	163,579
Revenues and transfers from other funds	1,343,620	1,342,920	1,342,920	1,342,920	1,342,920	1,342,920
Expenditures and transfers to other funds	1,356,590	1,340,260	1,343,230	1,344,190	1,343,970	1,344,390
Net Change in Fund Balance	(12,970)	2,660	(310)	(1,270)	(1,050)	(1,470)
Ending Fund Balance	163,549	166,209	165,899	164,629	163,579	162,109

## Revenues

276.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	1,303,880	-	-	13,730	-	1,317,610
2008-2009 Actual	-	1,290,690	-	-	5,030	-	1,295,720
2009-2010 Actual	-	1,311,970	-	-	1,170	-	1,313,140
2010-2011 Original Budget	-	1,342,420	-	-	500	-	1,342,920
2010-2011 Adjusted Budget (Dec)	-	1,342,420	-	-	500	-	1,342,920
2010-2011 Six Month Actual	-	677,820	-	-	600	-	678,420
2010-2011 Estimated Year End	-	1,342,420	-	-	1,200	-	1,343,620
2011-2012 Dept Request	-	1,342,420	-	-	500	-	1,342,920
2011-2012 Manager's Budget	-	1,342,420	-	-	500	-	1,342,920
2011-2012 Adopted Budget	-	1,342,420	-	-	500	-	1,342,920
2012-2013 Projected Budget	-	1,342,420	-	-	500	-	1,342,920
2013-2014 Projected Budget	-	1,342,420	-	-	500	-	1,342,920
2014-2015 Projected Budget	-	1,342,420	-	-	500	-	1,342,920
2015-2016 Projected Budget	-	1,342,420	-	-	500	-	1,342,920

## Expenditures

276.691 HOUSING	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	114,970	340	-	1,168,440	-	1,283,750
2008-2009 Actual	109,630	710	-	1,214,840	-	1,325,180
2009-2010 Actual	126,900	1,250	-	1,222,390	-	1,350,540
2010-2011 Original Budget	100,030	1,300	-	1,243,040	-	1,344,370
2010-2011 Adjusted Budget (Dec)	110,540	1,300	-	1,243,040	-	1,354,880
2010-2011 Six Month Actual	21,370	550	-	674,380	-	696,300
2010-2011 Estimated Year End	109,820	1,050	-	1,245,720	-	1,356,590
2011-2012 Dept Request	100,960	1,300	-	1,243,590	-	1,345,850
2011-2012 Manager's Budget	95,370	1,300	-	1,243,590	-	1,340,260
2011-2012 Adopted Budget	95,370	1,300	-	1,243,590	-	1,340,260
2012-2013 Projected Budget	97,940	1,300	-	1,243,990	-	1,343,230
2013-2014 Projected Budget	98,900	1,300	-	1,243,990	-	1,344,190
2014-2015 Projected Budget	98,680	1,300	-	1,243,990	-	1,343,970
2015-2016 Projected Budget	99,100	1,300	-	1,243,990	-	1,344,390

## Cost Center Position FTE Detail

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Housing Specialist II	0.000	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000
Housing Specialist	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	2.000	2.000	2.000	2.000	2.000	2.000	1.000	1.000	1.000

## Budget Summary

Misc. Grants/Restricted Funds	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	(37,345)	(37,345)	5	5	5	5
Revenues and transfers from other funds	1,042,070	827,710	-	-	-	-
Expenditures and transfers to other funds	1,042,070	790,360	-	-	-	-
Net Change in Fund Balance	-	37,350	-	-	-	-
Ending Fund Balance	(37,345)	5	5	5	5	5

## Revenues

## Miscellaneous Grants/Restricted Funds

<b>299.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	-	130,210	-	-	-	-	130,210
2008-2009 Actual	-	34,930	-	-	-	-	34,930
2009-2010 Actual	-	490,210	-	-	-	-	490,210
2010-2011 Original Budget	-	192,500	-	-	-	-	192,500
2010-2011 Adjusted Budget (Dec)	-	1,281,770	-	-	-	-	1,281,770
2010-2011 Six Month Actual	-	165,400	-	-	-	-	165,400
2010-2011 Estimated Year End	-	1,042,070	-	-	-	-	1,042,070
2011-2012 Dept Request	-	790,820	-	-	-	-	790,820
2011-2012 Manager's Budget	-	827,710	-	-	-	-	827,710
2011-2012 Adopted Budget	-	827,710	-	-	-	-	827,710
2012-2013 Projected Budget	-	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-	-

## Miscellaneous Grants/Restricted Funds

### Expenditures

<b>299.336 FIRE GRANTS/RESTRICTED FUNDS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	9,690	157,710	-	-	-	167,400
2008-2009 Actual	-	-	34,930	-	-	34,930
2009-2010 Actual	-	17,750	-	6,510	-	24,260
2010-2011 Original Budget	27,030	-	-	-	-	27,030
2010-2011 Adjusted Budget (Dec)	27,030	-	-	-	-	27,030
2010-2011 Six Month Actual	-	4,230	-	40	-	4,270
2010-2011 Estimated Year End	10,360	6,000	-	-	-	16,360
2011-2012 Dept Request	27,030	-	-	-	-	27,030
2011-2012 Manager's Budget	27,030	-	-	-	-	27,030
2011-2012 Adopted Budget	27,030	-	-	-	-	27,030
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

<b>299.693 HPRP</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	6,340	-	-	130,460	-	136,800
2010-2011 Original Budget	-	-	-	192,500	-	192,500
2010-2011 Adjusted Budget (Dec)	-	-	-	421,410	-	421,410
2010-2011 Six Month Actual	4,020	-	-	99,000	-	103,020
2010-2011 Estimated Year End	-	-	-	372,230	-	372,230
2011-2012 Dept Request	-	-	-	186,000	-	186,000
2011-2012 Manager's Budget	-	-	-	186,000	-	186,000
2011-2012 Adopted Budget	-	-	-	186,000	-	186,000
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

## Miscellaneous Grants/Restricted Funds

<b>299.728 EECBG</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	3,350	-	3,350
2010-2011 Original Budget	-	-	-	7,000	-	7,000
2010-2011 Adjusted Budget (Dec)	-	-	-	540,050	-	540,050
2010-2011 Six Month Actual	2,870	-	-	20,290	-	23,160
2010-2011 Estimated Year End	-	-	-	63,360	-	63,360
2011-2012 Dept Request	7,060	-	-	480,040	-	487,100
2011-2012 Manager's Budget	6,600	-	-	480,040	-	486,640
2011-2012 Adopted Budget	6,600	-	-	480,040	-	486,640
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

<b>299.729 NSP</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	200	-	200
2009-2010 Actual	42,390	-	-	289,630	-	332,020
2010-2011 Original Budget	-	-	-	25,000	-	25,000
2010-2011 Adjusted Budget (Dec)	-	-	-	320,310	-	320,310
2010-2011 Six Month Actual	7,680	-	-	147,090	-	154,770
2010-2011 Estimated Year End	-	-	-	590,120	-	590,120
2011-2012 Dept Request	24,690	-	-	67,480	-	92,170
2011-2012 Manager's Budget	23,210	-	-	67,480	-	90,690
2011-2012 Adopted Budget	23,210	-	-	67,480	-	90,690
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

## **DEBT SERVICE FUNDS**

Description of Long Term Debt

General Obligation Debt Fund - 301

Court Building Debt Service - 303

Debt Service Fund – 360

Legal Debt Margin

## **Description of Long-term Debt**

As of May 2011, the City of Royal Oak has 20 outstanding bonded debt issues and contracts totaling \$76,454,515. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value or \$246,451,982. Our non-exempt debt of \$38,640,000 is 15.68% of that limit. These bonds and contracts terms are summarized as follows:

### **Primary Government**

#### **Building Authority – Public Act 31 of 1948 (First Extra Session)**

Act 31 provides for an authority to issue bonds to build and equip various public buildings, which are then leased to the City. Proceeds from these leases are used to repay the bonds. The collection of lease payments, payment of interest and retirement of debt is reflected in the respective Debt Service or Proprietary fund.

On May 1, 1995, the City of Royal Oak Building Authority issued \$3,500,000 of Bonds, Series 1995 (General Obligation Limited Tax). The proceeds were used to renovate the John Lindell Ice Arena and construct a second ice arena attached to the existing structure. These 15-year bonds have interest rates that range from 4.90 percent to 7.00 percent. Ice arena revenue is used to pay the debt service. The city is obligated to pay interest commencing September 1, 1995 and semiannually thereafter. The first principal payment was due September 1, 1996 and due annually September 1 through 2010.

On June 1, 1999, the City of Royal Oak Building Authority issued \$7,500,000 of Bonds, Series 1999 (General Obligation Limited Tax). The proceeds were used to construct, furnish and equip a new two-story building for the 44<sup>th</sup> District Court on City property south of Eleven Mile and east of Troy Street. These 25-year bonds have interest rates that range from 4.75 percent to 5.20 percent. The City is obligated to pay interest commencing December 1, 1999 and semiannually thereafter. The first principal payment was due June 1, 2000 and was

originally due annually June 1 through 2024. Due to a May 1, 2006 advance refunding, the last debt service payment was June 1, 2009.

On May 16, 2001, the City of Royal Oak Building Authority issued \$11,500,000 of Bonds, Series 2001 (General Obligation Limited Tax). The proceeds were used to construct a parking deck at 5<sup>th</sup> and Lafayette Streets, and demolish an existing building and pave a lot for parking purposes. These 25-year bonds have interest rates that range from 4.500 percent to 5.250 percent. Parking fee revenue is used to pay the debt service. The City is obligated to pay interest commencing November 1, 2001 and semiannually thereafter. The first principal payment was due May 1, 2002 and was originally due annually May 1 through 2026. Due to a May 1, 2006 advance refunding, the last debt service payment will be May 1, 2011.

On October 11, 2001, the City of Royal Oak Building Authority issued \$9,000,000 of Bonds, Series 2001A (Unlimited Tax General Obligation), pursuant to a special election on May 15, 2001. The proceeds were used to construct and equip a new fire station, and remodel and equip existing fire stations. These 20-year bonds have interest rates that range from 3.750 percent to 5.000 percent. The City is obligated to pay interest commencing March 1, 2002 and semiannually thereafter. The first principal payment was due September 1, 2002 and due annually September 1 through 2021.

On June 2, 2005, the City of Royal Oak Building Authority issued \$3,700,000 of Bonds, Series 2005 (General Obligation Limited Tax). The proceeds were used to remodel, renovate, equip and furnish the City Library Building. These 18-year bonds have interest rates that range from 3.000 percent to 4.250 percent. Library fund revenue is used to pay the debt service. The City is obligated to pay interest commencing December 1, 2005 and semiannually thereafter. The first principal payment was due June 1, 2006 and due annually June 1 through 2023.

**Capital Improvement Bonds – Revised Municipal Finance Act, Public Act 34 of 2001, Part V**

Act 34 permits the issuance of Bonds for the purpose of paying the cost of capital improvements.

On March 15, 2006, the City of Royal Oak issued \$4,325,000 of Capital Improvement Bonds, Series 2006A (General Obligation Limited Tax) to finance capital improvements to the City's Water and Sewer Systems and other items. The City used the net proceeds exclusively to finance improvements to the Water and Sewer System, which is responsible for all debt service payments. These 20-year bonds have interest rates ranging from 3.500 percent to 4.300 percent. The City is obligated to pay interest commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2007 and will continue to be due May 1 until 2026.

On April 26, 2006, the City of Royal Oak Building Authority issued \$11,100,000 of Capital Improvement Refunding Bonds, Series 2006B (General Obligation Limited Tax), with interest rates that range from 4.000 percent to 4.375 %. The net proceeds were used to advance refund 1999 Prior (44<sup>th</sup> District Court building) Bonds for the years 2010 through 2024 in the amount of \$5,475,000, and the 2001 Prior (parking structure) Bonds for the years 2012 through 2026 in the amount of \$8,185,000. The proceeds were used to purchase U.S. Certificates of Indebtedness – State and Local Government Securities (SLGS). Those securities were deposited into an irrevocable trust with an escrow agent and subsequently used to pay off the bonds, including call premiums on June 1, 2009 and May 1, 2001 respectively. Accordingly, the refunded bonds are no longer reported on the City's financial statements. The advance refunding reduced the total debt payments over the next 20 years by approximately \$310,090 which represents an economic gain of \$198,175. The new bonds will bear interest payable commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2008 and due annually May 1 through 2006.

On January 9, 2007, the City of Royal Oak issued \$825,000 of Capital Improvement Bonds, Series 2007 (General Obligation Limited Tax) to

finance an energy conservation project. These 10-year bonds have interest at 4.0 percent. The City is obligated to pay interest commencing August 1, 2007 and semiannually thereafter. The first principal payment was due February 1, 2008 and will continue to be due February 1 until 2017.

On November 15, 2007, the City of Royal Oak issued \$2,645,000 of Capital Improvement Bonds, Series 2007A (General Obligation Limited Tax) to finance a vehicle purchase project. The City used approximately \$1,970,000 to acquire five fire trucks, \$500,000 for two ambulance rescue vehicles and \$175,000 for two dump truck bodies. These 12-year serial bonds have interest at 4.0 percent. The City is obligated to pay interest commencing May 1, 2008 and semiannually thereafter. The first principal payment was due October 1, 2008 and will continue to be due October 1 until 2019.

In September 1997, the City of Royal Oak and the Oakland County Drain Commission entered into an agreement whereby the City contracted to pay \$1,710,691 of Garfield Drain Refunding Revenue Bonds, Series 1997, with interest rates that range from 5.000 percent to 5.125 percent. Repayment is made from net revenues of the Water and Sewer fund. These bonds bear interest payable commencing April 1, 1998 and semiannually thereafter. The first principal payment was due October 1, 1998 and due annually October 1 through 2017.

On December 11, 2008, the City of Royal Oak sold \$11,825,000 of Capital Improvement Bonds, Series 2008 (General Obligation Limited Tax) with interest rates that range from 4.000% to 6.250%. The bonds finance projects in three funds: Auto Parking \$7,250,000 (\$5,481,000 to purchase & develop the 600-700 S. Main Street property and to improve other decks and lots, plus \$1,550,000 to acquire the 225 S. Troy Street property); Water and Sewer \$3,270,000 for infrastructure improvements; and Motor Pool \$1,305,000 (\$650,000 to purchase vehicles and \$620,000 to repave the DPS yard); plus related costs. These bonds bear interest payable commencing May 1, 2009 and semiannually thereafter. The first principal payment is due annually October 1, 2009 through 2028.

### Michigan Municipal Bond Authority Bonds – Public Act 227 of 1985

The MMBA has a variety of financing tools including the broad authority to purchase municipal notes or bonds and bundle them for resale. Among those tools, the MMBA and Michigan Department of Environmental Quality (MDEQ) jointly administer State Revolving Fund (SRF) and Drinking Water Revolving Fund (DWRF) low interest loan programs. The following bonds are paid from net revenues of the Water and Sewer fund.

On September 29, 1998, the City of Royal Oak and the Michigan Municipal Bond Authority entered into an agreement whereby the City of Royal Oak would issue revenue bonds, and the Michigan Municipal Bond Authority would purchase, up to \$15,800,000 of North Arm Relief Drain Bonds, Series 1998A (General Obligation Limited Tax). The project built enclosed pipes, expanding and improving the North Relief Arm of the Twelve Towns Drainage District, to abate flooding primarily affecting the City of Royal Oak, plus seven other communities and highways therein, controlled by the State of Michigan and Oakland County. The State and County paid cash up front. Based on the Interlocal Agreement between the City of Royal Oak (the City) and the seven other communities, the City pledges its net water and sewer revenue and pays approximately 49% of the debt service. The City bills approximately 51% to the other communities and collects their payments to pay the debt service. The City is obligated if payments received on contracts with benefiting municipalities are insufficient to meet principal and interest requirements of this debt, when due. The City is obligated to pay interest at 2.25 percent commencing on April 1, 1999 and semiannually thereafter. The first principal payment was due October 1, 2001 and will continue to be due October 1 through 2020.

Since 2000, the Oakland County Drain Commission, predominantly with the MMBA, has initiated multiple financings for the George W. Kuhn Drainage District (GKDD) to abate combined sewer overflows from its communities, which includes the City of Royal Oak. The whole retention/treatment facility was estimated to cost \$144 million in 2001. Construction was staged in several contracts. MMBA borrowing draw-downs occur over months or years during construction. The principal payback period is 20 years. The various communities share in GKDD debt

based on the percentage of their contract flow capacity: about 29% for the City. The following eight paragraphs discuss the City's GKDD contract debt obligations.

On September 30, 2000, the City's share of GKDD Bonds, Series A, was issued for \$5,176,386 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2003 and will continue to be due April 1 until 2022.

On September 28, 2001, the City's share of GKDD Bonds, Series C, was issued for \$23,797,479 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On December 20, 2001, the City's share of GKDD Bonds, Series D, was issued for up to \$3,170,000 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On January 2, 2002, the City's share of GKDD Bonds, Series E, was issued originally for \$2,857,431 bearing market interest rates from 4.00 percent to 5.25 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2002 and originally continued to be due April 1 until 2024. On August 1, 2007, bonds maturing 2012 through 2024 were advanced refunded and no longer are shown as debt. Remaining unrefunded bonds are due through April 1, 2012.

On September 22, 2005, the City's share of GKDD Bonds, Series 2005 (F), was issued for \$469,002 to the MMBA bearing interest at 1.625 percent. To date, \$390,953 has been drawn as the City's share. The City is obligated to pay interest commencing October 1, 2006 and semiannually thereafter. The first principal payment was due April 1, 2007 and will continue to be due April 1 until 2026.

On August 1, 2007, the City's share of GWKDD Drain (partial B & E) Refunding Bonds, Series 2007 (R), was issued for \$3,607,258, bearing market interest rates from 4.250 percent to 4.375 percent. The Refunding bonds advance refunded part of Series B and E bonds above. The City is obligated to pay interest commencing October 1, 2007 and semiannually thereafter. The first principal payment was due April 1, 2008 and will continue to be due April 1 until 2024. The City realized a net savings in cash flow of \$176,280 over the life of the bonds for a net economic gain (present value savings) of \$117,311.

On September 22, 2007, the City's share of GWKDD Bonds, Series 2007 (G) was issued for up to \$1,765,000 in total to the MMBA, bearing interest at 1.625 percent. Based on \$1,754,260 drawn down by 2/9/09, the City's share was approximately \$515,923. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2009 and will continue to be due April 1 until 2026.

On September 22, 2008, the City's share of GWKDD Bonds, Series 2008 (H) was issued for up to \$2,260,136 in total to the MMBA, bearing interest at 2.500 percent. Based on \$4,057,179 drawn down by 4/2/09, the City's share was approximately \$1,183,205. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2010 and will continue to be due April 1 until 2029. This is expected to be the final funding for the GWKDD project.

**Component Unit****Downtown Development Authority Bonds – Public Act 197 of 1975**

On December 6, 1994, the City of Royal Oak issued \$1,160,000 of Downtown Development Bonds, Series 1994 (General Obligation Limited Tax), to finance part of the cost of constructing improvements in the Downtown Development Area. These 15-year bonds have interest rates from 6.000 percent to 8.000 percent and are payable from tax-increment revenues. The City is obligated to pay interest commencing April 1, 1995 and semiannually thereafter. The first principal payment was due October 1, 1996 and will continue to be due October 1 until 2009.

## Budget Summary

General Obligation	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	42,067	42,067	42,067	42,067	42,067	42,067
Revenues and transfers from other funds	688,090	691,430	688,530	694,160	693,240	691,400
Expenditures and transfers to other funds	688,090	691,430	688,530	694,160	693,240	691,400
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	42,067	42,067	42,067	42,067	42,067	42,067

## Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	682,030	-	-	-	90	-	682,120
2008-2009 Actual	676,690	-	-	-	-	-	676,690
2009-2010 Actual	684,340	-	-	-	10	-	684,350
2010-2011 Original Budget	688,090	-	-	-	-	-	688,090
2010-2011 Adjusted Budget (Dec)	688,090	-	-	-	-	-	688,090
2010-2011 Six Month Actual	650,310	-	-	-	40	-	650,350
2010-2011 Estimated Year End	688,090	-	-	-	-	-	688,090
2011-2012 Dept Request	691,430	-	-	-	-	-	691,430
2011-2012 Manager's Budget	691,430	-	-	-	-	-	691,430
2011-2012 Approved Budget							
2012-2013 Requested Budget	688,530	-	-	-	-	-	688,530
2013-2014 Projected Budget	694,160	-	-	-	-	-	694,160
2014-2015 Projected Budget	693,240	-	-	-	-	-	693,240
2015-2016 Projected Budget	691,400	-	-	-	-	-	691,400

**Expenditures**

<b>301.905 GENERAL OBLIGATION DEBT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	700	686,750	687,450
2008-2009 Actual	-	-	-	1,050	682,790	683,840
2009-2010 Actual	-	-	-	1,250	687,790	689,040
2010-2011 Original Budget	-	-	-	1,000	687,090	688,090
2010-2011 Adjusted Budget (Dec)	-	-	-	1,000	687,090	688,090
2010-2011 Six Month Actual	-	-	-	710	547,750	548,460
2010-2011 Estimated Year End	-	-	-	1,000	687,090	688,090
2011-2012 Dept Request	-	-	-	1,000	690,430	691,430
2011-2012 Manager's Budget	-	-	-	1,000	690,430	691,430
2011-2012 Approved Budget	-	-	-	-	-	-
2012-2013 Requested Budget	-	-	-	1,000	687,530	688,530
2013-2014 Projected Budget	-	-	-	1,000	693,160	694,160
2014-2015 Projected Budget	-	-	-	1,000	692,240	693,240
2015-2016 Projected Budget	-	-	-	1,000	690,400	691,400

## Budget Summary

Court	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Revenues and transfers from other funds	516,700	520,100	512,900	515,120	511,710	514,000
Expenditures and transfers to other funds	516,700	520,100	512,900	515,120	511,710	514,000
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

## Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	35,440	-	241,870	277,310
2008-2009 Actual	-	-	-	8,400	-	520,730	529,130
2009-2010 Actual	-	-	-	-	-	517,700	517,700
2010-2011 Original Budget	-	-	-	-	-	516,700	516,700
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	516,700	516,700
2010-2011 Six Month Actual	-	-	-	-	-	113,150	113,150
2010-2011 Estimated Year End	-	-	-	-	-	516,700	516,700
2011-2012 Dept Request	-	-	-	-	-	520,100	520,100
2011-2012 Manager's Budget	-	-	-	-	-	520,100	520,100
2011-2012 Approved Budget							
2012-2013 Requested Budget	-	-	-	-	-	512,900	512,900
2013-2014 Projected Budget	-	-	-	-	-	515,120	515,120
2014-2015 Projected Budget	-	-	-	-	-	511,710	511,710
2015-2016 Projected Budget	-	-	-	-	-	514,000	514,000

## Expenditures

303.905 COURT BUILDING DEBT SERVICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	134,500	517,660	652,160
2008-2009 Actual	-	-	-	1,352,330	520,730	1,873,060
2009-2010 Actual	-	-	-	-	517,700	517,700
2010-2011 Original Budget	-	-	-	-	516,700	516,700
2010-2011 Adjusted Budget (Dec)	-	-	-	-	516,700	516,700
2010-2011 Six Month Actual	-	-	-	-	113,150	113,150
2010-2011 Estimated Year End	-	-	-	-	516,700	516,700
2011-2012 Dept Request	-	-	-	-	520,100	520,100
2011-2012 Manager's Budget	-	-	-	-	520,100	520,100
2011-2012 Approved Budget						
2012-2013 Requested Budget	-	-	-	-	512,900	512,900
2013-2014 Projected Budget	-	-	-	-	515,120	515,120
2014-2015 Projected Budget	-	-	-	-	511,710	511,710
2015-2016 Projected Budget	-	-	-	-	514,000	514,000

## Budget Summary

Debt Service	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Revenues and transfers from other funds	105,100	101,900	103,700	100,300	101,900	98,500
Expenditures and transfers to other funds	105,100	101,900	103,700	100,300	101,900	98,500
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

## Revenues

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	-	116,450	116,450
2008-2009 Actual	-	-	-	-	-	86,700	86,700
2009-2010 Actual	-	-	-	-	-	103,100	103,100
2010-2011 Original Budget	-	-	-	-	-	105,100	105,100
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	105,100	105,100
2010-2011 Six Month Actual	-	-	-	-	-	12,300	12,300
2010-2011 Estimated Year End	-	-	-	-	-	105,100	105,100
2011-2012 Dept Request	-	-	-	-	-	101,900	101,900
2011-2012 Manager's Budget	-	-	-	-	-	101,900	101,900
2011-2012 Approved Budget							
2012-2013 Requested Budget	-	-	-	-	-	103,700	103,700
2013-2014 Projected Budget	-	-	-	-	-	100,300	100,300
2014-2015 Projected Budget	-	-	-	-	-	101,900	101,900
2015-2016 Projected Budget	-	-	-	-	-	98,500	98,500

## Expenditures

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	1,000	115,950	116,950
2008-2009 Actual	-	-	-	500	85,200	85,700
2009-2010 Actual	-	-	-	500	102,600	103,100
2010-2011 Original Budget	-	-	-	500	104,600	105,100
2010-2011 Adjusted Budget (Dec)	-	-	-	500	104,600	105,100
2010-2011 Six Month Actual	-	-	-	-	12,300	12,300
2010-2011 Estimated Year End	-	-	-	500	104,600	105,100
2011-2012 Dept Request	-	-	-	500	101,400	101,900
2011-2012 Manager's Budget	-	-	-	500	101,400	101,900
2011-2012 Approved Budget						
2012-2013 Requested Budget	-	-	-	500	103,200	103,700
2013-2014 Projected Budget	-	-	-	500	99,800	100,300
2014-2015 Projected Budget	-	-	-	500	101,400	101,900
2015-2016 Projected Budget	-	-	-	500	98,000	98,500

	2011
Valuation base	
State equalized valuation - excluding IFT values	\$ 2,262,668,360
Plus: equivalent valuation of Act 198 exemptions	2,856,295
Total valuation	<u>2,265,524,655</u>
Legal debt limitation - 10% of total valuation	226,552,466
Calculation of debt subject to limit	
Debt outstanding	71,478,377
Less: Bonds not subject to limit	(41,928,377)
Net debt subject to limit	<u>29,550,000</u>
Additional Debt which can be legally incurred	<u>\$ 197,002,466</u>
Non-exempt debt as a percent of debt limit	13.04%

Section 21 of Article VII of the Michigan Constitution establishes the City , subject to statutory and constitutional limitations for municipalities to incur debt for public purposes:

"The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for other public purposes, subject to the limitations and prohibitions provided by the constitution or by law."

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act limits the amount of debt a home rule city may have outstanding at any time. Section 4-a of the Home Rule Cities Act provides:

"The net indebtedness incurred for all public purposes may be as much as but shall not exceed the greater of the following:

- (a) Ten percent of all the real and personal property of the city adjusted for tax abated property.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities."

Significant exceptions to the debt limitation have been permitted by the Home Rule Cities Act for certain types of indebtedness which include: special assessment bonds and Michigan transportation fund bonds (formerly motor vehicle highway fund bonds), even though they are a general obligation of the City; revenue bonds payable from revenues only, whether secured by a mortgage or not; bonds issued or contract obligations or assessments incurred to comply with an order of the Water Resources Commission of the State or a court of competent jurisdiction; obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution; and bonds issued for construction, improvements and replacement of a combined sewer overflow abatement facility. The resources of a sinking fund pledged for the retirement of outstanding bonds shall also be excluded in computing the debt limitation.

# **CAPITAL IMPROVEMENT FUNDS**

Capital Projects - 498

- Street Improvements
- Water & Sewer Improvements
- Parks & Facilities
- Information Technology
- Vehicles, Equipment, and Others

## **Capital Project Fund Summary**

### **What is a Capital Improvement Program?**

Capital improvement programming is a long-range study of non-operating wants, needs, expected revenue and policy intentions. It is not a budget, but provides the necessary information for prudent budget recommendations. It compares various departments' needs over a period of years with anticipated revenue and puts them in a single focus for analytical purposes.

It is not a law such as an annual budget, but a collection of facts, trends, and suggestions available for the guidance of the budget people and the legislative body when budget time arrives. After it is adopted by the legislative body, it is a non-binding assertion of future intent only. For each year, however, when an appropriation for an annual capital budget is adopted as part of the regular budget, it represents that amount which will be used to implement a part of the capital improvement program in the coming year.

One-year or two-year budget studies do not always yield the best long-term policy. Accordingly they have added five, six or even ten-year capital improvement planning to their program, wherein the larger and longer-term picture can be anticipated and studied. This kind of capital improvement planning is nothing is nothing more than business common sense applied to public monies. Recent capital outlay projects include construction of the G.W.K. Drainage District facilities, the District Court building and the 6<sup>th</sup> & Lafayette parking deck plus major renovations to Fire stations and the Library.

Typically, the function of studying long-term capital improvement trends and needs is done with a single agency or team of agencies. A commonly used team is that of Budget, which best knows the details of the annual financial "facts of life," and Engineering which is the closest to the many problems of providing space and facilities for the ever changing departments and their equipment. In initiating such a program, a master list of needed improvements is first compiled by the various operating departments to cover, usually, the next five years. The list is studied in the light of the comprehensive plan,

comparative needs, and replacement urgencies. The trend of tax rates, revenues from other sources, various financing possibilities, bond retirement and future available funds are considered. Finally, a recommended priority listing emerges from combined study of these proposed revenues and expenditures.

By providing this planning and programming of capital improvements, all of the preliminary engineering or architectural design can be completed timely. Financing is planned well in advance and the effect on the annual budget is determined. This eliminates hasty decisions brought on by crash programs and provides for well designed, orderly growth or renewal of the City's capital. Good management requires greater physical and financial planning than ever before.

The Planning Commission adopted the Capital Improvement Plan on April 12, 2011 and all of the CIP projects are provided for in this section of the budget.

The CIP projects that the City Manager is to move forward are listed in the budget narrative of each of the funding source's. (ie. Water & Sewer Fund, Major Road Fund, Local Road Fund, Auto Parking Fund, IS, Motor Pool, etc).

CIP #	PROJECT NUMBER AND NAME	SUBMITTER RATING	PROJECT COORDINATION	PROJECT TYPE	POTENTIAL FUNDING SOURCE(S)	ESTIMATED TOTAL PROJECT COST			% CITY SHARE	NON CITY COST	TOTAL CITY COST	PRIOR YRS CITY COST	PRIOR YRS NONCITY COST	FUTURE CITY COST (2012-2017)	2011/12 CITY COST	2012/13 CITY COST	2013/14 CITY COST	2014/15 CITY COST	2015/16 CITY COST	2016/17 CITY COST		
<b>Major Street Improvements</b>																						
SA1102	2011 Surveying Services			N/A		Major Streets	150,000	100%			150,000	4,000		146,000	86,000	20,000	10,000	10,000	10,000	10,000	10,000	
SA1104	2011 Misc Asphalt Resurfacing	122	N/A	Replacement	Major Streets	500,000	100%			500,000	20,000		480,000	480,000								
SA1199	2011 12 Mile Rd Resurfacing	130	N/A	Replacement	Major Streets / Federal Grant	2,316,000	30%	1,623,000		693,000	25,000		668,000	668,000								
SA1198	2011 Normandy Improvements	130	N/A	Replacement	Major Streets / Federal Grant	895,000	35%	580,000		315,000	10,000		305,000	305,000								
SA1105	2011 Annual Joint Seal Project	119	N/A	Replacement	Major Streets	80,000	100%			80,000	4,000		76,000	76,000								
SA1204	2012 Misc Asphalt Resurfacing	123	N/A	Replacement	Major Streets	160,000	100%			160,000	10,000		150,000		150,000							
SA1299	2012 12 Mile Rd Resurfacing	130	N/A	Replacement	Major Streets / Federal Grant	1,455,000	56%	634,000		821,000			821,000	30,000	791,000							
SA1205	2012 Annual Joint Seal Program	119	N/A	Replacement	Major Streets	96,000	100%			96,000			96,000	4,800	91,200							
SA1301	2013 Washington Resurfacing	128	N/A	Replacement	Major Streets / Federal Grant	1,007,000	32%	681,000		326,000			326,000		25,000	301,000						
SA1302	2013 Campbell Rd Resurfacing	126	N/A	Replacement	Major Streets	331,000	100%			331,000			331,000		8,000	323,000						
SA1303	2013 Asphalt Resurfacing	122	N/A	Replacement	Major Streets	75,000	100%			75,000			75,000		5,000	70,000						
SA1304	2013 Misc Asphalt Resurfacing	125	N/A	Replacement	Major Streets	200,000	100%			200,000			200,000		10,000	190,000						
SA1305	2013 Annual Joint Seal Program	119	N/A	Replacement	Major Streets	136,000	100%			136,000			136,000		8,000	128,000						
SA1401	2014 Crook Rd Resurfacing	128	N/A	Replacement	Major Streets	300,000	100%			300,000			300,000		15,000	285,000						
SA1402	2014 Main St. Resurfacing	128	N/A	Replacement	Major Streets	540,000	100%			540,000			540,000		20,000	520,000						
SA1405	2014 Annual Joint Seal Program	119	N/A	Replacement	Major Streets	88,000	100%			88,000			88,000		5,600	82,400						
SA1501	2015 Campbell Rd	128	N/A	Replacement	Major Streets	645,000	100%			645,000			645,000		15,000	630,000						
SA1502	2015 Washington Resurfacing	128	N/A	Replacement	Major Streets	350,000	100%			350,000			350,000		10,000	340,000						
SA1505	2015 Annual Joint Seal Program	119	N/A	Replacement	Major Streets	132,000	100%			132,000			132,000		8,000	124,000						
SA1601	2016 NB Stephenson Highway (Part A)	128	SA1602	Replacement	Major Streets	270,000	100%			270,000			270,000			15,000	255,000					
SA1602	2016 NB Stephenson Highway (Part B)	128	SA1601	Replacement	Major Streets	270,000	100%			270,000			270,000			15,000	255,000					
SA1603	2016 Campbell Rd Resurfacing	128	N/A	Replacement	Major Streets	450,000	100%			450,000			450,000			10,000	440,000					
SA1605	2016 Annual Joint Seal Program	119	N/A	Replacement	Major Streets	116,000	100%			116,000			116,000			8,000	108,000					
<b>Major Street Improvements</b>						<b>Subtotal</b>	<b>10,562,000</b>		<b>3,518,000</b>	<b>7,044,000</b>	<b>73,000</b>	<b>-</b>		<b>6,971,000</b>	<b>1,649,800</b>	<b>1,108,200</b>	<b>1,062,600</b>	<b>930,400</b>	<b>1,152,000</b>	<b>1,068,000</b>		
<b>Local Street Improvements</b>																						
SA1103	2011 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%			300,000	5,000		295,000	295,000								
SA1106	2011 Special Assessment Paving	118	N/A	Replacement	SAD	40,000	100%			40,000	3,000		37,000	37,000								
SA1107	2011 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	425,000	53%	200,000		225,000	25,000		200,000	200,000								
SA1105	2011 Annual Joint Seal Project	119	N/A	Replacement	Local Streets	20,000	100%			20,000	1,000		19,000	19,000								
SA1207	2012 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000		50,000			50,000	9,000	41,000							
SA1203	2012 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	270,000	100%			270,000			270,000	5,000	265,000							
SA1205	2012 Annual Joint Seal Program	119	N/A	Replacement	Local Streets	24,000	100%			24,000			24,000	1,200	22,800							
SA1303	2013 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%			300,000			300,000		6,000	294,000						
SA1307	2013 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000		50,000			50,000	9,000	41,000							
SA1305	2013 Annual Joint Seal Program	119	N/A	Replacement	Local Streets	34,000	100%			34,000			34,000		2,000	32,000						
SA1403	2014 Concrete Pavement Replacement	122	N/A	Replacement	Local Streets	300,000	100%			300,000			300,000		6,000	294,000						
SA1407	2014 CDBG Paving *Will occur only if CDBG funding	124	N/A	Replacement	Local Streets / Federal CDBG Grant	150,000	33%	100,000		50,000			50,000		9,000	41,000						
SA1405	2014 Annual Joint Seal Program	119	N/A	Replacement	Local Streets	22,000	100%															

CIP #	PROJECT NUMBER AND NAME	SUBMITTER RATING	PROJECT COORDINATION	PROJECT TYPE	POTENTIAL FUNDING SOURCE(S)	ESTIMATED TOTAL PROJECT COST			% CITY SHARE	NON CITY COST	TOTAL CITY COST	PRIOR YRS CITY COST	PRIOR YRS NONCITY COST	FUTURE CITY COST (2012-2017)	2011/12 CITY COST	2012/13 CITY COST	2013/14 CITY COST	2014/15 CITY COST	2015/16 CITY COST	2016/17 CITY COST
WM1208	Columbus 12" WM (13 M - LaSalle)	130	N/A	New	Water & Sewer Fund / Rates	406,000	100%			406,000				406,000		406,000				
SR1301	Sewer Lining (Campbell, Fourth, Lincoln, Edgeworth)	121	N/A	Rehabilitation	Water & Sewer Fund / Rates	562,000	100%			562,000				562,000			562,000			
WM1302	Second WM Interconnect @ Williams	130	N/A	New	Water & Sewer Fund / Rates	28,000	100%			28,000				28,000			28,000			
WM1303	Pleasant 8" WM (Lincoln - 11 Mile)	130	N/A	New	Water & Sewer Fund / Rates	708,000	100%			708,000				708,000			708,000			
WM1304	Lexington 12" WM (Washington - Marais)	130	N/A	New	Water & Sewer Fund / Rates	591,000	100%			591,000				591,000			591,000			
WM1305	Edgewood 8" WM (Park - Florence)	130	N/A	New	Water & Sewer Fund / Rates	55,000	100%			55,000				55,000			55,000			
WM1306	Florence 8" WM (Maxwell - Danielson)	130	N/A	New	Water & Sewer Fund / Rates	286,000	100%			286,000				286,000			286,000			
WM1307	Maple 8" WM (Louis - Park)	130	N/A	New	Water & Sewer Fund / Rates	228,000	100%			228,000				228,000			228,000			
WM1308	Sherman 8" WM (Maxwell - 240 W)	130	N/A	New	Water & Sewer Fund / Rates	58,000	100%			58,000				58,000			58,000			
WM1309	Sherman 8" WM (Josephine - Baker)	130	N/A	New	Water & Sewer Fund / Rates	215,000	100%			215,000				215,000			215,000			
WM1310	Forestdale 8" WM (Cambridge - Farnum)	130	N/A	New	Water & Sewer Fund / Rates	116,000	100%			116,000				116,000			116,000			
SR1401	Sewer Lining (Lincoln, Edgeworth, Fourth, Stephe)	121	N/A	Rehabilitation	Water & Sewer Fund / Rates	612,000	100%			612,000				612,000			612,000			
SR1402	Sewer Televising & Root Control (City Wide)	117	N/A	Rehabilitation	Water & Sewer Fund / Rates	420,000	100%			420,000				420,000			420,000			
WM1403	Maplegrove 8" WM (Catalpa - Mayfield)	130	N/A	New	Water & Sewer Fund / Rates	235,000	100%			235,000				235,000			235,000			
WM1404	Maplegrove 8" WM (Catalpa - Farnum)	130	N/A	New	Water & Sewer Fund / Rates	311,000	100%			311,000				311,000			311,000			
WM1405	Knowles 8" WM (Harrison - Lincoln)	130	N/A	New	Water & Sewer Fund / Rates	326,000	100%			326,000				326,000			326,000			
WM1406	Chesapeake 8" WM (Rhode Island - Maryland)	130	N/A	New	Water & Sewer Fund / Rates	113,000	100%			113,000				113,000			113,000			
WM1407	Hudson 8" WM (Woodward - Washington)	130	N/A	New	Water & Sewer Fund / Rates	362,000	100%			362,000				362,000			362,000			
WM1408	Rhode Island 8" WM (Delaware - Chesapeake)	130	N/A	New	Water & Sewer Fund / Rates	170,000	100%			170,000				170,000			170,000			
WM1409	California 8" WM (Delaware - Chesapeake)	130	N/A	New	Water & Sewer Fund / Rates	176,000	100%			176,000				176,000			176,000			
WM1410	Kenilworth 8" WM (Delaware - Dead-end)	130	N/A	New	Water & Sewer Fund / Rates	198,000	100%			198,000				198,000			198,000			
WM1411	Farnum 8" WM (Campbell - Kenwood)	130	N/A	New	Water & Sewer Fund / Rates	214,000	100%			214,000				214,000			214,000			
WM1412	Crane 8" WM (Washington - Dead-end)	130	N/A	New	Water & Sewer Fund / Rates	116,000	100%			116,000				116,000			116,000			
SR1501	Harrison 10" Relief Sewer (Main St 10" E of Main)	131	N/A	New	Water & Sewer Fund / Rates	56,000	100%			56,000				56,000			56,000			
WM1502	Lincoln 12" WM (W-South of Woodward - E South of Woodward)	130	N/A	New	Water & Sewer Fund / Rates	68,000	100%			68,000				68,000			68,000			
WM1503	Nakota 8" Wm (Hillcrest - Crooks)	130	N/A	New	Water & Sewer Fund / Rates	99,000	100%			99,000				99,000			99,000			
WM1504	Vinsetta 8" & 12" WM (12 M - Crooks)	130	N/A	New	Water & Sewer Fund / Rates	649,000	100%			649,000				649,000			649,000			
WM1505	Greenfield 12"WM (13 M - Springer)	130	N/A	New	Water & Sewer Fund / Rates	321,000	100%			321,000				321,000			321,000			
WM1506	Greenfield 12" WM (Webster - 13 M)	130	N/A	New	Water & Sewer Fund / Rates	878,000	100%			878,000				878,000			878,000			
WM1507	Springer 12" WM ( Greenfield - Hillside)	130	N/A	New	Water & Sewer Fund / Rates	844,000	100%			844,000				844,000			844,000			
WM1508	Hillside 12" WM (Springer - 13 M)	130	N/A	New	Water & Sewer Fund / Rates	206,000	100%			206,000				206,000			206,000			
SR1601	Sewer Lining -Rear Yard (Campbell, 11 M, Stephenson, Fourth)	91	N/A	New	Water & Sewer Fund / Rates	625,000	100%			625,000				625,000			625,000			
WM1602	Oliver 12" WM (NS Webster - Glenwood)	130	N/A	New	Water & Sewer Fund / Rates	275,000	100%			275,000				275,000			275,000			
WM1603	Crooks 12" WM (Royal - Webster)	130	N/A	New	Water & Sewer Fund / Rates	406,000	100%			406,000				406,000			406,000			
WM1604	Normandy 12" WM (WW - Normond Crt)	130	N/A	New	Water & Sewer Fund / Rates	1,020,000	100%			1,020,000				1,020,000			1,020,000			
WM1605	Woodward 12" WM (NB Buckingham - Normandy)	130	N/A	New	Water & Sewer Fund / Rates	676,000	100%			676,000				676,000			676,000			
WM1606	Woodward 12" WM (NB -North of Starr)	130	N/A	New	Water & Sewer Fund / Rates	51,000	100%			51,000				51,000			51,000			
WM1607	Dukeshire 8" WM (Chester - Normandy)	130	N/A	New	Water & Sewer Fund / Rates	306,000	100%			306,000				306,000			306,000			
WM1608	Chester 12" WM (Hillside - Dukeshire)	130	N/A	New	Water & Sewer Fund / Rates	111,000	100%			111,000				111,000			111,000			
Water & Sewer Improvements						Subtotal			26,709,000	-	26,709,000	529,000	-	26,180,000	3,209,000	3,259,000	2,847,000	10,253,000	3,121,000	3,491,000
Parks and Grounds						Subtotal			50,000</											

## STREET IMPROVEMENTS

### **Annual Joint Seal Project** CIP #: SA1105 through SA1605

**Project Length:** 2011-2016  
**Estimated City Cost:** \$740,000  
**City Share:** 100%  
**Funding Source:** 80% Major & 20% Local Street Funds - estimation

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Rehabilitation by joint sealing previous years asphalt paved streets as newly asphalted streets often times obtain the cracks after the winter season. Splits between Major and Local Street Funds are undetermined at this time.

### **Normandy Road Improvements** CIP #: SA1198

**Project Length:** 2011-2012  
**Estimated City Cost:** 896,000\*  
**City Share:** Part Fed Funding  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of Normandy Road with an asphalt top layer as a part of the program between Main St and Crooks Rd. This program is meant to address locations where the road is deteriorating at the surface. Construction is planned to begin in 2011.

### **Surveying Services** CIP #: SA1102

**Project Length:** 2011-2016  
**Estimated City Cost:** 150,000  
**City Share:** 100%  
**Funding Source:** Major Street, Local Street and Water & Sewer Funds

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** This program serves as a guide by providing surveying consulting services for preparing construction plans for street paving, water and sewer improvements

### **12 Mile Road Resurfacing** CIP #: SA1199 & SA1198

**Project Length:** 2011-2013  
**Estimated City Cost:** \$3,326,000  
**City Share:** Part Fed Funding  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Resurfacing of 12 Mile Rd with asphalt as a part of the program between Woodward, Main St, and Campbell Rd. This program is meant to address location where the road has deteriorating surface condition. Construction is planned to begin in 2011.

### **2011 Misc Asphalt Resurface** CIP #: SA1104

**Project Length:** 2011-2012  
**Estimated City Cost:** \$500,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:**

**Description:** Resurfacing of Catalpa Ave with asphalt as a part of the program between Woodward and Main St. This program is meant to address projects where the road has deteriorating surface condition. Construction is planned to begin in 2011.

**2012 Misc Asphalt Resurfacing**  
**CIP #: SA1204**

**Project Length:** 2012-2013  
**Estimated City Cost:** \$160,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:**

**Description:** Resurfacing of Crooks Rd SB with an asphalt top layer as a part of the program from Normandy to 14 Mile. This program is meant to address location where the road has deteriorating surface condition. Construction is planned to begin in 2012.

**2013 Misc Asphalt Resurfacing**  
**CIP #: SA1304**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$200,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund  
**2013 Campbell Rd Resurfacing**  
**CIP #: SA1302**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$331,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund

**Impact on the Operating Budget:**

**Description:** Resurfacing of Major Roads with an asphalt top layer as a part of the program. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Resurfacing of S. Campbell Rd with an asphalt top layer as a part of the program between 10 Mile and Lincoln. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2013.

**2013 Washington Resurfacing**  
**CIP #: SA1301**

**Project Length:** 2013-2014  
**Estimated City Cost:** \$736,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund  
**2014 Main St Resurfacing**  
**CIP #: SA1402**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$540,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund  
**2014 Crooks Rd Resurfacing**  
**CIP #: SA1401**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$300,000  
**City Share:** 100%  
**Funding Source:** Major Street Fund  
**2015 Washington Resurfacing**  
**CIP #: SA1502**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$700,000  
**City Share:** 50%  
**Funding Source:** Major Street Fund / Fed Funding  
**2015 Campbell Rd Resurfacing**

**Impact on the Operating Budget:**

**Description:** Resurfacing of N. Washington Rd with an asphalt top layer as a part of the program between 11 Mile Rd and Crooks Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Resurfacing of Main Street with an asphalt top layer as a part of the program between 10 Mile Rd and Lincoln Rd. This program is meant to address location where the road deteriorating surface conditions. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Resurfacing of Crooks Road with an asphalt top layer as a part of the program between Webster and 13 Mile Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Resurfacing of S. Washington Ave with asphalt as a part of the program between Lincoln Ave and 11 Mile Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**CIP #: SA1501**

**Project Length:** 2015-2016

**Estimated City Cost:** \$645,000

**City Share:** 100%

**Funding Source:** Major Street Fund

*\*Note: Will change due to Fed funding update*

**2016 Campbell Rd Resurfacing**

**CIP #:** SA1603

**Project Length:** 2016-2017

**Estimated City Cost:** \$645,000

**City Share:** 100%

**Funding Source:** Major Street Fund

*\*Note: Will change due to Fed Funding update*

**2016 NB Stephenson Hwy Resurfacing**

**CIP #:** SA1601

**Project Length:** 2016-2017

**Estimated City Cost:** \$270,000

**City Share:** 100%

**Funding Source:** Major Street Fund

**2016 NB Stephenson Hwy Resurfacing**

**CIP #:** SA1602

**Project Length:** 2016-2017

**Estimated City Cost:** \$270,000

**City Share:** 100%

**Funding Source:** Major Street Fund

**Description:** Resurfacing of Campbell Rd with asphalt as a part of the program between Lincoln Ave and Forest Ave. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Resurfacing of Campbell Rd with asphalt as a part of the program between Forest Ave and 12 Mile. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Resurfacing N.B. Stephenson Hwy with asphalt as a part of the program between 11 Mile Rd and Credenda. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Resurfacing N.B. Stephenson Hwy with asphalt as a part of the program between E. Lincoln and 11 Mile Rd. This program is meant to address location where the road deteriorating surface condition. Construction is planned to begin in 2016.

**2011 SPECIAL ASSESSMENT PAVING**  
**CIP #: SA1106**

**Project Length:** 2011-2012

**Estimated City Cost:** \$40,000

**City Share:** 100%

**Funding Source:** Local Street Fund / Special Assessment

**CDBG Local Street Paving**

**CIP #: SA1107 through SA1607**

**Project Length:** 2011-2016

**Estimated City Cost:** \$1,270,000

**City Share:** 100%

**Funding Source:** Local Street Fund & CDBG

**Concrete Pavement Replacement**

**CIP #: SA1103 through SA1603**

**Project Length:** 2011-2016

**Estimated City Cost:** \$1,770,000

**City Share:** 100%

**Funding Source:** Local Street Fund

**Impact on the Operating Budget:**

**Description:** Construction of local roads. This program is meant to address locations where the pavement has not been performed. The DPS no longer need to grade the grave road after project is complete. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Paving of local roads using Community Development Block Grant Funds (CDBG). Project priority is limited to low income areas only. Construction is planned to begin in 2011 and will continue annually as grant monies are made available.

**Impact on the Operating Budget:**

**Description:** Removal and replacement of failed concrete slab sections within the local street network, as identified through the City's Pavement Management System and based upon filed inspections. The slab replacement program will replace/patch deteriorated concrete on local streets in the sections below. Construction is planned to begin in 2011.

**Replacement Sections:** 22, 9,&16, 5&7&32, 4&7&21, 6&8, 14&23

**Impact on the Operating Budget:**

**Description:** Citywide annual sidewalk replacement program to identify and correct any sidewalk hazards throughout the City. City share is \$800,000 of the total \$6,600,000 project. Non City share to be funded by special assessment.

**Sidewalk Replacement Citywide CIP #:**  
**SW1101 - SW1601**

**Project Length:** 2011-2016

**Estimated City Cost:** \$800,000

**City Share:** 12%

**Funding Source:** General Fund / SA

## WATER & SEWER IMPROVEMENTS

**Dukeshire Rd Water Main**

**CIP #:** WM1607

**Project Length:** 2016-2017

**Estimated City Cost:** \$306,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Woodward Water Main**

**CIP #:** WM1605

**Project Length:** 2016-2017

**Estimated City Cost:** \$51,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Woodward Water Main**

**CIP #:** WM1605

**Project Length:** 2016-2017

**Estimated City Cost:** \$676,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Normandy Water Main**

**CIP #:** WM1604

**Project Length:** 2016-2017

**Estimated City Cost:**

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Oliver-Water Main**

**CIP #:** WM1602

**Project Length:** 2016-2017

**Estimated City Cost:** \$275,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Crooks Road Water Main**

**CIP #:** WM1603

**Project Length:** 2016-2017

**Estimated City Cost:** \$406,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Shenandoah Water Main**

**CIP #:** WM1110

**Project Length:** 2011-2012

**Estimated City Cost:** \$430,000

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Dukeshire Hwy between Chester Rd and Normandy Road. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Woodward Ave between North Bound and North of Starr Road. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Woodward Ave between Buckingham to Normandy Road. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Normandy between Woodward Ave and Normandy Court. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Oliver Road between North of Webster and Glenwood Ave. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Crooks Road between Royal Ave and Webster Road. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Shenandoah Rd between Webster Road and Glenwood Ave. Construction is planned to begin in 2011.

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Benjamin Water Main**

**CIP #:** WM1109

**Project Length:** 2011-2012

**Estimated City Cost:** \$507,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Woodward Water Main**

**CIP #:** WM1108

**Project Length:** 2011-2012

**Estimated City Cost:** \$676,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Arden Place Water Main**

**CIP # WM1107**

**Project Length:** 2011-2012

**Estimated City Cost:** \$ 199,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Berkshire Water Main**

**CIP #:** WM1106

**Project Length:** 2011-2012

**Estimated City Cost:** \$460,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Woodward Water Main**

**CIP # WM1105**

**Project Length:** 2011-2012

**Estimated City Cost:** \$460,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**12 Mile Rd Water Main**

**CIP #:** WM1104

**Project Length:** 2011-2012

**Estimated City Cost:** \$71,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Sedgemoor Rd Water Main**

**CIP #:** WM1103

**Project Length:** 2011-2012

**Estimated City Cost:** \$211,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Sheridan Relief Sewer**

**CIP #:** WM1101

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Benjamin Ave between Woodward and Webster Road. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Woodward Road between 11 Mile Rd and N of Forestdale. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Arden Place between West and East of Grandview Ave. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Berkshire Ave between Greenfield and Woodward. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Woodward Ave between 14 Mile Rd and Sheridan. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along 12 Mile Road between Vermont Ave and Connecticut. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along 12 Mile Road between Vermont Ave and Connecticut. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Install new 12"relief sewer along Sheridan Drive

**Project Length:** 2011-2012

**Estimated City Cost:** \$289,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Columbus Water Main***

**CIP #:** WM1208

**Project Length:** 2012-2013

**Estimated City Cost:** \$406,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Sunnybrook Water Main***

**CIP #:** WM1207

**Project Length:** 2012-2013

**Estimated City Cost:** \$696,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***LaSalle Water Main***

**CIP #:** WM1206

**Project Length:** 2012-2013

**Estimated City Cost:** \$541,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Devillen Water Main***

**CIP #:** WM1205

**Project Length:** 2012-2013

**Estimated City Cost:** \$182,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Vinsetta Water Main***

**CIP # WM1204**

**Project Length:** 2012-2013

**Estimated City Cost:** \$507,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Devillen/Alexander Sewer***

**CIP # WM1203**

**Project Length:** 2012-2013

**Estimated City Cost:** \$623,000

**City Share:** 100%

***Potawatomi Water Main***

**CIP #:** WM1202

**Project Length:** 2012-2013

**Estimated City Cost:** \$182,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

between Grandview Rd to Wrenford. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Columbus Rd between 13 Mile and LaSalle. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Replace existing 12" water main with a new 12" water main along Sunnybrook drive between Main St and Rochester Road. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along LaSalle Ave between Columbus Ave and Main St. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Devillen Ave between Ardmore and Alexander. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Vinsetta Rd between Marywood drive and Main St. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Install a new 36"relief sewer along Devillen/Alexander Ave between Altadena Ave and LaSalle. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Potawatomi Blvd between Main St and W of address 650. Construction is planned to begin in 2012.

***Marywood Water Main***

**CIP #:** WM1201

**Project Length:** 2012-2013

**Estimated City Cost:** \$126,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Forestdale Water Main***

**CIP #:** WM1310

**Project Length:** 2013-2014

**Estimated City Cost:** \$117,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Sherman Water Main***

**CIP #:** WM1309

**Project Length:** 2013-2014

**Estimated City Cost:** \$216,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Sherman Water Main***

**CIP #:** WM1308

**Project Length:** 2013-2014

**Estimated City Cost:** \$59,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Maple Water Main***

**CIP #:** WM1307

**Project Length:** 2013-2014

**Estimated City Cost:** \$59,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Florence Water Main***

**CIP #:** WM1306

**Project Length:** 2013-2014

**Estimated City Cost:** \$286,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Edgewood Water Main***

**CIP #:** WM1305

**Project Length:** 2013-2014

**Estimated City Cost:** \$55,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Lexington Water Main***

**CIP #:** WM1304

**Project Length:** 2013-2014

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Marywood drive between Magnolia Ave and Vinsetta. Construction is planned to begin in 2012.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Forestdale between Cambridge and Farnum. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Sherman Dive between Josephine and Baker. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Sherman drive between Maxwell and 240 degree West. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Maple Ave between Louis and Park. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Florence Ave between Maxwell and CNRR. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Edgewood Drive between Park and Florence. Construction is planned to begin in 2013.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Lexington Blvd between Washington and

**Estimated City Cost:** \$592,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

Marais Ave. Construction is planned to begin in 2013.

**Pleasant Water Main**

**CIP #:** WM1303

**Project Length:** 2013-2014

**Estimated City Cost:** \$708,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Pleasant Ave between Lincoln and 11 Mile Road. Construction is planned to begin in 2013.

**Second Water Main Interconnect: WS**

**CIP #:** WM1302

**Project Length:** 2013-2014

**Estimated City Cost:** \$27,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Install water main interconnect along Second St at Williams Street. Construction is planned to begin in 2013.

**Campbell, Fourth, Lincoln, and Edgeworth**

**Sewer Lining**

**CIP #:** SR1301

**Project Length:** 2013-2014

**Estimated City Cost:** \$562,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Fix problem rear yard sewers in the area bounded by Campbell, Fourth, Lincoln, and Edgeworth to prevent sewer pipe failure or collapse. Construction is planned to begin in 2013.

**Crane Water Main**

**CIP #:** WM1412

**Project Length:** 2014-2015

**Estimated City Cost:** \$117,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Crane Rd between Washington and Dead-end. Construction is planned to begin in 2014.

**Farnum Water Main**

**CIP #:** WM1411

**Project Length:** 2014-2015

**Estimated City Cost:** \$214,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Kenilworth Water Main**

**CIP #:** WM1410

**Project Length:** 2014-2015

**Estimated City Cost:** \$199,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**California Water Main**

**CIP #:** WM1409

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Farnum Ave between Campbell and Kenwood. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Kenilworth Ave between Delaware and the dead-end. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Project Length:** 2014-2015  
**Estimated City Cost:** \$176,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
***Rhode Island Water Main***  
**CIP #:** WM1408

**Project Length:** 2014-2015  
**Estimated City Cost:** \$170,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
***Hudson Water Main***  
**CIP #:** WM1407

**Project Length:** 2014-2015  
**Estimated City Cost:** \$363,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

***Chesapeake Water Main***  
**CIP #:** WM1406

**Project Length:** 2014-2015  
**Estimated City Cost:** \$114,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

***Knowles Water Main***  
**CIP #:** WM1405

**Project Length:** 2014-2015  
**Estimated City Cost:** \$326,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
***Maple Grove Water Main***  
**CIP #:** WM1404

**Project Length:** 2014-2015  
**Estimated City Cost:** \$312,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
***Maple Grove Water Main***  
**CIP #:** WM1403

**Project Length:** 2014-2015  
**Estimated City Cost:** \$235,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
***Hillside Water Main***  
**CIP #:** WM1508

**Project Length:** 2015-2016  
**Estimated City Cost:** \$206,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Description:** Replace existing water main with a new 8" water main along California Ave between Delaware and Chesapeake. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Rhode Island Ave between Delaware and Chesapeake. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Hudson Ave between Woodward and Washington. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing Ave water main with a new 8" water main along Chesapeake Ave between Rhode Island and Maryland. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Knowles Ave between Harrison and Lincoln. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Maple Grove Ave between Catalpa and Farnum Rd. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Maple Grove Ave between Catalpa and Mayfield. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Hillside Dr between Springer and 13 Mile. Construction is planned to begin in 2015.

**Springer Rd Water Main**  
**CIP #: WM1507**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$845,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Greenfield Water Main**  
**CIP #: WM1506**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$879,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund

**Greenfield Water Main**  
**CIP #: WM1505**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$321,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
**Vinsetta Water Main**  
**CIP #: WM1504**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$649,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
**Nakota Water Main**  
**CIP #: WM1503**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$100,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
**Lincoln Water Main**  
**CIP #: WM1502**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$68,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
**Harrison Relief Sewer**  
**CIP #: WM1501**

**Project Length:** 2015-2016  
**Estimated City Cost:** \$56,000  
**City Share:** 100%  
**Funding Source:** Water & Sewer Fund  
**Chester Water Main**  
**CIP #: WM1608**

**Project Length:** 2016-2017

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Springer Ave between Greenfield and Hillside. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Greenfield Rd between Webster and 13 Mile. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Greenfield between 13 Mile and Springer. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Vinsetta between 12 Mile and Crooks. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 8" water main along Nakota Ave between Hillcrest and Crooks Road. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Lincoln crossing under Woodward Ave. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Install new 10"relief sewer along Harrison Road between Main Street and 10' E of Main St. Construction is planned to begin in 2015.

**Impact on the Operating Budget:**

**Description:** Replace existing water main with a new 12" water main along Chester Rd between Hillside and

**Estimated City Cost:** \$111,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Sewer Televising & Root Control**

**CIP #:** WM1102

**Project Length:** 2011-2012

**Estimated City Cost:** \$420,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

**Sewer Televising & Root Control**

**CIP #:** SR1402

**Project Length:** 2014-2015

**Estimated City Cost:** \$420,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Lincoln, Edgeworth, Fourth, and Stephenson***

***Sewer Lining***

**CIP #:** SR1401

**Project Length:** 2014-2015

**Estimated City Cost:** \$612,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Campbell, 11 Mile, Stephenson, and Fourth***

***Sewer Lining***

**CIP #:** SR1601

**Project Length:** 2016-2017

**Estimated City Cost:** \$625,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

***Water Meter Replacement***

**CIP #:** WM1401

**Project Length:** 2015-2016

**Estimated City Cost:** \$7,000,000

**City Share:** 100%

**Funding Source:** Water & Sewer Fund

Dukeshire Hwy. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Sewer televising, cleaning, and invasive root removal city wide. Construction is planned to begin in 2011.

**Impact on the Operating Budget:**

**Description:** Sewer televising, cleaning, and invasive root removal city wide. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Fix the problem in rear yard sewers in the area bounded by Lincoln, Edgeworth, Fourth and Stephenson to prevent sewer pipe failure or collapse. Construction is planned to begin in 2014.

**Impact on the Operating Budget:**

**Description:** Fix problem rear yard sewers in the area bounded by Campbell, 11 Mile, Stephenson, and Fourth. Prevent sewer pipe failure or collapse. Construction is planned to begin in 2016.

**Impact on the Operating Budget:**

**Description:** Improve water meter reading functionality by replacing the existing water meters with new water meters for standardization along with the install of electronic read system. Meters to coordinate with utility billing software and water meter handhelds. Operating costs are anticipated to decrease. Installation is planned to begin in 2015.

## PARKS AND FACILITIES

### ***Park Pavilion***

**CIP #:** PR1201

**Project Length:** 2012-2013

**Estimated City Cost:** \$25,000

**City Share:** 50%

**Funding Source:** CDBG & Recreation Fund

### **Impact on the Operating Budget:**

**Description:** Construction of a 40'x 40' park pavilion to accommodate the demand for large groups at the Elks or Memorial Park. Rental fees will be used to help recoup the construction costs.

### ***Ice Arena Roof Replacement***

**CIP #:** BD1101

**Project Length:** 2011-2013

**Estimated City Cost:** \$50,000

**City Share:** 100%

**Funding Source:** Ice Arena Fund / Fees

### **Impact on the Operating Budget:**

**Description:** Major repair to the South portion of the Ice Arena roof – flat aggregate.

### ***Fire Station Replacement***

**CIP #:** BD1601

**Project Length:** 2016-2017

**Estimated City Cost:** \$12,000,000

**City Share:** 100%

**Funding Source:** General Fund / Bond

### **Impact on the Operating Budget:**

**Description:** Strategically relocate the fire stations. Position one fire station near Gardenia & Main and the other station near 13 Mile Road & Crooks. Eliminating the three current stations.

### ***Parking Meters***

**CIP #:** PL1102

**Project Length:** 2011 - 2017

**Estimated City Cost:** \$550,000

**City Share:** 100%

**Funding Source:** Parking Fund / Fees

### **Impact on the Operating Budget:**

**Description:** Replacement of the city parking meters with improved meter technology, as they are aging and becoming obsolete. Technology will provide additional methods of payment which is improved service to the visitors.

### ***Parking Attendant Automation***

**CIP #:** PL1201

**Project Length:** 2012 - 2013

**Estimated City Cost:** \$225,000

**City Share:** 100%

**Funding Source:** Parking Fund / Fees

### **Impact on the Operating Budget:**

**Description:** Installation of parking stations with gate and pay card at the entrance/exit of the parking structures at 6<sup>th</sup> Street and Center Street.

## INFORMATION TECHNOLOGY

**Computer Replacement Program**  
CIP #: IS1101

**Project Length:** 2012-2017  
**Estimated City Cost:** \$216,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Scheduled replacement of desktop computers when they have reached the end of their useful service life. Useful service life is generally 5 years. Operating costs are anticipated to remain consistent for the proposed replacement, before more extensive service levels are required to keep older equipment operational. This computer replacement program is ongoing.

**Content Management and Response Management**  
CIP #: IS1102

**Project Length:** 2012-2013  
**Estimated City Cost:** \$26,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** This project would address resident's response management solutions utilizing the internet.

**Financial Mgt System-Phase II**  
CIP #: IS1103

**Project Length:** 2012-2013  
**Estimated City Cost:** \$200,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Replacement of portions of the Financial Management System - Phase 2. The replacement of the utility billing software; implementation of work order software and web functionality to allow residents and customers better customer service and accessibility. Project may include additional hardware and/or web hosting components.

**GIS Integration**  
CIP #: IS1601

**Project Length:** 2016-2017  
**Estimated City Cost:** \$143,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** Integrate Geographical Information Systems (GIS) applications and development into planning fire, clerk, and engineering and various cross department solutions and Oakland County CAMS. This program is ongoing.

**High-Speed Copy/Print/Scan/Fax**  
CIP #: 1104

**Project Length:** 2012-2017  
**Estimated City Cost:** \$350,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** This project would address replacement of aging high-speed multi-function printers (copy/print/scan/fax) in the print shop and at all city buildings. There are 23 high-end MFP devices on service contracts.

**Mobile Workforce**  
CIP #: IS1401

**Project Length:** 2014-2017  
**Estimated City Cost:** \$25,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** This project would address the aging laptop computers for remote and mobile workforce equipment. Consideration and utilization of other electronic devices similar to pda/smart phones and ipads can be addressed.

**Office Software and Training Program**  
**CIP #:** IS1105

**Project Length:** 2012-2017  
**Estimated City Cost:** \$156,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** New office software and training program. To replace the Office 97 and Office 2003 still being utilized by staff. A stop gap conversion program is used to open Office 2007 files, but Microsoft recently released Office 2010, which will bring more compatibility problems. Use of cloud based apps with Google and Microsoft are also possible.

**Server-Network-Cabling Infrastructure**  
**CIP #:** IS1106

**Project Length:** 2012-2017  
**Estimated City Cost:** \$215,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** Upgrade and replace key areas of the city's network, cabling, and server hardware when appropriate. This program is ongoing.

**PBX, Voicemail, & WAN Strategy**  
**CIP #:** IS1107

**Project Length:** 2012-2014  
**Estimated City Cost:** \$141,000  
**City Share:** 100%  
**Funding Source:** IS Fund / Retained Earnings

**Impact on the Operating Budget:**

**Description:** Upgrade and replace City's telecommunication system, including voicemail and unified messaging systems. This program is ongoing

**Video Recording System Upgrades-PD**  
**CIP #:** IS1402

**Project Length:** 2014-2017  
**Estimated City Cost:** \$25,000  
**City Share:** 100%  
**Funding Source:** IS Fund / possible Police Grant

**Impact on the Operating Budget:**

**Description:** This project would address aging and ongoing disk storage requirements for the in-car video recording system server.

**Water Meter Reading Handhelds**  
**CIP #:** WM1601

**Project Length:** 2016-2017  
**Estimated City Cost:** \$21,000  
**City Share:** 100%  
**Funding Source:** IS Fund / W&S Fund / Fees

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Upgrade or replace water meter reading handheld device. This program is ongoing. Coordinates with water meter replacements and billing software replacement.

## VEHICLES, EQUIPMENT, AND OTHERS

***Fire Apparatus Replacement***

**CIP #:** VE1102, VE1201/02, VE1301- VE1501

**Project Length:** 2012-2017

**Estimated City Cost:** \$626,000

**City Share:** 100%

**Funding Source:** Motor Pool Fund / User Charges

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Scheduled replacement of various Fire Department owned vehicles and equipments over next 6-year period. Vehicles are requested to be replacement timely, in order to reduce repair costs and keep reliable apparatus.

***20 Year Vehicle Plan***

**CIP #:** VE1101

**Project Length:** 2012-2017

**Estimated City Cost:** \$3,668,000

**City Share:** 100%

**Funding Source:** Motor Pool Fund / User Charges

**Impact on the Operating Budget:** Lower maintenance costs

**Description:** Replacement of various department owned vehicles. Vehicles are anticipated to remain consistent with timely replacement, in order to reduce maintenance and repair cost. Failure to maintain the plan will increase repair cost. The vehicle replacement program is on going. A detailed schedule is provided below for each of the six years of the CIP.

### VEHICLE REPLACEMENT 2011/2012

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
291	95	STREETS DIV. JD 644G LOADER	\$ 200,000.00
811	08	POLICE FORD CROWN VICTORIA	\$ 33,000.00
842	01	POLICE PONTIAC BONNEVILLE	\$ 22,000.00
848	02	POLICE PONTIAC BONNEVILLE	\$ 25,000.00
			<b>\$ 280,000.00</b>

### VEHICLE REPLACEMENT 2012/2013

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>AUTO PARKING</b>	
635	04	GMC SIERRA	\$ 17,500.00
		<b>DPS ADMINISTRATION</b>	
110	01	JEEP CHEROKEE	\$ 25,000.00

		<b>ELECTRICAL</b>		
331	04	GMC SAVANA	\$	16,800.00
		<b>ENGINEERING</b>		
637	04	GMC SIERRA	\$	15,500.00
630	04	GMC SAFARI	\$	16,800.00
		<b>HIGHWAY</b>		
233	05	GMC SIERRA	\$	17,500.00
235	05	GMC SIERRA	\$	17,500.00
250	03	STERLING L8513	\$	87,600.00
		<b>PARKS &amp; FORESTRY</b>		
762	01	INTERNATIONAL 4700	\$	72,000.00
766	01	STERLING L8513	\$	75,000.00
779	97	FORD 4630 TRACTOR	\$	21,000.00
2715	99	R&D FABRICATION TRAILER	\$	8,500.00
2718	99	R&D FABRICATION TRAILER	\$	8,500.00
		<b>POLICE</b>		
802	09	FORD CROWN VICTORIA	\$	21,100.00
803	09	FORD CROWN VICTORIA	\$	21,100.00
807	09	FORD CROWN VICTORIA	\$	21,100.00
808	09	FORD CROWN VICTORIA	\$	21,100.00
809	09	FORD CROWN VICTORIA	\$	21,100.00
810	09	FORD CROWN VICTORIA	\$	21,100.00
813	09	FORD CROWN VICTORIA	\$	21,100.00
823	08	FORD CROWN VICTORIA	\$	21,100.00
827	09	FORD CROWN VICTORIA	\$	21,100.00
		<b>SENIOR CENTER</b>		
192	01	FORD E350	\$	50,000.00
		<b>SEWER</b>		
474	98	FORD 675E/BACKHOE/LOADER	\$	55,000.00
		<b>WATER MAINTENANCE</b>		
465	99	GMC C7500 CRANE	\$	45,000.00
1480	95	TARGET ARROW	\$	3,700.00
		<b>WATER SERVICE</b>		
141	00	GMC SIERRA	\$	15,500.00
433	04	GMC SAVANA	\$	16,800.00
			\$	<b>775,100.00</b>

## VEHICLE REPLACEMENT

### 2013/2014

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
<b>ELECTRICAL</b>			
362	05	FORD F550 AERIAL <b>HIGHWAY</b>	\$ 90,000.00
<b>PARKS &amp; FORESTRY</b>			
261	09	GMC SIERRA	\$ 18,000.00
1242	98	AMERICAN LEAF VACUUM	\$ 35,000.00
1248	98	AMERICAN LEAF VACUUM	\$ 35,000.00
1264	01	INGR/RAND AIR COMPRESSOR	\$ 12,000.00
<b>MOTOR POOL</b>			
332	05	GMC SAVANA	\$ 16,800.00
<b>POLICE</b>			
737	05	GMC SIERRA	\$ 17,500.00
1762	03	BANDIT BRUSH CHIPPER	\$ 24,500.00
<b>SENIOR CENTER</b>			
198	05	FORD E350 <b>SEWER</b>	\$ 50,000.00
<b>WATER MAINTENANCE</b>			
413	09	GMC SAVANA	\$ 16,800.00
414	04	FORD F450	\$ 28,500.00
415	04	FORD F450	\$ 28,500.00
463	05	STERLING 2115 VACTOR	\$ 260,000.00
1467	01	INGR/RAND AIR COMPRESSOR	\$ 12,000.00
<b>\$ 977,500.00</b>			

## VEHICLE REPLACEMENT

### 2014/2015

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
<b>HIGHWAY</b>			
249	06	STERLING L8513 DUMP	\$ 87,600.00
293	00	CAT 924G LOADER	\$ 101,000.00
1241	98	AMERICAN LEAF VACUUM	\$ 35,000.00
1243	98	AMERICAN LEAF VACUUM	\$ 35,000.00
<b>MOTOR POOL</b>			
682	98	TENNANT SWEEPER	\$ 27,000.00
<b>PARKS &amp; FORESTRY</b>			
714	04	GMC SIERRA	\$ 17,500.00
<b>POLICE</b>			
816	10	CHEVY TAHOE	\$ 25,000.00
829	10	GMC SONOMA	\$ 17,500.00
840	03	FORD TAURUS	\$ 17,250.00
842	01	PONTIAC BONNEVILLE	\$ 23,000.00
862	02	PONTIAC BONNEVILLE	\$ 21,500.00
<b>SENIOR CENTER</b>			
194	09	FORD E350	\$ 50,000.00
			<b>\$ 457,350.00</b>

## VEHICLE REPLACEMENT

### 2015/2016

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
<b>FIRE</b>			
915	04	FORD CROWN VICTORIA	\$ 20,000.00
<b>HIGHWAY</b>			
202	10	GMC SIERRA	\$ 21,500.00
285	07	ELGIN SWEEPER	\$ 100,000.00
1244	01	AMERICAN LEAF VACUUM	\$ 35,000.00
<b>PARKS &amp; FORESTRY</b>			
701	10	GMC SIERRA	\$ 15,500.00
718	05	GMC SIERRA	\$ 19,700.00
719	05	GMC SIERRA	\$ 19,700.00
765	03	STERLING/PRENTICE LOG LOADER	\$ 93,500.00
775	01	NH D65C82 TRACTOR	\$ 24,500.00
<b>POLICE</b>			
811	08	FORD CROWN VICTORIA	\$ 21,100.00
851	05	PONTIAC G6	\$ 17,250.00
<b>SENIOR CENTER</b>			
195	02	FORD E350	\$ 50,000.00
196	02	FORD E350	\$ 50,000.00
197	02	FORD E350	\$ 50,000.00
<b>SEWER</b>			
445	01	GMC SIERRA	\$ 21,000.00
<b>WATER MAINTENANCE</b>			
401	09	GMC SIERRA	\$ 21,500.00
			<b>\$ 580,250.00</b>

## VEHICLE REPLACEMENT

### 2016/2017

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE &amp; MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		<b>AUTO PARKING</b>	
636	00	GMC SAFARI	\$ 16,800.00
		<b>FIRE</b>	
905	04	CHEVY TAHOE	\$ 28,000.00
906	04	CHEVY TAHOE	\$ 28,000.00
		<b>HIGHWAY</b>	
246	01	STERLING L8513 DUMP	\$ 87,600.00
261	09	GMC SIERRA	\$ 18,000.00
268	09	GMC SIERRA	\$ 26,000.00
286	08	ELGIN SWEEPER	\$ 100,000.00
		<b>PARKS &amp; FORESTRY</b>	
715	04	GMC SIERRA	\$ 17,500.00
716	00	GMC SIERRA	\$ 17,500.00
717	00	GMC SIERRA	\$ 17,500.00
774	01	NHTN-65 TRACTOR	\$ 21,000.00
		<b>POLICE</b>	
802	09	FORD CROWN VICTORIA	\$ 21,100.00
803	09	FORD CROWN VICTORIA	\$ 21,100.00
807	09	FORD CROWN VICTORIA	\$ 21,100.00
808	09	FORD CROWN VICTORIA	\$ 21,100.00
809	09	FORD CROWN VICTORIA	\$ 21,100.00
810	09	FORD CROWN VICTORIA	\$ 21,100.00
813	09	FORD CROWN VICTORIA	\$ 21,100.00
817	04	FORD CROWN VICTORIA	\$ 21,100.00
827	09	FORD CROWN VICTORIA	\$ 21,100.00
		<b>SEWER</b>	
1465	04	SEWER RODDER	\$ 28,500.00
			<b>\$ 596,300.00</b>

## **ENTERPRISE FUNDS**

Recreation Fund- 508

Farmers Market Fund- 551

Auto Parking Fund - 516

Water & Sewer Funds – 592

Ice Arena Fund – 598

***The mission of the Recreation Department is to provide residents a variety of year-round recreation opportunities that are responsive to their needs, are enjoyable to their families and contribute to their physical and mental well-being.***

The Department is challenged to provide excellent leisure programs that stimulate the bodies and minds of the City residents and business persons of all ages, including toddlers, youth, adults, and seniors.

The recreation staff is responsible for marketing, registration, equipment, supplies, facilities, budget and evaluation. All other staffing is part-time and/or contract personnel.

Programs are operated in the City's two recreation centers and throughout our fifty parks and playgrounds. Separately, the Ice Arena and Senior Citizen Services programs are two companion activities that operate from their own individual funds.

Working with every department, the Superintendent also produces the City's quarterly newsletter "The Insight"

The School District of the City of Royal Oak and the City of Royal Oak having heretofore joined in the creation of a Parks and Recreation Department in accordance with the provisions of Section 3 of Act 156, Public Acts for 1917.

Recreation is guided with the assistance of the Parks and Recreation Advisory Board, to formulate an annual recreation program. The Department of Recreation and Public Service sponsor games, contests, exhibitions and other recreational events, and charges admission to any such events when deemed necessary and advisable in order to defray the expenses of the recreational program. In connection with all such events, the Department rents concessions for the accommodation of patrons of such events.

The major responsibility of Recreation is to offer a variety of leisure programs for toddlers, youth, adults, and seniors. The Superintendent of Recreation is the liaison between the city and school district for the implementation of the in-kind service agreement as it relates to recreational facility usage.

***Infant and Toddlers:*** Our Four Seasons Preschool is a state licensed preschool program, children participate in a 33-week curriculum at the Senior Community Center. (57 participants) Year-round play classes such as messy me, parent and toddler and drop-in opportunities are available at the Salter Community Center. (350 participants)

***Youth Sports and Enrichment:*** Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. (992 participants)

***Summer Day Camp:*** An eight week, fifty hour camp. Children participate in sports, arts and crafts, swimming, special events and field trips. The camp will be held at Upton Elementary School. (440 participants)

***Adult Sports Leagues/Programs:*** Softball 96 teams, women's soccer 10 teams, basketball 9 teams, volleyball 36 teams. Pickleball 150 and Tennis 75 (est. 2325 participants)

***Adult Enrichment:*** Programs include tai-chi, yoga, ballroom dance, and knitting. (est. 345 participants)

***Adult Fitness:*** Classes include aerobics, kickboxing, pilates, abs, glutes, and thighs. (1152 participants)

***Cultural Events:*** The 38<sup>th</sup> Annual Royal Oak Art Fair will be held July 12<sup>th</sup> and 13<sup>th</sup> at Memorial Park. One hundred artists from all over the United States participate in this annual event.

The Recreation Department works with community youth athletic organization to coordinate hundreds of games, practices and the maintenance schedules for all soccer fields (14 fields spring and fall), baseball (20), softball (12), and football fields (3). Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2008 = 132)

The Recreation Department oversees the contracts and works with the staff of the following recreational entities in the City of Royal Oak: Royal Oak and Normandy Oaks Golf Courses, Royal Oak Golf Center, the Grand Slam Batting Training Center and Total Soccer.

The Recreation Department has eliminated the Salter Center budget from its operation and consolidated the recreation operation with the department of public works. The Boys and Girls Club is now responsible for all expenses pertaining to the Salter Center. All recreation programs will stay in place, year round at the community center. Improvements to the Salter center in the next fiscal year by the club should

include; gym lights, new door, carpeting and a refinished gym floor. These improvements can no longer be covered under the Recreation budget. Program Revenue has been increased and participation in the overall department has increased.

## GOALS

- Enhance the quality of life for residents by offering desirable leisure and social activities.
- Maximize revenues while minimizing expenditures.

## OBJECTIVES

- Identify community recreational needs through surveys and regional meetings.
- Partner with volunteers to offer additional recreation opportunities that might not have existed prior.
- Investigate the opportunities to partner with other recreation departments to maximize opportunities.
- Generate advertising revenue for INSIGHT to offset the expenses of production and distribution.

The cover of the 'insight' newsletter features the City of Royal Oak seal at the top left. The title 'insight' is in large, bold, dark blue letters, with 'Spring 2011' in smaller text below it. A red banner at the bottom contains the text 'City of Royal Oak and Recreation Department Newsletter'.

**Attention Royal Oak Residents**

In an effort to maximize building usage, the Department of Recreation will be moving into and sharing space in the Department of Public Service Building at Campbell and 12 Mile Road. All recreation programs will continue at their designated location throughout the city. Stop in after March 1st for...

- Park/Pavilion Reservations
- Field Permits
- Class Registrations
- or JUST TO VISIT WITH US

**New Home of Recreation**

1600 N. Campbell Rd.  
(corner of 12 Mile and Campbell Road)

**Call us...**  
248-246-3180  
or fax us...  
248-246-3007

**Free Parking • Office Hours: Monday-Friday, 8:30 am - 5:00 pm**

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

Program Revenue has stayed consistent over the past three years. Our A.S.A. Adult Softball Program is the largest in the Metro area. Four Season preschool is sold out with a waiting list; this program is license by the state of Michigan. Pickleball continues to expand with new programs for beginners, and expert levels, our outdoor pickleball facility is in its first full year of operation.

### **Budget Summary**

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Unrestricted Net Assets	7,279	41,939	4,209	(9,241)	(24,651)	(40,381)
Revenues and transfers from other funds	631,820	620,000	649,000	649,000	649,000	649,000
Expenditures and transfers to other funds	687,160	657,730	662,450	664,410	664,730	666,440
Net Change in Net Assets	(55,340)	(37,730)	(13,450)	(15,410)	(15,730)	(17,440)
Ending Unrestricted Net Assets	41,939	4,209	(9,241)	(24,651)	(40,381)	(57,821)

## Recreation Fund

### Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	597,630	-	-	-	597,630
2008-2009 Actual	-	-	587,820	-	-	-	587,820
2009-2010 Actual	-	-	695,950	-	-	143,000	838,950
2010-2011 Original Budget	-	-	686,070	40,000	-	-	726,070
2010-2011 Adjusted Budget (Dec)	-	-	686,070	40,000	-	-	726,070
2010-2011 Six Month Actual	-	-	292,890	-	-	-	292,890
2010-2011 Estimated Year End	-	-	631,820	-	-	-	631,820
2011-2012 Dept Request	-	-	620,000	-	-	-	620,000
2011-2012 Manager's Budget	-	-	620,000	-	-	-	620,000
2011-2012 Approved Budget	-	-	620,000	-	-	-	620,000
2012-2013 Projected Budget	-	-	649,000	-	-	-	649,000
2013-2014 Projected Budget	-	-	649,000	-	-	-	649,000
2014-2015 Projected Budget	-	-	649,000	-	-	-	649,000
2015-2016 Projected Budget	-	-	649,000	-	-	-	649,000

### Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	293,450	18,840	-	287,740	-	600,030
2008-2009 Actual	276,640	17,170	-	306,000	-	599,810
2009-2010 Actual	269,660	16,490	-	330,150	-	616,300
2010-2011 Original Budget	251,290	14,100	-	316,120	-	581,510
2010-2011 Adjusted Budget (Dec)	241,690	14,100	-	316,120	-	571,910
2010-2011 Six Month Actual	125,980	8,270	-	171,840	-	306,090
2010-2011 Estimated Year End	240,730	15,100	-	311,570	-	567,400
2011-2012 Dept Request	253,590	15,100	-	308,000	-	576,690
2011-2012 Manager's Budget	244,630	15,100	-	308,000	-	567,730
2011-2012 Approved Budget	244,630	15,100	-	308,000	-	567,730
2012-2013 Projected Budget	246,760	15,100	-	310,590	-	572,450
2013-2014 Projected Budget	248,720	15,100	-	310,590	-	574,410
2014-2015 Projected Budget	249,040	15,100	-	310,590	-	574,730
2015-2016 Projected Budget	250,750	15,100	-	310,590	-	576,440

## Recreation Fund

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	5,650	-	155,360	-	161,010
2008-2009 Actual	-	8,350	-	154,620	-	162,970
2009-2010 Actual	-	13,490	-	138,040	-	151,530
2010-2011 Original Budget	-	10,000	-	145,600	-	155,600
2010-2011 Adjusted Budget (Dec)	-	10,000	-	145,600	-	155,600
2010-2011 Six Month Actual	-	2,930	-	64,480	-	67,410
2010-2011 Estimated Year End	-	2,930	-	116,830	-	119,760
2011-2012 Dept Request	-	-	-	-	-	-
2011-2012 Manager's Budget	-	-	-	-	-	-
2011-2012 Approved Budget	-	-	-	90,000	-	90,000
2012-2013 Projected Budget	-	-	-	90,000	-	90,000
2013-2014 Projected Budget	-	-	-	90,000	-	90,000
2014-2015 Projected Budget	-	-	-	90,000	-	90,000
2015-2016 Projected Budget	-	-	-	90,000	-	90,000

### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Director of Rec & Public Svrc	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Superintendent - Recreation	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
CS III - Recreation	1.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Recreation - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	4.000	3.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						2.186	2.186	2.186
Cost Center Total	4.000	3.000	2.000	2.000	2.000	2.000	4.186	4.186	4.186

## Performance Indicators / Outcome Measures

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
<b>Participants</b>						
Preschool – Senior Center	57	60	n/a	60	60	60
Preschool - Salter Center	350	0	n/a	0	0	0
Youth Sports & Enrichment	942	951	n/a	1,043	1,123	1,124
Summer Day Camp	400	430	n/a	430	450	450
Adult Sports Leagues	2,100	2580	n/a	2,580	2,580	2,580
Adult Enrichment	345	430	n/a	430	450	465
Adult Fitness	1,152	1212	n/a	1,212	1,212	1,212
Cultural Events - Artists	90	90	n/a	100	100	105
<b>Adult Sports League Teams</b>						
Softball	70	94	n/a	92	102	102
Soccer - Women	10	10	n/a	10	10	10
Basketball	16	8	n/a	8	9	9
Volleyball	36	36	n/a	36	36	36
Sand Volleyball	24	0	n/a	0	0	0
Touch Football	16	0	n/a	0	0	0
Pickleball registrations	n/a	n/a	1500	2430	3575	4150
<b>Venues Scheduled</b>						
Soccer Fields (spring & fall)	14	14	n/a	14	14	14
Baseball Fields	20	20	n/a	20	20	20
Softball Fields	12	12	n/a	12	12	12
Football Fields	3	3	n/a	2	2	2
Indoor Rentals (in hours)	735	739	n/a	700	723	736
Outdoor Field Rentals	360	349	n/a	352	360	360
Pavilion Rentals – VFW and Starr/JC parks	132	132	n/a	132	135	134

***The mission of the Auto Parking Fund is to provide ample auto parking opportunity in the business and entertainment areas to support the demands.***

The Auto Parking System builds and maintains the on and off street paid parking throughout the business area of the city, primarily in the central business district. The system's goal is to provide ample auto parking to encourage development. Parking must be easily accessible to our wide range of commercial establishments like offices, retail business, restaurants and entertainment venues from morning to night. This enterprise fund charges parking fees in order to be self-supporting.

The City Commission decides rates and the number of parking spots to allow based on recommendations from the Downtown

Development Authority. There are approximately 3500 spaces managed overall: 750 on street and 2,750 off street. The city recently hired a private contractor to operate the parking garages in an effort to improve service and reduce costs.

Parking rates were increased in late 2007 and multi-rate meters were installed. Spaces are metered on the street and in lots, and metered or attended in parking decks. Drivers are able to pay rates based on time spent or purchase monthly permits from the Treasurer.

Operations have two divisions: parking operations and enforcement.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

A rate increase is under review with the introduction of meters with multiple means of payment. Capital projects due to begin in the future fiscal years are the Parking Meters Replacement project with an estimated cost of \$150,000 in 2011/2012 and \$100,000 for each year through 2015/2016 and the Parking Attendant Automation project in 2012/2013 for an estimated \$225,000.

### **Budget Summary**

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Unrestricted Net Assets	6,203,901	5,375,161	4,203,231	3,133,951	2,530,271	2,156,481
Revenues and transfers from other funds	3,583,470	3,468,280	3,472,680	3,466,130	3,464,370	3,467,210
Expenditures and transfers to other funds	4,412,210	4,640,210	4,541,960	4,069,810	3,838,160	3,699,870
Net Change in Net Assets	(828,740)	(1,171,930)	(1,069,280)	(603,680)	(373,790)	(232,660)
Ending Unrestricted Net Assets	5,375,161	4,203,231	3,133,951	2,530,271	2,156,481	1,923,821

Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	2,515,980	160,400	100	618,740	3,295,220
2008-2009 Actual	-	-	2,604,740	72,790	1,810	2,690,150	5,369,490
2009-2010 Actual	-	-	2,823,790	19,340	8,930	614,040	3,466,100
2010-2011 Original Budget	-	-	2,901,000	10,000	-	612,710	3,523,710
2010-2011 Adjusted Budget (Dec)	-	-	2,901,000	10,000	-	612,710	3,523,710
2010-2011 Six Month Actual	-	-	1,459,870	(4,330)	5,430	123,850	1,584,820
2010-2011 Estimated Year End	-	-	2,951,000	12,000	8,000	612,470	3,583,470
2011-2012 Dept Request	-	-	2,953,000	12,000	7,000	496,280	3,468,280
2011-2012 Manager's Budget	-	-	2,953,000	12,000	7,000	496,280	3,468,280
2011-2012 Approved Budget	-	-	2,953,000	12,000	7,000	496,280	3,468,280
2012-2013 Projected Budget	-	-	2,953,000	12,000	7,000	500,680	3,472,680
2013-2014 Projected Budget	-	-	2,953,000	12,000	7,000	494,130	3,466,130
2014-2015 Projected Budget	-	-	2,953,000	12,000	7,000	492,374	3,464,374
2015-2016 Projected Budget	-	-	2,953,000	12,000	7,000	495,205	3,467,205

## Auto Parking Fund – Parking Enforcement

***The mission of the Parking Enforcement Division is to encourage auto parking opportunity in the central business district by enforcing parking regulations.***

In the Parking Fund, the Police Department budgets \$231,398 for its Parking Enforcement division of ten Parking Enforcement Officers.

These employees write tickets for expired meters and other parking violations.

In the General Fund, the District Court adjudicates the violations and collects the fines.

### GOALS

- Encourage compliance with all parking regulations.

### OBJECTIVES

- To continue to enforce parking regulations.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

There are no significant notes in this cost center.

### Budget Summary

#### Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	132,560	57,370	-	12,350	-	202,280
2008-2009 Actual	120,350	6,150	-	9,090	-	135,590
2009-2010 Actual	139,550	13,200	-	23,570	-	176,320
2010-2011 Original Budget	203,080	17,500	-	23,840	-	244,420
2010-2011 Adjusted Budget (Dec)	203,080	17,300	-	24,040	-	244,420
2010-2011 Six Month Actual	73,070	11,950	-	9,260	-	94,280
2010-2011 Estimated Year End	203,080	17,300	-	24,040	-	244,420
2011-2012 Dept Request	203,080	18,500	-	12,300	-	233,880
2011-2012 Manager's Budget	203,430	18,500	-	12,300	-	234,230
2011-2012 Approved Budget	203,430	18,500	-	12,300	-	234,230
2012-2013 Projected Budget	205,190	19,000	-	12,730	-	236,920
2013-2014 Projected Budget	203,730	19,000	-	12,730	-	235,460
2014-2015 Projected Budget	203,730	19,000	-	12,730	-	235,460
2015-2016 Projected Budget	203,730	19,000	-	12,730	-	235,460

**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	0.000	0.000	Information not available		0.000	5.769	5.769	5.769	
Part-time Total	0.000	0.000	0.000	0.000	0.000	5.769	5.769	5.769	

**Performance Indicators / Outcome Measures**

	Actual <u>2008</u>	Actual <u>2009</u>	Dec 31 <u>2010</u>	Estimated <u>2011</u>	Projected <u>2012</u>	Projected <u>2013</u>
Violations Issued	79,776	86,322	86,322	87,000	87,000	87,000

Note: Performance indicators are reported on a calendar year basis as opposed to a fiscal year.

***The mission of the Parking Operation cost center is to create and maintain auto parking spaces and meters and to collect the fees paid.***

The Department of Public Services (DPS) Parking Division builds and maintains all spaces

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and collects parking fees. DPS employs three full-time staff and various part-time staff. A parking contractor operates the three parking decks.

### GOALS

- To insure that all meters are properly operating.
- To promote the use of parking garages.
- To integrate new parking technology where it makes business sense.

### OBJECTIVES

- Repair meters in timely fashion.
- Work with contractor to improve garage marketing.
- Implement new technology.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The start of a meter change-out program which would give multiple payment options will occur. The pay by space machine will be installed to alleviate the Amtrak pass purchases. Also, under review is the installation of electric charging stations. The contract for operation of the garages expires in February of 2012. There are two option years. If the decision is made to bid out again the recommendation would be to pick up the first option year to insure a smooth transition, as the most difficult part of contracting is the transition. The miscellaneous operating supply reduction is to better reflect recent actual costs.

## Budget Summary

### Expenditures

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	619,170	96,750	-	1,444,070	520,180	2,680,170
2008-2009 Actual	602,920	172,260	-	2,541,980	1,075,350	4,392,510
2009-2010 Actual	530,900	66,730	-	1,976,710	1,158,650	3,732,990
2010-2011 Original Budget	566,290	101,290	-	1,882,730	1,676,680	4,226,990
2010-2011 Adjusted Budget (Dec)	567,760	101,290	-	1,882,730	1,676,680	4,228,460
2010-2011 Six Month Actual	272,070	39,030	-	769,730	95,620	1,176,450
2010-2011 Estimated Year End	547,880	71,100	-	1,872,130	1,676,680	4,167,790
2011-2012 Dept Request	600,240	115,000	-	2,112,090	1,607,230	4,434,560
2011-2012 Manager's Budget	571,660	115,000	-	2,112,090	1,607,230	4,405,980
2011-2012 Approved Budget	571,660	115,000	150,000	1,962,090	1,607,230	4,405,980
2012-2013 Projected Budget	581,530	70,000	325,000	1,916,080	1,412,430	4,305,040
2013-2014 Projected Budget	587,690	70,000	100,000	1,916,600	1,160,060	3,834,350
2014-2015 Projected Budget	587,520	70,000	100,000	1,917,220	927,960	3,602,700
2015-2016 Projected Budget	590,770	70,000	100,000	1,917,830	785,810	3,464,410

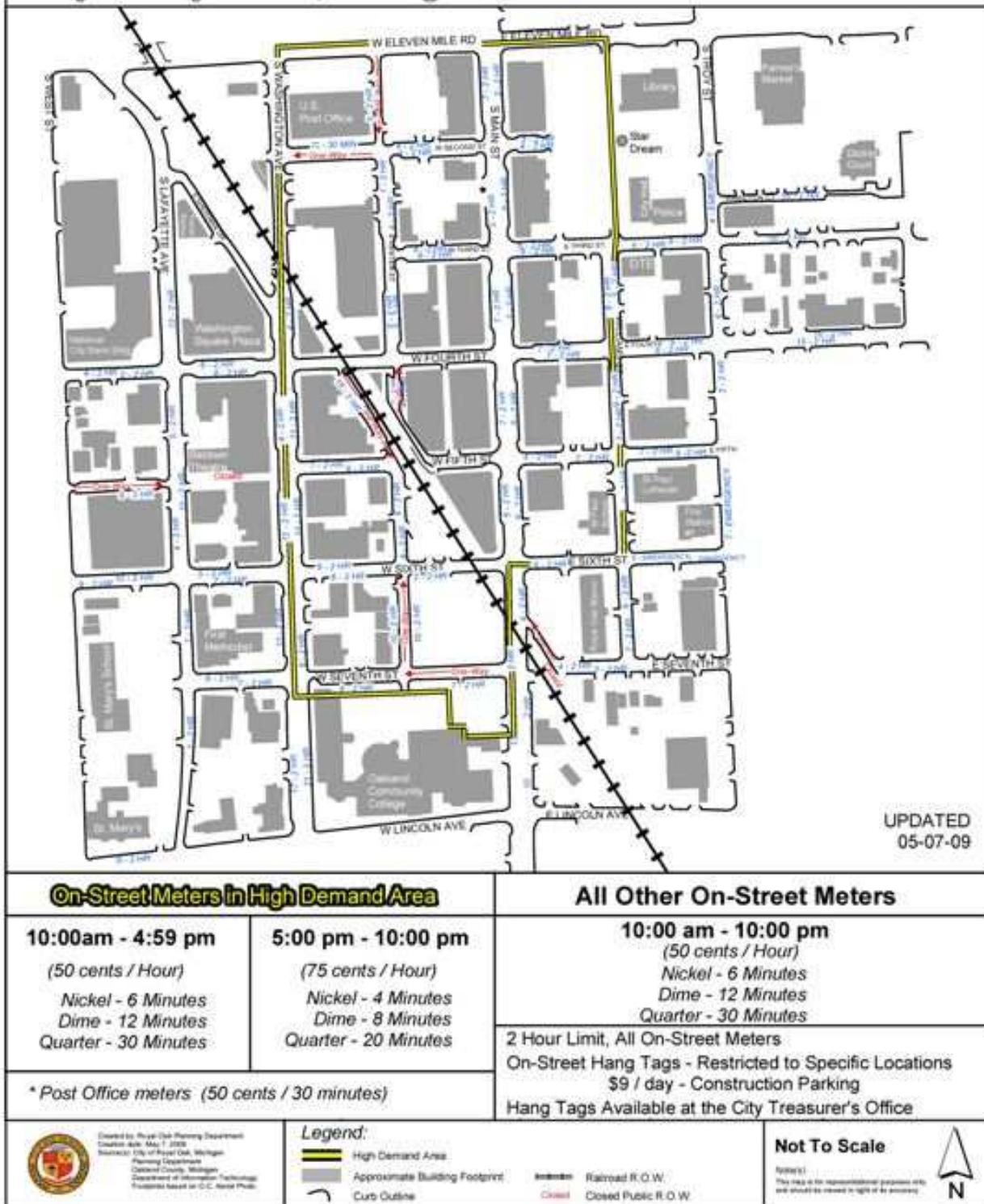
### Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Traffic Service Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Parking Meter Technician	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000	2.000
Full-time Total	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000	3.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.721	0.721	0.721
Cost Center Total	3.000	3.000	3.000	3.000	3.000	3.000	3.721	3.721	3.721

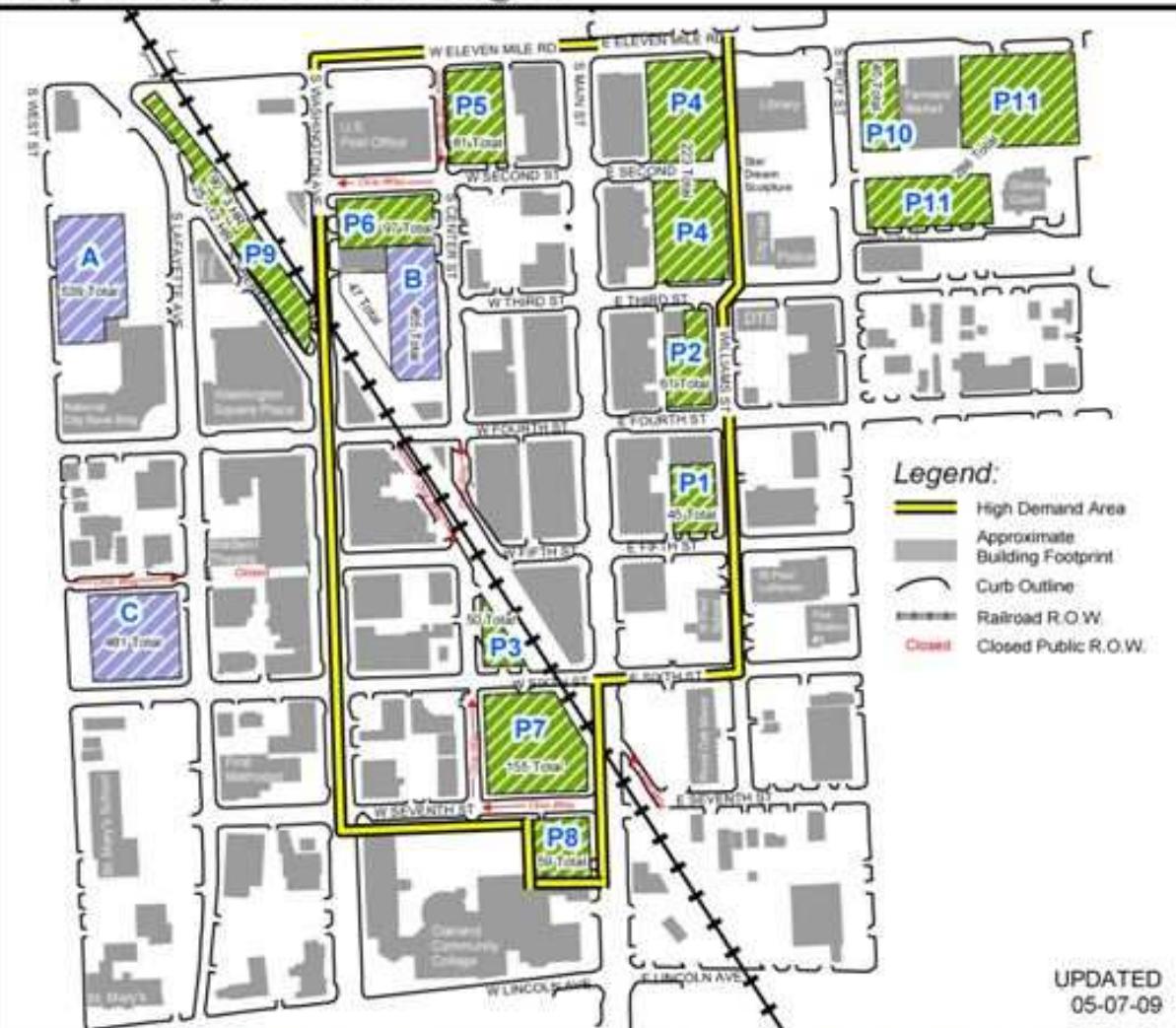
# On-Street Public Parking

within the Central Business District  
City of Royal Oak, Michigan



# Off-Street Public Parking

within the Central Business District  
City of Royal Oak, Michigan



UPDATED  
05-07-09

Surface Parking Lots		Parking Structures	
<b>Rates Inside High Demand Area</b>			
10:00 am - 4:59 pm (50 cents / Hour)	5:00 pm - 10:00 pm (75 cents / Hour)	Parking permits cards (1, 3 or 6 months) are available through Amoco Parking by calling (313) 962-2656; visiting abm.com or ampcor@abm.com	A Lafayette Ave B Center Street C 5th & Lafayette
P1 5th & Williams St	P5 Center St (at 2nd St)		2 Hours of FREE PARKING Monday - Saturday 8am - 5pm
P2 3rd & Williams St	P6 2nd St		Over 2 Hours, 50 cents / hour
P3 6th & Center St	P7 6th & Main St		\$ 3 flat rate after 5pm Monday - Saturday
P4 Williams St (City Hall)	P8 7th & Main St		
<b>Rates Outside High Demand Area</b>			
P9 Sherman Drive	(3 HR & 12 HR meters 50 cents / Hour)	Amtrak parking passes (\$5 per day) for the Sherman Dr lot are available at the Treasurer's Office or SMART bus station at 202 Sherman Dr	Hours of Enforcement 10 am - 10 pm  FREE PARKING City-wide on Sundays & Civic Holidays
<b>P10 Farmers' Market Pay And Display Lot &amp;</b>			
<b>P11 Farmers' Market Metered Lot</b>			
10:00 am - 4:59 pm 5:00 pm - 10:00 pm (25 cents / Hour) (50 cents / Hour)			
Farmers' Market lots - FREE during regular market hours			
		<b>Not To Scale</b>	
			

**The mission of the Farmers Market is to provide an excellent and economical facility providing a profitable place to attract local merchants and customers and showcase the Royal Oak downtown.**

The Royal Oak Farmers Market sells locally grown produce and wares in a family oriented venue. The Farm Market is located in the Civic Center at the corner of 11 Mile Road and Troy Street, across from the Library and adjacent to the 44th District Court.

The Farmers Market is one of southeast Michigan's premium farm market venues. Farm producers sell on Friday during the farm season (May through Christmas) and Saturday all year around. During growing season farmers are only allowed to sell what they grow.

Residents of the city of Royal Oak and surrounding communities are attracted downtown to a first class venue with ample parking. Beside its well rounded Farmers Market, offering the best of the state's harvest, the building hosts a weekly, highly rated, long running antiques and collectibles show.

The enclosed building provides a great gathering place, in any weather conditions, for large group events such as the Memorial Day Pancake Breakfast and the City's Holiday Tree Lighting Ceremony.

Designed to make a profit, the Market uses an enterprise fund with one cost center: Market Operations. Funds necessary to operate the Farmers Market are derived solely from revenues collected. Operation of the market does not put any burden on the General Fund.

The Farmers Market is run by a contract Market Master and an Event Planner, under direction of the Director of Recreation and Public Services.

Its operating costs include limited DPS personnel cost, depreciation for the building and equipment, advertising, general administration, utilities, supplies, repairs and maintenance.

Greater rental availability has begun to generate additional funds that allow continued updates to the building. A concessionaire leases the remodeled kitchen, eliminating the concession cost center.

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## GOALS

- Provide an exciting center piece for local economic activity.
- Fully integrate with city planning to create a facility reflecting the needs and interests of the community.
- Improve access to the market for low income income customers.
- Expand rental opportunities.

## OBJECTIVES

- Increase events & activities which draw patronage of current users and expand to new users.
- Support community based events.
- Continue to address the long term improvements for the market.
- To implement a "bridge card" program to provide low income customers an opportunity to purchase fresh farm produce.
- Increase rental revenue.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The Market rental rates are currently being reviewed and have been submitted for approval which will potentially increase revenues. Additionally, the current market master may retire this fiscal year.

**Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Unrestricted Net Assets	147,634	156,174	167,024	177,224	187,154	196,894
Revenues and transfers from other funds	357,480	373,200	373,700	373,700	373,700	373,700
Expenditures and transfers to other funds	348,940	362,350	363,500	363,770	363,960	364,220
Net Change in Net Assets	8,540	10,850	10,200	9,930	9,740	9,480
Ending Unrestricted Net Assets	156,174	167,024	177,224	187,154	196,894	206,374

**Revenues**

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	296,100	7,660	3,820	-	307,580
2008-2009 Actual	-	-	307,210	6,700	770	-	314,680
2009-2010 Actual	-	-	324,160	1,720	18,040	-	343,920
2010-2011 Original Budget	-	-	347,000	2,000	12,000	-	361,000
2010-2011 Adjusted Budget (Dec)	-	-	347,000	2,000	12,000	-	361,000
2010-2011 Six Month Actual	-	-	178,770	100	6,960	280	186,110
2010-2011 Estimated Year End	-	-	345,000	200	12,000	280	357,480
2011-2012 Dept Request	-	-	361,000	200	12,000	-	373,200
2011-2012 Manager's Budget	-	-	361,000	200	12,000	-	373,200
2011-2012 Approved Budget	-	-	361,000	200	12,000	-	373,200
2012-2013 Projected Budget	-	-	361,500	200	12,000	-	373,700
2013-2014 Projected Budget	-	-	361,500	200	12,000	-	373,700
2014-2015 Projected Budget	-	-	361,500	200	12,000	-	373,700
2015-2016 Projected Budget	-	-	361,500	200	12,000	-	373,700

**Expenditures**

<b>551.545 FARMERS MARKET</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	18,110	8,450	-	300,930	-	327,490
2008-2009 Actual	9,900	10,640	-	324,440	-	344,980
2009-2010 Actual	5,070	18,490	-	327,530	-	351,090
2010-2011 Original Budget	18,180	12,000	-	324,120	-	354,300
2010-2011 Adjusted Budget (Dec)	18,210	12,000	-	324,120	-	354,330
2010-2011 Six Month Actual	7,750	7,760	-	158,750	-	174,260
2010-2011 Estimated Year End	10,300	12,510	-	329,320	-	352,130
2011-2012 Dept Request	19,150	12,500	-	331,080	-	362,730
2011-2012 Manager's Budget	18,770	12,500	-	331,080	-	362,350
2011-2012 Approved Budget	18,770	12,500	-	331,080	-	362,350
2012-2013 Projected Budget	18,960	12,500	-	332,040	-	363,500
2013-2014 Projected Budget	19,040	12,500	-	332,230	-	363,770
2014-2015 Projected Budget	19,030	12,500	-	332,430	-	363,960
2015-2016 Projected Budget	19,070	12,500	-	332,650	-	364,220

<b>551.775 FARMERS MARKET CONCESSIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	710	-	710
2008-2009 Actual	-	-	-	710	-	710
2009-2010 Actual	-	-	-	390	-	390
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	210	-	210
2010-2011 Estimated Year End	-	-	-	-	-	-
2011-2012 Dept Request	-	-	-	-	-	-
2011-2012 Manager's Budget	-	-	-	-	-	-
2011-2012 Approved Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

**The mission of the Water & Sewer function is to provide the City of Royal Oak residents and businesses with water supply and sewage disposal services that support a high quality of life.**

The City of Royal Oak purchases water from the Southeastern Oakland County Water Authority (SOCWA) and pays the Oakland County Drain Commission (OCDC) for the treatment of sewage. Both in turn, contract with the Detroit Water and Sewerage Disposal System (DWSD) which first provides treated water from the Great

Lakes and later treats our sewerage before returning it downstream.

Revenues for these operations are generated based on the amount of water used by Royal Oak's residential and commercial customers. Revenue, generated through two-tiered user charges.

The Water and Sewer fund uses six cost centers to categorize its activities: Engineering, Administration, Water Billing, Water Maintenance, Meter Services and Sewer Maintenance.

## Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Unrestricted Net Assets	5,698,578	6,902,148	7,054,728	(19,115,222)	(19,029,472)	(27,011,572)
Revenues and transfers from other funds	24,572,500	26,977,500	581,500	27,131,500	27,131,500	27,131,500
Expenditures and transfers to other funds	23,368,930	26,824,920	26,751,450	27,045,750	35,113,600	28,718,400
Net Change in Net Assets	1,203,570	152,580	(26,169,950)	85,750	(7,982,100)	(1,586,900)
Ending Unrestricted Net Assets	6,902,148	7,054,728	(19,115,222)	(19,029,472)	(27,011,572)	(28,598,472)

## Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	20,989,460	195,850	124,940	14,820	21,325,070
2008-2009 Actual	-	-	20,039,670	25,740	644,240	15,310	20,724,960
2009-2010 Actual	-	-	21,429,390	31,610	322,070	9,980	21,793,050
2010-2011 Original Budget	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2010-2011 Adjusted Budget (Dec)	-	-	24,412,000	4,000	77,500	15,000	24,508,500
2010-2011 Six Month Actual	-	-	15,058,380	1,220	112,350	-	15,171,950
2010-2011 Estimated Year End	-	-	24,412,000	3,000	142,500	15,000	24,572,500
2011-2012 Dept Request	-	-	425,000	4,000	127,500	15,000	571,500
2011-2012 Manager's Budget	-	-	26,831,000	4,000	127,500	15,000	26,977,500
2011-2012 Approved Budget	-	-	26,831,000	4,000	127,500	15,000	26,977,500
2012-2013 Projected Budget	-	-	435,000	4,000	127,500	15,000	581,500
2013-2014 Projected Budget	-	-	26,985,000	4,000	127,500	15,000	27,131,500
2014-2015 Projected Budget	-	-	26,985,000	4,000	127,500	15,000	27,131,500
2015-2016 Projected Budget	-	-	26,985,000	4,000	127,500	15,000	27,131,500

***The mission of the Engineering cost center of the Water & Sewer Fund is to provide for general water and sewer engineering services that are related to projects***

The Engineering Department evaluates problem sewers throughout the year then coordinates major replacements for those sewers where failures are threatened or occurring, or where

street repairs are planned. These costs usually are charged to specific projects and capitalized. Any non-project costs for Engineering services are charged here. This would include attending meetings that are not project specific.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The Engineering Department continues to aggressively apply for additional funding to provide relief to our infrastructure improvement programs. Federal funding through the Oakland County Federal Aid Taskforce Committee totaling \$4.4 million has been applied for and approved for various Royal Oak Major Streets for the years 2010 thru 2014. The decrease in wages is due to an increase of activity being charged out to other activities based on workload. The tools and hardware account increased due to the purchase of two traffic counters. The Motor Pool vehicle charges decreased due to a reduced usage and a reduced state rate. Capital projects are as follows:

#### **2011-2012 Budget**

##### **WATER**

SHENANDOAH – WEBSTER TO GLENWOOD (12" WM)	\$408,600
BENJAMIN – WOODWARD TO WEBSTER (12" WM)	\$482,500
WOODWARD (NB) – 11 MILE TO 450' N OF FORESTDALE (12" WM)	\$643,500
12 MILE – VERMONT TO CONNECTICUT (8" WM)	\$ 67,400
ARDEN PLACE – 350' W TO 250' E OF GRANDVIEW (8" WM)	\$188,700
BERKSHIRE – GREENFIELD TO WOODWARD (12" WM)	\$437,600
WOODWARD (SB) – 14 MILE TO SHERIDAN	\$437,600
SEDGEMOOR – 14 MILE TO PARMENTER (12" WM)	\$200,300

##### **SEWER**

SEWER TELEVISING & ROOT CONTROL – CITY WIDE	\$400,000
SHERIDAN – GRANDVIEW TO WRENFORD (12" RELIEF SEWER)	\$274,700

#### **2012-2013 Budget**

##### **WATER**

SUNNYBROOK – MAIN ST TO ROCHESTER (12" WM)	\$662,700
COLUMBUS – 13 MILE TO LASALLE (12" WM)	\$386,200
LASALLE – COLUMBUS TO MAIN ST (12" WM)	\$514,800
DEVILLE – ARDMORE TO ALEXANDER (8" WM)	\$172,500
VINSETTA – MARYWOOD TO MAIN ST (12" WM)	\$482,500
MARYWOOD – MAGNOLIA TO VINSETTA (12" WM)	\$119,100
POTAWATOMI – MAIN ST TO 650' W OF MAIN ST (8" WM)	\$172,500

##### **SEWER**

DEVILLE & ALEXANDER – ALTADENA TO LASALLE (30" TO 36" RELIEF SEWER)	\$592,600
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**Budget Summary****Expenditures**

<b>592.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	31,100	-	-	20,570	-	51,670
2008-2009 Actual	19,250	260	-	3,355,140	-	3,374,650
2009-2010 Actual	36,790	80	-	4,760,310	-	4,797,180
2010-2011 Original Budget	156,010	-	-	2,864,590	-	3,020,600
2010-2011 Adjusted Budget (Dec)	172,330	-	-	2,864,590	-	3,036,920
2010-2011 Six Month Actual	31,190	-	-	1,123,090	-	1,154,280
2010-2011 Estimated Year End	92,180	-	-	2,565,800	-	2,657,980
2011-2012 Dept Request	201,390	300	-	3,561,720	-	3,763,410
2011-2012 Manager's Budget	190,610	300	-	3,561,720	-	3,752,630
2011-2012 Approved Budget	190,610	300	-	3,561,720	-	3,752,630
2012-2013 Projected Budget	193,810	-	-	3,124,350	-	3,318,160
2013-2014 Projected Budget	196,260	-	-	2,732,550	-	2,928,810
2014-2015 Projected Budget	195,900	-	-	10,119,150	-	10,315,050
2015-2016 Projected Budget	196,800	-	-	2,993,350	-	3,190,150

## Water & Sewer Fund - Administration

***The function of the Administration cost center of the Water & Sewer Fund is to pay all administrative costs including debt service and purchases of potable water.***

The Director of Public Services is responsible for the overall direction of this fund. The Administration budget pays a portion of personnel services for the DPS Director and the front office staff, purchased water, debt service and related administrative expenses.

Potable water is our largest single water expense. The City is a member of S.O.C.W.A., the Southeast Oakland County Water Authority.

SOCWA is the regional intergovernmental agency that transports clean water from the Detroit Water and Sewerage Department system to its member cities.

Debt service is nearly as large a component of the budget. Depreciation expense must provide sufficient cash flow to pay debt principal. Debt interest in the early years always is larger than the principal, to a house mortgage payment.

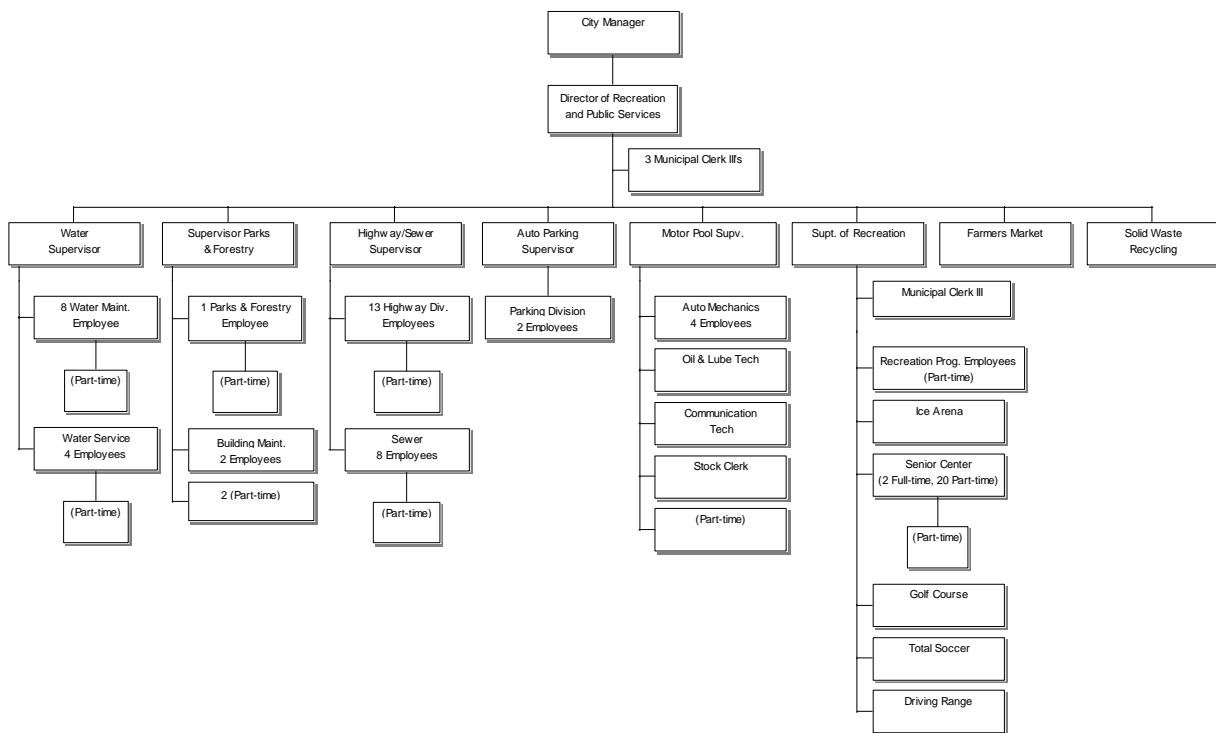
Other costs include general administration, information service, insurance and auditing cost.

## Budget Summary

### Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	5,339,390	304,320	5,643,710
2008-2009 Actual	-	-	-	5,939,380	402,650	6,342,030
2009-2010 Actual	-	-	-	7,215,810	1,185,860	8,401,670
2010-2011 Original Budget	-	-	-	6,198,540	1,175,210	7,373,750
2010-2011 Adjusted Budget (Dec)	-	-	-	6,198,540	1,175,210	7,373,750
2010-2011 Six Month Actual	-	-	-	3,213,600	308,810	3,522,410
2010-2011 Estimated Year End	-	-	-	6,371,700	1,175,210	7,546,910
2011-2012 Dept Request	-	-	-	3,438,440	1,109,920	4,548,360
2011-2012 Manager's Budget	-	-	-	6,809,440	1,109,920	7,919,360
2011-2012 Approved Budget	-	-	-	6,809,440	1,109,920	7,919,360
2012-2013 Projected Budget	-	-	-	7,054,520	1,042,910	8,097,430
2013-2014 Projected Budget	-	-	-	7,314,110	981,410	8,295,520
2014-2015 Projected Budget	-	-	-	7,585,190	918,160	8,503,350
2015-2016 Projected Budget	-	-	-	7,869,020	854,930	8,723,950

**Department of Public Service Organizational Chart**



## Performance Indicators / Outcome Measures

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
Water Taps Residential/Commercial	14	13	6	12	12	12
#of testable back flow devices to track & recorded	4,647	4,686	2,220	4,500	4,700	4,700
# non-testable devices	750	788	520	800	800	800
Backflow Preventer Tests	1,167	721	380	780	850	850
Back Flow inspections	963	603	217	700	700	700
MISS Dig Stake-outs performed	3,269	2,761	1,416	3,000	3,300	3,300
Meters Tested	1,138	260	12	30	20	20
Meters Replaced	569	505	260	550	540	540
Fire Hydrants Replaced or repaired	44	51	26	50	50	50
# of Emergency Calls Responded to w/in 1 Hr	237	135	67	150	200	200
Sanitary Sewer Lines Cleaned (feet)	166,160	137,836	62,331	110,000	110,000	110,000
Sewer Main Blockages	28	30	20	30	30	30
Water Main Breaks	76	58	24	75	70	70
Water Service Breaks	18	14	8	18	20	20
City irrigation service/ repairs	88	112	60	85	85	85
Water service curb box repairs	108	58	101	100	100	100
Water Bills Generated	95,588	47,794	45,000	96,000	96,000	96,000
Direct Debit Customers (W/S)	1,580	1,934	2,000	2,100	2,200	2,200
% Participation in Automatic Bill Pay	7%	8%	8%	9%	10%	10%

***The mission of the Water Billing cost center in the Water & Sewer Fund is to provide quality customer service along with efficient billing and collection services.***

The Water Billing function is housed in the Treasurer's Department in City Hall. This assists customers when they personally pay bills, by keeping the collection point in one place.

Billing staff solve water and sewer problems for customers by answering their questions and taking customer requests for service. They work daily with the Department of Public Works (DPS) staff at the Public Service building to resolve these issues.

The Treasurer's billing staff is the primary answer point to deal with setting up new accounts; meter reading, billing and collecting process; setting up "final" meter reads and preparing courtesy bills; and investigating water leaks and basement backups.

Utility accounts are billed four times annually. There are thirteen billing cycles and 1500 to 2000 bills are mailed out weekly. Payment on bills is typically due on Monday, three weeks after the bills are mailed.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

There are no significant notes for this cost center.

### **Budget Summary**

#### **Expenditures**

<b>592.537 WATER BILLING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	122,120	160	-	22,230	-	144,510
2008-2009 Actual	139,920	130	-	23,140	-	163,190
2009-2010 Actual	162,360	140	-	24,330	-	186,830
2010-2011 Original Budget	194,320	150	-	41,500	-	235,970
2010-2011 Adjusted Budget (Dec)	177,370	150	-	41,500	-	219,020
2010-2011 Six Month Actual	89,660	40	-	11,790	-	101,490
2010-2011 Estimated Year End	184,160	150	-	26,000	-	210,310
2011-2012 Dept Request	206,410	150	-	30,000	-	236,560
2011-2012 Manager's Budget	196,870	150	-	30,000	-	227,020
2011-2012 Approved Budget	196,870	150	-	30,000	-	227,020
2012-2013 Projected Budget	199,490	150	-	30,000	-	229,640
2013-2014 Projected Budget	201,770	150	-	30,900	-	232,820
2014-2015 Projected Budget	202,550	150	-	31,820	-	234,520
2015-2016 Projected Budget	204,110	150	-	32,780	-	237,040

**Cost Center Position FTE Detail**

Full & Part-time Employees

Water Billing	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Wtr Srvc - MC III	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Billing MC I	0.000	0.000	0.000	1.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	2.000	2.000	2.000	2.000	1.000	1.000	1.000	1.000	1.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available						0.673	0.673	0.673
Cost Center Total	2.000	2.000	2.000	2.000	1.000	1.000	1.673	1.673	1.673

***The mission of the Water Maintenance Division Water & Sewer Fund is to provide a clean, constant supply of water to home and businesses, and to provide a sufficient pressure supply of water for fire protection.***

The Water Service Division of The Department of Public Services has five full time employees and one supervisor, who oversees both the Water Service and Water Maintenance activities.

The Water Maintenance activity is responsible for the maintenance of approximately 200 miles of water main throughout the community. There are many water conveyances it must maintain.

Water mains are the pressurized pipes that transmit water to the user. They are made of several materials, the most common being cast iron. They are subject to leaks and breaks due to stress, corrosion, and changes in water pressure because of seasonal demand. These breaks and leaks have to be pinpointed, dug up, and repaired. A new material, ductile iron, shows great promise in eliminating such problems.

Valves (or Gates) are strategically located in various points throughout the transmission system. Usually spaced one or two blocks apart, they are used to isolate certain areas for repair or construction. These are subject to corrosion of bolts and packing and must be periodically dug up and repaired.

Water Services are the private lines that supply water from the City's water main to a house or business. Service lines also are made of different materials with copper being far superior. Copper services require little, if any, maintenance. Galvanized iron services eventually rust out and must be replaced. Services made of lead are a health hazard and should be replaced.

Royal Oak has over 1400 Hydrants of different ages and brands located strategically throughout the city. These suffer from vandalism, automobile accidents, and aging and must be repaired or dug up and replaced. The Fire Department also monitors their condition; malfunctions they find are reported to Water Maintenance Division.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The Tools and Hardware account increased due to the purchase of a rock drill and the three year program to replace three dewatering pumps.

## Water & Sewer Fund – Water Maintenance

### Budget Summary

#### Expenditure Table

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	892,640	93,870	-	1,232,990	-	2,219,500
2008-2009 Actual	757,190	75,840	-	476,350	-	1,309,380
2009-2010 Actual	988,640	68,590	-	345,830	-	1,403,060
2010-2011 Original Budget	1,150,310	91,650	-	425,990	-	1,667,950
2010-2011 Adjusted Budget (Dec)	1,143,190	91,650	-	425,990	-	1,660,830
2010-2011 Six Month Actual	392,320	36,470	-	172,300	-	601,090
2010-2011 Estimated Year End	1,069,210	98,450	-	425,790	-	1,593,450
2011-2012 Dept Request	1,151,800	96,250	-	398,220	-	1,646,270
2011-2012 Manager's Budget	1,100,600	96,250	-	398,220	-	1,595,070
2011-2012 Approved Budget	1,100,600	96,250	-	398,220	-	1,595,070
2012-2013 Projected Budget	1,117,470	94,250	-	407,750	-	1,619,470
2013-2014 Projected Budget	1,131,340	94,250	-	407,750	-	1,633,340
2014-2015 Projected Budget	1,134,330	94,250	-	407,750	-	1,636,330
2015-2016 Projected Budget	1,143,050	94,250	-	407,750	-	1,645,050

### Cost Center Position FTE Detail

Full & Part-time Employees

Water Maintenance	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
Water Service MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Maint Worker II	4.000	4.000	5.000	5.000	4.000	4.000	4.000	4.000	4.000
Maintenance Worker II	0.000	0.000	0.000	0.000	0.000	0.000	4.000	0.000	0.000
Water Maintenance Worker	4.000	3.000	3.000	3.000	4.000	3.000	3.000	3.000	3.000
Full-time Total	9.000	8.000	9.000	9.000	9.000	8.000	12.000	8.000	8.000
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available							0.962	0.962
Cost Center Total	9.000	8.000	9.000	9.000	9.000	8.000	12.962	8.962	8.962

***The mission of the Water Service division of the Water & Sewer Fund is to maintain the water connection and meters between the customer and the system to insure safety and fairness for both.***

The Water Service Division of The Department of Public Services oversees both the Water Service and Water Maintenance Divisions.

There are approximately 23,500 water meters within the Royal Oak's water system for which this Division is responsible.

The Water Service Division is responsible for reading of water meters for billing, performing investigations on high water bills, 24-hour

emergency call-out for leaking water meters, installing new water meters, investigating possible water service leaks, cross Connection inspections.

The Water Service Division also has a meter testing and replacement program. The division is presently in the process of installing the outside reading devices where possible. There is at no additional direct cost to the homeowner for the installation of these outside reading devices.

The Water Service Division is also presently converting older style remote readers over to a newer type.

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## GOALS

- Help the customer understand how his equipment and the system work so he does not end up with unnecessarily high water bills.
- Maintain meters that are up to date to keep billing rates low.
- Proactively locate potential water leaks to minimize loss and/or large customer bills.
- Locate and eliminate cross connections to the system to protect all users.

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## Budget Summary

### Expenditures

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	521,080	102,090	-	36,590	-	659,760
2008-2009 Actual	473,810	131,360	-	23,050	-	628,220
2009-2010 Actual	615,400	103,510	-	39,800	-	758,710
2010-2011 Original Budget	531,120	106,940	-	26,240	-	664,300
2010-2011 Adjusted Budget (Dec)	533,860	106,940	-	26,240	-	667,040
2010-2011 Six Month Actual	253,140	33,190	-	15,210	-	301,540
2010-2011 Estimated Year End	532,770	126,940	-	26,240	-	685,950
2011-2012 Dept Request	577,300	126,550	-	36,700	-	740,550
2011-2012 Manager's Budget	550,520	126,550	-	36,700	-	713,770
2011-2012 Approved Budget	550,520	126,550	-	36,700	-	713,770
2012-2013 Projected Budget	561,770	126,550	-	37,650	-	725,970
2013-2014 Projected Budget	569,110	126,550	-	37,670	-	733,330
2014-2015 Projected Budget	570,860	126,550	-	37,690	-	735,100
2015-2016 Projected Budget	576,240	126,550	-	37,710	-	740,500

### Cost Center Position FTE Detail

#### Full & Part-time Employees

Meter Services	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b><u>Full-Time Positions</u></b>									
DPS Supervisor - Water	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Water Service Worker	5.000	5.000	5.000	5.000	5.000	5.000	4.000	4.000	4.000
Superintendent - Water & Sewer	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000	0.000
Full-time Total	7.000	7.000	7.000	6.000	6.000	6.000	5.000	5.000	5.000

***The mission of the Sewer Maintenance cost center of the Water & Sewer Fund is to keep sewer lines in top repair to minimize basement water conditions, and to respond quickly to calls for service if backups do occur.***

The Sewer Maintenance Division of the Department of Public Service is responsible for the maintenance of approximately 300 miles of sewers throughout the City of Royal Oak. The City has a combined sanitary and storm system.

Over 85% of the amounts budgeted here are for contractual sewage disposal charges from the Oakland County Water Resources Commissioner. Our sewage passes through the George W. Kuhn Sewage Disposal System (GWKSDS). Next it gets transported by the City of Detroit system then treated and returned to the Great Lakes system. The other 15% of costs are local costs.

Sanitary Sewer Cleaning is designed to clean all sanitary sewers within the city by sewer jetting and eliminating most of the sewer back-up problems in the City's lines.

The City provides a 24 hours a day, 7 days a week, response to any basement water calls.

Maintenance and Normal Repairs are scheduled starting in the Spring on catch basins, manholes and any sewer lines that have had problems. This work continues as long as weather permits. During the winter, the Sewer personnel clean the tops of catch basins and inspect all of the sewer structures for repair. From this program, a repair list is made up for the construction repair season.

During severe snow storms the Sewer Division supports the Highway Division with equipment and manpower for the plowing of city streets. Also, during the winter months, the Sewer Division uses a power rodding machine to rod or clean City sewer lines that have root growth problems. This power rod is in operation until our construction season begins.

The Sewer Division also handles all Miss Dig requests. This is a program set up by all utilities for the staking of utility lines before any digging occurs. This division stakes or paints all City of Royal Oak sewer mains and laterals, water mains, sewer service tie-in locations, and water curb shut-offs.

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## Water & Sewer Fund – Sewer Maintenance

### Budget Summary

#### Expenditures

<b>592.540 SEWER MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	739,290	26,760	-	9,784,260	-	10,550,310
2008-2009 Actual	732,660	28,720	-	8,220,970	-	8,982,350
2009-2010 Actual	898,190	34,080	-	8,045,110	-	8,977,380
2010-2011 Original Budget	972,740	38,000	-	9,992,730	-	11,003,470
2010-2011 Adjusted Budget (Dec)	977,760	38,000	-	9,992,730	-	11,008,490
2010-2011 Six Month Actual	361,210	28,360	-	4,414,280	-	4,803,850
2010-2011 Estimated Year End	928,780	58,400	-	9,687,150	-	10,674,330
2011-2012 Dept Request	1,007,890	66,000	-	11,493,370	-	12,567,260
2011-2012 Manager's Budget	958,700	66,000	-	11,592,370	-	12,617,070
2011-2012 Approved Budget	958,700	66,000	-	11,592,370	-	12,617,070
2012-2013 Projected Budget	976,420	57,500	-	11,726,860	-	12,760,780
2013-2014 Projected Budget	987,570	57,500	-	12,176,860	-	13,221,930
2014-2015 Projected Budget	986,890	57,500	-	12,644,860	-	13,689,250
2015-2016 Projected Budget	992,630	57,500	-	13,131,580	-	14,181,710

### Cost Center Position FTE Detail

Full & Part-time Employees

<b>Sewer Maintenance</b>	<b>Fiscal Year</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
<b>Full-Time Positions</b>									
Dps Supervisor - Sewer	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Sewer Maint Worker (Temp)	0.000	0.000	0.000	1.000	1.000	0.000	0.000	0.000	0.000
Sewer Maint Worker	4.000	3.000	3.000	3.000	3.000	3.000	5.000	4.000	4.000
Sewer Maint Worker II	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000	4.000
Full-time Total	9.000	8.000	8.000	9.000	9.000	8.000	9.000	8.000	8.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						0.781	0.781	0.781
Cost Center Total	9.000	8.000	8.000	9.000	9.000	8.000	9.781	8.781	8.781

***The mission of the Ice Arena is to provide to both resident and regional skaters of all ages outstanding recreation programs on ice that are financially self-supporting.***

A full menu of programs for ice skating and hockey are provided at the John Lindell Ice Arena. Skaters can enjoy open free style times, public skating and drop-in hockey.

Whether you are a beginner looking for open public skating or an advanced figure skater or hockey player, programs are available for all ages. Programs are offered year around for the nationally designed Basic Skills Program for figure skating and hockey.

A skating instructor might be a current Olympic-class athlete or coach because of the strength of skating training the Metro Detroit region.

The Annual Ice Show is a crowd pleaser providing friends and families a chance to see young skaters show off.

Lindell Arena is the home arena for many teams and clubs: Dragons Youth Hockey Association, North suburban Figure Skating Club, Royal Oak Hockey Association (ROHA), Royal Oak Edge High School Figure Skating Club and the Royal Oak Ravens High School Hockey Team.

Program offerings include:

**Open Public Skating:** Times are generally available daily throughout the year skaters of all ages.

**Basic Skills Program:** U.S. Figure Skating Association designed figure skating classes are available up to certificate level six. Basics and Beyond private instruction, sessions are available for students ready to learn more. Hockey classes are available for boys and girls.

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## GOALS

- To provide excellent customer service.
- To provide quality ice surfaces.

**City Open Freestyle:** Figure skating only. Sessions are limited to the first 24 skaters signed in and paid. Skaters must have passed the Basic 8 level and be a current member of USFS. Times are available for private lessons.

**Drop-In Hockey:** Players are required to be at least 18 years of age and wear full equipment with a helmet.

**Royal Oak High School Varsity Hockey:** Varsity hockey at ROHS is a pay-to-play sport. The program receives no funding from the school district. We hold various fundraising events throughout the year to help make the cost manageable for families.

**Senior Hockey League:** The John Lindell Arena Senior (18 and over) Hockey League plays on Sunday evenings from September - April.

**Special Events:** The Annual Ice Show each May showcases the talents of area figure skating students. The Arena Director sponsors our Annual Holiday Hockey Tournament every December. Several groups sponsor other hockey tournaments at varying times throughout the year.

The Ice Arena Operations cost center budgets the Arena Director's time plus part-time and contract staff. It pays 5% of the Recreation Superintendent's personnel cost. The total \$1.1 million budget also pays all costs to build and maintain the facility including depreciation and utility bills.

Most revenue to fund programs comes from rink rental fees. The bulk of the remaining receipts come from other fees: e.g. lessons, open free style and open skating fees.

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## OBJECTIVES

- Edge/shave surfaces regularly to provide quality ice at proper thickness.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The City is in the process of hiring an experienced Ice Arena management company for the Lindell Arena. This company will be expected to generate additional revenues above 1.1 million dollars and offer hockey and figure skating programs currently **not** offered by the major user groups.

The 2010 Christmas Tournament was cancelled due to low interest resulting in no collections for Special Event Revenue. To help minimize the loss of revenue, seventy percent of the ice time was sold to outside parties.

**Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Unrestricted Net Assets	(190,688)	(19,218)	89,512	240,862	424,502	640,572
Revenues and transfers from other funds	1,071,700	1,116,900	1,168,900	1,206,900	1,246,420	1,287,520
Expenditures and transfers to other funds	900,230	1,008,170	1,017,550	1,023,260	1,030,350	1,036,420
Net Change in Net Assets	171,470	108,730	151,350	183,640	216,070	251,100
Ending Unrestricted Net Assets	(19,218)	89,512	240,862	424,502	640,572	891,672

**Revenues**

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	1,252,540	3,940	740	-	1,257,220
2008-2009 Actual	-	-	1,158,370	2,950	970	-	1,162,290
2009-2010 Actual	-	-	1,083,170	440	410	-	1,084,020
2010-2011 Original Budget	-	-	1,201,600	500	500	-	1,202,600
2010-2011 Adjusted Budget (Dec)	-	-	1,201,600	500	500	-	1,202,600
2010-2011 Six Month Actual	-	-	444,840	110	340	-	445,290
2010-2011 Estimated Year End	-	-	1,071,000	200	500	-	1,071,700
2011-2012 Dept Request	-	-	1,116,000	400	500	-	1,116,900
2011-2012 Manager's Budget	-	-	1,116,000	400	500	-	1,116,900
2011-2012 Approved Budget	-	-	1,116,000	400	500	-	1,116,900
2012-2013 Projected Budget	-	-	1,168,000	400	500	-	1,168,900
2013-2014 Projected Budget	-	-	1,206,000	400	500	-	1,206,900
2014-2015 Projected Budget	-	-	1,245,520	400	500	-	1,246,420
2015-2016 Projected Budget	-	-	1,286,620	400	500	-	1,287,520

## Expenditures

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	135,360	19,050	-	863,800	81,700	1,099,910
2008-2009 Actual	157,310	19,590	-	888,150	58,980	1,124,030
2009-2010 Actual	165,590	20,510	-	821,640	47,870	1,055,610
2010-2011 Original Budget	171,590	23,800	-	871,870	37,410	1,104,670
2010-2011 Adjusted Budget (Dec)	172,650	23,800	-	871,870	37,410	1,105,730
2010-2011 Six Month Actual	20,450	7,370	-	371,470	6,540	405,830
2010-2011 Estimated Year End	28,990	19,150	-	814,680	37,410	900,230
2011-2012 Dept Request	17,260	19,150	50,000	944,910	27,760	1,059,080
2011-2012 Manager's Budget	16,350	19,150	-	944,910	27,760	1,008,170
2011-2012 Approved Budget	16,350	19,150	-	944,910	27,760	1,008,170
2012-2013 Projected Budget	16,550	18,650	-	954,100	28,250	1,017,550
2013-2014 Projected Budget	16,780	18,650	-	960,510	27,320	1,023,260
2014-2015 Projected Budget	16,790	18,650	-	967,150	27,760	1,030,350
2015-2016 Projected Budget	16,910	18,650	-	974,030	26,830	1,036,420

598.775 CONCESSIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	49,440	-	86,180	-	135,620
2008-2009 Actual	-	1,500	-	6,280	-	7,780
2009-2010 Actual	-	-	-	200	-	200
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	80	-	80
2010-2011 Estimated Year End	-	-	-	-	-	-
2011-2012 Dept Request	-	-	-	-	-	-
2011-2012 Manager's Budget	-	-	-	-	-	-
2011-2012 Approved Budget	-	-	-	-	-	-
2012-2013 Projected Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

## Cost Center Position Detail – Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Director of Arena Operations	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Full-time Total	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000

## Performance Indicators / Outcome Measures

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
Learn to Skate Participants	567	723	N/A	820	880	880
Number of Scheduled Hours Used Weekly (September – March)	165	166	N/A	168	170	170

## **INTERNAL SERVICE FUNDS**

Information Systems Fund - 636

Motor Pool Fund – 661

General Liability and Property  
Insurance Fund - 679

Workers Compensation Insurance  
Fund – 677

Health Care Fund – 678

***The mission of Information Systems Department is to provide computer, telecommunications, software, security and other technology tools and services in support of the City's operational goals in the most efficient manner possible.***

The Information Systems (IS) department researches, supports and coordinates technological solutions to keep the City's information systems functioning and performing consistently at expected levels. The IS staff continually strives to meet productivity gains and address the City's technology challenges with shrinking resources and fewer IS employees available to accomplish the tasks assigned.

The IS department is the City's central control center where proactively securing and managing the City's technology and data is a top priority. The job gets more complicated daily as new threats to security emerge and as information systems become more integrated across multiple platforms and networks. The department oversees application integration between the City and County, State and Federal organizations and is responsible for the infrastructure that ties it all together.

The department manages nearly \$2 million dollars of technology assets and is responsible for procurement and maintenance of more than 800 devices including networking switches and routers, servers, computers, printers, telephones, pda/cell phones, pagers, faxes, scanners, cameras, and other computer

equipment and communication devices. Email, document storage and retrieval systems are maintained for 357 user accounts and over 120 computer software applications at 14 different municipal locations, most of which are connected via the City's wide area network. The IS staff provides daily support in the following areas: help desk, hardware and network issues, data and document management, project management, data and voice communications, and specialized application software.

The City's Website annually serves over 2 million page requests with over 500 megabytes of data transferred on a daily basis. The most frequently accessed areas of the City's Website are: Community events and event calendar, meeting documents, Royal Oak restaurants, general information, job openings, parks and recreation programs, the Residents Portal page, parking and parking permits. The most frequently accessed departments are the Farmers Market, Assessor's Office, 44th District Court, Police, Ice Arena, Animal Shelter, Building, Treasurer's Office, Public Service, Water Billing, City Clerk, and the Senior Community Center. The most popular meeting documents are those from the City Commission, ZBA, DDA, LCC, Farmers Market, and the Historical Commission.

Information Systems is an Internal Service Fund and uses cost allocation to expense all computer applications, licensing, software and hardware support and maintenance, and print shop costs to each user department/cost center.

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## **GOALS**

- To provide the City with cost-effective, dependable and accurate information services, which support both current and future business needs and strategy.
- To provide City departments with strategic project planning and assistance as it relates to technology.
- To respond to technology needs and requests in a prompt and effective manner.
- To utilize low-cost and free training opportunities for staff development.
- To encourage professionalism, the development of skills and ownership of information systems both at the staff level and the end-user level.
- To proactively find ways to promote meaningful, open and respectful dialogue that ensures effective decision making.
- To maintain appropriate levels of network security to protect the City's critical business systems from security threats.
- To develop and maintain an effective communications network for City operations.

## **OBJECTIVES**

- Develop and maintain an organization structure that is technically and functionally competent to respond to information systems requirements.
- Prepare specifications, analyze proposals, make recommendations, and implement solutions for technology solutions.
- Update the City's computer usage and security policy.
- Build a better understanding of information systems through IT security and user policy training.
- Provide the capability for direct user access to information and resources on the City's website through content management system training and documentation.
- Work with community groups and neighborhoods through online resources, promotion, and publication of community events and family activities on the website.
- Promote customer feedback system on the City's Website on a continuous basis.
- Develop a centralized public notices area on the City's Website.
- Explore live streaming of various public meetings.
- Address the huge reduction in Internet bandwidth availability to perform City business functions.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

The Information Systems department was involved in several major projects this year. The upgrade and replacement of network infrastructure cabling, routers and switches, an upgrade to active directory domain structure, and replacing core critical business application software to address the financial management, payroll, and utility billing systems. In an effort to increase communication, we also initiated additional social networking/media sites utilizing Facebook and Foursquare.

The department continues to operate at reduced staffing levels and reduced spending levels. The ability to provide adequate coverage and response for internal services will not be possible with additional personnel cuts. The department is already struggling with trying to meet the daily obligations of the City's information systems needs. We strive to address issues that are urgent and important like crises, pressing problems, immediate deadlines, mandated projects, and important meetings whenever possible.

The following Capital Improvement Projects (CIP) for Information Technology over the next six years is as follows:

- Computer Replacement Program: \$216,000
- Content and Response Management: \$ 26,000
- GIS Integration: \$143,000
- High-Speed Copy/Print/Scan/Fax: \$350,000
- Mobile Workforce: \$ 25,000
- Office Software and Training Program: \$156,000
- Server-Network-Cabling Infrastructure: \$215,000
- PBX, Voicemail, WAN Strategy: \$141,000
- Video Recording System Upgrades-PD \$ 25,000
- 

Capital Improvement Project Allocation for FY2011/12:

- Computer Replacement Program: 40,000
- Content Mgt and Response Mgt: 10,000
- High-Speed Copy/Print/Scan/Fax - 1: 60,000
- Office Software and Training Program-1: 21,000
- Server-Network-Cabling Infrastructure: 117,000
- PBX, Voicemail, WAN Strategy: 55,000

**FY2011/12 Total: \$303,000**

Capital Improvement Project Allocation for FY2012/13:

- Computer Replacement Program: \$ 40,000
- Content Mgt and Response Mgt: 16,000
- High-Speed Copy/Print/Scan/Fax - 2: 60,000
- Office Software and Training Program-2: 27,000
- Server-Network-Cabling Infrastructure: 20,000
- PBX, Voicemail, WAN Strategy: 46,000

**FY2012/13 Total: \$209,000**

Office supplies increased due to the costs for equipment repair parts of \$25,000 being moved from the capital outlay under \$10,000 account to office supplies.

## **Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Unrestricted Net Assets	1,861,354	970,844	601,084	331,764	76,174	(153,796)
Revenues and transfers from other funds	850,000	840,000	875,500	884,260	893,100	902,030
Expenditures and transfers to other funds	1,740,510	1,209,760	1,144,820	1,139,850	1,123,070	1,123,000
Net Change in Net Assets	(890,510)	(369,760)	(269,320)	(255,590)	(229,970)	(220,970)
Ending Unrestricted Net Assets	970,844	601,084	331,764	76,174	(153,796)	(374,766)

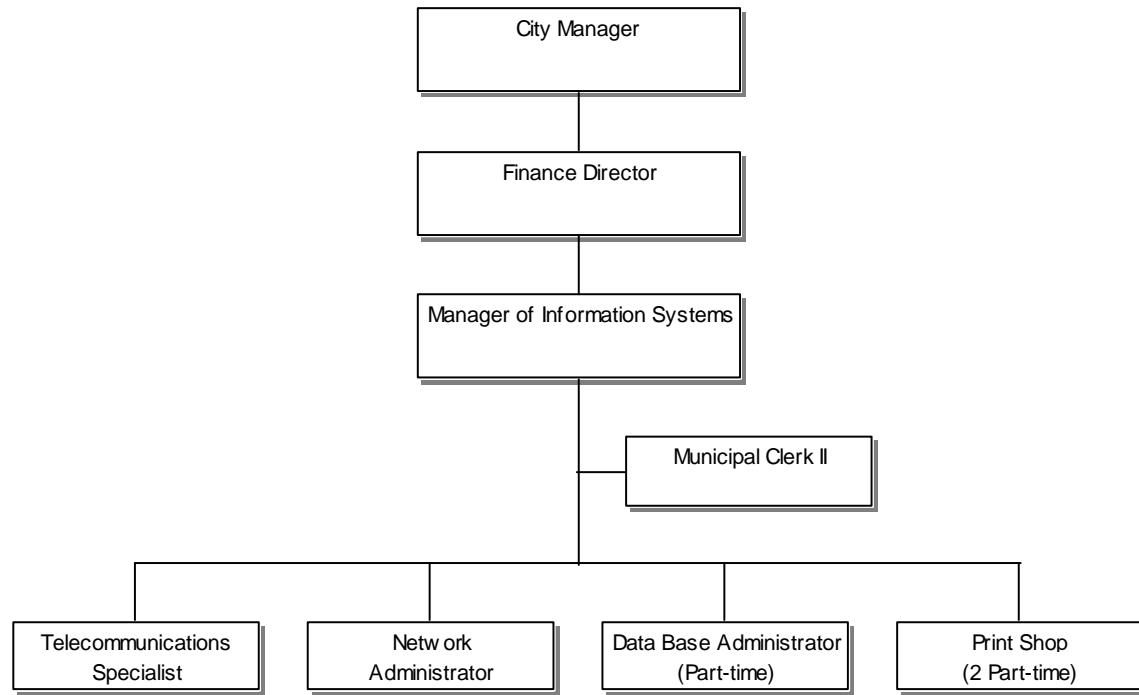
## Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	984,200	-	984,200
2008-2009 Actual	-	-	-	-	946,580	-	946,580
2009-2010 Actual	-	-	-	-	950,020	-	950,020
2010-2011 Original Budget	-	-	-	-	850,000	-	850,000
2010-2011 Adjusted Budget (Dec)	-	-	-	-	850,000	-	850,000
2010-2011 Six Month Actual	-	-	-	-	425,000	-	425,000
2010-2011 Estimated Year End	-	-	-	-	850,000	-	850,000
2011-2012 Dept Request	-	-	-	-	840,000	-	840,000
2011-2012 Manager's Budget	-	-	-	-	840,000	-	840,000
2011-2012 Approved Budget	-	-	-	-	840,000	-	840,000
2012-2013 Projected Budget	-	-	-	-	875,500	-	875,500
2013-2014 Projected Budget	-	-	-	-	884,260	-	884,260
2014-2015 Projected Budget	-	-	-	-	893,100	-	893,100
2015-2016 Projected Budget	-	-	-	-	902,030	-	902,030

## Expenditures

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	500,470	11,210	8,370	344,160	-	864,210
2008-2009 Actual	486,670	13,770	36,020	338,830	-	875,290
2009-2010 Actual	555,500	13,740	15,730	295,150	-	880,120
2010-2011 Original Budget	549,750	9,680	428,000	262,380	-	1,709,810
2010-2011 Adjusted Budget (Dec)	517,110	9,680	428,000	262,380	-	1,677,170
2010-2011 Six Month Actual	252,630	3,390	16,200	125,090	-	397,310
2010-2011 Estimated Year End	517,310	7,600	492,000	263,600	-	1,740,510
2011-2012 Dept Request	597,770	22,600	303,000	315,210	-	1,238,580
2011-2012 Manager's Budget	568,950	22,600	303,000	315,210	-	1,209,760
2011-2012 Approved Budget	568,950	22,600	303,000	315,210	-	1,209,760
2012-2013 Projected Budget	575,770	23,680	209,000	336,370	-	1,144,820
2013-2014 Projected Budget	580,800	23,680	187,000	348,370	-	1,139,850
2014-2015 Projected Budget	580,020	23,680	163,000	356,370	-	1,123,070
2015-2016 Projected Budget	582,950	23,680	153,000	363,370	-	1,123,000

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

	Fiscal Year								
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
<b>Full-Time Positions</b>									
Manager of Information Systems	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Data Base Administrator	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Network Administrator	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Pc Support Specialist	1.000	1.000	1.000	1.000	0.000	0.000	0.000	0.000	0.000
Telecommunications Specialist	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Info Systems - MC II	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	6.000	6.000	6.000	6.000	4.000	4.000	4.000	4.000	4.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						1.266	1.266	1.266
Cost Center Total	6.000	6.000	6.000	6.000	4.000	4.000	5.266	5.266	5.266

**Performance Indicators / Outcome Measures**

	Actual FY08/09	Actual FY09/10	Dec 31 2010	Estimated FY10/11	Projected FY11/12	Projected FY12/13
<b>Network Connections</b>						
Building Locations	14	14	14	14	14	14
PC's	356	356	323	323	300	295
Phone, VM, Accounting	3	3	3	3	3	3
LAN Services	10	10	10	10	10	10
WAN Connectivity	14	14	14	14	14	14
Internet Connectivity	14	14	14	14	14	14
<b>Email Service</b>						
Email accounts	357	357	357	357	337	338
Group accounts	15	15	15	15	15	15
Email lists services	4	4	4	4	5	5
<b>Hardware Installs and upgrades</b>						
PC's	70	70	30	65	55	45
Printers	10	10	7	8	6	5
Other	20	20	18	20	20	25
<b>Software Support</b>						
Virus, Malware, Spam	250	300	315	315	300	300
<b>Telecommunications</b>						
Telephones – Digital	387	387	380	380	360	360
Analog-Lines	200	200	200	200	200	200
DID numbers	1000	1,000	1,000	1,000	1,000	1,000
Adds, moves, changes	100-200	100-200	100-200	100-200	100-200	100-200
Voicemail accounts	387	387	380	380	360	360
group voicemail	30	30	30	30	30	30
Facility Mgt locations	14	14	14	14	14	14
<b>Website – General</b>						
Pages	2,600	2,600	n/a	4,800	5,400	6,500
Notification Service	438	438	n/a	840	1600	3200
e-Packet Availability (CC)	24	24	12	24	24	24
Computer Platforms	7	7	7	7	7	7
Operating Systems	7	7	7	7	7	7
Business Partners/Vendors	41	41	41	41	42	42
OS Software Patches	18,000	18,000	18,000	18,000	19,000	19,000
Virus/Protection Software Patches	38	38	52	114	150	150
# of PC Virus outbreaks	4	4	2	6	5	5
Print Shop Jobs	360	360	285	480	485	485
Print Shops Jobs/hour	1.2	1.2	n/a	1.25	1.3	1.3

***The mission of the Motor Pool is to provide a central location of accountability for the acquisition and maintenance of safe and efficient machinery, equipment and vehicles for City operations.***

The Motor Pool Division of the Department of Public Service (DPS) is responsible for providing and maintaining the City-owned fleet of machinery, equipment and vehicles in safe and proper functioning condition. Scheduled preventative maintenance is performed.

Vehicle condition and criteria for replacement are also closely monitored to optimize long-term cost. The Motor Pool maintains its own computerized records and inventory. Gasoline, diesel fuel, auto and truck parts are inventoried and charged to the various departments when used.

Internal City departments are charged monthly or hourly user fees that include a replacement charge ensuring that funds will be available when replacement is due.

The Motor Pool manages over \$15 million in machinery, equipment and vehicles, consisting of 8 fire trucks, 4 ambulance units, 132 cars, vans and pickup trucks, 15 dump-trucks, 28 heavy construction vehicles and 7 trailers and specialty vehicles.

The Division continually analyzes City-wide vehicle and equipment utilization; recommends, develops and refines specifications maximizing vehicle life cycle; and analyzes fleet composition in order to "right size" the fleet with a focus on reducing the total number of vehicles and equipment to the number that would provide the lowest overall fleet cost.

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## GOALS

- To maintain the fleet in a safe and proper functioning condition by providing a preventative maintenance program consistent with manufacturing recommendations.
- To maintain an adequate level of parts and supplies while minimizing inventory costs.

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## OBJECTIVES

- Complete repairs in a timely manner. Prioritize each repair according to need and importance.
- Provide each department quality service.
- Accomplish goals and objectives within budget amounts.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

The fuel budget increased as unit prices are unstable due to current market volatility. There is \$337,000 budget in vehicle replacement for three police vehicles (\$80,000), a loader for the Streets division (\$200,000) and \$57,000 for a pick-up for the Fire department. Revenues decreased relative to prior year's actual revenue due to the Royal Oak School district changes in bus service.

## Budget Summary

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Unrestricted Net Assets	5,441,043	5,742,198	5,472,668	4,573,218	3,066,338	2,134,428
Revenues and transfers from other funds	4,033,210	3,844,960	3,760,440	3,760,440	3,760,440	3,760,440
Expenditures and transfers to other funds	3,732,055	4,114,490	4,659,890	5,267,320	4,692,350	5,138,190
Net Change in Net Assets	301,155	(269,530)	(899,450)	(1,506,880)	(931,910)	(1,377,750)
Ending Unrestricted Net Assets	5,742,198	5,472,668	4,573,218	3,066,338	2,134,428	756,678

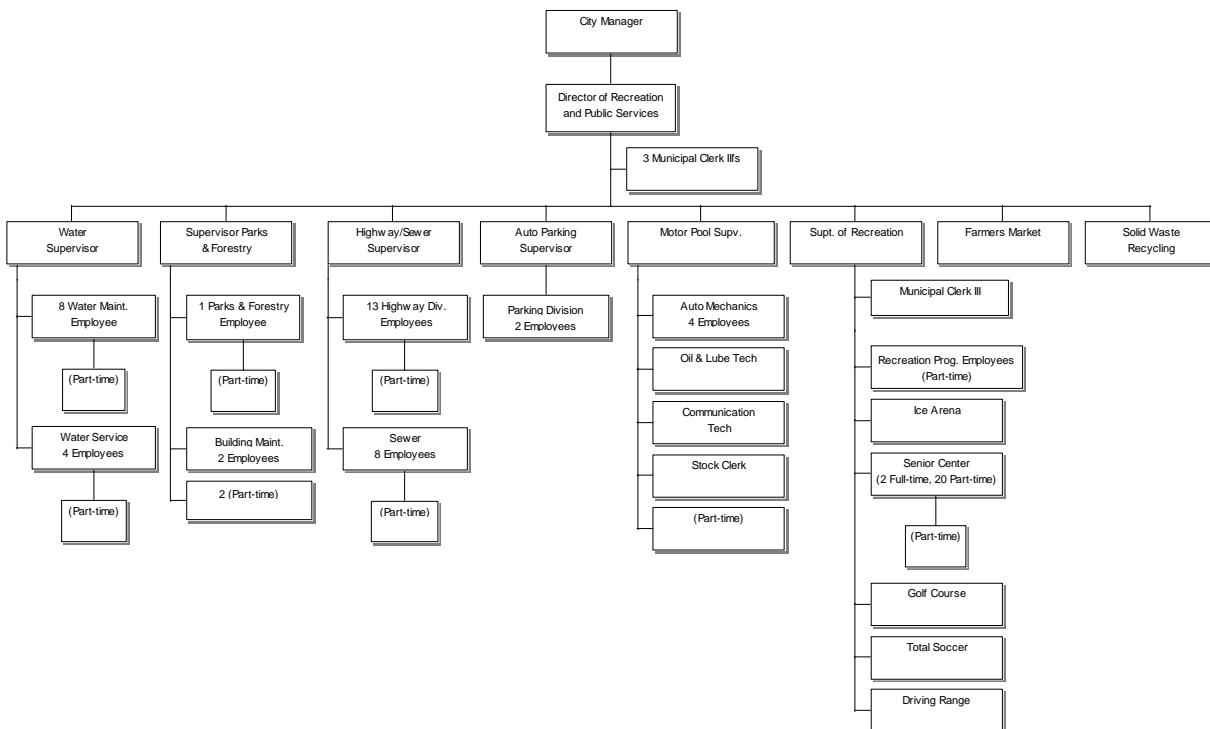
### Revenues

<b>661.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	-	-	-	-	3,981,100	151,670	4,132,770
2008-2009 Actual	-	-	-	-	3,754,380	-	3,754,380
2009-2010 Actual	-	-	-	-	3,817,920	-	3,817,920
2010-2011 Original Budget	-	-	-	-	3,952,440	-	3,952,440
2010-2011 Adjusted Budget (Dec)	-	-	-	-	3,952,440	-	3,952,440
2010-2011 Six Month Actual	-	-	-	-	1,995,120	-	1,995,120
2010-2011 Estimated Year End	-	-	-	-	4,033,210	-	4,033,210
2011-2012 Dept Request	-	-	-	-	3,844,960	-	3,844,960
2011-2012 Manager's Budget	-	-	-	-	3,844,960	-	3,844,960
2011-2012 Approved Budget	-	-	-	-	3,844,960	-	3,844,960
2012-2013 Projected Budget	-	-	-	-	3,760,440	-	3,760,440
2013-2014 Projected Budget	-	-	-	-	3,760,440	-	3,760,440
2014-2015 Projected Budget	-	-	-	-	3,760,440	-	3,760,440
2015-2016 Projected Budget	-	-	-	-	3,760,440	-	3,760,440

## Expenditures

<b>661.442 MOTOR POOL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	1,149,400	939,080	77,880	1,265,400	-	3,431,760
2008-2009 Actual	1,184,500	943,400	103,820	1,524,890	33,360	3,789,970
2009-2010 Actual	1,412,190	812,190	159,450	1,636,980	3,670	4,024,480
2010-2011 Original Budget	1,261,140	726,950	139,280	1,707,750	-	4,295,120
2010-2011 Adjusted Budget (Dec)	1,251,740	726,950	139,280	1,707,750	-	4,285,720
2010-2011 Six Month Actual	571,790	358,410	50,890	766,460	(14,380)	1,733,170
2010-2011 Estimated Year End	1,067,405	768,700	139,280	1,756,670	-	3,732,055
2011-2012 Dept Request	1,118,370	833,750	462,780	1,802,370	-	4,217,270
2011-2012 Manager's Budget	1,072,590	833,750	405,780	1,802,370	-	4,114,490
2011-2012 Approved Budget	1,072,590	833,750	405,780	1,802,370	-	4,114,490
2012-2013 Projected Budget	1,093,790	783,250	887,680	1,895,170	-	4,659,890
2013-2014 Projected Budget	1,105,150	821,640	1,249,800	2,090,730	-	5,267,320
2014-2015 Projected Budget	1,110,590	861,950	536,130	2,183,680	-	4,692,350
2015-2016 Projected Budget	1,117,650	904,270	818,500	2,297,770	-	5,138,190

## Departmental Organization Chart



**Cost Center Position Detail - Home Base**  
Full & Part-time Employees

	<b>Fiscal Year</b>								
	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
<b>Full-Time Positions</b>									
Superintendent - Motor Pool	1.000	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000
Motor Pool Supervisor	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Automotive Mechanic	5.000	5.000	5.000	5.000	4.000	4.000	4.000	4.000	4.000
Communications Maint Tech	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Stock Clerk	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Garage Service Worker	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Pub Srvc Facility Custodian	1.000	1.000	1.000	1.000	1.000	1.000	0.000	0.000	0.000
Motor Pool - MC III	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Full-time Total	12.000	12.000	12.000	12.000	11.000	11.000	10.000	9.000	9.000
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available						1.346	1.346	1.346
Cost Center Total	12.000	12.000	12.000	12.000	11.000	11.000	11.346	10.346	10.346

***The mission of the Worker's Compensation Fund is to account for all costs of Worker's Compensation claims.***

The City is responsible for paying the costs of eligible Worker's Compensation claims from employees. It has elected to be "self-insured," bearing the burden of normal costs.

Reinsurance is purchased to limit losses by individual case and, annually, in the aggregate.

The Human Resources Department receives and forwards employee claims from

departments to an independent claims processor for professional case management.

This fund pays the eligible costs of training, lost time, medical and indemnity, claims processor, reinsurance and legal fees, if any.

Funds and departments are charged a user charge based on Worker's Compensation insurance principals to fund this activity.

The City currently has a self-insured retention of \$450,000 with an aggregate retention of \$950,148.

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## GOALS

- Minimize worker's compensation claims through proper hiring, screening and employee safety training.
- Provide supervisors with safety training so that, when accidents occur they protect the injured employee and record all pertinent circumstances regarding any potential claim.
- Thoroughly review all accidents in the Safety Committee.
- Vigorously oppose lawsuits arising from ineligible worker's compensation claims.
- Create equitable worker's compensation charge rates to other funds to maintain a proper fund balance.

## OBJECTIVES

- Maintain regular training programs.
- Pay all eligible claims.
- Review a policy for reserve levels.

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## Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

Transfer-out of \$350,000 as a net asset distribution is budgeted.

## **Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Unrestricted Net Assets	1,376,146	1,320,186	1,325,746	1,347,896	1,365,236	1,377,726
Revenues and transfers from other funds	810,040	850,950	867,960	884,750	902,800	902,800
Expenditures and transfers to other funds	866,000	845,390	845,810	867,410	890,310	914,590
Net Change in Net Assets	(55,960)	5,560	22,150	17,340	12,490	(11,790)
Ending Unrestricted Net Assets	1,320,186	1,325,746	1,347,896	1,365,236	1,377,726	1,365,936

### **Revenues**

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	829,260	660	3,040	-	832,960
2008-2009 Actual	-	-	868,620	240	96,260	-	965,120
2009-2010 Actual	-	-	885,590	-	25,590	-	911,180
2010-2011 Original Budget	-	-	884,190	20	-	-	884,210
2010-2011 Adjusted Budget (Dec)	-	-	884,190	20	160,160	-	1,044,370
2010-2011 Six Month Actual	-	-	402,280	-	20	-	402,300
2010-2011 Estimated Year End	-	-	810,000	20	20	-	810,040
2011-2012 Dept Request	-	-	850,950	-	-	-	850,950
2011-2012 Manager's Budget	-	-	850,950	-	-	-	850,950
2011-2012 Approved Budget	-	-	850,950	-	-	-	850,950
2012-2013 Projected Budget	-	-	867,960	-	-	-	867,960
2013-2014 Projected Budget	-	-	884,750	-	-	-	884,750
2014-2015 Projected Budget	-	-	902,800	-	-	-	902,800
2015-2016 Projected Budget	-	-	902,800	-	-	-	902,800

## Expenditures

<b>677.871 WORKERS COMPENSATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	821,570	-	821,570
2008-2009 Actual	-	-	-	441,760	-	441,760
2009-2010 Actual	-	-	-	790,560	-	790,560
2010-2011 Original Budget	-	-	-	1,044,370	-	1,044,370
2010-2011 Adjusted Budget (Dec)	-	-	-	1,044,370	-	1,044,370
2010-2011 Six Month Actual	-	-	-	238,740	-	238,740
2010-2011 Estimated Year End	-	-	-	866,000	-	866,000
2011-2012 Dept Request	-	-	-	1,002,290	-	1,002,290
2011-2012 Manager's Budget	-	-	-	845,390	-	845,390
2011-2012 Approved Budget	-	-	-	845,390	-	845,390
2012-2013 Projected Budget	-	-	-	845,810	-	845,810
2013-2014 Projected Budget	-	-	-	867,410	-	867,410
2014-2015 Projected Budget	-	-	-	890,310	-	890,310
2015-2016 Projected Budget	-	-	-	914,590	-	914,590

## Performance Indicators / Outcome Measures

	<u>Actual 2008</u>	<u>Actual 2009</u>	<u>March 2010</u>	<u>Estimated 2010</u>	<u>Projected 2011</u>	<u>Projected 2012</u>
Workers Compensation Incident Reports	75	68	19	75	80	85

Note: Calendar year basis is utilized for workers compensation performance measures

***The mission of the Health Care Fund is to account for all employee and retiree health care costs.***

Effective April 2010, the City transitioned from an experienced rated contract to an administrative services contract (ASC) with Blue Cross Blue Shield (BCBS) of Michigan for healthcare for its employees and retirees. Under an ASC the City operates under a self-

funded arrangement making the City responsible for claims, fixed administrative fees and stop loss insurance. The City carries \$100,000 Stop Loss protection, administered on a per contract basis, rather than per family member. The City continues to pay BCN and HAP insured premiums as opposed to being self-insured.

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### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

BCN and HAP premiums are budgeted to increase approximately 12% and 8% respectively and the BCBS costs budgeted to remain constant.

### **Budget Summary**

	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Unrestricted Net Assets	338,868	338,868	338,868	338,868	338,868	338,868
Revenues and transfers from other funds	9,621,130	9,850,670	10,185,760	10,530,130	10,884,240	11,248,570
Expenditures and transfers to other funds	9,621,130	9,850,670	10,185,760	10,530,130	10,884,240	11,248,570
Net Change in Net Assets	-	-	-	-	-	-
Ending Unrestricted Net Assets	338,868	338,868	338,868	338,868	338,868	338,868

## Revenues

678.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Original Budget	-	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	-	-	-	-
2010-2011 Estimated Year End	-	-	-	3,791,130	5,830,000	-	9,621,130
2011-2012 Dept Request	-	-	-	3,947,220	6,130,000	-	10,077,220
2011-2012 Manager's Budget	-	-	-	3,720,670	6,130,000	-	9,850,670
2011-2012 Approved Budget	-	-	-	3,720,670	6,130,000	-	9,850,670
2012-2013 Projected Budget	-	-	-	3,905,760	6,280,000	-	10,185,760
2013-2014 Projected Budget	-	-	-	4,100,130	6,430,000	-	10,530,130
2014-2015 Projected Budget	-	-	-	4,304,240	6,580,000	-	10,884,240
2015-2016 Projected Budget	-	-	-	4,518,570	6,730,000	-	11,248,570

## Expenditures

678.851 Medical	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	-	-	-
2010-2011 Estimated Year End	-	-	-	9,621,130	-	9,621,130
2011-2012 Dept Request	-	-	-	10,077,220	-	10,077,220
2011-2012 Manager's Budget	-	-	-	9,850,670	-	9,850,670
2011-2012 Approved Budget	-	-	-	9,850,670	-	9,850,670
2012-2013 Projected Budget	-	-	-	10,185,760	-	10,185,760
2013-2014 Projected Budget	-	-	-	10,530,130	-	10,530,130
2014-2015 Projected Budget	-	-	-	10,884,240	-	10,884,240
2015-2016 Projected Budget	-	-	-	11,248,570	-	11,248,570

## General Liability & Property Insurance Fund

***The mission of the General Liability & Property Insurance Fund is to account for all of the City's general liability and property insurance coverage activity.***

In a collaborative effort, the City works with the Michigan Municipal Risk Management Authority (MMRMA), a pooled organization under the laws of the State of Michigan to assist with risk management services and self-insurance protection from general liability, property coverage and crime loss.

The City has been a member of the pool since 1985. The City is bound by all of the provisions of the MMRMA's Joint Powers Agreement,

coverage documents, MMRMA rules, regulations, and administrative procedures.

The City currently has a self-insured retention (SIR) of \$250,000 for general liability, \$15,000 for vehicle damage, 10% for property and crime up to \$100,000 and \$250,000 for limited sewage system overflow. Both vehicle physical damage and property /crime have a \$1,000 deductible.

The City has a Stop Loss of \$851,000. This limits the City's payments during the year for those costs falling within the City's SIR. The Stop Loss only responds to cumulative City SIR payments, including damages, indemnification, and allocated loss adjustment expenses within one year (July 1 to June 30).

### GOALS

- To minimize general liability and property losses

### OBJECTIVES

- Implement a sidewalk replacement program as to minimize City losses and provide safer infrastructure.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:

There are no significant changes to this fund/cost center

### Budget Summary

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Unrestricted Net Assets	-	-	-	-	-	-
Revenues and transfers from other funds	1,296,750	1,399,800	1,400,000	1,402,500	1,405,130	1,407,890
Expenditures and transfers to other funds	1,296,750	1,399,800	1,400,000	1,402,500	1,405,130	1,407,890
Net Change in Net Assets	-	-	-	-	-	-
Ending Unrestricted Net Assets	-	-	-	-	-	-

## General Liability & Property Insurance Fund

### Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-	-
2010-2011 Original Budget	-	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	-	-	-	-
2010-2011 Estimated Year End	-	-	-	1,296,750	-	-	1,296,750
2011-2012 Dept Request	-	-	-	1,399,800	-	-	1,399,800
2011-2012 Manager's Budget	-	-	-	1,399,800	-	-	1,399,800
2011-2012 Approved Budget	-	-	-	1,399,800	-	-	1,399,800
2012-2013 Projected Budget	-	-	-	1,400,000	-	-	1,400,000
2013-2014 Projected Budget	-	-	-	1,402,500	-	-	1,402,500
2014-2015 Projected Budget	-	-	-	1,405,130	-	-	1,405,130
2015-2016 Projected Budget	-	-	-	1,407,890	-	-	1,407,890

### Expenditures

679.881 General Liability and Property	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	-	-
2008-2009 Actual	-	-	-	-	-	-
2009-2010 Actual	-	-	-	-	-	-
2010-2011 Original Budget	-	-	-	-	-	-
2010-2011 Adjusted Budget (Dec)	-	-	-	-	-	-
2010-2011 Six Month Actual	-	-	-	-	-	-
2010-2011 Estimated Year End	-	-	-	1,296,750	-	1,296,750
2011-2012 Dept Request	-	-	-	1,399,800	-	1,399,800
2011-2012 Manager's Budget	-	-	-	1,459,430	-	1,459,430
2011-2012 Approved Budget	-	-	-	1,399,800	-	1,399,800
2012-2013 Projected Budget	-	-	-	1,400,000	-	1,400,000
2013-2014 Projected Budget	-	-	-	1,402,500	-	1,402,500
2014-2015 Projected Budget	-	-	-	1,405,130	-	1,405,130
2015-2016 Projected Budget	-	-	-	1,407,890	-	1,407,890

## **FIDUCIARY FUNDS**

Retirement (Pension) Fund - 731

Retiree Health Care Fund - 736

The funding objective Retirement (Pension trust) fund is to actuarially determine and receive contributions which will accumulate as assets during members' time of employment that will be

sufficient to finance retirement pension benefits throughout the members (and beneficiaries) retirement years.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

As of the last actuarial valuation report dated June 30, 2010 the required employer contribution is approximately \$5.7 million or nearly 30% of projected payroll, up from 25% in the prior year. The full contribution is budgeted as required by law. The City has a ratio of nearly two retirees/beneficiaries to one employee.

**Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Revenues and transfers from other funds	28,295,300	17,549,890	18,379,080	18,923,760	19,424,480	19,992,810
Expenditures and transfers to other funds	14,565,300	14,885,000	15,359,000	15,839,250	16,322,900	16,810,090
Net Change in Net Assets	13,730,000	2,664,890	3,020,080	3,084,510	3,101,580	3,182,720
Ending Unrestricted Net Assets	125,439,300	128,104,190	131,124,270	134,208,780	137,310,360	140,493,080

## Retirement (Pension) Fund

### Revenues

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	222,060	146,300	-	368,360
2008-2009 Actual	-	-	-	(17,354,860)	504,580	-	(16,850,280)
2009-2010 Actual	-	-	-	16,615,490	49,520	-	16,665,010
2010-2011 Original Budget	-	-	-	12,588,570	30,000	-	12,618,570
2010-2011 Adjusted Budget (Dec)	-	-	-	12,588,570	30,000	-	12,618,570
2010-2011 Six Month Actual	-	-	-	20,582,660	54,060	-	20,636,720
2010-2011 Estimated Year End	-	-	-	28,230,300	65,000	-	28,295,300
2011-2012 Dept Request	-	-	-	17,762,210	50,000	-	17,812,210
2011-2012 Manager's Budget	-	-	-	17,499,890	50,000	-	17,549,890
2011-2012 Approved Budget	-	-	-	17,499,890	50,000	-	17,549,890
2012-2013 Projected Budget	-	-	-	18,329,080	50,000	-	18,379,080
2013-2014 Projected Budget	-	-	-	18,873,760	50,000	-	18,923,760
2014-2015 Projected Budget	-	-	-	19,374,480	50,000	-	19,424,480
2015-2016 Projected Budget	-	-	-	19,942,810	50,000	-	19,992,810

### Expenditures

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	1,300	-	-	11,771,490	-	11,772,790
2008-2009 Actual	1,260	-	-	12,011,690	-	12,012,950
2009-2010 Actual	2,690	-	-	12,278,540	-	12,281,230
2010-2011 Original Budget	76,300	-	-	13,683,000	-	13,759,300
2010-2011 Adjusted Budget (Dec)	76,300	-	-	13,683,000	-	13,759,300
2010-2011 Six Month Actual	38,730	-	-	7,113,000	-	7,151,730
2010-2011 Estimated Year End	38,300	-	-	14,527,000	-	14,565,300
2011-2012 Dept Request	-	-	-	14,885,000	-	14,885,000
2011-2012 Manager's Budget	-	-	-	14,885,000	-	14,885,000
2011-2012 Approved Budget	-	-	-	14,885,000	-	14,885,000
2012-2013 Projected Budget	-	-	-	15,359,000	-	15,359,000
2013-2014 Projected Budget	-	-	-	15,839,250	-	15,839,250
2014-2015 Projected Budget	-	-	-	16,322,900	-	16,322,900
2015-2016 Projected Budget	-	-	-	16,810,090	-	16,810,090

Ideally, the funding objective Retiree Healthcare trust fund is to actuarially determine and receive contributions which will accumulate as assets during members' time of employment that will be sufficient to finance retirement healthcare

benefits throughout the members (and beneficiaries) retirement years. The City currently is not making the entire annual contribution.

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**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2011/2013:**

As of the last actuarial valuation report dated June 30, 2010 the Annual Required Contribution (ARC) is \$10.8 million (or 61% of full-time wages) and the Unfunded Actuarial Accrued Liability is nearly \$112 million for retiree healthcare (\$54 Million for general employees and \$58 Million for Police & Fire). The amortized unfunded actuarial accrued liability is \$9.5 million with a normal cost of \$1.3 million. This valuation is performed every two years. More than \$6.7 million is budgeted to be contributed City-wide to the Retiree Healthcare Fund and \$6.1 Million is budgeted to be expended for current retirees. The contribution rate has been reduced as the full ARC is not being contributed in the City Manager's Recommended Budget in order to provide some financial relief for the various funds. The budget provides for 80% funding for the general employees and 50% funding for Police & Fire. The 50% Police & Fire funding is to provide relief to the General Fund to help reduce the number of public safety employee layoffs, as public safety employees have not taken concessions. The City will be meeting its Normal Costs with the budgeted contributions.

### **Budget Summary**

	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Revenues and transfers from other funds	8,515,200	7,375,880	7,407,540	7,467,400	7,406,930	7,406,820
Expenditures and transfers to other funds	6,578,430	6,918,730	7,088,630	7,236,700	7,406,930	7,554,670
Net Change in Net Assets	1,936,770	457,150	318,910	230,700	-	(147,850)
Ending Unrestricted Net Assets	6,750,730	7,207,880	7,526,790	7,757,490	7,757,490	7,609,640

Revenues

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	5,590,970	-	-	5,590,970
2008-2009 Actual	-	-	-	7,647,800	-	-	7,647,800
2009-2010 Actual	-	-	-	8,502,080	-	-	8,502,080
2010-2011 Original Budget	-	-	-	7,710,790	-	-	7,710,790
2010-2011 Adjusted Budget (Dec)	-	-	-	7,710,790	-	-	7,710,790
2010-2011 Six Month Actual	-	-	-	4,125,160	-	-	4,125,160
2010-2011 Estimated Year End	-	-	-	8,515,200	-	-	8,515,200
2011-2012 Dept Request	-	-	-	10,917,590	-	-	10,917,590
2011-2012 Manager's Budget	-	-	-	7,375,880	-	-	7,375,880
2011-2012 Approved Budget	-	-	-	7,375,880	-	-	7,375,880
2012-2013 Projected Budget	-	-	-	7,407,540	-	-	7,407,540
2013-2014 Projected Budget	-	-	-	7,467,400	-	-	7,467,400
2014-2015 Projected Budget	-	-	-	7,406,930	-	-	7,406,930
2015-2016 Projected Budget	-	-	-	7,406,820	-	-	7,406,820

## Expenditures

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	5,383,830	-	5,383,830
2008-2009 Actual	-	-	-	5,472,670	-	5,472,670
2009-2010 Actual	-	-	-	6,070,380	-	6,070,380
2010-2011 Original Budget	-	-	-	7,075,780	-	7,075,780
2010-2011 Adjusted Budget (Dec)	-	-	-	7,075,780	-	7,075,780
2010-2011 Six Month Actual	-	-	-	3,167,910	-	3,167,910
2010-2011 Estimated Year End	-	-	-	6,578,430	-	6,578,430
2011-2012 Dept Request	-	-	-	6,918,730	-	6,918,730
2011-2012 Manager's Budget	-	-	-	6,918,730	-	6,918,730
2011-2012 Approved Budget	-	-	-	6,918,730	-	6,918,730
2012-2013 Projected Budget	-	-	-	7,088,630	-	7,088,630
2013-2014 Projected Budget	-	-	-	7,236,700	-	7,236,700
2014-2015 Projected Budget	-	-	-	7,406,930	-	7,406,930
2015-2016 Projected Budget	-	-	-	7,554,670	-	7,554,670

# **SUPPLEMENTAL INFORMATION**

## **Building Authorities**

- Ice Arena
- Library
- Court
- Parking Deck
- Fire

## **City Property**

### **Glossary**

### **SEMCOG Community Profile**

## **Biographies**

- Elected Officials
- Management

## Supplemental Information – Building Authorities

### Budget Summary

Ice Arena Building Authority	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	12,833	12,833	12,833	12,833	12,833	12,833
Revenues and transfers from other funds	8,780	-	-	-	-	-
Expenditures and transfers to other funds	8,780	-	-	-	-	-
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	12,833	12,833	12,833	12,833	12,833	12,833

### Revenues

569.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	49,980	-	-	-	49,980
2008-2009 Actual	-	-	35,360	-	-	-	35,360
2009-2010 Actual	-	-	19,780	-	-	-	19,780
2010-2011 Original Budget	-	-	8,780	-	-	-	8,780
2010-2011 Adjusted Budget (Dec)	-	-	8,780	-	-	-	8,780
2010-2011 Six Month Actual	-	-	3,190	-	-	-	3,190
2010-2011 Estimated Year End	-	-	8,780	-	-	-	8,780
2011-2012 Dept Request	-	-	-	-	-	-	-
2011-2012 Manager's Budget	-	-	-	-	-	-	-
2011-2012 Approved Budget	-	-	-	-	-	-	-
2012-2013 Requested Budget	-	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-	-

## Supplemental Information – Building Authorities

### Expenditures

569.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	53,480	53,480
2008-2009 Actual	-	-	-	-	38,860	38,860
2009-2010 Actual	-	-	-	-	23,280	23,280
2010-2011 Original Budget	-	-	-	-	8,780	8,780
2010-2011 Adjusted Budget (Dec)	-	-	-	-	8,780	8,780
2010-2011 Six Month Actual	-	-	-	-	3,190	3,190
2010-2011 Estimated Year End	-	-	-	-	8,780	8,780
2011-2012 Dept Request	-	-	-	-	-	-
2011-2012 Manager's Budget	-	-	-	-	-	-
2011-2012 Approved Budget	-	-	-	-	-	-
2012-2013 Requested Budget	-	-	-	-	-	-
2013-2014 Projected Budget	-	-	-	-	-	-
2014-2015 Projected Budget	-	-	-	-	-	-
2015-2016 Projected Budget	-	-	-	-	-	-

## Supplemental Information – Building Authorities

### Budget Summary

Library Building Authority	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	-	-	-	-	-	-
Revenues and transfers from other funds	289,770	289,170	293,230	291,770	294,460	295,380
Expenditures and transfers to other funds	289,770	289,170	293,230	291,770	294,460	295,380
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

### Revenues

570.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	284,490	-	284,490
2008-2009 Actual	-	-	-	-	284,840	-	284,840
2009-2010 Actual	-	-	-	-	289,660	-	289,660
2010-2011 Original Budget	-	-	-	-	289,770	-	289,770
2010-2011 Adjusted Budget (Dec)	-	-	-	-	289,770	-	289,770
2010-2011 Six Month Actual	-	-	-	-	57,570	-	57,570
2010-2011 Estimated Year End	-	-	-	-	289,770	-	289,770
2011-2012 Dept Request	-	-	-	-	289,170	-	289,170
2011-2012 Manager's Budget	-	-	-	-	289,170	-	289,170
2011-2012 Approved Budget							
2012-2013 Requested Budget	-	-	-	-	293,230	-	293,230
2013-2014 Projected Budget	-	-	-	-	291,770	-	291,770
2014-2015 Projected Budget	-	-	-	-	294,460	-	294,460
2015-2016 Projected Budget	-	-	-	-	295,380	-	295,380

## Supplemental Information – Building Authorities

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### Expenditures

570.790 LIBRARY BUILDING AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	284,490	284,490
2008-2009 Actual	-	-	-	-	284,840	284,840
2009-2010 Actual	-	-	-	-	289,660	289,660
2010-2011 Original Budget	-	-	-	-	289,770	289,770
2010-2011 Adjusted Budget (Dec)	-	-	-	-	289,770	289,770
2010-2011 Six Month Actual	-	-	-	-	57,580	57,580
2010-2011 Estimated Year End	-	-	-	-	289,770	289,770
2011-2012 Dept Request	-	-	-	-	289,170	289,170
2011-2012 Manager's Budget	-	-	-	-	289,170	289,170
2011-2012 Approved Budget						
2012-2013 Requested Budget	-	-	-	-	293,230	293,230
2013-2014 Projected Budget	-	-	-	-	291,770	291,770
2014-2015 Projected Budget	-	-	-	-	294,460	294,460
2015-2016 Projected Budget	-	-	-	-	295,380	295,380

## Supplemental Information – Building Authorities

### Budget Summary

Court Building Authority	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	-	-	-	-	-	-
Revenues and transfers from other funds	516,700	520,100	512,900	515,120	511,710	514,400
Expenditures and transfers to other funds	516,700	520,100	512,900	515,120	511,710	514,400
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

### Revenues

571.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	517,660	-	517,660
2008-2009 Actual	-	-	-	-	520,730	-	520,730
2009-2010 Actual	-	-	-	-	517,700	-	517,700
2010-2011 Original Budget	-	-	-	-	516,700	-	516,700
2010-2011 Adjusted Budget (Dec)	-	-	-	-	516,700	-	516,700
2010-2011 Six Month Actual	-	-	-	-	113,150	-	113,150
2010-2011 Estimated Year End	-	-	-	516,700	-	-	516,700
2011-2012 Dept Request	-	-	-	520,100	-	-	520,100
2011-2012 Manager's Budget	-	-	-	520,100	-	-	520,100
2011-2012 Approved Budget							
2012-2013 Requested Budget	-	-	-	512,900	-	-	512,900
2013-2014 Projected Budget	-	-	-	515,120	-	-	515,120
2014-2015 Projected Budget	-	-	-	511,710	-	-	511,710
2015-2016 Projected Budget	-	-	-	514,400	-	-	514,400

## Supplemental Information – Building Authorities

### Expenditures

571.136 COURT CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	517,660	517,660
2008-2009 Actual	-	-	-	-	520,730	520,730
2009-2010 Actual	-	-	-	-	517,690	517,690
2010-2011 Original Budget	-	-	-	-	516,700	516,700
2010-2011 Adjusted Budget (Dec)	-	-	-	-	516,700	516,700
2010-2011 Six Month Actual	-	-	-	-	113,150	113,150
2010-2011 Estimated Year End	-	-	-	-	516,700	516,700
2011-2012 Dept Request	-	-	-	-	520,100	520,100
2011-2012 Manager's Budget	-	-	-	-	520,100	520,100
2011-2012 Approved Budget						
2012-2013 Requested Budget	-	-	-	-	512,900	512,900
2013-2014 Projected Budget	-	-	-	-	515,120	515,120
2014-2015 Projected Budget	-	-	-	-	511,710	511,710
2015-2016 Projected Budget	-	-	-	-	514,400	514,400

## Supplemental Information – Building Authorities

### Budget Summary

<b>Parking Deck Building Authority</b>	<b>2010-2011</b>	<b>2011-2012</b>	<b>2012-2013</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>
Beginning Fund Balance	368,708	368,708	368,708	368,708	368,708	368,708
Revenues and transfers from other funds	278,290	261,860	251,260	239,710	227,950	215,580
Expenditures and transfers to other funds	278,290	261,860	251,260	239,710	227,950	215,580
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	368,708	368,708	368,708	368,708	368,708	368,708

### Revenues

<b>572.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2007-2008 Actual	-	-	-	-	291,300	-	291,300
2008-2009 Actual	-	-	-	-	276,600	-	276,600
2009-2010 Actual	-	-	-	-	261,410	-	261,410
2010-2011 Original Budget	-	-	-	-	248,110	-	248,110
2010-2011 Adjusted Budget (Dec)	-	-	-	-	248,110	-	248,110
2010-2011 Six Month Actual	-	-	-	-	82,570	-	82,570
2010-2011 Estimated Year End	-	-	-	-	278,290	-	278,290
2011-2012 Dept Request	-	-	-	-	261,860	-	261,860
2011-2012 Manager's Budget	-	-	-	-	261,860	-	261,860
2011-2012 Approved Budget							
2012-2013 Requested Budget	-	-	-	-	251,260	-	251,260
2013-2014 Projected Budget	-	-	-	-	239,710	-	239,710
2014-2015 Projected Budget	-	-	-	-	227,950	-	227,950
2015-2016 Projected Budget	-	-	-	-	215,580	-	215,580

## Supplemental Information – Building Authorities

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### Expenditures

<b>572.570 PARKING DECK BLDG AUTHORITY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2007-2008 Actual	-	-	-	30,180	291,300	321,480
2008-2009 Actual	-	-	-	30,180	76,560	106,740
2009-2010 Actual	-	-	-	30,180	261,410	291,590
2010-2011 Original Budget	-	-	-	-	248,110	248,110
2010-2011 Adjusted Budget (Dec)	-	-	-	-	248,110	248,110
2010-2011 Six Month Actual	-	-	-	-	82,570	82,570
2010-2011 Estimated Year End	-	-	-	30,180	248,110	278,290
2011-2012 Dept Request	-	-	-	30,180	231,680	261,860
2011-2012 Manager's Budget	-	-	-	30,180	231,680	261,860
2011-2012 Approved Budget						
2012-2013 Requested Budget	-	-	-	30,180	221,080	251,260
2013-2014 Projected Budget	-	-	-	30,180	209,530	239,710
2014-2015 Projected Budget	-	-	-	30,180	197,770	227,950
2015-2016 Projected Budget	-	-	-	30,180	185,400	215,580

## Supplemental Information – Building Authorities

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### Budget Summary

Fire Building Authority	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Beginning Fund Balance	-	-	-	-	-	-
Revenues and transfers from other funds	687,090	690,430	687,530	693,160	692,240	690,400
Expenditures and transfers to other funds	687,090	690,430	687,530	693,160	692,240	690,400
Net Change in Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-

### Revenues

573.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2007-2008 Actual	-	-	-	-	686,750	-	686,750
2008-2009 Actual	-	-	-	-	682,790	-	682,790
2009-2010 Actual	-	-	-	-	687,790	-	687,790
2010-2011 Original Budget	-	-	-	-	687,090	-	687,090
2010-2011 Adjusted Budget (Dec)	-	-	-	-	687,090	-	687,090
2010-2011 Six Month Actual	-	-	-	-	547,750	-	547,750
2010-2011 Estimated Year End	-	-	-	-	687,090	-	687,090
2011-2012 Dept Request	-	-	-	-	690,430	-	690,430
2011-2012 Manager's Budget	-	-	-	-	690,430	-	690,430
2011-2012 Approved Budget							
2012-2013 Requested Budget	-	-	-	-	687,530	-	687,530
2013-2014 Projected Budget	-	-	-	-	693,160	-	693,160
2014-2015 Projected Budget	-	-	-	-	692,240	-	692,240
2015-2016 Projected Budget	-	-	-	-	690,400	-	690,400

## Supplemental Information – Building Authorities

### Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2007-2008 Actual	-	-	-	-	686,750	686,750
2008-2009 Actual	-	-	-	-	682,790	682,790
2009-2010 Actual	-	-	-	-	687,790	687,790
2010-2011 Original Budget	-	-	-	-	687,090	687,090
2010-2011 Adjusted Budget (Dec)	-	-	-	-	687,090	687,090
2010-2011 Six Month Actual	-	-	-	-	547,750	547,750
2010-2011 Estimated Year End	-	-	-	-	687,090	687,090
2011-2012 Dept Request	-	-	-	-	690,430	690,430
2011-2012 Manager's Budget	-	-	-	-	690,430	690,430
2011-2012 Approved Budget						
2012-2013 Requested Budget	-	-	-	-	687,530	687,530
2013-2014 Projected Budget	-	-	-	-	693,160	693,160
2014-2015 Projected Budget	-	-	-	-	692,240	692,240
2015-2016 Projected Budget	-	-	-	-	690,400	690,400

## Supplemental Information – Biographies

### Elected Officials

#### **Mayor** James B. Ellison

Mr. Ellison became Royal Oak's 23rd Mayor in December 2003 and is serving his third two-year term. He has been a construction project manager/cost estimator for Barton Malow since 1985. Mr. Ellison served as a City Commissioner from 1991-1995. He currently sits on the Animal Shelter Committee, the City/Chamber Beautification Committee, the Royal Oak Acorn Foundation and the Royal Oak Woodward Dream Cruise Committee. He previously served as chair of the Traffic Committee and as president of the Royal Oak Housing Commission. Mr. Ellison was named Royal Oak Citizen of the Year in 2002.

#### **Mayor Pro Tem** Michael Andrzejak

Mr. Andrzejak is currently serving as City Commissioner since 2003 and was Mayor Pro Tem from 2005-2007. He previously served as City Commissioner from 1995-1997 and was Mayor Pro Tem from 1997-1999. Mr. Andrzejak serves on the Plan Commission, the Parks & Recreation Advisory Board, the Retirement Board and the Senior Citizens' Advisory Committee. Mr. Andrzejak is a life-long resident of Royal Oak. He attended Central Michigan University.

#### **Commissioner** Patricia Capello

Patricia Capello has lived in the City of Royal Oak for over 35 years. She retired from AT & T as a mid-level manager in the Engineering Department. She currently serves as an officer on the Board of Directors of the Royal Oak Woman's Club and as an AARP Tax Counselor. Ms. Capello served previously as a City Commissioner from 2003-2007. During this term, she served on the Audit Review Committee, the Animal Shelter Committee, the Retirement Board, the Plan Commission, the ACORN Committee, the Hotel-Motel Committee, the City-School Liaison Committee, the ad hoc Budget Committee and the Police Oversight Committee. Ms. Capello graduated from Oakland University with

honors and attended the MBA program at the University of Michigan Ann Arbor.

#### **Commissioner** Terry H. Drinkwine

Mr. Drinkwine has been City Commissioner since 2003. He served as a Royal Oak Police Officer for 28 years before retiring in 1999. He currently writes an outdoor column for the Daily Tribune. Among his many activities in the city, he has served as president of the Royal Oak Kiwanis. Commissioner Drinkwine is chairman of LCC subcommittee, and serves on the City/School Liaison Committee.

#### **Commissioner** David Poulton

David J. Poulton was elected to the City Commission in November 2009 and serves on the following committees: Chamber of Commerce, Charter Review, Ice Arena, LCC, and the Retirement System Board. Mr. Poulton also sits on the Arts, Beats & Eats stakeholders committee. Prior to his election as City Commissioner, Mr. Poulton served as Chairman of the Charter Review Committee and as a member of the Parks and Recreation Advisory Board, Senior Citizens Advisory Committee and the Zoning Board of Appeals. Mr. Poulton holds a Bachelor's Degree from the University of Michigan and a Juris Doctorate from Michigan State University. He operates his own law firm and is involved in numerous community organizations.

#### **Commissioner** James Rasor

James B. Rasor was elected to the City Commission in November 2009 and serves on the following City Committees: Chamber of Commerce Liason, City/School Liason, Parks and Recreation Advisory, Senior Citizens Advisory, Zoning Board of Appeals, and Hotel Motel. He is admitted to practice law in the State of Michigan and the United States District Court, Eastern District of Michigan. He attended Michigan State University, where he received his B.A. in James Madison College in 1985. Mr. Rasor graduated from the University of Detroit School of

## Supplemental Information – Biographies

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Law in 1989. He has had diverse and extensive employment, community and volunteer experience.

### **Commissioner Charles Semchena, Jr.**

Mr. Semchena retired from the City of Royal Oak as City Attorney in September 2005 after completing 10 ½ yrs of service. In November of 2007, he was elected to the City Commission. A native of Royal Oak, Mr. Semchena received both a Bachelor Degree in Business Administration and a Masters

Degree in Accounting from Eastern Michigan University, and his Juris Doctorate from the Detroit College of Law. Before his tenure as City Attorney, Mr. Semchena worked as an Assistant Prosecuting Attorney for Oakland County, and prior to that, Lapeer County. He also served for a year as a Special Assistant U.S. Attorney for the U.S. Dept. of Justice. Commissioner Semchena serves on the Brownfield Redevelopment Commission and the Charter Review Committee.

## Supplemental Information – Biographies

### **44<sup>th</sup> District Court Judge Daniel Sawicki**

The Honorable Judge Sawicki received his Juris Doctorate and his Bachelor of Science Degree in Accounting from the University of Detroit. His professional career as an accountant lasted for 6 ½ years for Ford Motor Co. Judge Sawicki was hired in February 1969 as an Assistant City Attorney I, and was promoted to Assistant City Attorney II in February 1972. His promotion to City Attorney occurred in January 1973, a position he held until he was successful in his bid for a seat on the 44<sup>th</sup> District Court, a position he has held continuously since being seated in November 1980.

### **44<sup>th</sup> District Court Judge Terrence H. Brennan**

The Honorable Judge Brennan was awarded his Juris Doctorate from the Detroit College of Law in May, 1977. Already employed by the District Court as a Court Bailiff since January 1977, in January 1978 he was promoted to Assistant City Attorney I, and in May 1980, he was again promoted to Asst. City Attorney II. He resigned his position 1/31/1981. Judge Brennan was elected 44<sup>th</sup> District Court Judge on 1/1/1991, and has served continuously since that date.

## **Management**

### **City Manager Donald E. Johnson**

Mr. Johnson was officially appointed the City Manager in July 2009. Prior to becoming City Manager he was appointed as the Royal Oak Director of Finance in September 2005. Don started his career as a Research Analyst for the City of Southfield. He later served as Finance Director and Treasurer for the City of Wayne and Director of Finance for the City of Birmingham. He earned his Masters Degree in Public Administration from Cornell University after completing his

Bachelor of Arts Degree at Oakland University. In the 15 years directly before starting with Royal Oak, Don owned and managed a software firm which specialized in municipal applications.

### **Director of Finance Julie Jenuwine Rudd**

Ms. Rudd was hired in December 2009 as the Director of Finance. She has nearly twenty years of municipal finance and operational experience prior to coming to the City of Royal Oak. She was with the City of Sterling Heights for ten years in numerous financial positions and eight years with the City of Rochester Hills, including five years as Director of Finance. She earned a Bachelors of Science Degree in Accounting from Oakland University and a Masters of Science in Taxation from Walsh College.

### **Controller Anthony DeCamp**

Mr. DeCamp was selected to be the Controller for the Royal Oak Finance Department in January 2008. He previously worked as a Senior Auditor for the Rehmann Group, where his assignments included auditing the City of Royal Oak. Tony is a C.P.A. and holds a Bachelor's Degree in Professional Accounting from Saginaw Valley State University

### **City Treasurer John Kravitz**

Mr. Kravitz came to the City of Royal Oak in September 2006 with 6 ½ years of finance experience at Ford Motor Co. John possessed 11 ½ years of prior public sector experience as the City Treasurer for the City of St. Clair Shores. He earned his Bachelor of Science in Finance from the University of Detroit/Mercy, and while employed with St. Clair Shores, completed his Masters of Science in Finance from Walsh College.

## Supplemental Information – Biographies

### **City Assessor** James Geiermann

The City of Royal Oak appointed Mr. Geiermann in June 2002. He came on board with a Level IV Certification in Assessment Administration and an Associates Degree in Applied Science from Monroe County Community College. Jim had six years as the Commercial/Industrial Appraiser for the City of Novi, and another 11 ½ years for the Monroe County Equalization Department. Additionally, he provided many years of consultancy on assessments for Whiteford Township in Monroe County.

### **44<sup>th</sup> District Court Administrator**

#### Gerald Tarchala

Mr. Tarchala was hired as the Court Administrator for the 44th District Court in July of 2009. Gerald has been with the 44th District Court for approximately 25 years. He is a graduate of Wayne State University and holds a law degree from the University of Detroit.

### **Building Official** Jason Craig

Appointed in July 2006, Mr. Craig came to the City of Royal Oak after serving for four years as the Deputy Building Official for the Township of Canton. Jason possesses a Bachelor of Science Degree in Construction Engineering from Eastern Michigan University.

### **City Attorney** David Gillam

Mr. Gillam was named City Attorney in October 2006. Dave received his Juris Doctorate from Wayne State University Law School in June of 1986. He then served as an Assistant Prosecuting Attorney in the Oakland County Prosecutor's Office for nearly five years. In June of 1991, he began his City of Royal Oak career as Deputy City Attorney. He served in that position through December of 1998, when he moved into private practice with the Royal Oak law firm of Cooper, Shifman, Gabe, Quinn & Seymour. While in

private practice, he served as prosecuting attorney for the City of Novi, assistant city attorney for Pleasant Ridge, Hazel Park, and Lathrup Village, and assistant township attorney for Lyon Township. In December of 2003, he joined the municipal practice group at the Farmington Hills office of Secrest Wardle, where he served as legal counsel for several communities in Oakland County, including Walled Lake, Novi, and Bloomfield Township. Following the former City Attorney's retirement, Royal Oak retained Secrest Wardle as Interim City Attorney in November of 2005. Mr. Gillam was assigned day-to-day responsibility for the City's legal affairs at that time, and he served the City in that capacity until he formally rejoined the City.

### **City Clerk** Melanie Halas

Ms. Halas is a Royal Oak native who was hired as an entry level clerk in August of 1995. Her dedication and hard work earned her a promotion to Deputy City Clerk in February 2000. In March of 2005 she obtained her Certification as Municipal Clerk, and also successfully passed the accreditation process for Election Inspector Training Coordinator in both 2002 and 2007. In May of 2008 Ms. Halas was appointed to the City Clerk's position with the full consensus of the City Commission.

### **City Engineer** Elden Danielson

Mr. Danielson was promoted to City Engineer in July 2005 after serving in an "acting" capacity since October of 2004. Elden was hired by the City of Royal Oak as a Civil Engineer II in April 1988, and promoted to Civil Engineer III in August of 1998. He holds a Bachelor of Science degree in Civil Engineering from Wayne State University. Prior to working for Royal Oak, he completed his tour of duty with the U.S. Army and worked more than 16 years for a private paving contractor as an Assistant Area Manager.

## Supplemental Information – Biographies

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### **Director of Planning Timothy Thwing**

Mr. Thwing was promoted to Director of Planning in August 2001 after serving as Deputy Director of Planning since October of 1996. He was first employed by the City of Royal Oak in October 1991 as a Planner III. He earned his Bachelor of Science degree in Urban Planning from Michigan State University. Tim's previous experience with the City of Monroe, Monroe County and the City of Jackson ranged from Assistant Planner, Associate Planner, Planner, and Principal Planner to Acting Director of Planning

### **Director of Recreation and Public Service**

#### **Gregory Rassel**

Mr. Rassel was promoted to the Director of Recreation and Public Service in August 2004 after serving in an "acting" position since March 2004. He had been selected from Florida originally, to be the Superintendent of Public Works effective October 1997. Greg entered service with the City of Royal Oak possessing a Bachelor of Arts Degree in Economics from the University of Florida, Masters in Organizational Management from University of Phoenix, has served twenty-eight years (active and reserve) in the U.S. Marine Corps, currently a Colonel in the reserves, and two years as the Superintendent of Fleet Management for the City of Hollywood, Florida.

### **Fire Chief Patrick Mulligan**

Chief Mulligan was selected to be the Chief of the Fire Department in October 2010 after serving as Acting Chief since June of 2010. Pat has over 26 years with the City of Royal Oak. He previously held the positions of Assistant Fire Chief, Lieutenant, Sergeant, and Firefighter EMT.

### **Human Resource Director Mary Jo Di Paolo**

Ms. Di Paolo was appointed as Human Resource Director in January 2005. She was hired in April 1999 as the Human Resource Specialist. Mary Jo holds a Bachelor of Arts Degree in Journalism from Oakland University and obtained her Master's degree in Human Resources from Central Michigan University. She has over six years of a full spectrum of Human Resource experience in the private sector.

### **Library Director Mary Karshner**

Ms. Karshner became Library Director in 2010. She started at Royal Oak Public Library in 2002 and was promoted to Head of Youth and Teen Services in 2006. She received her Masters degree in library science from Wayne State University. Her bachelor's degree is in economics from Michigan State University. Previous employment includes research positions at archeological excavations in England, Iran, Italy, and Spain; museum curator/local historian at St. Clair Shores Public Library; and Manuscripts Curator at the Burton Historical Collection, Detroit Public Library.

## Supplemental Information – Biographies

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### **Manager of Information Systems**

Scott Newman

Mr. Newman was promoted to the Manager of Information Systems position in March 1992. Scott came to the City of Royal Oak in January 1985 as a Computer Programmer/Operator and was promoted to Programmer Analyst III in August 1987. He has a Bachelor of Science Degree in Computer Information Systems from Ferris State College, and worked for General Motors at its Tech Center designing, developing and implementing financial computer systems for their payroll department. Scott currently serves as the City's representative on the Intergovernmental Cable Communications Authority consortium.

### **Recreation Supervisor**

Tod Gazetti

Mr. Gazetti was appointed Recreation Supervisor in October 1998 following five years working seasonally with the City's recreation programs in the ice arena. Tod's Bachelors Degree in Recreation and Park Administration from Wayne State University couples with a decade of experience in recreation programs for other communities and school districts

### **Interim Police Chief**

Corrigan O'Donohue

Chief O'Donohue was named the Interim Police Chief in March 2011. He has also served as a Deputy Chief, Lieutenant, Sergeant, and Patrol Officer with the Royal Oak Police Department. He is a graduate of Eastern Michigan University's Staff and Command School and the FBI National Academy. Currently, he is in the process of completing his bachelor's degree in Criminal Justice at Eastern Michigan University. Prior to joining the Royal Oak Police Department, he served in the United States Marine Corps.

## Supplemental Information – City Owned Property

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Salt Shed	Parking Deck - 4Th & Lafayette	Park - Woodsboro
Ice Arena Building - E Rink	Lot - 3Rd & Williams	Park - Worden
Ice Arena Building - W Rink	Parking Deck - 5Th & Lafayette	Fire Station #3 - Rochester Rd
Center St Parking Structure	Lot - Woodward At Harrison	Starr House - 3123 Main
4Th & Lafayette Pkg Structure	Lot - Woodward S Of Harrison	Fire Station #2 - Webster
Normandy Oaks Clubhouse	Land Under Roadways	Library/City Hall-211 Williams
Normandy Oaks Maintenance Bldg	Park - 13&Main (Not Dedicated)	Vacant/Closed Street - Batavia
Golf Course Clubhouse	Park - Barton North	Vacant - Woodward & Hunter
Golf Course Pump House #1	Park - Barton South	1302 S Washington
Golf Course Pump House #2	Park - Bassett	319 W Kenilworth
City Buildings	Park - Beachwood	1306 S Washington
Soccer Dome	Park - Clawson	1312 S Washington
Dept Of Public Service Bldg	Park - Cummingston	1316 S Washington
Barricade Storage Building	Park - Dickinson	1402 S Washington
Animal Shelter	Park - Dondero	Mdot Option Parcels
Police Station	Park - Elks	5Th & Williams Properties
Fire Station #1 (Troy St)	Park - Exchange	Fire Station #1
Fire Station #1 (Renovations)	Park - Fernwood	Memorial Park
Fire Station #2 (Webster)	Park - Franklin	Ice Arena Land
Fire Station #4-Storage Bldg	Park - Fred Pieper Optimist	Normandy Golf Course
Mahany/Meininger Center	Park - Fulton	Farmers Mkt - Land
Orson Starr House	Park - Grant	Farmers Mkt - Prkng Lot
Orson Starr House Garage	Park - Gunn Dyer	S. Washington Twp
Memorial Prk-Storage Bldg	Park - Hudson	1332 S. Washington
Memorial Park-Restroom Bldg	Park - Huntington Woods	Courthouse Land
Memorial Park-Press Box	Park - Kenwood	Land - 600 Fernwood
Memorial Park-Press Box	Park - Lawson	Lot-600 S. Main & 700 S. Main
Memorial Park-Concession Bldg	Park - Lockman	Troy St. Bldg
Memorial Park-Restroom Bldg	Park - Maddock	
Memorial Park-Press Box	Park - Marais-Dickie Putman	
Ro Club Maintenance Bldg	Park - Mark Twain	
Salter Community Center	Park - Marks	
Farmers Mkt - Bldg	Park - Maudlin	
6 & Lafayette Parking Deck	Park - Meininger	
Fire Station #3 (Rochester)	Park - Miller	
Fire Station #4 (Woodward)	Park - Pioneer	
Library	Park - Quickstad	
Golf Course Cart Storage Facility	Park - Reactor	
Courthouse	Park - Red Run	
Parking Lot/Structure Land	Park - Rotary	
Land	Park - Starr Jc	
Land (For 606 Lloyd Property)	Park - Sullivan	
Rr R/W Forestdale & Cedar Hill	Park - Upton	
Rr R/W Woodsboro Park	Park - Vfw	
Lot - Crooks & Main	Park - Wagner	
Lot - Gardenia & Main	Park - Waterworks	
Lot - 11 Mile & Troy	Park - Wendland	
Lot - Farmers Mkt	Park - Westwood	
Lot - Post Office	Park - Whittier	

# Glossary

**Accrual basis:** Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

**ACORN:** The ACORN fund accounts for the receipt and use of donations to the City to be used for a public purpose. Name changed to ROOTS.

**Activity:** Specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

**Adjacent Generational Exchange (A.G.E.):** The A.G.E. budget, using a Beaumont Hospital grant, funds a Volunteer Coordinator to recruit, train and place volunteers to serve senior citizen needs. The volunteers assist City staff with programming at both Community Centers. In the community, volunteers provide senior citizens with meals, assistance and transportation.

**Americans with Disabilities Act (ADA):** A law to provide a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities, to ensure the facilities, policies, and programs of public entities and their accommodations are equally accessible to the disabled.

**Agency fund:** A fund used to account for assets held by the City as an agent for individuals, private organizations, other governments and/or other funds.

**Appropriation:** An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

**Appropriation budget:** The official resolution by the City Commission establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

**Annual Required Contribution (ARC):** Term used in connection with defined benefit pension and other postemployment benefit plans to describe the amount an independent actuary has determined the employer should contribute in a given year.

**Assessed Value (AV):** The basic value of property assigned by an assessor. It is used for an individual parcel and in the aggregate for the City as whole. Pursuant to Michigan's laws and regulations, assessed value is 50% of market value at December 31st.

**Balanced budget:** A budget in which estimated revenues, transfers-in and use of fund balance are equal to or greater than estimated expenditures and transfers-out.

**Bargaining Units for Full-Time Employees:** *Executive Department Heads* (City Assessor, City Treasurer, City Clerk, Police Chief, Fire Chief, plus Directors of Finance, Recreation & Public Service, Human Resource, and Arena Operations) are not represented.

The *Department Head and Deputy Department Head Association* is the local bargaining association including Department Heads not included above, Deputy Department Heads, Managers and Superintendents.

The *Professional and Technical Employees Association* (Pro-Tech) is the local bargaining association representing certain professional, specialist and supervisory employees.

The *American Federation of State, County and Municipal Employees* (AFSCME) Local #2396 of Michigan Council #25 is the union representing certain inspectors, officers, librarians, and all clerical employees except confidential secretaries.

The *Professional Fire Fighters Local #431*, affiliated with the Michigan Professional Firefighters Union and the International Association of Fire Fighters AFL-CIO, includes all uniformed fire fighting and fire prevention personnel.

The *Royal Oak Police Command Officers Association* (ROCOA) is the local bargaining association, represented by the Police Officer's Labor Council, including Sergeant and Lieutenant ranks.

The *Royal Oak Police Officers Association* (ROPOA) is the local bargaining association representing Police Officers, Police Service Aides and part-time Parking Enforcement Officers.

The *Royal Oak Detectives' Association*, represented by the Labor Council Michigan

Fraternal Order of Police, includes all employees with the rank of Detective.

The *Foreman and Supervisors' Association* is the local bargain association representing Public Works Supervisors.

The *Service Employees' International Union AFL-CIO Local 517M (SEIU)* is the union representing hourly employees of the Department of Recreation and Public Service.

**Brownfield:** The site(s) or legally defined area(s) meeting the eligibility requirements of the Brownfield Development Act as environmentally contaminated, functionally obsolete or blighted areas.

**Brownfield Development Authority (BRA):** The board to investigate potential brownfield sites and plan and finance their redevelopment. BRAs may use tax increment financing (TIF), per Public Act 381 of 196 as amended, to capture local property taxes and school taxes if approved.

**Business-type activity:** Business-type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

**Capital assets:** Capital assets are tangible and intangible assets that will be of use for three or more years and have a cost greater than \$10,000. Typical examples are land, buildings, building improvements, streets, water and sewer lines, vehicles, machinery, equipment, and easements.

**Capital projects fund:** A fund to account for the development of municipal capital facilities.

**Capital improvement budget:** A capital improvement budget plans and prioritizes acquisition of or major repair to long-lived assets, such as infrastructure. This budget typically has a long-term outlook where a project can span a several year period. (see Operating Budget)

**Community Development Block Grant (CDBG):** This is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values. In Royal Oak, CDBG money pays for most of our senior citizen programs.

**Contingency:** An estimated amount of funds needed for contingent or emergency purposes.

**Debt service fund:** A fund to account for the accumulation of resources for and the payment of, general long-term debt principal and interest.

**Defeasance:** In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position. Most refundings result in the defeasance of the refunded debt.

**Deficit:** An excess of liabilities and reserves of a fund over its assets.

**Depreciation:** Depreciation is the accrual accounting concept using various methods to expense the capitalized cost of an asset over its estimated useful life.

**Downtown Development Authority (DDA):** The City Commission created the Downtown Development District and the DDA board (also the Authority) to administer it on November 1, 1976. The DDA Act (P.A. 175 of 1975 as amended) is designed to resist blight and be a catalyst in the development of a downtown.

DDAs have a variety of funding options. Royal Oak's DDA primarily uses development bonds and tax increment financing (TIF) to fund its development plan. It levies a district tax millage for its staffing operations. Projects to date include downtown marketing, streetscape improvements, public parking, the district court building, and other public infrastructure improvements.

**Downtown Development District (DDD):** The legal area created on November 1, 1976 by the City Commission, originally bounded by Eleven Mile Road and Troy, Lincoln and West Streets. The district has been amended three times.

**Emergency Medical Service (EMS):** The Fire Department provides advanced and basic emergency medical services typically with a rescue unit or ambulance.

**Enterprise fund:** A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Water & sewer is an example of an enterprise fund.

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

**Expenditure object:** An expenditure object is a specific classification of expenditure accounts which includes a number of related accounts determined by the type of goods and services to be purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts. Expenditure objects include personnel services, supplies, other charges, capital outlays, debt service, and transfers out.

**Final Average Compensation (FAC):** An average of an employee's annual wages used in the calculation of their retirement benefit.

**Fiscal Year (FY):** The 12 month period, July 1 to June 30, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

**Full-Time Equivalent (FTE):** A method to convert part-time hours worked to that of a full-time worker in a like position based on 2080 hours per year.

**Function:** Groups of related activities aimed at accomplishing a major service or regulatory program for which the City is responsible. The General Fund's Public Safety function includes police, fire, ambulance and code enforcement activities.

**Fund:** Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. (e.g. Major Street Fund). A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of the City are organized on the basis of funds and account groups in order to report on its financial position and results of its operations.

**Fund balance:** The difference between assets and liabilities reported in a governmental fund.

**Generally Accepted Accounting Principles (GAAP):** Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund:** The city's major operating fund to account for all financial resources except those accounted for in another fund.

**Government-type activities:** Activities typically supported by taxes, intergovernmental revenues or other non-exchange revenue. The general, special

revenue, debt service, capital project, internal service and permanent funds are governmental activities.

**Government Finance Officers Association (GFOA):** The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

**Industrial Facilities Tax (IFT):** An exemption from property tax allowed to eligible industrial facilities in Michigan.

**Infrastructure:** Long-lived capital assets that normally are stationary in nature and normally can be preserved for significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, and lighting systems.

**Interfund transfers:** Flows of assets (such as cash or goods) between funds and blended components of the primary government without equivalent flows of assets in return or without a requirement for payment.

**Internal service funds:** Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. These funds use the flow of economic resources for measurement purposes and the full accrual basis of accounting. Included in this category are the Information Services, Motor Pool and Worker's Compensation Funds.

**Industrial Waste Charge (IWC):** A surcharge placed by the City of Detroit on certain non-residential sewer accounts to pay to remove the level of waste (e.g. grease from restaurants) above normal residential use.

**Line item budget:** A budget which emphasizes allocations of resources to given organizational units for particular expenditures, such as, salaries, supplies services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels. The City of Royal Oak adopts budgets on a "function" level.

**Modified accrual accounting:** This basis of accounting recognizes revenues in the accounting

period in which they are both measurable and available to finance expenditures. Expenditures are generally recognized in the accounting period in which they are both measurable and incurred.

**Michigan Municipal Risk Management Authority (MMRMA):** A risk pool program providing a risk-sharing management program for local units of government in Michigan. Member premiums are used to purchase excess property/casualty insurance coverage and to establish a member's loss fund. The loss fund is used to pay self-insured retention portion of the member's claims.

**Net assets:** The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets may be further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.

**Object (of expenditure):** In the context of the classification of expenditures, the article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

**Operating budget:** The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year. Personnel costs, supplies, and other charges are found in an operating budget. A capital budget typically has a long term outlook where a project can span a several year period.

**Occupational Safety and Health Administration (OSHA):** The agencies in state and federal government that oversee the workplace environment to ensure it is safe for workers.

**Other Postemployment Benefits (OPEB):** Other postemployment benefits (OPEB) include postemployment benefits provided separately from a pension plan, especially retiree healthcare benefits.

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

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

**Revenue:** The income of the City used to fund operations. Typical revenue examples are taxation, licenses and permits, inter-governmental (e.g. state grants), charges for goods and services, fines and forfeitures, contributions and donations, reimbursements, interest and rents, and gains on the sale of investments or disposal of capital assets.

**Refunding:** Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

**Royal Oak Senior Essential Services (R.O.S.E.S.):** R.O.S.E.S. is a local program providing contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 60 and over, and permanently handicapped adults. Low income senior citizens may be able to qualify for a CDBG subsidy. Administrative fees from clients, donations and CDBG grants pay for R.O.S.E.S. aides.

**State Equalized Value (SEV):** It is the function of the Michigan State Tax Commission to establish and maintain uniformity between counties by establishing the value of the total of each classification in each county. The State Equalized Valuation of an individual parcel of real property is that parcel's final value in the assessment process. Normally SEV equals Assessed Value (AV) when measurement and professional standards are properly applied. (see AV, TV)

**Southeastern Oakland County Resource Recovery Authority (SOCRRA):** The intergovernmental organization, serving 12 municipalities in the southeastern region of Oakland County, that provides for collection and disposal of solid waste as well as the handling of yard waste, compost and recyclables.

**Southeastern Oakland County Water Authority (SOCWA):** The intergovernmental organization, serving 11 communities in the southeastern region of Oakland County, that purchases water from the Detroit Water and Sewerage Department and stores and/or pumps it to each member unit.

**Special assessment:** Amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Special revenue fund:** A fund to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Library Fund, the Major Street Fund and the Local Street Fund are examples of special revenue funds.

**Supplies:** An expenditure object within an activity which includes all goods that have a useful life of less than three years and cost less than \$2,500.

**Surplus:** An excess of the assets of a fund over its liabilities and reserves.

**Transmittal letter:** A concise written policy and financial overview of the City as presented by the City Manager. It notes the major changes in priorities or service levels from the current year and the factors leading to those changes. It articulates the priorities and key issues for the new budget period. It identifies and summarizes major financial factors and trends affecting the budget, such as economic factors; long-range outlook; significant changes in revenue collections, tax rates, or other changes; current and future debt obligations; and significant use of or increase in fund balance or retained earnings.

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

**Trust & agency fund:** Trust & agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments or other funds. These include the Employees' Retirement System and the agency funds.

**Tax Increment Financing (TIF):** Financing secured by the anticipated incremental increase in tax revenue, resulting from the redevelopment of an area, or the funding on a current basis of pay-as-you-go improvements or operations. The TIF Authority (TIFA) board creates the TIF plan, carries out the projects and collects the incremental taxes to pay its costs. TIFAs may capture local taxes but not school taxes.

**Tax millage rate:** Tax millage rates are expressed in dollars per thousand dollars of taxable value. A tax rate of 10 mills means \$10/1,000 or \$0.010 x Taxable Value. (see TV)

**Taxable Value (TV):** Taxable Value is the base for calculating a taxable parcel's property tax in Michigan. Property tax equals Taxable Value multiplied by the tax millage rate. Taxable Value is calculated to limit growth in property taxes to a parcel's State Equalized Value or to 5% a year or less depending on inflation. Michigan's 1994 Proposal A Constitutional amendment and related legislation govern its application. (see AV and SEV)

**Unreserved fund balance:** The balance of net financial resources that is spendable or available for appropriation, or the portion of funds balance that is not legally restricted.

**Water & Sewer fund:** This enterprise fund accounts for the operation of a combined water & sewer system. The revenues consist of charges for services from city businesses and residences which are used to pay for all water and sewer related expenses.

## Supplemental Information – SEMCOG Community Profile



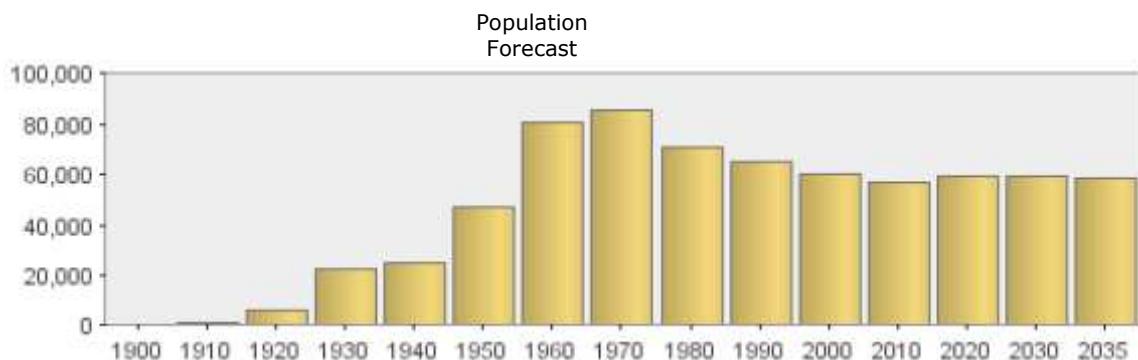
### City of Royal Oak

211 S Williams St. Royal  
Oak, MI 48067-2634  
<http://www.ci.royal-oak.mi.us/>

**SEMCOG**  
Member

Census 2010 Population: 57,236  
Area: 11.8 square miles

#### People Section



Note for Royal Oak: Incorporated in 1921 from Village of Royal Oak. Population numbers prior to 1921 are of the village. Source: U.S. Census Bureau and SEMCOG 2035 Forecast in 2007-08.

Population and Households	Census 2000	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG 2035
Total Population	60,062	57,236	-2,826	-4.7%	58,831
Group Quarters Population	506	-	-	-	793
Household Population	59,556	-	-	-	58,038
Housing Units	29,942	30,207	265	0.9%	-
Households (Occupied Housing Units)	28,880	28,063	-817	-2.8%	29,916
Residential Vacancy Rate	3.5%	7.1%	3.6%	3.6%	-
Average Household Size	2.06	-	-	-	1.94

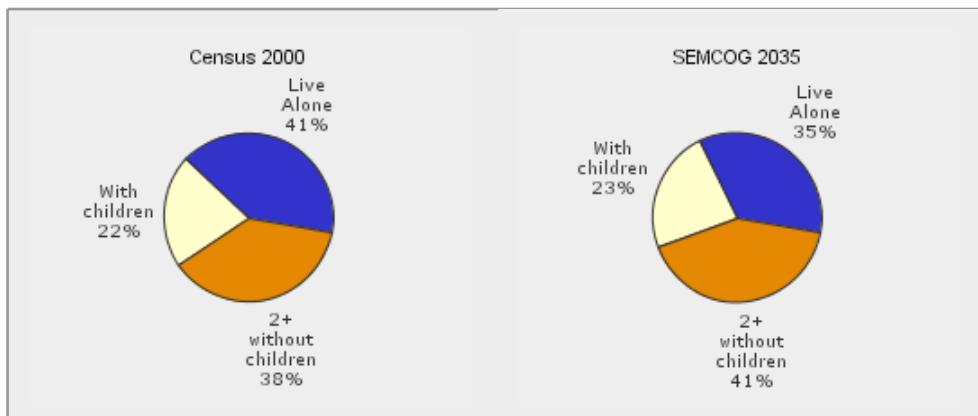
<u>Components of Population Change</u>	<u>Annual Average</u>	
	Census 1990-1999	SEMCOG 2000-2009
Natural Increase (Births - Deaths)	301	228
Births	875	760
Deaths	574	532
<u>Net Migration (Movement In - Movement Out)</u>	<u>-836</u>	<u>-651</u>
Population Change (Natural Increase + Net Migration)	-535	-424

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

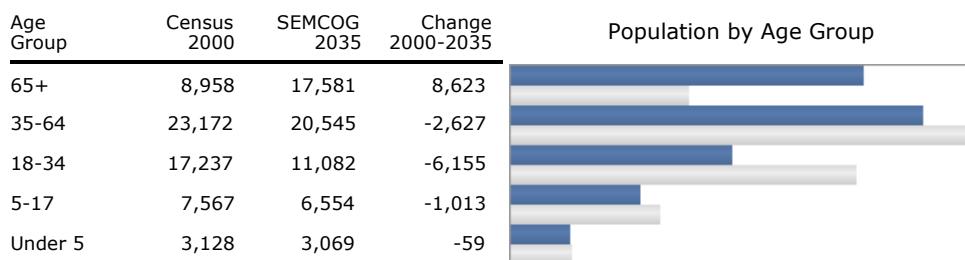
## Supplemental Information – SEMCOG Community Profile

### Demographics

#### Household Types



Household Types	Census 2000		SEMCOG 2035		Change 2000-2035
Total Households	28,880	-	29,916	-	1,036
With seniors 65+	6,609	23%	12,672	42%	6,063
Without seniors	22,271	77%	17,244	58%	-5,027
With children	6,231	22%	7,026	23%	795
Without children	22,649	78%	22,890	77%	241
Two or more Persons	10,856	38%	12,411	41%	1,555
Live Alone	11,793	41%	10,479	35%	-1,314
Seniors 65+	3,337	12%	5,989	20%	2,652
Under 65	8,456	29%	4,490	15%	-3,966

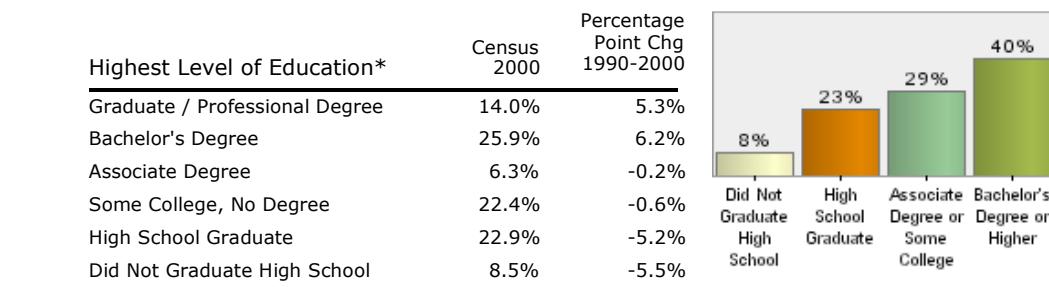


Senior and Youth Population	Census 2000		SEMCOG 2035		Change 2000-2035
65 and over	8,958	14.9%	17,581	29.9%	8,623
Under 18	10,695	17.8%	9,623	16.4%	-1,072
5 to 17	7,567	12.6%	6,554	11.1%	-1,013
Under 5	3,128	5.2%	3,069	5.2%	-59

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

## Supplemental Information – SEMCOG Community Profile

Race and Hispanic Origin	Census 2000	Census 2010	Percentage Point Chg	
			2000-2010	
Non-Hispanic	59,281	98.7%	55,896	97.7%
White	56,421	93.9%	50,975	93.9%
Black	910	1.5%	2,399	1.5%
Asian	966	1.6%	1,339	1.6%
Multi-Racial	984	1.6%	969	1.6%
Other	984	1.6%	969	1.6%
Hispanic	781	1.3%	214	2.3%
Total Population	60,062	100.0%	57,236	100.0%
				0.0%



\* Population age 25 and over

### Source Data

- [SEMCOG - Detailed Data](#)
- [Michigan Department of Community Health - Vital Statistics](#)
- [U.S. Census Bureau - American FactFinder](#)

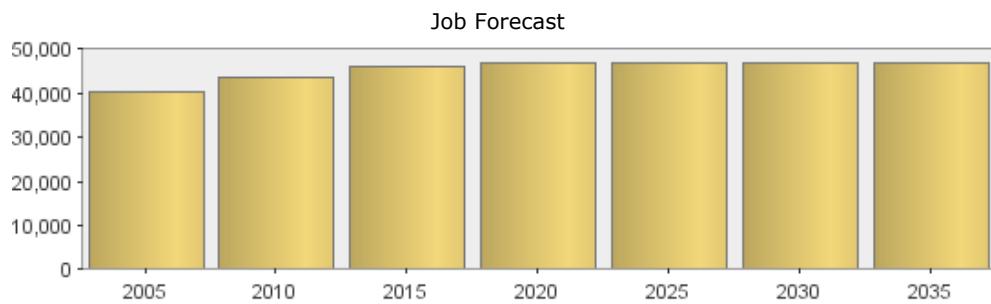
## Supplemental Information – SEMCOG Community Profile

### Economy & Jobs Section

Note: All SEMCOG employment numbers are by place-of-work and do not include Farming, Construction, or Military jobs. Some differences exist between Current Job Estimates and Forecasted Jobs. [Learn more](#)

Current Job Estimates by Industry	SEMCOG 2002	SEMCOG 2005	Change 2002-2005
Natural Resources & Mining	0	0	0
Manufacturing	1,678	1,611	-67
Wholesale Trade	955	801	-154
Retail Trade	3,605	2,990	-615
Transportation & Warehousing	361	278	-83
Utilities	C	C	C
Information	476	465	-11
Financial Activities	1,262	1,293	31
Professional, Scientific, & Technical Services	1,490	1,269	-221
Management of Companies & Enterprises	528	C	C
Administrative, Support, & Waste Services	1,258	1,306	48
Education Services	1,590	1,709	119
Health Care & Social Assistance	C	C	C
Leisure & Hospitality	2,810	2,607	-203
Other Services	1,082	1,046	-36
Public Administration	851	771	-80
Total	30,389	28,977	-1,412

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.



If any five-year interval employment numbers from 2005-2035 are not shown, the numbers were blocked for confidentiality reasons.

Source: SEMCOG 2035 Forecast.

Forecasted Jobs by Industry	SEMCOG 2005	SEMCOG 2035	Change 2005-2035
Natural Resources & Mining	C	C	C
Manufacturing	1,784	1,017	-767
Wholesale Trade	1,100	713	-387
Retail Trade	4,171	3,150	-1,021
Transportation & Warehousing	345	350	5
Utilities	C	C	C
Information	671	521	-150
Financial Activities	2,855	2,658	-197
Professional, Scientific, & Technical Services	2,423	2,669	246
Management of Companies & Enterprises	C	C	C
Administrative, Support, & Waste Services	2,822	4,066	1,244
Education Services	3,066	3,694	628
Health Care & Social Assistance	C	C	C
Leisure & Hospitality	3,612	3,577	-35
Other Services	2,267	2,191	-76
Public Administration	778	778	0
Total	40,534	46,976	6,442

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

## Supplemental Information – SEMCOG Community Profile

Daytime Population	SEMCOG and Census 2000	Change 1990-2000
Jobs	42,252	7,381
Non-Working Residents	24,575	-5,774
Age 15 and under	9,418	-2,881
Not in labor force	14,284	-2,168
Unemployed	873	-725
<b>Daytime Population</b>	<b>66,827</b>	<b>1,607</b>

A bar chart with two bars. The left bar is light yellow and labeled 'Jobs' at the bottom, with '63%' written above it. The right bar is orange and labeled 'Non-Working Residents' at the bottom, with '37%' written above it.

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

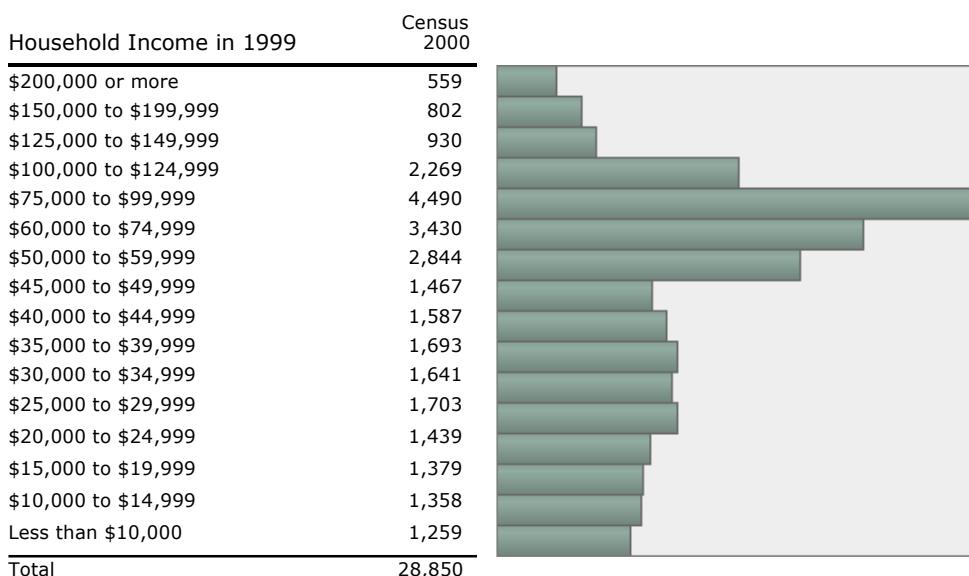
Where Workers Commute From *	Census 2000 Workers	Census 2000 Percent
1 Royal Oak	6,275	20.0%
2 Detroit	2,611	8.3%
3 Troy	1,632	5.2%
4 Warren	1,409	4.5%
5 Sterling Heights	1,189	3.8%
6 Madison Heights	972	3.1%
7 Southfield	938	3.0%
8 Berkley	937	3.0%
9 Ferndale	915	2.9%
10 Rochester Hills	855	2.7%
- Elsewhere	13,629	43.5%
<b>* Workers, age 16 and over, employed in Royal Oak</b>	<b>31,362</b>	<b>100.0%</b>

### Resident Population

Where Residents Work *	Census 2000 Workers	Census 2000 Percent
1 Royal Oak	6,275	18.0%
2 Troy	4,743	13.6%
3 Detroit	3,203	9.2%
4 Southfield	2,887	8.3%
5 Warren	1,517	4.3%
6 Farmington Hills	1,300	3.7%
7 Birmingham	1,173	3.4%
8 Madison Heights	1,171	3.4%
9 Auburn Hills	1,113	3.2%
10 Pontiac	761	2.2%
- Elsewhere	10,737	30.8%
<b>* Workers, age 16 and over, residing in Royal Oak</b>	<b>34,880</b>	<b>100.0%</b>

## Supplemental Information – SEMCOG Community Profile

Income	Census 2000	Change 1990-2000	Percent Change 1990-2000
Median Household Income (in 1999 dollars)	\$ 52,252	\$ 2,889	5.9%
Per Capita Income (in 1999 dollars)	\$ 30,990	\$ 6,781	28.0%



Poverty	Census 1990	Census 2000	Percentage Point Chg 1990-2000	
Persons in Poverty	2,963	2,550	4.2%	-0.3%
Households in Poverty	1,487	1,331	4.6%	-0.6%

### Source Data

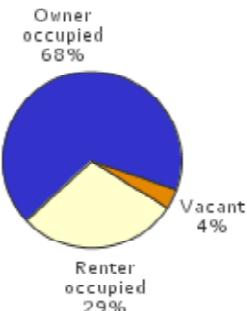
- [SEMCOG - Detailed Data](#)
- [U.S. Census Bureau - American FactFinder](#)
- [U.S. Census Bureau - MCD/County Worker Flow Data](#)

## Supplemental Information – SEMCOG Community Profile

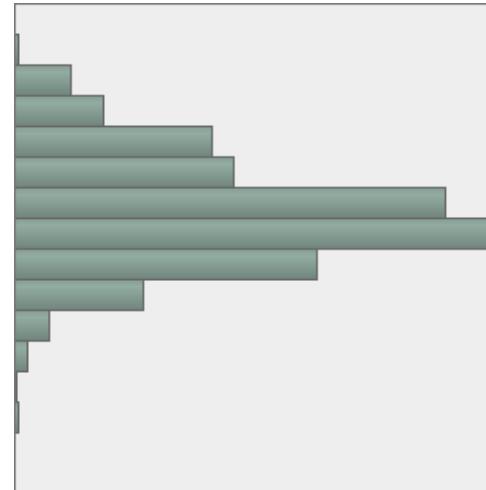
### Housing Section

Housing Type	Census 1990	Census 2000	Change 1990-2000	New Units Permitted 2000-2010
Single Family Detached	20,013	20,179	166	296
Duplex	788	902	114	4
Townhouse / Attached Condo	1,103	1,216	113	126
Multi-Unit Apartment	7,087	7,597	510	96
Mobile Home / Manufactured Housing	8	43	35	0
Other	164	5	-159	-
Total	29,163	29,942	779	522
Units Demolished				- 192
Net (Total Permitted Units - Units Demolished)				330

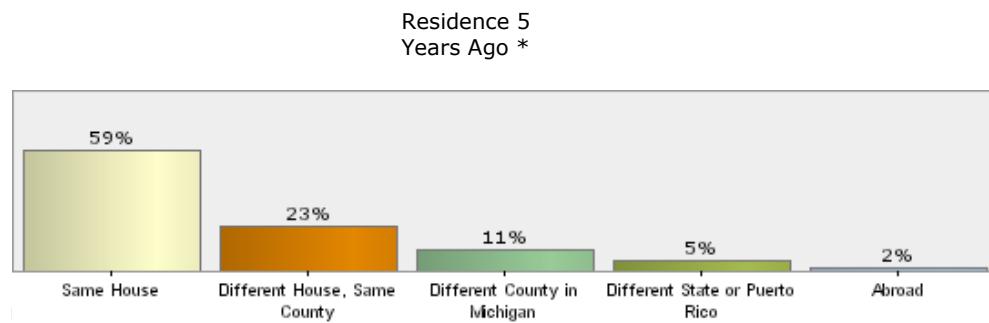
Housing Tenure	Census 2000	Change 1990-2000
Owner Occupied	20,246	410
Median housing value (in 1999 dollars)	\$ 150,900	\$ 51,085
Renter Occupied	8,634	126
Median gross rent (in 1999 dollars)	\$ 639	\$ -17
Vacant	1,062	243
Seasonal or migrant	202	122
Other vacant units	860	121
Total Housing Units	29,942	779



Housing Value in 1999	Census 2000
\$1,000,000 or more	6
\$500,000 to \$999,999	36
\$300,000 to \$499,999	539
\$250,000 to \$299,999	839
\$200,000 to \$249,999	1,879
\$175,000 to \$199,999	2,085
\$150,000 to \$174,999	4,084
\$125,000 to \$149,999	4,548
\$100,000 to \$124,999	2,864
\$80,000 to \$99,999	1,229
\$60,000 to \$79,999	328
\$40,000 to \$59,999	130
\$30,000 to \$39,999	24
\$20,000 to \$29,999	37
\$10,000 to \$19,999	6
Less than \$10,000	11
Specified Owner-Occupied Units	18,645



## Supplemental Information – SEMCOG Community Profile



### Source Data

[SEMCOG - Detailed Data](#)

[U.S. Census Bureau - American FactFinder](#)

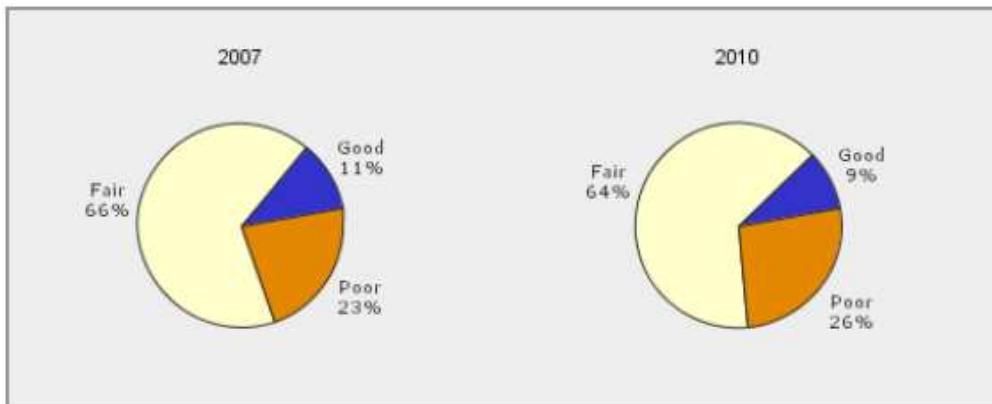
## Supplemental Information – SEMCOG Community Profile

### Transportation Section

#### Roads & Bridges

Roads: Miles of public road (including boundary roads): 245

##### Pavement Condition (in Lane Miles)



Note: Poor pavements are generally in need of rehabilitation or full reconstruction to return to good condition. Fair pavements are in need of capital preventive maintenance to avoid deteriorating to the poor classification. Good pavements generally receive only routine maintenance, such as street sweeping and snow removal, until they deteriorate to the fair condition.

Bridge Status	2007			2008			2009			Percentage Point Chg 2007-2009
	2007	2008	2009	2007	2008	2009	2007	2008	2009	
Open	23	0.0%	23	0.0%	23	0.0%	23	0.0%	23	0.0%
Open with restrictions		0.0%		0.0%		0.0%		0.0%		0.0%
Closed *		0.0%		0.0%		0.0%		0.0%		0.0%
Total Bridges	23	100.0%	23	100.0%	23	100.0%	23	100.0%	23	0.0%

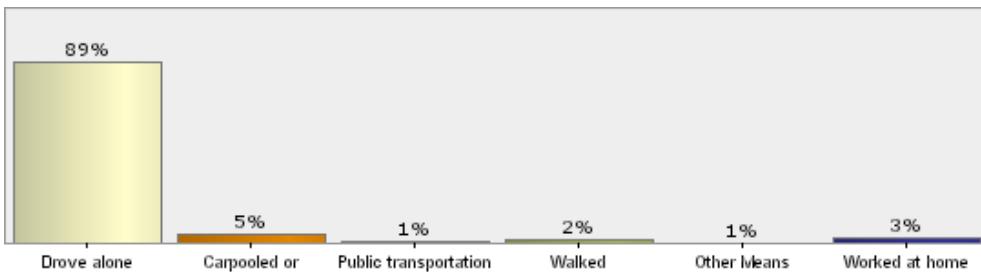
\* Bridges may be closed because of new construction or failed condition.

Deficient Bridges	2007			2008			2009			Percentage Point Chg 2007-2009
	2007	2008	2009	2007	2008	2009	2007	2008	2009	
Open	8	34.8%	7	30.4%	11	47.8%	8	34.8%	11	13.0%

Note: A bridge is considered deficient if it is *structurally deficient* (in poor shape and unable to carry the load for which it was designed) or *functionally obsolete* (in good physical condition but unable to support current or future demands, for example, being too narrow to accommodate truck traffic).

#### Travel

##### Transportation to Work, 2000 \*



\* Resident workers age 16 and over

## Supplemental Information – SEMCOG Community Profile

Transportation to Work	Census 1990		Census 2000		Percentage Point Chg 1990-2000
Drove Alone	30,288	87.9%	30,944	88.6%	0.6%
Carpooled or Vanpooled	2,248	6.5%	1,821	5.2%	-1.3%
Public Transportation	271	0.8%	354	1.0%	0.2%
Walked	650	1.9%	644	1.8%	-0.0%
Other Means	210	0.6%	190	0.5%	-0.1%
Worked at Home	773	2.2%	981	2.8%	0.6%
Resident workers age 16 and over	34,440	100.0%	34,934	100.0%	0.0%

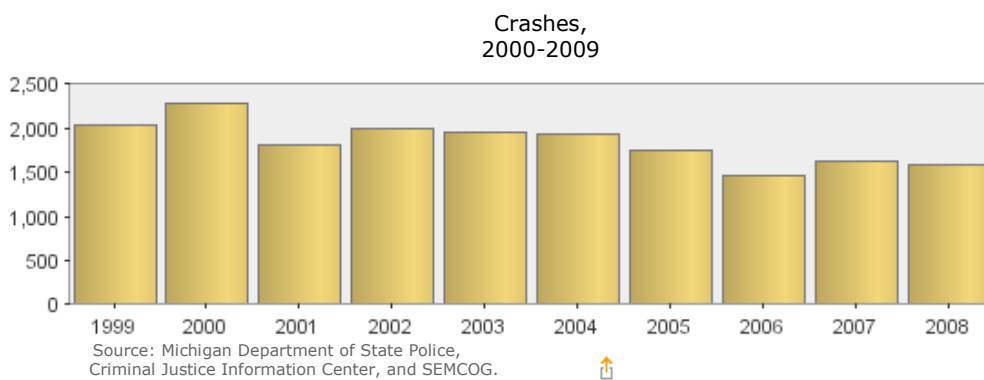
Mean Travel Time To Work	Census 1990	Census 2000	Change 1990-2000
Carpooled or Vanpooled	20.2 minutes	20.2 minutes	2.3 minutes

### Transit

Public Transportation:  
[Suburban Mobility Authority for Regional Transportation \(SMART\)](http://www.smart.org)

Between  
 Major  
 Cities  
 :  
[AMTR](http://www.amtr.com)  
[AK](http://www.akk.com)

### Safety



Crash Severity	2005	2006	2007	2008	2009	% of Crashes 2005-2009
Fatal	3	2	4	2	4	0.2%
Incapacitating Injury	28	25	17	28	21	1.5%
Other Injury	399	333	366	346	298	22.2%
Property Damage Only	1,319	1,099	1,252	1,218	1,080	76.1%
Total Crashes	1,749	1,459	1,639	1,594	1,403	100.0%

## Supplemental Information – SEMCOG Community Profile

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Crashes by Involvement	2005	2006	2007	2008	2009	Percent of Crashes 2005-2009
Red-light Running	71	73	73	61	55	4.2%
Lane Departure	136	109	157	153	149	9.0%
Alcohol	75	66	71	65	72	4.4%
Drugs	10	7	8	7	16	0.6%
Deer	2	3	0	2	0	0.1%
Train	2	0	1	0	0	0.0%
Commercial Truck/Bus	80	64	77	87	54	4.6%
School Bus	0	1	4	5	4	0.2%
Emergency Vehicle	13	11	10	15	10	0.8%
Motorcycle	16	10	17	15	13	0.9%
Intersection	668	593	585	664	580	39.4%
Work Zone	32	38	27	69	19	2.4%
Pedestrian	22	18	17	17	18	1.2%
Bicyclist	28	25	30	27	30	1.8%
Older Driver (65 and older)	351	321	369	371	339	11.1%
Young Driver (Under 25)	665	537	615	594	512	18.5%

### High-Frequency Crash Intersections

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2005-2009
1	67	169	14 Mile Rd W @ Crooks Rd	26.4
2	93	275	Woodward Ave @ 11 Mile Rd	22.0
3	109	320	14 Mile Rd E @ Rochester Rd N	20.8
4	117	344	14 Mile Rd W @ Coolidge Rd	20.4
5	139	412	12 Mile Rd W @ Woodward Ave	19.0
6	182	536	Main N @ 11 Mile Rd E	17.2
7	182	536	12 Mile Rd W @ Stephenson Hwy	17.2
8	193	570	13 Mile Rd W @ 13 Mile Rd W	16.8
9	193	570	13 Mile Rd W @ Coolidge Rd	16.8
10	201	590	13 Mile Rd W @ Woodward Ave	15.8

Note: Intersections are ranked by the number of reported crashes, which does not take into account traffic volume.  
 Crashes reported occurred within 150 feet of the intersection.

## Supplemental Information – SEMCOG Community Profile

### High Crash Segments

Local Rank	County Rank	Region Rank	Segment	Annual Avg 2005-2009
1	49	111	<b>13 Mile Rd W</b>	Woodward Ave - Greenfield Rd 49.6
2	137	348	<b>Coolidge Rd</b>	Meijer Dr - Maple Rd E 32.6
3	147	320	<b>E I 696</b>	Campbell Rd S - E I 696/I 75 Ramp 20.8
4	117	344	<b>E I 696</b>	Stephenson/10 Mile Turnaround - Bermuda 20.4
5	139	412	<b>Woodward Ave</b>	Coolidge Hwy - N Woodward/12 Mile Turnaround 19.0
6	182	536	<b>11 Mile Rd E</b>	Troy N - Campbell Rd N 17.2
7	182	536	<b>14 Mile Rd W</b>	Coolidge Rd - Woodward Ave 17.2
8	193	570	<b>Woodward Ave</b>	14 Mile Rd E - Normandy Rd 16.8
9	193	570	<b>Woodward Ave</b>	Catalpa Dr - N Woodward/11 Mile 16.8
10	201	590	<b>14 Mile Rd E</b>	Campbell Rd - Rochester Rd 15.8

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

### Source Data

[SEMCOG - Detailed Data](#)

[U.S. Census Bureau - American FactFinder](#)

### Land Use Section

#### Land Use

##### SEMCOG 2008 Land Use

Land Use / Land Cover	Acres	Percent
Agricultural	0	0.0%
Single-family residential	3,725	49.2%
Multiple-family residential	218	2.9%
Commercial	385	5.1%
Industrial	160	2.1%
Governmental/Institutional	549	7.3%
Park, recreation, and open space	584	7.7%
Airport	0	0.0%
Transportation, Communication, and Utility	1,938	25.6%
Water	5	0.1%
Total Acres	7,563	100.0%

Note: SEMCOG's 2008 Land Use data set represents land use only and not land cover. Due to this difference, change analysis using this data set and previous SEMCOG land use/land cover data sets is not possible. Noticeable differences in map appearance and classification acreage totals are the result of this land use data originating from digital parcel files assigned land use codes based on their assessed property class and the lack of any land cover data.

### Source Data

[SEMCOG - Detailed Data](#)