City of Royal Oak Recommended Budget

FY2015-2016

Life Now Playing

Royal Oak
Recommended Budget for
Fiscal Year 2015-2016

Mayor
James B. Ellison

City Commissioners
David Poulton
Sharlan Douglas
Kyle DuBuc
Michael Fournier
Jeremy Mahrle
Patricia Paruch

City Manager
Donald E. Johnson

Director of Finance
Julie J. Rudd

Assistant Finance Director / Controller
Anthony C. DeCamp

James Ellison
mayor
cmellison@romi.gov

Kyle DuBuc
city commissioner
ccdubuc@romi.gov

David J Poulton
city commissioner
ccpoulton@romi.gov

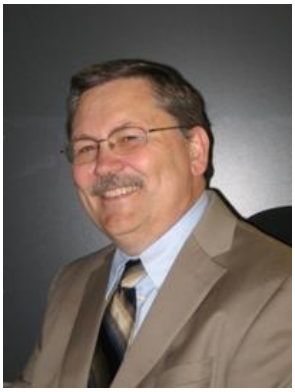
Michael Fournier
city commissioner
ccfournier@romi.gov

Pat Paruch
city commissioner
ccparuch@romi.gov

Jeremy Mahrle
city commissioner
ccmahrle@romi.gov

Sharlan Douglas
city commissioner
ccdouglas@romi.gov

Donald E Johnson
city manager
donj@romi.gov



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 Clerk – Melanie Halas
Director of Human Resource - Mary Jo DiPaolo
Director of Recreation & Public Service - Greg Rassel
Fire Chief – Chuck Thomas
Chief of Police – Corrigan O'Donohue
Treasurer – Sekar Bawa
Assessor - James Geiermann
Assistant Finance Director / Controller - Anthony C. DeCamp
Director of Community Development - Tim Thwing
Interim City Attorney – Mark Liss

Department Heads

City Engineer – Matt Callahan
Assistant Director of Community Development / Building Official - Jason Craig
Interim Information Technology Manager – Craig Dragna
Library Director - Mary Karshner
Recreation Supervisor - Tod Gazetti
Director of Planning – Joseph Murphy
Deputy Chief of Police - Gordon Young
Deputy Chief of Police – Tom Goad
Deputy Chief of Fire – James Cook
Deputy Clerk – Deanna Braswell

44th District Court

District Court Judge – Derek Meinecke
District Court Judge – James Wittenberg
Court Administrator – Gary Dodge

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Royal Oak

Michigan

For the Fiscal Year Beginning

July 1, 2014

Executive Director

Principle Officials **3**
Budget Highlights **17**
Vision and Mission Statements 21
Goals and Objectives 22
Budget Resolutions 23
Budget Procedures 27
Budget Calendar 28
Basis of Accounting 29
Financial Policies 30
Organizational Chart 38
Financial Trends **45**
Taxable Value 48
City Millage Rate Comparison 51
Tax Allocation 52
State Shared Revenue 53
Interest Income 55
Debt Projections 56
General Fund **59**
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 78
101.209 Assessing 82
101.210 City Attorney 87
101.215 City Clerk 90
101.226 Human Resources 94
101.248 General Administration 97
101.253 City Treasurer 99
101.265 City Office Building 104
101.266 Parks & Forestry 106
101.267 Building Maintenance 109
101.372 Ordinance Enforcement 111
101.400 Community Development 116
101.430 Animal Protection Services 122
101.443 Electrical 124
101.447 Engineering 126
101.448 Street Lighting 130
101.728 Economic Development 132
101.834 Cable Communications 134
101.835 Community Promotion 137
101.836 Woodward Dream Cruise 138
101.837 Arts, Beats, & Eats Festival 140
101.965 Transfers Out 141
Special Revenue Funds **143**

202 Major Street Fund ... 144
202.467 Streets Maintenance ... 144
202.469 Streets Parkway Maintenance ... 146
202.472 Streets Winter Maintenance ... 147
202.473 Streets Traffic Control ... 148
202.474 Streets Signal Services ... 150
202.515 Administration ... 152
202.901 Construction ... 155
203 Local Streets Fund ... 156
203.467 Streets Maintenance ... 156
203.469 Streets Parkway Maintenance ... 158
203.472 Streets Winter Maintenance ... 160
203.473 Streets Traffic Control ... 161
203.515 Streets Administration ... 163
203.901 Construction ... 166
207 Public Safety Fund ... 167
207.301 Police ... 169
207.336 Fire ... 173
207.344 Ambulance ... 179
211.835 Publicity Fund ... 181
226.528 Solid Waste Fund ... 183
271.790 Library Fund ... 187
274 Community Development Block Grant Fund ... 193
274.692 Housing Rehabilitation Program ... 194
274.712 Block Grant Administration ... 197
282.371 State Construction Code Fund ... 199
295 Roots Fund ... 206
296 Senior Citizens Services Fund ... 208
297 Animal Shelter Fund ... 216
298 Police Grants Fund ... 219
299 Miscellaneous Grants Fund ... 221
Special Revenue Funds – Component Units ... 223
243 Brownfield Redevelopment Authority Fund ... 223
247 DDA Development Fund and 248 DDA Operating Fund ... 226
Debt Service Funds ... 233
Description of Long Term Debt ... 234
301 General Obligation Debt ... 237
303 Court Building Debt Service ... 239
360 Debt Service Fund ... 241
Capital Improvement Plan ... 245
Capital Project Summary ... 246
Enterprise Funds ... 285
506 Arts, Beats, & Eats Festival ... 286
508 Recreation Fund ... 289
516 Auto Parking Fund ... 293
516.316 Parking Enforcement ... 295

516.570 Parking Operation 297
516.901 Construction 299
551 Farmers Market Fund 300
592 Water and Sewer Fund 304
592.447 Engineering 306
592.536 Administration 308
592.537 Water Billing 310
592.538 Water Maintenance 312
592.539 Meter Services 314
592.540 Sewer Maintenance 316
592.901 Construction 318
598 Ice Arena Fund 320
Internal Service Funds 323
636 Information Systems Fund 324
661 Motor Pool Fund 330
677 Workers Compensation Fund 334
678 Health Care Fund 337
679 General Liability & Property Insurance Fund 339
Fiduciary Funds 341
731 Retirement (Pension) Fund 342
736 Retiree Health Care Fund 344
Supplemental Information 347
Building Authorities 348
Biographies 354
City Owned Property 359
Glossary 360

Office of the City Manager
211 South Williams Street
Royal Oak, MI 48067

Fiscal Year 2015-16 Budget Transmittal

April 27, 2015

The Honorable Mayor Ellison and
Members of the City Commission:

Submitted herewith is the city manager's recommended 2015-16 budget for the City of Royal Oak.

This is my tenth Royal Oak budget as either city manager or finance director. I think it presents a good opportunity to reflect how far we've come in the past ten years. This serves two purposes. First, we have come a long way financially in the last ten years and we should recognize and celebrate that fact. But more importantly, looking backward serves to remind us of where we were and where we could be again if we don't continue to make prudent financial decisions.

Royal Oak was already in financial trouble long before the recession brought down housing values and property tax revenue. The 2005-06 budget called for using almost all fund balance in the general fund and took money from other funds. It was our first budget that projected future years and that projection was very bleak. It forecast a $6.4 million general fund shortfall for 2006-07 with practically no fund balance in the general fund or in any fund that could legally transfer money to the general fund. The city had no OPEB trust and was only paying the actual premiums for existing retiree's health insurance. In the fall of 2005, the city asked the voters for a Headlee override and the voters resoundingly said "No."

The city responded with a multifaceted approach to the problem. Budgets were tightened, and staff was cut. The commissioners resisted a recommendation from my predecessor to lay off employees but they agreed to an attrition plan which ultimately resulted in a 26% decrease in employees. A cost allocation plan was prepared which has proven to be worth about $1.8 million this year to the general fund.

These actions were successful. Things were looking up. In 2008, the city even began properly funding OPEB and created an OPEB trust. However, in 2010 the bottom dropped out of the real estate market and property tax revenue followed. The city had to take even more draconian measures. We reduced our OPEB funding to just cover current costs and removed 94 positions from the budget (from 2006 to 2011). The attrition plan continued and employees were not replaced.

A study of our police and fire departments was commissioned from the ICMA Center for Public Safety Management. The recommendations of that study called for maintaining our firefighting force at 56 employees and increasing our sworn police personnel from 64 to 79. This could only be accomplished if the voters would approve an additional millage. We put a five-year 3.975 millage on the ballot in November 2012 which was supported by more than two thirds of the voters.

The public safety millage was never intended to cover all of the cost of providing police, fire and EMS services. In fact, it generates $8.6 million which covers less than 28% of our public safety cost. We are still contributing $19 million from the general fund to the public safety fund in the proposed 2015-16 budget. That $19 million represents 61.5% of the public safety budget, 54.6 % of the general fund budget and 119% of the general operating tax. We are still spending every penny of our general operating levy <u>and</u> every penny of our public safety levy on police, fire and EMS services.

Although we did this as a 5-year levy, it was always said this millage will need to be renewed. We never suggested a temporary infusion of cash would enable us to solve our financial problems. The public safety levy will expire in December of 2016. While we could wait for the 2017 election to

put this renewal on the ballot, I am recommending we do it a year earlier. The 2016 election is a presidential election and will have maximum turnout. The election in 2015 only has local races and a large turnout is unlikely. I prefer to put millage issues before the maximum number of voters. That way we know it has widespread public support. This also gives us a backup election date for a second attempt in the unlikely event it fails in 2016.

Royal Oak citizens came through again when we provided them with a study of Royal Oak roadways and asked for money to fixthem. In November of 2014, a 10-year 2.5 mill road millage was approved with 55% of the voters in support. This one really was intended to be just for one ten-year period. I do not expect to be requesting a renewal, at least not for the full amount.

The recession is over. Property values in Royal Oak are on the rise. However, taxable values and tax revenue will not keep pace. Headlee and Proposal A limit the growth of the taxable value of existing property to the rate of inflation or 5%, whichever is less. The city does not capture additional taxes even when a property is sold and the taxable value is uncapped. That will increase taxes for the new property owner but not for the city. Any such increases must be offset by a reduction in the tax rate.

Never-the-less, the immediate crises has moderated. We have actually seen our fund balances increase largely due to the difficulty the police department has had in hiring officers fast enough to get to the goal of 79 sworn officers. However, we are almost at that goal and we will be there very soon. Our long term forecast still shows declining balances and future problems. I don't think the problem is quite as bad as it appears in the summary table because we tend to budget conservatively and almost always finish a fiscal year in better shape than the budget called for. However, we need to proceed with caution. We are not out of the woods yet.

As the financial crises eases, there is a lot of pressure to expand city staff and restore and improve city services. We have to be extremely careful about that. We need to recognize that in many areas, we are understaffed. We need to recognize that our level of service has been impacted by this and could be improved. However, we also need to recognize that while our financial position is much stronger today, we still have limited resources and many competing needs for those resources.

We need to make today's decisions with a long term mindset. I think the biggest sin of our predecessors was that they appeared to think no further ahead than the next election. That may have worked well for commissioners whose primary goal was to get re-elected and city managers who assisted that goal but it did not work well in the long term for the citizens of Royal Oak. It resulted in a situation where 33% of today's personnel budget is paying for workers long retired; workers whose services benefited taxpayers of the past. If past commissions had taken full responsibility and properly funded the full cost of <u>their</u> employees, we would not be spending over $16.9 million on legacy costs (costs of their employees) today.

If we didn't have to spend $16.9 million on legacy costs we could use that money to improve our parks, fix our buildings, and improve other services. Or, we could reduce our total city tax rate by nearly 8 mills.

As much as I resent what our predecessors left us, I'm determined to not do the same thing to future generations. Legacy costs are our most significant problem. It is a problem we must face and we must fix. We will not fix it by burying our heads in the sand and ignoring it or by kicking the can down the road and expecting future generations deal with it. We will also not fix it by reneging on the promise made to former employees who spent a career here, accepting lower wages in order to secure a pension and retirement health care benefits.

Legacy costs are the single greatest problem we face. Our second greatest problem is the condition of our buildings. We have reached a point where we need to invest in significant repairs and reconstruction of the police building and city hall or we should be preparing to replace them.

City hall was poorly designed but solidly constructed. Many claim the architect merely adapted an existing design for a school building but I don't know whether it's the truth or just a local legend. The building certainly has the look and feel of an old high school. The chopped up interior space requires multiple counters which in turn requires additional staff. Putting the public spaces on the third floor requires a door guard for meetings. The lack of proper maintenance has also resulted in a building with severe HVAC problems, leaks, and mold. Most of it has never been rehabilitated or remodeled since the day it was constructed.

The police building is slightly newer but in far worse shape than city hall. It's design may have been adequate in 1963 when it was built but it is very inadequate for a modern police facility. We simply did not have the electronic equipment than that is essential for modern policing. Today, that equipment just doesn't fit in a building not designed for it. We also have an antiquated jail facility on the third floor, one of the few left that actually has bars on cells. Our dispatchers who monitor prisoners can't actually see them, they rely on video. Like city hall, it suffers from major HVAC problems. Additionally, unlike city hall, the police building was not constructed well and it is basically falling apart. Unlike city hall, it has benefited from some upgrades over the years. This results in the building looking better than it really is.

This budget includes $625,000 for remodeling and improving city hall. This is primarily related to reconfiguring offices to put the entire community development department on the second floor. It is not a renovation of the entire building. We have been talking about this for a long time and have even budgeted funds in the past. However, we've always had in mind that the land it sits on might be more valuable for commercial development and we have had developers interested in the property. We really need to make a decision about this and either proceed with a renovation or start planning a new building. If we do not proceed with renovations, I recommend we start a building fund and put the budgeted money there.

This budget does include $238,000 for park improvements. However, $100,000 of that is proposed to go toward the development of the downtown "smart park". If the funding grant proposal is successful, only $10,000 from the city will be needed. The extra amount can be reprogrammed to other parks or used to expand on the "smart park" concept. However, if the crowdfunding/grant is not successful, we'll have money to develop a minimalist park in this location.

This budget limits staff growth to four new positions. Three are in DPS where most of the cost will be borne by the water and sewer and highway funds. Even so, this is two fewer than the five positions the department requested. I did also agree to one additional position in police because it meets a long standing goal to replace the sworn property room officer with a civilian employee. This was a recommendation of the ICMA study. Since our goal is to put an additional officer on the street, using this as an opportunity to reduce the number of officers would be counterproductive and violate our promise to the public to provide a police force of 79 sworn officers.

I am not including in my count the five additional engineering positions already approved by the commission and already hired and the five additional court employees, due to the court merger. Julie does show these as "new" in the "Authorized Full-time Employees by Function/Program"chart on in the budget highlights section, because they were not included in the original 2014-15 budget.

I turned down many requests for additional personnel this year. These included one in human resources, one in treasury, one in the clerk's office, one in planning, one in finance, one in information systems, seven in fire and the two previously mentioned in DPS. Many of these are needed, some desperately, but we simply cannot afford them at this time. We need to continue making due the best we can with the people we already have. We should also be taking a very hard look at what we do and what we can possibly stop doing. Limited revenue growth will not allow us to return to prior staffing levels.

While I continue to hold the line on personnel, I'm taking the opposite approach on training. The fewer staff we have, the more important it is for them to be well trained. While we usually focus on technical training, the commission has been pushing us to do customer service training as well for some time. We have studied this exhaustively and we have come to a conclusion that we need something significantly more. We need to build a new organizational culture based on outstanding customer service. The model we should use for this is obvious – the organization famous for outstanding customer service – the Walt Disney Corporation. Ottawa County (Grand Haven, Holland) has had tremendous success with a program from the authors of *The Disney Way*. We have been to Ottawa County to learn about their program and we would like to bring it to Royal Oak. We have obtained a proposal from the consultants and have included money in this budget to do so.

I'm very pleased to be recommending almost half a mill decrease in the city tax rate. This is partially due to a Headlee rollback (a sign of increasing property values) but mostly due to a .4 mill reduction in the solid waste levy.

The solid waste levy, often called the recycling tax, is a special voter approved tax, originally authorized by the voters in 1990 and since renewed five times. It must be accounted for in its own special revenue fund. We can only charge expenditures related to the collection, recycling and disposal of solid waste to this fund. Balances in this fund cannot be transferred to the general fund or any other fund. Over the years, revenue has often exceeded expenditures in this fund and we have built up a substantial fund balance which we propose to return to the taxpayers by reducing the amount of the solid waste levy and letting the fund operate at a loss for a few years. We are recommending the city levy only .5931of the authorized 0.9931mill maximum.

The solid waste tax levy expires in 2016-17. I am recommending it also be put on the November 2016 ballot. I am also recommending the full 1 mill, possibly less Headlee rollbacks even though we are not currently recommending the full amount be levied. The proposed budget is using up fund balance. We cannot do that for long.

The most significant operational change is occurring now and should be completed before the 2015-16 fiscal year begins on July 1. That is the merger of Royal Oak's 44th District Court with Berkley's 45-A District Court. The new combined court will operate in Royal Oak as the 44th District Court. Judge Jamie Wittenberg of the 45-A District Court is already hearing some cases in Royal Oak and we expect to complete the merger and shutdown the Berkley 45-A District Court completely by June 1, 2015.

Combining the courts has resulted in an increased budget for the court but this is more than offset by increased revenue. Because Royal Oak is the funding unit or district control unit, for the combined court, all of the court expenditures are reflected in our budget. Berkley receives a share of certain court fines and costs for tickets issued in Berkley but has no responsibility for the court's operations or the court's budget.

The merger did result in additional employees in the new 44th District Court as we are absorbing some of the former Berkley court employees.

The budget contains over $23 million in recommended capital improvements; an increase of 77% / $10 million over the current year's original capital budget. Typically the first year of the recently adopted capital improvement plan (CIP) is incorporated into the recommended budget when funding is available however there are numerous exceptions this year due to changing project plans. The city's recommended capital improvement budget calls for $1.948 million toward major road capital improvements, $5.3 million toward local road capital improvements, $11.348 million toward water/sewage system improvements, $2.157 million toward replacement of the motor fleet, $484,000 toward information technology infrastructure, $552,000 toward parking automation and lot improvements, $525,000 toward city hall department renovation/relocation costs, $425,000 toward replacement election equipment and storage, $290,000 toward video equipment and $175,000

toward a smart park and park pavilion(s). The projects will be reviewed in more detail during the budget meetings.

Respectfully submitted,

Donald E. Johnson
City Manager

BUDGET HIGHLIGHTS

Budget Summary

Introduction

Vision and Mission Statements

Goals and Objectives

Budget Procedures

Budget Calendar

Basis of Accounting Chart

Financial Policies

Organizational Chart

The fiscal year 2015-16 recommended budget provides for the resources that are be needed to help accomplish the city objectives established just prior to the administration's budget process.

This recommended budget calls for a total **city millage rate** of 17.6807 (excluding DDA levy), a decrease of 0.4744 mill due to decreasing the solid waste millage by 0.4 mill, a slight reduction of the fire debt levy and a headlee rollback on the balance of the millage levies that are maximized. *See page 49 for millage rate details.* The millage rate of 17.6807 would put the city just below the average millage rate of Oakland County cities. This rate puts the city below nine bordering cities with higher millage rates and above three bordering cities with lower millage rates. This claim is based on 14-15 city/village millage rates as the 15-16 rates for other cities/villages have not been adopted/reported as of the publication of the recommended budget. *See page 51 for the chart of the 31 Oakland County city/village 14-15 millage rates.* The Headlee rollback on Royal Oak's millage rates this year is 0.9966.

Total city **taxable value** increased by 3.98%. Residential values increased 4.3%, industrial values increased 2.1%, personal property increased 8.4% and commercial increased 0.96%. *See pages 46-48 for taxable value details.* These increases are impressive especially considering the recently enacted personal property exemption for smaller property. The spread between 2015 SEV and taxable value increased to $336 million, growing $107 million from the prior year. *See page 48 for value details.*

Across all funds, the city is budgeted to receive $42,952,790 in **tax revenue** for fiscal year 15-16 a decrease from the projected tax collection for fiscal year 14-15 of $43,272,160. This decrease is mostly due to the proposed reduction of 0.4 mill solid waste levy. The general city, public safety, roads, library, and DDA millage rates are declining due to the Headlee reduction of 0.9966. The publicity millage is increasing slightly.

Total grants are budgeted at $10,736,720. **State shared revenue** is budgeted to increase 2.7% / $135,000 based on the State of Michigan Treasury department's published projections. Act 51 monies are budgeted to increase 2.6% relative to prior year's projected budget to 15-16 recommended budget. The recommended budget of $3.9 million is based upon the State's published distribution formula. To remain conservative, the budget assumes the State-wide road proposal 1 on the ballot May 5, 2015 does not pass.

Due to low interest rates, **interest revenue** city-wide (excluding trust funds) is budgeted for approximately $373,000, up from $220,000 the prior year however down nearly $2.6 million from the peak in 07-08. This once valuable source of income has significantly declined and continues to no longer be relied upon as a significant resource to help off-set city operating costs. *See page 55 for funds interest revenue history graph.*

Personnel costs increased nearly 7.2% relative to the fiscal year's 14-15 original budget, mostly due to increased staffing and increased OPEB annual required contribution (ARC). Total full-time employees are requested to increase from 303 to 316 positions. However this total is down 50 positions relative to recent peak in fiscal year 05-06. Five full-time positions are budgeted in the court department, five full-time positions in engineering department and three full-time positions in the DPS, one added in the police department and one full-time position was eliminated from the library. *See page 39 for personnel summary recent history.* The defined benefit OPEB contribution is budgeted to increase 7.4% / $805,000 to $11.7 million. This contribution is not required by law to be met, however the pension ARC is legally required. In the past few years, except 14-15, the city has been contributing the pay-as-you-go amount, which is just enough to fund the current retiree health care cash outlay for the year. Of the

$11.7 million, only $972,833 is truly a cost of fiscal year 15-16, thus the term 'legacy costs' when referring to OPEB costs. The full estimated future OPEB ARC is budgeted in the forecast across all funds, in an attempt to at least partially address the city's legacy cost challenge. A graph in the "Financial Trends" section illustrates the magnitude of the combined pension and OPEB ARC that the city is proposing to fund in fiscal year 15-16; the contributions toward paying both of the full ARCs exceed the general fund's tax revenue by $2.6 million. *See graph on page 58.*

The budget recommends over $23 million in **capital improvements**; an increase of 77% / $10 million over fiscal year 14-15 original capital budget. Typically the first year of the recently adopted capital improvement plan (CIP) is incorporated into the recommended budget when funding is available however there are numerous exceptions for fiscal year 15-16 due to plan changes. The city's recommended capital improvement budget calls for $1.948 million for major road capital improvements, $5.3 million for local road capital improvements, $11.348 million for water/sewage system improvements, $2.157 million for replacement motor fleet, $484,000 for information technology infrastructure, $552,000 for parking automation and lot improvements, $525,000 for city hall relocation costs, $425,000 for replacement election equipment and storage, $290,000 for WROK related video equipment and $175,000 for smart park and park pavillon(s). Detailed listings of all recommended capital improvements are included in each fund/cost center significant notes section (orange box) in this document. Many of the requested capital projects and the descriptions that are reported in the adopted FY2015-16 to FY2020-21 Capital Improvement Plan can be found behind the "Capital Improvement" tab in this budget document. The forecasted years include capital projects that are in the CIP causing some funds' forecasts to illustrate fund balance levels below policy and even negative balances. *See budget summary tables within each fund section.*

Negative balances are not permitted by law, therefore the fiscal year 2015-16 expenditures were adjusted to keep funds out of negative position or bonding is assumed in forecasted years.

New **debt** issuances are not recommended for the city in this budget, as all project costs are recommended to be paid with current funds, with the exception of the meter replacement/radio read program. Total debt payments for fiscal year 15-16 amount to nearly $7.4 million (current debt only). At this time, the new debt term that is recommended for the water meter/radio read project is ten years, therefore forecasted annual debt service is estimated to increase approximately $870,000 and final payments still made in fiscal year 2028-29 on current debt. *See page 56 for existing outstanding debt summary.*

Water / Sewage commodity rate is proposed to increase 19% due to the pass-thru of the 26% SOCWA water rate increase (includes SOCWAs new flat rate) and an estimated 4% increase on the WRC sewage fee, lower consumption (less units to spread infrastructure costs) and increased capital outlay planned for 15-16. The city's flat quarterly billing fee is proposed to remain the same at $10.75.

The **unassigned fund balance** for the general and public safety funds (combined) is budgeted to decline from the current year's projected 39.0% of expenditures to 26.8%. These funds' fund balances are now reviewed as combined since the public safety function continues to be a significant cost of the general fund due to the sizeable transfer ($19 million) made to the public safety fund. By fiscal year 19-20, the fund balance is projected to be negative. *See page 57 for unassigned fund balance history and page 62 for future projected balances.*

Please reference the significant notes section (orange boxes) within each fund/cost center for details and noteworthy program information for fiscal year 15-16.

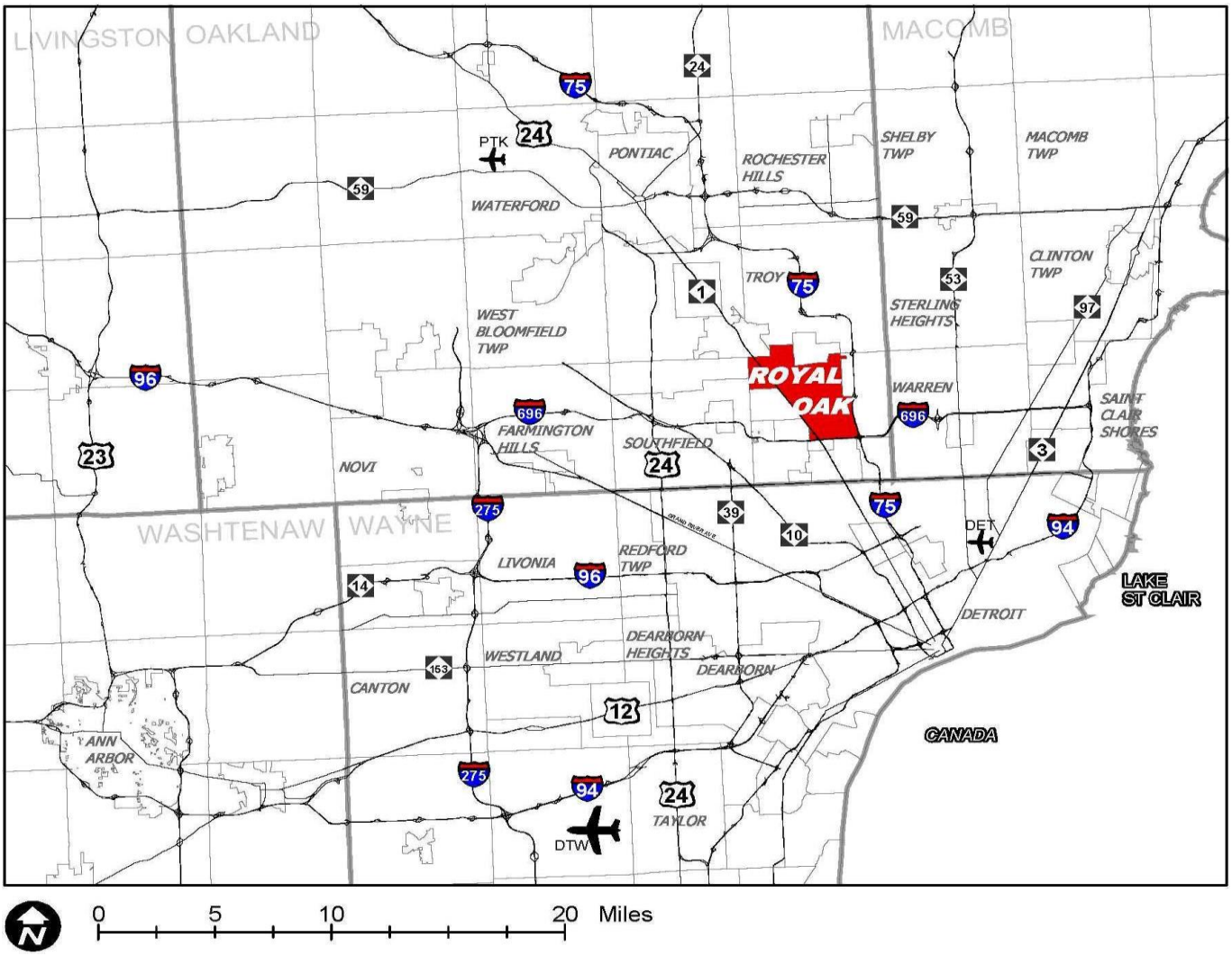
City of Royal Oak

The City of Royal Oak is located in southeast Oakland county, Michigan. The city's 11.83 square miles has a population of approximately 57,236 according to the 2010 US Census. 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	OBJECTIVES
Communication/Community Engagement – To proactively engage in meaningful, open and respectful dialogue with, and provide timely transmittal of information to, the public.	• Explore contracting for the creation of the Royal Oak app
Operations – To perform all city operations as efficiently and effectively as possible. This includes, but is not limited to internal communications, technology, innovation and financial management.	• Address unfunded liabilities • Explore increasing staff at the Department of Public Services and Recreation • Establish customer service standards and conduct customer service training for staff • Review and update hiring process
Economic Development – To establish policy and procedures that facilitate the development of Royal Oak as a place to live, work and play.	• Increase focus on commercial development of 11 Mile and Fourth Street
Infrastructure/Environment – To maintain, replace and enhance city infrastructure in an environmentally and fiscally sustainable manner.	• Conduct feasibility study for relocation and construction of new municipal building(s) • Update storm water ordinance
Community Health and Safety – To preserve Royal Oak as a safe and healthy community through sound fiscal policy, strategic planning, prompt decisive actions and effective management of taxpayer's assets.	• Update and communicate Emergency Preparedness Plan • Develop a comprehensive internal operations plan that includes energy standards

GENERAL APPROPRIATIONS ACT

BE IT RESOLVED, this and the following nine resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal year beginning on July 1, 2015 and ending on June 30, 2016.

RESOLUTION 1: BUDGET RESOLUTION

BE IT RESOLVED, the 2015-2016 City of Royal Oak budget for each fund is hereby appropriated as follows:

General Fund	
General Government	11,483,710
Community and Economic Development	577,020
Health and Welfare	0
Public Safety	641,930
Public Works	1,418,010
Recreation and Culture	1,283,050
Transfers Out	19,982,750
Expenditures Total	**35,386,470**
Taxes	17,349,500
Licenses and Permits	1,920,000
Grants	5,369,050
Charges for Services	2,353,900
Fines and Forfeitures	5,235,000
Interest and Rentals	168,000
Contributions and Donations	0
Reimbursements	401,000
Other Revenues	55,000
Transfers In	800,000
Use of Fund Balance	1,735,010
Revenues, Transfers and Use of Fund Balance	**35,386,470**
Major Streets Fund	
Expenditures Total	3,942,610
Revenues, Transfers and Use of Fund Balance	3,942,610
Local Streets Fund	
Expenditures Total	7,996,510
Revenues, Transfers and Use of Fund Balance	7,996,510
Public Safety Fund	
Expenditures Total	30,891,050
Revenues, Transfers and Use of Fund Balance	30,891,050
Publicity Tax Fund	
Expenditures Total	68,570
Revenues, Transfers and Use of Fund Balance	68,570

Solid Waste Fund	
Expenditures and Contribution to Fund Balance	6,504,790
Revenues and Transfers	6,504,790
Brownfield Redevelopment Authority	
Expenditures Total	15,590
Revenues Total	15,590
DDA - Development Fund	
Expenditures Total	4,208,700
Revenues, Transfers and Use of Fund Balance	4,208,700
DDA - Operating Fund	
Expenditures Total	49,900
Revenues, Transfers and Use of Fund Balance	49,900
Library Millage Fund	
Expenditures Total	2,434,680
Revenues, Transfers and Use of Fund Balance	2,434,680
CDBG Fund	
Expenditures Total	1,581,630
Revenues, Transfers and Use of Fund Balance	1,581,630
State Construction Code Fund	
Expenditures Total	1,904,150
Revenues, Transfers and Use of Fund Balance	1,904,150
ROOTS Fund	
Expenditures Total	193,920
Revenues, Transfers and Use of Fund Balance	193,920
Senior Citizen Services Fund	
Expenditures Total	802,050
Revenues, Transfers and Use of Fund Balance	802,050
Animal Shelter Fund	
Expenditures Total	106,540
Revenues, Transfers and Use of Fund Balance	106,540
Police Grants Fund	
Expenditures Total	260,400
Revenues, Transfers and Use of Fund Balance	260,400
Miscellaneous Grants Fund	
Expenditures Total	108,000
Revenues, Transfers and Use of Fund Balance	108,000

RESOLUTION 2: SET TAX RATE

RESOLVED, the general operating levy for the 2015-2016 fiscal year for operations is established at 7.3695, and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 fiscal year for the publicity tax is established at 0.0223 mill. and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 fiscal year for the library operations is established at 0.9564 mill. and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 fiscal year for the solid waste sisposal operation is established at 2.6026 mills, which consists of 2.0095 mills authorized by state law and 0.5931 mill authorized by the voters of the City of Royal Oak, and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 fiscal year for the fire bonded debt be established at 0.2770 mill, and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 budget recommended by the Downtown Development Authority for the area designated by ordinance as the downtown district is established at 1.6420 mills, and

BE IT FURTHER RESOLVED, the 1.6420 mills levy for the downtown district is in addition to the millage applicable to properties outside of the downtown district and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 fiscal year for the road millage be established at 2.4915 and

BE IT FURTHER RESOLVED, the property tax rate for the 2015-2016 fiscal year for the public safety operations is established at 3.9614 mills and

BE IT FINALLY RESOLVED, the public safety millage and road millage are to be levied on the winter tax bill.

RESOLUTION 3: AUTHORIZE TAX ADMINISTRATION FEE

BE IT RESOLVED the City of Royal Oak approves the imposition of a 1% administration fee on property tax levied in 2015, and

BE IT FURTHER RESOLVED the City of Royal Oak approves the imposition of late interest penalty charges as follows: On July taxes at the rate of one-half of one per cent per month, or fraction thereof, after July 31 until February 29; on December taxes at the rate of 3% after February 14 until February 29.

RESOLUTION 4: WATER AND SEWAGE DISPOSAL RATES

BE IT RESOLVED that the water and sewage disposal rates for the City of Royal Oak as of July 1, 2015 are established as follows:

Billing Administrative Flat Fee	$10.75 per billing period
Water & Sewer Service	$117.52 per mcf for first 2 mcf per billing period
	$114.77 for additional mcf per billing period

BE IT FURTHER RESOLVED industrial surcharge and industrial waste control charges will be passed along to customers as a pass-through.

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, 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, 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: 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 be made without the approval of the city commission and pursuant to chapter fourteen, section 2. Public work or improvement costing more than $25,000 and executed by contract, shall be awarded to a responsible bidder in competition for fiscal year 2015-2016.

RESOLUTION 7: TRANSFERS

NOW, THEREFORE, BE IT RESOLVED, the finance director is hereby authorized to transfer up to 25% of the major street fund monies to the local street fund during the 2015-2016 fiscal year. The finance director is also authorized to make transfers within appropriation centers. All other transfers between funds may be made only by further action by the city commission.

RESOLUTION 8: PEG FEES

NOW, THEREFORE, BE IT RESOLVED, the city commission hereby grants Community Media Network 1/2 of the 1% P.E.G. fee received during the 2015-2016 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, investments, retirement contributions, debt management, fund balance, capital assets and capital improvements projects, and fund self-supporting.

CITY OF ROYAL OAK
FY 2015 – 2016

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 transfers between funds 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 re-appropriate funds among appropriation centers. By way of budget resolution, the city commission authorizes the finance director to administratively adjust line-item budgets within a fund and 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 judgments, 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 internal service and enterprise funds budgets which are not officially adopted, but included in this document.

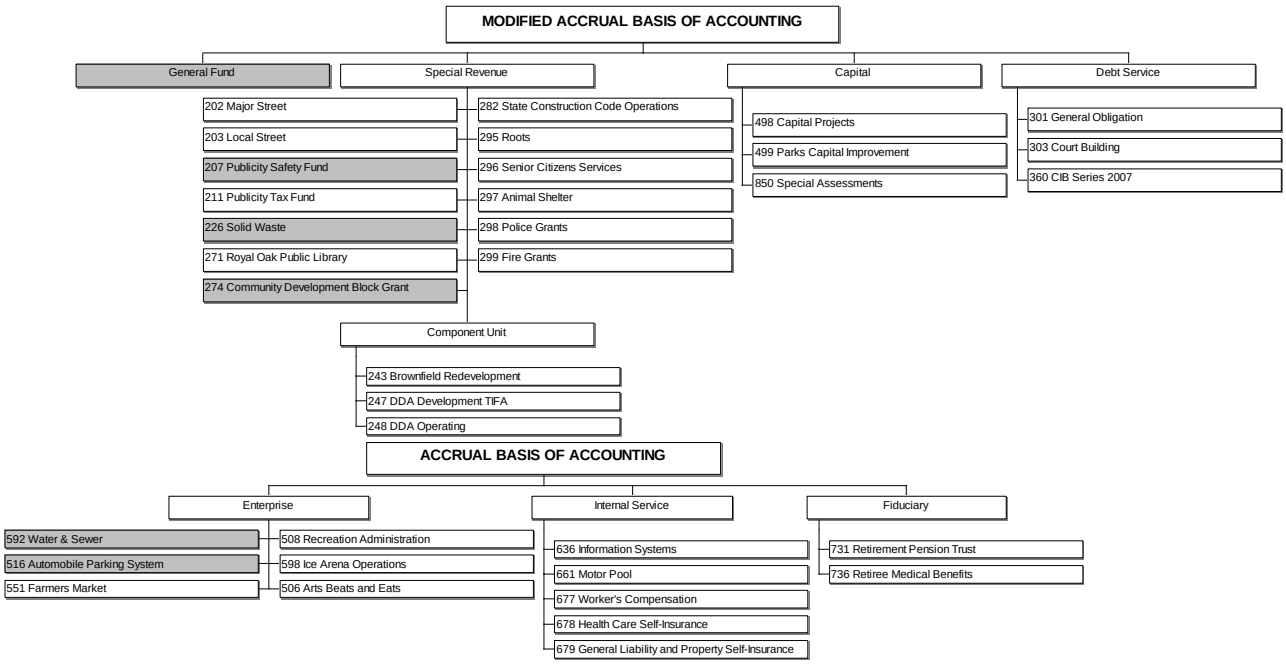
The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

FY 2015-2016 BUDGET CALENDAR

November	Finance dept. requests capital improvement plan submittals
December	Finance develops personnel costing and finalizes the draft capital improvement plan
January - mid	Special meeting – commissions strategic planning (goals & objectives) session
January - late	City commission adopts their goals & objectives at city commission meeting
February	Finance sends personnel costing detail to departments for their review/approval
February	Motor Pool, IS, insurance budgets due to Finance
February - late	Finance spreads internal service department costs to user department budgets
March - early	Department requested budgets due to Finance Dept.– includes final departmental narratives, personnel sign-offs, goals, objectives, org charts, significant notes, performance measures and fiscal requests
March	Capital improvement plan adopted by planning commission
March	Finance reviews and compiles departmental budget requests presentation for city manager
April - early	Departments meet with city manager to discuss their requested budgets
April – mid to late	City manager relays final budget recommendations to finance department
April - late	Finance department compiles recommended budget document
May - early	Recommended budget document is distributed to mayor and commissioners and is posted to city webpage
May 7,13,20,21	Special meetings – city commission conduct public budget meetings
May 22 +	Finance Dept. makes any commission changes and prepares final budget document
June 2	Commission conducts public hearing* and adopts budget (with any revisions to the city manager's recommended budget)
June 2 - 28	Finance department prepares adopted budget document
June 30	Final adopted budget document is distributed
July 1 – June 30	Finance department monitors budget and performs budget amendments when appropriate

*if changes are not significant

Financial Organization Chart



* Shaded funds are major funds

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:

Assets	Years
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/her 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 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 have 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 unassigned 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 Unassigned 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

Fund Balance Policy – State Construction Code Fund

Purpose:

To help ensure the proper stewardship of the City of Royal Oak's financial resources and in an effort to stabilize the volatility of State Construction Code Fund (as it is a public safety function) through economic downturns, a fund balance policy has been established.

Policy:

That is shall be the policy of the City of Royal Oak to maintain an unassigned fund balance in the State Construction Code Fund not less than fifty percent of budgeted expenditures but not more than one hundred and fifty percent of budgeted expenditures.

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 State Construction Fund shall require the affirmative vote of two-thirds of the members of the city commission.

[Adopted 06/02/2013]

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 Funds. 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]

Fund Self-Supporting Policy

Policy on funds being self-supportive

Purpose:

To acknowledge and document the expectation of which funds are sole supportive and which funds will accept and / or give fiscal transfers (gifts).

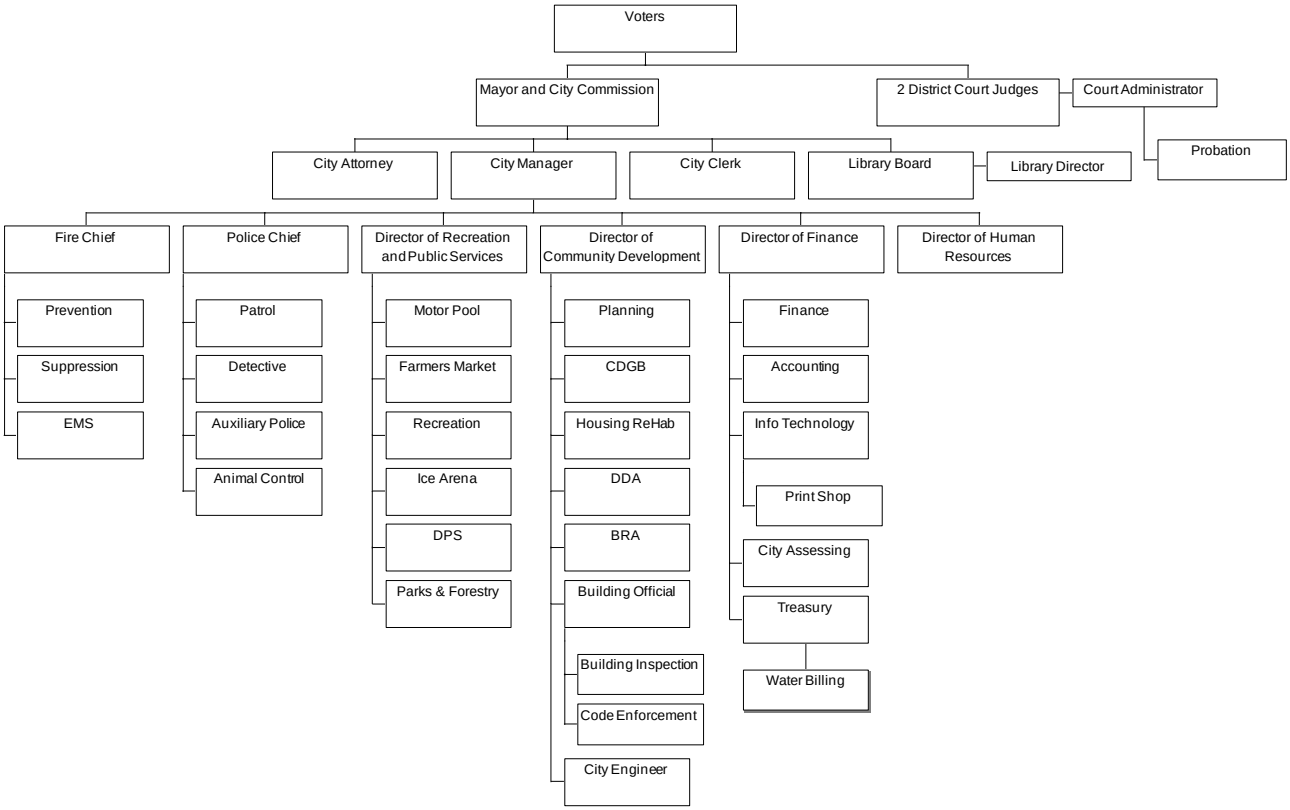
Policy:

Based on the type of fund and expectations the following list provides whether a city fund can accept or provide a fiscal transfer (gifts) between funds.

[Proposed 5/2014]

General Fund	Receive / Provide
Major Road Fund	Receive (Local Street Fund only)
Local Road Fund	Receive
Public Safety Fund	Receive
Publicity Fund	Receive
Solid Waste Fund	Self-supporting
Library Fund	Receive
Community Development Block Grant Fund	Self-supporting
State Construction Fund	Self-supporting
ROOTS Fund	Provide
Animal Shelter Fund	Receive
Police Grants Fund	Self-supporting
Miscellaneous Grants Fund	Self-supporting
Brownfield Fund	Self-supporting
DDA Funds	Provide

Organizational Chart
City of Royal Oak



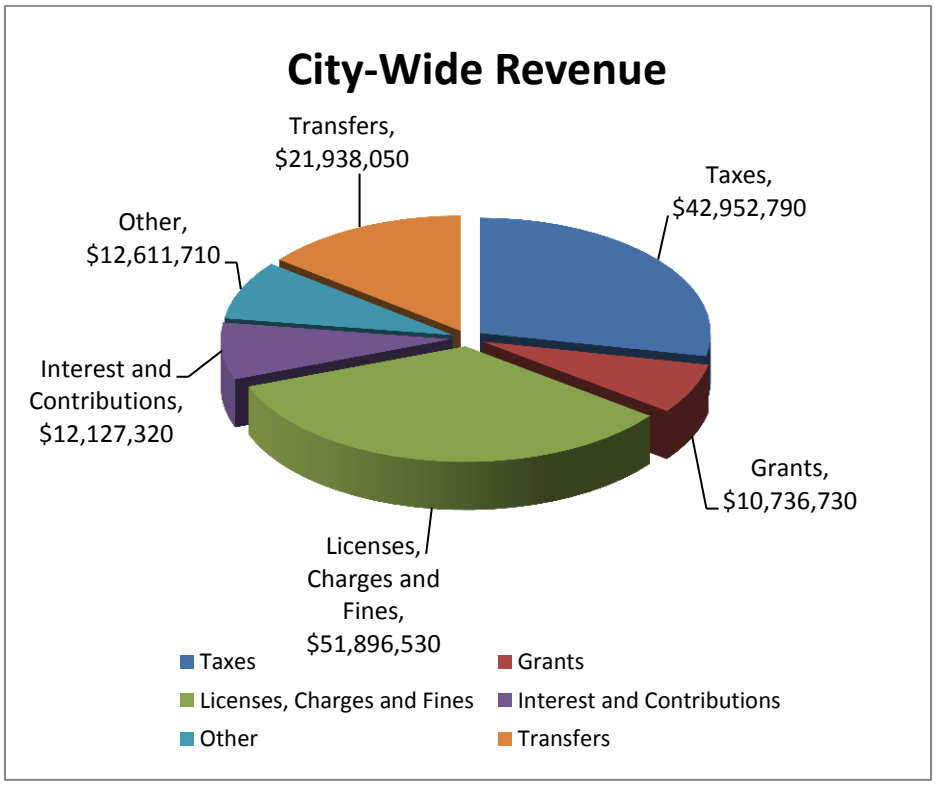
Authorized Full-time Employees by Function/Program*

Function/Program	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
44th District Court/Probation	21	20	21	20	20	22	22	27
Administrative Services								
Manager	2	2	1.5	1.5	2.5	2.5	4.5	4.5
Attorney	4	4	2.5	2.5	2.5	3.5	3.5	3.5
City Clerk	4	5	4	4	4	5	5	5
Human Resources	4	4	2	2	2	2	3	3
State Construction Code	11	8	5	5	5	6	11	10.5
Ordinance Enforcement	4	6	4	2	2	5	5	5
Engineering	10	10	9	9	7	7	8	13
Community Development	5	4	4	4	3	3	3	3.5
Planning-Block Grant	2	2	2	2	1	1	0	0
Planning-Housing	3	3	2	1	1	1	1	1
Finance	6	6	5.6	5	5	5	6	6
Assessing	4	4	4	4	3	3	4	4
Purchasing	1	1	0	0	0	0	0	0
Treasurer	5	4	4	4	4	3	3	3
Water Billing	1	1	1	1	1	1	1	1
Information Systems	3	3	3	3	3	4	4	4
Economic Development	0	0	0	0	0	0	1	1
Subtotal	90	87	75	70	66	74	85	95
Library	13	12	12	11	10	10	9	8
Public Safety								
Police	103	98	77	77	81	96	97	98
Fire	63	62	46	56	56	56	56	56
Subtotal	166	160	123	133	137	152	153	154
Recreation & Public Services								
Public Service								
Parks & Forestry	8	8	2	8	7	7	7	7
Building Maintenance	2	2	2	2	2	2	2	2
Highway	14	14	0	0	0	0	0	1.5
Motor Pool	11	11	10	9	9	9	9	9
Electrical	0	0	0	0	0	0	0	1
Solid Waste	1	2	15	13	14	14	14	14
Water Maintenance	9	8	12	8	7	7	7	7.5
Water Services	6	6	5	5	4	4	4	4
Sewer Maintenance	9	8	9	8	7	7	7	7
Auto Parking	3	3	3	3	3	3	3	3
Recreation	2	2	2	2	2	2	2	2
Ice Arena	1	1	1	0	0	0	0	0
Senior Services	2	2	2	1	1	1	1	1
Subtotal	68	67	63	59	56	56	56	59
Total	337	326	273	273	269	292	303	316

*Report based on home-base allocations not FTE

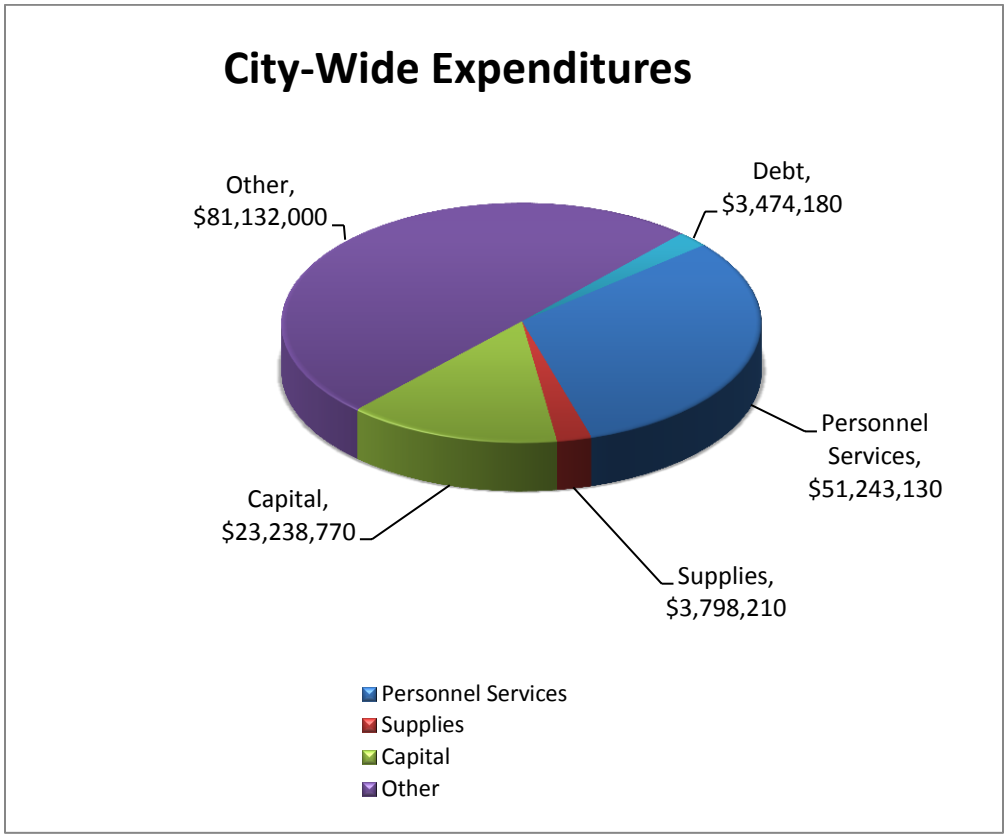
All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	17,349,500	21,799,450	602,000	-	-	3,201,840	42,952,790
Grants	5,369,060	5,367,660	-	-	-	-	10,736,720
Licenses, Charges and Fines	9,528,900	3,854,450	-	6,983,080	597,100	-	20,963,530
Interest and Contributions	-	483,900	400	33,000	11,592,370	17,650	12,127,320
Other	604,000	230,590	-	137,500	5,639,620	-	6,611,710
Transfers	800,000	20,080,000	621,050	247,000	-	100,000	21,848,050
Total	**33,651,460**	**51,816,050**	**1,223,450**	**7,400,580**	**17,829,090**	**3,319,490**	**115,240,120**



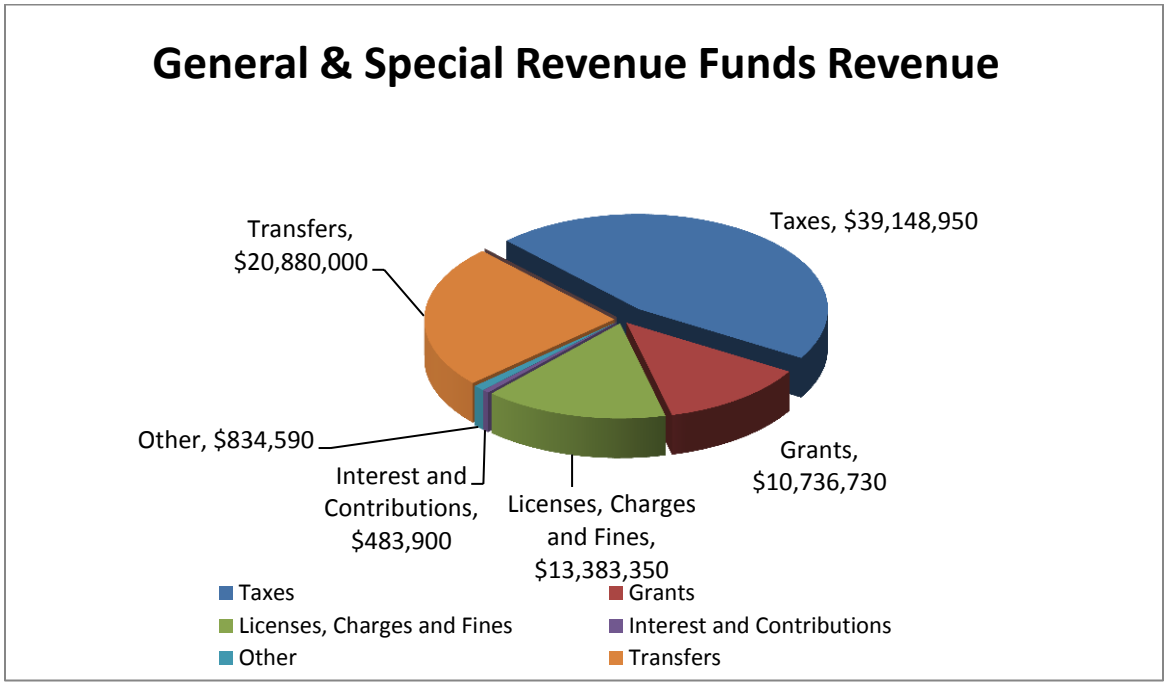
All Funds Expenditure Summary

Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	9,657,420	34,888,860	-	4,295,120	2,214,560	187,170	51,243,130
Supplies	400,980	1,405,030	-	886,250	1,089,950	16,000	3,798,210
Capital	790,000	7,732,170	-	12,041,000	2,675,600	-	23,238,770
Other	24,538,070	12,479,600	3,000	26,414,000	13,627,160	4,070,260	81,132,090
Debt	-	288,600	1,247,850	1,907,130	30,600	-	3,474,180
Total	**35,386,470**	**56,794,260**	**1,250,850**	**45,543,500**	**19,637,870**	**4,273,430**	**162,886,380**



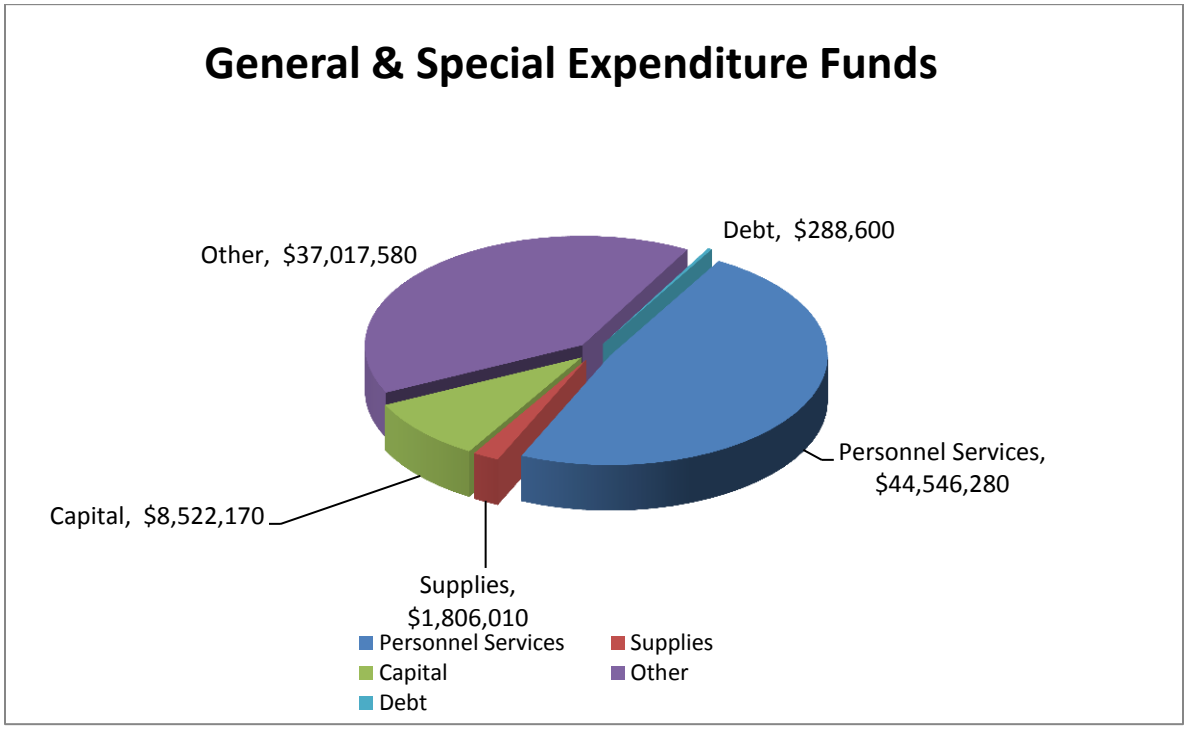
General & Special Revenue Funds Summary

Revenues	General	Special Revenue	Grand Total
Taxes	17,349,500.00	21,799,450	$ 39,148,950
Grants	5,369,060	5,367,660	$ 10,736,720
Licenses, Charges and Fines	9,528,900	3,854,450	$ 13,383,350
Interest and Contributions	-	483,900	$ 483,900
Other	604,000	230,590	$ 834,590
Transfers	800,000	20,080,000	$ 20,880,000
Total	**$ 33,651,460**	**$ 51,816,050**	**$ 85,467,510**



General & Special Expenditure Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	9,657,420	34,888,860	$ 44,546,280
Supplies	400,980	1,405,030	$ 1,806,010
Capital	790,000	7,732,170	$ 8,522,170
Other	24,538,070	12,479,600	$ 37,017,670
Debt	-	288,600	$ 288,600
Total	**$ 35,386,470**	**$ 56,794,260**	**$ 92,180,730**



FINANCIAL TRENDS

The financial trends in this section of the budget report show year-to-year comparisons and projections in the following categories.

Taxable Value

City Millage Rates

Millage Summary

Millage Rate Comparison

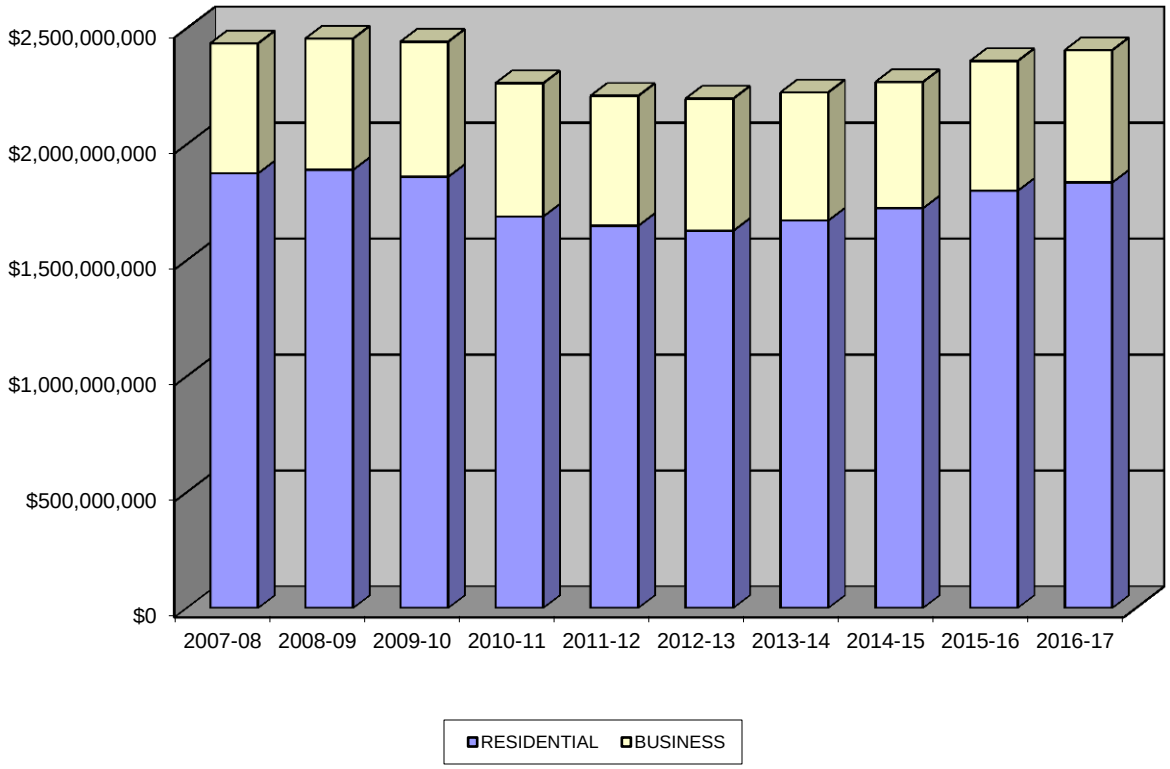
Tax Allocation

State Shared Revenue

Interest Income

Debt Projections

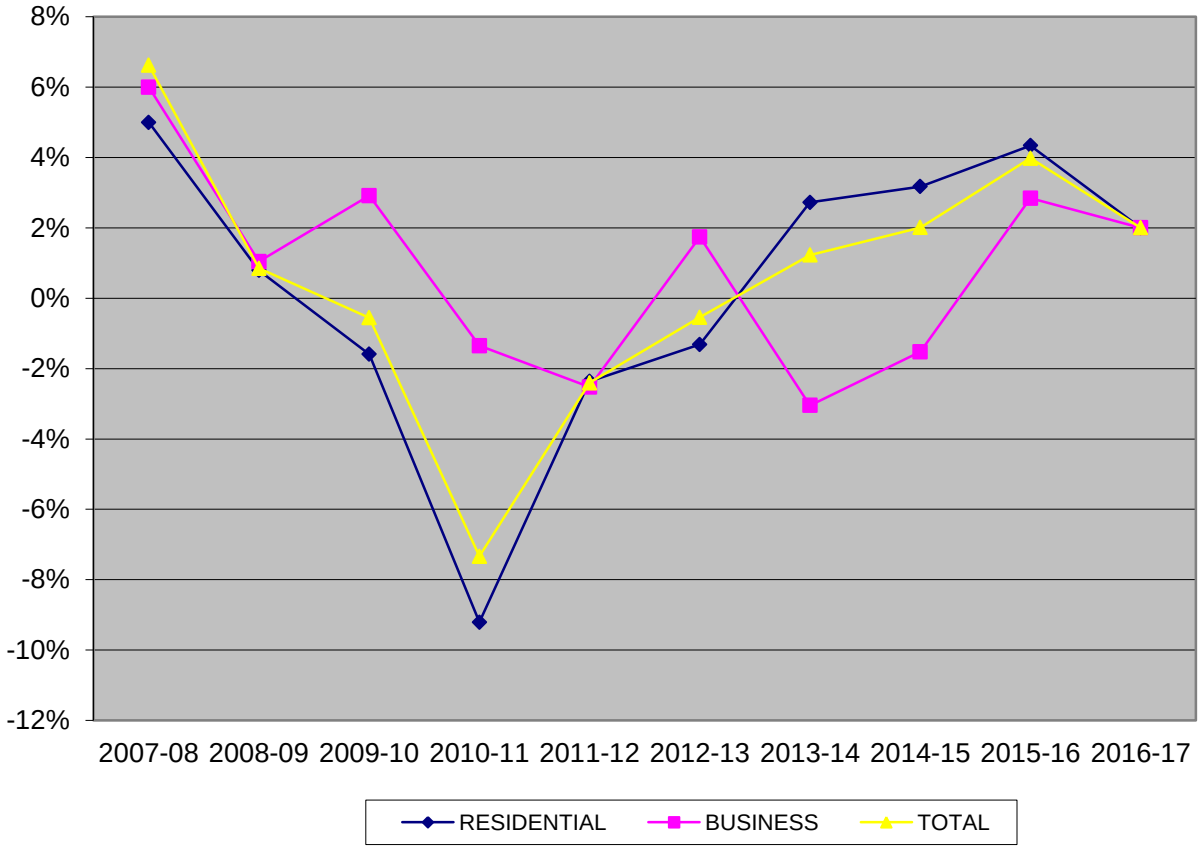
Taxable Value: Residential + Business
Ten Years Actual & Two Years Projected



Taxable value, the basis for tax revenue, increased 3.98% based on valuations after the March board of review process. All property tax classes increased. Although there is new personal property tax legislation, personal property values increased 8% from FY14-15. To be conservative, for the forecasted years in the budget, Royal Oak's taxable values are projected to increase 2% each year.

Fiscal Year	By Class					
	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL	TOTAL	CHANGE
2007-08	1,875,049,470	56,432,540	124,894,290	378,328,500	2,434,704,800	6.62%
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	1,626,988,850	41,045,340	137,095,330	391,226,770	2,196,356,290	-0.54%
2013-14	1,671,311,400	36,914,920	135,277,840	379,835,840	2,223,340,000	1.23%
2014-15	1,724,404,970	36,935,510	131,328,570	375,365,660	2,268,034,710	2.01%
2015-16	1,799,260,920	37,730,500	142,368,610	378,983,060	2,358,343,090	3.98%
2016-17	1,835,246,138	38,485,110	145,215,982	386,562,721	2,405,509,952	2.00%

Taxable Value
Percent Change By Year

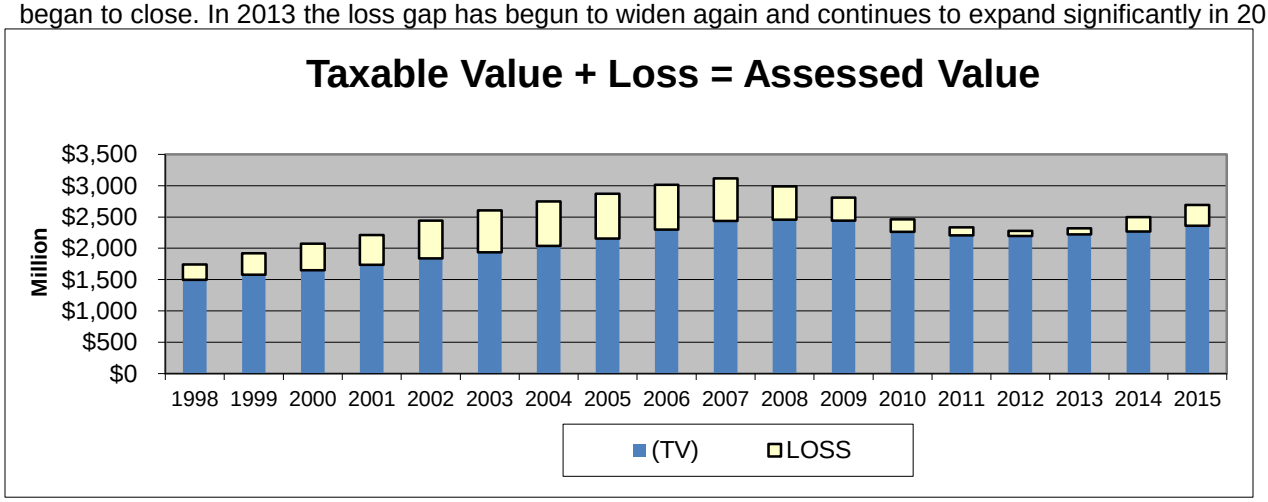


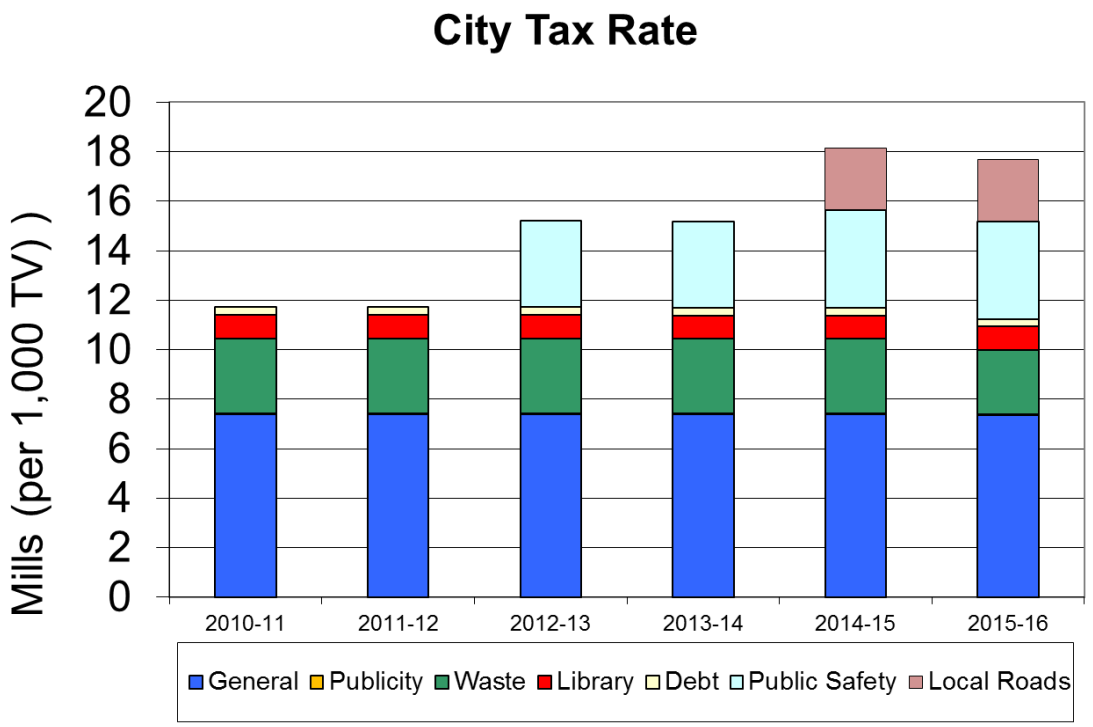
RESIDENTIAL	**BUSINESS**	
%	**$**	%
5.0%	559,655,330	6.0%
0.8%	565,476,860	1.0%
-1.6%	581,969,240	2.9%
-9.2%	574,119,270	-1.3%
-2.4%	559,618,260	-2.5%
-1.3%	569,367,440	1.7%
2.7%	552,028,600	-3.0%
3.2%	543,629,740	-1.5%
4.34%	559,082,170	2.84%
2.0%	570,263,813	2.0%

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)
1998	1,743	**1,499**	**244**	116
1999	1,921	**1,577**	**344**	100
2000	2,075	**1,652**	**423**	79
2001	2,209	**1,739**	**470**	47
2002	2,439	**1,841**	**598**	128
2003	2,603	**1,938**	**665**	67
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)
2012	2,279	**2,196**	**83**	(44)
2013	2,320	**2,223**	**97**	14
2014	2,497	**2,268**	**229**	132
2015	2,694	**2,358**	**336**	107

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 show the widening result of this through 2005 when the gap reached $715 million. After 2006, the trend reversed and the gap began to close. In 2013 the loss gap has begun to widen again and continues to expand significantly in 2015.





Millage Rate	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
General Operations	7.3947	7.3947	7.3947	7.3947	7.3947	7.3947	7.3695
Publicity	0.0216	0.0234	0.0239	0.0225	0.0223	0.0218	0.0223
Solid Waste	3.0129	3.0129	3.0129	3.0129	3.0129	3.0129	2.6026
Library	0.9597	0.9597	0.9597	0.9597	0.9597	0.9597	0.9564
Fire Debt Retirement	0.2971	0.3224	0.3338	0.3363	0.3006	0.2910	0.2770
Public Safety	0.0000	0.0000	0.0000	3.4750	3.4750	3.9750	3.9614
Local Roads	0.0000	0.0000	0.0000	0.0000	0.0000	2.5000	2.4915
TOTAL	**11.6860**	**11.7131**	**11.7250**	**15.2011**	**15.1652**	**18.1551**	**17.6807**

Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6477	1.6477	1.6477	1.6477	1.6477	1.6477	1.642
City & DDA Operations	13.3337	13.3608	13.3727	16.8488	16.8129	19.8028	19.3227

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 7.3695 mill levy is budgeted for fiscal year 2015-16.

Publicity Levy
Public Act 359 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 0.0223 mill is budgeted.

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 non-putrescible 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 2.0095 mills.

Refuse Levy
City Charter amendment 08/08/2006
As authorized in a city charter amendment this millage was first levied in the summer of 2007.
Therefore, it expired after the 2011 levy. The Headlee limit and levy was last levied at .9965 mills. It was renewed in November 2011. The renewal allows the city to levy up to 1.000 mill, to defray the costs of refuse collection, disposal and curbside recycling. The Headlee millage limitation is 0.9931 mills. This millage is budgeted for 0.5931 in fiscal year 2015-16.

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 0.9564 mill for fiscal year 2015-16.

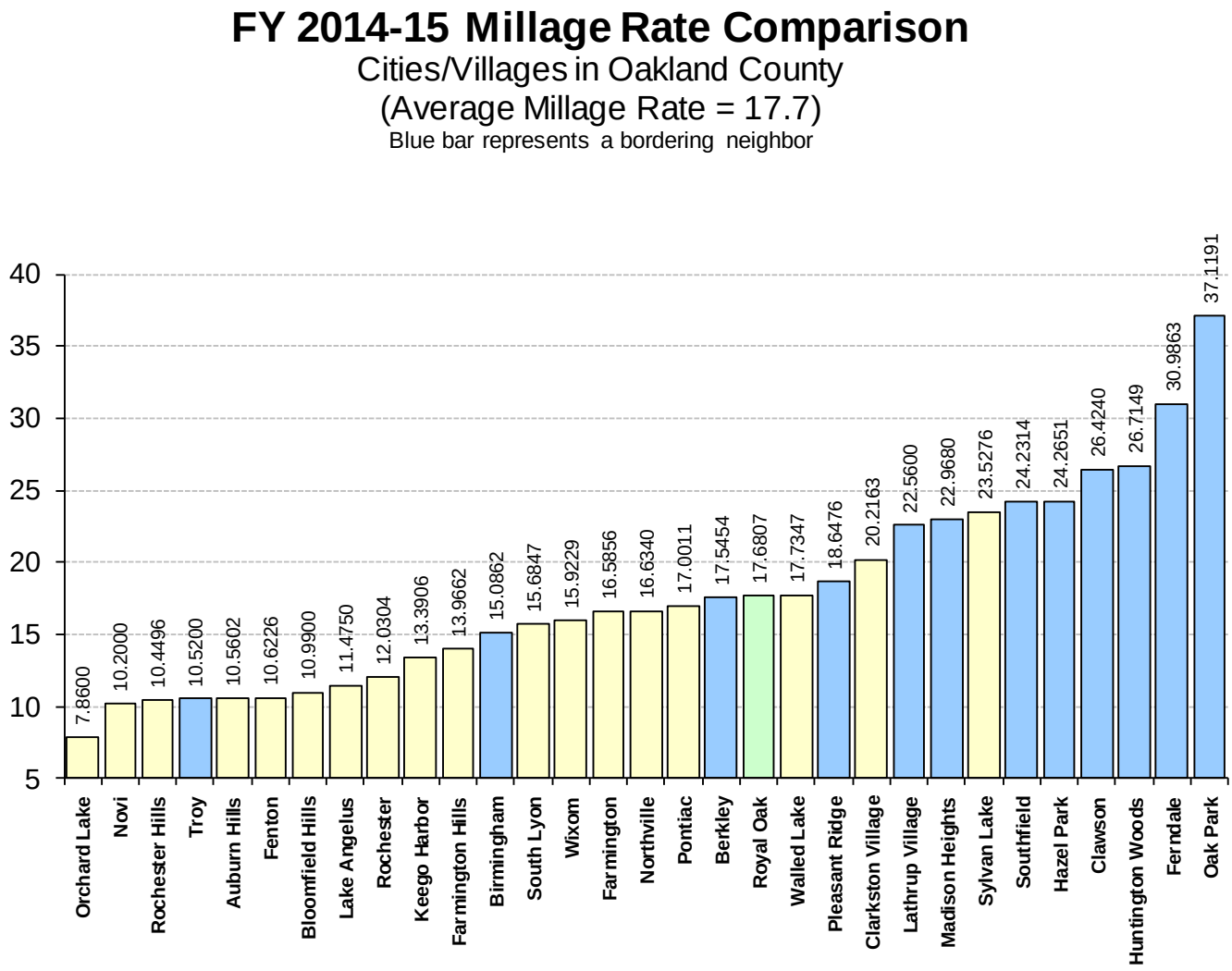
Fire Bond Debt Service Levy
P.A. 31 of 1948 (1st Ex. Session) as amended
Voter approved bond issue 05/15/2001
A full faith and credit tax millage authorized to pay debt service of building authority series 2001A bonds. This issuance was advance refunded in 2012 and is now called series 2012. This millage expires after 2021. A reduced millage rate due in part to refunding is budgeted at 0.2770 mill for fiscal year 2015-16.

Public Safety Levy
City Charter Amendment 11/06/2012
Authorized in chapter 8, section 11 (as amended) in the city charter, this language allows the city to levy a millage for a period not to exceed five (5) years of up to 3.975 mills, to defray the costs for police, fire and emergency medical services. On November 6, 2012 the voters of Royal Oak approved this millage and it was immediately placed on the 2012 winter tax bill in the amount of 3.475 mills. The fiscal year 15-16 budget provides for a levy of 3.9614 mills.

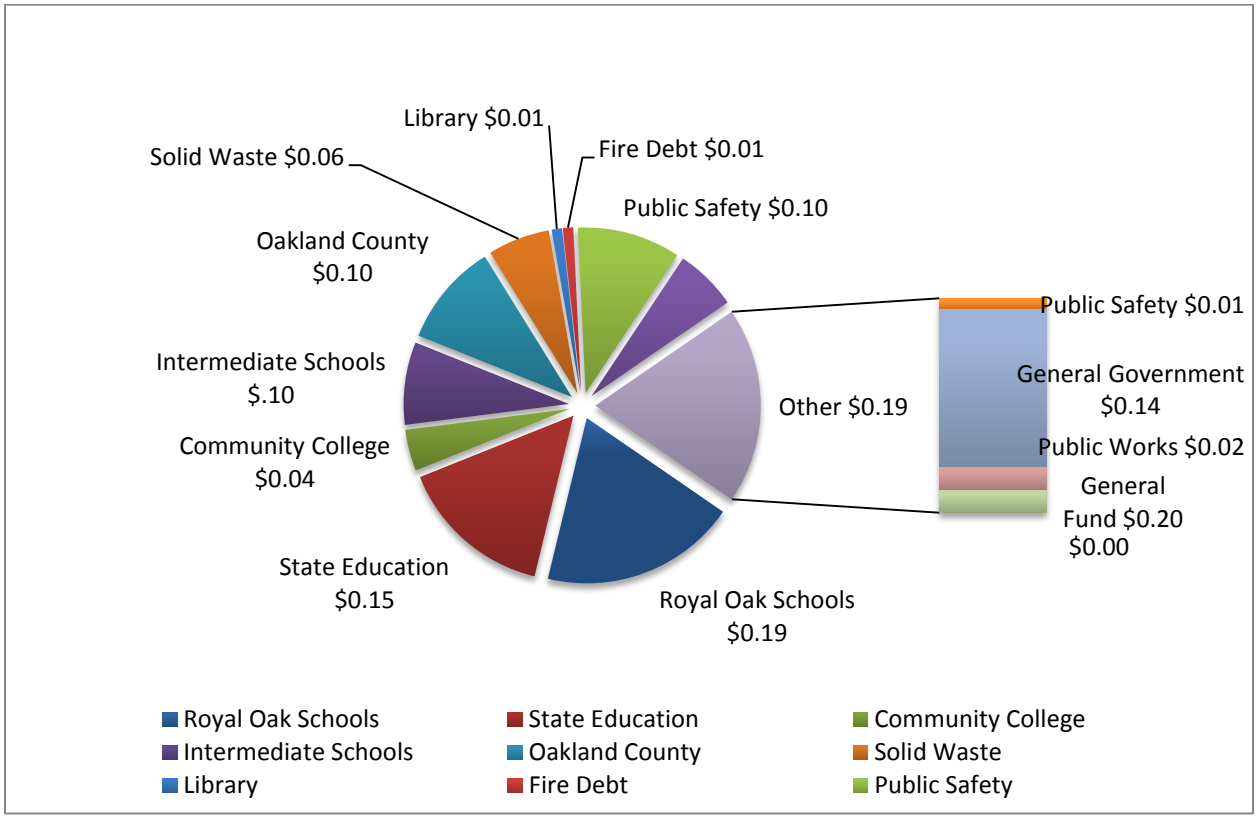
CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY

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 budgeted at 1.6420 mills for fiscal year 2015-16.

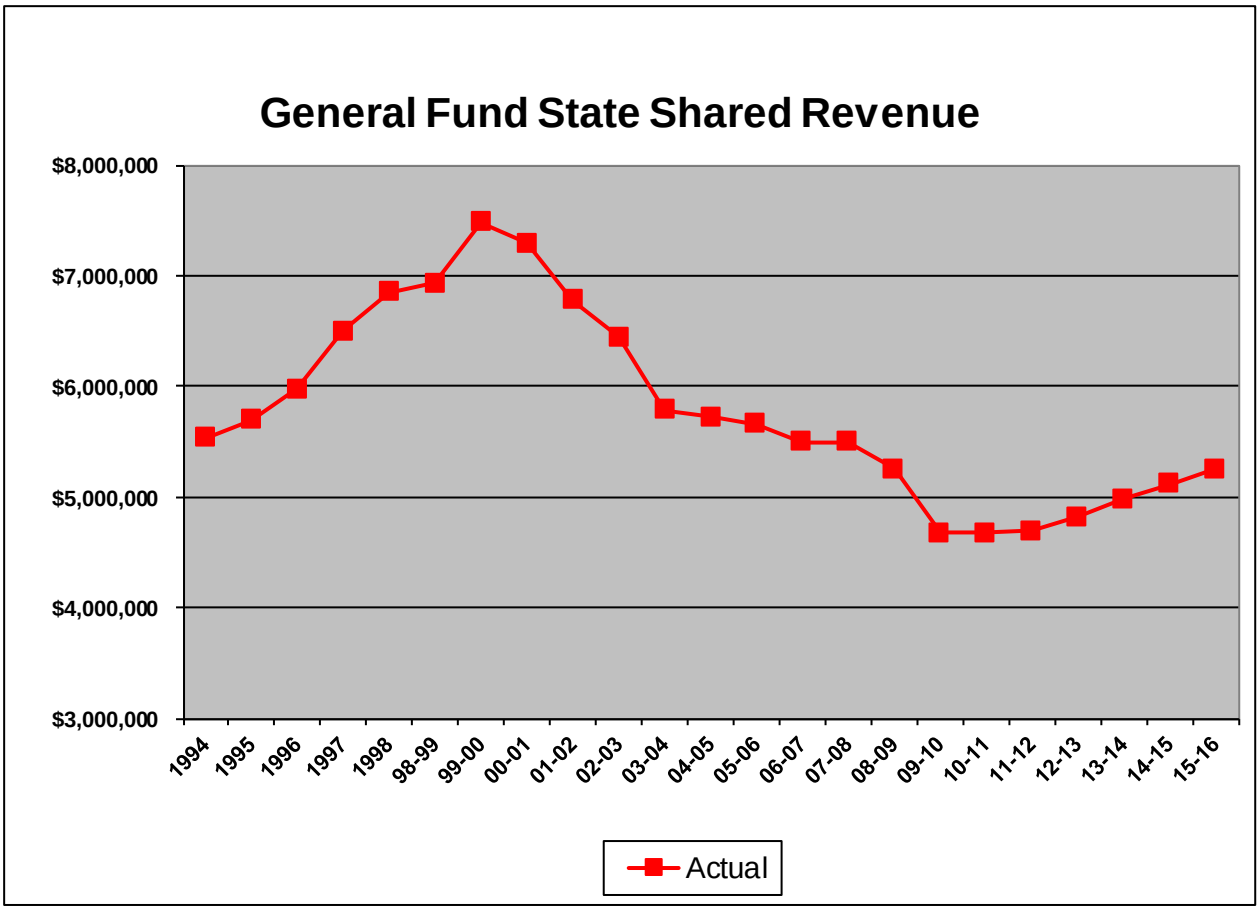
Road Levy
City Charter amendment 11/04/2014
As authorized in a city charter amendment this millage was first levied in the winter of 2014, this language allows the city to levy up to 2.5 mills for a period not to exceed ten (10) years beginning on December 1, 2014, to defray costs for maintaining, repairing, and reconstructing roads and right of ways in the City of Royal Oak. Voters approved this millage on November 4, 2014 and it was immediately place on the winter tax bill in the amount of 2.5 mills. The fiscal year 15-16 budget provides for a levy of 2.4915 mills.



*City of Royal Oak millage rate is proposed for fiscal year 2015-16. Updated rates for balance of Oakland County communities are not available until July.

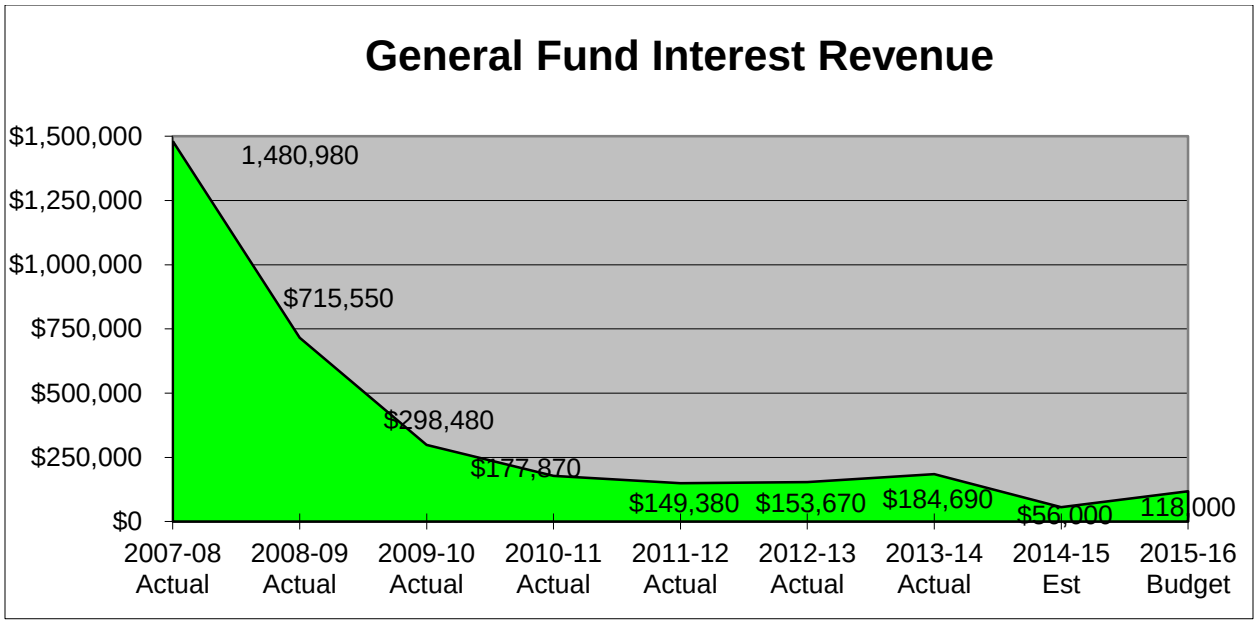


Forty-four percent of taxes support city services in Royal Oak. Fifty-six percent of real tax revenue supports the County and schools.

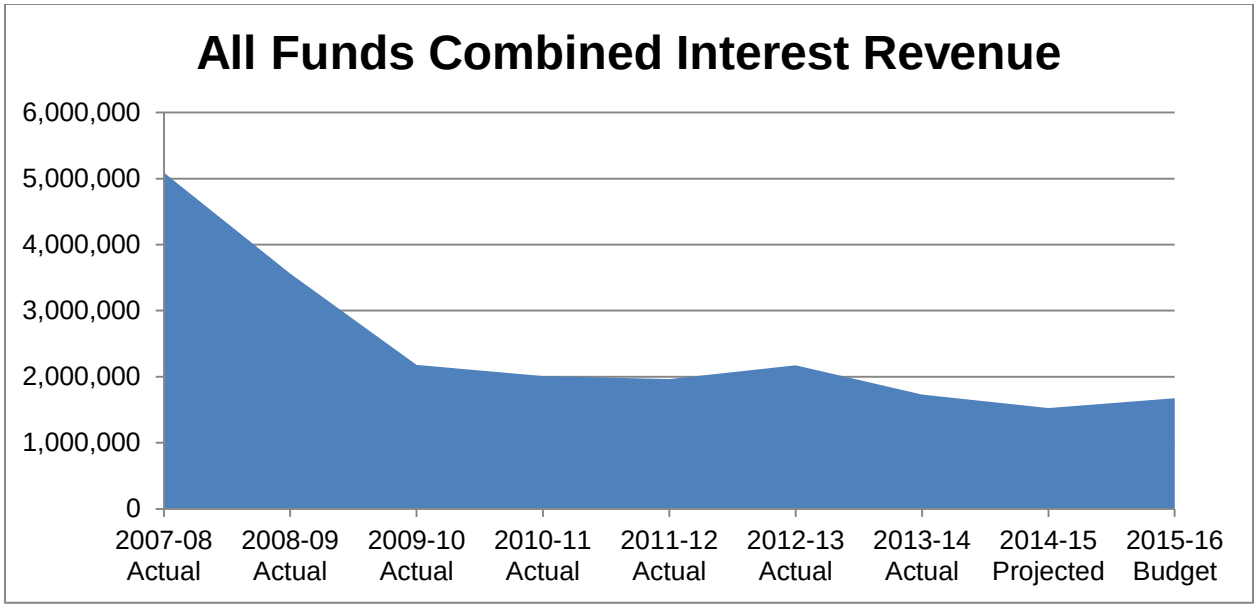


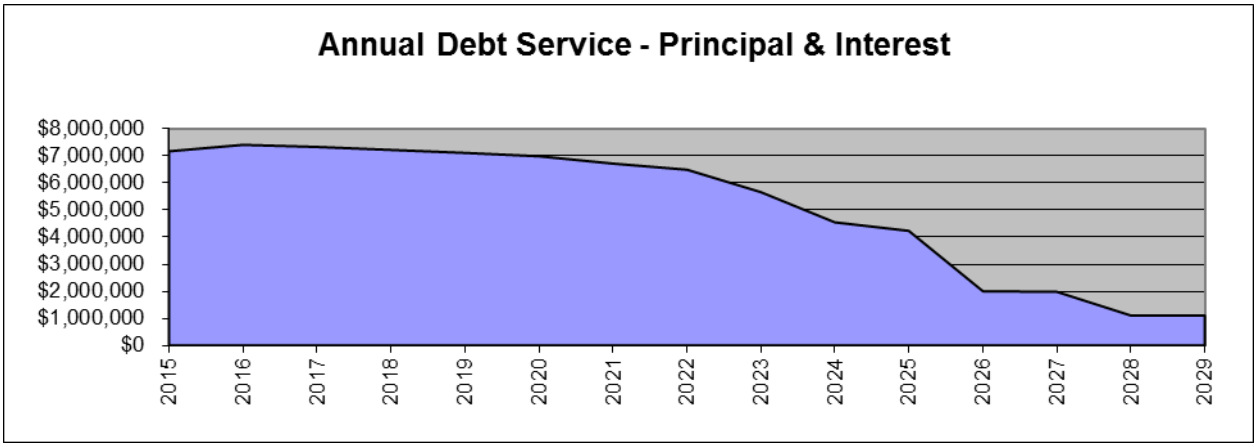
The Michigan legislature has dramatically reduced distributions of state shared revenue of sales tax receipts since fiscal year 1999-2000. The amount received in fiscal year 2009-10 is almost as low as the fiscal year 1992-93 distribution. It seems to have leveled out over the past few years. The formula was fully funded in 2001 but population dropped in the 2010 census. The constitutional formula is set by the voters and cannot be affected by the legislature. Statuary payments to cities have been reduced by the legislature each year beginning in 2002. First there were challenges to municipality's Headlee tax rate limits, and then by Proposal A to taxable value. The past fifteen years, local governments have had to contend with the dilemma that state shared revenue is drastically being reduced. This leaves the local unit of government with the position of having to reduce services or find some creative way to raise new revenue (which has its restrictions). The full CVTRS (formerly EVIP and statutory) funding has been budgeted for fiscal year 2014-15 and a slight increase is budgeted for fiscal year 2015-16, based on the State of Michigan's projection. However, as the graph illustrates, funding is down $2.365 million annually (not adjusted for inflation) since its peak in 1999-2000.

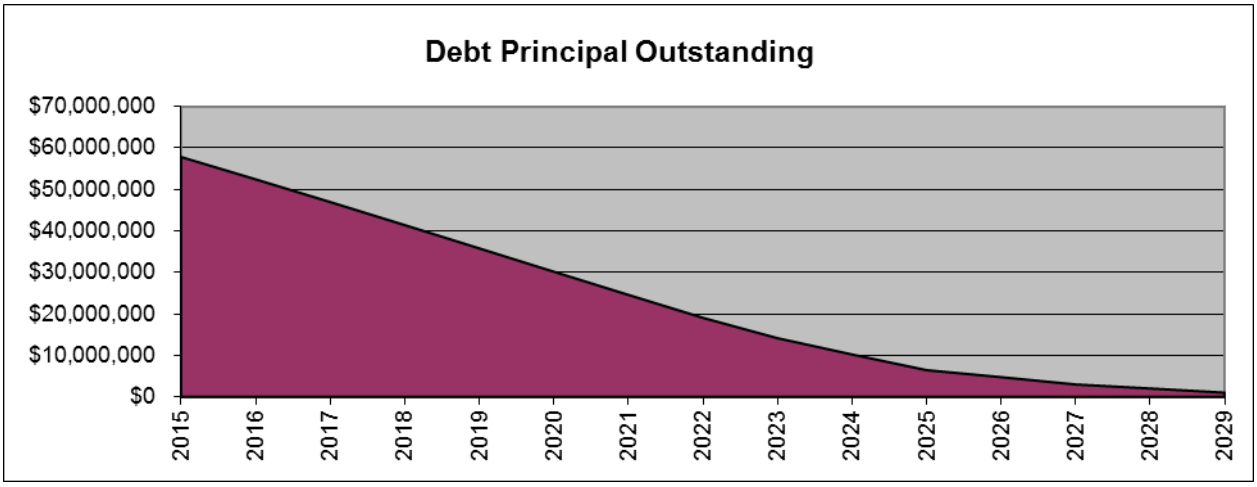
	Fiscal Year	State Shared Revenue Constitutional	Statutory	Actual	
	1994			5,531,742	Uses 1990 census
	1995			5,695,931	
	1996			5,975,120	
	1997	3,914,919	2,578,011	6,492,930	
	1998	3,978,040	2,874,568	6,852,608	
	98-99	4,094,535	2,831,659	6,926,194	
	99-00	4,433,959	3,046,331	7,480,290	Formula revised
	00-01	3,897,555	3,393,244	7,290,799	
	01-02	3,937,256	2,838,283	6,775,539	Uses 2000 census; fully funded
	02-03	4,003,913	2,436,424	6,440,337	Reductions begin anew
	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	
	10-11	3,861,430	812,823	4,674,253	
	11-12			4,692,859	EVIP Implemented
	12-13			4,819,580	
	13-14			4,980,000	
Projected	14-15	4,442,000	673,000	4,962,580	CVTRS Implemented
Projected	15-16	4,580,000	670,000	5,250,000	



As recent as six years ago, funds were able to significantly supplement their operations with interest income earned on cash balances. Unfortunately, this has changed. Interest rates earned on the city's cash have fallen drastically as well as certain cash levels from which interest rates are calculated. In fiscal year 2007-08, the general fund earned nearly $1.5 million to help offset its operating expenditures. The general fund will earn (of interest income) only $56,000 in fiscal year 2014-15 mostly due to lower interest rates. The general fund fiscal year 2015-16 interest income is budgeted at $118,000, nearly $1.362 million less than the peak in fiscal year 2007-08.







Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2015	7,403,682	52,504,434
6/30/2016	7,313,227	47,005,946
6/30/2017	7,205,188	41,443,826
6/30/2018	7,095,773	35,814,505
6/30/2019	6,963,201	30,180,310
6/30/2020	6,698,866	24,595,063
6/30/2021	6,475,871	19,054,906
6/30/2022	5,646,974	14,171,248
6/30/2023	4,532,148	10,241,225
6/30/2024	4,230,861	6,467,981
6/30/2025	2,005,737	4,775,640
6/30/2026	1,982,882	3,023,497
6/30/2027	1,109,392	2,058,803
6/30/2028	1,107,911	1,041,168
6/30/2029	1,072,822	-

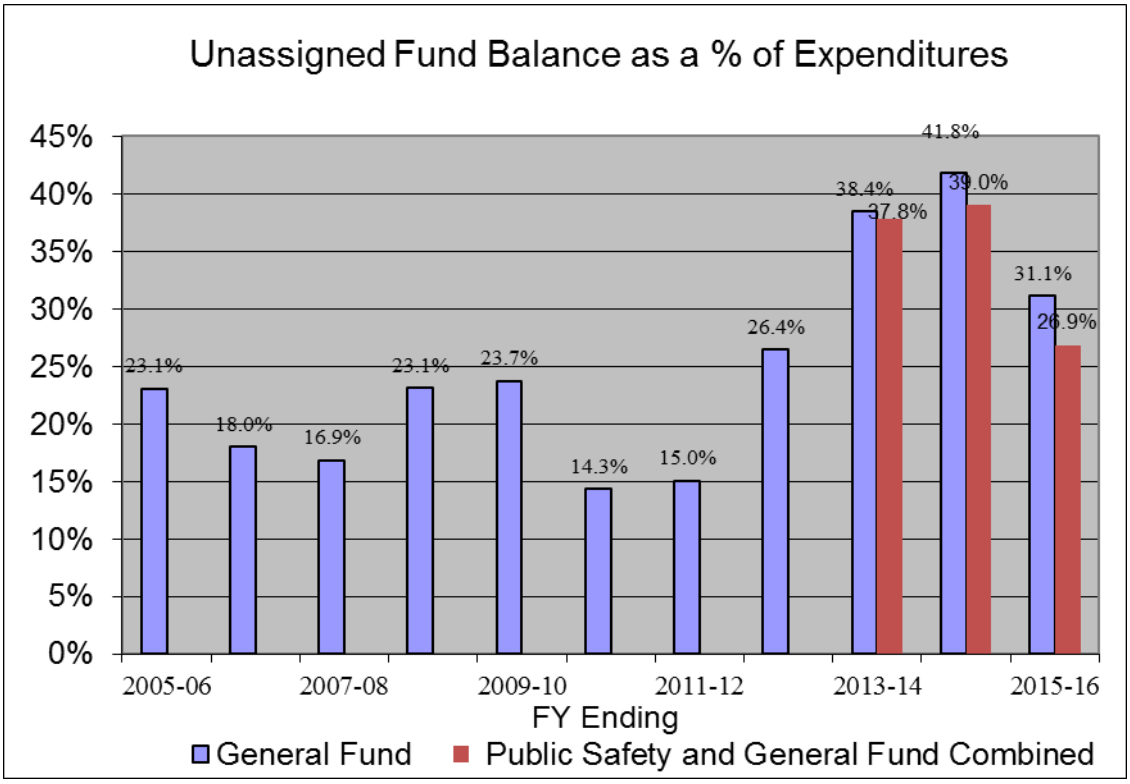
General Fund

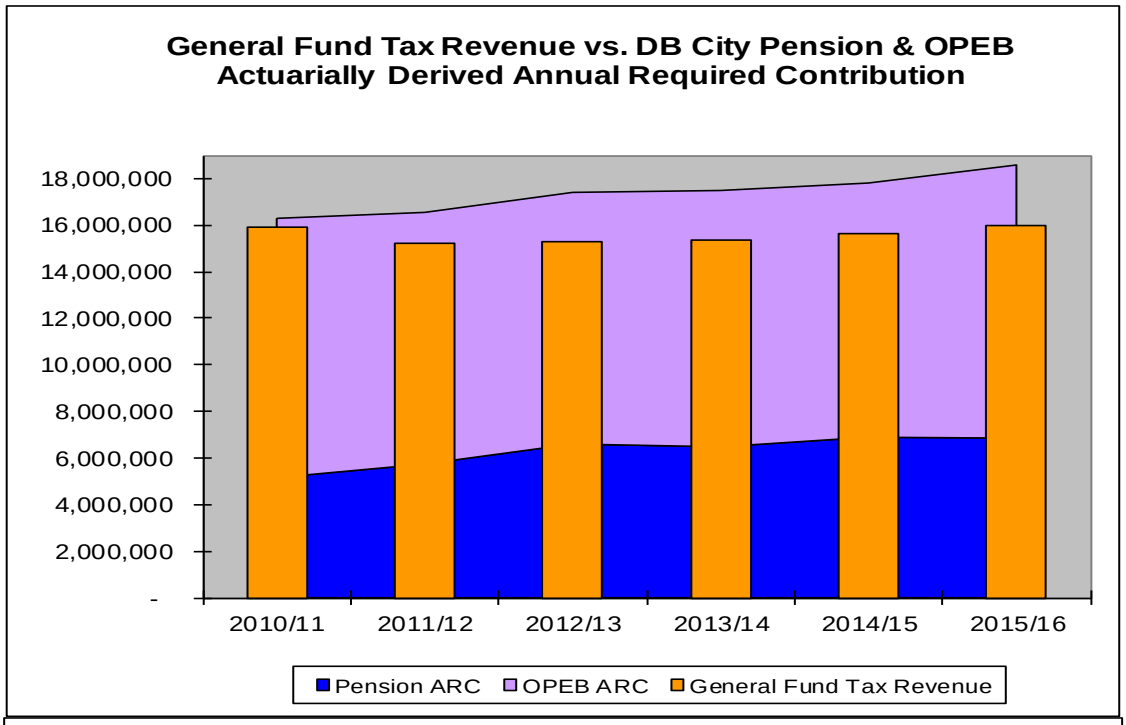
Unassigned fund balance as a percentage of expenditures

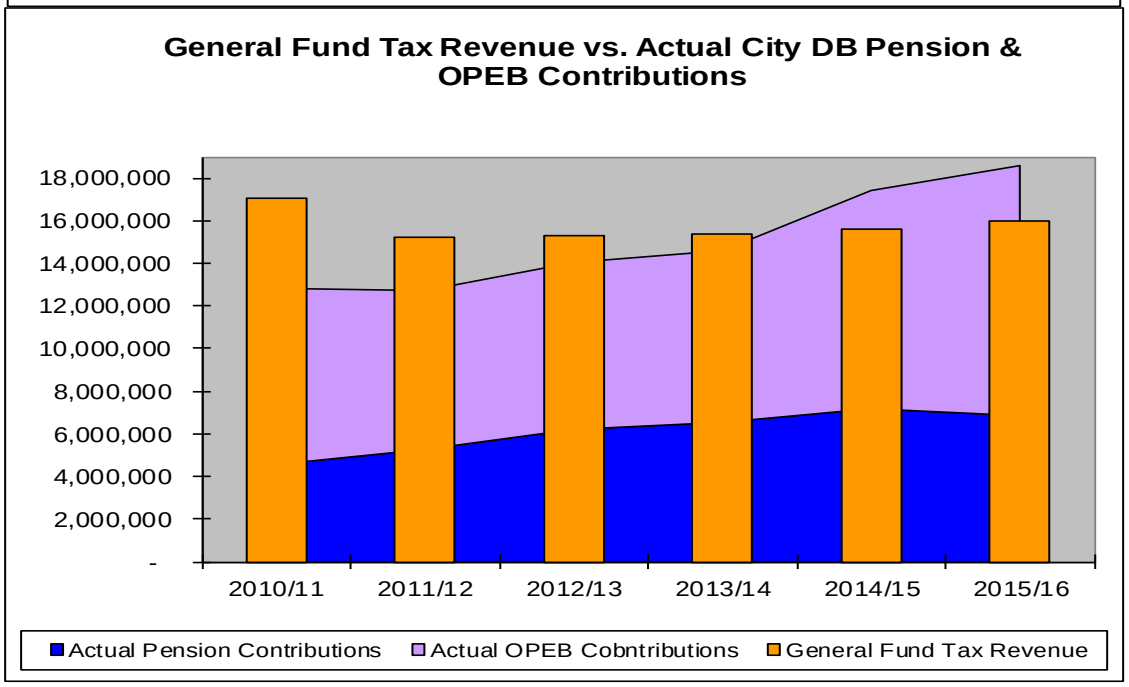
Fiscal Year 2005-06 to 2015-16

Fiscal Year		Expenditures	Unassigned Fund Balance	Percent
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		34,800,450	5,221,748	15.0%
2011-12		33,696,290	4,374,352	26.4%
2012-13		27,949,060	7,391,788	38.4%
2013-14		29,019,450	11,149,200	37.8%
2014-15	Estimated	30,501,980	12,741,070	39.0%
2015-16	Estimated	35,386,470	11,006,060	26.9%

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. The Public Safety Fund is combined with the General Fund unassigned fund balance since it significantly funds police, fire, and EMS operations.







The top graph illustrates that the city's combined pension and OPEB actuarially derived ARC exceeds the general fund millage revenue in the past five (5) years. In accordance with state requirements historically the city has contributed the full pension ARC however the city hasn't contributed the full OPEB ARC in most recent years. OPEB ARC is not a required annual contribution like pension. Fortunately, the bottom graph illustrates that for fiscal year 15-16 the city (all funds) is budgeting to contribute the full pension and OPEB ARCs. The full ARCs are in excess of the total general fund tax revenue for fiscal year 2015-16, totaling over $18.6 million (second graph).

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. General administration and some public works functions are services provided from this fund.

Mayor/Commission - 101.101

Court – 101.136

Probation – 101.151

Manager – 101.172

Elections – 101.191

Finance – 101.201

Assessor – 101.209

Attorney – 101.210

Clerk – 101.215

Human Resources – 101.226

Administration – 101.248

Treasurer – 101.253

City Office Building – 101.265

Parks & Forestry – 101.266

Building Maintenance – 101.267

Ordinance Enforcement 101-372

Community Development – 101.400

Animal Protection Services –101.430

Electrical – 101.443

Engineering – 101.447

Street Lighting – 101.448

Economic Development – 101.728

Cable Communications – 101.834

Community Promotion – 101.835

Dream Cruise – 101.836

Arts, Beats and Eats – 101.837

Transfers-Out – 101.965

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 $33.6 million (including transfers-in from other funds).

Over 95% 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).

A secondary source of general fund revenue includes licenses and permits, interest and rentals, contributions and donations, other revenue plus transfers-in to the general fund.

GOALS

1. 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. GOAL 1
- Review fees and charges for services to ensure that they cover the full cost, or a pre-determined percentage thereof, of providing the service. GOAL 1

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

REVENUES - Total general fund revenue is budgeted to increase 4.9% relative to fiscal year 14-15 projected revenue. Tax revenue for the city is budgeted to increase 1.3%/$222,000 for fiscal year 15-16. The budget forecast assumes a 2% increase in tax revenue after fiscal year 15-16. State shared revenue, another significant revenue source, is budgeted to increase 2.8%/ $149,000 based on the state's projection. Licenses/charges/fines are budgeted to increase 14.3% / $1,192,000 mostly due to increased revenue from the court due to the merger with Berkley and an improved collections process. "Other" revenue increased 54% / $212,000 mostly due to anticipated reimbursement for the purchase of election equipment. Transfers-in from the auto parking fund is budgeted to decline by $200,000 to $800,000 in compliance with the net non-capital asset policy.

EXPENDITURES – Total general fund expenditures are budgeted to increase 16% / $4,865,870 relative to fiscal year 14-15 projected expenditures mostly due to increased transfers, personnel and capital costs. Transfer out to the public safety fund is budgeted at $19 million, an increase of 5.5%/$1,000,000. The forecast demonstrates the potential need to transfer out to the public safety fund nearly $24.5 million by fiscal year 19-20. Unfortunately, this level of transfer may be prohibitive for the general fund, therefore an addition millage on top of a public safety millage renewal may be needed or expenditures significantly cut in order to balance the budget in future years. Personnel increased mostly due to the addition of court/probation staff as a result of the court consolidation with the city of Berkley, contractual wage increases and step increases for newer employees who are not at 100% of their pay scale. Capital outlay is budgeted to increase. $250,000 is budgeted for equipment replacement in the WROK van and $40,000 for HD camera for the commission chamber. $300,000 is budgeted for replacement election equipment and $125,000 is requested to be carried over from fiscal year 14-15 for the construction of election equipment storage. $75,000 is budgeted for park pavilion(s).

In an effort to help address the city's legacy cost problems, the full OPEB ARC general fund contribution has been budgeted for fiscal year 15-16 in the amount of $1,859,070 and the estimated full OPEB ARC also is budgeted in the remaining years of the forecast. (The full OPEC ARC budgeted across all funds amounts to $11.7 million.) In accordance with legal requirements, the full pension ARC is budgeted ($880,200 in the general fund and nearly $6.9 million across all funds).

FUND BALANCE – The budget provides for the use of $1.7 million from fund balance as a revenue source to offset expenditures and transfers-out. The fiscal year 15-16 general fund's fund balance levels are projected higher than policy provides however when combined with the public safety fund's fund balance, fiscal year 14-15 ends only slightly higher than policy at 26.8% of expenditures (policy fund balance is 10% to 25% of expenditures). It is important to view these two funds fund balance together, as public safety is a general government function and the general fund sweeps over the amount necessary to support the public safety fund after applying the public safety millage and the other public safety related revenue. By the end of the forecast in fiscal year 19-20, the general funds projected fund balance is negative 13.9%. This forecast demonstrates a need for an additional public safety millage in addition to a public safety millage renewal after fiscal year 16-17 when the millage expires, should the contribution of the full OPEB ARC continue. At the expiration of the current public safety millage, the combined fund balance is projected at approximately 18% of expenditures (mid-point of the policy range).

The balance of noteworthy program information can be found in the significant note section (an orange box) within each of the budget document cost centers.

Budget Summary

General Fund Summary	2014-2015 Estimated Year End	2015-2016 Adopted Budget	2016-2017 Projected Budget	2017-2018 Projected Budget	2018-2019 Projected Budget	2019-2020 Projected Budget
Beginning Fund Balance	11,149,200	12,740,351	11,005,341	8,769,731	6,570,951	346,131
Revenues	31,076,630	32,851,460	33,064,200	33,603,870	33,830,610	34,184,540
Expenditures	30,502,690	35,386,470	35,939,810	39,032,650	40,535,430	42,054,010
Net	573,940	(2,535,010)	(2,875,610)	(5,428,780)	(6,704,820)	(7,869,470)
Transfers from other funds	1,000,000	800,000	640,000	600,000	480,000	384,000
Net Change in Fund Balance	1,573,940	(1,735,010)	(2,235,610)	(4,828,780)	(6,224,820)	(7,485,470)
Ending Fund Balance	12,740,351	11,005,341	8,769,731	6,570,951	346,131	(7,139,339)
Fund Balance as a percentage of Expenditures	41.77%	31.10%	24.40%	16.83%	0.85%	-16.98%
Public Safety Beginning Fund Balance	3,101,830	3,122,070	1,688,840	(148,250)	(245,560)	(248,470)
Public Safety Revenues	9,833,040	9,917,820	9,725,820	9,894,120	10,065,790	10,240,890
Public Safety Expenditures(Net of Transfer from General Fund)	28,187,800	30,891,050	31,702,910	32,831,430	34,008,700	35,236,890
Net	(18,354,760)	(20,973,230)	(21,977,090)	(22,937,310)	(23,942,910)	(24,996,000)
Transfers from other funds	18,375,000	19,540,000	20,140,000	22,840,000	23,940,000	25,040,000
Net Change in fund balance	20,240	(1,433,230)	(1,837,090)	(97,310)	(2,910)	44,000
Public Safety Ending Fund Balance	3,122,070	1,688,840	(148,250)	(245,560)	(248,470)	(204,470)
General Fund and Public Safety combined Fund Balance as a percentage of Expenditures	38.98%	26.85%	17.95%	12.76%	0.19%	-13.91%

Important Note: In the above table, ending fund balance equals unassigned fund balance.
Important Note: Ending fund balances exclude the assignment of fund balance in the amount of $2,630,000 for the underpayment of OPEB (underpayment to the Retiree Health Care Trust relative to general employees) by the Police / Fire / Ambulance Departments in fiscal years 2011-12 and 2012-13. OPEB contributions for public safety did not keep pace with the general employees OPEB contributions in those years in order to prevent public safety personnel lay-offs. This assignment is intended to set-aside monies to potentially be contributed to the OPEB Trust. The assignment notification to the city commission took place on the May 20, 2013 City Commission Agenda. An in depth discussion regarding the assignment will take place when the city administration and commission address the legacy cost objective in fiscal year 2015-16.

Revenues

101-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	16,665,770	6,391,280	8,973,190	8,230	851,930	2,181,000	35,071,400
2012-2013 Actual	16,524,290	4,911,250	8,500,580	0	656,710	368,630	30,961,460
2013-2014 Actual	16,748,700	5,054,140	8,834,810	0	1,087,540	1,034,490	32,759,680
2014-2015 Original Budget	16,892,540	5,206,560	8,032,070	0	1,408,390	1,026,000	32,565,560
2014-2015 Adjusted Budget (Dec)	16,892,540	5,206,560	8,032,070	0	2,272,090	1,026,000	33,429,260
2014-2015 Six Month Actual	16,219,680	1,825,930	4,266,110	0	275,710	0	22,587,430
2014-2015 Estimated Year End	17,127,500	5,219,930	8,337,200	0	392,000	1,000,000	32,076,630
2015-2016 Dept Request	17,349,500	5,369,060	9,528,900	0	604,000	800,000	33,651,470
2015-2016 Manager's Budget	17,349,500	5,369,060	9,528,900	0	604,000	800,000	33,651,470
2015-2016 Adopted Budget							
2016-2017 Projected Budget	17,669,740	5,421,560	9,368,900	0	604,000	640,000	33,704,200
2017-2018 Projected Budget	17,996,380	5,474,590	9,528,900	0	604,000	600,000	34,203,870
2018-2019 Projected Budget	18,329,560	5,528,150	9,368,900	0	604,000	480,000	34,310,610
2019-2020 Projected Budget	18,669,400	5,582,240	9,328,900	0	604,000	384,000	34,568,540

Expenditures

General Fund	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	27,227,760	410,370	0	5,471,318	0	33,109,448
2012-2013 Actual	27,505,400	408,670	13,170	22,991,040	0	50,918,280
2013-2014 Actual	7,308,030	265,670	78,520	21,367,220	0	29,019,440
2014-2015 Original Budget	8,949,940	410,890	218,000	22,956,730	0	32,535,560
2014-2015 Adjusted Budget (Dec)	8,949,940	410,890	218,000	23,820,430	0	33,399,260
2014-2015 Six Month Actual	4,066,900	115,310	14,120	11,617,460	0	15,813,790
2014-2015 Estimated Year End	8,169,380	283,850	228,460	21,820,280	0	30,501,970
2015-2016 Dept Request	9,894,920	400,980	790,000	25,038,070	0	36,123,970
2015-2016 Manager's Budget	9,657,420	400,980	790,000	24,538,070	0	35,386,470
2015-2016 Adopted Budget						
2016-2017 Projected Budget	9,962,950	400,980	390,000	25,185,850	0	35,939,780
2017-2018 Projected Budget	10,281,620	400,980	390,000	27,960,020	0	39,032,620
2018-2019 Projected Budget	10,614,010	400,980	390,000	29,130,410	0	40,535,400
2019-2020 Projected Budget	10,960,730	400,980	390,000	30,302,270	0	42,053,980

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 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.

GOALS

1. Perform all city operations as efficiently and effectively as possible.

OBJECTIVES

- Provide additional budgetary resources for staff and commissioner training.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101-101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	6,160	210	0	18,570	0	24,940
2012-2013 Actual	4,830	340	0	17,630	0	22,800
2013-2014 Actual	4,650	950	4,280	18,480	0	28,360
2014-2015 Original Budget	4,540	750	0	28,100	0	33,390
2014-2015 Adjusted Budget (Dec)	4,540	750	0	28,100	0	33,390
2014-2015 Six Month Actual	1,960	60	0	17,570	0	19,590
2014-2015 Estimated Year End	4,540	200	0	19,060	0	23,800
2015-2016 Dept Request	5,130	700	0	28,420	0	34,250
2015-2016 Manager's Budget	5,130	700	0	28,420	0	34,250
2015-2016 Adopted Budget						
2016-2017 Projected Budget	5,130	700	0	28,420	0	34,250
2017-2018 Projected Budget	5,130	700	0	28,420	0	34,250
2018-2019 Projected Budget	5,130	700	0	28,420	0	34,250
2019-2020 Projected Budget	5,130	700	0	28,420	0	34,250

Cost Center Position Detail – Home Base

Full & Part-time Employees

Mayor/Commission	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.1	0.1	n/a	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.0	0.0

The mission of the 44th District Court is to provide a neutral environment for objective legal dispute resolution.

In January 2015, pursuant to law, the 45A District Court (Berkley) merged with and into the 44th District Court, creating one court to serve both the Royal Oak and Berkley communities.

The 44th District Court, a judicial court of the State of Michigan, is comprised of three divisions: the judicial, court clerks and court services. The costs for the first two divisions are in this district court budget. The court services budget follows, next.

The court is responsible for all civil, traffic and criminal cases that transpire within the boundaries of the cities of Royal Oak and Berkley.

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, financial administration, facility management, scheduling and case management, records 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 44th District Court has maintained, the court has historically had one of the highest collection rates in the State of Michigan.

The 44th 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.

GOALS

1. To provide a fair venue for resolving traffic and ordinance, civil, criminal, small claims and landlord/tenant legal disputes.

Objectives

GOALS

2. To provide efficient, effective and safe resolution services for legal disputes.

3. To reinforce respect for the rule of law by ensuring that fines and costs assessed by the court are paid.

Objectives

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

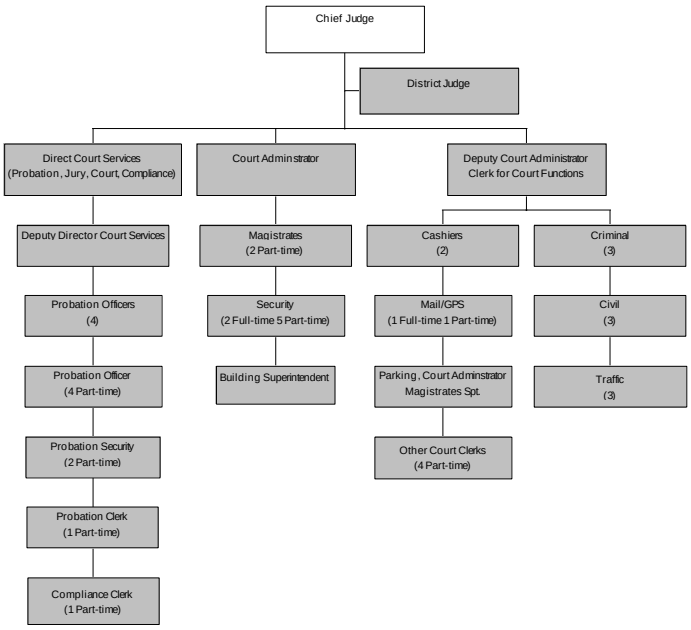
The merger with Berkley and incorporation of the additional case load necessitated adding five new full-time positions (three in court cost center and two in probation cost center). Non-personnel expenditures will increase nominally in areas like office supplies and training. Due to the merger, some categories of revenues generated from Berkley cases will be shared, with Berkley receiving 1/3 and 2/3 going to Royal Oak. In other categories of revenues generated from Berkley cases, 100% of revenues go to the funding unit (Royal Oak). Initial estimates are that Royal Oak will realize net revenues of about $700k. Total revenues should increase by a million dollars or more in FY15/16. The court is initiating several new programs to strengthen our collection responsibilities. Expenses will increase for programs which will include monitored payment plans, wage assignments, show cause hearings, tax garnishments, etc.

Budget Summary

Expenditures

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	2,260,490	42,230	0	193,950	0	2,496,670
2012-2013 Actual	2,316,790	43,800	0	235,320	0	2,595,910
2013-2014 Actual	2,374,590	57,650	0	255,970	0	2,688,210
2014-2015 Original Budget	2,593,420	57,500	0	347,000	0	2,997,920
2014-2015 Adjusted Budget (Dec)	2,593,420	57,500	0	347,000	0	2,997,920
2014-2015 Six Month Actual	1,180,100	30,390	0	114,590	0	1,325,080
2014-2015 Estimated Year End	2,391,110	61,500	84,340	302,170	0	2,839,120
2015-2016 Dept Request	2,874,900	71,000	0	379,000	0	3,324,900
2015-2016 Manager's Budget	2,874,900	71,000	0	379,000	0	3,324,900
2015-2016 Adopted Budget						
2016-2017 Projected Budget	2,960,600	71,000	0	379,000	0	3,410,600
2017-2018 Projected Budget	3,050,060	71,000	0	379,000	0	3,500,060
2018-2019 Projected Budget	3,143,420	71,000	0	379,000	0	3,593,420
2019-2020 Projected Budget	3,240,870	71,000	0	379,000	0	3,690,870

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

District Court	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
District Court Judge	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Court Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Court Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Office Manager (Court)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Judicial Secretary/Recorder	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Court Supervisor - Criminal	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Court Supervisor - Traffic	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Account Clerk (Court)	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Court Officer	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
District Court Clerk III	6.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	8.0
District Court Clerk II	1.0	1.0	1.0	0.0	1.0	1.0	1.0	2.0	3.0
District Court Clerk I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Court Bailiff Law Clerk	0.0	0.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Full-Time Total	19.0	19.0	19.0	17.0	18.0	18.0	17.0	18.0	21.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			6.1	5.4	n/a	n/a	n/a	n/a
Cost Center Total	19.0	19.0	19.0	23.1	23.4	18.0	17.0	18.0	21.0

The mission of the Court Services Division of the district court is to administer the court's jury and collections responsibilities and to assist persons sentenced to probation with supervision and rehabilitation with a view to eliminate re-offending.

This division of the 44th District Court is responsible to administer several programs; jury administration, comprehensive collections efforts and the supervision, counseling, and referral of defendants placed on probation.

Jury administration encompasses all aspects of the process of summonsing eligible citizens from the Royal Oak and Berkley communities when they are needed for jury trials. This includes notices, payments, responding to inquiries, and seeing to their needs while serving as a juror. The court is mindful that jury service, while essential to our system of law, does sometimes present an inconvenience to those summoned.

There is a maxim that a fine is not a punishment until it is collected. This court believes that. Failure to aggressively pursue those who owe fines and costs can result in diminished respect for the rule of law and possible re-offending. The court utilizes a number of proven strategies to compel compliance.

The probation component of the division is a full service probation department that 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 44th 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.

GOALS

1. To provide efficient courteous service to citizens summoned for jury duty, remaining mindful that we are taking people from their daily routines.

2. To utilize innovative strategies to compel compliance from persons who owe fines and costs.

3. To assist judges with sentencing by providing thorough reports and professional analysis. To provide persons sentenced to probation with a range of rehabilitation services designed to minimize re-offending.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel costs and training expenses will increase due to two added positions to handle additional probation cases from Berkley and to support the jury and collections programs. Probation revenues will increase from supervision fees on the additional Berkley cases.

Budget Summary

Expenditures

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	405,020	770	0	1,390	0	407,180
2012-2013 Actual	405,250	3,250	0	930	0	409,430
2013-2014 Actual	429,510	2,580	0	950	0	433,040
2014-2015 Original Budget	566,450	10,000	0	4,500	0	580,950
2014-2015 Adjusted Budget (Dec)	566,450	10,000	0	4,500	0	580,950
2014-2015 Six Month Actual	247,580	5,420	0	660	0	253,660
2014-2015 Estimated Year End	547,600	7,000	0	3,120	0	557,720
2015-2016 Dept Request	782,100	7,500	0	10,500	0	800,100
2015-2016 Manager's Budget	782,100	7,500	0	10,500	0	800,100
2015-2016 Adopted Budget						
2016-2017 Projected Budget	803,770	7,500	0	10,500	0	821,770
2017-2018 Projected Budget	826,360	7,500	0	10,500	0	844,360
2018-2019 Projected Budget	849,900	7,500	0	10,500	0	867,900
2019-2020 Projected Budget	874,440	7,500	0	10,500	0	892,440

Cost Center Position Detail - Home Base

Full & Part-time Employees

Probation	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Director of Court Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Deputy Director of Court Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Pre Sentence Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
Probation Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	4.0
Court Bailiff Law Clerk	0.0	0.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0
Full-Time Total	2.0	2.0	2.0	3.0	3.0	2.0	3.0	4.0	6.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			3.5	3.6	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	6.5	6.6	2.0	3.0	4.0	6.0

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 the 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 44th District Court. The city manager's office acts as the chief operating office for the local government.

The office sets the 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.

The city manager's office also includes a community engagement function. A community engagement specialist prepares and maintains a community engagement plan and coordinates the implementation of the plan. They are responsible for coordinating the communication of primary messages to target audiences through various media.

GOALS

1. To provide leadership and coordination between the city commission, the administration, RO residents and RO business owners.

2. To prioritize and address the city's administrative matters.

3. To establish administrative policies and procedures to efficiently and effectively manage the city's limited resources.

OBJECTIVES

- Conduct feasibility study for relocation and construction of new municipal building(s).
- Develop a comprehensive internal operations sustainability plan that includes energy standards.
- Update and communicate Emergency Preparedness Plan.

Performance Indicators / Outcome Measures

	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Projected 2015
The City of Royal Oak's overall "American Customer Satisfaction Index" Rating (scale 1-100)	N/A	N/A	N/A	70	N/A	72

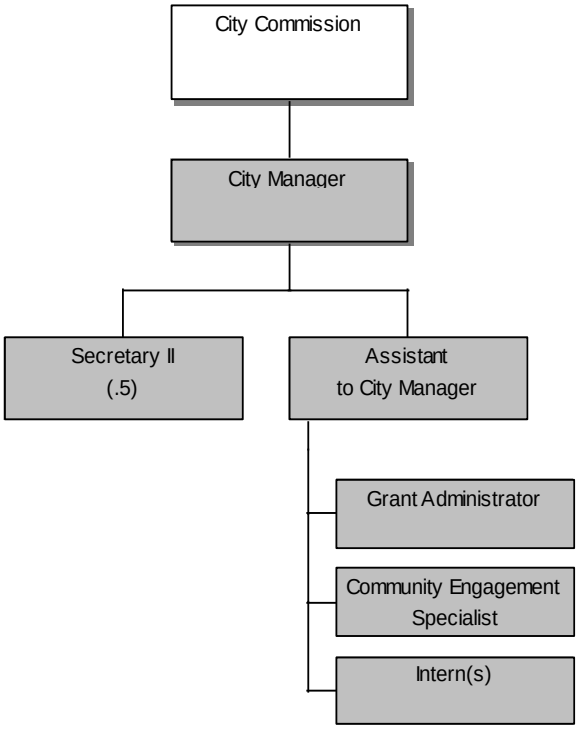
Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There is an increase of approximately $1,500 to the training and education budget to allow the assistant to the city manager to attend the ICMA national conference this year. The administrative assistant position will only be charged 20% to this department as opposed to 50% in the 14-15 budget.

Budget Summary

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	331,910	720	0	3,970	0	336,600
2012-2013 Actual	390,480	250	0	7,120	0	397,850
2013-2014 Actual	434,940	1,390	0	6,130	0	442,460
2014-2015 Original Budget	650,690	1,700	0	13,810	0	666,200
2014-2015 Adjusted Budget (Dec)	650,690	1,700	0	13,810	0	666,200
2014-2015 Six Month Actual	268,250	690	0	5,920	0	274,860
2014-2015 Estimated Year End	558,790	1,850	0	9,010	0	569,650
2015-2016 Dept Request	617,470	5,200	0	12,770	0	635,440
2015-2016 Manager's Budget	617,470	5,200	0	12,770	0	635,440
2015-2016 Adopted Budget						
2016-2017 Projected Budget	639,170	5,200	0	12,770	0	657,140
2017-2018 Projected Budget	661,770	5,200	0	12,770	0	679,740
2018-2019 Projected Budget	685,330	5,200	0	12,770	0	703,300
2019-2020 Projected Budget	709,870	5,200	0	12,770	0	727,840

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Manager	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Community Engagement Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Grant Administrator	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Secretary II - City Manager	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.5	0.5
Full-Time Total	2.0	2.0	2.0	1.5	1.5	2.5	2.5	4.5	4.5
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.0	1.0	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	1.5	2.5	2.5	2.5	4.5	4.5

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 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 the accuracy of test results. We prepare M-100 tabulators, automarks, ballot boxes and supply boxes for each precinct.

The city's 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 laws. The clerk has been appointed to another state training committee in conjunction with the Michigan Department of Elections to update forms and training materials for election officials, which will be utilized statewide for the 2016 Presidential Election.

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 with cooperation of Royal Oak High School (ROHS). We make sure that they have forms to register students and they submit them to our office for processing. The same is done with the nursing homes located within the city.

This office also helps ROHS with their mock elections by providing voting booths for students. This gives students a better understanding of the election process.

GOALS

1. To effectively administer the election program by keeping informed of relevant legislation and improvements in technology and efficient process.
2. Streamline election process at the polls.
3. Provide timely and accurate election results.

OBJECTIVES

- Administer two elections for the calendar year 2015.[GOAL1]
- Continue training of election workers prior to each election.[GOAL2]
- Continue utilizing electronic poll books in every election to move lines faster during elections.[GOAL2]
- Appointed to 2015 state training committee in conjunction with the Michigan Department of Elections to review update forms and training for the upcoming 2016 elections.[GOAL3]
- Utilizing modems for faster election results.[GOAL3]

Performance Indicators / Outcome Measures

	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Projected 2015	Projected 2016
GOAL1 Elections	1	3	1	2	2	3
GOAL1 Number of Registered Voters	48,323	49,034	49,090	47,595	48,000	49,000
GOAL2 Registration Applications Submitted	7,530	7,713	5,389	4,875	6,000	7,000
GOAL1 New Valid Registrations	4,749	5,011	3,586	4,873	5,500	6,000
GOAL1 Verified Voters	49	74	81	76	80	80
GOAL1 Active New Voters	4,806	6,007	4,527	3,559	4,000	5,000
GOAL1 Active Voters Cancelled	4,210	3,959	1,158	3,508	2,200	3,000

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel costs will increase due to employees who are not at the top of their salary ranges receiving steps.

The following capital improvement project for elections for FY2015-16 is as follows:

- Construction of storage building carried over from FY2014-15 $125,000
- Elections equipment $300,000

FY2015-16 Total: $425,000

Budget Summary

Expenditures

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	220,530	22,610	0	9,400	0	252,540
2012-2013 Actual	238,830	24,210	0	8,730	0	271,770
2013-2014 Actual	169,400	20,500	0	6,470	0	196,370
2014-2015 Original Budget	224,840	30,000	125,000	15,400	0	395,240
2014-2015 Adjusted Budget (Dec)	224,840	30,000	125,000	15,400	0	395,240
2014-2015 Six Month Actual	124,220	5,570	0	4,650	0	134,440
2014-2015 Estimated Year End	237,240	23,000	0	14,900	0	275,140
2015-2016 Dept Request	267,710	30,000	425,000	15,400	0	738,110
2015-2016 Manager's Budget	267,710	30,000	425,000	15,400	0	738,110
2015-2016 Adopted Budget						
2016-2017 Projected Budget	274,470	30,000	0	15,400	0	319,870
2017-2018 Projected Budget	281,530	30,000	0	15,400	0	326,930
2018-2019 Projected Budget	288,900	30,000	0	15,400	0	334,300
2019-2020 Projected Budget	296,590	30,000	0	15,400	0	341,990

ROYAL OAK ELECTION HISTORY

Type of Election	Date	Total Voting	Voters Registered	Percent Voting	AV's counted	AV's Processed
November General	11/4/2014	23,734	49,164	48.28%	5,711	5,997
August Primary	8/15/2014	8,030	49,094	16.36%	3,121	3,383
City General Election	11/5/2013	12,555	49,105	25.57%	3,605	3,808
General Election	11/6/2012	34,607	49,034	70.58%	9071	9375
Primary Election	8/7/2012	12,356	48,641	25.40%	3450	3801
Presidential Primary	2/28/2012	8,119	48,309	16.81%	2849	3187
City General/School	11/8/2011	7,456	48,167	15.48%	3,142	3,617
General	11/2/2010	23,685	47,539	49.82%	5,587	5,966
August Primary	8/3/2010	12,406	47,539	26.10%	3,530	3,911
Berkley School Bond	2/23/2010	70	287	24.39%	18	21
City General & School	11/3/2009	8,375	47,374	17.68%	3,457	4,112
General & School	11/4/2008	36,669	48,187	76.10%	9,935	10,019
Primary	8/5/2008	11,426	46,724	24.45%	3,356	3,771
Presidential Primary	1/15/2008	11,677	46,279	25.22%	3,254	3,508
City General & School	11/6/2007	8,222	46,111	17.83%	3,455	3,958
General	11/7/2006	27,746	46,047	60.26%	6,340	6,619
Primary	8/8/2006	8,847	46,022	19.22%	3,827	4,215
School Board & Bond - Royal Oak only	5/2/2006	6,671	46,538	22.29%	3,675	4,675
City General/School	11/8/2005	16,645	47,098	35.34%	4,611	4,894
School Board	5/3/2005	9,627	50,125	19.24%	3,559	4,095
School Bond Millage	2/22/2005	11,026	49,217	22.40%	3,980	4,273
Presidential	11/2/2004	35,203	49,605	70.97%	8,642	8,986
Primary	8/3/2004	7,134	48,576	14.69%	3,343	3,798
School	6/14/2004	2,388	48,448	4.93%	1,946	3,124
City General	11/4/2003	10,808	48,700	22.19%	3,737	3,989
School	6/9/2003	5,200	48,377	10.75%	3,130	3,768
General	11/5/2002	24,575	48,849	50.31%	5,735	6,079
Primary	8/6/2002	13,204	49,930	26.45%	4,554	4,935
School	6/10/2002	13,040	49,644	26.27%	4,035	4,354
City General	11/6/2001	11,455	51,714	22.15%	4,227	4,488

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 recently has become more centralized due to the re-establishment of one purchasing agent within the finance department.

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 responsible for the other fiscal related functions such as treasury, assessing, and information services departments.

Goals

1. 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.

Objectives

- Review certain city cost allocation methodologies and internal service fund charges to verify that they are relevant and reasonable.[GOAL1]

Goals

2. To properly administer the purchasing, payroll, payables, pension functions and accomplish the numerous financial reporting requirements accurately and timely.

3. 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.

4. To develop reports including a budget plan document that excels as an operational guide, financial plan, policy document and communication devise.

Objectives

- Provide, review, adopt and publish various city retirement system policies to provide for the improved administration of the city's retirement system.[GOAL3]

- Address unfunded liabilities.[GOAL3]

- Implement GASB 68 for pension system liability.[GOAL1]

- Work closely with departments to prepare more comprehensive goals, objectives and performance measures for all city functions to improve upon the ability to benchmark.[GOAL4]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
[GOAL2]Bank Statements Reconciled	420	426	216	354	276	276
[GOAL2]Accounts Payable Invoices Processed	14,228	14,464	7,441	15,000	15,000	15,000
[GOAL2]General Payroll Checks/NODs Generated	11,542	11,843	6,515	12,500	13,500	13,500
[GOAL1]Auditors Correcting Entries to Financial Statements	3	1	0	0	0	0
[GOAL2]Estimate/Final Pension Calculations	35/12	40/19	6/5	25/18	40/20	40/20
[GOAL4]GFOA Distinguished Budget Awarded	yes	yes	yes	yes	yes	yes
[GOAL4]GFOA CAFR Awarded	yes	yes	yes	yes	yes	yes
[GOAL2]Bids Prepared	0	0	17	65	80	80

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

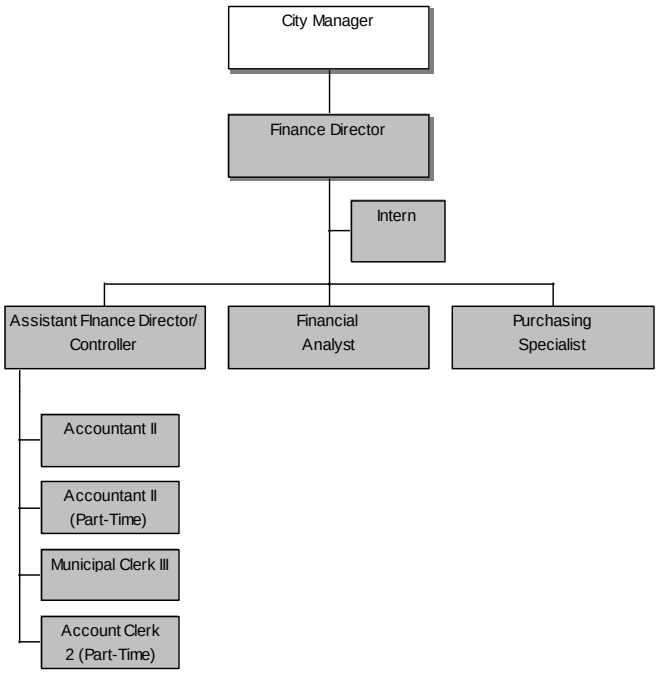
The department requested budget included a request to increase for the *reinstatement* of the full-time administrative assistant position mostly for help with the administration of the defined benefit pension system as certain areas of the pension administration has grown. This position was eliminated in 2010 due to attrition policy. However, this position was not promoted to the city manager's recommended budget. Wages and other wage based benefits increased due to the newer staff members advancing through position step increases and due to having a full year of a purchasing agent budgeted. Training is budgeted to increase $2,000 in an effort to provide various necessary continuing education for finance department staff members.

Budget Summary

Expenditures

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	598,560	2,990	0	7,560	0	609,110
2012-2013 Actual	600,780	3,580	0	8,250	0	612,610
2013-2014 Actual	588,740	3,060	0	7,950	0	599,750
2014-2015 Original Budget	749,420	3,800	0	12,000	0	765,220
2014-2015 Adjusted Budget (Dec)	749,420	3,800	0	12,000	0	765,220
2014-2015 Six Month Actual	328,610	1,240	0	3,730	0	333,580
2014-2015 Estimated Year End	722,730	3,300	0	11,700	0	737,730
2015-2016 Dept Request	825,440	3,500	0	13,700	0	842,640
2015-2016 Manager's Budget	785,790	3,500	0	13,700	0	802,990
2015-2016 Adopted Budget						
2016-2017 Projected Budget	810,940	3,500	0	13,700	0	828,140
2017-2018 Projected Budget	837,130	3,500	0	13,700	0	854,330
2018-2019 Projected Budget	864,400	3,500	0	13,700	0	881,600
2019-2020 Projected Budget	892,810	3,500	0	13,700	0	910,010

Department Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Finance	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Director of Finance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Asst. Finance Director / Controller	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Financial Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accountant II	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Purchasing Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Secretary I - Finance	1.0	1.0	1.0	0.6	0.0	0.0	0.0	0.0	0.0
Payroll Clerk III	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Finance - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	6.0	6.0	6.0	5.6	5.0	5.0	5.0	6.0	6.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			2.0	2.0	n/a	n/a	n/a	n/a
Cost Center Total	6.0	6.0	6.0	7.6	7.0	5.0	5.0	6.0	6.0

The mission of the assessor's office is to annually provide the residents and property owners of Royal Oak with fair and equitable assessments; provide information to the general public that is accurate and reliable and mindful; provide information to other city departments efficiently and allowing them to better perform their duties; 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 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 2,000 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, engineering 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, Art Institute 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

1. To maintain fair assessments for all classes of property.
2. To improve the quality of service and information available to the public.
3. To keep accurate sale valuation, name, address and principal residence exemption files.
4. Compliment a quality board of review for March, July and December.
5. To review cost measures associated with the assessment function.
6. Defend assessments at the Michigan Tax Tribunal.
7. Meet STC guidelines regarding the annual review of properties.
8. Prepare all mandatory reports to insure proper collection of taxes.
9. Create and administer the process for all lot splits/combinations.
10. Prepare special assessment rolls.
11. Creation of new land value maps.

OBJECTIVES

- Review all sales, foreclosures and bank sales to verify transfer information and proper uncapping.[GOAL1]
- Provide information availability through improved internet access. [GOAL2]
- Provide education and training to staff members to generate complete knowledge and understanding of the assessment function.[GOAL2]
- Keep abreast of all legislative changes.[GOAL2]
- Provide the personnel and training necessary to ensure accurate data.[GOAL3]
- Provide quality information and training to current and new board members to keep them abreast of current legislation.[GOAL4]
- Provide review of vendors for costs associated with printing of change of assessment notices for city residents.[GOAL5]
- Provide complete review of sales in all property classes.[GOAL6]
- Update photos of properties in the assessment files.[GOAL7]
- Complete timely filings to meet statutory deadlines.[GOAL8]
- Provide an updated land division process to increase revenue and streamline our business practices.[GOAL9]
- Provide a method to assist neighborhoods in providing an improvement such as a sanitary sewer, water main, sidewalk or street paving.[GOAL10]
- To appropriately document and properly calculate land values to meet STC requirements.[GOAL11]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1 Assessment Notices Processed	27,133	27,327	0	27,400	27,400	27,400
GOAL7 Residential Property Appraisals	918	1,231	1,231	1,000	1,000	1,000
GOAL7 Commercial/Industrial Appraisals	200	211	231	220	220	220
GOAL6 Small Claims Tribunal Appeals	24	10	10	30	30	30
GOAL6 Full Tax Tribunal Appeals	28	13	13	20	20	20
GOAL3 Homestead Affidavits Processed	4,284	7,097	3,669	8,000	8,000	8,000
GOAL1 Board of Review Appeals	357	243	140	200	200	200
GOAL1 Board of Review Adjustments	-2,370,920	2,807,420	1,056,390	-5,500,000	-2,500,000	-2,500,000
GOAL6 Tax Tribunal Decisions	263	51	8	70	70	70
GOAL6 Tax Tribunal Adjustments	-11,851,743	9,483,916	1,947,850	-9,000,000	-9,000,000	-9,000,000
GOAL1,GOAL3 Property Sales Reviewed	2,119	3,304	927	3,000	3,000	3,000
GOAL1 Property Transfers Uncapped	1,658	2,032	848	2,000	2,000	2,000
GOAL1 Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
GOAL9 Lot Splits/Combinations	27	21	10	20	20	20

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

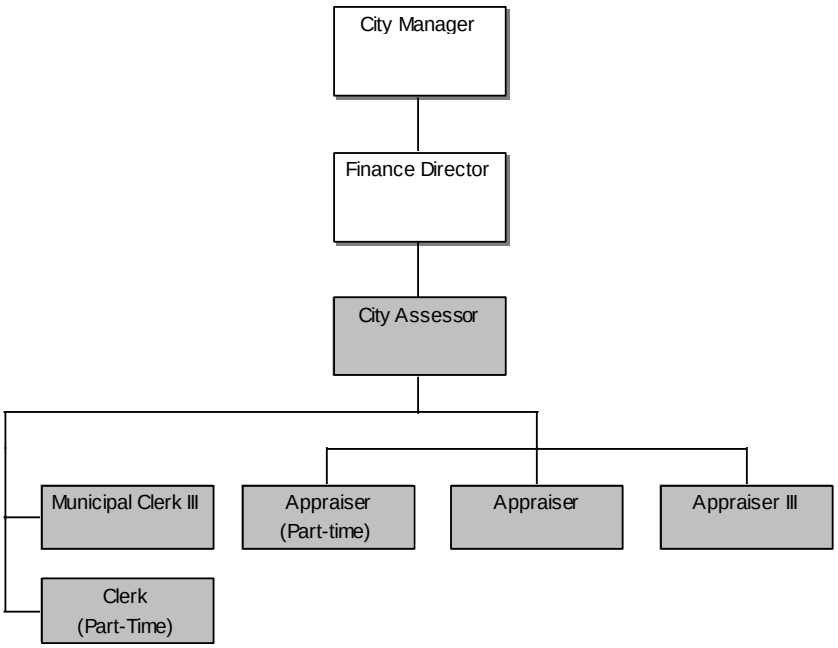
Personnel costs will increase due to numerous employees moving up their steps in their salary range and the filling of a municipal clerk III vacancy in March of 2015 which was budgeted the full fiscal year. The IT department budget includes $58,000 for BSA land and tax software to bring the modules in-house (as opposed to paying Oakland County) in an effort to improve efficiencies and service with a fully integrated financial management system.

Budget Summary

Expenditures

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	446,090	3,270	0	48,880	0	498,240
2012-2013 Actual	468,470	1,230	0	49,240	0	518,940
2013-2014 Actual	492,140	13,500	0	99,160	0	604,800
2014-2015 Original Budget	607,560	13,650	0	130,670	0	751,880
2014-2015 Adjusted Budget (Dec)	607,560	13,650	0	130,670	0	751,880
2014-2015 Six Month Actual	268,920	1,480	0	21,920	0	292,320
2014-2015 Estimated Year End	567,920	14,550	0	138,370	0	720,840
2015-2016 Dept Request	659,740	15,980	0	143,010	0	818,730
2015-2016 Manager's Budget	659,740	15,980	0	143,010	0	818,730
2015-2016 Adopted Budget						
2016-2017 Projected Budget	684,420	15,980	0	143,610	0	844,010
2017-2018 Projected Budget	710,210	15,980	0	144,220	0	870,410
2018-2019 Projected Budget	737,140	15,980	0	144,850	0	897,970
2019-2020 Projected Budget	765,260	15,980	0	145,500	0	926,740

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Assessing	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
City Assessor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Assessor	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Appraiser III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Appraiser II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assessing - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assessing - MC II	0.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Assessing - MC I	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.6	1.3	n/a	n/a	n/a	n/a
Cost Center Total	4.0	4.0	4.0	4.6	5.3	3.0	3.0	4.0	4.0

The mission of the City of Royal Oak 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 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 attorney is an integral part of the criminal justice system, working with the police and code enforcement departments in the prosecution of misdemeanors and civil infractions in the district court.

The city attorney also prepares and reviews contracts and development agreements, reviews bonds and insurance policies, prepares ordinances, and manages all civil litigation for the city.

GOALS

1. General Counsel - to provide sound legal advice in a timely manner.

2. Civil Litigation – to provide the city with effective representation in all cases in which the city is a party.

3. Ordinance Prosecution – to effectively prosecute city ordinance violations.

4. To advocate on behalf of the people of the City of Royal Oak in the best interests of justice.

5. To courteously handle inquiries from the general public regarding the city code and/or established city policies and procedures.

OBJECTIVES

- To assist in identifying current city commission approvals that can be performed solely by the administration in an effort to streamline commission workload.[GOAL3]

- To assist in identifying boards, commissions, and committees that can either be consolidated with others or eliminated.[GOAL4]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

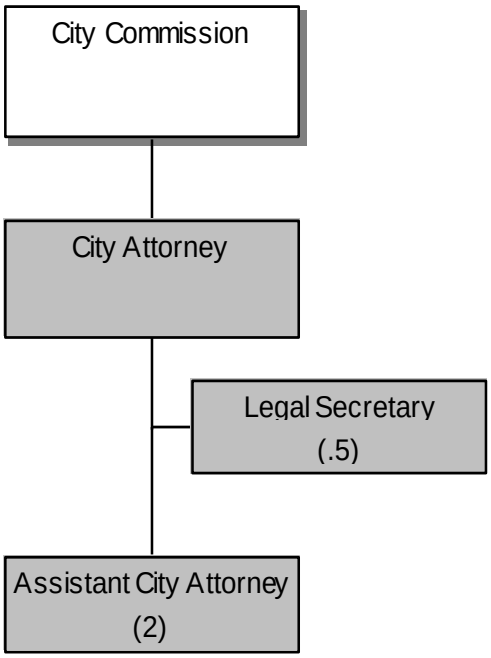
Personnel costs assume the filling of a vacant attorney position however the personnel budget is slightly lower due to new hires being under the newer benefit package in addition the allocation for the administrative assistant will increase to 80% to this cost center (20% to city manager cost center). An addition of one part-time clerical position is budgeted for FY15-16. $10,000 is budgeted for outside legal work council to establish of a 501(c)(3).

Budget Summary

Expenditures

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	496,550	13,430	0	160,990	0	670,970
2012-2013 Actual	565,290	13,080	0	159,880	0	738,250
2013-2014 Actual	615,160	11,980	0	106,310	0	733,450
2014-2015 Original Budget	681,120	13,830	0	105,620	0	800,570
2014-2015 Adjusted Budget (Dec)	681,120	13,830	0	105,620	0	800,570
2014-2015 Six Month Actual	364,810	5,330	0	52,310	0	422,450
2014-2015 Estimated Year End	568,870	13,830	0	107,160	0	689,860
2015-2016 Dept Request	607,740	13,830	0	117,160	0	738,730
2015-2016 Manager's Budget	607,740	13,830	0	117,160	0	738,730
2015-2016 Adopted Budget						
2016-2017 Projected Budget	630,100	13,830	0	117,160	0	761,090
2017-2018 Projected Budget	653,390	13,830	0	117,160	0	784,380
2018-2019 Projected Budget	677,690	13,830	0	117,160	0	808,680
2019-2020 Projected Budget	703,020	13,830	0	117,160	0	834,010

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Attorney	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
City Attorney	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Assistant City Attorney	2.0	2.0	2.0	1.0	1.0	1.0	2.0	2.0	2.0
Legal Secretary	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.5	0.5
Full-Time Total	5.0	4.0	4.0	2.5	2.5	2.5	3.5	3.5	3.5

The mission of the city's 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 transcribe minutes for official city commission meetings and workshops in accordance with the Open Meetings Act. The clerk's 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, charter review, civil service, fire civil service commission and rules committee. 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, parking station permits, 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; processes applications from residents who want to serve on city boards and committees maintaining a list of qualified candidates.

A Do Not Knock List was established in December of 2012 in which the City Clerk's office now keeps track of. In 2013 a dog census was conducted in which 4,401 dogs were licensed.

In 2014 started using Electronic Death Registry System through the State of Michigan in which death certificates may now be e-filed.

GOALS

1. To be in compliance with all acts / laws related to the duties of the clerk's office.

2. To effectively administer the clerk office's license and permit process while providing excellent customer service to license and permit holders.

3. 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.[GOAL1]

- Continue utilizing document imaging for all birth/death certificates as well as contracts for easy accessibility.[GOAL2]

- Serving as Past President of Oakland County Clerks Association.[GOAL3]

Performance Indicators / Outcome Measures

	Actual 2012	Actual 2013	Actual 2014	Projected 2015	Projected 2016	Projected 2017
Documents Processed/Issued:						
GOAL2 Birth Certificates	4,983	5,072	5,205	5,000	5,000	5,000
GOAL2 Business Licenses (Annual)	175	171	129	180	180	180
GOAL2 Death Certificates	1,693	1,767	1,648	1,700	1,700	1,700
GOAL2 Dog Licenses	1,832	6,371	2,432	1,900	3,000	3,000
GOAL2 Dog Park Passes	276	322	243	300	300	300
GOAL1 Freedom of Information Act	74	99	87	80	80	80
GOAL2 Initial Merchants Licenses	28	35	30	40	40	40
GOAL2 Liquor License Renewals	48	52	52	50	50	50
GOAL2 Miscellaneous Business Licenses	140	133	130	150	150	150
GOAL2 Peddler Permits	31	136	67	40	50	50
GOAL2 SDD/SDM Renewals	41	41	38	45	45	45
GOAL2 Solicitation Permits	22	24	22	25	30	30
GOAL2 Special Event Permits	43	48	39	50	50	50
GOAL2 Woodward Dream Cruise Permits	60	47	56	70	70	70

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

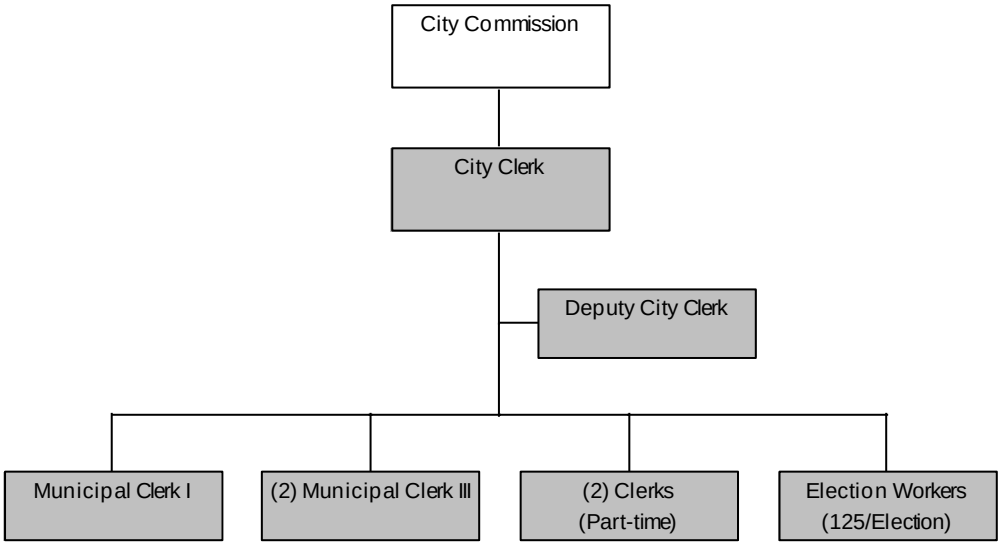
Personnel costs will increase in the department requested budget due to the addition of a municipal clerk I and due to employees who are not at the top of their salary ranges receiving steps. The addition of the municipal clerk I is not included in the city manager's budget. $20,000 is budgeted for the digitization of the city minutes.

Budget Summary

Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	300,970	5,070	0	14,290	0	320,330
2012-2013 Actual	361,420	7,090	0	24,080	0	392,590
2013-2014 Actual	359,470	9,280	0	19,760	0	388,510
2014-2015 Original Budget	403,810	14,850	0	22,750	0	441,410
2014-2015 Adjusted Budget (Dec)	403,810	14,850	0	22,750	0	441,410
2014-2015 Six Month Actual	177,390	4,410	0	6,180	0	187,980
2014-2015 Estimated Year End	383,870	16,850	0	23,850	0	424,570
2015-2016 Dept Request	477,400	17,450	0	43,950	0	538,800
2015-2016 Manager's Budget	420,020	17,450	0	43,950	0	481,420
2015-2016 Adopted Budget						
2016-2017 Projected Budget	435,500	17,450	0	43,950	0	496,900
2017-2018 Projected Budget	451,670	17,450	0	43,950	0	513,070
2018-2019 Projected Budget	468,530	17,450	0	43,950	0	529,930
2019-2020 Projected Budget	486,150	17,450	0	43,950	0	547,550

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

City Clerk	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
City Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Purchasing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City Clerk - MC III	2.0	2.0	2.0	1.0	2.0	2.0	3.0	2.0	2.0
City Clerk - MC I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Cashier II	0.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	5.0	4.0	4.0	4.0	5.0	5.0	5.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.3	0.7	n/a	n/a	n/a	n/a
Cost Center Total	4.0	4.0	5.0	4.3	4.7	4.0	5.0	5.0	5.0

The mission of the human resources 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 manages 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 and applicable laws, including leave benefits, tuition reimbursement, deferred compensation, and special pays. This includes 72 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.

HR 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/or 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.

Human resources staffs the following commissions and boards: fire civil service commission, civil service board.

GOALS:

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

OBJECTIVES:

- Provide human resources staff with the required training to ensure each is knowledgeable regarding city policies and applicable ordinances, employment and other laws, including the Patient Protection and Affordable Care Act.[GOAL1]
- Provide complete, executed labor contracts and post them on the city website.[GOAL1]
- Provide employees with job-specific training as required, within budget parameters.[GOAL2]

- Provide employees with customer service and policy training.
- Review the city's hiring process and explore options for improvement.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
[GOAL2]Labor Contracts Negotiated	9	9	5	5	9	8
[GOAL2]% of Labor Contracts Settled	100	78	33	100	88	100
[GOAL1]Employees Hired (FT/PT)	111	117	54	100	95	120
[GOAL2]Applications Processed (FT/PT)	1,007	1,057	834	1,700	1,800	2,000
[GOAL2]Promotions/Transfers/Terminations Processed	44	151	53	120	130	150
[GOAL3]Worker's Comp Claims Processed	63	57	21	55	58	60
[GOAL3]Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	708	721	716	702	724	726
[GOAL3]FT HR Staff to FT Workforce Ratio	1:260	1:143	1:138	1:145	1:75	1:76

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

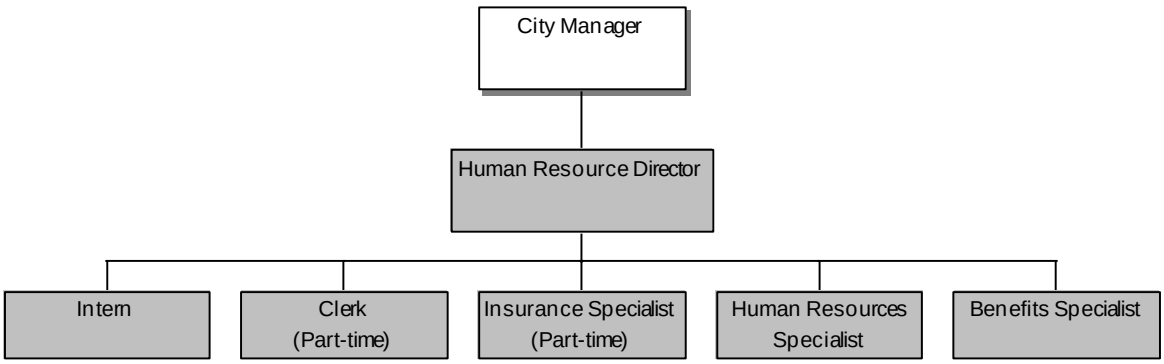
The department requested budget includes the addition of a municipal clerk III however the city manager recommended budgeted provides for a paid part-time intern instead of the new full-time position. Miscellaneous contracted services will increase mostly due to providing Disney-way customer service training to city employees in the amount of $65,000. Employment advertising, medical services and civil service exam expenses will increase due to an anticipated increase in hiring and advertising with more professional organizations. The budget includes $14,000 for a healthcare audit as this is performed every five years.

Budget Summary

Expenditures

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	273,900	220	0	100,420	0	374,540
2012-2013 Actual	275,420	740	0	95,730	0	371,890
2013-2014 Actual	294,910	660	0	88,860	0	384,430
2014-2015 Original Budget	392,200	930	0	132,680	0	525,810
2014-2015 Adjusted Budget (Dec)	392,200	930	0	142,680	0	535,810
2014-2015 Six Month Actual	150,820	230	0	50,540	0	201,590
2014-2015 Estimated Year End	323,240	930	0	137,700	0	461,870
2015-2016 Dept Request	494,710	1,930	0	180,130	0	676,770
2015-2016 Manager's Budget	450,040	1,930	0	180,130	0	632,100
2015-2016 Adopted Budget						
2016-2017 Projected Budget	463,780	1,930	0	180,130	0	645,840
2017-2018 Projected Budget	478,100	1,930	0	180,130	0	660,160
2018-2019 Projected Budget	493,020	1,930	0	180,130	0	675,080
2019-2020 Projected Budget	508,570	1,930	0	180,130	0	690,630

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Human Resources	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Human Resource Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resource Specialist	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0
Benefits Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Secretary I - HR	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
H/R - MC III	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
H/R - MC II	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	4.0	2.0	2.0	2.0	2.0	3.0	3.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.9	0.6	n/a	n/a	n/a	n/a
Cost Center Total	4.0	4.0	4.0	2.9	2.6	2.0	2.0	3.0	3.0

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 Year 2015-2016:

Information technology charge is budgeted to increase due to the increased IS cost and allocation for additional general fund users. Miscellaneous expenditures decreased based on historical actual decreases in tax tribunal adjustments.

Budget Summary

Expenditures

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	(5,110)	0	0	1,845,840	0	1,840,730
2012-2013 Actual	(5,620)	0	0	688,290	0	682,670
2013-2014 Actual	(410)	0	0	712,830	0	712,420
2014-2015 Original Budget	700	0	0	942,250	0	942,950
2014-2015 Adjusted Budget (Dec)	700	0	0	946,650	0	947,350
2014-2015 Six Month Actual	0	0	0	486,530	0	486,530
2014-2015 Estimated Year End	0	0	0	773,350	0	773,350
2015-2016 Dept Request	0	0	0	1,081,140	0	1,081,140
2015-2016 Manager's Budget	0	0	0	1,081,140	0	1,081,140
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	1,109,890	0	1,109,890
2017-2018 Projected Budget	0	0	0	1,139,510	0	1,139,510
2018-2019 Projected Budget	0	0	0	1,170,020	0	1,170,020
2019-2020 Projected Budget	0	0	0	1,201,440	0	1,201,440

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 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 or e-check from the city website through "Official Payments". In addition, in January 2006, the city began offering direct debit payments for water bills. These electronic payment programs have been tremendously popular, with over 2,300 residents, or 10% of our total customer base. .

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, clerk's office, treasurer's office, DPS, the library, and parks and recreation.

GOALS

1. To develop and implement treasury related processes to improve efficiencies and reduce costs.
2. To manage the tax administration and receivables programs in compliance with all applicable laws and internal controls.
3. To administer the cash management program with the effect of increasing returns and decreasing cost.
4. To train and educate employees to keep them up to date on all relevant laws.

OBJECTIVES

- To offer 24/7 access to information needed by residents and title/mortgage servicing companies by providing online property tax, water and special assessment information, along with reducing incoming phone calls to the department [GOAL1]
- Provide opportunity for residents to pay fees, charges, and taxes online.[GOAL1]
- To increase the level of direct debit customers in an effort to reduce manual processes.[GOAL1]
- To eliminate unnecessary manual process, and move towards paperless environment with the use of the advanced functionalities in the tax, water billing, cash receipting and miscellaneous receivable systems.[GOAL1]
- Review and implement alternative methods to receive donations.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
[GOAL2]Tax bills generated	54,725	54,700	54,996	54,996	55,000	55,000
[GOAL2]Water bills generated	95,684	95,725	51,112	95,750	95,750	95,750
[GOAL2]Phone calls received	31,890	31,171	16,746	32,000	31,000	31,000
[GOAL1]Direct Debit Customers (W & S)	2,300	2,293	3,157	3,175	3,200	3,200
[GOAL1]% Participation in Automatic Bill Pay	9%	10%	13%	13%	13%	13%
[GOAL2]Invoices Billed	687	861	634	1,050	1,050	1,050
[GOAL2]Summer Special Assessments Billed	272	272	4,487	4,405	4,500	4,500
[GOAL3]FTE's per 1000 Resident Ratio	1:1,430	1:1,430	1:1,430	1:1,430	1:1,430	1:1,430

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

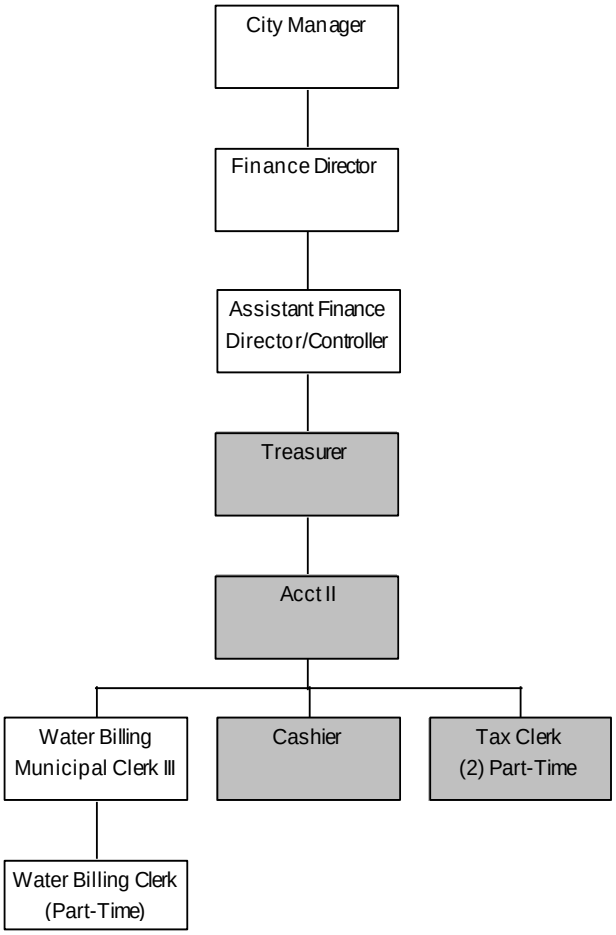
A full-time bookkeeper position was requested to be filled as this office has been attempting to operate without filling a position that was eliminated in fiscal year 12-13 due to attrition. Filling the vacated position has been supported by the Audit Review Committee for several years and the committee has expressed support. However, this request is not funded in the city manager's recommended budget. Temporary wages would have decreased if this full-time position was recommended. The IT department budget includes $58,000 for BSA land and tax software to bring these modules in-house (as opposed to paying Oakland County) in an effort to improve efficiencies and service with a fully integrated financial management system. If approved, the city would stop using Oakland County's customized BSA software. Data processing services will increase $2,500 and miscellaneous contracted services will increase $1,000 due to the implementation of an online payment solution. Dues and memberships increased $500 for various professional licenses and memberships for the city treasurer and staffs. Lockbox service for $10,000 is budgeted for tax bill processing.

Budget Summary

Expenditures

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	340,150	1,820	0	14,110	0	356,080
2012-2013 Actual	304,400	2,080	0	22,940	0	329,420
2013-2014 Actual	241,580	1,460	0	18,060	0	261,100
2014-2015 Original Budget	201,620	2,500	0	19,800	0	223,920
2014-2015 Adjusted Budget (Dec)	201,620	2,500	0	19,800	0	223,920
2014-2015 Six Month Actual	97,540	730	0	5,170	0	103,440
2014-2015 Estimated Year End	190,030	2,250	0	20,550	0	212,830
2015-2016 Dept Request	229,920	2,250	0	35,000	0	267,170
2015-2016 Manager's Budget	183,560	2,250	0	35,000	0	220,810
2015-2016 Adopted Budget						
2016-2017 Projected Budget	187,500	2,250	0	35,000	0	224,750
2017-2018 Projected Budget	191,570	2,250	0	35,000	0	228,820
2018-2019 Projected Budget	195,790	2,250	0	35,000	0	233,040
2019-2020 Projected Budget	200,150	2,250	0	35,000	0	237,400

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Treasurer	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
City Treasurer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Treasurer	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Accountant II	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Cashier II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Treasurer - MC II	2.0	2.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Bookkeeper	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	5.0	5.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.9	0.6	n/a	n/a	n/a	n/a
Cost Center Total	5.0	5.0	4.0	4.9	4.6	4.0	3.0	3.0	3.0

Note: Water billing municipal clerk III is in the water and sewage billing section.

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).

GOALS

OBJECTIVES

- Help to develop a plan for the future of city hall and the police department buildings.
- Review the need for a city facility/property coordinator position.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Contracted services is budgeted for $525,000 mostly due to including the estimated cost for building renovations which includes a new roof, electrical work and moving of departments in city hall. Janitorial services are budgeted to increase based on anticipated new contract costs.

Budget Summary

Expenditures

101.265 CITY OFFICE BUILDING	Personnel	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	41,650	17,380	0	370,470	0	429,500
2012-2013 Actual	29,010	12,400	0	356,670	0	398,080
2013-2014 Actual	3,730	6,390	0	464,520	0	474,640
2014-2015 Original Budget	5,150	12,800	0	577,720	0	595,670
2014-2015 Adjusted Budget (Dec)	5,150	12,800	0	577,720	0	595,670
2014-2015 Six Month Actual	1,970	3,380	0	173,970	0	179,320
2014-2015 Estimated Year End	3,900	8,500	0	336,120	0	348,520
2015-2016 Dept Request	3,950	13,000	0	872,150	0	889,100
2015-2016 Manager's Budget	3,950	13,000	0	872,150	0	889,100
2015-2016 Adopted Budget						
2016-2017 Projected Budget	3,950	13,000	0	872,380	0	889,330
2017-2018 Projected Budget	3,950	13,000	0	872,610	0	889,560
2018-2019 Projected Budget	3,950	13,000	0	872,850	0	889,800
2019-2020 Projected Budget	3,950	13,000	0	873,100	0	890,050

Cost Center Position Detail - Home Base

Full & Part-time Employees

City Office Building	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available				0.2	0.7	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	0.0	0.2	0.7	0.0	0.0	0.0

The mission of the parks and forestry division is to 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 are 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 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. 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).

Every fall, this crew and the highway division make two or more passes to remove fallen leaves from the city's streets; this service is paid for by the Solid Waste Fund.

During the winter, they perform 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, and tending streetscapes and banners. Charges for these services are distributed to the proper funds as well.

GOALS

1. To maintain the city's park grounds in accordance with maintenance schedules.
2. To provide quality facilities for recreation programs and support the use by all citizens of Royal Oak.
3. Support the community youth athletic organizations.
4. Improve the urban forest.

OBJECTIVES

- To minimize the city liability in city parks.[GOAL1]
- Identify a sustainable revenue source for parks and recreation improvements and maintenance.[GOAL1]
- Investigate alternative funding sources, sponsorships and donations from federal, state, and community organizations to update parks.[GOAL1]
- Improve maintenance of park facilities including appropriately addressing peaks in maintenance needs during spring and summer months.[GOAL2]
- Review ways to renovate/update city parks.[GOAL1,2]

GOALS

OBJECTIVES

- Investigate the feasibility and potential features of a downtown park utilizing city land including city hall parking lots.[GOAL3]
- To increase tree diversity in the urban forest.[GOAL4]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The department requested includes twenty five percent (25%) of three (3) new full-time employees allocated to parks. These new positions are not included in the city manager's budget. Contracted services will increase due to an increase in the tree planting program. Overall budget is increasing mostly due to capital outlay.

The following capital improvement projects for parks and forestry for fiscal year 15-16 are as follows:

- PRP1406 Park Pavilion – tbd $75,000
- PRP1706Smart Park – transfer out to grant fund 100,000
- Park Signs (Carry Over from FY14-15) 63,000

FY2015-16 Total: **$238,000**

Budget Summary

Expenditures

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	153,880	45,880	0	256,370	0	456,130
2012-2013 Actual	164,950	31,670	0	279,870	0	476,490
2013-2014 Actual	193,540	77,140	74,240	266,110	0	611,030
2014-2015 Original Budget	210,670	137,870	93,000	304,580	0	746,120
2014-2015 Adjusted Budget (Dec)	210,670	137,870	93,000	304,580	0	746,120
2014-2015 Six Month Actual	143,700	30,350	14,120	125,560	0	313,730
2014-2015 Estimated Year End	225,700	74,900	93,120	317,060	0	710,780
2015-2016 Dept Request	207,590	142,150	75,000	275,230	0	699,970
2015-2016 Manager's Budget	158,150	142,150	75,000	275,230	0	650,530
2015-2016 Adopted Budget						
2016-2017 Projected Budget	159,780	142,150	100,000	281,900	0	683,830
2017-2018 Projected Budget	161,470	142,150	100,000	288,770	0	692,390
2018-2019 Projected Budget	163,240	142,150	100,000	295,840	0	701,230
2019-2020 Projected Budget	165,090	142,150	100,000	303,120	0	710,360

Cost Center Position Detail - Home Base

Full & Part-time Employees

Parks & Forestry	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Supervisor of Parks & Forestry	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Equipment Repair worker	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0
Parks Maint Worker II	5.0	5.0	5.0	1.0	5.0	4.0	4.0	4.0	4.0
Parks Maint Worker	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Parks/Forestry MC III 17	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	8.0	8.0	8.0	2.0	8.0	7.0	7.0	7.0	7.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			5.0	5.0	n/a	n/a	n/a	n/a
Cost Center Total	8.0	8.0	8.0	7.0	13.0	7.0	7.0	7.0	7.0

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1 Hours Ball Diamonds Maintained	1,187	2,007.5	737.5	990	990	1,100
GOAL1 Hours Soccer / Football Fields Maintained/Lined	445	398	227.5	650	650	700
Trees Planted	85	82	83	100	100	100

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.

GOALS

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

OBJECTIVES

- Provide a response to all work requests within 48 hours.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Building repair and maintenance includes $10,000 for vestibule repair at the city hall building carried over from fiscal year 14-15 and a slight increase for personnel based on a slight increase in allocation of two staff members.

Budget Summary

Expenditures

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	143,400	4,590	0	13,130	0	161,120
2012-2013 Actual	174,920	5,140	0	10,170	0	190,230
2013-2014 Actual	179,420	4,750	0	14,390	0	198,560
2014-2015 Original Budget	221,060	16,410	0	13,160	0	250,630
2014-2015 Adjusted Budget (Dec)	221,060	16,410	0	13,160	0	250,630
2014-2015 Six Month Actual	97,060	2,130	0	6,580	0	105,770
2014-2015 Estimated Year End	219,260	10,030	0	13,160	0	242,450
2015-2016 Dept Request	250,720	16,410	0	18,760	0	285,890
2015-2016 Manager's Budget	250,720	16,410	0	18,760	0	285,890
2015-2016 Adopted Budget						
2016-2017 Projected Budget	260,740	16,410	0	19,320	0	296,470
2017-2018 Projected Budget	271,200	16,410	0	19,900	0	307,510
2018-2019 Projected Budget	282,150	16,410	0	20,500	0	319,060
2019-2020 Projected Budget	293,600	16,410	0	21,120	0	331,130

Cost Center Position Detail - Home Base

Full & Part-time Employees

DPS	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Bldg Maint Repair Worker II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bldg Maint Repair Worker I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

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, 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, weeds, unlicensed/inoperable vehicles and other issues that may have a negative effect 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

1. To protect the public safety, welfare and property values by enforcing regulations, nuisance abatements and other codes.
2. Apply a common sense approach to enforcement while maintaining the intent of city ordinances.
3. Respond to complaints within one business day.
4. Treat each resident and business owner with respect and understanding.
5. Enforce city ordinances in a fair and consistent manner.

OBJECTIVES

- Review and implement selected recommendations from the rodent report to control the rodent population.[GOAL1]
- Adopt a vacant property registration ordinance with no registration fee to identify owners of vacant property and deal with blight.[GOAL2]
- Adopt a commercial re-occupancy ordinance to promptly and efficiently identify and assist businesses operation in a new space.[GOAL2]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1 Percent of Non-homestead Properties Reviewed for Unlicensed Rental Activity	10	10	10	40	50	50
GOAL1 Percent of Complaints Responded to Within One Business Day	90	90	90	95	95	95
GOAL1 Percent of Questions Responded to Within Two Business Days	90	90	90	95	95	95
GOAL2 Rental Licenses Issued	2,035	1,623	1,744	2,000	1,500	2,000
GOAL1 Responses to Complaints	5,297	4,796	2,300	4,500	4,500	4,500
GOAL2 Scheduled Inspections Conducted	16,646	15,416	7,678	17,100	17,200	17,500

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

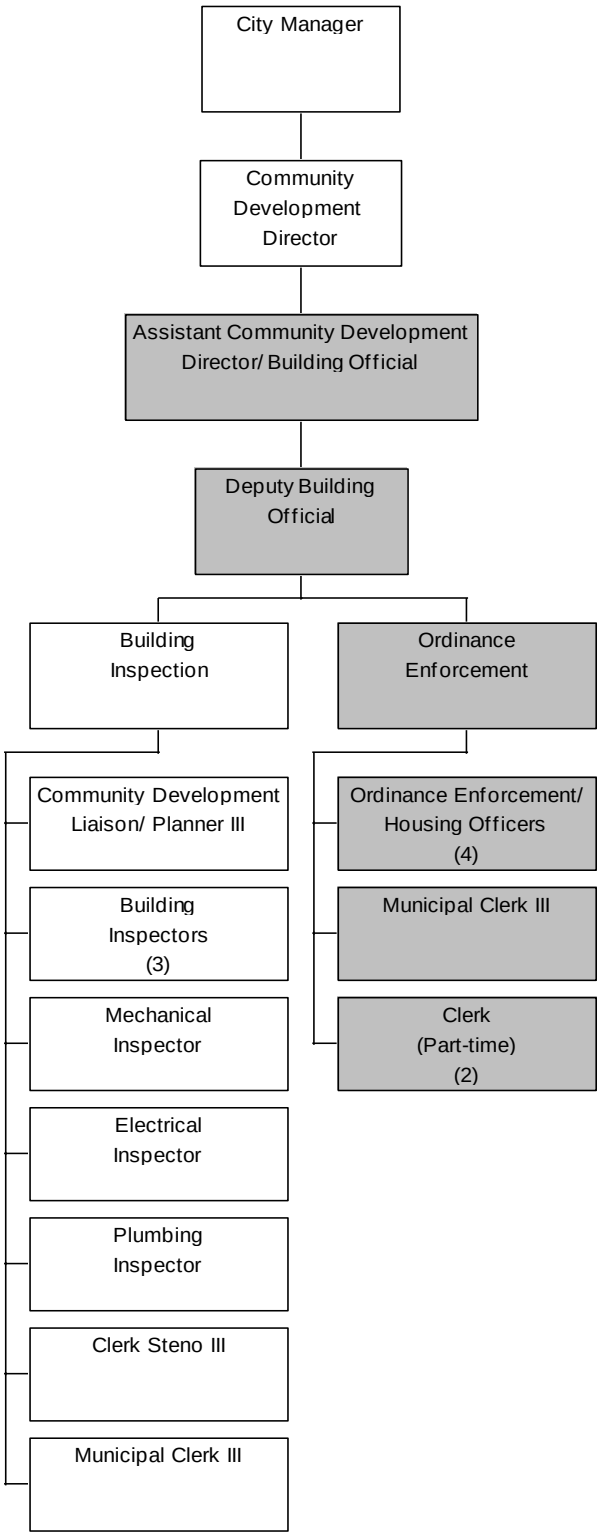
Personnel costs are budgeted to increase relative to FY14-15 projected expenditures mostly due to two position vacancies (inspector and clerk) that were approved but not filled yet. Overtime is budgeted to increase relative to FY14-15 projected expenditure, in an effort to have a contingency for possible emergency inspection work. The FY15-16 budget is approximately $37,000 lower than the FY14-15 budget and approximately $174,000 higher than FY14-15 projected expenditures due to vacancies in two positions.

Budget Summary

Expenditures

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	285,380	0	0	19,910	0	305,290
2012-2013 Actual	388,480	210	0	14,320	0	403,010
2013-2014 Actual	427,870	80	0	21,810	0	449,760
2014-2015 Original Budget	608,740	700	0	22,980	0	632,420
2014-2015 Adjusted Budget (Dec)	608,740	700	0	22,980	0	632,420
2014-2015 Six Month Actual	192,020	130	0	11,120	0	203,270
2014-2015 Estimated Year End	398,190	400	0	22,930	0	421,520
2015-2016 Dept Request	571,600	600	0	23,050	0	595,250
2015-2016 Manager's Budget	571,600	600	0	23,050	0	595,250
2015-2016 Adopted Budget						
2016-2017 Projected Budget	591,910	600	0	23,650	0	616,160
2017-2018 Projected Budget	613,110	600	0	24,270	0	637,980
2018-2019 Projected Budget	635,240	600	0	24,900	0	660,740
2019-2020 Projected Budget	658,340	600	0	25,550	0	684,490

Departmental Organization Chart


City Manager
Community Development Director
Assistant Community Development Director/ Building Official
Deputy Building Official
Building Inspection
Ordinance Enforcement
Community Development Liaison/ Planner III
Building Inspectors (3)
Mechanical Inspector
Electrical Inspector
Plumbing Inspector
Clerk Steno III
Municipal Clerk III
Ordinance Enforcement/ Housing Officers (4)
Municipal Clerk III
Clerk (Part-time) (2)

Cost Center Position Detail - Home Base

Full & Part-time Employees

Code Enforcement	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Code Enforcement/Housing Officer	2.0	3.0	5.0	3.0	2.0	2.0	4.0	4.0	4.0
CS III - Inspection	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Housing Rehabilitation Officer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Code Enforcement - MC III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Code Enforcement - MC II	2.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	0.0
Code Enforcement - MC I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	5.0	4.0	6.0	4.0	2.0	2.0	5.0	5.0	5.0

The mission of the planning division of community development 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~~,~~ 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. Rezoning 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, the Housing Assistance Program~~,~~ the Brownfield Redevelopment Authority (BRA) Fund, engineering, and Ordinance/State Construction Code.

GOALS

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

2. Provide technical support and expertise to the planning commission and zoning board of appeals, as well as the city commission.

3. Develop and propose policies which facilitate consistency with the city's

OBJECTIVES

- Process applications and prepare needed reviews and reports in a timely fashion, included administratively approving minor site plans when possible.[GOAL1]

GOALS

master plan, as well as compatibility and harmony between land uses in the city, mitigating any potential adverse effects.

4. 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.

5. 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.

6. 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.

7. Assist petitioners with their applications to the greatest extent possible without actually preparing the information and documents they need to provide.

OBJECTIVES

- Streamline the application and review process to ensure efficient internal operations and timely provisions of decisions to petitioners.[GOAL1]

- Update the current list of resources available for residents to improve their homes and make available to residents.[GOAL1]

- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks.[GOAL2]

- 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.[GOAL2]

- Work with all city departments 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.[GOAL2]

- Increase focus on commercial development of 11 Mile and Fourth Street.

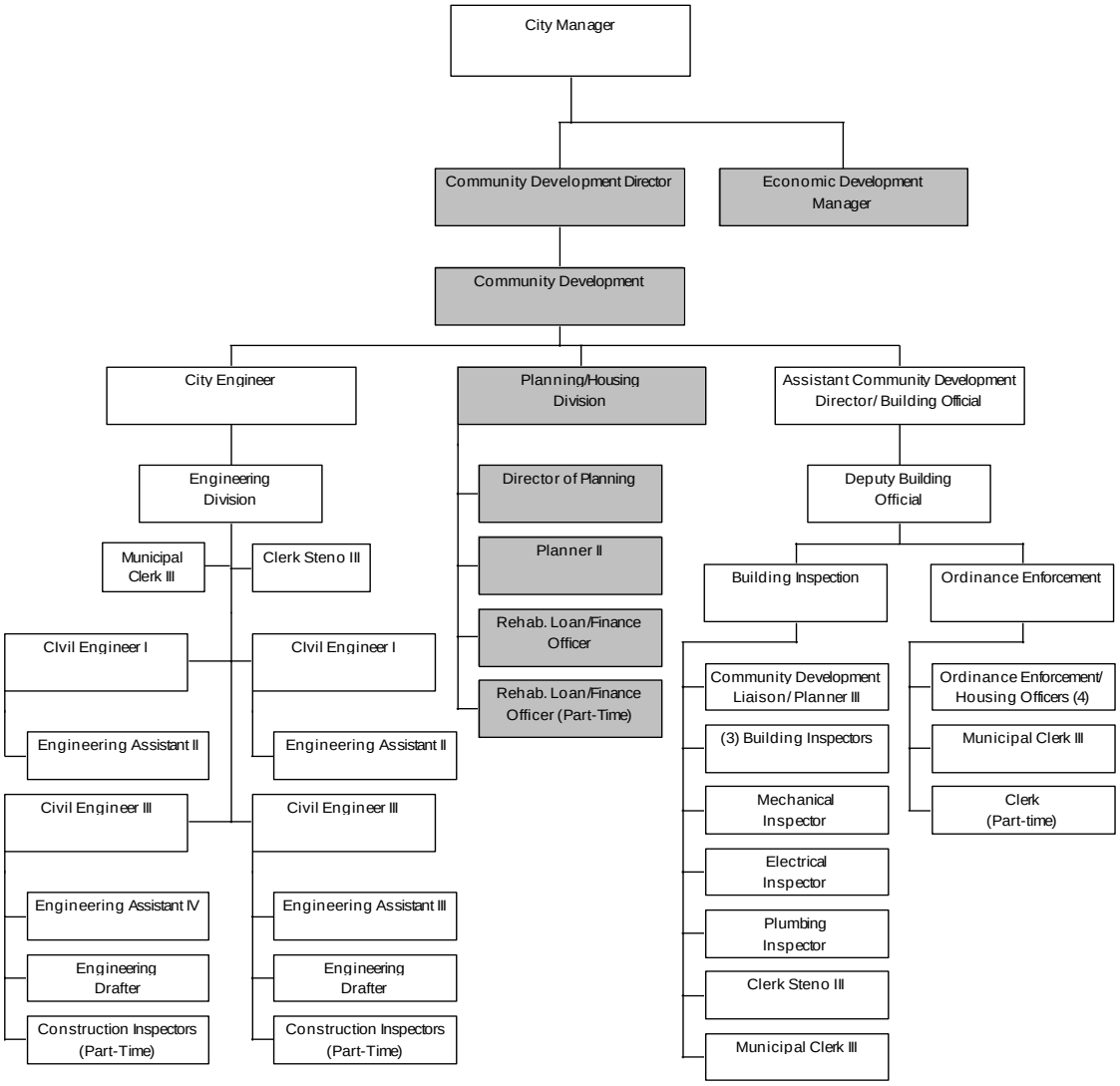
Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel increased due to the addition of one-half of a planner III /community development liaison position (the balance is budgeted in the state construction code fund). Contracted worker services will decrease $110,000 due to the completion of the retail analysis and downtown plan projects in FY14-15. Training increased for ZBA and planning commission members. Contracted services increased due to a review of zoning ordinance.

Budget Summary
Expenditures

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	186,330	1,430	0	11,730	0	199,490
2012-2013 Actual	171,250	1,940	0	13,700	0	186,890
2013-2014 Actual	222,930	3,580	0	14,990	0	241,500
2014-2015 Original Budget	215,530	1,930	0	122,230	0	339,690
2014-2015 Adjusted Budget (Dec)	215,530	1,930	0	122,230	0	339,690
2014-2015 Six Month Actual	143,710	1,520	0	22,410	0	167,640
2014-2015 Estimated Year End	283,430	1,930	0	12,530	0	297,890
2015-2016 Dept Request	284,110	1,900	0	90,530	0	376,540
2015-2016 Manager's Budget	284,110	1,900	0	90,530	0	376,540
2015-2016 Adopted Budget						
2016-2017 Projected Budget	295,500	1,900	0	90,530	0	387,930
2017-2018 Projected Budget	307,390	1,900	0	90,530	0	399,820
2018-2019 Projected Budget	319,810	1,900	0	90,530	0	412,240
2019-2020 Projected Budget	332,780	1,900	0	90,530	0	425,210

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Community Development	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Planning	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Planner III	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
Planner II	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Community Development Liaison / Planner III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5
CS III - Planning	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Full-Time Total	5.0	5.0	4.0	4.0	4.0	3.0	3.0	3.0	3.5

Note: Planning division 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 are 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 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

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Animal control services are expected to increase 3% from fiscal year 14-15.

Budget Summary

Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	42,510	0	42,510
2012-2013 Actual	0	0	0	42,820	0	42,820
2013-2014 Actual	0	0	0	43,460	0	43,460
2014-2015 Original Budget	0	0	0	45,320	0	45,320
2014-2015 Adjusted Budget (Dec)	0	0	0	45,320	0	45,320
2014-2015 Six Month Actual	0	0	0	18,260	0	18,260
2014-2015 Estimated Year End	0	0	0	45,320	0	45,320
2015-2016 Dept Request	0	0	0	46,680	0	46,680
2015-2016 Manager's Budget	0	0	0	46,680	0	46,680
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	48,080	0	48,080
2017-2018 Projected Budget	0	0	0	49,520	0	49,520
2018-2019 Projected Budget	0	0	0	51,010	0	51,010
2019-2020 Projected Budget	0	0	0	52,540	0	52,540

Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection Services	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			1.3	1.3	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	1.3	1.3	0.0	0.0	0.0	0.0

The mission of the electrical division of the department of public service is to provide effective electrical service to the city hall.

The electrical cost center is under the director of public services and records the electrician's personnel costs when servicing the city hall, his certification and tool costs. His other personnel time, cost, and electric materials and supplies are charged directly to the requesting department when used elsewhere.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel increased due to a portion of a new full-time electrician position to transition electrical service from coverage by part-time employee. It will be especially important for emergency responses.

Budget Summary

Expenditures

101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	12,470	410	0	22,670	0	35,550
2012-2013 Actual	7,790	1,090	0	21,350	0	30,230
2013-2014 Actual	3,140	660	0	27,970	0	31,770
2014-2015 Original Budget	9,760	1,670	0	24,410	0	35,840
2014-2015 Adjusted Budget (Dec)	9,760	1,670	0	24,410	0	35,840
2014-2015 Six Month Actual	2,250	50	0	12,200	0	14,500
2014-2015 Estimated Year End	7,030	1,580	0	24,410	0	33,020
2015-2016 Dept Request	36,310	1,930	0	20,640	0	58,880
2015-2016 Manager's Budget	36,310	1,930	0	20,640	0	58,880
2015-2016 Adopted Budget						
2016-2017 Projected Budget	37,280	1,930	0	21,260	0	60,470
2017-2018 Projected Budget	38,290	1,930	0	21,900	0	62,120
2018-2019 Projected Budget	39,340	1,930	0	22,560	0	63,830
2019-2020 Projected Budget	40,420	1,930	0	23,240	0	65,590

Cost Center Position Detail - Home Base

Full & Part-time Employees

Electrical	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Electrician II	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Electrician I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5
Full-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			1.2	0.3	n/a	n/a	n/a	n/a
Cost Center Total	0.0	0.0	0.0	1.2	0.3	0.0	0.0	0.0	0.5

The mission of the engineering division is to develop and implement master plans and programs and to service and inspect public improvement in the city.

The Royal Oak Engineering Division 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 division's FY 2015-16 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 clerical staff recognize their responsibility to the community they serve. The division employees are dedicated to efficiently managing community development requirements by assisting developers, contractors, residents and other city personnel, which results in timely and accurate resolutions of construction and development requirements. The Royal Oak Engineering Division 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, and performing community development duties. The engineering department contributes fees from permits and plan reviews to the general fund to cover this cost center. The engineering staff charges 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 or contracts for 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, traffic signs and signals, city buildings and parks, water and sewer mains and connections.

The engineering division also oversees the traffic committee which actively reviews traffic safety, pedestrian safety, parking issues and recommends and implements approved actions.

GOALS

1. Effectively and efficiently review plans for consideration of public and private improvements and supervise construction.

2. Provide useful information to developers, builders, consulting engineers and residents regarding city utilities by maintaining and updating the city website for engineering involvement in community development.

3. Perform all city operations as efficiently and effectively as possible.

OBJECTIVES

- Continue implementation of non-motorized plan requirements included in the city's master plan on road projects.[GOAL1,2]

- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.[GOAL2]

GOALS

OBJECTIVES

- After completing a comprehensive storm water system analysis, update the storm water ordinance.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

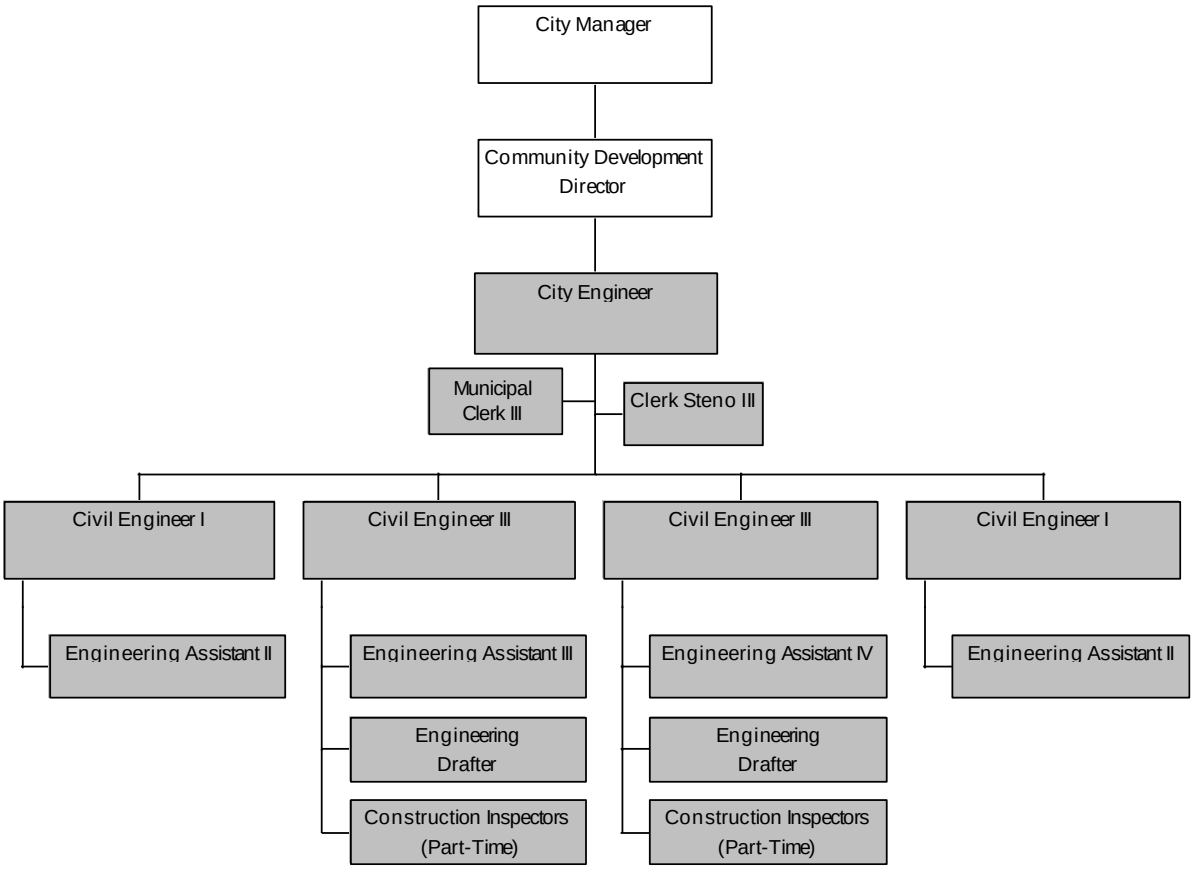
Personnel costs increased due to a portion of five full-time employees being allocated to this cost center. Much of the additional costs are allocated in capital construction projects. Office supplies and office equipment will increase due to the increase in staffing. A total increase of approximately $63,000 is budgeted relative to FY14-15 budget.

Budget Summary

Expenditures

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	85,310	2,350	0	6,570	0	94,230
2012-2013 Actual	139,770	4,940	0	12,490	0	157,200
2013-2014 Actual	185,950	4,200	0	29,380	0	219,530
2014-2015 Original Budget	380,470	5,050	0	2,340	0	387,860
2014-2015 Adjusted Budget (Dec)	380,470	5,050	0	2,340	0	387,860
2014-2015 Six Month Actual	142,590	1,140	0	840	0	144,570
2014-2015 Estimated Year End	334,700	5,150	0	2,240	0	342,090
2015-2016 Dept Request	437,590	9,500	0	2,940	0	450,030
2015-2016 Manager's Budget	437,590	9,500	0	2,940	0	450,030
2015-2016 Adopted Budget						
2016-2017 Projected Budget	453,380	9,500	0	2,940	0	465,820
2017-2018 Projected Budget	469,830	9,500	0	2,940	0	482,270
2018-2019 Projected Budget	486,980	9,500	0	2,940	0	499,420
2019-2020 Projected Budget	504,880	9,500	0	2,940	0	517,320

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Engineering	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
City Engineer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Civil Engineer III	2.0	2.0	2.0	2.0	2.0	1.0	1.0	2.0	2.0
Civil Engineer II	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Civil Engineer I	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0	2.0
Engineering Assistant IV	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	1.0
Engineering Assistant III	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	1.0
Engineering Assistant II	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	2.0
Engineering Drafter	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
CS III - Engineering	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering - MC III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Full-Time Total	10.0	10.0	10.0	9.0	9.0	7.0	7.0	8.0	13.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			2.9	2.9	n/a	n/a	n/a	n/a
Cost Center Total	10.0	10.0	10.0	11.9	11.9	7.0	7.0	8.0	13.0

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 throughout Royal Oak; the city owns the majority. At this time, nothing is scheduled to replace the city's portion of the system.

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel costs are increasing due to the replacement of a full-time electrician to transition electrical service from being coverage by a part-time employee. It will be especially important for emergency responses.

Budget Summary

Expenditures

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	3,400	5,400	0	893,190	0	901,990
2012-2013 Actual	2,630	7,660	0	865,340	0	875,630
2013-2014 Actual	3,310	13,510	0	836,730	0	853,550
2014-2015 Original Budget	3,700	11,000	0	890,000	0	904,700
2014-2015 Adjusted Budget (Dec)	3,700	11,000	0	890,000	0	904,700
2014-2015 Six Month Actual	1,300	1,750	0	333,860	0	336,910
2014-2015 Estimated Year End	3,450	11,000	0	870,000	0	884,450
2015-2016 Dept Request	18,100	11,000	0	880,000	0	909,100
2015-2016 Manager's Budget	18,100	11,000	0	880,000	0	909,100
2015-2016 Adopted Budget						
2016-2017 Projected Budget	18,640	11,000	0	906,400	0	936,040
2017-2018 Projected Budget	19,190	11,000	0	933,590	0	963,780
2018-2019 Projected Budget	19,760	11,000	0	961,600	0	992,360
2019-2020 Projected Budget	20,360	11,000	0	990,450	0	1,021,810

Cost Center Position Detail - Home Base

Full & Part-time Employees

Street Lighting	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	0.0	0.0	0.0	0.0	0.0	n/a	n/a	n/a	0.5
Part-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5

The chief role of the Office of Economic Development is to position Royal Oak as a destination for new business opportunities, while providing strategic guidance and resources to existing businesses to facilitate growth and expansion.

This department seeks to remain independent of regulatory processes and focused on business growth, retention and recruitment. It coordinates with the city attorney to draft and review contracts and develop agreements. This office works in concert with community development with new business proposal and expansions. It cultivates and maintains proactive relationships with private and non-profit business development partners and academic institutions.

With regard to Class A office space, this department remains involved in supporting the current proposed developments underway, while marketing (chiefly through word of mouth) city-owned sites with members of Michigan's business and development communities. Continuing the city's memberships with organizations focused upon business and real estate development is critical to providing access to these networks, as is attendance at their events.

Royal Oak's continued presence within organizations such as CoreNet Global, the Urban Land Institute, and the International Council of Shopping Centers, reinforces to the business, real estate and retail communities Royal Oak's commitment to economic development.

GOALS

1. Encourage and support diverse investment to maximize property values and facilitate employment opportunities.

2. Represent Royal Oak as a vibrant business destination locally and nationally.

3. Assist businesses with new proposals or expansions by guiding them through the entitlement process.

4. When necessary, provide recommendations to the City Commission and other bodies on matters of economic development policy designed to facilitate new or maintain current investments within Royal Oak.

5. Serve as Royal Oak's representative for the economic development departments of the State of Michigan, Oakland County, local municipalities, etc.

OBJECTIVES

- Develop and implement a citywide plan to attract and maintain retail establishments.
- Serve as the lead point of contact on special Royal Oak development projects (City Hall; Normandy Oaks).
- Cultivate and maintain proactive relationships with private and non-profit business development partners and academic institutions.
- Maintain a list of resources available at all levels for businesses to grow and expand.
- Promote Royal Oak by hosting multiple .economic development events throughout the year.
- Pursue the development of additional Class A office space in Downtown Royal Oak.
- Maintain contact with the business community through retention visits.
- Increase focus on commercial development of 11 mile and Fourth Street.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The budget includes costs of $40,000 for the second phase of retail consulting.

Budget Summary

Expenditures

101.728 ECONOMIC DEVELOPMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Original Budget	116,270	0	0	20,000	0	136,270
2014-2015 Adjusted Budget (Dec)	116,270	0	0	20,000	0	136,270
2014-2015 Six Month Actual	47,840	0	0	2,210	0	50,050
2014-2015 Estimated Year End	106,300	0	0	67,620	0	173,920
2015-2016 Dept Request	114,860	0	0	85,620	0	200,480
2015-2016 Manager's Budget	114,860	0	0	85,620	0	200,480
2015-2016 Adopted Budget						
2016-2017 Projected Budget	118,590	0	0	85,620	0	204,210
2017-2018 Projected Budget	122,470	0	0	85,620	0	208,090
2018-2019 Projected Budget	126,490	0	0	85,620	0	212,110
2019-2020 Projected Budget	130,650	0	0	85,620	0	216,270

Cost Center Position Detail - Home Base

Full & Part-time Employees

Economic Development	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Economic Development Manager	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Full-time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0

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 17. AT&T subscribers can access the real time live stream of WROK programming that is available on the city website. 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 the city commission, planning 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 community development 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 <u>not</u> 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.

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 employees 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.

GOALS

1. 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.

2. Community: Use electronic media to inform the community of city services and promote community dialog.

OBJECTIVES

- Present regular public meetings of city commission, planning commission, zoning board of appeals and downtown development authority.[GOAL1]

- Present live events like city manager selection committee interviews and rerun and webcast them later.[GOAL2]

- Broadcast the League of Women Voters

GOALS

3. Community: Promote recreational and cultural activities for all ages.

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

5. 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

Candidate Night forums for Royal Oak City Commission & present live updates of Royal Oak General Election results.[GOAL2]

- Maintain a live 24hour web stream to the CRO website. [GOAL2]

- 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.[GOAL3]

- Maintain YouTube channel and Facebook pages as an outreach to the world outside of traditional channels of communication.[GOAL2]

- Provide the city clerk's office and community development department with timely copies of meetings recorded by WROK to prepare meeting minutes quickly and economically without incurring overtime cost.[GOAL4]

- Present activities of the Royal Oak Recreation Department, the annual ice show and the annual dance recital.[GOAL1]

- Present the annual summer concert series, as presented by the Royal Oak Arts Commission.[GOAL3]

- Encourage youth activities by showing weekly hockey games from the Lindell Arena.[GOAL2]

- Advertise and broadcast events like Memorial Day and Holiday Magic parades; and the Veteran's Day and Holiday Tree Lighting ceremonies.[GOAL2]

- Assist the IS department in preparing meetings for video on demand and live webcasting.[GOAL2]

- Assist residents with cable TV service related questions.[GOAL2]

- Respond to FOIA requests with DVD copies of city meetings.[GOAL1]

- Advertise snow emergency situations when required. [GOAL5]

Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Years 2015-2016:

The following capital projects are budgeted for FY2015-16

- Replace 90% of video equipment on production van $250,000
- Phase 2 of 2 for commission room upgrade (HD camera) 40,000

FY2015-16 Total: $290,000

Budget Summary

Expenditures

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	620	0	89,000	0	89,620
2012-2013 Actual	0	0	13,170	80,110	0	93,280
2013-2014 Actual	0	0	0	79,980	0	79,980
2014-2015 Original Budget	0	50,000	0	87,640	0	137,640
2014-2015 Adjusted Budget (Dec)	0	50,000	0	87,640	0	137,640
2014-2015 Six Month Actual	0	0	0	39,990	0	39,990
2014-2015 Estimated Year End	0	0	51,000	81,530	0	132,530
2015-2016 Dept Request	0	10,000	290,000	87,850	0	387,850
2015-2016 Manager's Budget	0	10,000	290,000	87,850	0	387,850
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	10,000	290,000	87,960	0	387,960
2017-2018 Projected Budget	0	10,000	290,000	88,070	0	388,070
2018-2019 Projected Budget	0	10,000	290,000	88,180	0	388,180
2019-2020 Projected Budget	0	10,000	290,000	88,300	0	388,300

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

There are no city or contract personnel costs allocated here except overtime. This cost center also 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 Year 2015-2016:

The expenditures in this cost center are budgeted to decrease due to the one-time only welcome sign budget in FY2014-15. $12,000 is budgeted in order to continue the community survey. Royal Oak Youth Services is budgeted in the amount of $20,000 as in prior years. $6,200 is budgeted to improve the Starr House porch, garage, gutters and windows.

Budget Summary

Expenditures

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	16,390	190	0	33,920	0	50,500
2012-2013 Actual	11,020	130	0	61,420	0	72,570
2013-2014 Actual	10,780	140	0	56,740	0	67,660
2014-2015 Original Budget	7,880	250	0	62,180	0	70,310
2014-2015 Adjusted Budget (Dec)	7,880	250	0	62,180	0	70,310
2014-2015 Six Month Actual	6,180	150	0	27,090	0	33,420
2014-2015 Estimated Year End	8,390	250	0	52,690	0	61,330
2015-2016 Dept Request	8,250	250	0	53,500	0	62,000
2015-2016 Manager's Budget	8,250	250	0	53,500	0	62,000
2015-2016 Adopted Budget						
2016-2017 Projected Budget	8,250	250	0	41,500	0	50,000
2017-2018 Projected Budget	8,250	250	0	41,500	0	50,000
2018-2019 Projected Budget	8,250	250	0	41,500	0	50,000
2019-2020 Projected Budget	8,250	250	0	41,500	0	50,000

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 (WDC) 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.

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 WDC 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.

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 eight communities meets, at least monthly, 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.

GOALS

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

OBJECTIVES

- Work with community groups and sponsors for revenue opportunities.[GOAL1,2,3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	75,180	17,410	0	11,020	0	103,610
2012-2013 Actual	57,530	23,700	0	8,560	0	89,790
2013-2014 Actual	40,170	28,900	0	4,240	0	73,310
2014-2015 Original Budget	58,570	23,700	0	8,800	0	91,070
2014-2015 Adjusted Budget (Dec)	58,570	23,700	0	8,800	0	91,070
2014-2015 Six Month Actual	33,680	18,010	0	1,680	0	53,370
2014-2015 Estimated Year End	38,690	23,700	0	4,180	0	66,570
2015-2016 Dept Request	57,560	23,700	0	21,800	0	103,060
2015-2016 Manager's Budget	57,560	23,700	0	21,800	0	103,060
2015-2016 Adopted Budget						
2016-2017 Projected Budget	57,560	23,700	0	21,880	0	103,140
2017-2018 Projected Budget	57,560	23,700	0	21,960	0	103,220
2018-2019 Projected Budget	57,560	23,700	0	22,040	0	103,300
2019-2020 Projected Budget	57,560	23,700	0	22,120	0	103,380

Cost Center Position Detail - Home Base

Full & Part-time Employees

Dream Cruise	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.1	0.1	n/a	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.0	0.1	0.1	n/a	n/a	n/a	n/a

The purpose of the Arts Beats & Eats cost center is to account for the costs related to the permit parking zone the weekend of the event. The balance of the Arts Beats & Eats fiscal activity is recorded in its own enterprise fund.

Arts, Beats & Eats is held in downtown Royal Oak over the Labor Day Weekend. 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 14th annual event.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101.837 AB&E	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	32,510	3,310	0	15,910	0	51,730
2014-2015 Original Budget	35,770	0	0	15,790	0	51,560
2014-2015 Adjusted Budget (Dec)	35,770	0	0	15,790	0	51,560
2014-2015 Six Month Actual	44,400	1,150	0	5,940	0	51,490
2014-2015 Estimated Year End	44,400	1,150	0	14,550	0	60,100
2015-2016 Dept Request	62,020	1,200	0	16,390	0	79,610
2015-2016 Manager's Budget	62,020	1,200	0	16,390	0	79,610
2015-2016 Adopted Budget						
2016-2017 Projected Budget	61,990	1,200	0	16,390	0	79,580
2017-2018 Projected Budget	61,990	1,200	0	16,390	0	79,580
2018-2019 Projected Budget	61,990	1,200	0	16,390	0	79,580
2019-2020 Projected Budget	61,990	1,200	0	16,390	0	79,580

The purpose of the transfers out cost center is to provide a means of tracking the transfer of monies from the General Fund to other city funds.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Total transfers out are budgeted to increase significantly. The transfer to the public safety fund is budgeted at $19 million, an increase of $1 million from fiscal year 14-15. The forecast demonstrates an anticipated need to increase the transfer to the public safety millage in each year, ultimately as high as $24.5 million in fiscal year 2019-20. $350,000 is budgeted to be transferred to the senior citizen fund in accordance with the public safety millage plan. The court debt payment is no longer funded by the DDA TIFA fund therefore $517,750 is now budgeted in the general fund to transfer out to the debt payment fund. $100,000 in budgeted to be transferred to the grant fund for potential match for the smart park. $15,000 is budgeted to be transferred to ROOTS for the commission for the arts.

Budget Summary

Expenditures

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	129,600	0	129,600
2012-2013 Actual	0	0	0	18,048,710	0	18,048,710
2013-2014 Actual	0	0	0	18,150,060	0	18,150,060
2014-2015 Original Budget	0	0	0	18,985,000	0	18,985,000
2014-2015 Adjusted Budget (Dec)	0	0	0	19,834,300	0	19,834,300
2014-2015 Six Month Actual	0	0	0	10,065,980	0	10,065,980
2014-2015 Estimated Year End	0	0	0	18,395,000	0	18,395,000
2015-2016 Dept Request	0	0	0	20,482,750	0	20,482,750
2015-2016 Manager's Budget	0	0	0	19,982,750	0	19,982,750
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	20,576,510	0	20,576,510
2017-2018 Projected Budget	0	0	0	23,282,690	0	23,282,690
2018-2019 Projected Budget	0	0	0	24,383,050	0	24,383,050
2019-2020 Projected Budget	0	0	0	25,482,780	0	25,482,780

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 Streets Fund – 202

Local Streets Fund – 203

Public Safety Fund – 207

Publicity Tax Fund – 211

Solid Waste Fund – 226

Library Millage Fund – 271

Community Development Block Grant Fund – 274

State Construction Code Fund – 282

ROOTS Fund – 295

Senior Citizen Services Fund – 296

Animal Shelter Fund – 297

Police Grants – 298

Miscellaneous Grants – 299

SPECIAL REVENUE FUNDS– Component Units

Brownfield Redevelopment Authority – 243

DDA Development Fund – 247

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

GOALS

1. 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.

2. To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for road maintenance activities.

3. Maintain a long term major road improvement program that maximizes funds to extend and enhance the life of the city's major road system.

OBJECTIVES

- Create an inventory of locations of major street repairs to incorporate in the annual major street repair program.[GOAL1]

- Maintain an active role in regional public transportation initiatives.[GOAL2]

- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Concrete supplies expense will increase due to an increase in commodity pricing. A $25,000 transfer to motor pool is budgeted for a new engineering van for a new engineer position. Other expenses will decrease due to capital projects being charged to a new construction cost center as opposed to a transfer to the capital improvement fund from this cost center.

Budget Summary

Expenditures

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	283,700	39,500	0	2,159,240	0	2,482,440
2012-2013 Actual	302,190	11,540	0	1,722,880	0	2,036,610
2013-2014 Actual	244,310	85,990	0	1,018,740	0	1,349,040
2014-2015 Original Budget	286,710	54,900	0	2,147,890	0	2,489,500
2014-2015 Adjusted Budget (Dec)	286,710	54,900	0	2,147,890	0	2,489,500
2014-2015 Six Month Actual	114,870	33,160	0	268,800	0	416,830
2014-2015 Estimated Year End	280,700	53,800	0	749,900	0	1,084,400
2015-2016 Dept Request	311,020	61,900	0	144,110	0	517,030
2015-2016 Manager's Budget	311,020	61,900	0	144,110	0	517,030
2015-2016 Adopted Budget						
2016-2017 Projected Budget	322,340	61,900	0	121,000	0	505,240
2017-2018 Projected Budget	334,150	61,900	0	123,310	0	519,360
2018-2019 Projected Budget	346,480	61,900	0	125,690	0	534,070
2019-2020 Projected Budget	359,350	61,900	0	128,140	0	549,390

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

1. 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.[GOAL1]
- Explore increasing staff at DPS and recreation

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The department requested budget included 3 new full-time DPS workers spread across major and local roads, solid waste, and parks and forestry functions. However the city manager's budget includes two new DPS workers allocated to major roads, local roads, and water/sewer departments. 0.75 FTE is recommended to be added to this cost center. Variable motor pool charges will increase slightly based on estimated vehicle usage which includes an additional 0.75 FTE. Contracted services will increase $8,400 for a tree-keeper software program.

Budget Summary

Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	192,830	0	0	37,160	0	229,990
2012-2013 Actual	190,540	0	0	33,080	0	223,620
2013-2014 Actual	201,590	0	0	21,640	0	223,230
2014-2015 Original Budget	231,050	0	0	62,110	0	293,160
2014-2015 Adjusted Budget (Dec)	231,050	0	0	62,110	0	293,160
2014-2015 Six Month Actual	91,140	0	0	8,150	0	99,290
2014-2015 Estimated Year End	229,940	0	0	32,200	0	262,140
2015-2016 Dept Request	252,650	0	0	51,990	0	304,640
2015-2016 Manager's Budget	252,650	0	0	51,990	0	304,640
2015-2016 Adopted Budget						
2016-2017 Projected Budget	260,610	0	0	52,840	0	313,450
2017-2018 Projected Budget	268,920	0	0	53,720	0	322,640
2018-2019 Projected Budget	277,590	0	0	54,620	0	332,210
2019-2020 Projected Budget	286,640	0	0	55,550	0	342,190

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

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

2. To clear major roads within 24 hours of a major snow event.

OBJECTIVES

- Reduce salt usage by improving de-icing techniques resulting in cost savings.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Motor pool rates will increase significantly based on estimated usage and rates.

Budget Summary

Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	61,590	209,310	0	28,270	0	299,170
2012-2013 Actual	78,090	141,290	0	76,360	0	295,740
2013-2014 Actual	179,840	328,070	0	291,290	0	799,200
2014-2015 Original Budget	117,830	296,000	0	82,950	0	496,780
2014-2015 Adjusted Budget (Dec)	117,830	296,000	0	82,950	0	496,780
2014-2015 Six Month Actual	8,160	0	0	4,070	0	12,230
2014-2015 Estimated Year End	100,130	295,400	0	124,000	0	519,530
2015-2016 Dept Request	116,190	301,000	0	142,880	0	560,070
2015-2016 Manager's Budget	116,190	301,000	0	142,880	0	560,070
2015-2016 Adopted Budget						
2016-2017 Projected Budget	119,120	301,000	0	147,170	0	567,290
2017-2018 Projected Budget	122,180	301,000	0	151,590	0	574,770
2018-2019 Projected Budget	125,360	301,000	0	156,140	0	582,500
2019-2020 Projected Budget	128,680	301,000	0	160,820	0	590,500

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

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

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	100,100	28,580	0	62,330	0	191,010
2012-2013 Actual	124,830	33,620	0	78,600	0	237,050
2013-2014 Actual	83,950	42,780	0	70,030	0	196,760
2014-2015 Original Budget	128,020	39,500	0	86,340	0	253,860
2014-2015 Adjusted Budget (Dec)	128,020	39,500	0	86,340	0	253,860
2014-2015 Six Month Actual	47,860	11,080	0	65,800	0	124,740
2014-2015 Estimated Year End	131,200	39,500	0	77,700	0	248,400
2015-2016 Dept Request	134,660	39,500	0	82,470	0	256,630
2015-2016 Manager's Budget	134,660	39,500	0	82,470	0	256,630
2015-2016 Adopted Budget						
2016-2017 Projected Budget	139,330	39,500	0	83,350	0	262,180
2017-2018 Projected Budget	144,210	39,500	0	84,250	0	267,960
2018-2019 Projected Budget	149,300	39,500	0	85,180	0	273,980
2019-2020 Projected Budget	154,620	39,500	0	86,140	0	280,260

Cost Center Position Detail - Home Base

Full & Part-time Employees

Streets Traffic Control	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available						0.5	n/a	n/a
Part-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0	0.0

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel costs are increasing due to a portion of a new electrician position being charged to this department.

Budget Summary

Expenditures

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	10,550	4,660	0	92,340	0	107,550
2012-2013 Actual	18,080	6,610	0	117,640	0	142,330
2013-2014 Actual	20,870	9,940	0	125,000	0	155,810
2014-2015 Original Budget	21,980	12,000	0	109,800	0	143,780
2014-2015 Adjusted Budget (Dec)	21,980	12,000	0	109,800	0	143,780
2014-2015 Six Month Actual	13,000	3,900	0	37,020	0	53,920
2014-2015 Estimated Year End	26,320	12,000	0	105,800	0	144,120
2015-2016 Dept Request	36,600	12,000	0	109,300	0	157,900
2015-2016 Manager's Budget	36,600	12,000	0	109,300	0	157,900
2015-2016 Adopted Budget						
2016-2017 Projected Budget	37,150	12,000	0	109,540	0	158,690
2017-2018 Projected Budget	37,710	12,000	0	109,780	0	159,490
2018-2019 Projected Budget	38,300	12,000	0	110,030	0	160,330
2019-2020 Projected Budget	38,920	12,000	0	110,290	0	161,210

Cost Center Position Detail - Home Base

Full & Part-time Employees

Signal Servicese	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available				3.8	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	0.0	3.8	0.0	0.0	0.0	0.0

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 the 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, traffic signs and signals.

The engineer coordinates regularly with the Oakland 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.

* * * * *

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.

GOALS

1. Coordinate all aspects of major street construction, maintenance and permitting practices.

2. 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.

3. Maintain an active role in regional public transportation initiatives.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to increase minimally based on the State of Michigan distribution formula. The transfer to the Local Street Fund of $350,000 is not budgeted as in past years since the passage of the road millage. Use of fund balance is recommended in the amount of approximately $780,000 due to capital outlay. The budget does not assume the passage of prop A in May 2015.

Budget Summary

Major Street Fund Summary	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	3,370,150	4,224,210	3,440,200	3,074,640	2,568,710	2,306,380
Revenues and transfers from other funds	3,262,960	3,158,600	3,188,100	3,217,900	3,247,990	3,278,380
Expenditures and transfers to other funds	2,408,900	3,942,610	3,553,660	3,723,830	3,510,320	3,215,800
Net Change in Fund Balance	854,060	(784,010)	(365,560)	(505,930)	(262,330)	62,580
Ending Fund Balance	4,224,210	3,440,200	3,074,640	2,568,710	2,306,380	2,368,960

Revenues

202-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	2,867,900	177,700	179,050	9,880	7,180	3,241,710
2012-2013 Actual	0	2,956,500	181,760	28,530	24,800	3,950	3,195,540
2013-2014 Actual	0	3,190,900	171,950	174,530	49,100	423,810	4,010,290
2014-2015 Original Budget	0	2,868,000	181,000	21,600	1,100,020	0	4,170,620
2014-2015 Adjusted Budget (Dec)	0	2,868,000	181,000	21,600	750,020	0	3,820,620
2014-2015 Six Month Actual	0	1,090,400	0	10,100	19,800	0	1,120,300
2014-2015 Estimated Year End	0	3,040,000	170,000	26,960	26,000	0	3,262,960
2015-2016 Dept Request	0	2,950,000	170,000	28,600	10,000	0	3,158,600
2015-2016 Manager's Budget	0	2,950,000	170,000	28,600	10,000	0	3,158,600
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	2,979,500	170,000	28,600	10,000	0	3,188,100
2017-2018 Projected Budget	0	3,009,300	170,000	28,600	10,000	0	3,217,900
2018-2019 Projected Budget	0	3,039,390	170,000	28,600	10,000	0	3,247,990
2019-2020 Projected Budget	0	3,069,780	170,000	28,600	10,000	0	3,278,380

Expenditures

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	478,530	0	478,530
2012-2013 Actual	0	0	0	488,250	0	488,250
2013-2014 Actual	0	0	0	495,770	0	495,770
2014-2015 Original Budget	0	0	0	493,540	0	493,540
2014-2015 Adjusted Budget (Dec)	0	0	0	143,540	0	143,540
2014-2015 Six Month Actual	0	0	0	62,570	0	62,570
2014-2015 Estimated Year End	0	0	0	150,310	0	150,310
2015-2016 Dept Request	0	0	0	150,090	0	150,090
2015-2016 Manager's Budget	0	0	0	150,090	0	150,090
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	150,400	0	150,400
2017-2018 Projected Budget	0	0	0	150,720	0	150,720
2018-2019 Projected Budget	0	0	0	151,050	0	151,050
2019-2020 Projected Budget	0	0	0	151,390	0	151,390

The mission of the major street construction cost center is to track and fund major street projects included in the capital improvement plan.

GOALS

1. Maintain a long term major road improvement program that maximizes funds to extend and enhance the life of the city's major road system.

OBJECTIVES

- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The following capital project for this fund for fiscal year 15-16 are as follows:

• MRP1805 Joint sealing	$50,000
• City-Wide Concrete reconstruction (not in CIP)	900,000
• CBD streetscape repair (not in CIP)	75,000
• SAP1501 East fourth street resurfacing	350,000
• MRP1555 Washington – Lincoln to 11 Mile	573,000
FY2015-16 Total:	**$1,948,000**

Budget Summary
Expenditures

202.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Original Budget	0	0	0	0	0	0
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	0
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	0	0	0
2015-2016 Dept Request	38,250	0	1,948,000	10,000	0	1,996,250
2015-2016 Manager's Budget	38,250	0	1,948,000	10,000	0	1,996,250
2015-2016 Adopted Budget						
2016-2017 Projected Budget	38,250	0	969,000	10,000	0	1,017,250
2017-2018 Projected Budget	38,250	0	2,200,000	10,000	0	2,248,250
2018-2019 Projected Budget	38,250	0	1,962,000	10,000	0	2,010,250
2019-2020 Projected Budget	38,250	0	1,642,000	10,000	0	1,690,250

The highway division of the department of public service (DPS) is responsible for daily routine maintenance of the city's 148-mile local street system.

Routine maintenance includes joint and crack sealing, concrete slab replacement, some limited asphalt overlays/repairs that are implemented through CIP's managed by the engineering department, street sweeping and storm sewer/catch basin cleaning. Dust control is applied when paid by residents and is performed by the highway division.

GOALS

1. 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.

2. To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for local/neighborhood maintenance activities.

3. To maintain a long term local street improvement program that maximizes funding to extend and enhance the life of the city's local street system.

OBJECTIVES

- Create an inventory of locations of local streets to incorporate in the FY 2015/16 local street repair program.[GOAL1,2,3]

- Complete pavement cut list by October 1st.[GOAL 2]

- Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.[GOAL 3]

- Maintain an active role in regional public transportation initiatives.[GOAL 3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Concrete supplies expense will increase due to an increase in the price of the commodity. Miscellaneous contracted services will increase $17,000 for contracted tree removals. A $25,000 transfer to motor pool is budgeted for a new engineering van. Other expenses will decrease due to capital projects being charged to a new construction cost center as opposed to a transfer to the capital improvement fund from this cost center.

Budget Summary

Expenditures

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	634,280	27,340	0	760,370	0	1,421,990
2012-2013 Actual	410,290	8,210	0	351,410	0	769,910
2013-2014 Actual	504,650	46,720	0	571,510	0	1,122,880
2014-2015 Original Budget	379,710	46,490	0	131,510	0	557,710
2014-2015 Adjusted Budget (Dec)	608,560	46,490	0	4,253,910	0	4,908,960
2014-2015 Six Month Actual	329,770	24,070	0	566,380	0	920,220
2014-2015 Estimated Year End	610,520	45,790	0	2,298,360	0	2,954,670
2015-2016 Dept Request	690,770	51,490	0	253,410	0	995,670
2015-2016 Manager's Budget	690,770	51,490	0	253,410	0	995,670
2015-2016 Adopted Budget						
2016-2017 Projected Budget	715,310	51,490	0	234,500	0	1,001,300
2017-2018 Projected Budget	740,960	51,490	0	240,770	0	1,033,220
2018-2019 Projected Budget	767,740	51,490	0	247,230	0	1,066,460
2019-2020 Projected Budget	795,730	51,490	0	253,890	0	1,101,110

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.

GOALS

1. 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 (dandelion control).[GOAL1]
- Respond to all tree requests for service within one year of request.[GOAL1]
- Explore increasing staff at DPS and recreation

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
[GOAL1]Boulevards Mowed (hours)	628	954	734	950	950	950
[GOAL1]Street Tree work requests	968	1,324	998	1,400	1,400	1,400

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The department requested budget includes 25% of 3 full-time employees allocated to parks, street funds and solid waste which will increase personnel costs. However the city manager's budget includes two new DPS workers allocated to major roads, local roads, and water/sewer departments. 0.75 FTE is recommended to be added to this cost center. Variable motor pool charges will increase slightly based on estimated vehicle usage which includes an additional 0.75 FTE.

Budget Summary

Expenditures

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	243,980	0	0	114,970	0	358,950
2012-2013 Actual	299,650	0	0	173,300	0	472,950
2013-2014 Actual	311,080	0	0	143,790	0	454,870
2014-2015 Original Budget	248,020	0	0	149,790	0	397,810
2014-2015 Adjusted Budget (Dec)	373,720	0	0	205,750	0	579,470
2014-2015 Six Month Actual	193,250	0	0	125,020	0	318,270
2014-2015 Estimated Year End	373,230	0	0	197,750	0	570,980
2015-2016 Dept Request	430,640	0	0	236,150	0	666,790
2015-2016 Manager's Budget	430,640	0	0	236,150	0	666,790
2015-2016 Adopted Budget						
2016-2017 Projected Budget	446,390	0	0	242,630	0	689,020
2017-2018 Projected Budget	462,830	0	0	249,310	0	712,140
2018-2019 Projected Budget	480,010	0	0	256,190	0	736,200
2019-2020 Projected Budget	497,950	0	0	263,280	0	761,230

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 mile local street system.

GOALS

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

2. To continue to introduce de-icing as a cost saving measure.

OBJECTIVES

- To provide prompt and efficient snow removal and de-icing within 24 hours of a major snow event.[GOAL1,2]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel and motor pool costs are budgeted to decrease relative to amended FY2014-15 costs. These budgets were adjusted to 13-14 levels after the road millage passed, however the winter maintenance demand was much lower this past winter.

Budget Summary

Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	19,570	23,210	0	1,540	0	44,320
2012-2013 Actual	90,130	14,070	0	77,200	0	181,400
2013-2014 Actual	186,550	36,410	0	195,370	0	418,330
2014-2015 Original Budget	85,360	82,500	0	56,580	0	224,440
2014-2015 Adjusted Budget (Dec)	188,520	82,500	0	195,370	0	466,390
2014-2015 Six Month Actual	4,020	0	0	1,410	0	5,430
2014-2015 Estimated Year End	105,800	40,000	0	115,000	0	260,800
2015-2016 Dept Request	152,240	72,000	0	94,490	0	318,730
2015-2016 Manager's Budget	152,240	72,000	0	94,490	0	318,730
2015-2016 Adopted Budget						
2016-2017 Projected Budget	157,000	72,000	0	97,320	0	326,320
2017-2018 Projected Budget	161,970	72,000	0	100,240	0	334,210
2018-2019 Projected Budget	167,170	72,000	0	103,250	0	342,420
2019-2020 Projected Budget	172,600	72,000	0	106,350	0	350,950

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.

GOALS

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

OBJECTIVES

- Convert all street markings from paint to thermoplastic within 7 years.[GOAL1]
- Inspect all pavement markings annually.[GOAL2]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

Expenditures

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	135,200	4,400	0	30,130	0	169,730
2012-2013 Actual	136,970	5,580	0	30,810	0	173,360
2013-2014 Actual	173,860	10,110	0	35,480	0	219,450
2014-2015 Original Budget	114,270	10,000	0	20,270	0	144,540
2014-2015 Adjusted Budget (Dec)	202,840	10,000	0	20,270	0	233,110
2014-2015 Six Month Actual	93,470	2,690	0	19,040	0	115,200
2014-2015 Estimated Year End	201,340	10,000	0	30,000	0	241,340
2015-2016 Dept Request	211,600	10,000	0	32,240	0	253,840
2015-2016 Manager's Budget	211,600	10,000	0	32,240	0	253,840
2015-2016 Adopted Budget						
2016-2017 Projected Budget	219,880	10,000	0	33,210	0	263,090
2017-2018 Projected Budget	228,530	10,000	0	34,210	0	272,740
2018-2019 Projected Budget	237,570	10,000	0	35,240	0	282,810
2019-2020 Projected Budget	247,020	10,000	0	36,300	0	293,320

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.

GOALS

1. 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.

- Maintain an active role in regional public transportation initiatives.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to increase minimally based on the State of Michigan distribution formula. The full levy of 2.4915 mills is budgeted to generate approximately $5.4 million. Approximately $2 million is budgeted to be used from fund balance to fund capital road projects. The budget summary does not assume the passage of prop A in May 2015. The forecast assumes the use of bonds to be issued to finance the significant amount of construction that is planned to be performed in the earlier years of the ten year millage.

Budget Summary

Local Street Fund Summary	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	436,530	2,662,790	1,044,280	1,510,072	1,924,334	2,347,420
Revenues and transfers from other funds	6,290,600	6,378,000	9,486,260	8,396,690	8,509,320	7,824,210
Expenditures and transfers to other funds	4,064,340	7,996,510	9,020,468	7,982,428	8,086,235	7,445,382
Net Change in Fund Balance	2,226,260	(1,618,510)	465,792	414,262	423,085	378,828
Ending Fund Balance	2,662,790	1,044,280	1,510,072	1,924,334	2,347,420	2,726,248

Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	906,650	0	13,800	630	366,180	1,287,260
2012-2013 Actual	0	913,780	0	6,420	2,840	403,420	1,326,460
2013-2014 Actual	0	1,100,780	0	2,020	570	444,280	1,547,650
2014-2015 Original Budget	0	932,000	0	1,200	600	350,000	1,283,800
2014-2015 Adjusted Budget (Dec)	5,290,000	932,000	0	1,200	600	0	6,223,800
2014-2015 Six Month Actual	809,620	326,280	0	30	3,830	0	1,139,760
2014-2015 Estimated Year End	5,348,000	932,000	0	6,000	4,600	0	6,290,600
2015-2016 Dept Request	5,413,000	958,000	0	6,000	1,000	0	6,378,000
2015-2016 Manager's Budget	5,413,000	958,000	0	6,000	1,000	0	6,378,000
2015-2016 Adopted Budget							
2016-2017 Projected Budget	5,521,260	958,000	0	6,000	3,001,000	0	9,486,260
2017-2018 Projected Budget	5,631,690	958,000	0	6,000	1,801,000	0	8,396,690
2018-2019 Projected Budget	5,744,320	958,000	0	6,000	1,801,000	0	8,509,320
2019-2020 Projected Budget	5,859,210	958,000	0	6,000	1,001,000	0	7,824,210

Expenditures

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	0	0	0	46,630	0	0	46,630
2012-2013 Actual	0	0	0	31,790	0	0	31,790
2013-2014 Actual	0	0	0	44,240	0	0	44,240
2014-2015 Original Budget	0	0	0	35,850	0	0	35,850
2014-2015 Adjusted Budget (Dec)	0	0	0	35,850	0	0	35,850
2014-2015 Six Month Actual	0	0	0	18,710	10	0	18,720
2014-2015 Estimated Year End	0	0	0	36,150	400	0	36,550
2015-2016 Dept Request	0	0	0	47,950	600	0	48,550
2015-2016 Manager's Budget	0	0	0	47,950	600	0	48,550
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	0	0	48,140	600	0	48,740
2017-2018 Projected Budget	0	0	0	48,330	600	0	48,930
2018-2019 Projected Budget	0	0	0	48,530	600	0	49,130
2019-2020 Projected Budget	0	0	0	48,730	600	0	49,330

The mission of the local street construction cost center is to track and fund local street projects included in the Capital Improvement Plan.

GOALS

1. To maintain a long term local street improvement program that maximizes funding to extend and enhance the life of the city's local street system.

OBJECTIVES

- Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads. GOAL 1

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The following capital projects for this fund for fiscal year 15-16 are as follows:

• Asphalt resurfacing	$1,292,700
• LRP1505 millage concrete street repairs	1,088,860
• LRP1515 millage asphalt resurfacing	2,601,230
• LRP1525 joint sealing	95,600
• Millage work on water main projects	435,550
• Millage work on sewer projects	198,990
FY2015-16 Total:	**$5,712,930**

Budget Summary
Expenditures

203.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Original Budget	0	0	0	0	0	0
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	0
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	0	0	0
2015-2016 Dept Request	372,760	0	5,300,170	40,000	0	5,712,930
2015-2016 Manager's Budget	372,760	0	5,300,170	40,000	0	5,712,930
2015-2016 Adopted Budget						
2016-2017 Projected Budget	372,760	0	6,279,238	40,000	0	6,691,998
2017-2018 Projected Budget	372,760	0	5,168,428	40,000	0	5,581,188
2018-2019 Projected Budget	372,760	0	5,196,455	40,000	0	5,609,215
2019-2020 Projected Budget	372,760	0	4,476,682	40,000	0	4,889,442

The Public Safety Fund collects the public safety millage, authorized by voters in November 2012. The city budgeted to levy 3.975 mills of the 3.975 authorized levy for FY2015-16. This will be the third year of the levy. The millage is approved for five years. Revenues generated by the police, fire and ambulance functions are accounted for in this fund.

The fund contains the police, fire and ambulance cost centers.

.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The public safety millage is budgeted to generate approximately $8.6 million based on the millage rate of 3.9614 mills (the maximum authorized levy reduced by Headlee). Fiscal year 2015-16 will be the fourth year of the five year millage. It is anticipated that a similar (or larger) sized funding source will be required when the millage expires after next year. The forecast assumes only a renewal of the same millage rate. A transfer of $19 million from the general fund to offset the police, fire and ambulance functions' expenditures for FY15-16 is budgeted. Based on the significant increase in transfer from the general fund during the forecasted years, a larger (renewal) millage may be necessary. By the last year of the forecast, the general fund transfers out over $24.5 million to the public safety fund (see general fund forecast to review the growing use of general fund fund balance). Approximately $1.3 million of fund balance will be used to balance police and fire/ambulance expenditures. The transfer from the DDA to this fund is budgeted to increase by $165,000 for policing services in the downtown area.

Budget Summary

PUBLIC SAFETY FUND	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	3,101,830	3,122,070	1,688,840	(148,250)	(245,560)	(248,470)
Revenues and transfers from other funds	28,208,040	29,457,820	29,865,820	32,734,120	34,005,790	35,280,890
Expenditures and transfers to other funds	28,187,800	30,891,050	31,702,910	32,831,430	34,008,700	35,236,890
Net Change in Fund Balance	20,240	(1,433,230)	(1,837,090)	(97,310)	(2,910)	44,000
Ending Fund Balance	3,122,070	1,688,840	(148,250)	(245,560)	(248,470)	(204,470)

Note: FY2017-18 assumes the renewal of the Public Safety Millage

Revenues

207-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	0	0	0
2012-2013 Actual	7,172,420	943,630	1,205,530	2,050	113,430	16,598,710	26,035,770
2013-2014 Actual	7,269,780	0	1,224,790	6,900	151,770	17,794,300	26,447,540
2014-2015 Original Budget	8,407,000	0	1,147,300	12,000	128,220	18,975,000	28,669,520
2014-2015 Adjusted Budget (Dec)	8,407,000	0	1,147,300	12,000	128,220	18,975,000	28,669,520
2014-2015 Six Month Actual	1,290,270	0	545,400	(990)	95,060	9,487,500	11,417,240
2014-2015 Estimated Year End	8,500,000	0	1,166,600	6,000	160,440	18,375,000	28,208,040
2015-2016 Dept Request	8,607,000	0	1,183,000	6,000	121,820	20,040,000	29,957,820
2015-2016 Manager's Budget	8,607,000	0	1,183,000	6,000	121,820	19,540,000	29,457,820
2015-2016 Adopted Budget							
2016-2017 Projected Budget	8,415,000	0	1,183,000	6,000	121,820	20,140,000	29,865,820
2017-2018 Projected Budget	8,583,300	0	1,183,000	6,000	121,820	22,840,000	32,734,120
2018-2019 Projected Budget	8,754,970	0	1,183,000	6,000	121,820	23,940,000	34,005,790
2019-2020 Projected Budget	8,930,070	0	1,183,000	6,000	121,820	25,040,000	35,280,890

The Royal Oak Police Department's mission is to keep the City of Royal Oak a safe community.

ROPD has been reorganized into two divisions, staff services division and patrol operations division. Additionally, a professional standards unit that reports directly to the chief has been created. 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 led 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 a sergeant, detectives, and officers. The officers are assigned to Royal Oak High School, the narcotics enforcement team, and the records section.

As the department adds staff throughout the year, the following units will be filled, crime prevention/special event unit, and the central business district unit.

Royal Oak participates in the following task forces; Narcotic Enforcement Team, DEA, FBI Violent Gang Task Force, and Secret Service Fraud Task Force.

The records section collects, analyses, and reports performance data, processes handgun permits and maintains evidence. The records section reports to the deputy chief of staff services.

Twenty volunteer auxiliary police "officers" assist the department in a variety of ways, including acting as extra "eyes and ears" while patrolling on Thursday, Friday and Saturday evenings, performing home vacation checks, and working special events such as the Woodward Dream Cruise, Arts, Beats and Eats and the Clay and Glass Festival. Additionally, auxiliary officers are available to assist patrol operations on an emergency call-out basis for downed wires, flooding, etc.

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.

GOALS

1. To keep Royal Oak safe.
2. To maintain a visible presence in the community.
3. To provide quality police service in the most efficient and cost effective manner possible.
4. To provide exceptional public safety for major events, such as Dream Cruise and Arts, Beats and Eats.
5. Utilize a data-driven approach to crime prevention and enforcement.

OBJECTIVES

- Maintain staffing levels.[GOAL1]
- Hire a civilian property tech.
- Complete the hiring of part-time police desk assistants on day shift and afternoon shift.
- Develop and mentor new supervisors[GOAL1]
- Continue to monitor the performance of the police personnel and maintain a high level of accountability.[GOAL3]
- Continually review operations and

GOALS

6. To establish or maintain partnerships with community groups to make the most of proactive police efforts.
7. Fully implement organizational changes

OBJECTIVES

procedures to ensure the agency innovative and operating under industry best practices.[GOAL4]

- Develop and implement a DDACTS operational model detail.[GOAL5]
- Work closely with the crime prevention council to revive the neighborhood watch program and work with neighborhood associations.[GOAL6]
- Empower all employees within the police department to maximize participation and input in law enforcement, as well as, cost cutting and efficiency improvements.[GOAL3]
- Continue to work closely with citizen and business groups throughout Royal Oak.[GOAL6]
- Continue to explore consolidation/shared service options with neighboring communities.[GOAL6]
- Explore additional police grant opportunities.[GOAL3]
- Update and communicate Emergency Preparedness Plan

Performance Indicators / Outcome Measures

	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Projected 2015	Projected 2016
[GOAL1]Calls for Service	29,887	37,297	40,744	44,616	45,000	45,000
[GOAL1]CID Cases Assigned	915	613	766	837	840	840
[GOAL1]Warrants Obtained	354	288	310	395	400	400
[GOAL1]Traffic Violations Issued	13,657	13,035	13,983	14,147	16,000	16,000
[GOAL1]Accidents reported-Non Injury	2,111	1,935	2,030	2,075	1,900	1,900
[GOAL1]Accidents- Injury	150	255	241	241	250	250
[GOAL1]Accidents- Fatal	1	1	0	2	1	1
[GOAL1]Part A Crimes	2,963	2,601	2,,305	2,205	2,400	2,400
[GOAL1]Part B Crimes	1,948	1,179	1,271	1,228	1,900	1,900

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

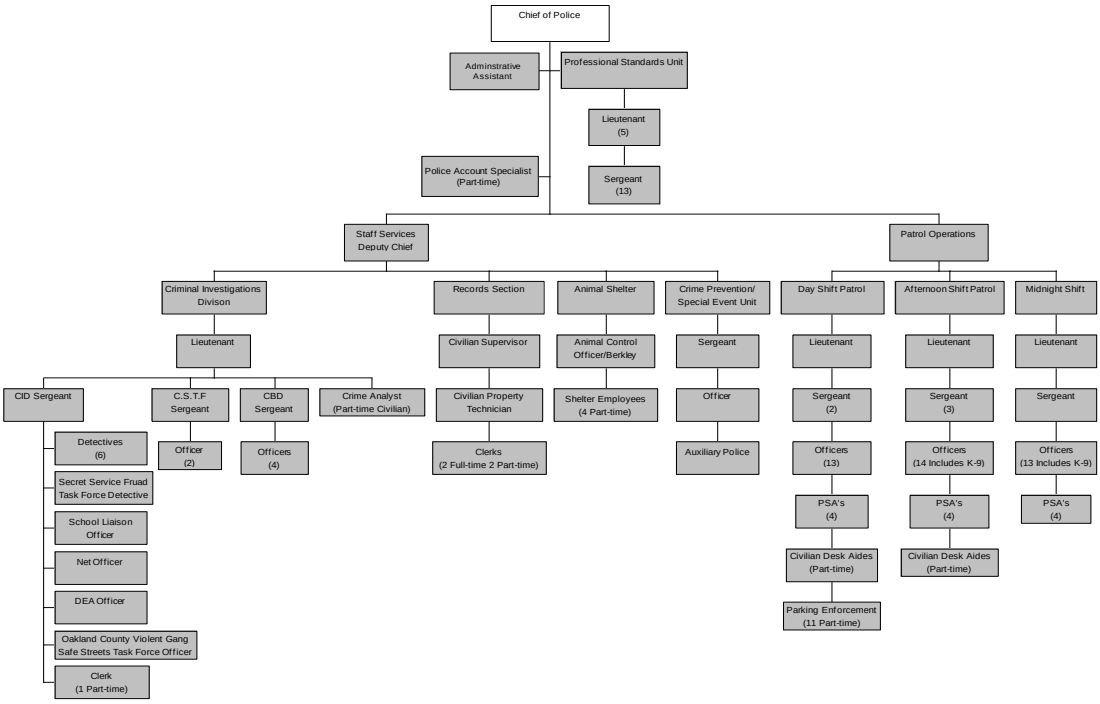
Personnel costs will increase due to step increases for employees who are stepping through their salary range and the addition of a municipal clerk III for the property room which will allow an officer to move to the field. Uniform expense will increase $20,000 and training will increase $15,000 due to all of the hiring of officers. Miscellaneous operating supplies will increase to purchase an HD pole camera. $35,000 is being carried over for FY14-15 for police department improvements. Weapons and ammo will increase due to offering of the rifle purchase program to newer police officer hires. Telephone service will increase due to higher rates from AT&T and communication equipment will increase to purchase three new prep radios. $50,000 is budgeted to purchase a backup generator for the police department.

Budget Summary

Expenditures

207.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	11,566,020	68,250	146,610	1,972,790	0	13,753,670
2013-2014 Actual	12,327,360	60,640	75,670	2,220,230	0	14,683,900
2014-2015 Original Budget	14,927,760	112,400	25,000	2,139,310	0	17,204,470
2014-2015 Adjusted Budget (Dec)	14,927,760	112,400	25,000	2,139,310	0	17,204,470
2014-2015 Six Month Actual	7,026,470	31,880	0	1,106,400	0	8,164,750
2014-2015 Estimated Year End	14,424,190	88,000	0	2,043,420	0	16,555,610
2015-2016 Dept Request	15,897,090	112,400	50,000	2,305,280	0	18,364,770
2015-2016 Manager's Budget	15,897,090	112,400	50,000	2,305,280	0	18,364,770
2015-2016 Adopted Budget						
2016-2017 Projected Budget	16,507,700	112,400	50,000	2,334,020	0	19,004,120
2017-2018 Projected Budget	17,145,050	112,400	50,000	2,363,620	0	19,671,070
2018-2019 Projected Budget	17,810,350	112,400	50,000	2,394,100	0	20,366,850
2019-2020 Projected Budget	18,504,840	112,400	50,000	2,425,500	0	21,092,740

Departmental Organization Chart



Center Position Detail- Home Base

Full & Part-time Employees

Police	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Police Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chief of Police	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
Police Lieutenant	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0
Police Sergeant	12.0	10.0	11.0	11.0	10.0	10.0	13.0	13.0	13.0
Detective	8.0	8.0	8.0	7.0	5.0	5.0	7.0	7.0	7.0
Police Officer	64.0	63.0	57.0	40.0	44.0	48.0	51.0	51.0	51.0
Police Service Aide	11.0	10.0	10.0	9.0	9.0	9.0	12.0	12.0	12.0
Police Records Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Secretary I - Police	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Detective Bureau	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0
Police Records - MC III	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0
Detective Bureau - MC II	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0
Police Records - MC II	1.0	1.0	1.0	0.0	1.0	1.0	1.0	2.0	2.0
Police Records - MC I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	107.0	103.0	98.0	77.0	77.0	81.0	96.0	97.0	98.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			7.0	7.0	n/a	n/a	n/a	n/a
Cost Center Total	107.0	103.0	98.0	84.0	84.0	81.0	96.0	97.0	98.0

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 along with a public safety millage.

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 fire department currently has a CPR program for the public. This function is performed by the firefighters to the public for a nominal fee.

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 to be levied at 0.2770 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.

The fire department has a lockbox program for its residents, which provides easy access into homes in case of fires or medical runs.

GOALS

1. Provide the highest quality fire protection, possibly saving lives and property from the ravages of fire.

OBJECTIVES

- Enhance mutual aid agreements with neighboring communities.[GOAL1]

GOALS

2. Seek a stable revenue stream to protect the delivery of essential public safety services.

3. Utilize technology to maximize the efficiency, effectiveness, and safety of fire operations.

4. Limit fire loss through comprehensive fire safety inspections

5. Promote physical fitness for all personnel especially those who perform fire-fighting activities.

6. Evaluate the level of service the department provides by monitoring response times.

7. Maintain safe working conditions and equipment.

8. Reduce the number and length of time employees are on injury leave.

9. Restore the manning at station #3 to the levels of 2010. This would be accomplished by hiring six firefighters and reducing overtime.

OBJECTIVES

- Continue to seek advanced training with our mutual aid departments to increase fire protection services. GOAL1

- Explore additional fire grant opportunities.GOAL2

- Inform the public through public service announcements, the proper use of the 911 system.GOAL3

- Create software with vital information from fire prevention, building department, engineering and Oakland County to be pushed to computers on fire apparatus.GOAL3

- Increase the number of fire inspections annually. GOAL4

- Reduce the number of on-duty injuries by targeted training sessions including mandatory physical fitness and following strict safety requirements on the emergency scene.GOAL5

- Organize specialized training programs such as firefighter survival, mayday drills, rapid intervention team (RIT), Tech Rescue, and Haz-Mat drills.GOAL5

- Make minimal changes to staffing to maintain response times and city's ISO rating.GOAL6

- Identify and cost out extrication equipment and training necessary for use on hybrid and alternative fuel vehicles.GOAL7

- Have employees, the city and workman's compensation work together to rehabilitate employees in a safe manner to ensure a quick return to work. GOAL8

- Update and communicate Emergency Preparedness Plan.

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY 13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL Structure Fires	55	70	35	75	70	70
GOAL Vehicle Fires	22	20	10	25	25	25
GOAL Other Fires	33	48	24	55	50	50
GOAL Total Fires	110	138	69	155	145	145
GOAL Property Loss in Millions $	.465	1.099	.414	.650	.600	.590
GOAL Loss as a % of Property Value	4.76%	4.83%	8.75%	9.00%	8.75%	8.00%
GOAL Total EMS Incidents	3,890	4,000	2,076	4,055	4,110	4,180
GOAL3 False Alarms including detector activations	275	250	145	288	288	290
GOAL Hazardous Conditions	349	360	152	372	380	380
GOAL Public Service Calls	373	500	240	528	530	530
GOAL Good Intent including Smoke Scares	709	650	315	774	780	780
GOAL Other Alarms	6	60	32	70	70	70
GOAL1 Incidents by Fire Station						
Station #1	2,414	2,600	1,295	2,450	2,480	2,500
Station #2	2,142	2,200	1,086	2,300	2,320	2,320
Station #3	1,157	1,300	649	1,195	1,400	1,400
Total Incidents	5,715	6,100	3,030	5,945	6,200	6,220
ISO Rating	3	3	3	3	3	3
GOAL6 Average Fire Response Time	05:16	05:00	05;16	05:00	05:00	05:00
GOAL4 # of Businesses available to inspect	2,100	2,100	2,100	2,100	2,100	2,100
GOAL4 # of Fire Prevention Inspections annually	413	435	415	450	470	490
GOAL4 # of those Re-Inspected due to violations	330	348	312	350	370	390
GOAL4 % of Businesses requiring Re-Inspection	80	80	80	80	80	80
GOAL4 # of Plan Reviews conducted annually	90	90	90	90	90	90
GOAL4 % of Businesses inspected annually	25	25	25	25	25	25

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The fire chief requested to add six new firefighters and one new inspector position however this request did not promote to the city manager's recommended budget. Motor pool costs will increase due to two (2) replacement ambulances and technical rescue vehicle being purchased. IT rates will decrease due to FY14-15 rates including one-time purchase amounting to $29,600 for ArcGIS software. Training is budgeted to increase to provide blue card training.

The fire department CIP for the station security system and the station alerting system is budgeted to be carried over to FY2015-2016 budget as it did not get completed. $40,000 is budgeted to be transferred to motor pool for a new technical rescue box.

The following capital improvement projects for the fire department for fiscal year 15-16 are as follows:

Station Alerting System replacement for three stations $150,000

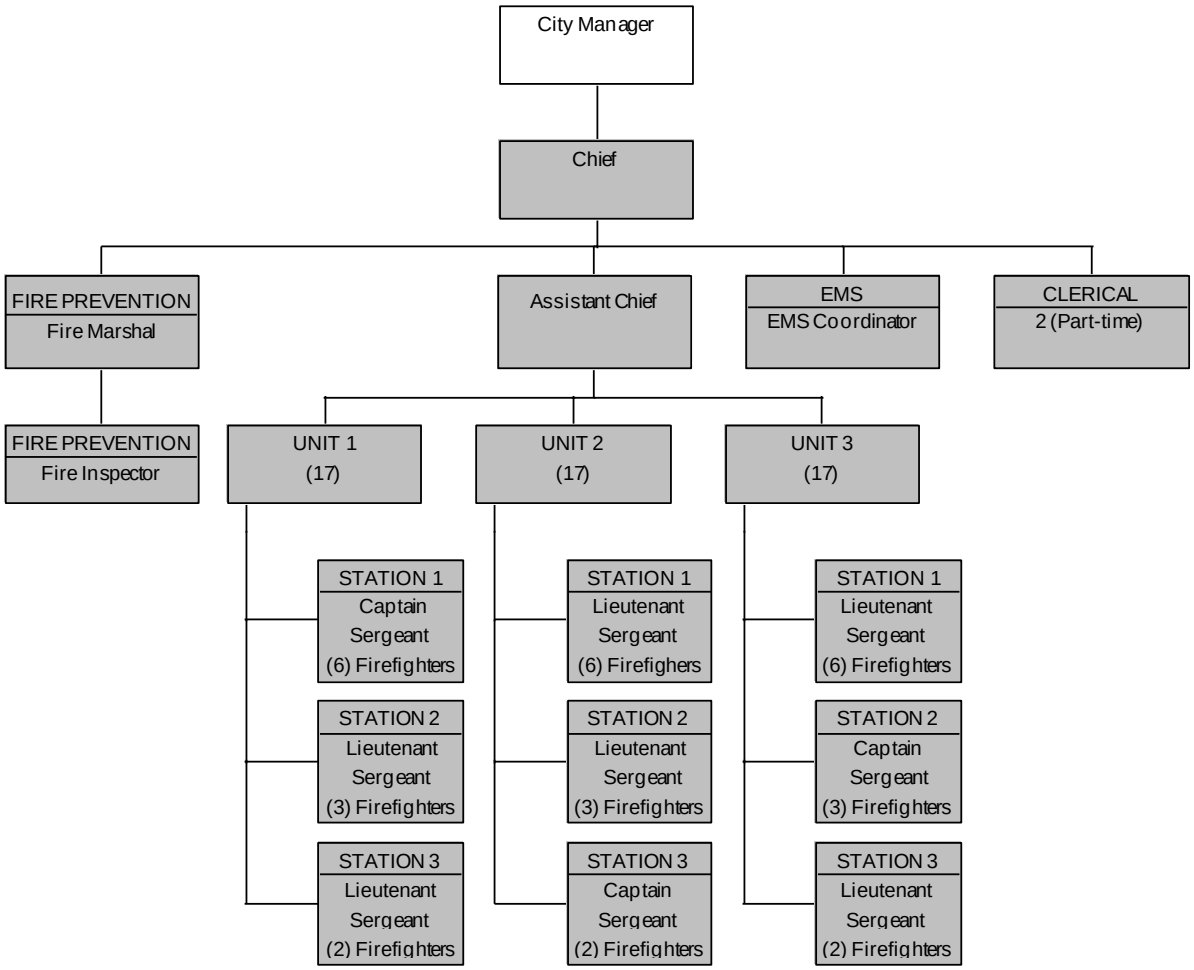
- **FY2015-16 CIP Total:** **$150,000**

Budget Summary

Expenditures

207.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	7,917,640	94,200	0	1,223,440	0	9,235,280
2013-2014 Actual	8,666,820	78,520	101,580	1,286,600	0	10,133,520
2014-2015 Original Budget	9,897,190	99,300	232,000	1,326,610	0	11,555,100
2014-2015 Adjusted Budget (Dec)	9,897,190	99,300	322,000	1,326,610	0	11,645,100
2014-2015 Six Month Actual	4,687,580	38,790	126,370	725,940	0	5,578,680
2014-2015 Estimated Year End	9,173,460	99,300	156,570	1,331,460	0	10,760,790
2015-2016 Dept Request	10,059,020	99,980	150,000	1,394,510	0	11,703,510
2015-2016 Manager's Budget	9,930,360	99,980	150,000	1,394,510	0	11,574,850
2015-2016 Adopted Budget						
2016-2017 Projected Budget	10,324,130	99,980	0	1,376,770	0	11,800,880
2017-2018 Projected Budget	10,735,150	99,980	0	1,399,700	0	12,234,830
2018-2019 Projected Budget	11,164,210	99,980	0	1,423,310	0	12,687,500
2019-2020 Projected Budget	11,612,120	99,980	0	1,447,630	0	13,159,730

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Fire	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshal	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Prevention Inspector Act	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Captain	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Fire Lieutenant	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Fire Sergeant	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Firefighter	39.0	39.0	38.0	24.0	33.0	33.0	33.0	33.0	33.0
Fire Dept - MC III	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	62.0	62.0	61.0	46.0	55.0	55.0	55.0	55.0	55.0
Part-Time Positions (FTEs)									
Part-Time Positions				0.7	1.0	n/a	n/a	n/a	n/a
Cost Center Total	62.0	62.0	61.0	46.7	56.0	55.0	55.0	55.0	55.0

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 fund.

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.

GOALS

1. Maintain good working relationships with area hospitals and neighboring EMS agencies.
2. Provide quality Advanced Life Support (ALS) with proper oversight and compliance with Oakland County Medical Control Authority protocols.
3. Provide a high level of EMS service through technology and a commitment to excellent customer service.
4. Restore the ambulance at station #3 to the levels of 2010.

OBJECTIVES

- Continue to work with area hospitals and our mutual aid departments to provide the most efficient service and care for our patients.[GOAL1]
- Update our protocols to current county standards.[GOAL2]
- Continue to upgrade medical training for EMS personnel by bringing in instructors who specialize in specific areas.[GOAL3]
- Maximize the use of Accumed Web for patient care and billable revenue.[GOAL3]
- This would be accomplished by hiring six firefighters and reducing overtime.[GOAL4]

Performance Indicators / Outcome Measures

	Actual FY 12-13	Actual FY 13-14	Dec 31 2014	Projected FY14-15	Projected FY 15-16	Projected FY 16-17
[GOAL3]Gross Collection Rate	80%	80%	80%	85%	85%	80%
[GOAL1]National Average Collection Rate	55.7%	55.7%	55.7%	55.7%	55.7%	55.7%
[GOAL1]Total EMS Runs	3,890	4,194	1,916	4,250	4,300	4,300
[GOAL1]Average EMS Response Time	05:16	5.03	5.46	05:00	05:00	05:00

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Two power stretchers to help responders with heavy lifting of patients are budgeted for a total of $80,000. Training increased slightly to provide Blue Card training.

Budget Summary

Expenditures

207.344 AMBULANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	453,650	141,790	0	174,040	0	769,480
2013-2014 Actual	448,160	158,430	0	199,050	0	805,640
2014-2015 Original Budget	559,800	180,720	0	79,030	0	819,550
2014-2015 Adjusted Budget (Dec)	559,800	180,720	0	79,030	0	819,550
2014-2015 Six Month Actual	491,170	73,510	0	39,520	0	604,200
2014-2015 Estimated Year End	619,160	173,210	0	79,030	0	871,400
2015-2016 Dept Request	619,540	185,840	80,000	75,050	0	960,430
2015-2016 Manager's Budget	619,540	176,840	80,000	75,050	0	951,430
2015-2016 Adopted Budget						
2016-2017 Projected Budget	643,770	176,840	80,000	77,300	0	977,910
2017-2018 Projected Budget	669,070	176,840	80,000	79,620	0	1,005,530
2018-2019 Projected Budget	695,500	176,840	80,000	82,010	0	1,034,350
2019-2020 Projected Budget	723,110	176,840	80,000	84,470	0	1,064,420

Cost Center Position Detail - Home Base

Full & Part-time Employees

Ambulance Service (Fire)	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Fire ALS Coordinator	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0

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 is budgeting to levy 0.0223 mill for fiscal year 2015-16.

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 are 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 to attract new home buyers. Planners distribute copies to entice prospective developers and business persons.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The millage is budgeted to increase slightly to 0.0223 mill and transfers in from other funds will decrease from $5,000 to $4,000.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	32,750	36,770	37,300	37,650	37,790	37,680
Revenues and transfers from other funds	71,720	68,570	69,540	70,530	71,540	72,570
Expenditures and transfers to other funds	67,700	68,040	69,190	70,390	71,650	72,960
Net Change in Fund Balance	4,020	530	350	140	(110)	(390)
Ending Fund Balance	36,770	37,300	37,650	37,790	37,680	37,290

Revenues

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	49,950	0	0	0	0	21,500	71,450
2012-2013 Actual	46,420	0	0	0	60	20,000	66,480
2013-2014 Actual	46,710	0	0	0	30	25,000	71,740
2014-2015 Original Budget	46,160	0	0	0	70	25,000	71,230
2014-2015 Adjusted Budget (Dec)	46,160	0	0	0	70	25,000	71,230
2014-2015 Six Month Actual	45,060	0	0	0	50	0	45,110
2014-2015 Estimated Year End	46,600	0	0	0	120	25,000	71,720
2015-2016 Dept Request	48,450	0	0	0	120	20,000	68,570
2015-2016 Manager's Budget	48,450	0	0	0	120	20,000	68,570
2015-2016 Adopted Budget							
2016-2017 Projected Budget	49,420	0	0	0	120	20,000	69,540
2017-2018 Projected Budget	50,410	0	0	0	120	20,000	70,530
2018-2019 Projected Budget	51,420	0	0	0	120	20,000	71,540
2019-2020 Projected Budget	52,450	0	0	0	120	20,000	72,570

Expenditures

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	23,370	28,190	0	15,670	0	67,230
2012-2013 Actual	24,050	31,710	0	14,670	0	70,430
2013-2014 Actual	23,820	25,990	0	4,020	0	53,830
2014-2015 Original Budget	27,180	30,000	0	16,250	0	73,430
2014-2015 Adjusted Budget (Dec)	27,180	30,000	0	16,250	0	73,430
2014-2015 Six Month Actual	12,870	18,460	0	(5,690)	0	25,640
2014-2015 Estimated Year End	27,410	30,000	0	10,290	0	67,700
2015-2016 Dept Request	27,750	30,000	0	10,290	0	68,040
2015-2016 Manager's Budget	27,750	30,000	0	10,290	0	68,040
2015-2016 Adopted Budget						
2016-2017 Projected Budget	28,900	30,000	0	10,290	0	69,190
2017-2018 Projected Budget	30,100	30,000	0	10,290	0	70,390
2018-2019 Projected Budget	31,360	30,000	0	10,290	0	71,650
2019-2020 Projected Budget	32,670	30,000	0	10,290	0	72,960

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 2.6026 mills is budgeted. This is lower than the maximum authorized amount of 2.9923 mills which is made up of a voted local millage of 0.9897 and 2.0026 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.

GOALS

1. 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.
2. Provide street sweeping 4 times per year.
3. Increase recycling.

OBJECTIVES

- Complete leaf collection in 6 weeks.[GOAL1]
- Sweep streets in timely manner to support all residents.[GOAL2]
- Increase percentage of recycled material.[GOAL3]
- Increase commercial recycling. [GOAL3]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL2 Tons of Yard Waste Diverted from Landfill	10,926	11,192	8,926	11,000	11,000	11,000
GOAL3 Recycle tons	3,917	4,125	2,936	4,100	4,200	4,200
GOAL1 Hazardous Material Collected – Drop off	4,379	4,411	2,931	4,500	4,600	4,700
GOAL3 Business Participants - Recycling	201	256	286	300	330	330

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Due to the healthy fund balance that has accumulated in the last ten years in this fund from performing better than budget, the millage rate for solid waste is proposed to decrease by 0.4 mill which will reduce tax revenue by nearly $870,000. Use of fund balance of nearly $760,000 will be used to offset expenditures. A reduced millage rate may also be proposed for fiscal year 2016-17 and is reflected in each year of the forecast, again using fund balance to balance expenditures. Use of fund balance is projected each year throughout the forecast and assumes no significant capital outlay. **The local (smaller) solid waste millage will expire after FY2016-17 and a renewal is expected to be necessary and the forecast assumes a renewal.**

Overall personnel costs and motor pool charges will decrease compared to the FY14-15 budget due to a reallocation of staff members to other city functions. The SOCCRA contract is assumed to increase 2% for FY15-16 and throughout each year of the forecast.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	6,604,780	6,342,290	5,579,500	4,662,190	3,579,830	2,321,320
Revenues and transfers from other funds	7,353,500	5,742,000	5,855,060	5,970,380	6,088,010	6,207,990
Expenditures and transfers to other funds	7,615,990	6,504,790	6,772,370	7,052,740	7,346,520	7,654,380
Net Change in Fund Balance	(262,490)	(762,790)	(917,310)	(1,082,360)	(1,258,510)	(1,446,390)
Ending Fund Balance	6,342,290	5,579,500	4,662,190	3,579,830	2,321,320	874,930

Revenues

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	6,314,900	0	7,800	9,410	44,030	0	6,376,140
2012-2013 Actual	6,232,930	0	2,770	21,220	39,190	0	6,296,110
2013-2014 Actual	6,327,640	0	2,070	29,270	44,610	0	6,403,590
2014-2015 Original Budget	6,372,000	0	2,800	22,500	40,000	0	6,437,300
2014-2015 Adjusted Budget (Dec)	6,372,000	0	2,800	22,500	40,000	0	6,437,300
2014-2015 Six Month Actual	6,232,990	0	500	2,020	43,200	0	6,278,710
2014-2015 Estimated Year End	6,465,000	0	2,000	22,500	864,000	0	7,353,500
2015-2016 Dept Request	5,653,000	0	2,000	42,000	45,000	0	5,742,000
2015-2016 Manager's Budget	5,653,000	0	2,000	42,000	45,000	0	5,742,000
2015-2016 Adopted Budget							
2016-2017 Projected Budget	5,766,060	0	2,000	42,000	45,000	0	5,855,060
2017-2018 Projected Budget	5,881,380	0	2,000	42,000	45,000	0	5,970,380
2018-2019 Projected Budget	5,999,010	0	2,000	42,000	45,000	0	6,088,010
2019-2020 Projected Budget	6,118,990	0	2,000	42,000	45,000	0	6,207,990

Expenditures

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	1,093,170	24,510	0	5,169,260	42,690	0	6,329,630
2012-2013 Actual	898,310	34,090	0	5,271,490	15,730	0	6,219,620
2013-2014 Actual	958,760	30,680	0	5,236,290	5,000	0	6,230,730
2014-2015 Original Budget	1,375,180	36,000	0	5,680,740	5,000	0	7,096,920
2014-2015 Adjusted Budget (Dec)	1,375,180	36,000	0	6,545,740	5,000	0	7,961,920
2014-2015 Six Month Actual	655,460	13,210	0	3,741,090	0	0	4,409,760
2014-2015 Estimated Year End	1,381,550	29,000	0	6,200,440	5,000	0	7,615,990
2015-2016 Dept Request	1,166,170	36,000	0	5,353,300	4,000	0	6,559,470
2015-2016 Manager's Budget	1,111,490	36,000	0	5,353,300	4,000	0	6,504,790
2015-2016 Adopted Budget							
2016-2017 Projected Budget	1,150,830	36,000	0	5,581,540	4,000	0	6,772,370
2017-2018 Projected Budget	1,191,930	36,000	0	5,820,810	4,000	0	7,052,740
2018-2019 Projected Budget	1,234,880	36,000	0	6,071,640	4,000	0	7,346,520
2019-2020 Projected Budget	1,279,770	36,000	0	6,334,610	4,000	0	7,654,380

Cost Center Position Detail - Home Base

Full & Part-time Employees

Solid Waste	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Director of Rec & Public Srvc	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dps Supervisor - Highway	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Sign Technician	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator I	0.0	0.0	0.0	3.0	3.0	3.0	3.0	3.0	3.0
Painting Machine Operator	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Truck Driver	0.0	0.0	0.0	5.0	5.0	6.0	6.0	6.0	6.0
Dps/Hwy - MC III	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Equipment Repair-worker	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Solid Waste Employee	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	1.0	1.0	2.0	15.0	13.0	14.0	14.0	14.0	14.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.5	0.5	n/a	n/a	n/a	n/a
Cost Center Total	1.0	1.0	2.0	15.5	13.5	14.0	14.0	14.0	14.0

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 is 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, e-books, audio books in several formats including downloadable ones, computer internet access, music CDs, DVDs, online databases with remote access, online courses, 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 access entertaining and informative books and media in both traditional and electronic formats.

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 numbers of library card holders and the number of lending transactions have all increased significantly. 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 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 0.9564 mills due to Headlee reductions over the years. The full allowable rate is budgeted to be levied for this fiscal year.

GOALS

1. To provide the best possible library service to the Royal Oak community through its lending collections and online access to databases and learning opportunities.

2. To provide a high standard of professional assistance in providing reference, information, and referral services.

OBJECTIVES

- Continue to improve the book and media collections by purchasing new circulating materials.[GOAL1]

- Maximizing scheduling of staff to cover times of high volume circulation in order to minimize lines at the circulation desk and re-shelving time of returned materials.[GOAL1]

- Encourage staff development opportunities and sharing of staff expertise so that all staff members are conversant in the library's many resources and formats. [GOAL2]

GOALS

3. To provide quality programs which encourage all forms of literacy, literature discussions, and self-improvement; spark interest in local history, the environment, and other topics of interest to the community including personal finance, health, and technology topics.

4. To provide highly efficient stewardship of the tax revenue provided so generously by this city.

5. To maximize opportunities to obtain grants and charitable giving.

OBJECTIVES

- Continue to publicize to the community the information and referral services that are available from the library.[GOAL2]

- Seek creative partnerships to sponsor programs.[GOAL3]

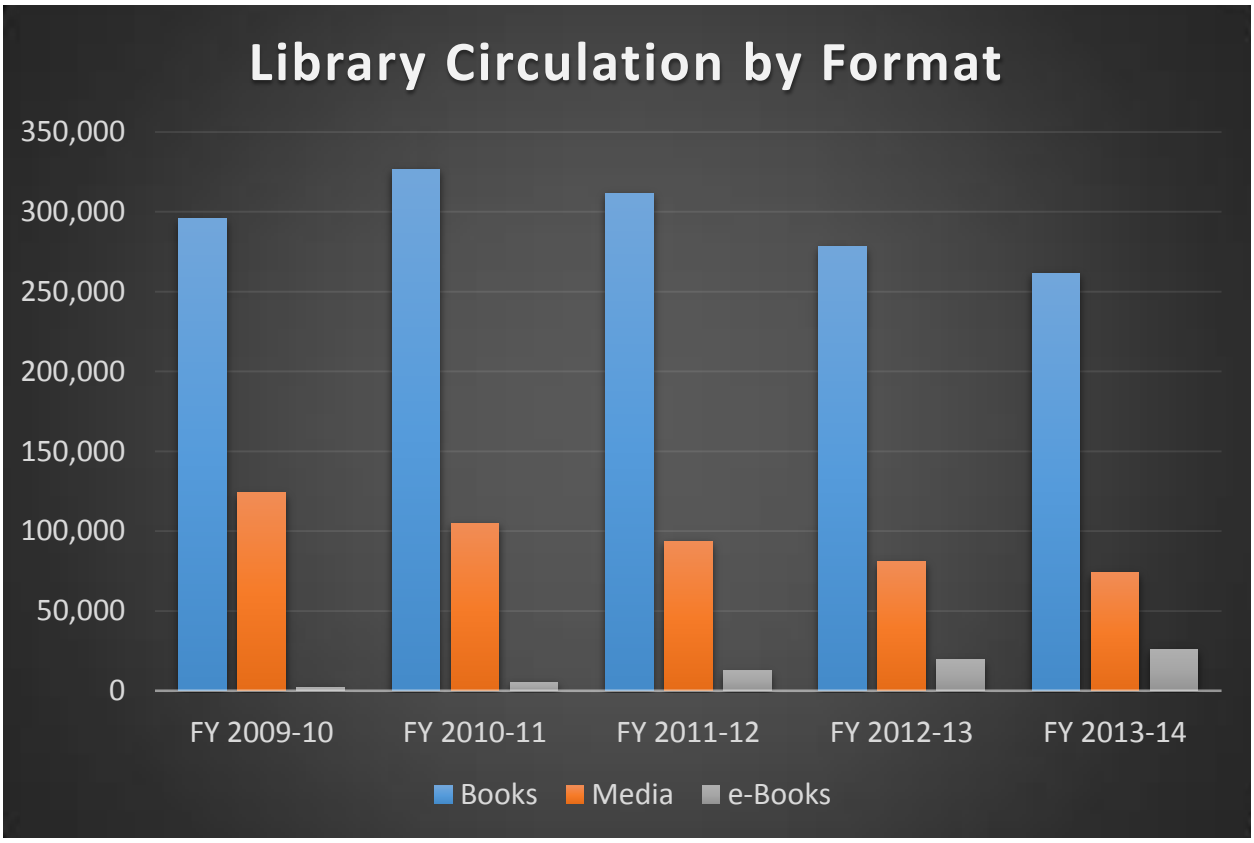
- Continue to work closely with the Friends of the Library who provide funds for the library's programs through their Friend's Book Shop, online sales, and annual book sale..[GOAL3,4]

- Carefully review expenditures.[GOAL4]

- Use cooperative purchasing agreements and volume discounts available through all sources.[GOAL4]

- Help formulate a Library Board Charitable Development Plan.[GOAL5]

- Continue to seek grants and other support for youth and adult programs and materials.[GOAL5]



Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
	32,367	32,822	32,871	35,000	35,000	35,000
GOAL1 Registered Card Holders	519,595	341,951	111,679	400,000	400,000	400,000
GOAL1 Annual Library Visitors	181,474	187,115	183,177	180,000	180,000	180,000
GOAL1 Collection Size	405,101	362,037	185,393	400,000	400,000	400,000
GOAL1 Lending Transactions	39,469	35,005	16,005	40,000	40,000	40,000
GOAL2 Reference Question Responses	521	503	204	510	510	510
GOAL3 Programs Offered	15,441	17,320	5,150	17,000	17,000	17,000
GOAL3 Program Attendance	1,171	1,081	n/a	1,500	1,500	1,500
GOAL3 Summer Youth Reading Enrollment						

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The library millage is budgeted to decrease to 0.9564 due to the Headlee rollback. Books, media, subscriptions, and downloadables are budgeted to increase as demand for both print and e-formats continues to exceed the library's current budget. The library is adding Zinio, a magazine e-format service, at a greatly discounted price through The Library Network Consortium. ROPL received "essential level" in September 2014, and is now working on achieving the "enhanced level" of library services as measured by the Library of Michigan's Quality Services Audit Checklist. Enhanced level requires 11% of the operating expenses to be spent on the library's collection. This year's increases bring ROPL's collection expenditures to 8% of the operating budget. Wages for full-time employees is decreasing, due to the elimination of one full-time clerical position was eliminated by way of attrition and lack of funding, however additional positions are needed. The library renovation was performed in 2005-2006 however the carpets, furnishings, and windows are badly in need of deep cleaning therefore $10,000 is included in the FY15-16 budget. Both the north and east side of the building needs considerable repair of retaining walls, railings, and parking well surfaces however these are not budgeted due to lack of funding. There is a use of fund balance in fiscal year FY15-16 and each year of the forecast.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	983,960	942,370	801,940	642,520	475,560	299,660
Revenues and transfers from other funds	2,277,740	2,294,250	2,322,810	2,364,940	2,407,910	2,451,740
Expenditures and transfers to other funds	2,319,330	2,434,680	2,482,230	2,531,900	2,583,810	2,638,040
Net Change in Fund Balance	(41,590)	(140,430)	(159,420)	(166,960)	(175,900)	(186,300)
Ending Fund Balance	942,370	801,940	642,520	475,560	299,660	113,360

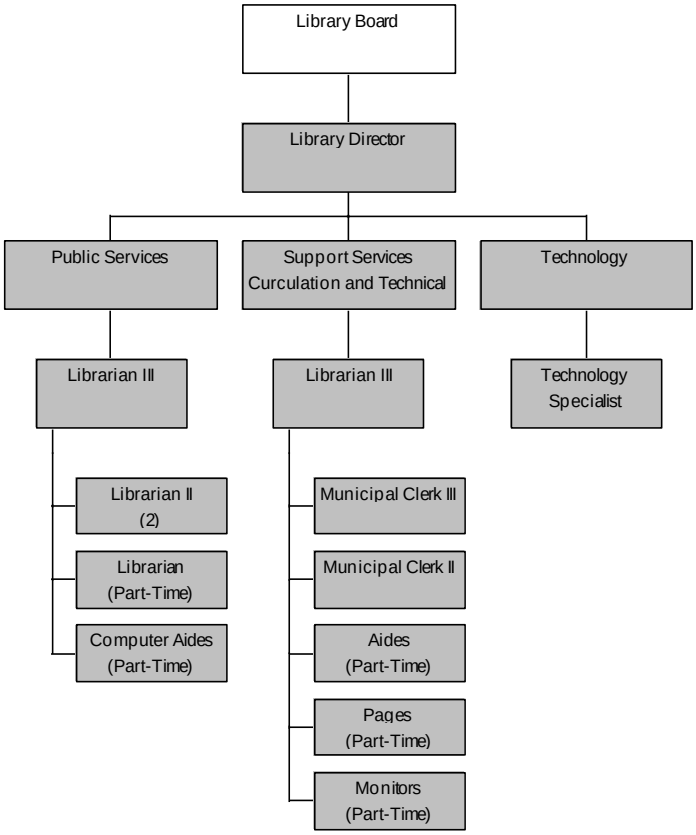
Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	2,011,810	24,120	149,370	10,540	7,340	75,000	2,278,180
2012-2013 Actual	1,985,720	27,100	153,350	7,530	8,060	84,000	2,265,760
2013-2014 Actual	2,015,850	31,010	147,730	9,130	23,070	30,000	2,256,790
2014-2015 Original Budget	2,029,000	27,000	148,450	5,700	6,500	30,000	2,246,650
2014-2015 Adjusted Budget (Dec)	2,029,000	27,000	148,450	5,700	6,500	30,000	2,246,650
2014-2015 Six Month Actual	1,985,710	17,020	122,800	3,340	4,780	0	2,133,650
2014-2015 Estimated Year End	2,055,000	27,000	159,500	13,740	7,500	15,000	2,277,740
2015-2016 Dept Request	2,078,000	27,000	153,750	14,500	6,000	15,000	2,294,250
2015-2016 Manager's Budget	2,078,000	27,000	153,750	14,500	6,000	15,000	2,294,250
2016-2017 Projected Budget	2,106,560	27,000	153,750	14,500	6,000	15,000	2,322,810
2017-2018 Projected Budget	2,148,690	27,000	153,750	14,500	6,000	15,000	2,364,940
2018-2019 Projected Budget	2,191,660	27,000	153,750	14,500	6,000	15,000	2,407,910
2019-2020 Projected Budget	2,235,490	27,000	153,750	14,500	6,000	15,000	2,451,740

Expenditures

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	1,404,770	176,690	0	698,290	0	0	2,279,750
2012-2013 Actual	1,399,390	148,540	31,390	653,850	0	0	2,233,170
2013-2014 Actual	1,344,530	170,830	0	674,870	0	0	2,190,230
2014-2015 Original Budget	1,472,470	179,380	0	706,010	0	0	2,357,860
2014-2015 Adjusted Budget (Dec)	1,472,470	179,380	0	706,010	0	0	2,357,860
2014-2015 Six Month Actual	699,880	96,730	0	269,450	0	0	1,066,060
2014-2015 Estimated Year End	1,432,840	179,300	0	707,190	0	0	2,319,330
2015-2016 Dept Request	1,457,090	253,400	0	724,190	0	0	2,434,680
2015-2016 Manager's Budget	1,457,090	253,400	0	724,190	0	0	2,434,680
2016-2017 Projected Budget	1,503,900	253,400	0	724,930	0	0	2,482,230
2017-2018 Projected Budget	1,552,810	253,400	0	725,690	0	0	2,531,900
2018-2019 Projected Budget	1,603,930	253,400	0	726,480	0	0	2,583,810
2019-2020 Projected Budget	1,657,350	253,400	0	727,290	0	0	2,638,040

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

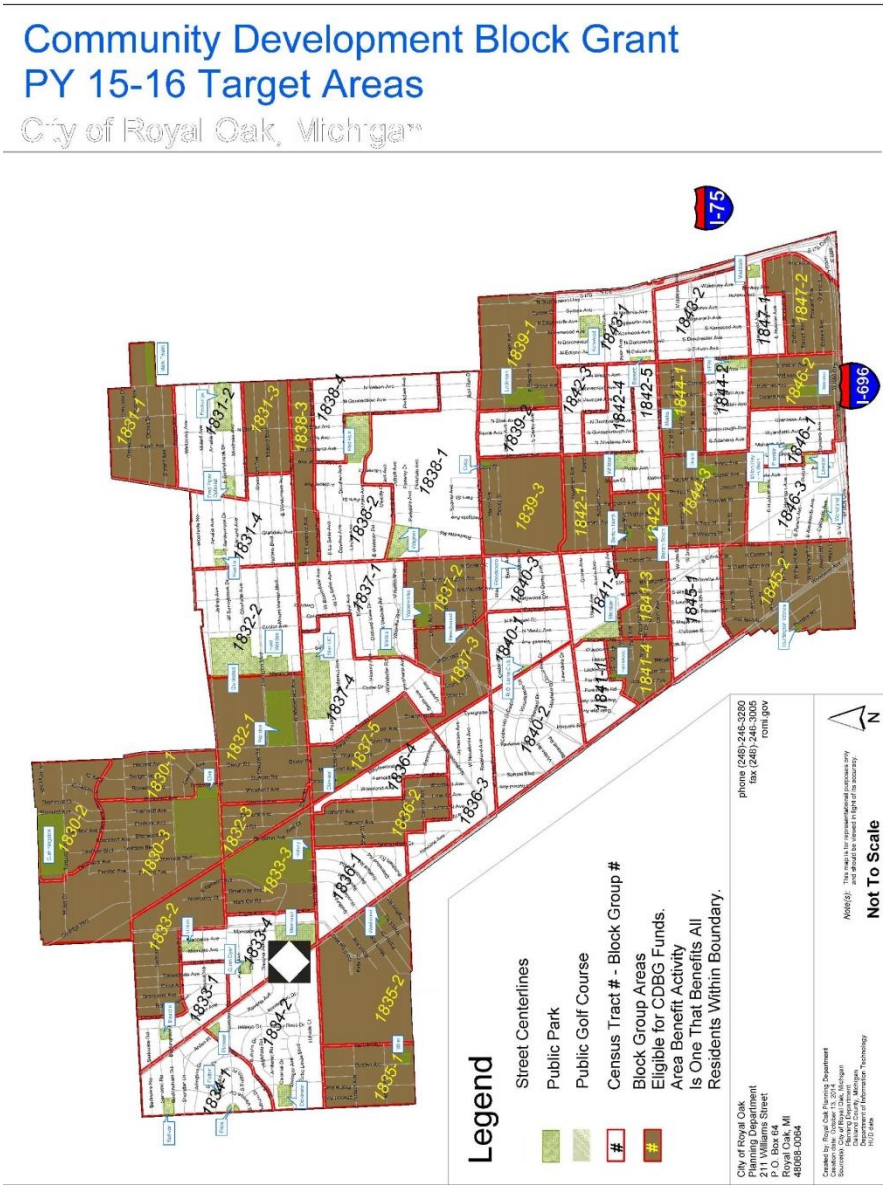
Library	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Library Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Librarian III	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Librarian III Youth Services	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Librarian II	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0
Library Technician Specialist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Library - MC III	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0
Library - MC II	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
Full-time Total	13.0	13.0	12.0	12.0	11.0	10.0	10.0	9.0	8.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			11.0	11.0	n/a	n/a	n/a	n/a
Cost Center Total	13.0	13.0	12.0	23.0	22.0	10.0	10.0	9.0	8.0

The mission of the community development block grant program is to develop viable urban communities by providing the following, principally for persons of low and moderate income: decent housing, a suitable living environment; and expanded economic opportunities.

Funding for CDBG fund operations comes from Federal Housing and Urban Development grants.

The city commission appoints a rehabilitation board of appeals to review community development matters including applications of CDBG funded projects. The board makes recommendations to the city commission. The planning department staff oversees implementation of the grant and compliance with all associated federal requirements.

Historically, the city housing rehabilitation and Senior Center service programs are the recipients of the largest share of the CDBG program's annual grant amount. Large-scale capital projects, such as road improvements and the renovation of historic structures, have also received significant CDBG funds.



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 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.

GOALS

1. Increase the availability of decent, safe, and affordable housing.
2. Reduce the health risks of lead-based paint.
3. 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.[GOAL1]
- Identify lead-based paint hazards in homes to be renovated.[GOAL2]
- Perform abatement or interim controls designed to last up to 20 years to address all identified hazards.[GOAL2]

GOALS

OBJECTIVES

- Increase the amount of installment loans processed to increase monthly repayment income.[GOAL3]
- Identify and limit the number of foreclosed loans.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY11-12	Actual FY12-13	Actual FY13-14	Current FY 14-15	Projected FY14-15	Projected FY15-16
[GOAL3]**Rehabilitation Loans**						
Loan Applications Received	42	49	35	20	35	35
Loan Applicants on Waiting List	78	0	0	0	0	0
Number of Loans Approved	23	32	22	21	22	28
Funds Available for Loans	$626k	$500k	$315k	$440k	$315k	$460
Amount of Loans Approved	$414k	$393	$185k	$341k	$180k	$460
[GOAL2]**Lead-based Paint Hazards**						
Homes with Hazards Identified	16	17	7	3	16	15
Homes with Hazards Addressed	13	4	4	6	10	8
Repairs Made on Eligible Properties	23	17	22	20	21	25

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes written for this fund.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	1,957,570	1,581,630	1,593,200	1,605,350	1,618,090	1,631,480
Expenditures and transfers to other funds	1,957,570	1,581,630	1,593,200	1,605,350	1,618,090	1,631,480
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

Revenues

274.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	-	1,209,120	285,570	-	7,370	-	1,502,060
2012-2013 Actual	-	1,368,870	415,500	-	7,880	-	1,792,250
2013-2014 Actual	-	1,900,140	516,730	-	14,970	-	2,431,840
2014-2015 Original Budget	-	1,097,570	300,000	460,000	-	-	1,857,570
2014-2015 Adjusted Budget (Dec)	-	1,097,570	300,000	460,000	-	-	1,857,570
2014-2015 Six Month Actual	-	208,640	211,940	-	8,180	-	428,760
2014-2015 Estimated Year End	-	1,097,570	391,450	460,000	8,550	-	1,957,570
2015-2016 Dept Request	-	1,081,630	300,000	200,000	-	-	1,581,630
2015-2016 Manager's Budget	-	1,081,630	300,000	200,000	-	-	1,581,630
2015-2016 Adopted Budget							
2016-2017 Projected Budget	-	1,081,630	300,000	200,000	-	11,570	1,593,200
2017-2018 Projected Budget	-	1,081,630	300,000	200,000	-	23,720	1,605,350
2018-2019 Projected Budget	-	1,081,630	300,000	200,000	-	36,460	1,618,090
2019-2020 Projected Budget	-	1,081,630	300,000	200,000	-	49,850	1,631,480

Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	155,460	180	0	431,810	0	587,450
2012-2013 Actual	160,120	90	0	284,730	0	444,940
2013-2014 Actual	144,970	260	0	771,400	0	916,630
2014-2015 Original Budget	162,450	250	0	493,150	0	655,850
2014-2015 Adjusted Budget (Dec)	162,450	250	0	493,150	0	655,850
2014-2015 Six Month Actual	70,490	120	0	180,370	0	250,980
2014-2015 Estimated Year End	167,440	250	0	438,810	0	606,500
2015-2016 Dept Request	171,790	200	0	406,360	0	578,350
2015-2016 Manager's Budget	171,790	200	0	406,360	0	578,350
2015-2016 Adopted Budget						
2016-2017 Projected Budget	178,010	200	0	406,360	0	584,570
2017-2018 Projected Budget	184,510	200	0	406,360	0	591,070
2018-2019 Projected Budget	191,310	200	0	406,360	0	597,870
2019-2020 Projected Budget	198,410	200	0	406,360	0	604,970

274.712 BLOCK GRANT ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	189,680	3,120	0	35,810	0	228,610
2012-2013 Actual	233,580	1,790	0	33,990	0	269,360
2013-2014 Actual	220,620	0	0	33,180	0	253,800
2014-2015 Original Budget	246,750	250	0	33,360	0	280,360
2014-2015 Adjusted Budget (Dec)	246,750	250	0	33,360	0	280,360
2014-2015 Six Month Actual	114,900	0	0	17,130	0	132,030
2014-2015 Estimated Year End	247,440	610	0	32,100	0	280,150
2015-2016 Dept Request	253,460	480	0	22,340	0	276,280
2015-2016 Manager's Budget	253,460	480	0	22,340	0	276,280
2015-2016 Adopted Budget						
2016-2017 Projected Budget	264,040	480	0	22,340	0	286,860
2017-2018 Projected Budget	275,100	480	0	22,340	0	297,920
2018-2019 Projected Budget	286,660	480	0	22,340	0	309,480
2019-2020 Projected Budget	298,740	480	0	22,340	0	321,560

274.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	156,180	8,680	0	25,070	0	189,930
2012-2013 Actual	149,970	7,390	0	28,920	0	186,280
2013-2014 Actual	0	0	0	(40)	0	(40)
2014-2015 Original Budget	0	0	0	30,000	0	30,000
2014-2015 Adjusted Budget (Dec)	0	0	0	30,000	0	30,000
2014-2015 Six Month Actual	2,360	0	0	9,510	0	11,870
2014-2015 Estimated Year End	0	0	0	30,000	0	30,000
2015-2016 Dept Request	0	0	0	33,000	0	33,000
2015-2016 Manager's Budget	0	0	0	33,000	0	33,000
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	33,000	0	33,000
2017-2018 Projected Budget	0	0	0	33,000	0	33,000
2018-2019 Projected Budget	0	0	0	33,000	0	33,000
2019-2020 Projected Budget	0	0	0	33,000	0	33,000

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	94,320	0	0	399,340	2,380	0	496,040
2012-2013 Actual	300,780	0	0	463,270	11,550	0	775,600
2013-2014 Actual	0	0	0	1,261,450	0	0	1,261,450
2014-2015 Original Budget	90,000	0	0	619,360	182,000	0	891,360
2014-2015 Adjusted Budget (Dec)	282,000	0	0	569,360	40,000	0	891,360
2014-2015 Six Month Actual	11,690	0	0	28,500	39,900	0	80,090
2014-2015 Estimated Year End	433,570	0	0	567,450	39,900	0	1,040,920
2015-2016 Dept Request	685,000	0	0	9,000	0	0	694,000
2015-2016 Manager's Budget	685,000	0	0	9,000	0	0	694,000
2015-2016 Adopted Budget							
2016-2017 Projected Budget	484,000	0	0	204,770	0	0	688,770
2017-2018 Projected Budget	45,000	0	0	638,360	0	0	683,360
2018-2019 Projected Budget	0	0	0	677,740	0	0	677,740
2019-2020 Projected Budget	0	0	0	671,950	0	0	671,950

Cost Center Position Detail - Home Base

Full & Part-time Employees

Housing Assistance	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Housing Program Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Housing Rehabilitation Officer	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0
CS III - Housing	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	3.0	3.0	3.0	2.0	1.0	1.0	1.0	1.0	1.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost Center Total	3.0	3.0	3.0	2.0	1.0	1.0	1.0	1.0	1.0

The mission of the inspection division of the building division 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 the act. The city's building division 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 division of community development department consists of two areas: building inspection and code enforcement.

GOALS

1. To inspect all new construction to help ensure a safe environment for city residents, businesses, and visitors.

2. To provide professional services to our customers that will encourage development and growth within the city.

3. To encourage and support diverse investment to maximize property values and facilitate employment opportunities.

4. Provide accurate and thorough plan reviews within 14 days.

5. Provide requested inspections by the next business day.

OBJECTIVES

- Improve customer service with the hiring of a community development liaison to be the single point of contact for permitting processes.[GOAL3]

- Adopt a commercial re-occupancy ordinance to promptly and effectively identify and assist businesses operating in a new space.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1 Percent of Required Code Training Received	100	100	100	100	100	100
GOAL2 Percent of Inspections Performed Within the Next Business Day	90	95	95	93	95	95
GOAL1 Percent of Plans Reviewed for Permit Within 14 Business Days	90	85	85	93	95	95
Permits Issued						
Building	1,961	1,996	1,330	1,950	1,950	2,000
Electrical	1,525	1,684	1,239	1,100	1,100	1,200
Mechanical	1,244	1,314	1,148	900	900	1,000
Plumbing Sewer	1,125	1,385	1,012	900	900	1,000
Construction Value (in 1000's)	$74,822	$82,008	$46,327	$55,000	$55,000	$58,000

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Revenues are budgeted to remain flat relative to FY14-15 *budgeted* revenue however decrease relative to FY14-15 *projected* revenue. The budgeted decrease is based on conservative estimates as this revenue source can be unpredictable.

Personnel costs are budgeted to increase relative to FY14-15 *projected* expenditures due to vacant positions in the FY14-15 *budget* and increased pension and OPEB allocations. Temporary wages will decrease $50,000 as this will be replaced with contracted workers. 50% of a new planner III / community development liaison position is budgeted in this fund as opposed to 100% in the FY14-15 budget. Motor pool charges will decrease due to reduced maintenance costs (using newer vehicles) and charged for one less vehicle. The $100,000 in capital to fund a portion of the city hall renovation is being carried over to FY15-16.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	3,107,980	1,551,690	1,497,540	1,383,920	1,308,240	1,167,810
Revenues and transfers from other funds	2,582,450	1,850,000	1,850,000	1,850,000	1,850,000	1,850,000
Expenditures and transfers to other funds	1,538,740	1,904,150	1,963,620	1,925,680	1,990,430	2,058,000
Net Change in Fund Balance	1,043,710	(54,150)	(113,620)	(75,680)	(140,430)	(208,000)
Ending Fund Balance	1,551,690	1,497,540	1,383,920	1,308,240	1,167,810	959,810

***Important note: In the above table, ending fund balance equals unassigned fund balance. Ending fund balance excludes the assignment of fund balance in the amount of $2,600,000.**

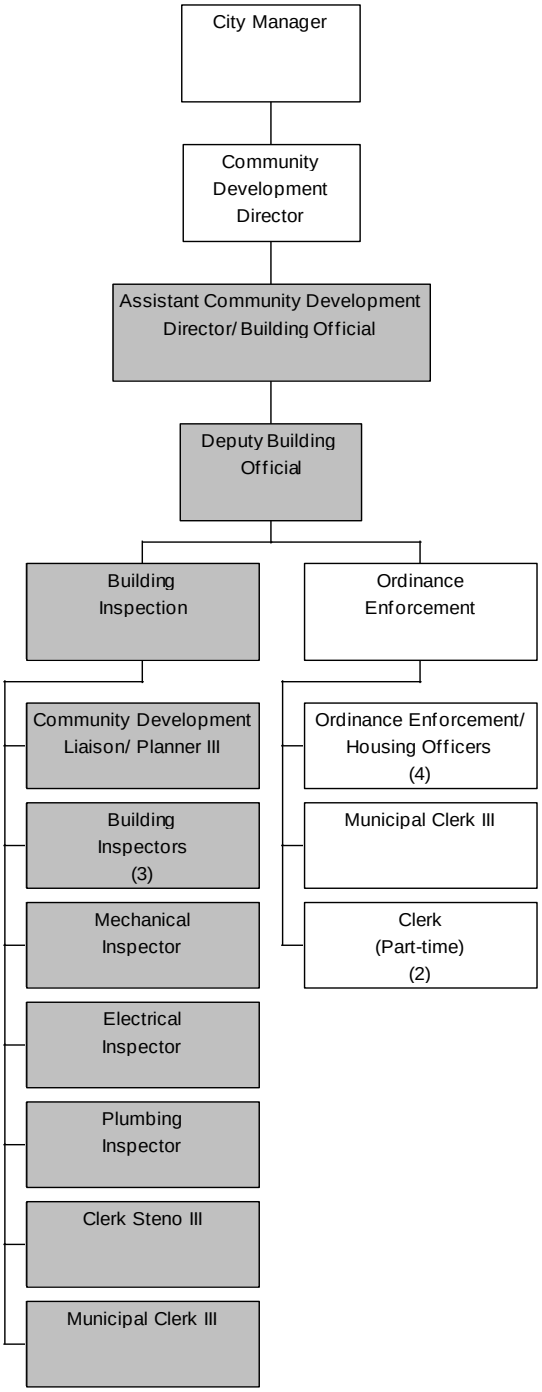
Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	1,426,310	0	4,440	41,290	1,472,040
2012-2013 Actual	0	0	2,066,250	0	2,520	41,330	2,110,100
2013-2014 Actual	0	0	2,574,980	0	2,980	50,620	2,628,580
2014-2015 Original Budget	0	0	1,601,000	0	91,000	40,000	1,732,000
2014-2015 Adjusted Budget (Dec)	0	0	1,601,000	0	91,000	40,000	1,732,000
2014-2015 Six Month Actual	0	0	1,751,090	0	3,600	49,570	1,804,260
2014-2015 Estimated Year End	0	0	2,505,450	0	12,000	65,000	2,582,450
2015-2016 Dept Request	0	0	1,794,000	0	16,000	40,000	1,850,000
2015-2016 Manager's Budget	0	0	1,794,000	0	16,000	40,000	1,850,000
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	0	1,794,000	0	16,000	40,000	1,850,000
2017-2018 Projected Budget	0	0	1,794,000	0	16,000	40,000	1,850,000
2018-2019 Projected Budget	0	0	1,794,000	0	16,000	40,000	1,850,000
2019-2020 Projected Budget	0	0	1,794,000	0	16,000	40,000	1,850,000

Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	652,030	1,240	0	308,740	156,550	0	1,118,560
2012-2013 Actual	680,220	3,040	0	271,800	436,000	0	1,391,060
2013-2014 Actual	790,110	15,200	0	327,020	55,400	0	1,187,730
2014-2015 Original Budget	1,450,710	9,100	107,350	300,460	5,000	0	1,872,620
2014-2015 Adjusted Budget (Dec)	1,450,710	9,100	107,350	300,460	5,000	0	1,872,620
2014-2015 Six Month Actual	557,030	2,040	0	168,260	0	0	727,330
2014-2015 Estimated Year End	1,190,580	6,100	0	337,060	5,000	0	1,538,740
2015-2016 Dept Request	1,429,810	9,100	100,000	361,240	4,000	0	1,904,150
2015-2016 Manager's Budget	1,429,810	9,100	100,000	361,240	4,000	0	1,904,150
2015-2016 Adopted Budget							
2016-2017 Projected Budget	1,486,310	9,100	100,000	364,210	4,000	0	1,963,620
2017-2018 Projected Budget	1,545,310	9,100	0	367,270	4,000	0	1,925,680
2018-2019 Projected Budget	1,606,910	9,100	0	370,420	4,000	0	1,990,430
2019-2020 Projected Budget	1,671,230	9,100	0	373,670	4,000	0	2,058,000

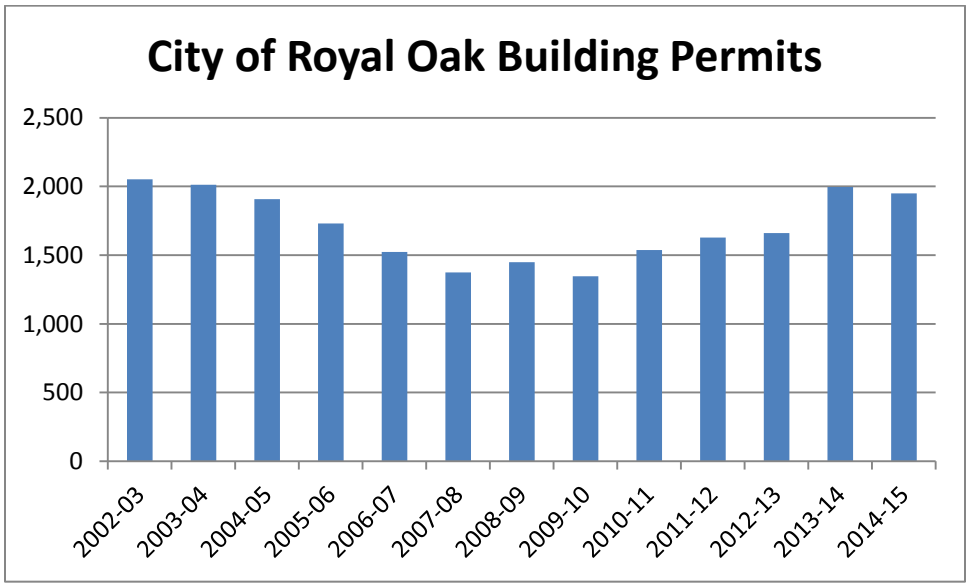
Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Building	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Assistant C.D. Director / Building Official	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Building Official	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Community Development Liaison / Planner III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.5
CS III Inspection	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Inspection - MC III	0.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Building Inspectors	4.0	4.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
Electrical Inspector	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0
Housing Inspector	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mechanical Inspector	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0
Plumbing Inspector	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0
Full-Time Total	11.0	11.0	8.0	5.0	5.0	5.0	6.0	11.0	10.5
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	n/a	1.1	0.6	n/a	n/a	n/a	n/a
Cost Center Total	11.0	11.0	8.0	6.1	5.6	5.0	6.0	11.0	10.5



Fiscal Year	Number	Value ($000)
2002-03	2,053	$50,060
2003-04	2,012	$54,410
2004-05	1,907	$83,172
2005-06	1,730	$106,404
2006-07	1,522	$109,009
2007-08	1,375	$53,464
2008-09	1,448	$48,516
2009-10	1,346	$35,490
2010-11	1,537	$38,273
2011-12	1,629	$36,187
2012-13	1,661	$74,822
2013-14	1,996	$82,008
2014-15	1,950	$55,000

The Roots (Royal Oak Opportunity to Serve) Foundation is a committee established by the city charter. Its purpose is to promote charitable contributions through the city for disbursement to various organizations or projects whose work constitutes a public purpose within the city. This fund records the receipt and disbursements of the monies/property.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	488,620	517,270	409,850	402,430	395,010	387,590
Revenues and transfers from other funds	128,810	86,500	86,500	86,500	86,500	86,500
Expenditures and transfers to other funds	100,160	193,920	93,920	93,920	93,920	93,920
Net Change in Fund Balance	28,650	(107,420)	(7,420)	(7,420)	(7,420)	(7,420)
Ending Fund Balance	517,270	409,850	402,430	395,010	387,590	380,170

Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	131,560	0	0	131,560
2012-2013 Actual	0	0	0	224,910	0	0	224,910
2013-2014 Actual	0	0	0	205,410	0	0	205,410
2014-2015 Original Budget	0	0	0	73,090	0	0	73,090
2014-2015 Adjusted Budget (Dec)	0	0	0	83,090	0	0	83,090
2014-2015 Six Month Actual	0	0	0	100,580	0	0	100,580
2014-2015 Estimated Year End	0	0	0	128,810	0	0	128,810
2015-2016 Dept Request	0	0	0	86,500	0	0	86,500
2015-2016 Manager's Budget	0	0	0	86,500	0	0	86,500
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	0	0	86,500	0	0	86,500
2017-2018 Projected Budget	0	0	0	86,500	0	0	86,500
2018-2019 Projected Budget	0	0	0	86,500	0	0	86,500
2019-2020 Projected Budget	0	0	0	86,500	0	0	86,500

Expenditures

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	0	82,240	1,010	9,920	18,760	0	111,930
2012-2013 Actual	0	85,240	0	8,290	27,250	0	120,780
2013-2014 Actual	0	38,190	1,000	14,600	149,890	0	203,680
2014-2015 Original Budget	0	30,000	0	15,980	62,000	0	107,980
2014-2015 Adjusted Budget (Dec)	0	30,000	0	15,980	72,000	0	117,980
2014-2015 Six Month Actual	0	3,090	800	6,410	18,760	0	29,060
2014-2015 Estimated Year End	0	18,240	800	15,940	65,180	0	100,160
2015-2016 Dept Request	0	120,040	0	13,880	60,000	0	193,920
2015-2016 Manager's Budget	0	120,040	0	13,880	60,000	0	193,920
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	20,040	0	13,880	60,000	0	93,920
2017-2018 Projected Budget	0	20,040	0	13,880	60,000	0	93,920
2018-2019 Projected Budget	0	20,040	0	13,880	60,000	0	93,920
2019-2020 Projected Budget	0	20,040	0	13,880	60,000	0	93,920

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 62 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, gender, 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 were covered by federal reimbursement and recorded in the Block Grant Fund (274.759). Former CDBG budgets covered wages for 1 full-time and various 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. CDBG funds were used for the replacement of front building windows at the Mahany/Meininger Senior Community Center.

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 $140,000 since FY 2005-06.

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.
At this time, due to eligibility concerns, CDBG will not be supporting any senior center costs.

The Mahany/Meininger Senior Center has a senior's 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 62 years of age and over. Pickle ball while easy for beginners can also develop an intense competition for high-level players; is played one evening and two days a week. Bounce volleyball numbers are increasing daily. Walking on a daily basis is very popular. This fund pays the recreation fund for the rental of the Salter Center.

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.

At the M & M center, new programs include: Kuratomi stretching, gentle yoga, chair yoga, career workshops, retirement planning, genealogy classes, golf talk and laptop computer classes.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 11,012 tasty and nutritious meals were served from July 2012 – June 2013. 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.

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 $35,000 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 62 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 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 Health Systems 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. 61 seniors received assistance in plan eligibility, benefit comparisons, low income assistance and enrollment assistance. This program runs from November 15th to December 31st annually, by appointment only.

18 volunteers assisted 451 seniors with free tax help and free e-filing. Royal Oak's Volunteer Program was awarded the 904th Point of Light by former President George Bush in 1992.

Non-senior volunteers assist staff with programming. Sources include care management professionals provide mentally impaired adults with job coach, Urban League of Detroit, Royal Oak High School and Middle School Students (who are not required to volunteer in any way). This cost center budgets the cost of an annual volunteer recognition program.

Partnering with local businesses, such as COSTCO, generates revenue from a fixed percentage of food purchases from Monday bake sales and monthly fundraisers.

Transportation (296.688) – The senior transportation program continues to provide high quality van service for 12,611 one-way trips to doctor appointments, grocery shopping, and programs at the Senior Center. This service promotes independence for residents aged 62 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 (8 drivers, 2 dispatchers), maintenance and insurance for vans. This budget is funded by Beaumont Health systems, SMART municipal and community credit funds, and rider donations. The center received two 2012 Champion 23' buses with lift/wheelchair equipped replacement vehicles and is looking to replace another vehicle in 2015-16.

The ROOTS fund (295.759 cost center) records ad hoc grant receipts and related expenditures.

GOALS

1. Investigate opportunities to partner with other senior centers to increase opportunities.
2. Continue partnering with the private sector.
3. Investigate innovative ways to fund and reduce the cost of programs.
4. Continue meeting the transportation needs of the senior citizen's.
5. Conduct a community lifelong aging friendly community assessment.

OBJECTIVES

- Institute a senior citizen liaison officer.[GOAL1]
- Explore what South Oakland Centers are providing in programs and travel.[GOAL2]
- Explore sponsorships of programs and activities.[GOAL3]
- Complete "Age In Place" initial program assessment.[GOAL3]
- Explore other rental opportunities.[GOAL3]
- Explore other private sector transportation options.[GOAL4]
- To assess and compile information of ten categories.[GOAL5]

Performance Indicators / Outcome Measures

	Actual 2012	Actual 2013	Actual 2014	Projected 2015	Projected 2016	Projected 2017
[GOAL1]**Supportive Services**						
Congregate Meals Served	11,278	11,012	11,601	11,300	11,300	11,300
Homebound Meals Served *	12,774	2,417	0	0	0	0
Information & Referral	58,900	81,000	75,600	58,900	58,900	58,900
ROSES Jobs	3,839	2,090	2,394	3,900	3,900	3,900
Senior Bus Rides	14,101	12,611	12,988	14,200	14,200	14,200
Frail Elderly Escort	0	0	0	10	10	10
Outreach Assessments	4	20	43	20	20	20
[GOAL3]**Mahany/Meininger Center Programs**						
Programs Offered	93	87	80	95	95	95
Sessions Held	3,093	3,005	2,856	3,100	3,100	3,100
Participants	79,243	70,188	63,359	79,500	79,500	79,500
[GOAL3]**Salter Community Center Programs**						
Programs Offered	15	11	11	15	15	15
Sessions Held	1,143	1,209	1,060	1,143	1,143	1,143
Participants	16,499	17,599	14,727	16,500	16,500	16,500
[GOAL3]**Combined Senior Programs**						
Programs Offered	108	98	91	110	110	110
Sessions Held	4,236	4,214	3,916	4,243	4,243	4,243
Participants	95,742	87,787	78,086	96,000	96,000	96,000

Note: Senior Center performance indicators are on a calendar year as opposed to fiscal year.
*Please note that as of September 30, 2012 Oakland County Mobile Meals disbanded homebound meals. Emerald Foods now provides all volunteers and deliveries through the Troy Community Center.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The 'age in place' initial program assessment was started in FY14-15 and will be completed in FY15-16. A transfer of $350,000 from the general fund is budgeted to help fund the operating deficit this fund is running. Total expenditures are decreasing mostly due to one-time window purchase in FY14-15 however the forecast demonstrates a continued use of fund balance to fund operating expenditures. Fortunately, fund balance is currently at a healthy level however the forecast demonstrates continued use of fund balance each year. The following capital improvement projects for the senior citizen services for next year are as follows:

- Senior Van (subsidized) $4,000

FY2015-16 Total: $4,000

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	617,940	553,880	519,470	433,730	384,390	327,180
Revenues and transfers from other funds	767,440	767,640	767,640	767,640	767,640	767,640
Expenditures and transfers to other funds	831,500	802,050	853,380	816,980	824,850	833,010
Net Change in Fund Balance	(64,060)	(34,410)	(85,740)	(49,340)	(57,210)	(65,370)
Ending Fund Balance	553,880	519,470	433,730	384,390	327,180	261,810

Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	118,830	231,100	3,460	30,000	0	383,390
2012-2013 Actual	0	126,660	249,500	7,540	30,000	250,000	663,700
2013-2014 Actual	0	170,910	257,740	3,930	30,000	250,000	712,580
2014-2015 Original Budget	0	142,650	232,700	4,500	30,000	350,000	759,850
2014-2015 Adjusted Budget (Dec)	0	142,650	232,700	4,500	30,000	350,000	759,850
2014-2015 Six Month Actual	0	79,020	124,300	1,300	30,000	175,000	409,620
2014-2015 Estimated Year End	0	153,240	229,700	4,500	30,000	350,000	767,440
2015-2016 Dept Request	0	153,240	229,700	4,700	30,000	350,000	767,640
2015-2016 Manager's Budget	0	153,240	229,700	4,700	30,000	350,000	767,640
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	153,240	229,700	4,700	30,000	350,000	767,640
2017-2018 Projected Budget	0	153,240	229,700	4,700	30,000	350,000	767,640
2018-2019 Projected Budget	0	153,240	229,700	4,700	30,000	350,000	767,640
2019-2020 Projected Budget	0	153,240	229,700	4,700	30,000	350,000	767,640

Expenditures

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	14,940	0	0	0	0	14,940
2012-2013 Actual	17,990	0	0	0	0	17,990
2013-2014 Actual	10,590	0	0	0	0	10,590
2014-2015 Original Budget	14,380	0	0	0	0	14,380
2014-2015 Adjusted Budget (Dec)	14,380	0	0	0	0	14,380
2014-2015 Six Month Actual	3,860	0	0	0	0	3,860
2014-2015 Estimated Year End	10,180	0	0	0	0	10,180
2015-2016 Dept Request	14,630	0	0	0	0	14,630
2015-2016 Manager's Budget	14,630	0	0	0	0	14,630
2015-2016 Adopted Budget						
2016-2017 Projected Budget	14,630	0	0	0	0	14,630
2017-2018 Projected Budget	14,630	0	0	0	0	14,630
2018-2019 Projected Budget	14,630	0	0	0	0	14,630
2019-2020 Projected Budget	14,630	0	0	0	0	14,630

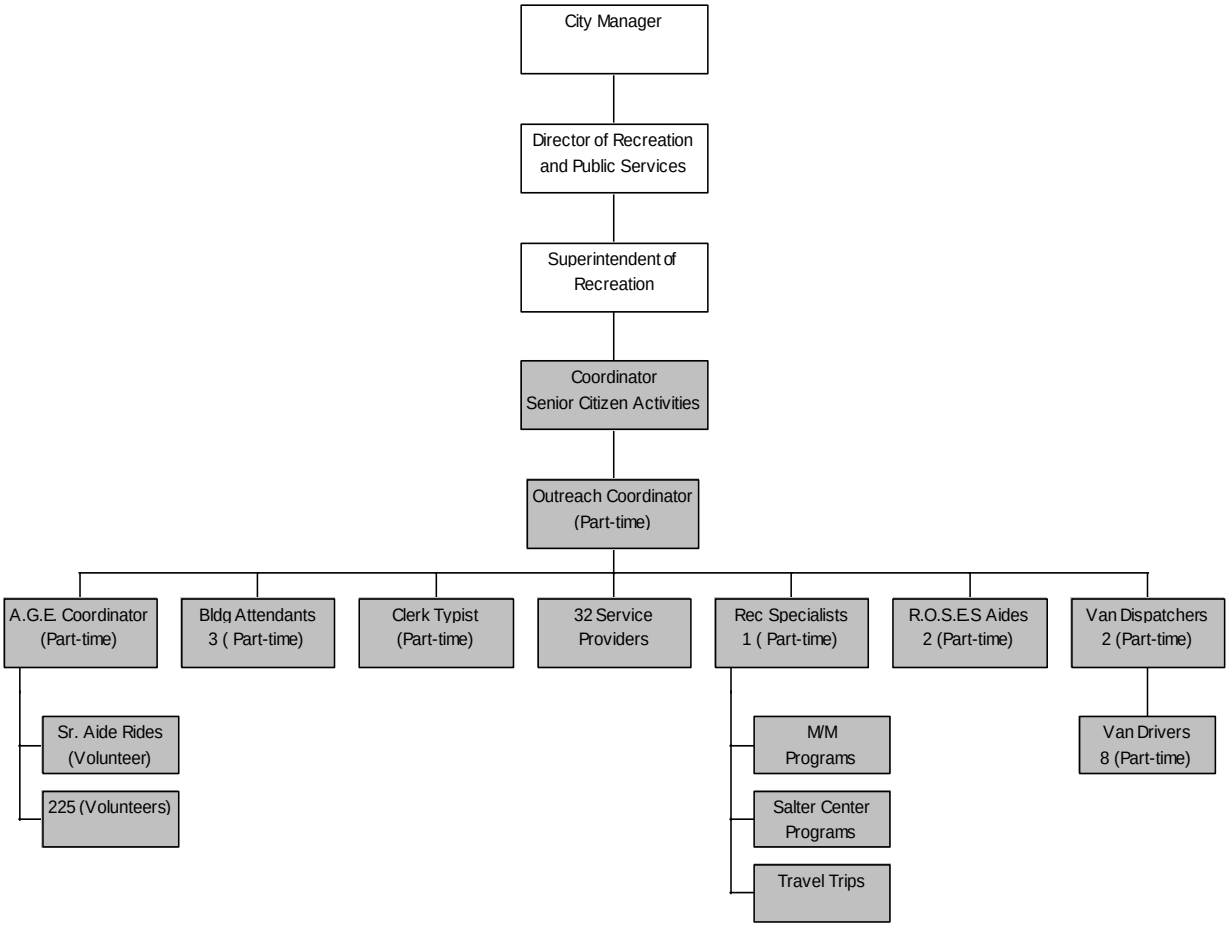
296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	15,060	480	0	190	0	15,730
2012-2013 Actual	13,200	680	0	350	0	14,230
2013-2014 Actual	8,260	610	0	200	0	9,070
2014-2015 Original Budget	14,620	1,000	0	100	0	15,720
2014-2015 Adjusted Budget (Dec)	14,620	1,000	0	100	0	15,720
2014-2015 Six Month Actual	5,510	0	0	350	0	5,860
2014-2015 Estimated Year End	14,640	1,000	0	500	0	16,140
2015-2016 Dept Request	14,860	1,000	0	500	0	16,360
2015-2016 Manager's Budget	14,860	1,000	0	500	0	16,360
2015-2016 Adopted Budget						
2016-2017 Projected Budget	14,860	1,000	0	500	0	16,360
2017-2018 Projected Budget	14,860	1,000	0	500	0	16,360
2018-2019 Projected Budget	14,860	1,000	0	500	0	16,360
2019-2020 Projected Budget	14,860	1,000	0	500	0	16,360

296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	146,820	580	0	69,210	0	216,610
2012-2013 Actual	146,480	600	0	80,420	0	227,500
2013-2014 Actual	162,970	420	0	79,320	0	242,710
2014-2015 Original Budget	162,790	0	4,000	79,660	0	246,450
2014-2015 Adjusted Budget (Dec)	162,790	0	4,000	79,660	0	246,450
2014-2015 Six Month Actual	74,890	80	0	29,140	0	104,110
2014-2015 Estimated Year End	160,160	80	0	66,660	0	226,900
2015-2016 Dept Request	158,610	200	4,000	50,840	0	213,650
2015-2016 Manager's Budget	158,610	200	4,000	50,840	0	213,650
2015-2016 Adopted Budget						
2016-2017 Projected Budget	159,680	200	4,000	52,190	0	216,070
2017-2018 Projected Budget	160,800	200	4,000	53,580	0	218,580
2018-2019 Projected Budget	161,970	200	4,000	55,010	0	221,180
2019-2020 Projected Budget	163,190	200	4,000	56,480	0	223,870

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	880	0	76,120	0	77,000
2012-2013 Actual	0	3,800	0	72,970	0	76,770
2013-2014 Actual	0	1,410	0	80,560	0	81,970
2014-2015 Original Budget	0	4,740	8,000	85,850	0	98,590
2014-2015 Adjusted Budget (Dec)	0	4,740	8,000	87,650	0	100,390
2014-2015 Six Month Actual	0	1,640	0	31,480	0	33,120
2014-2015 Estimated Year End	0	4,500	8,000	85,060	0	97,560
2015-2016 Dept Request	0	4,500	0	90,850	0	95,350
2015-2016 Manager's Budget	0	4,500	0	90,850	0	95,350
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	4,500	44,000	90,850	0	139,350
2017-2018 Projected Budget	0	4,500	0	90,850	0	95,350
2018-2019 Projected Budget	0	4,500	0	90,850	0	95,350
2019-2020 Projected Budget	0	4,500	0	90,850	0	95,350

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	7,830	1,950	0	185,430	0	195,210
2012-2013 Actual	8,590	5,280	0	234,340	0	248,210
2013-2014 Actual	158,080	7,790	0	275,570	0	441,440
2014-2015 Original Budget	179,710	13,170	0	249,950	0	442,830
2014-2015 Adjusted Budget (Dec)	179,710	13,170	0	284,350	0	477,230
2014-2015 Six Month Actual	90,800	1,100	0	167,350	0	259,250
2014-2015 Estimated Year End	190,570	7,040	0	283,110	0	480,720
2015-2016 Dept Request	193,430	7,000	0	261,630	0	462,060
2015-2016 Manager's Budget	193,430	7,000	0	261,630	0	462,060
2015-2016 Adopted Budget						
2016-2017 Projected Budget	196,630	7,000	0	263,340	0	466,970
2017-2018 Projected Budget	199,950	7,000	0	265,110	0	472,060
2018-2019 Projected Budget	203,400	7,000	0	266,930	0	477,330
2019-2020 Projected Budget	207,000	7,000	0	268,800	0	482,800

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Senior Center	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Coordinator of Sr Citzn Actvty	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sr Citizen Program Technician	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0
Part-Time Positions (FTEs)									
Part-Time Positions				3.8	3.8	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	5.8	4.8	1.0	1.0	1.0	1.0

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Use of fund balance is projected for FY14-15 and budgeted for FY2015-16 as well as the balance of the forecast, which is not sustainable as demonstrated in the budget summary forecast.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	97,170	80,800	46,660	12,520	(21,620)	(55,760)
Revenues and transfers from other funds	85,530	72,400	72,400	72,400	72,400	72,400
Expenditures and transfers to other funds	101,900	106,540	106,540	106,540	106,540	106,540
Net Change in Fund Balance	(16,370)	(34,140)	(34,140)	(34,140)	(34,140)	(34,140)
Ending Fund Balance	80,800	46,660	12,520	(21,620)	(55,760)	(89,900)

Revenues

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	27,260	45,240	0	15,370	87,870
2012-2013 Actual	0	0	21,940	30,750	200	15,040	67,930
2013-2014 Actual	0	0	25,890	26,910	100	116,100	169,000
2014-2015 Original Budget	0	0	22,000	77,070	250	15,000	114,320
2014-2015 Adjusted Budget (Dec)	0	0	22,000	77,070	250	15,000	114,320
2014-2015 Six Month Actual	0	0	10,810	18,920	13,040	7,260	50,030
2014-2015 Estimated Year End	0	0	22,000	35,140	13,390	15,000	85,530
2015-2016 Dept Request	0	0	22,000	35,400	0	15,000	72,400
2015-2016 Manager's Budget	0	0	22,000	35,400	0	15,000	72,400
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	0	22,000	35,400	0	15,000	72,400
2017-2018 Projected Budget	0	0	22,000	35,400	0	15,000	72,400
2018-2019 Projected Budget	0	0	22,000	35,400	0	15,000	72,400
2019-2020 Projected Budget	0	0	22,000	35,400	0	15,000	72,400

Expenditures

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	34,670	15,130	0	54,080	0	103,880
2012-2013 Actual	34,060	9,790	0	45,980	0	89,830
2013-2014 Actual	46,550	3,940	0	48,660	0	99,150
2014-2015 Original Budget	46,650	11,000	0	56,670	0	114,320
2014-2015 Adjusted Budget (Dec)	46,650	11,000	0	56,670	0	114,320
2014-2015 Six Month Actual	21,410	1,080	680	21,690	0	44,860
2014-2015 Estimated Year End	46,720	6,000	680	48,500	0	101,900
2015-2016 Dept Request	46,270	6,000	0	54,270	0	106,540
2015-2016 Manager's Budget	46,270	6,000	0	54,270	0	106,540
2015-2016 Adopted Budget						
2016-2017 Projected Budget	46,270	6,000	0	54,270	0	106,540
2017-2018 Projected Budget	46,270	6,000	0	54,270	0	106,540
2018-2019 Projected Budget	46,270	6,000	0	54,270	0	106,540
2019-2020 Projected Budget	46,270	6,000	0	54,270	0	106,540

Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection Services	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			1.3	1.3	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	1.3	1.3	0.0	0.0	0.0	0.0

The police grants fund accounts for the receipt and disbursement of all police grants and forfeitures.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	609,650	708,590	698,840	611,540	519,530	422,650
Revenues and transfers from other funds	207,180	250,650	177,650	177,650	177,650	177,650
Expenditures and transfers to other funds	108,240	260,400	264,950	269,660	274,530	279,570
Net Change in Fund Balance	98,940	(9,750)	(87,300)	(92,010)	(96,880)	(101,920)
Ending Fund Balance	708,590	698,840	611,540	519,530	422,650	320,730

Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	187,540	0	13,040	0	8,270	208,850
2012-2013 Actual	0	174,640	0	6,580	0	0	181,220
2013-2014 Actual	0	161,490	0	31,130	9,440	0	202,060
2014-2015 Original Budget	0	237,000	0	52,350	2,000	0	291,350
2014-2015 Adjusted Budget (Dec)	0	237,000	0	52,350	2,000	0	291,350
2014-2015 Six Month Actual	0	126,040	0	18,670	570	0	145,280
2014-2015 Estimated Year End	0	174,030	0	32,500	650	0	207,180
2015-2016 Dept Request	0	190,000	0	60,000	650	0	250,650
2015-2016 Manager's Budget	0	190,000	0	60,000	650	0	250,650
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	117,000	0	60,000	650	0	177,650
2017-2018 Projected Budget	0	117,000	0	60,000	650	0	177,650
2018-2019 Projected Budget	0	117,000	0	60,000	650	0	177,650
2019-2020 Projected Budget	0	117,000	0	60,000	650	0	177,650

Expenditures

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	159,090	4,620	24,290	42,970	0	230,970
2012-2013 Actual	251,720	6,980	0	44,600	0	303,300
2013-2014 Actual	141,660	1,510	18,980	79,640	0	241,790
2014-2015 Original Budget	141,000	0	0	39,000	0	180,000
2014-2015 Adjusted Budget (Dec)	141,000	0	0	39,000	0	180,000
2014-2015 Six Month Actual	19,260	5,040	0	17,220	0	41,520
2014-2015 Estimated Year End	51,280	6,000	0	50,960	0	108,240
2015-2016 Dept Request	130,300	0	0	130,100	0	260,400
2015-2016 Manager's Budget	130,300	0	0	130,100	0	260,400
2015-2016 Adopted Budget						
2016-2017 Projected Budget	134,850	0	0	130,100	0	264,950
2017-2018 Projected Budget	139,560	0	0	130,100	0	269,660
2018-2019 Projected Budget	144,430	0	0	130,100	0	274,530
2019-2020 Projected Budget	149,470	0	0	130,100	0	279,570

The miscellaneous grants fund accounts for city grants, receipts and disbursements (except for grants that are recorded in a fund that is already dedicated).

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	21,630	21,760	21,760	21,760	21,760	21,760
Revenues and transfers from other funds	7,550	108,000	8,000	8,000	8,000	8,000
Expenditures and transfers to other funds	7,420	108,000	8,000	8,000	8,000	8,000
Net Change in Fund Balance	130	0	0	0	0	0
Ending Fund Balance	21,760	21,760	21,760	21,760	21,760	21,760

Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	393,030	0	0	112,650	129,600	635,280
2012-2013 Actual	0	201,240	0	230	12,280	55,910	269,660
2013-2014 Actual	0	130,010	0	50	0	36,680	166,740
2014-2015 Original Budget	0	0	0	150	0	0	150
2014-2015 Adjusted Budget (Dec)	0	7,420	0	150	0	0	7,570
2014-2015 Six Month Actual	0	7,420	0	130	0	0	7,550
2014-2015 Estimated Year End	0	7,420	0	130	0	0	7,550
2015-2016 Dept Request	0	7,800	0	200	0	100,000	108,000
2015-2016 Manager's Budget	0	7,800	0	200	0	100,000	108,000
2015-2016 Adopted Budget							
2016-2017 Projected Budget	0	7,800	0	200	0	0	8,000
2017-2018 Projected Budget	0	7,800	0	200	0	0	8,000
2018-2019 Projected Budget	0	7,800	0	200	0	0	8,000
2019-2020 Projected Budget	0	7,800	0	200	0	0	8,000

Expenditures

299.336 FIRE GRANTS/RESTRICTED FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	1,350	0	0	0	0	1,350
2012-2013 Actual	6,190	238,610	0	0	0	244,800
2013-2014 Actual	2,230	106,680	50,000	0	0	158,910
2014-2015 Original Budget	0	0	0	0	0	0
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	0
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	0	0	0
2015-2016 Dept Request	0	0	100,000	0	0	100,000
2015-2016 Manager's Budget	0	0	100,000	0	0	100,000
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	0	0	0
2017-2018 Projected Budget	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0
2019-2020 Projected Budget	0	0	0	0	0	0

299.620 Mosquito Control	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	7,780	0	7,780
2013-2014 Actual	0	0	0	7,420	0	7,420
2014-2015 Original Budget	0	0	0	0	0	0
2014-2015 Adjusted Budget (Dec)	0	0	0	7,420	0	7,420
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	7,420	0	7,420
2015-2016 Dept Request	0	0	0	7,800	0	7,800
2015-2016 Manager's Budget	0	0	0	7,800	0	7,800
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	7,800	0	7,800
2017-2018 Projected Budget	0	0	0	7,800	0	7,800
2018-2019 Projected Budget	0	0	0	7,800	0	7,800
2019-2020 Projected Budget	0	0	0	7,800	0	7,800

The mission of the Royal Oak Brownfield Redevelopment Authority (BRA) is to encourage the redevelopment of eligible "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.

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 nine (9) active brownfield plans: Citizens Bank at 802 S. Main St.; Bright Side Dental at 3213 Rochester Rd.; and 7-Eleven at 3380 Greenfield Rd, 426 E. Lincoln, 528 S Main, 25766 Woodward, and Vac LLC.

GOALS

- Encourage the redevelopment of blighted and contaminated property.
- 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 revolving loan fund.

OBJECTIVES

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	113,460	61,640	61,640	61,640	61,640	61,640
Revenues and transfers from other funds	15,380	15,590	15,590	15,590	15,590	15,590
Expenditures and transfers to other funds	67,200	15,590	15,590	15,590	15,590	15,590
Net Change in Fund Balance	(51,820)	0	0	0	0	0
Ending Fund Balance	61,640	61,640	61,640	61,640	61,640	61,640

Revenues

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	36,080	0	0	0	0	0	36,080
2012-2013 Actual	11,560	0	0	240	0	0	11,800
2013-2014 Actual	11,160	0	0	130	0	0	11,290
2014-2015 Original Budget	12,500	0	0	240	0	54,460	67,200
2014-2015 Adjusted Budget (Dec)	12,500	0	0	240	0	54,460	67,200
2014-2015 Six Month Actual	10,770	0	0	110	0	0	10,880
2014-2015 Estimated Year End	15,080	0	0	300	0	0	15,380
2015-2016 Dept Request	15,440	0	0	150	0	0	15,590
2015-2016 Manager's Budget	15,440	0	0	150	0	0	15,590
2015-2016 Adopted Budget							
2016-2017 Projected Budget	15,440	0	0	150	0	0	15,590
2017-2018 Projected Budget	15,440	0	0	150	0	0	15,590
2018-2019 Projected Budget	15,440	0	0	150	0	0	15,590
2019-2020 Projected Budget	15,440	0	0	150	0	0	15,590

Expenditures

243.729 BROWNFIELD REDEVELOPMENT AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Original Budget	0	0	0	67,200	0	67,200
2014-2015 Adjusted Budget (Dec)	0	0	0	67,200	0	67,200
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	67,200	0	67,200
2015-2016 Dept Request	0	0	0	15,590	0	15,590
2015-2016 Manager's Budget	0	0	0	15,590	0	15,590
2015-2016 Adopted Budget						
2016-2017 Projected Budget	0	0	0	15,590	0	15,590
2017-2018 Projected Budget	0	0	0	15,590	0	15,590
2018-2019 Projected Budget	0	0	0	15,590	0	15,590
2019-2020 Projected Budget	0	0	0	15,590	0	15,590

The DDA's mission is to promote economic growth and revitalization in Downtown Royal Oak. The DDA will accomplish this mission by (1) improving and maintaining a solid and user-friendly infrastructure; (2) marketing Downtown Royal Oak to consumers and businesses and; (3) encouraging preservation of Royal Oak's downtown. By fulfilling its mission, the DDA will enhance the viability of not only the downtown, but the entire City of Royal Oak.

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; 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.

GOALS

1. Downtown Safety Goal: To protect the residents, businesses and visitors of Downtown Royal Oak.

2. Downtown Promotion Goal: To promote downtown Royal Oak as a premier destination for shopping, dining, entertainment, living and working.

3. Downtown Infrastructure Goal: To provide a downtown that is clean and well maintained.

OBJECTIVES

- Develop a downtown plan which enumerates our collective vision for Downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks.[GOAL1]

- Continue the funding of three downtown police officers.[GOAL1]

- Continue a marketing plan that includes major events and image campaign components.[GOAL2]

GOALS

4. Downtown Development Goal: To encourage development in downtown through programs and TIF reimbursement.

5. Downtown Parking Goal: To provide adequate and safe parking for downtown residents, employees and visitors.

6. Downtown Public Goal: To keep the public informed of the DDA's activities.

OBJECTIVES

- Create event management strategy.[GOAL2]
- Maintain website with current events, business listings, parking information and images of Downtown Royal Oak.[GOAL2]
- Support and encourage downtown events that measurably contribute to the improvement of business through both financial commitments and direct participation.[GOAL1]
- Healthy People – 20/20 Program.[GOAL6]
- Continue the façade program for downtown property owners.[GOAL1]
- Establish "Architectural Contest" program.[GOAL2]
- Continue to provide downtown maintenance/enhancement services.[GOAL3]
- Create downtown city park.[GOAL2]
- Improve/enhance 696/MainSt. appearance.[GOAL3]
- Continue to complete streetscape improvements and repairs.[GOAL3]
- Investigate and improve streetscape design elements and components, including light fixtures, tree grates and other technology improvements.[GOAL2]
- Continue implementation of Wayfinding Program, establishing signage design and implementation plan.[GOAL2]
- Fund the purchase and installation of holiday lights downtown.[GOAL2]
- Reimburse TIF revenue to approved development projects.[GOAL4]
- Identify and improve targeted business base.[GOAL4]
- Identify ways to Improve Customer Base; such as "cohesive business hours".[GOAL4]

GOALS

OBJECTIVES

- Economic Development Director. GOAL4
- Continue to provide funding to cover the Lafayette and 5th Street parking structure annual debt service. GOAL5
- Evaluate parking supply verses demand to determine if all areas of downtown are adequately served by convenient/sufficient parking. GOAL5
- Investigate and monitor technology enhancements that could improve the downtown parking system. GOAL5
- Purchase revenue producing property. GOAL4
- Hold monthly DDA board meetings. GOAL6
- Continue to communicate with stakeholders of the downtown. GOAL6

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Contracted services is decreasing $15,000, as the Star Dream fountain maintenance will be expended from the general fund in FY15-16. $540,000 will be transferred to the general fund for the CBD police patrol.

Budget Summary

DDA Development Fund

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	865,380	1,624,190	669,490	559,200	1,193,070	1,820,840
Revenues and transfers from other funds	3,181,120	3,254,000	3,254,000	3,254,000	3,254,000	3,254,000
Expenditures and transfers to other funds	2,422,310	4,208,700	3,364,290	2,620,130	2,626,230	2,632,610
Net Change in Fund Balance	758,810	(954,700)	(110,290)	633,870	627,770	621,390
Ending Fund Balance	1,624,190	669,490	559,200	1,193,070	1,820,840	2,442,230

Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	2,324,940	0	0	25,830	170	98,460	2,449,400
2012-2013 Actual	2,775,740	0	0	26,420	1,980	110,290	2,914,430
2013-2014 Actual	2,749,600	0	0	26,680	4,250	106,280	2,886,810
2014-2015 Original Budget	2,695,000	0	0	17,000	0	100,000	2,812,000
2014-2015 Adjusted Budget (Dec)	2,990,000	0	0	17,000	0	100,000	3,107,000
2014-2015 Six Month Actual	2,316,850	0	0	40,110	5,500	0	2,362,460
2014-2015 Estimated Year End	3,029,000	0	0	44,250	5,500	102,370	3,181,120
2015-2016 Dept Request	3,137,000	0	0	17,000	0	100,000	3,254,000
2015-2016 Manager's Budget	3,137,000	0	0	17,000	0	100,000	3,254,000
2015-2016 Adopted Budget							
2016-2017 Projected Budget	3,137,000	0	0	17,000	0	100,000	3,254,000
2017-2018 Projected Budget	3,137,000	0	0	17,000	0	100,000	3,254,000
2018-2019 Projected Budget	3,137,000	0	0	17,000	0	100,000	3,254,000
2019-2020 Projected Budget	3,137,000	0	0	17,000	0	100,000	3,254,000

Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2011-2012 Actual	105,940	0	0	691,830	1,391,360	0	2,189,130
2012-2013 Actual	126,000	0	0	913,780	1,443,650	0	2,483,430
2013-2014 Actual	160,770	0	0	960,050	2,001,430	0	3,122,250
2014-2015 Original Budget	132,940	0	0	1,300,190	1,378,870	0	2,812,000
2014-2015 Adjusted Budget (Dec)	132,940	0	0	1,595,190	1,378,870	0	3,107,000
2014-2015 Six Month Actual	46,370	0	0	553,770	374,340	0	974,480
2014-2015 Estimated Year End	150,530	0	0	892,860	1,378,920	0	2,422,310
2015-2016 Dept Request	157,030	0	0	1,264,670	2,787,000	0	4,208,700
2015-2016 Manager's Budget	157,030	0	0	1,264,670	2,787,000	0	4,208,700
2015-2016 Adopted Budget							
2016-2017 Projected Budget	162,620	0	0	914,670	2,287,000	0	3,364,290
2017-2018 Projected Budget	168,460	0	0	914,670	1,537,000	0	2,620,130
2018-2019 Projected Budget	174,560	0	0	914,670	1,537,000	0	2,626,230
2019-2020 Projected Budget	180,940	0	0	914,670	1,537,000	0	2,632,610

Budget Summary

DDA Operating Fund

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	96,230	105,430	106,190	105,690	103,890	100,730
Revenues and transfers from other funds	49,400	49,900	49,900	49,900	49,900	49,900
Expenditures and transfers to other funds	40,200	49,140	50,400	51,700	53,060	54,490
Net Change in Fund Balance	9,200	760	(500)	(1,800)	(3,160)	(4,590)
Ending Fund Balance	105,430	106,190	105,690	103,890	100,730	96,140

DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	50,770	0	0	0	(1,520)	0	49,250
2012-2013 Actual	52,100	0	0	140	0	0	52,240
2013-2014 Actual	50,490	0	0	120	0	0	50,610
2014-2015 Original Budget	48,200	0	0	220	0	0	48,420
2014-2015 Adjusted Budget (Dec)	48,200	0	0	220	0	0	48,420
2014-2015 Six Month Actual	47,350	0	0	110	0	0	47,460
2014-2015 Estimated Year End	49,000	0	0	400	0	0	49,400
2015-2016 Dept Request	49,400	0	0	500	0	0	49,900
2015-2016 Manager's Budget	49,400	0	0	500	0	0	49,900
2015-2016 Adopted Budget							
2016-2017 Projected Budget	49,400	0	0	500	0	0	49,900
2017-2018 Projected Budget	49,400	0	0	500	0	0	49,900
2018-2019 Projected Budget	49,400	0	0	500	0	0	49,900
2019-2020 Projected Budget	49,400	0	0	500	0	0	49,900

DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	13,740	380	0	2,430	0	16,550
2012-2013 Actual	21,400	10	0	2,500	0	23,910
2013-2014 Actual	25,020	4,560	0	5,920	0	35,500
2014-2015 Original Budget	26,940	1,000	0	20,480	0	48,420
2014-2015 Adjusted Budget (Dec)	26,940	1,000	0	20,480	0	48,420
2014-2015 Six Month Actual	10,130	1,630	0	2,470	0	14,230
2014-2015 Estimated Year End	27,120	5,100	0	7,980	0	40,200
2015-2016 Dept Request	30,140	16,000	0	3,000	0	49,140
2015-2016 Manager's Budget	30,140	16,000	0	3,000	0	49,140
2015-2016 Adopted Budget						
2016-2017 Projected Budget	31,400	16,000	0	3,000	0	50,400
2017-2018 Projected Budget	32,700	16,000	0	3,000	0	51,700
2018-2019 Projected Budget	34,060	16,000	0	3,000	0	53,060
2019-2020 Projected Budget	35,490	16,000	0	3,000	0	54,490

Cost Center Position Detail - Home Base

Full & Part-time Employees

DDA/TIFA	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available				0.1	0.1	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.0	0.0

DEBT SERVICE FUNDS

Debt Service Funds are funds established to finance and account for the payment of interest and principal on all tax supported debt, serial and term, including that payable for special assessments.

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 June 30, 2014, the City of Royal Oak has 18 outstanding bonded debt issues and contracts totaling $61,696,838. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value however the city charter restricts it further at five percent (5%) or $116,498,740. Our non-exempt debt of $24,678,007 is 21% of that limit leaving approximately $91 million of additional debt that can be incurred. These bonds and contract 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 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 5th 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 was made 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 was 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. In August 2012, the city performed an advanced refunding of the Series 2001A, now Series 2012. This refunding created a net present values savings of $614,000. The term of the payments did not change.

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. In November 2014, the city performed an advanced refunding, issuing capital improvement refunding bonds, series 2014 with a 2.3% interest rate. This refunding created a net present values savings of $104,000. The term of the payments did not change.

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 (44th 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, 2011 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 and 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 2026.

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 (currently Water Resources 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 it 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 (GWKDD) 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 GWKDD debt based on the percentage of their contract flow capacity: about 29% for the city. The following eight paragraphs discuss the city's GWKDD contract debt obligations.

On September 30. 2000, the city's share of GWKDD 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 GWKDD 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 GWKDD 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 GWKDD 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 were due through April 1, 2012.

On September 22, 2005, the city's share of GWKDD 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.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	108,870	106,860	79,760	56,135	31,260	11,160
Revenues and transfers from other funds	624,840	602,400	605,400	608,400	611,900	628,180
Expenditures and transfers to other funds	626,850	629,500	629,025	633,275	632,000	630,275
Net Change in Fund Balance	(2,010)	(27,100)	(23,625)	(24,875)	(20,100)	(2,095)
Ending Fund Balance	106,860	79,760	56,135	31,260	11,160	9,065

Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	699,460	0	0	0	(10)	0	699,450
2012-2013 Actual	695,670	0	0	80	0	0	695,750
2013-2014 Actual	631,430	0	0	120	20	0	631,570
2014-2015 Original Budget	615,400	0	0	220	0	0	615,620
2014-2015 Adjusted Budget (Dec)	615,400	0	0	220	0	0	615,620
2014-2015 Six Month Actual	603,200	0	0	100	10	0	603,310
2014-2015 Estimated Year End	624,580	0	0	250	10	0	624,840
2015-2016 Dept Request	602,000	0	0	400	0	0	602,400
2015-2016 Manager's Budget	602,000	0	0	400	0	0	602,400
2015-2016 Approved Budget							
2016-2017 Projected Budget	605,000	0	0	400	0	0	605,400
2017-2018 Projected Budget	608,000	0	0	400	0	0	608,400
2018-2019 Projected Budget	611,500	0	0	400	0	0	611,900
2019-2020 Projected Budget	627,775	0	0	400	0	0	628,175

Expenditures

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	1,050	690,430	691,480
2012-2013 Actual	0	0	0	2,890	628,460	631,350
2013-2014 Actual	0	0	0	750	624,250	625,000
2014-2015 Original Budget	0	0	0	2,500	624,750	627,250
2014-2015 Adjusted Budget (Dec)	0	0	0	2,500	624,750	627,250
2014-2015 Six Month Actual	0	0	0	1,370	564,720	566,090
2014-2015 Estimated Year End	0	0	0	2,500	624,350	626,850
2015-2016 Dept Request	0	0	0	2,500	627,000	629,500
2015-2016 Manager's Budget	0	0	0	2,500	627,000	629,500
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	2,500	626,525	629,025
2017-2018 Projected Budget	0	0	0	2,500	630,775	633,275
2018-2019 Projected Budget	0	0	0	2,500	629,500	632,000
2019-2020 Projected Budget	0	0	0	2,500	627,775	630,275

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	511,550	517,750	517,490	517,850	517,590	511,220
Expenditures and transfers to other funds	511,550	517,750	517,490	517,850	517,590	511,220
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	0	519,900	519,900
2012-2013 Actual	0	0	0	0	0	512,700	512,700
2013-2014 Actual	0	0	0	0	0	514,930	514,930
2014-2015 Original Budget	0	0	0	0	0	511,300	511,300
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	511,300	511,300
2014-2015 Six Month Actual	0	0	0	0	0	88,150	88,150
2014-2015 Estimated Year End	0	0	0	0	0	511,550	511,550
2015-2016 Dept Request	0	0	0	0	0	517,750	517,750
2015-2016 Manager's Budget	0	0	0	0	0	517,750	517,750
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	0	0	517,490	517,490
2017-2018 Projected Budget	0	0	0	0	0	517,850	517,850
2018-2019 Projected Budget	0	0	0	0	0	517,590	517,590
2019-2020 Projected Budget	0	0	0	0	0	511,220	511,220

Expenditures

303.905 COURT BUILDING DEBT SERVICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	-	-	-	-	519,900	519,900
2012-2013 Actual	-	-	-	-	512,700	512,700
2013-2014 Actual	-	-	-	-	514,930	514,930
2014-2015 Original Budget	-	-	-	-	511,300	511,300
2014-2015 Adjusted Budget (Dec)	-	-	-	-	511,300	511,300
2014-2015 Six Month Actual	-	-	-	-	88,150	88,150
2014-2015 Estimated Year End	-	-	-	-	511,550	511,550
2015-2016 Dept Request	-	-	-	-	517,750	517,750
2015-2016 Manager's Budget	-	-	-	-	517,750	517,750
2015-2016 Approved Budget						
2016-2017 Projected Budget	-	-	-	-	517,490	517,490
2017-2018 Projected Budget	-	-	-	-	517,850	517,850
2018-2019 Projected Budget	-	-	-	-	517,590	517,590
2019-2020 Projected Budget	-	-	-	-	511,220	511,220

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	0	300	0	0	0	0
Revenues and transfers from other funds	102,300	103,300	103,300	104,500	0	0
Expenditures and transfers to other funds	102,000	103,600	103,300	104,500	0	0
Net Change in Fund Balance	300	(300)	0	0	0	0
Ending Fund Balance	300	0	0	0	0	0

Revenues

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	0	91,210	91,210
2012-2013 Actual	0	0	0	0	0	103,700	103,700
2013-2014 Actual	0	0	0	0	0	100,290	100,290
2014-2015 Original Budget	0	0	0	0	0	101,900	101,900
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	101,900	101,900
2014-2015 Six Month Actual	0	0	0	0	0	5,690	5,690
2014-2015 Estimated Year End	0	0	0	0	0	102,300	102,300
2015-2016 Dept Request	0	0	0	0	0	103,300	103,300
2015-2016 Manager's Budget	0	0	0	0	0	103,300	103,300
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	0	0	103,300	103,300
2017-2018 Projected Budget	0	0	0	0	0	104,500	104,500
2018-2019 Projected Budget	0	0	0	0	0	0	0
2019-2020 Projected Budget	0	0	0	0	0	0	0

Expenditures

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	500	90,700	91,200
2012-2013 Actual	0	0	0	500	103,200	103,700
2013-2014 Actual	0	0	0	500	99,800	100,300
2014-2015 Original Budget	0	0	0	500	101,400	101,900
2014-2015 Adjusted Budget (Dec)	0	0	0	500	101,400	101,900
2014-2015 Six Month Actual	0	0	0	0	5,700	5,700
2014-2015 Estimated Year End	0	0	0	500	101,500	102,000
2015-2016 Dept Request	0	0	0	500	103,100	103,600
2015-2016 Manager's Budget	0	0	0	500	103,100	103,600
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	500	102,800	103,300
2017-2018 Projected Budget	0	0	0	500	104,000	104,500
2018-2019 Projected Budget	0	0	0	0	0	0
2019-2020 Projected Budget	0	0	0	0	0	0

	2014
Valuation base	
State equalized valuation - excluding IFT values	$2,320,467,120
Plus: equivalent valuation of Act 198 exemptions	9,507,670
Total valuation	2,329,974,790
Legal debt limitation - 10% of total valuation	116,498,740
Calculation of debt subject to limit	
Debt outstanding	57,679,363
Net debt not subject to limit	33,001,356
Additional Debt which can be legally incurred	$ 91,820,733
Non-exempt debt as a percent of debt limit	21.18%

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.

The ten percent limit may be exceeded by 3/8 of 1% in case of flood, fire or other calamity.

However the city charter further restricts the city debt limit to 5%.

CAPITAL IMPROVEMENT PLAN

Street Improvements

Water & Sewer Improvements

Parks & Facilities

Information Technology

Vehicles, Equipment, and Others

Capital Project 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 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 6th & 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 in March and many of the CIP projects are provided for in this section of the budget document. The CIP projects that the city manager is recommending to move forward are listed in the budget narrative for each of the funding source's. (ie. water & sewer fund, major road fund, local road fund, auto parking fund, IT, motor pool, etc).

SIDEWALK IMPROVEMENTS

Concrete Pavement and Prepaid Sidewalk Improvements **CIP #: SWP1501, SWP1601, SWP1701, SWP1801, SWP1901, SWP2001** **Project Length**: 2015-2020 **Estimated City Cost:** $2,340,000 **City Share:** 100% **Funding Source:** water and sewer funds, direct billing	**Impact on the Operating Budget:** Improve safety thus reducing liability expenses due to fewer trip and fall claims. **Description:** Repair of road/sidewalk concrete patches of the concrete roadway in a dedicated section of the city and based upon field inspections.
Sidewalk Improvement Program **CIP #: SWP1502, SWP1602, SWP1702** **Project Length:** 2012-2017 **Estimated City Cost:** $5,850,000 **City Share:** 100% **Funding Source**: special assessment, direct bill	**Impact on the Operating Budget**: Improve safety thus reducing liability expenses due to fewer trip and fall claims. **Description:** Replace damaged sidewalk in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Handicap Ramp Improvement Program SW1203. Construction began in 2012.
CBD Sidewalk Improvements Program **CIP #: SWP1503** **Project Length:** 2015-2016 **Estimated City Cost:** $5,128,000 **City Share:** 100% **Funding Source:** direct bill, DDA, major streets fund, parking fund	**Impact on the Operating Budget:** Improve safety thus reducing liability expenses due to fewer trip and fall claims. **Description:** To eliminate safety issues with sidewalks, pavers and tree grates. Also, replace library steps, remove streetscape features as determined by the DDA, and replace deficient ADA ramps.

DDA Fourth Street Streetscape Improvements **CIP #:** **SWP1504** **Project Length:** 2015-2016 **Estimated City Cost:** $950,000 **City Share:** 100% **Funding Source:** DDA	**Impact on the Operating Budget:** Improve safety thus reducing liability expenses due to fewer trip and fall claims. **Description:** Improvements to streetscape along East Fourth Street between Main Street and Knowles Street.

STREET IMPROVEMENTS

Surveying Services **CIP #: MRP1101** **Project Length:** 2011-2020 **Estimated City Cost:** $80,000 **City Share:** 100% **Funding Source:** major street and water & sewer funds	**Impact on the Operating Budget:** Lower personnel costs **Description:** This program serves as a guide by providing surveying consulting services for preparing construction plans for street paving, water and sewer improvements.
Millage Asphalt Resurfacing **CIP #: LRP1515, LRP1715, LRP1915, LRP2115** **Project Length:** 2015-2021 **Estimated City Cost:** $19,867,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing of local roads with an asphalt top layer. This program is meant to address locations where the road is deteriorating.
Millage Concrete Repairs **CIP #: LRP1505, LRP1705, LRP1905, LRP2105** **Project Length:** 2015-2021 **Estimated City Cost:** $9,940,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **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 field inspections. The slab replacement program will replace/patch deteriorated concrete on local streets.
Millage Joint Seal **CIP #: LRP1525, LRP1625, LRP1725, LRP1825, LRP1925, LRP2025, LRP2125** **Project Length:** 2015-2021 **Estimated City Cost:** $514,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Perform joint sealing maintenance on local streets for streets paved in previous year.

Millage Road Reconstruction **CIP #: LRP1535, LRP1735, LRP1935** **Project Length:** 2015-2020 **Estimated City Cost:** $5,457,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Removing and replacing entire roadways with 6, 8, and 10 inch concrete pavements as needed which is determined by PASER ratings.
Hillside Dr. & Springer Ave. Concrete Street Repairs **CIP #: LRP1520** **Project Length:** 2015-2016 **Estimated City Cost:** $78,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description:** Concrete street repairs of Springer Avenue (Greenfield to Hillside) and Hillside Avenue (Springer to 13 Mile).
Fulton & Seminole Concrete Street Repairs **CIP #: LRP1530** **Project Length:** 2015-2016 **Estimated City Cost:** $32,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of Fulton Place North (Verona-Grandview) and Seminole (Grandview-Normandy).
Starr Road Resurfacing and Concrete Street Repairs **CIP #: LRP1540** **Project Length:** 2015-2016 **Estimated City Cost:** $82,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing and concrete street repairs of Starr Road between Coolidge Highway and Greenway Avenue. This program is intended to address deteriorating road surface conditions.

Northwood Blvd. Resurfacing **CIP #: LRP1610** **Project Length:** 2016-2017 **Estimated City Cost:** $196,000 **City Share:** 100% **Funding Source:** local and major street funds	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Resurfacing of Northwood boulevard between Crooks Road and Maplewood Avenue. This program is intended to address the road's deteriorating surface conditions.
Linwood, Elmhurst, Oliver, and Glenwood Resurfacing and Concrete Street Repairs **CIP #: LRP1620** **Project Length:** 2016-2017 **Estimated City Cost:** $222,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Asphalt resurfacing of Linwood (Northwood-Lloyd) and Oliver (Glenwood-Webster) and concrete street repairs of Elmhurst (Clawson-Lloyd) and Oliver (Crooks-Glenwood).
Vinsetta, Forestdale, & Sycamore Resurfacing and Concrete Street Repairs **CIP #: LRP1630** **Project Length:** 2016-2017 **Estimated City Cost:** $354,000 **City Share:** 100% **Funding Source:** local and major street funds	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Asphalt resurfacing of Vinsetta Blvd (CN Railroad-Crooks) and Sycamore Ave. (Maplewood-450' west of Evergreen) and concrete street repairs of Forestdale Ct. (Cedar Hill-Dead End).
Bassett, Vinton, Greenleaf, & Woodsboro Resurfacing and Concrete Street Repairs **CIP #: LRP1640** **Project Length:** 2016-2017 **Estimated City Cost:** $314,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Asphalt resurfacing of Greenleaf (Sunset-Vinsetta) and concrete street repairs of Bassett (Alley east of Woodward - Fairlawn Ave.), Vinton (Woodward-Fairlawn), and Woodsboro (Sunset to Vinsetta Blvd.).

Ferris & Vermont Concrete Street Repairs **CIP #: LRP1710** **Project Length:** 2017-2018 **Estimated City Cost:** $114,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Concrete street repairs of Ferris Ave. (Donald-14 Mile) and Vermont Ave. (Donald-14 Mile)
Nakota & Rosewold Resurfacing and Concrete Street Repairs **CIP #: LRP1730** **Project Length:** 2017-2018 **Estimated City Cost:** $68,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Concrete street repairs of Rosewold (Normandy-Massoit) and asphalt resurfacing of Nakota Street (Hillcrest-Crooks).
Section 6 Resurfacing and Concrete Street Repairs **CIP #: LRP1740** **Project Length:** 2017-2018 **Estimated City Cost:** $342,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Concrete street repairs of Yorba Linda (Dukeshire-Kensington) and asphalt resurfacing of Dukeshire (Chester-Normandy), Rockingham (Kensington-Woodward), and Ravena (Chester-Woodward).
Houstonia Concrete Street Repairs **CIP #: LRP1810** **Project Length:** 2018-2019 **Estimated City Cost:** $148,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description**: Concrete Street repairs of Houstonia Avenue (Beechwood-Main).

Forest, Virginia, Clifton, Fern, & Ardmore Resurfacing and Concrete Street Repairs **CIP #: LRP1820** **Project Length:** 2018-2019 **Estimated City Cost:** $214,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of Clifton (12 Mile-Beaver), Fern (12 Mile-Beaver), Ardmore (12 Mile-Beaver) and asphalt resurfacing of Forest (Main-Rosedale), and Virginia (Pingree-Dead End)
Lexington, Glendale, & Alexander Concrete Street Repairs **CIP #: LRP1830** **Project Length:** 2018-2019 **Estimated City Cost:** $58,000 **City Share:** 100% **Funding Source:** local and major street funds	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Concrete street repairs of Lexington Blvd (Marais-Washington), Glendale (13 Mile-Englewood) and Alexander (13 Mile-Woodlawn).
Blair, DeVillen, Girard, & Parkdale Concrete Street Repairs **CIP # LRP1840** **Project Length:** 2018-2019 **Estimated City Cost:** $114,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Concrete street repairs of Blair (13 Mile-Woodlawn), Devillen (Ferris-Campbell), Girard (Red Run Park - Vermont), and Parkdale (Vermont-Wilson).
***Vermont Ave.* & Houstonia Ave. Concrete Street Repairs** **CIP #: LRP1850** **Project Length:** 2018-2019 **Estimated City Cost:** $58,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of Vermont (12 Mile-Girard) and Houstonia Avenue (Vermont-Campbell).
Forest Ave. Concrete Street Repairs **CIP #: LRP1910** **Project Length:** 2019-2020 **Estimated City Cost:** $8,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of Forest Avenue (Symes-Stephenson).

Farnum, Helene, Vermont, Longfellow and Rembrandt Resurfacing and Concrete Street Repairs **CIP #: LRP1920** **Project Length:** 2019-2020 **Estimated City Cost:** $270,000 **City Share:** 100%	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of Farnum (Campbell-Kenwood), Helene (Barrett-Brockton), and Rembrandt (Lincoln-6th) and asphalt resurfacing of Vermont (Lincoln-5th) and Longfellow (Harrison-Lincoln).
5th St., 6th St., 7th St., & Altadena Repairs **CIP #: LRP1930** **Project Length:** 2019-2020 **Estimated City Cost:** $294,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of 5th St. (Knowles-Alexander), asphalt resurfacing of 6th St. (Knowles-Alexander) and Altadena (Lincoln-6th), and curb/gutter and joint sealing of 7th St. (Troy-Knowles).
St. Charles, Frederick, Dorchester, & Kenwood Concrete Street Repairs **CIP #: LRP2010** **Project Length:** 2020-2021 **Estimated City Cost:** $90,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of St. Charles Ct. (Curry-Potter), Frederick (Curry-Potter), S. Dorchester (Lincoln-4th), and S. Kenwood (Lincoln-4th).
N. Minerva, Mace and S. Edison Resurfacing and Concrete Street Repairs **CIP #: LRP2110** **Project Length:** 2021 **Estimated City Cost:** $121,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of N. Minerva (11 Mile-Farnum) and Mace (Minerva-Stephenson) and asphalt resurfacing of S. Edison (Lincoln-4th).

N. Maple, Huntington, & Tufts Resurfacing and Concrete Street Repairs **CIP #: LRP2120** **Project Length:** 2021 **Estimated City Cost:** $134,000 **City Share:** 100% **Funding Source:** local street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Concrete street repairs of Huntington (Hereford-Woodward) and asphalt resurfacing of N. Maple (Derby-12 Mile) and Tufts (Wellesley to Stephenson).
Traffic Signal Upgrade Project **CIP #: MRP1405** **Project Length:** 2014- 2018 **Estimated City Cost:** $2,475,000 **City Share:** 100% **Funding Source**: major street fund, safety grant	**Impact on the Operating Budget:** Reduce maintenance budget by $2,000 annually **Description**: Replace or upgrade existing traffic signals with countdown audible signals. This is a four year program.
East 4th Street Corridor Improvements **CIP #: SAP1501** **Project Length:** 2015-2016 **Estimated City Cost:** $1,050,000 **City Share:** 100% **Funding Source:** DDA, CDBG	**Impact on the Operating Budget:** TBD **Description:** Various physical improvements within East 4th Street right-of-way between Williams Street & Campbell Road to include decorative lighting, installation of angled parking, reconstruction of the parking lot located in the median, landscaping improvements, creation of public art place settings, correct ADA deficiencies, and install physical improvements to define bicycle route.
Washington Avenue Resurfacing **CIP #: MRP1555** **Project Length:** 2015-2016 **Estimated City Cost:** $594,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing of S. Washington Avenue with asphalt as a part of the program between Lincoln Avenue and 11 Mile Road. This program is intended to address conditions where the road surface is deteriorating. Construction is planned to begin in 2015.

Stephenson Highway Resurfacing Part A **CIP #: MRP1601** **Project Length:** 2016-2018 **Estimated City Cost:** $270,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing north bound Stephenson Highway with asphalt as a part of the program between 11 Mile Road and Gardenia Avenue. This program is intended to address locations where the road surface is deteriorating. Construction is planned to begin in 2016.
Stephenson Highway Resurfacing Part B **CIP # MRP1602** **Project Length:** 2016-2018 **Estimated City Cost:** $270,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing north bound Stephenson Highway with asphalt as a part of the program between East Lincoln Avenue and 11 Mile Road. This program is intended to address deteriorating surface conditions. Construction is planned to begin in 2016.
Crooks Road Resurfacing **CIP #: MRP1610** **Project Length:** 2016-2017 **Estimated City Cost:** $244,000 **City Share:** 75% **Funding Source:** major street fund, City of Clawson	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Resurface Crooks Road between 13 Mile Road and Webster Road and between 14 Mile Road and Normandy Road. This program is intended to address the deteriorating surface condition. Construction is planned to begin in 2016.
13 Mile Road Asphalt Resurfacing **CIP #: MRP1701** **Project Length:** 2017-2019 **Estimated City Cost:** $495,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Asphalt resurface 13 Mile Road between Woodward Avenue and Crooks Road. This program is intended to address the deteriorating surface condition. Construction is planned to begin in 2017.
Main Street Resurfacing **CIP #: MRP1702** **Project Length:** 2017-2018 **Estimated City Cost:** $540,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing of Main Street with an asphalt top layer as a part of the program between 10 Mile Road and Lincoln Avenue. This program is intended to address the deteriorating surface conditions. Construction is planned to begin in 2017.

Asphalt Resurfacing (W. 4th St, Lafayette Ave & W. Lincoln Ave) **CIP #: MRP1703** **Project Length:** 2017-2018 **Estimated City Cost:** $700,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Resurface W 4th Street (West St. to Washington Ave.); Lafayette Avenue (Woodward Ave to Lincoln Ave, 4th St. to 11 Mile Rd); W. Lincoln Avenue (Woodward Ave. to Washington Ave). This program is intended to address the deteriorating surface condition. Construction is planned to begin in 2017.
CBD Street Resurfacing **CIP #: MRP1704** **Project Length:** 2017-2018 **Estimated City Cost:** $271,000 **City Share:** 100% **Funding Source:** major street fund, DDA fund	**Impact on the Operating Budget:** Lower maintenance costs **Description**: Central Business District (CBD) resurface 6th and 7th Streets between Washington Avenue and Lafayette Avenue. This program is intended to address the deteriorating surface condition and install new gutter and curb to match the streetscape layout. Construction is planned to begin in 2017.
Washington Avenue Resurfacing **CIP #: MRP1801** **Project Length:** 2018 **Estimated City Cost:** $326,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description:** Resurfacing of N. Washington Avenue with an asphalt top layer as a part of the program between 11 Mile Road and Crooks Road. This program is intended to address location where the road surface condition is deteriorating.
Annual Major Joint Seal Project **CIP #: MRP1804** **Project Length:** 2018-2021 **Estimated City Cost:** $475,000 **City Share:** 100% **Funding Source:** major & local street funds	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Perform joint sealing maintenance on local and major streets for streets paved in previous year

Campbell Road Resurfacing **CIP #: MRP1805** **Project Length:** 2018-2019 **Estimated City Cost:** $594,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Resurfacing of Campbell Road with asphalt as a part of the program between 10 Mile Road and 11 Mile Road. This program is intended to address deteriorating road surface conditions.
I-75 Widening **CIP #: MRP1940** **Project Length:** 2019-2023 **Estimated City Cost:** $3,006,000 **City Share:** 100% **Funding Source:** major street fund	**Impact on the Operating Budget:** **Description:** Local participation cost for the MDOT federally funded I-75 widening project. The project will add a fourth lane for carpooling between 8 Mile Road and M-59. It is scheduled to take place between 2016 and 2026 with Royal Oak's portion taking place between 2019 and 2023.

WATER & SEWER IMPROVEMENTS

Sewer Televising & Root Control **CIP #: SRP1501, SRP1601, SRP1701, SRP1801, SRP1901, SRP2001** **Project Length:** 2015-2021 **Estimated City Cost:** $2,520,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Sewer televising, cleaning, and invasive root removal city wide. Construction is planned to begin in 2015.
Sewer Lining-Rear Yard **CIP #: SRP1502** **Project Length:** 2015-2016 **Estimated City Cost:** $625,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Fix problem rear yard sewers by lining the sewer pipes in the area bounded by Campbell Road, 11 Mile Road, Stephenson Hwy, and 4th Street. Preventing sewer pipe failure or collapse. Construction is planned to begin in 2015.
Sewer Lining (City Wide) **CIP #: SRP1602, SRP1702, SRP1802, SRP1902, SRP2002** **Project Length:** 2016-2021 **Estimated City Cost:** $3,000,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Lining the sewers to prevent sewer pipe failure or collapse. Construction is planned to begin in 2016.
Spot Sewer Repairs (City Wide) **CIP #: SRP1503, SRP1603, SRP1703, SRP1803, SRP1903, SRP2003** **Project Length:** 2015-2021 **Estimated City Cost:** $2,520,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget**: Lower system maintenance **Description:** Spot sewer repair of broken sanitary sewer of different sizes in various locations city wide.

Public Water Supply Reliability Study **CIP #: WMP1501** **Project Length:** 2015-2016 **Estimated City Cost:** $75,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** **Description:** State mandated study to evaluate the condition of the water system.
GIS Consulting Services **CIP #: WMP1502** **Project Length:** 2015-2016 **Estimated City Cost:** $120,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Will streamline multiple functions and improve efficiency. **Description:** Development of GIS databases beginning with water and sewer and expanding to other areas.
Greenfield Rd. Water Main **CIP #: WMP1510** **Project Length:** 2015-2016 **Estimated City Cost:** **$**1,200,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Greenfield Road between Webster Road and Springer Avenue. Construction is planned to begin in 2015.
Hillside Dr. & Springer Ave. Water Main **CIP #: WMP1520** **Project Length:** 2015-2016 **Estimated City Cost:** $1,052,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** 12" replacement water main along Springer Avenue (Greenfield to Hillside) and Hillside Avenue (Springer to 13 Mile).
Section 6 Water Mains **CIP #: WMP1530** **Project Length:** 2015-2016 **Estimated City Cost:** $1,580,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along 14 Mile Road (Woodward to Tonawanda) and (Mankato to CN Railroad). Replace existing water main with a new 8" water main in Fulton Place North (Verona-Grandview) and Seminole (Grandview-Normandy).

Mohawk Ave. Joint Replacement **CIP #: WMP1535** **Project Length:** 2015-2017 **Estimated City Cost:** $324,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Universal joint replacement on Mohawk Avenue between Harrison Avenue and Lincoln Avenue.
Coolidge & Starr Rd. Water Main **CIP #: WMP1540** **Project Length:** 2015-2016 **Estimated City Cost:** $728,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with new 12" water mains along Coolidge (13 Mile-Starr) and Starr Rd. (Coolidge-Greenway)
Crooks & Northwood Blvd. Water Main **CIP #: WMP1610** **Project Length:** 2016-2017 **Estimated City Cost:** $708,000 **City Share:** 100% **Funding Source:** water & sewer Fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water mains with new 12" water mains in Crooks (Royal-Webster) and Northwood Blvd. (Crooks-Maplewood).
Section 8 Water Main **CIP #: WMP1620** **Project Length:** 2016-2017 **Estimated City Cost:** $1,036,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 8" water main in Linwood (Northwood-Lloyd) and Elmhurst (Clawson-Lloyd) and a new 12" water main in Oliver (Crooks to 60' north of Webster) and Glenwood (Glenview-Oliver).

Section 8, 9, & 16 Water Main **CIP #: WMP1630** **Project Length:** 2016-2017 **Estimated City Cost:** $924,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water mains with new 8" water mains in Vinsetta Blvd (CN Railroad-Crooks), Forestdale Ct. (Cedar Hill-Dead End), and Sycamore Ave. (Maplewood-450' west of Evergreen).
Section 17 Water Main **CIP #: WMP1640** **Project Length:** 2016-2017 **Estimated City Cost:** $1,054,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 8" water main along Bassett (Alley east of Woodward - Fairlawn Ave.), Vinton (Woodward-Fairlawn), Greenleaf (450' west of Fairlawn-Vinsetta), and Woodsboro (350' west of Fairlawn to Vinsetta Blvd.).
Water Meter Replacement & Radio Read System **CIP #: WM1650** **Project Length:** N/A **Estimated City Cost:** $7,000,000 **City Share:** 100% **Funding Source:** water & sewer fund / rates	**Impact on the Operating Budget:** Lower system maintenance costs. Undetermined at this time. **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 would begin in 2015.
Rochester Rd. Water Main **CIP #: WMP1710** **Project Length:** 2017-2018 **Estimated City Cost:** $1,236,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water mains with a new 12" water main in Rochester Rd. (Donald-14 Mile) and an 8" water main along Ferris Ave. (Donald-14 Mile) and Vermont Ave. (Donald-14 Mile).

Normandy Rd. Water Main **CIP #: WMP1720** **Project Length:** 2017-2018 **Estimated City Cost:** $1,022,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12” water main along Normandy Road between Woodward Avenue and Normandy Court.
Section 5 & 7 Water Main **CIP #: WMP1730** **Project Length:** 2017-2018 **Estimated City Cost:** $1,186,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water wain in east side of Woodward Ave. (Buckingham-Normandy), Woodward Avenue just north of Starr Rd. and 8" water mains in Judson (Elmwood-Cummings), Nakota (Hillcrest-Crooks), and Rosewold (Normandy-Massoit).
Dallas Avenue Water Main Replacement **CIP #: WMP1735** **Project Length:** 2017-2019 **Estimated City Cost:** $812,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replacing existing water main with a new 8” water main along Dallas Avenue and Blair Avenue between Lincoln Avenue and 6th Street. Construction is planned to begin in 2017.
Section 6 Water Main **CIP #: WMP1740** **Project Length:** 2017-2018 **Estimated City Cost:** $1,032,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Chester Rd. (Hillside-Dukeshire) and 8" water mains along Dukeshire (Chester-Normandy), Yorba Linda (Dukeshire-Kensington), Rockingham (Kensington-Woodward) and Ravena (Chester-Woodward).

Houstonia Avenue Water Main **CIP #: WMP1810** **Project Length:** 2018-2019 **Estimated City Cost:** $938,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Houstonia Avenue (Beechwood-Main) and 8" water main in Oakdale St. (11 Mile to 4th St.).
Section 10 & 15 Water Main **CIP #: WMP1820** **Project Length:** 2018-2019 **Estimated City Cost:** $1,090,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water mains with new 8" water mains along Forest (Main-Rosedale), Virginia (Pingree-Dead End), Clifton (12 Mile-Beaver), Fern (12 Mile-Beaver) and Ardmore (12 Mile-Beaver).
Section 3 & 4 Water Main **CIP #: WMP1830** **Project Length:** 2018-2019 **Estimated City Cost:** $1,138,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Lexington Blvd (Senior Center-Washington) and 8" water mains in Glendale (13 Mile-Englewood) and Alexander (13 Mile-Woodlawn)
Section 3 & 10 **CIP #: WMP1840** **Project Length:** 2018-2019 **Estimated City Cost:** $1,088,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 8" water main along Blair (13 Mile-Woodlawn), Devillen (Ferris-Campbell), Girard (Red Run Park - Vermont), and Parkdale (Vermont-Wilson).
Vermont Ave. Water Main **CIP #: WMP1850** **Project Length**: 2018-2019 **Estimated City Cost:** $1,136,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 8" water main along Vermont Avenue (12 Mile-Girard) and Houstonia Avenue (Vermont-Campbell).

Stephenson Water Main **CIP #: WMP1910** **Project Length:** 2019-2020 **Estimated City Cost:** $1,614,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Stephenson Hwy (4th St-Gardenia) and an 8" water main along Forest (Symes-Stephenson).
Section 14, 22 and 23 Water Main **CIP #: WMP1920** **Project Length:** 2019-2020 **Estimated City Cost:** $1,338,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 8" water main along 11 Mile (Dorchester-Kenwood), Farnum (Campbell-Kenwood), Helene (Barrett-Brockton), Vermont (Lincoln-5th), Longfellow (Harrison-Lincoln), and Rembrandt (Lincoln-6th).
5th, 6th, & 7th Streets Water Main **CIP #: WMP1930** **Project Length:** 2019-2020 **Estimated City Cost:** $1,306,000 **City Share:** 100%	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along 5th St. (Knowles-Alexander) and 8" water mains along 6th St. (Knowles-Alexander), 7th St. (Troy-Knowles), and Altadena (Lincoln-6th).
Harrison Avenue Water Main **CIP #: WMP1935** **Project Length:** 2019-2020 **Estimated City Cost:** $1,244,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Harrison Avenue (Main Street to Batavia) and an 8" water main in Houstonia Avenue (Northwood-Evergreen).
Section 15 & 23 Joint Replacement **CIP #: WMP2010** **Project Length:** 2020-2021 **Estimated City Cost:** $1,332,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace universal joint water main with an 8" water main along St. Charles Ct. (Curry-Potter), Frederick (Curry-Potter), S. Dorchester (Lincoln-4th), and S. Kenwood (Lincoln-4th)

Edgeworth & Minerva Joint Replacement **CIP #: WMP2020** **Project Length:** 2020-2021 **Estimated City Cost:** $1,582,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace universal joint water main with an 8" water main along S. Edgeworth (Lincoln-11 Mile) and Minerva (Lincoln-11 Mile).
Section 23 Joint Replacement **CIP #: WMP2030** **Project Length:** 2020-2021 **Estimated City Cost:** $1,366,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower maintenance costs. **Description:** Replace universal joint water main with an 8" water main along Helene (Lincoln-11 Mile), E. Hudson (dead end - Stephenson), Yale (Wellesley-Stephenson) and Brockton (Helene-Stephenson).
Section 14 & 23 Joint Replacement **CIP #: WMP2110** **Project Length:** 2021 **Estimated City Cost:** $548,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace universal joint water main with an 8" water main along N. Minerva (11 Mile-Farnum), Mace (Minerva-Stephenson), and S. Edison (Lincoln-4th).
Section 16, 21 & 23 Joint Replacement **CIP #: WMP2120** **Project Length:** 2021-2022 **Estimated City Cost:** $996,000 **City Share:** 100% **Funding Source:** water & sewer fund	**Impact on the Operating Budget:** Lower system maintenance costs. **Description:** Replace universal joint water main with an 8" water main along N. Maple (Derby-12 Mile), Huntington (Hereford-Woodward), and Tufts (Wellesley to Stephenson).

PARKS AND FACILITIES

Parking Meters **CIP #: PLP1102** **Project Length:** 2011 - 2020 **Estimated City Cost:** $550,000 **City Share:** 100% **Funding Source:** parking fund / fees	**Impact on the Operating Budget:** Lower costs for coin collection and increased costs for finance department. **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 will provide improved service to the visitors.
Tennis Court Surfacing **CIP #: PRP1301** **Project Length:** 2013-2017 **Estimated City Cost:** $52,000 **Funding Source**: parks capital improvement fund / CDBG fund	**Impact on the Operating Budget:** Extends life of tennis court structures in city. **Description:** Planned resurfacing of tennis courts at Waterworks, Meininger, Dickinson Park.
Farmer's Market Parking Lot Expansion **CIP #: PLP1506** **Project Length:** 2014-2016 **Estimated City Cost:** $1,376,000 **Funding Source:** parking fund / major street fund	**Impact on the Operating Budget:** **Description:** Developing a parking lot on the northeast corner of Troy Street and 3rd Street.
Fire Station Alert System **CIP #: BDP1507** **Project Length:** 2015-2016 **Estimated City Cost:** $150,000 **City Share:** 100% **Funding Source**: public safety fund	**Impact on the Operating Budget:** **Description:** Replace the 50 year old dispatch system that is currently in use today. The current system is malfunctioning and the company is out of business. New dispatch system is the way of communicating from dispatch to the fire stations. Dispatch receives a 911 call and they then call the fire stations and alert them. The replacement system will have two way conversations, print the location with detail, turn on lights, and send information to the computers on the trucks along with many other options available.

Lindell Ice Arena Building Painting **CIP #: BDP1508** **Project Length:** 2015-2017 **Estimated City Cost:** $28,000 **City Share:** 100% **Funding Source:** ice arena fund / fees	**Impact on the Operating Budget:** **Description:** Painting of the interior and exterior of the building.
Farmer's Market Flooring Improvement **CIP #: PLP1604** **Project Length:** 2016-2017 **Estimated City Cost:** $45,000 **City Share:** 100% **Funding Source:** farmer's market fund / grants	**Impact on the Operating Budget:** **Description:** Staining of the farmer's market floor to improve appearance and safety.
Farmer's Market Rollup Doors **CIP #: PLP1509** **Project Length:** 2015-2016 **Estimated City Cost:** $22,500 **City Share:** 100% **Funding Source:** farmer's market fund / grants	**Impact on the Operating Budget:** Reduce maintenance costs by $500 annually. **Description:** Replace the remaining three doors under the planned maintenance.
Sherman Parking Lot **CIP #: PLP1511** **Project Length:** 2015-2016 **Estimated City Cost:** $125,000 **City Share:** 100% **Funding Source:** parking fund	**Impact on the Operating Budget:** Reduce maintenance costs by $500 annually. **Description:** Repave the parking lot surface to reduce maintenance and liability.
Center St. Post Office Parking Lot **CIP #: PLP1704** **Project Length:** 2017-2018 **Estimated City Cost:** $86,000 **Funding Source:** parking fund	**Impact on the Operating Budget:** Reduce maintenance costs by $400 annually. **Description:** Repave the parking lot surface to reduce maintenance and liability.

Williams Parking Lot **CIP #: PLP1605** **Project Length:** 2016-2017 **Estimated City Cost:** $55,000 **Funding Source:** parking fund	**Impact on the Operating Budget:** Reduce maintenance costs by $500 annually. **Description:** Repave the parking lot surface to reduce maintenance and liability.
Park Pavilions **CIP #: PRP1406** **Project Length:** 2014-2018 **Estimated City Cost:** $300,000 **Funding Source**: general fund (rental fees)	**Impact on the Operating Budget:** Rentals will generate future revenue of $26,700 over the next 5 years. **Description:** Provide rental pavilions for family and group gatherings at 4 highly used parks Kenwood, Memorial, Exchange, and Red Run
Smart Park **CIP #: PRP1706** **Project Length:** 2015-2016 **Estimated City Cost:** $104,000 **Funding Source:** crowdfunding / grants / general fund / sidewalk funds	**Impact on the Operating Budget:** Green infrastructure may reduce maintenance costs. **Description:** Create a smart park in downtown Royal Oak that will change a public space into a high-tech green park.
Whittier, Elks, and Waterworks Park Improvement **CIP #: PRP1514** **Project Length:** 2015-2016 **Estimated City Cost:** $266,000 **City Share:** 100% **Funding Source**: CDBG	**Impact on the Operating Budget:** **Description:** Upgrade of park equipment at Whittier, Elks, and Waterworks Parks.
Memorial Park Irrigation improvement **CIP #: PRP1516** **Project Length:** 2015-2016 **Estimated City Cost:** $92,000 **City Share:** 100% **Funding Source**: parks capital improvement fund	**Impact on the Operating Budget:** **Description:** Upgrade 30 year old irrigation system at primary ball diamond complex.

Worden Park Lighting **CIP #: PRP1517** **Project Length:** 2015-2016 **Estimated City Cost:** $250,000 **Funding Source**: parks capital improvement fund / grant	**Impact on the Operating Budget:** Reduction in number of light poles will reduce lighting costs and improve field use. **Description:** New lighting to replace the entire system, reducing the number of poles and increasing lighting efficiency.
Memorial and Gunn Dyer Park **CIP #: PRP1518** **Project Length:** 2015-2016 **Estimated City Cost:** $90,000 **Funding Source**: general fund (rental fees) / CDBG fund	**Impact on the Operating Budget:** Reduced maintenance cost $300 per structure annually. **Description:** Play equipment upgrades memorial + Gunn Dyer.
Skate Park Upgrades at Memorial Park **CIP #: PRP1519** **Project Length:** 2015-2016 **Estimated City Cost:** $45,000 **Funding Source**: parks capital improvement fund, donations, sponsorships	**Impact on the Operating Budget:** $300 annually **Description:** Updates to current Skate Park at Memorial Park.
Upton Park Soccer field **CIP #: PRP1521** **Project Length:** 2015-2016 **Estimated City Cost:** $13,000 **Funding Source**: parks capital improvement fund / CDBG fund	**Impact on the Operating Budget:** **Description:** Improve open grass area at Upton Park to develop a soccer field.
Normandy Oaks Park **CIP #: PRP1522** **Project Length:** 2015-2018 **Estimated City Cost:** $3,000,000 **Funding Source:** sale of assets / grants	**Impact on the Operating Budget:** $55,000 annual operating cost **Description:** Redevelopment of Normandy Oaks Golf Course into a city park with wide range of recreational activities. Details have not been determined.

Clawson Park **CIP #: PRP1523** **Project Length:** 2015-2016 **Estimated City Cost:** $60,000 **Funding Source:** CDBG fund	**Impact on the Operating Budget:** **Description:** Replacement of the playground equipment at Clawson Park.
Worden Park Parking Lot **CIP #: PRP1524** **Project Length:** 2015-2016 **Estimated City Cost:** $75,000 **Funding Source:** CDBG fund	**Impact on the Operating Budget:** Reduce maintenance costs due to ongoing maintenance. **Description:** Resurfacing of parking lot at Worden Park.
Mark Twain and Elks Parking Pavement **CIP #: PRP1606** **Project Length:** 2016-2017 **Estimated City Cost:** $130,000 **City Share:** 100% **Funding Source**: parks capital improvement fund / CDBG fund	**Impact on the Operating Budget:** Reduce maintenance costs by $500 annually. **Description:** Pave two unimproved parking lots.
Memorial Park Parking Lot **CIP #: PRP1607** **Project Length:** 2016-2017 **Estimated City Cost:** $125,000 **Funding Source**: parks capital improvement fund / CDBG fund	**Impact on the Operating Budget:** Reduce maintenance costs due to ongoing maintenance. **Description:** Repaving of parking lot (last done late 1990's).
Memorial Park Public Announcing Booth **CIP #: PRP1608** **Project Length:** 2016-2017 **Estimated City Cost:** $45,000 **Funding Source**: parks capital improvement fund	**Impact on the Operating Budget:** Operating expenses will increase $600 annually due to ongoing maintenance. **Description:** New public address booth for Memorial Park.

Fulton / Kenwood Play Equipment Upgrades **CIP #: PRP1609** **Project Length:** 2016-2017 **Estimated City Cost:** $90,000 **Funding Source**: parks capital improvement fund	**Impact on the Operating Budget:** Operating costs decrease $600 annually due to decreased maintenance costs. **Description:** Upgrade of play equipment at Fulton & Kenwood Parks.
Golf Course Improvements **CIP #: PRP1610** **Project Length:** 2016-2017 **Estimated City Cost:** $421,000 **Funding Source:** Normandy Oaks asset sales	**Impact on the Operating Budget:** **Description:** Install a golf cart path, clubhouse deck, and repave the parking lot at the Royal Oak golf course.
Wagner Park Play Equipment **CIP #: PRP1707** **Project Length:** 2017-2018 **Estimated City Cost:** $45,000 **Funding Source:** CDBG fund	**Impact on the Operating Budget:** $300 annual savings **Description:** Upgrade of play equipment Wagner Park
Swimming Pool **CIP #: PRP1806** **Project Length:** 2018-2019 **Estimated City Cost:** $4,000,000 **Funding Source:** parks capital improvement fund / CDBG fund / state grants / special millage	**Impact on the Operating Budget:** Sanitizing, maintenance, and operation cost of $150,000 annually. **Description:** Construct city swimming pool
Westwood & Worden East Play Equipment **CIP #: PRP1807** **Project Length**: 2018-2019 **Estimated City Cost:** $90,000 **Funding Source**: parks capital improvement fund / CDBG fund	**Impact on the Operating Budget:** Annual maintenance will decrease by $300 per structure. **Description:** Update play equipment at Westwood and Worden East Parks. Worden East Park heavily used by city preschool program.

Whittier Park Parking Lot **CIP #: PRP1808** ***Project Length:*** 2018-2019 **Estimated City Cost:** $75,000 **Funding Source:** parks capital improvement fund / parking fund / CDBG	**Impact on the Operating Budget**: Will require pavement repair in 5 to 10 years. **Description:** Pave a parking lot at Whittier Park due to increased use of park.

INFORMATION TECHNOLOGY

Computer Replacement Program **CIP #: ISP1103** **Project Length:** 2013-2020 **Estimated City Cost:** $460,000; $60,000/yr **City Share:** 100% **Funding Source:** IS fund / retained earnings	**Impact on the Operating Budget:** Lower costs by improving personnel efficiency **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.
Office Software and Training Program **CIP #: ISP1104** **Project Length:** 2013-2020 **Estimated City Cost:** $156,000 **City Share:** 100% **Funding Source:** IS fund / retained earnings	**Impact on the Operating Budget:** Improve personnel efficiency. **Description:** New office software and training program to replace the Office 97 & 2003 versions. A stop gap conversion program is used to open Office 2007 & Office 2010 files from outside contacts and vendors. Uses of cloud based apps are also being reviewed as an additional application. This program is ongoing.
Server-Network-Cabling Infrastructure **CIP #: ISP1105** **Project Length:** 2012-2020 **Estimated City Cost:** $112,000 **City Share:** 100% **Funding Source:** IS fund / retained earnings	**Impact on the Operating Budget:** 3 year warranty and service. **Description:** Upgrade and replace key areas of the City's network, cabling, server hardware, and intrusion protection improvements when appropriate. This program is ongoing.

GIS Integration **CIP #: ISP1302** **Project Length:** 2013-2020 **Estimated City Cost:** $163,000 **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 departments and Oakland County CAMS. This program is ongoing.
Telephone System **CIP #: ISP1303** **Project Length:** 2013-2016 **Estimated City Cost:** $475,000 **City Share:** 100% **Funding Source:** IS fund / retained earnings	**Impact on the Operating Budget:** Will increase due to maintenance contract. **Description:** Upgrade and replace key areas of the city's telecommunications system, including replacement of old PBX, voicemail and unified messaging systems. Replace T1 communication lines with modern SIP trunks instead of PRI circuits. This program is ongoing.
Mobile Workforce **CIP #: ISP1407** **Project Length:** 2014-2020 **Estimated City Cost:** $ 62,000 **City Share:** 100% **Funding Source:** IS fund / retained earnings	**Impact on the Operating Budget:** Improve service delivery by increasing productivity **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. Accessibility of wireless access points to be implemented. This is an ongoing program.
Police Video Recording System Upgrades **CIP #: ISP1809** **Project Length:** 2018-2019 **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.

VEHICLES, EQUIPMENT, LARGE STUDIES, AND OTHERS

20 Year Vehicle Plan **CIP #: VEP1525** **Project Length:** 2016-2021 **Estimated City Cost:** $9,980,000 **City Share:** 100% **Funding Source:** motor pool fund / user charges	**Impact on the Operating Budget:** Lower maintenance costs **Description:** Vehicle replacement plan for fiscal years 2015-16 to 2020-21; Plan is modified due to operational review modified and year 2021 is being added to maintain six year period. Detailed schedules begin on the next page.
Fire Department Power Stretcher **CIP #: VEP1526** **Project Length:** 2016 **Estimated City Cost:** $50,000 **City Share:** 100% **Funding Source:** public safety fund	**Impact on the Operating Budget:** Lower back strains / workers compensation costs **Description:** Replace two older stretchers with two power lift stretchers.
Fire Department Technical Rescue Vehicle **CIP #: VEP1527** **Project Length:** 2016 **Estimated City Cost:** $225,000 **City Share:** 100% **Funding Source:** public safety fund	**Impact on the Operating Budget:** **Description:** To provide a vehicle that can carry rescue equipment along with for firefighter as well as tow the technical rescue trailer to the scene of an emergency.
Police Department Generator **CIP #: VEP1528** **Project Length:** 2015-2016 **Estimated City Cost:** $50,000 **City Share:** 100% **Funding Source:** public safety fund / general fund	**Impact on the Operating Budget:** **Description:** Replace the existing, failed generator at the police department.

VEHICLE REPLACEMENT
2015-2016

VEH #	YEAR	MAKE & MODEL OF REPLACED VEHICLE	ESTIMATED REPLACEMENT COSTS
		AUTO PARKING	
635	04	GMC Sierra	$ 34,240
		ENGINEERING	
637	04	GMC Sierra	$ 27,500
630	04	GMC Safari	$ 31,000
		FIRE	
907	09	Ford Escape	$ 32,700
909	96	GMC G-6 Van	$ 36,800
991	08	Freightliner Ambulance	$ 212,960
		HIGHWAY	
110	01	Jeep Cherokee	$ 29,700
246	01	Sterling L8513 - Single	$ 198,400
293	00	Cat 924G Loader	$ 208,000
		INSPECTION	
162	01	Pontiac Bonneville	$ 27,500
181	09	Ford Escape	$ 29,700
		MOTOR POOL	
GM071	08	Torro Groundsmaster 328D	$ 56,680
		PARKS & FORESTRY	
714	04	GMC Sierra	$ 36,780
764	94	Ford Chipper Truck	$ 130,000
		POLICE	
840	03	Ford Taurus	$ 30,500
851	05	Pontiac G6	$ 30,500
841	08	GMC Envoy	$ 32,700
860	08	GMC Envoy	$ 32,700
808	09	Ford Crown Victoria	$ 35,920
824	10	Ford Crown Victoria	$ 35,920
828	10	Chevy Tahoe	$ 35,700
		SEWER	
463	05	Sterling 2215 Vactor	$ 492,000
		WATER SERVICE	
431	04	GMC Savana	$ 33,320
433	04	GMC Savana	$ 33,320
		Total	**$ 1,884,540**

VEHICLE REPLACEMENT
2016-2017

VEH #	YEAR	MAKE & MODEL OF REPLACED VEHICLE	ESTIMATED REPLACEMENT COSTS
		BUILDING MAINTENANCE	
733	03	GMC Savana	$ 33,320
		FIRE	
992	08	Freightliner Ambulance	$ 212,960
908	09	Ford Escape	$ 32,700
		HIGHWAY	
202	10	GMC Sierra	$ 30,240
285	07	Elgin Sweeper	$ 180,000
251	01	Sterling L8513 - Single	$ 198,400
		INSPECTION	
180	02	Pontiac Bonneville	$ 27,500
183	04	Chevy Tahoe	$ 29,700
187	09	Ford Escape	$ 29,700
		MOTOR POOL	
GM061	06	Torro Groundsmaster 345	$ 56,680
		PARKS & FORESTRY	
715	04	GMC Sierra	$ 36,780
718	05	GMC Sierra	$ 36,780
730	03	GMC Savana	$ 33,320
762	01	International Forestry Truck	$ 126,000
		POLICE	
832	13	Ford Taurus	$ 38,700
861	08	GMC Envoy	$ 32,700
815	10	Ford Crown Victoria	$ 35,920
825	05	GMC Savana	$ 38,800
826	10	Ford Crown Victoria	$ 35,920
		SEWER	
445	01	GMC Sierra	$ 57,000
414	04	Ford F-450	$ 39,800
		WATER MAINTENANCE	
401	09	GMC Sierra	$ 30,240
441	01	Sterling L/LT9513 - Tandem	$ 115,200
465	99	GMC/Crane	$ 136,500
		Total	**$ 1,624,860**

VEHICLE REPLACEMENT
2017-2018

VEH #	YEAR	MAKE & MODEL OF REPLACED VEHICLE	ESTIMATED REPLACEMENT COSTS
		AUTO PARKING	
636	00	GMC Safari	$ 31,000
		ENGINEERING	
103	10	GMC Sierra	$ 27,500
		FIRE	
993	08	Freightliner Ambulance	$ 212,960
		HIGHWAY	
717	09	GMC Sierra	$ 36,780
249	06	Sterling L8513 - Single	$ 198,400
258	02	Sterling L/LT9513 - Tandem	$ 198,400
286	08	Elgin Sweeper	$ 180,000
1242	98	American Leaf Vacuum	$ 40,260
		MOTOR POOL	
332	05	GMC Savana	$ 33,320
GM051	05	Torro Groundsmaster 345	$ 56,680
		PARK & FORESTRY	
713	02	GMC Sierra	$ 34,240
716	05	GMC Sierra	$ 34,240
719	05	GMC Sierra	$ 36,780
1761	98	Brush Bandit Chipper	$ 43,400
		POLICE	
814	10	Chevy Tahoe	$ 37,700
806	13	Ford Taurus	$ 35,610
809	09	Ford Crown Victoria	$ 35,920
810	13	Ford Taurus	$ 35,600
831	03	Chevy 3500 Van	$ 38,800
		SEWER	
415	04	Ford F-450	$ 39,800
		WATER MAINTENANCE	
442	01	Sterling L/LT9513 - Tandem	$ 115,200
		Total	**$ 1,502,590**

VEHICLE REPLACEMENT
2018-2019

VEH #	YEAR	MAKE & MODEL OF REPLACED VEHICLE	ESTIMATED REPLACEMENT COSTS
		ELECTRICAL	
362	05	Ford F550 Aerial Truck	$ 120,000
		HIGHWAY	
261	15	Ford F-250	$ 31,240
268	09	GMC Sierra	$ 34,240
416	03	GMC Sierra	$ 34,240
257	08	Ford F-450	$ 67,260
254	03	Sterling L8513 - Single	$ 198,400
259	10	Sterling LT9500 - Tandem	$ 198,400
1243	98	American Leaf Vacuum	$ 40,260
1264	01	Ingersoll Air Compressor	$ 19,200
		MOTOR POOL	
663	96	GMC 3500HD	$ 39,800
670	02	Yale Forklift	$ 58,500
682	98	Tennant Sweeper	$ 39,600
GM031	03	Torro Groundsmaster 345	$ 56,680
		PARKS & FORESTRY	
776	96	Ford 4630LDR Tractor	$ 39,600
1762	03	Brush Bandit Chipper	$ 43,400
		POLICE	
819	13	BMW Motorcycle	$ 26,400
820	13	BMW Motorcycle	$ 26,400
821	13	BMW Motorcycle	$ 26,400
822	13	BMW Motorcycle	$ 26,400
862	13	Ford Taurus	$ 30,500
816	13	Ford Explorer	$ 39,083
818	10	Chevy Tahoe	$ 35,700
823	13	Ford Taurus	$ 37,697
8901	97	Ford Cutaway Van	$ 36,800
		SEWER	
443	01	Sterling L8513 - Single	$ 115,200
474	98	Ford TLB	$ 124,150
		WATER SERVICE	
432	12	Ford Transit Connect	$ 31,000
		Total	**$ 1,576,550**

VEHICLE REPLACEMENT
2019-2020

VEH #	YEAR	MAKE & MODEL OF REPLACED VEHICLE	ESTIMATED REPLACEMENT COSTS
		ELECTRICAL	
331	04	GMC Savana	$ 33,320
		FIRE	
907	09	Ford Escape	$ 32,700
		HIGHWAY	
247	09	Sterling L8500 - Single	$ 198,400
267	02	GMC Sign Truck	$ 126,000
1469	00	Magnum Cement Saw	$ 18,600
1241	98	American Leaf Vacuum	$ 40,260
1245	02	American Leaf Vacuum	$ 40,260
		ICE ARENA	
791	05	Zamboni	$ 130,000
		MOTOR POOL	
GM021	02	Torro Groundsmaster 345	$ 56,680
		PARKS & FORESTRY	
765	03	Sterling Prentice Log Loader	$ 186,000
774	01	NH TN-65 Tractor	$ 33,000
777	96	Ford 4630 Tractor	$ 33,000
		POLICE	
843	13	Ford Edge	$ 30,100
859	13	Ford Explorer	$ 30,570
863	13	Ford Edge	$ 31,340
858	13	Ford Taurus	$ 30,500
801	15	Ford Explorer	$ 37,800
804	15	Ford Explorer	$ 37,800
805	15	Ford Explorer	$ 37,800
811	15	Ford Explorer	$ 37,800
817	13	Ford Explorer	$ 39,800
		SEWER	
413	09	GMC Savana	$ 33,320
		WATER MAINTENANCE	
1460	97	Ingersoll Light Tower	$ 19,800
1466	01	Ingersoll Air Compressor	$ 19,200
		Total	**$ 1,314,050**

VEHICLE REPLACEMENT
2020-2021

VEH #	YEAR	MAKE & MODEL OF REPLACED VEHICLE	ESTIMATED REPLACEMENT COSTS
		ASSESSOR	
104	15	Ford Escape	$ 29,700
		CABLE	
1055	01	Ford F-550 Van	$ 640,000
		FIRE	
905	14	Ford Explorer	$ 32,700
906	14	Ford Explorer	$ 32,700
908	09	Ford Escape	$ 32,700
991	16	Freightliner Ambulance	$ 212,960
		HIGHWAY	
233	05	GMC Sierra	$ 34,240
235	05	GMC Sierra	$ 34,240
252	01	Sterling L8513 - Single	$ 198,400
295	93	Hypac Roller	$ 58,500
1247	02	American Leaf Vacuum	$ 40,260
1280	02	Target Arrow	$ 6,700
		INSPECTION	
163	14	Ford Escape	$ 29,700
182	14	Ford Escape	$ 29,700
		MOTOR POOL	
1601	92	Ajax Trailer	$ 21,000
1602	94	Special Events Trailer	$ 16,800
		PARKS & FORESTRY	
771	04	NH TN-60A Tractor	$ 33,000
778	96	Ford 4630 Tractor	$ 33,000
2716	92	Ajax Trailer	$ 16,800
2717	92	Ajax Trailer	$ 16,800
		POLICE	
	15	Ford Explorer	$ 31,620
	15	Ford Taurus	$ 29,500
802	14	Ford Explorer	$ 36,680
807	14	Ford Explorer	$ 36,680
813	14	Ford Explorer	$ 36,680
829	10	Ford Escape	$ 35,700
803	13	Ford Taurus	$ 37,500
824	10	Ford Crown Victoria	$ 35,920
828	10	Chevy Tahoe	$ 35,700
830	13	Ford Taurus	$ 38,700
854	14	Ford F-150	$ 34,800
		SEWER	
1467	01	Ingersoll Air Compressor	$ 19,200
		WATER MAINTENANCE	
491	04	Arrow Hammer	$ 117,000
		Total	**$ 2,075,580**

PROJECTS UNDER REVIEW

Projects Under Review are projects that may be deemed as worthy and viable; however they are not included as part of the active 2016-2021 Capital Improvement Plan as additional research or review is ongoing. Projects under review may require additional information, studies or city commission policies to be in place before more accurate timelines and/or funding levels can be identified. It is possible that projects under review may not fall under the city's jurisdiction and will require other agencies to move the project forward; while some projects may not fall within the 2016-2021 timeframe.

Fire Station #1 & #2 Construction/ Strategic Relocation **Project Length:** N/A **Estimated City Cost:** $12,000,000 **City Share:** 100% **Funding Source:** public safety fund / sale of stations	**Impact on the Operating Budget:** **Description:** Strategically relocate two fire stations, eliminating the three current stations. Position one fire station near Gardenia & Main and the other station near 13 Mile Road & Crooks.
City Hall Building **Estimated City Cost:** $7,500,000 **Project Length:** N/A **City Share:** 100% **Funding Source:** unknown	**Impact on the Operating Budget:** **Description:** Replacement city hall building.
Police Department Building **Project Length:** N/A **Estimated City Cost:** $7,800,000 **City Share:** 100% **Funding Source:** public safety fund	**Impact on the Operating Budget:** **Description:** Replacement police department building.

ENTERPRISE FUNDS

Enterprise Funds are established to finance and account for the acquisition, operation and maintenance of governmental facilities and services that are entirely or predominantly self-supporting by user charges; or where the governing body has decided periodic determination of revenue earned, expenses incurred and/or net income is appropriate.

Arts, Beats, and Eats Fund – 506

Recreation Fund - 508

Auto Parking Fund - 516

Farmers Market Fund - 551

Water & Sewer Funds – 592

Ice Arena Fund – 598

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.

Arts, Beats & Eats is held in downtown Royal Oak over the Labor Day Weekend, . 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 14th annual event.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	97,260	97,930	99,360	100,750	102,100	103,410
Revenues and transfers from other funds	350,690	432,940	432,940	432,940	432,940	432,940
Expenditures and transfers to other funds	350,020	431,510	431,550	431,590	431,630	431,670
Net Change in Net Assets	670	1,430	1,390	1,350	1,310	1,270
Ending Unrestricted Net Assets	97,930	99,360	100,750	102,100	103,410	104,680

Revenues

506.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	386,450	0	0	0	386,450
2012-2013 Actual	0	0	443,870	0	19,400	0	463,270
2013-2014 Actual	0	0	366,910	0	11,140	0	378,050
2014-2015 Original Budget	0	0	417,450	0	15,000	0	432,450
2014-2015 Adjusted Budget (Dec)	0	0	417,450	0	15,000	0	432,450
2014-2015 Six Month Actual	0	0	320,640	0	0	0	320,640
2014-2015 Estimated Year End	0	0	338,050	0	12,640	0	350,690
2015-2016 Dept Request	0	0	417,940	0	15,000	0	432,940
2015-2016 Manager's Budget	0	0	417,940	0	15,000	0	432,940
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	417,940	0	15,000	0	432,940
2017-2018 Projected Budget	0	0	417,940	0	15,000	0	432,940
2018-2019 Projected Budget	0	0	417,940	0	15,000	0	432,940
2019-2020 Projected Budget	0	0	417,940	0	15,000	0	432,940

Expenditures

506.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	111,120	112,800	0	162,300	0	386,220
2012-2013 Actual	107,810	193,170	0	112,490	0	413,470
2013-2014 Actual	82,550	176,730	0	71,520	0	330,800
2014-2015 Original Budget	88,760	193,690	0	150,000	0	432,450
2014-2015 Adjusted Budget (Dec)	88,760	193,690	0	150,000	0	432,450
2014-2015 Six Month Actual	80,420	12,870	0	78,590	0	171,880
2014-2015 Estimated Year End	80,430	191,020	0	78,570	0	350,020
2015-2016 Dept Request	87,400	194,110	0	150,000	0	431,510
2015-2016 Manager's Budget	87,400	194,110	0	150,000	0	431,510
2015-2016 Approved Budget						
2016-2017 Projected Budget	87,400	194,150	0	150,000	0	431,550
2017-2018 Projected Budget	87,400	194,190	0	150,000	0	431,590
2018-2019 Projected Budget	87,400	194,230	0	150,000	0	431,630
2019-2020 Projected Budget	87,400	194,270	0	150,000	0	431,670

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 community 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 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)

Youth Sports and Enrichment: Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. (1015 participants)

Summer Day Camp: A nine week, fifty hour camp. Children participate in sports, arts and crafts, swimming, special events and field trips. The camp will be held at Royal Oak High School. (450 participants)

Adult Sports Leagues/Programs: Softball 96 teams, women's soccer 10 teams, basketball 9 teams, volleyball 36 teams. Pickle ball 550 and Tennis 105 (est. 2845 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 45th Annual Royal Oak Art Fair will be held July 11th and 12th at Memorial Park. One hundred artists from all over the United States participate in this annual event.

In 2013, the recreation department implemented a new on-line registration program to allow residents to sign up for recreation classes anytime of the day or night. The department has also begun a new adopt-a-park program that offer a private-public partnership with residents, community organizations, and businesses. The goal is to improve our parks system through beautification projects and donations for trees, benches and park supplies. Family movie night under the stars at Memorial Park will take place on Thursday August 20th. Gates open at 6:00 p.m. for a night of entertainment, ice cream, music and much more.

The recreation department works with community youth athletic organizations to coordinate hundreds of games, practices and the maintenance schedules for all soccer fields (14 fields spring and fall), baseball (20), softball (12), and a football field. Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2014 = 229)

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, The Lindell Ice Arena and Total Soccer.

GOALS

1. Enhance the quality of life for residents by offering desirable leisure and social activities.

2. Make the execution of the parks & recreation master plan a top priority.

OBJECTIVES

- Identify community recreational needs through surveys and regional meetings.[GOAL1]

- Investigate the feasibility and potential features of a downtown park utilizing city land, including city hall parking lots.[GOAL1]

- Investigate alternative funding sources, sponsorships and donations from federal, state and community organizations to update parks.[GOAL1]

- Identify a sustainable revenue source for parks and recreation improvements and maintenance.[GOAL1]

- Partner with volunteers to offer additional recreation opportunities that might not have existed prior.[GOAL1]

- Investigate the opportunities to partner with other recreation departments to maximize opportunities.[GOAL2]

- Generate advertising revenue for INSIGHT to offset the expenses of production and distribution.[GOAL2]

- Explore the sale of city owned property, potentially including underutilized parks, and dedicate proceeds to the park improvement plan.[GOAL2]

- Explore increasing staff at DPS and recreation.

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1 **Participants**						
Preschool – Senior Center	57	57	n/a	57	57	57
Youth Sports & Enrichment	960	960	n/a	960	960	960
Summer Day Camp	450	450	n/a	450	450	450
Adult Sports Leagues	2,645	2,645	n/a	2,645	2,645	2,845
Adult Enrichment	395	395	n/a	395	395	395
Adult Fitness	1,152	1,152	n/a	1,152	1,152	1,152
Cultural Events - Artists	102	103	n/a	105	110	110
GOAL1 **Adult Sports League Teams**						
Softball	96	96	n/a	96	96	96
Soccer - Women	10	10	n/a	10	10	10
Basketball	8	9	n/a	9	9	9
Volleyball	36	36	n/a	36	36	36
Pickle Ball registrations	3,000	3,200		3,300	3,500	3,700
GOAL2 **Venues Scheduled**						
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	1	n/a	1	1	1
GOAL2 Indoor Rentals (in hours)	725	725	n/a	750	750	750
Outdoor Field Rentals	335	335	n/a	335	335	345
Pavilion Rentals – VFW and Starr/JC parks	141	202	n/a	210	211	223

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The forecast demonstrates a continued operating deficit even after assuming a modest increase in outdoor rentals and pickleball registration, utilizing current fees/rates. This forecast demonstrates this in not sustainable with a negative net unrestricted net asset in FY18-19.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	121,910	178,010	152,950	121,600	83,670	38,810
Revenues and transfers from other funds	626,190	633,840	635,660	637,520	639,410	641,340
Expenditures and transfers to other funds	658,090	658,900	667,010	675,450	684,270	693,470
Net Change in Net Assets	(31,900)	(25,060)	(31,350)	(37,930)	(44,860)	(52,130)
Ending Unrestricted Net Assets	178,010	152,950	121,600	83,670	38,810	(13,320)

Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	601,620	0	0	0	601,620
2012-2013 Actual	0	0	646,320	440	0	0	646,760
2013-2014 Actual	0	0	589,070	170	0	0	589,240
2014-2015 Original Budget	0	0	666,090	0	0	0	666,090
2014-2015 Adjusted Budget (Dec)	0	0	666,090	0	0	0	666,090
2014-2015 Six Month Actual	0	0	260,840	200	0	0	261,040
2014-2015 Estimated Year End	0	0	625,940	250	0	0	626,190
2015-2016 Dept Request	0	0	633,040	800	0	0	633,840
2015-2016 Manager's Budget	0	0	633,040	800	0	0	633,840
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	634,860	800	0	0	635,660
2017-2018 Projected Budget	0	0	636,720	800	0	0	637,520
2018-2019 Projected Budget	0	0	638,610	800	0	0	639,410
2019-2020 Projected Budget	0	0	640,540	800	0	0	641,340

Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	306,000	24,400	0	309,890	0	640,290
2012-2013 Actual	313,490	19,170	0	260,150	0	592,810
2013-2014 Actual	298,280	23,630	0	228,720	0	550,630
2014-2015 Original Budget	291,580	21,100	0	255,590	0	568,270
2014-2015 Adjusted Budget (Dec)	291,580	21,100	0	255,590	0	568,270
2014-2015 Six Month Actual	143,780	14,260	0	123,190	0	281,230
2014-2015 Estimated Year End	296,060	23,100	0	250,930	0	570,090
2015-2016 Dept Request	298,610	24,370	0	247,920	0	570,900
2015-2016 Manager's Budget	298,610	24,370	0	247,920	0	570,900
2015-2016 Approved Budget						
2016-2017 Projected Budget	306,260	24,370	0	248,380	0	579,010
2017-2018 Projected Budget	314,230	24,370	0	248,850	0	587,450
2018-2019 Projected Budget	322,560	24,370	0	249,340	0	596,270
2019-2020 Projected Budget	331,260	24,370	0	249,840	0	605,470

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	92,530	0	92,530
2012-2013 Actual	0	0	0	87,900	0	87,900
2013-2014 Actual	0	0	0	87,340	0	87,340
2014-2015 Original Budget	0	0	0	88,000	0	88,000
2014-2015 Adjusted Budget (Dec)	0	0	0	88,000	0	88,000
2014-2015 Six Month Actual	0	0	0	39,930	0	39,930
2014-2015 Estimated Year End	0	0	0	88,000	0	88,000
2015-2016 Dept Request	0	0	0	88,000	0	88,000
2015-2016 Manager's Budget	0	0	0	88,000	0	88,000
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	88,000	0	88,000
2017-2018 Projected Budget	0	0	0	88,000	0	88,000
2018-2019 Projected Budget	0	0	0	88,000	0	88,000
2019-2020 Projected Budget	0	0	0	88,000	0	88,000

Cost Center Position Detail - Home Base

Full & Part-time Employees

Recreation	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Director of Rec & Public Srvc	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Superintendent - Recreation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Recreation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Recreation - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-time Total	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Part-Time Positions (FTEs)									
Part-Time Positions				2.2	2.2	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	4.2	4.2	2.0	2.0	2.0	2.0

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Farmer's market lot revenue is budgeted to increase due to the increased space from the building demolition and the installation of parking meters. Transfer in from DDA TIFA fund is reduced by nearly $245,000 as the DDA will fund only one half of the parking structure debt.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	5,529,400	4,547,704	3,762,504	3,475,772	3,431,650	3,320,475
Revenues and transfers from other funds	3,936,870	3,735,500	3,735,500	3,735,500	3,735,500	3,735,500
Expenditures and transfers to other funds	4,893,510	4,520,700	4,022,232	3,779,622	3,846,675	3,563,408
Net Change in Net Assets	(956,640)	(785,200)	(286,732)	(44,122)	(111,175)	172,092
Ending Unrestricted Net Assets	4,547,704	3,762,504	3,475,772	3,431,650	3,320,475	3,492,567

Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	3,478,350	3,150	115,570	496,460	4,093,530
2012-2013 Actual	0	0	3,377,440	2,900	132,710	500,860	4,013,910
2013-2014 Actual	0	0	3,534,420	3,400	46,970	494,340	4,079,130
2014-2015 Original Budget	0	0	3,418,100	3,800	35,000	492,370	3,949,270
2014-2015 Adjusted Budget (Dec)	0	0	3,418,100	3,800	35,000	492,370	3,949,270
2014-2015 Six Month Actual	0	0	1,860,140	2,850	15,920	98,690	1,977,600
2014-2015 Estimated Year End	0	0	3,408,500	3,000	33,000	492,370	3,936,870
2015-2016 Dept Request	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2015-2016 Manager's Budget	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2017-2018 Projected Budget	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2018-2019 Projected Budget	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2019-2020 Projected Budget	0	0	3,452,500	3,000	33,000	247,000	3,735,500

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 for its parking enforcement division of twelve 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

1. Encourage compliance with all parking regulations.

OBJECTIVES

- To continue to enforce parking regulations.[GOAL1]

Performance Indicators / Outcome Measures

	Actual 2012	Actual 2013	Actual 2014	Projected 2015	Projected 2016	Projected 2017
Violations Issued	93,661	96,385	92,454	93,000	93,000	93,000

Note: Performance indicators are reported on a calendar year basis as opposed to a fiscal year

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

There are no significant notes for this cost center.

Budget Summary

Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	134,030	9,460	0	23,020	0	166,510
2012-2013 Actual	134,080	10,270	0	31,120	0	175,470
2013-2014 Actual	130,050	8,970	0	31,730	0	170,750
2014-2015 Original Budget	205,960	11,000	0	53,290	0	270,250
2014-2015 Adjusted Budget (Dec)	205,960	11,000	0	53,290	0	270,250
2014-2015 Six Month Actual	85,430	4,380	0	6,650	0	96,460
2014-2015 Estimated Year End	201,820	9,600	0	38,290	0	249,710
2015-2016 Dept Request	215,850	7,470	0	46,130	0	269,450
2015-2016 Manager's Budget	215,850	7,470	0	46,130	0	269,450
2015-2016 Approved Budget						
2016-2017 Projected Budget	218,240	7,470	0	46,310	0	272,020
2017-2018 Projected Budget	220,740	7,470	0	46,500	0	274,710
2018-2019 Projected Budget	223,360	7,470	0	46,700	0	277,530
2019-2020 Projected Budget	226,090	7,470	0	46,900	0	280,460

Cost Center Position Detail- Home Base

Full & Part-time Employees

Parking Enforcement	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			5.8	5.8	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	5.8	5.8	0.0	0.0	0.0	0.0

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 and collects parking fees. DPS employs three full-time staff and various part-time staff. A parking contractor operates the three parking decks.

GOALS

1. To insure that all meters are properly operating.
2. To promote the use of parking garages.
3. To integrate new parking technology where it makes business sense

OBJECTIVES

- Repair meters in timely fashion.[GOAL1]
- Work with contractor to improve parking garage marketing.[GOAL2]
- Implement new technology.[GOAL3]
- Investigate the feasibility and potential features of a downtown park utilizing city land including city hall parking lots.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Revenues are decreasing mostly due to the reduction of the transfer from the DDA TIFA fund, as half of the parking debt will be funded by the DDA as opposed to the entire debt payment. Building repairs are budgeted to increase $11,700 for concrete joint repairs. Contracted services are increasing $10,000 due to the escalator in the parking structure management contract. Bank fees are budgeted to increase $45,000 due to the anticipated increase use of credit cards. The transfer to the general fund is estimated to decrease $200,000 based on this funds transfer policy.

Budget Summary

Expenditures

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	670,360	40,480	0	2,438,600	1,020,090	4,169,530
2012-2013 Actual	677,230	58,180	0	1,236,840	1,028,530	3,000,780
2013-2014 Actual	689,830	59,960	169,920	2,016,350	1,020,270	3,956,330
2014-2015 Original Budget	636,500	62,880	462,000	2,047,360	1,041,260	4,250,000
2014-2015 Adjusted Budget (Dec)	636,500	62,880	462,000	2,047,360	1,041,260	4,250,000
2014-2015 Six Month Actual	271,610	36,310	48,440	380,860	411,460	1,148,680
2014-2015 Estimated Year End	625,380	61,680	929,000	2,019,610	1,008,130	4,643,800
2015-2016 Dept Request	632,780	61,940	100,000	1,835,980	1,048,130	3,678,830
2015-2016 Manager's Budget	632,780	61,940	100,000	1,835,980	1,048,130	3,678,830
2015-2016 Approved Budget						
2016-2017 Projected Budget	657,040	61,940	155,000	1,737,340	1,063,392	3,674,712
2017-2018 Projected Budget	682,390	61,940	50,000	1,638,750	1,051,242	3,484,322
2018-2019 Projected Budget	708,880	61,940	125,000	1,540,190	1,037,455	3,473,465
2019-2020 Projected Budget	736,550	61,940	0	1,441,680	1,022,008	3,262,178

Cost Center Position Detail - Home Base

Full & Part-time Employees

Auto Parking	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Traffic Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parking Meter Technician	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Full-time Total	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.7	0.7	n/a	n/a	n/a	n/a
Cost Center Total	3.0	3.0	3.0	3.7	3.7	3.0	3.0	3.0	3.0

The mission of the major street construction cost center is to track and fund major street projects included in the capital improvement plan.

GOALS

1. Maintain a long term major road improvement program that maximizes funds to extend and enhance the life of the city's major road system.

OBJECTIVES

- Develop sustainable plan to maintain and enhance Royal Oak's parking infrastructure.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The following capital projects for this fund for fiscal year 15-16 are as follows:

• Parking automation	$290,000
• PLP1511 Sherman parking lot	125,000
• PLP1506 Farmer's market parking lot	137,000
FY2015-16 Total:	**$552,000**

Budget Summary
Expenditures

516.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Original Budget	0	0	0	0	0	0
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	0
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	0	0	0
2015-2016 Dept Request	20,420	0	0	552,000	0	572,420
2015-2016 Manager's Budget	20,420	0	0	552,000	0	572,420
2015-2016 Approved Budget						
2016-2017 Projected Budget	20,500	0	0	55,000	0	75,500
2017-2018 Projected Budget	20,590	0	0	0	0	20,590
2018-2019 Projected Budget	20,680	0	0	75,000	0	95,680
2019-2020 Projected Budget	20,770	0	0	0	0	20,770

The mission of the Royal Oak Farmers Market is to provide an excellent and economical facility providing a profitable place to attract local merchants, shoppers, public and private rental events and showcase the Royal Oak downtown.

The Royal Oak Farmers Market sells locally grown produce and wares in a family oriented venue. The farmers 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 named 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 contracted market manager company, 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 generated additional funds that allow continued updates to the building. A concessionaire leases the kitchen, eliminating the concession cost center.

GOALS

1. Provide an exciting center piece for local economic activity.

2. Fully integrate with city planning to create a facility reflecting the needs and interests of the community.

3. Support community based events.

OBJECTIVES

- Increase events & activities which draw patronage of current users and expand to new users.[GOAL1]

- Continue to address the long term improvements for the market.[GOAL2]

- Expand rental opportunities.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1 Customer Attendance Rate	3,500	4,100	4,000	6,000	6,000	6,000
Saturday and Sunday Combined						
GOAL1 Facility Rentals	48	73	82	90	100	100
GOAL Average Vendor Occupancy Rate						
Saturday Farm Market	95%	95%	95%	95%	100%	100%
Average Sunday Antique Market	95%	95%	95%	95%	100%	100%

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Total expenses are budgeted to increase slightly due to increases in contracted services in accordance with the market management agreement by $8,000, cleaning supplies and electric are budgeted to increase due to anticipated increase in rentals. Annual flea market leases will be eliminated on May 1st 2015 which will result in an increase in daily rentals.

The following capital improvement project(s) for the farmer's market for fiscal year 15-16 are as follows:

- Three roll-up doors $22,500

FY2015-16 Total: **$22,500**

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	507,430	549,660	522,710	476,950	480,080	487,300
Revenues and transfers from other funds	460,200	476,700	481,200	485,930	490,890	496,100
Expenditures and transfers to other funds	455,210	503,650	526,960	482,800	483,670	484,570
Net Change in Net Assets	4,990	(26,950)	(45,760)	3,130	7,220	11,530
Ending Unrestricted Net Assets	549,660	522,710	476,950	480,080	487,300	498,830

Revenues

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	377,490	640	7,290	0	385,420
2012-2013 Actual	0	0	400,930	1,740	4,370	0	407,040
2013-2014 Actual	0	0	482,490	960	2,660	0	486,110
2014-2015 Original Budget	0	0	452,500	1,200	3,000	0	456,700
2014-2015 Adjusted Budget (Dec)	0	0	452,500	1,200	3,000	0	456,700
2014-2015 Six Month Actual	0	0	271,100	500	1,450	0	273,050
2014-2015 Estimated Year End	0	0	456,000	1,200	3,000	0	460,200
2015-2016 Dept Request	0	0	471,500	2,200	3,000	0	476,700
2015-2016 Manager's Budget	0	0	471,500	2,200	3,000	0	476,700
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	476,000	2,200	3,000	0	481,200
2017-2018 Projected Budget	0	0	480,730	2,200	3,000	0	485,930
2018-2019 Projected Budget	0	0	485,690	2,200	3,000	0	490,890
2019-2020 Projected Budget	0	0	490,900	2,200	3,000	0	496,100

Expenditures

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	14,050	6,520	0	362,180	0	382,750
2012-2013 Actual	16,510	5,190	380	362,340	0	384,420
2013-2014 Actual	9,230	5,340	0	413,000	0	427,570
2014-2015 Original Budget	8,620	9,250	0	438,830	0	456,700
2014-2015 Adjusted Budget (Dec)	8,620	9,250	0	438,830	0	456,700
2014-2015 Six Month Actual	4,020	2,490	0	220,930	0	227,440
2014-2015 Estimated Year End	8,580	6,250	0	440,380	0	455,210
2015-2016 Dept Request	9,260	9,500	22,500	462,390	0	503,650
2015-2016 Manager's Budget	9,260	9,500	22,500	462,390	0	503,650
2015-2016 Approved Budget						
2016-2017 Projected Budget	9,600	9,500	45,000	462,860	0	526,960
2017-2018 Projected Budget	9,960	9,500	0	463,340	0	482,800
2018-2019 Projected Budget	10,330	9,500	0	463,840	0	483,670
2019-2020 Projected Budget	10,720	9,500	0	464,350	0	484,570

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.
The water and sewage commodity rates are budgeted to increase 19%. The increase is based on a 27% increase from SOCWA and an estimated 4% increase from the Water Resources Commission; in addition to funding approximately $5.3 million of capital projects, bonding (10 years) for a potential $6 million water meter replacement program and $520,000 for sewer root removal and catch basin cleaning (in the operating budget). Rates are also increasing due to the use the significant amount of cash in fiscal year 14-15, due to lower commodity sales relative to budget. Flat rate billing is budgeted to remain the same at $10.75 per quarter for the purpose of recouping the city's water billing costs.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	11,288,630	3,231,508	2,943,888	2,682,157	2,321,930	2,166,359
Revenues and transfers from other funds	24,691,000	37,789,000	33,335,650	34,959,640	36,664,820	38,455,260
Expenditures and transfers to other funds	29,120,110	38,076,620	33,597,381	35,319,867	36,820,391	37,364,934
Net Change in Net Assets	(4,429,110)	(287,620)	(261,731)	(360,227)	(155,571)	1,090,326
Ending Unrestricted Net Assets	3,231,508	2,943,888	2,682,157	2,321,930	2,166,359	3,256,685

Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	27,379,490	14,080	88,730	1,223,180	28,705,480
2012-2013 Actual	0	0	26,477,990	33,310	220,120	3,062,510	29,793,930
2013-2014 Actual	0	0	25,283,130	30,190	89,490	3,784,620	29,187,430
2014-2015 Original Budget	0	0	27,438,770	18,000	69,000	2,834,710	30,360,480
2014-2015 Adjusted Budget (Dec)	0	0	27,438,770	18,000	69,000	2,834,710	30,360,480
2014-2015 Six Month Actual	0	0	13,160,910	(1,060)	33,160	0	13,193,010
2014-2015 Estimated Year End	0	0	24,567,000	18,000	106,000	0	24,691,000
2015-2016 Dept Request	0	0	31,683,000	25,000	6,081,000	0	37,789,000
2015-2016 Manager's Budget	0	0	31,683,000	25,000	6,081,000	0	37,789,000
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	32,147,000	25,000	81,000	0	32,253,000
2017-2018 Projected Budget	0	0	32,617,950	25,000	81,000	0	32,723,950
2018-2019 Projected Budget	0	0	33,095,970	25,000	81,000	0	33,201,970
2019-2020 Projected Budget	0	0	33,581,160	25,000	81,000	0	33,687,160

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel costs will increase as the result of a portion of five new full time engineering employees allocated to this cost center. Other expenses will decrease due to capital projects being charged to a new cost center named "W/S construction" as opposed to a transfer to the capital projects fund. Consulting engineering services will decrease $25,000 due to a sewer capacity study that will be completed in FY14-15. $145,000 of consulting services is budgeted in FY15-16 for a water supply study and GIS consulting.

GOALS

1. Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.

2. Ramp up the expenditure on water main improvements to complete the CIP public water system master plan improvements by 2020.

OBJECTIVES

- Complete the budgeted capital improvement projects.[GOAL 1,2]

- Hire a consultant to complete a comprehensive storm-water system analysis to inform decision making regarding changes in the storm-water detention ordinance.[GOAL 1]

Budget Summary

Expenditures

592.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	36,630	40	0	1,562,250	0	1,598,920
2012-2013 Actual	39,000	40	0	3,034,590	0	3,073,630
2013-2014 Actual	44,230	50	0	2,335,390	0	2,379,670
2014-2015 Original Budget	83,690	100	0	6,048,130	0	6,131,920
2014-2015 Adjusted Budget (Dec)	83,690	100	0	6,048,130	0	6,131,920
2014-2015 Six Month Actual	45,480	70	0	3,071,280	0	3,116,830
2014-2015 Estimated Year End	99,650	180	0	5,052,800	0	5,152,630
2015-2016 Dept Request	159,400	190	0	170,300	0	329,890
2015-2016 Manager's Budget	159,400	190	0	170,300	0	329,890
2015-2016 Approved Budget						
2016-2017 Projected Budget	165,790	190	0	170,300	0	336,280
2017-2018 Projected Budget	172,460	190	0	170,300	0	342,950
2018-2019 Projected Budget	179,420	190	0	170,300	0	349,910
2019-2020 Projected Budget	186,690	190	0	170,300	0	357,180

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.

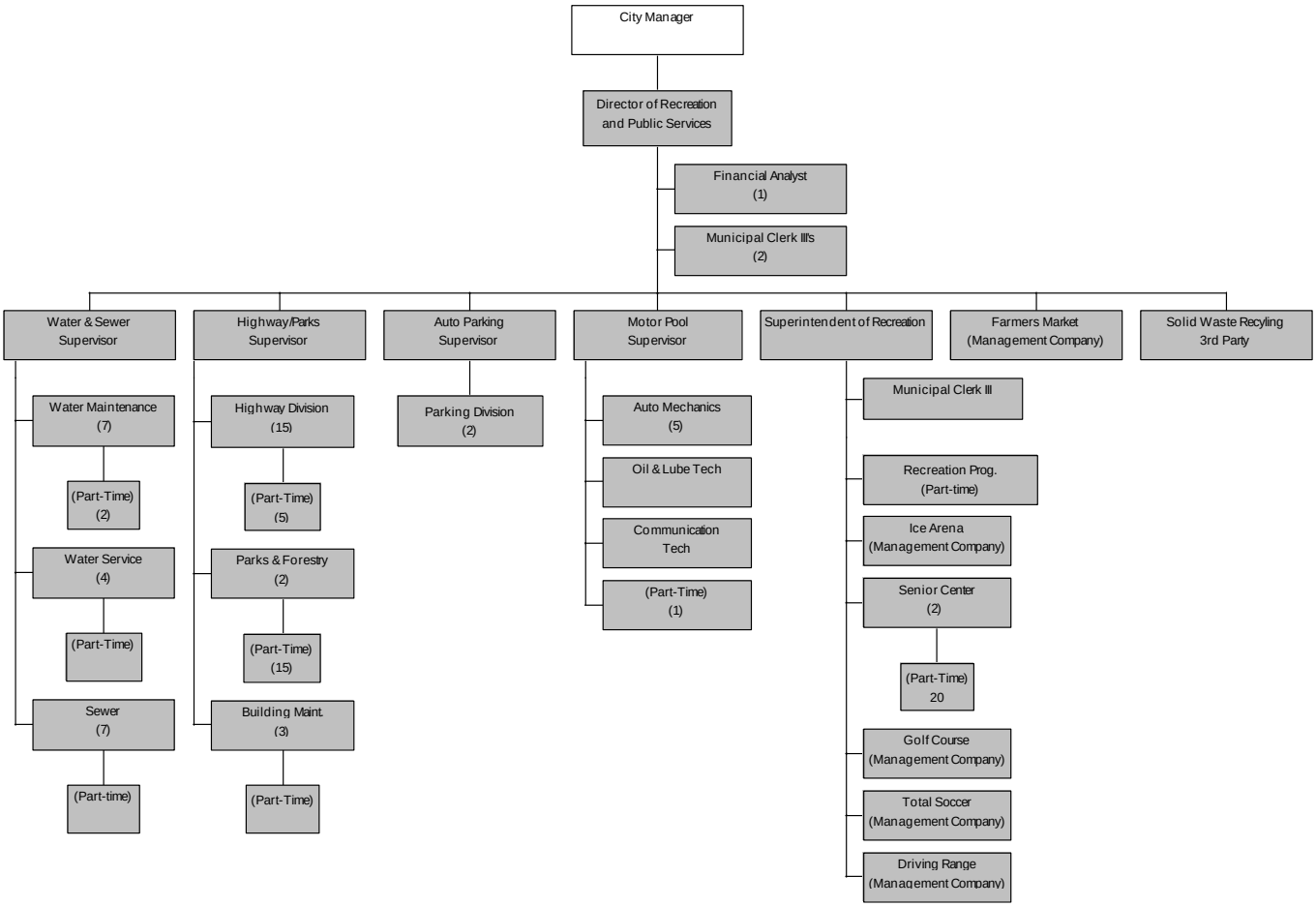
Debt service is nearly as large a component of the budget. Depreciation expense must provide sufficient cash flow to pay debt principal. Other costs include general administration, information service, insurance and auditing cost.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:
The water and sewage commodity rates are budgeted to increase 19%. The increase is based on a 27% increase from SOCWA and an estimated 4% increase from the Water Resources Commission; in addition to funding approximately $5.3 million of capital projects, bonding (10 years) for a potential $6 million water meter replacement program and $520,000 for sewer root removal and catch basin cleaning (in the operating budget). Rates are also increasing due to the use the significant amount of cash in fiscal year 14-15, due to reduced commodity sales. Flat rate billing is budgeted to remain the same at $10.75 per quarter for the purpose of recouping the city's water billing costs.

Budget Summary
Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	7,216,970	992,010	8,208,980
2012-2013 Actual	0	0	0	7,291,490	927,240	8,218,730
2013-2014 Actual	0	0	0	7,006,210	859,020	7,865,230
2014-2015 Original Budget	0	0	0	7,591,210	813,180	8,404,390
2014-2015 Adjusted Budget (Dec)	0	0	0	7,591,210	788,770	8,379,980
2014-2015 Six Month Actual	0	0	0	3,343,800	204,150	3,547,950
2014-2015 Estimated Year End	0	0	0	7,299,120	805,470	8,104,590
2015-2016 Dept Request	0	0	0	8,371,760	859,000	9,230,760
2015-2016 Manager's Budget	0	0	0	8,371,760	859,000	9,230,760
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	8,759,980	942,111	9,702,091
2017-2018 Projected Budget	0	0	0	9,167,360	870,717	10,038,077
2018-2019 Projected Budget	0	0	0	9,594,830	796,431	10,391,261
2019-2020 Projected Budget	0	0	0	10,043,410	719,374	10,762,784

Department of Public Service Organizational Chart



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 1,500 to 2,000 bills are mailed out weekly. Payment on bills is typically due on Monday; three weeks after the bills are mailed.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2015-2016:

Personnel costs will increase due to a higher portion of the city treasurer being allocated to water billing based on amount of time spent performing related duties. Lockbox for $20,000 is budgeted for water bill processing.

Budget Summary

Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	237,350	150	0	49,040	0	286,540
2012-2013 Actual	228,350	0	0	44,440	0	272,790
2013-2014 Actual	121,000	80	0	42,890	0	163,970
2014-2015 Original Budget	135,330	350	0	54,850	0	190,530
2014-2015 Adjusted Budget (Dec)	135,330	350	0	54,850	0	190,530
2014-2015 Six Month Actual	44,610	0	0	17,490	0	62,100
2014-2015 Estimated Year End	114,170	0	0	54,550	0	168,720
2015-2016 Dept Request	137,830	0	0	76,100	0	213,930
2015-2016 Manager's Budget	137,830	0	0	76,100	0	213,930
2015-2016 Approved Budget						
2016-2017 Projected Budget	141,630	0	0	77,790	0	219,420
2017-2018 Projected Budget	145,580	0	0	79,520	0	225,100
2018-2019 Projected Budget	149,680	0	0	81,300	0	230,980
2019-2020 Projected Budget	153,930	0	0	83,130	0	237,060

Cost Center Position FTE Detail

Full & Part-time Employees

Water Billing	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Water Service - MCIII	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Billing MC I	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.7	0.7	n/a	n/a	n/a	n/a
Cost Center Total	2.0	1.0	1.0	1.7	1.7	1.0	1.0	1.0	1.0

The mission of the water maintenance division of the water & sewer fund is to provide a clean, constant supply of water to homes 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 three full-time employees and one supervisor, who oversee both the water service, water maintenance and sewer 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 1,400 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.

GOALS

OBJECTIVES

- Prepare an analysis and recommendation for moving to a fixed water meter reading system.
- Explore increasing staff at DPS and recreation.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Personnel costs will increase due to 0.50 FTE of a new DPS worker being charged to this department. Concrete materials and copper fittings expenses will increase due to price increases and new construction.

Budget Summary

Expenditures

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	868,850	58,500	0	344,150	0	1,271,500
2012-2013 Actual	987,150	118,140	0	466,650	0	1,571,940
2013-2014 Actual	1,212,890	124,530	0	644,030	0	1,981,450
2014-2015 Original Budget	1,148,510	122,810	0	463,900	0	1,735,220
2014-2015 Adjusted Budget (Dec)	1,148,510	122,810	0	463,900	0	1,735,220
2014-2015 Six Month Actual	552,930	69,460	0	289,820	0	912,210
2014-2015 Estimated Year End	1,206,090	127,510	0	470,400	0	1,804,000
2015-2016 Dept Request	1,253,150	136,280	0	462,180	0	1,851,610
2015-2016 Manager's Budget	1,226,300	132,950	0	462,180	0	1,821,430
2015-2016 Approved Budget						
2016-2017 Projected Budget	1,270,650	132,950	0	473,970	0	1,877,570
2017-2018 Projected Budget	1,317,040	132,950	0	486,120	0	1,936,110
2018-2019 Projected Budget	1,365,540	132,950	0	498,630	0	1,997,120
2019-2020 Projected Budget	1,416,260	132,950	0	511,520	0	2,060,730

Cost Center Position FTE Detail

Full & Part-time Employees

Water Maintenance	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Water Service MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Maintenance Worker II	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Maintenance Worker II	0.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0
Water Maintenance Worker	3.0	4.0	3.0	3.0	3.0	2.0	2.0	2.0	2.5
Full-Time Total	9.0	9.0	8.0	12.0	8.0	7.0	7.0	7.0	7.5
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			1.0	1.0	n/a	n/a	n/a	n/a
Cost Center Total	9.0	9.0	8.0	13.0	9.0	7.0	7.0	7.0	7.5

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 the water service, water maintenance and sewer divisions.

There are approximately 23,500 water meters within the Royal Oak 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 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.

GOALS

1. Maintain meters that are up to date to keep billing rates low.
2. Proactively locate potential water leaks to minimize loss and/or large customer bills.
3. Locate and eliminate cross connections to the system to protect all users.

- Help the customer understand how his equipment and the system work so he does not end up with unnecessarily high water bills.[GOAL2]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Water meter costs will increase due to new construction and changing out of large meters for improved accuracy.

Budget Summary

Expenditures

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	556,980	111,820	0	35,510	0	704,310
2012-2013 Actual	541,860	150,010	0	91,530	0	783,400
2013-2014 Actual	547,370	167,000	0	118,160	0	832,530
2014-2015 Original Budget	537,400	195,160	0	119,060	0	851,620
2014-2015 Adjusted Budget (Dec)	537,400	195,160	0	119,060	0	851,620
2014-2015 Six Month Actual	254,900	173,000	0	50,820	0	478,720
2014-2015 Estimated Year End	551,790	204,650	0	118,810	0	875,250
2015-2016 Dept Request	553,760	309,620	0	123,030	0	986,410
2015-2016 Manager's Budget	553,760	309,620	0	123,030	0	986,410
2015-2016 Approved Budget						
2016-2017 Projected Budget	575,150	309,620	0	124,390	0	1,009,160
2017-2018 Projected Budget	597,510	309,620	0	125,800	0	1,032,930
2018-2019 Projected Budget	620,910	309,620	0	127,250	0	1,057,780
2019-2020 Projected Budget	645,380	309,620	0	128,750	0	1,083,750

Cost Center Position FTE Detail

Full & Part-time Employees

Meter Services	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
DPS Supervisor - Water	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Worker	5.0	5.0	5.0	4.0	4.0	3.0	3.0	3.0	3.0
Superintendent - Water & Sewer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	6.0	6.0	6.0	5.0	5.0	4.0	4.0	4.0	4.0

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

$100,000 is budgeted to commence a program to clean city catch basins over a 3 year period. Expenses will increase significantly due to $420,000 budgeted for sewer televising and root control (formerly charged to the capital improvement). Sewage disposal services are budgeted to increase 4%/$472,000 based on estimated increase in the water resources commission charges.

Budget Summary

Expenditures

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	829,350	40,810	(50)	11,571,870	0	12,441,980
2012-2013 Actual	767,430	29,710	0	11,691,810	0	12,488,950
2013-2014 Actual	606,240	29,680	0	11,532,290	0	12,168,210
2014-2015 Original Budget	665,200	49,900	100,000	12,231,700	0	13,046,800
2014-2015 Adjusted Budget (Dec)	665,200	49,900	100,000	12,231,700	0	13,046,800
2014-2015 Six Month Actual	309,460	22,280	0	5,066,470	0	5,398,210
2014-2015 Estimated Year End	687,300	51,900	108,000	12,167,720	0	13,014,920
2015-2016 Dept Request	669,500	46,500	0	13,136,910	0	13,852,910
2015-2016 Manager's Budget	669,500	46,500	0	13,136,910	0	13,852,910
2015-2016 Approved Budget						
2016-2017 Projected Budget	694,180	46,500	0	13,759,800	0	14,500,480
2017-2018 Projected Budget	719,960	46,500	0	14,413,620	0	15,180,080
2018-2019 Projected Budget	746,900	46,500	0	15,099,940	0	15,893,340
2019-2020 Projected Budget	775,040	46,500	0	15,820,350	0	16,641,890

Cost Center Position FTE Detail

Full & Part-time Employees

Sewer Maintenance	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
DPS Supervisor - Sewer	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Sewer Maintenance Worker II	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0	3.0
Sewer Maintenance Worker	3.0	3.0	3.0	5.0	4.0	4.0	4.0	4.0	4.0
Sewer Maintenance Worker (Temp)	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	9.0	9.0	8.0	9.0	8.0	7.0	7.0	7.0	7.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			0.8	0.8	n/a	n/a	n/a	n/a
Cost Center Total	9.0	9.0	8.0	9.8	8.8	7.0	7.0	7.0	7.0

The mission of the water and sewer construction cost center is to track and fund water and sewer related projects included in the Capital Improvement Plan.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:
The following capital improvement projects for FY2015-16 are as follows:

• WMP1510 Greenfield Water Main	600,000
• WMP1520 Hillside drive Water Main	526,000
• WMP153014 Mile Road Water Main	790,000
• WMP1535 Mohawk Avenue Water Main	162,000
• WMP1540 Coolidge Highway Water Main	364,000
• WMP1610 Crooks Road Water Main	354,000
• WMP1620Linwood Water Main	518,000
• WMP1630 Vinsetta Water Main	462,000
• WMP1640 Bassett Water Main	527,000
• WMP1650 Radio read system/water meter replacement	6,000,000
• SRP1502 Sewer Lining	625,000
• SRP1503 Spot Sewer Repairs	420,000
FY2015-16 CIP Total:	**$11,348,000**

GOALS

1. Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.

2. Ramp up the expenditure on water main improvements to complete the CIP public water system master plan improvements by 2020.

OBJECTIVES

- Complete the budgeted capital improvement projects.[GOAL 1,2]

- Hire a consultant to complete a comprehensive storm-water system analysis to inform decision making regarding changes in the storm-water detention ordinance.[GOAL 1]

Budget Summary
Expenditures

592.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Original Budget	0	0	0	0	0	0
2014-2015 Adjusted Budget (Dec)	0	0	0	0	0	0
2014-2015 Six Month Actual	0	0	0	0	0	0
2014-2015 Estimated Year End	0	0	0	0	0	0
2015-2016 Dept Request	263,290	0	11,348,000	30,000	0	11,641,290
2015-2016 Manager's Budget	263,290	0	11,348,000	30,000	0	11,641,290
2015-2016 Approved Budget						
2016-2017 Projected Budget	267,380	0	5,655,000	30,000	0	5,952,380
2017-2018 Projected Budget	271,620	0	6,263,000	30,000	0	6,564,620
2018-2019 Projected Budget	276,000	0	6,594,000	30,000	0	6,900,000
2019-2020 Projected Budget	280,540	0	5,911,000	30,000	0	6,221,540

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 skating times, drop-in hockey, and freestyle sessions.

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 all year long.

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 their skill.

Lindell Arena is the home arena for many teams and clubs: Royal Oak Hockey Association, Eagles Travel Hockey, New Edge Figure Skating Club, Royal Oak High School Figure Skating Club, Royal Oak Ravens High School Hockey, Shrine Knights High School Hockey, Far Flyers Hockey Team, Foosa Women's Hockey Team Division 2, Fusion Women's Hockey Team Division 3, TOT^2 Women's Hockey Team Division 5, Cleavers Women's Hockey Team Division 6, TOT Women's Hockey Team Division 6, Royal Oak Senior Hockey League, Billy C's Adult Hockey League.

Program offerings include:

Open public skating: times are available daily throughout the year for skaters of all ages.

Learn to Skate Program: the Learn to Skate program offers a wide range of classes to suit everyone's needs from ages 3 to adult. The program is a place to learn basic skating skills and is a stepping-stone for hockey as well as freestyle, synchronized, and recreational skating.

Freestyle Program: skaters must be members of the New Edge Figure Skating Club or a USFS member. Sessions are limited to the first 24 skaters signed in and paid.

Drop-In Hockey: players are required to be at least 18 years of age and wear full equipment with a helmet.

High School Varsity Hockey: home to two varsity hockey programs, Royal Oak High School Ravens and Shrine Catholic High School Knights. Both are pay-to-play programs.

Royal Oak Adult Hockey League: the fall/winter league has 30 teams in 3 divisions and spring/ summer league has 24 teams in 3 divisions.

Tournaments: The Annual Holiday Classic Tournament in December showcases the talents of the Royal Oak Hockey Association House players. Three adult tournaments are held during the spring.

Ice Show: the annual ice show showcases the talents of New Edge Figure Skating Club skaters.

The ice arena operations are now contracted out to Suburban Ice Management. The $1.1 million budget also pays all operational and building maintenance costs.

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.

GOALS

1. To provide excellent customer service.
2. To provide quality ice surfaces.

OBJECTIVES

- Edge/shave surfaces regularly to provide quality ice at proper thickness.[GOAL1,2]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
Learn to Skate Participants	1,199	1,391	584	1,400	1,400	1,400
Number of Scheduled Hours Used Weekly (September – March)	226	240	120	250	250	250

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The revenue forecast includes annual 1-2% increases in revenues due to rate and participation increasing. In FY14-15, a new ice resurfacer (zamboni) will need to be purchased, as one of two of the ice resurfacer broke down. This ice resurfacer was approximately seventeen years old and past its useful life. This fund operates with very little surplus cash and the forecast does not include significant capital improvements.

The following improvement project for the ice arena for fiscal year 15-16 is as follows:

- Lindell Ice Arena painting $14,000

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	130,240	62,580	121,060	184,900	268,150	356,840
Revenues and transfers from other funds	1,225,070	1,265,600	1,286,050	1,306,890	1,328,110	1,349,730
Expenditures and transfers to other funds	1,292,730	1,207,120	1,222,210	1,223,640	1,239,420	1,255,540
Net Change in Net Assets	(67,660)	58,480	63,840	83,250	88,690	94,190
Ending Unrestricted Net Assets	62,580	121,060	184,900	268,150	356,840	451,030

Revenues

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	1,056,510	1,270	7,420	0	1,065,200
2012-2013 Actual	0	0	1,229,250	5,460	11,110	0	1,245,820
2013-2014 Actual	0	0	1,223,720	3,550	6,720	0	1,233,990
2014-2015 Original Budget	0	0	1,172,270	2,000	6,000	0	1,180,270
2014-2015 Adjusted Budget (Dec)	0	0	1,172,270	2,000	6,000	0	1,180,270
2014-2015 Six Month Actual	0	0	676,540	1,010	3,050	0	680,600
2014-2015 Estimated Year End	0	0	1,216,800	2,000	6,270	0	1,225,070
2015-2016 Dept Request	0	0	1,258,100	2,000	5,500	0	1,265,600
2015-2016 Manager's Budget	0	0	1,258,100	2,000	5,500	0	1,265,600
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	1,278,550	2,000	5,500	0	1,286,050
2017-2018 Projected Budget	0	0	1,299,390	2,000	5,500	0	1,306,890
2018-2019 Projected Budget	0	0	1,320,610	2,000	5,500	0	1,328,110
2019-2020 Projected Budget	0	0	1,342,230	2,000	5,500	0	1,349,730

Expenditures

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	22,300	29,710	640	1,055,020	0	1,107,670
2012-2013 Actual	20,990	73,830	1,600	1,172,830	0	1,269,250
2013-2014 Actual	14,750	87,330	4,340	1,207,760	0	1,314,180
2014-2015 Original Budget	21,440	102,600	60,500	1,179,760	0	1,364,300
2014-2015 Adjusted Budget (Dec)	21,440	102,600	60,500	1,179,760	0	1,364,300
2014-2015 Six Month Actual	9,160	35,850	4,480	560,560	0	610,050
2014-2015 Estimated Year End	20,680	102,600	99,500	1,214,950	0	1,437,730
2015-2016 Dept Request	20,720	99,600	18,500	1,213,300	0	1,352,120
2015-2016 Manager's Budget	20,720	99,600	18,500	1,213,300	0	1,352,120
2015-2016 Approved Budget						
2016-2017 Projected Budget	21,450	100,500	18,500	1,226,760	0	1,367,210
2017-2018 Projected Budget	22,210	101,420	4,500	1,240,510	0	1,368,640
2018-2019 Projected Budget	23,010	102,360	4,500	1,254,550	0	1,384,420
2019-2020 Projected Budget	23,840	103,320	4,500	1,268,880	0	1,400,540

INTERNAL SERVICE FUNDS

Internal Service Funds are established to finance and account for services and commodities furnished by a designated department or agency to other departments within a single government unit or to other governmental units.

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 the information technology 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 technology (IS) department researches, supports and coordinates technological solutions to keep the city's information technology 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.

Technology plays a critical support role in the city's ability to provide government services. 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 technology 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 servicing all city departments and the 44th District Court, the farmers market, and the senior center. The department is responsible for procurement and maintenance of more than 800 devices including networking switches and routers, servers, computers, printers, telephones, smart/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, Royal Oak restaurants, meeting documents, general information, job openings, parks and recreation programs, the Residents Portal page, parking permits and parking tickets. The most frequently accessed departments are the farmers market, assessor's office, ice arena, 44th District Court, police, animal shelter, recreation, treasurer's office, water billing, building, city clerk, senior center, city attorney, planning, and human resources. The most popular meeting documents are those from the city commission, LCC, DDA, farmers market, planning commission, and the ZBA.

Information technology is an internal service fund that 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.

The information technology plan is an ongoing and evolving strategy. It is a challenge to develop a technology plan that has enough foresight to envision the future. The plan needs to anticipate what new technology will be available and applicable to the city's needs, and to provide an adequate outline that presents an overview for decision making and allocation of funding for these improvements. It is important to review the plan periodically and to make it flexible enough to adapt to changes along the way. The plan is designed to address the levels of technology support for city-wide efficiency and assignment of priority to the targeted projects over a 3-5 year period.

The information technology plan builds on the prior efforts developed by the Information technology Steering Committee. It works to ensure integration of information technology services within the city and with its business partners. The evaluation of trends, the reviews of all departmental needs, the implementation of established technology standards and a technology vision that combines and collaborates with the goals and objectives of the city, serves as the foundation of a successful information technology plan.

GOALS

1. To provide the city with cost-effective, dependable and accurate information services, which support both current and future business needs and strategies.

2. To provide city departments with strategic project planning and assistance as it relates to technology and business partners.

3. To maintain appropriate levels of network security to protect the city's critical business systems from security threats and respond to security threats in a prompt and effective manner.

4. To utilize the community engagement specialist position for improved communication between staff and residents.

5. To encourage professionalism, the development of skills and ownership of information technology both at the staff level and the end-user level.

6. To proactively find ways to promote meaningful, open and respectful dialogue that ensures effective decision making.

7. To develop and maintain an effective communications network for city operations.

OBJECTIVES

- Explore contracting for the creation of a Royal Oak app.[GOAL4]

- Build a better understanding of information technology through continued IT security awareness and user policy training.[GOAL3]

- Continue to improve service to residents through website content management training and bolster interdepartmental communication and cooperation. Allow staff and community groups to keep the website updated and current. Allow secured access from any location at any time for convenient updating especially in cases of emergencies and priority activities.[GOAL4]

- Help to facilitate a community outreach strategy to inform, listen, and collaborate with groups and individuals. The idea is to focus on online resources, and publications for community events and family activities on the website, giving parks and recreation top priority.[GOAL5]

- Continue to improve the city's web site to make it more user-friendly, interactive, and responsive.[GOAL6]

- Address the huge reduction in Internet bandwidth availability to perform city business functions.[GOAL7]

- Hire a consultant to review and make recommendations to improve the city's website on key metrics identified by staff and approved by the city commission.[GOAL7]

Performance Indicators / Outcome Measures

	Actual FY12-13	Actual FY13-14	Dec 31 2014	Projected FY14-15	Projected FY15-16	Projected FY16-17
GOAL1, 3, 8 **Network Connections**						
Building Locations	13	13	13	13	13	13
PC's	348	361	363	371	371	380
Phone, VM, Accounting	3	3	3	4	4	4
LAN Services	10	14	15	15	16	16
WAN Connectivity	14	14	15	15	16	16
Internet Connectivity	14	14	15	15	16	16
GOAL1, 2, 3 **AD, Email, Social Media Service**						
User & Email accounts	451	451	450	420	420	455
Group accounts	91	91	91	91	91	91
Email lists services	5	6	6	9	10	10
Social Media Accounts	12	13	13	16	16	16
GOAL 1, **Device Installs and upgrades**						
PC's	78	32	91	60	60	60
Printers	3	4	11	4	4	4
Other	7	6	6	5	5	5
GOAL 1, 3 **Software Support**						
Virus, Malware, Spam	335	335	335	335	335	335
GOAL 1, 3, 7 **Telecommunications**						
Telephones – Digital	363	363	373	375	375	
Analog-Lines	140	140	140	140	140	140
Pri/Channels	3/69	3/69	3/69	3/69	3/69	3/69
Point to Point T1's/Channels	3/69	3/69	3/69	3/69	3/69	3/69
Adds, moves, changes	100-200	70	105	100-200	100-200	100-200
Voicemail accounts	614	615	616	616	616	616
Cell Phone Accounts	89	96	96	98	99	99
Facility Mgt locations	14	14	15	16	16	16
GOAL 1, 2, 3, 4 **General**						
Website Pages	2,605	2610	2620	2,650	2,680	2,680
Notification Service	2,490	3331	3331	3,900	4,500	4,500
e-Packet Availability (CC)	24	24	24	24	24	24
Computer Platforms	7	7	7	7	7	7
Operating Systems	7	8	8	7	7	7
Business Partners/Vendors	49	52	53	53	54	54
OS Software Patches	18,000+	19000+	19000+	19,000+	19,000+	19,000+
Virus/Protection Software Patches						
# of PC Virus outbreaks	3	0	0	5	4	4
Print Shop Jobs	558	558	562	570	580	580
Print Shops Jobs/hour	3.38	3.38	3.4	3.5	3.6	3.6

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

The department requested budget includes the addition of a full-time GIS coordinator position and six months funding of a second network administrator position for the transition period (only) in the event the current network administrator retirees. However the GIS coordinator new position is **not** included in the city manager's budget. The manager's recommended budget includes funding for six months of a second network administrator position for the transition period. The training and education is budgeted to increase to $7,000, as it has been numerous years since technology training has occurred. The budget includes $58,000 for BSA land and tax software to bring the modules in-house (as opposed to paying Oakland County) in an effort to improve efficiencies and service with a fully integrated financial management system and provide improved website functionality. BSA work order software/module is budgeted for $25,000 and BSA citizens request for action software/module is budgeted for $16,500. $75,000 is budgeted for the computer replacement program.
The following capital improvement projects for FY2015-16 are as follows:

Website Resign	$40,000
Office Software and Training Program-1:	22,000
Telephone System	370,000
Server-Network-Cabling Infrastructure:	16,000
Mobile Workforce:	16,000
GIS Integration:	20,000

FY2015-16 Total: $484,000

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	752,830	456,150	222,370	400,320	625,480	850,330
Revenues and transfers from other funds	1,148,330	1,441,670	1,484,770	1,529,160	1,574,880	1,621,980
Expenditures and transfers to other funds	1,237,490	1,675,450	1,306,820	1,304,000	1,350,030	1,344,940
Net Change in Net Assets	(89,160)	(233,780)	177,950	225,160	224,850	277,040
Ending Unrestricted Net Assets	456,150	222,370	400,320	625,480	850,330	1,127,370

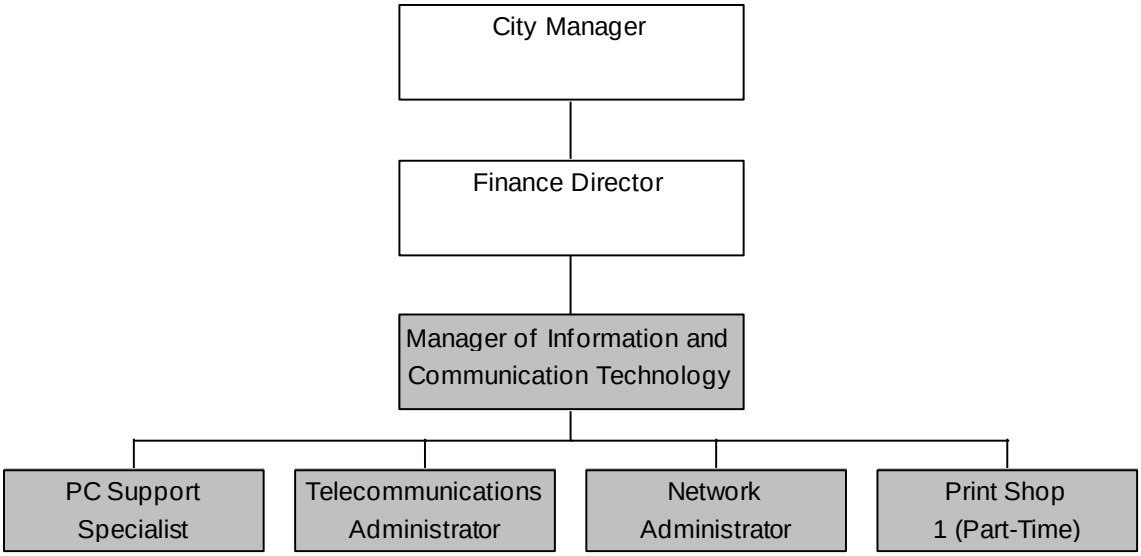
Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	840,070	9,000	849,070
2012-2013 Actual	0	0	0	2,080	797,990	460,000	1,260,070
2013-2014 Actual	0	0	0	1,640	1,038,660	0	1,040,300
2014-2015 Original Budget	0	0	0	1,500	1,146,830	0	1,148,330
2014-2015 Adjusted Budget (Dec)	0	0	0	1,500	1,146,830	0	1,148,330
2014-2015 Six Month Actual	0	0	0	1,210	573,470	0	574,680
2014-2015 Estimated Year End	0	0	0	1,500	1,146,830	0	1,148,330
2015-2016 Dept Request	0	0	0	5,000	1,436,670	0	1,441,670
2015-2016 Manager's Budget	0	0	0	5,000	1,436,670	0	1,441,670
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	5,000	1,479,770	0	1,484,770
2017-2018 Projected Budget	0	0	0	5,000	1,524,160	0	1,529,160
2018-2019 Projected Budget	0	0	0	5,000	1,569,880	0	1,574,880
2019-2020 Projected Budget	0	0	0	5,000	1,616,980	0	1,621,980

Expenditures

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	659,880	24,170	68,580	188,520	0	941,150
2012-2013 Actual	680,090	44,300	0	359,550	0	1,083,940
2013-2014 Actual	667,830	87,110	40,400	406,380	0	1,201,720
2014-2015 Original Budget	606,880	50,520	193,000	564,310	0	1,414,710
2014-2015 Adjusted Budget (Dec)	606,880	50,520	193,000	564,310	0	1,414,710
2014-2015 Six Month Actual	296,140	61,770	0	264,350	0	622,260
2014-2015 Estimated Year End	609,380	123,000	0	505,110	0	1,237,490
2015-2016 Dept Request	646,450	90,000	484,000	544,880	0	1,765,330
2015-2016 Manager's Budget	556,570	90,000	484,000	544,880	0	1,675,450
2015-2016 Approved Budget						
2016-2017 Projected Budget	575,940	90,000	149,000	491,880	0	1,306,820
2017-2018 Projected Budget	596,120	90,000	126,000	491,880	0	1,304,000
2018-2019 Projected Budget	617,150	90,000	151,000	491,880	0	1,350,030
2019-2020 Projected Budget	639,060	90,000	124,000	491,880	0	1,344,940

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Info Tech	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Manager of Information and Communication Technology	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Data Base Administrator	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Network Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Pc Support Specialist	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
GIS Coordinator	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Telecommunications Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Info Tech - MC II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Full-Time Total	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			n/a	n/a	n/a	n/a	n/a	n/a
Cost Center Total	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0

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 an internal citywide service unit responsible for fleet maintenance, repairs, fueling and vehicle / equipment acquisition, to keep citywide departments operational. The motor pool division insures that the city-owned fleet of machinery, equipment and vehicles remain in a 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.

GOALS

1. Provide each department quality service.

2. Complete repairs in a timely manner by prioritizing each repair according to need and importance.

3. To maintain the fleet in a safe and proper functioning condition by providing a preventive maintenance program consistent with manufacturing recommendations.

4. To maintain an adequate level of parts and supplies while minimizing inventory costs.

OBJECTIVES

- Increase utilization of vehicle maintenance software to identify vehicles for replacement.

- Schedule appropriate training for changes in vehicle emissions.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Transfers-In are budgeted at $90,000 for two new vans for newly created engineering positions and a technical rescue box for the fire department. Overtime is budgeted to increase $10,000 based on previous years' actual overtime incurred. Gasoline costs will decrease by $25,000 due to recent lower fuel prices and reduced utilization.

The following replacement vehicles for fiscal year 15-16 will be funded with the cash on-hand in the motor pool fund that accumulated by way of depreciation:

- 3 pick-up trucks (auto parking, engineering, parks/forestry) $96,520
- 2 fire department ambulance $425,600
- Vactor sewer truck $492,500
- 5 Yard dump truck $130,000
- Front end loader $208,000
- Toro ground master $56,680
- 3 police patrol SUV's $107,760
- 2 police detective sedans $61,000
- 2 police detective SUV's $65,400
- Engineering van $31,000
- Fire department SUV $32,700
- Technical rescue box $40,000
- Road dept SUV $29,700
- Road dept dump truck $198,400
- 2 building dept vehicles $57,200
- 2 water dept service vans $66,640
- Snow pusher for front end loader $8,500
- 2 engineering vans (New / not replacement) $50,000

FY2015-16 Total: **$2,157,600**

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	7,746,910	6,837,636	5,347,146	4,390,014	3,608,812	2,806,213
Revenues and transfers from other funds	4,268,790	4,327,950	4,410,830	4,537,390	4,667,750	4,802,020
Expenditures and transfers to other funds	4,644,230	5,818,440	5,367,962	5,318,592	5,470,349	5,290,573
Net Change in Net Assets	(375,440)	(1,490,490)	(957,132)	(781,202)	(802,599)	(488,553)
Ending Unrestricted Net Assets	6,837,636	5,347,146	4,390,014	3,608,812	2,806,213	2,317,660

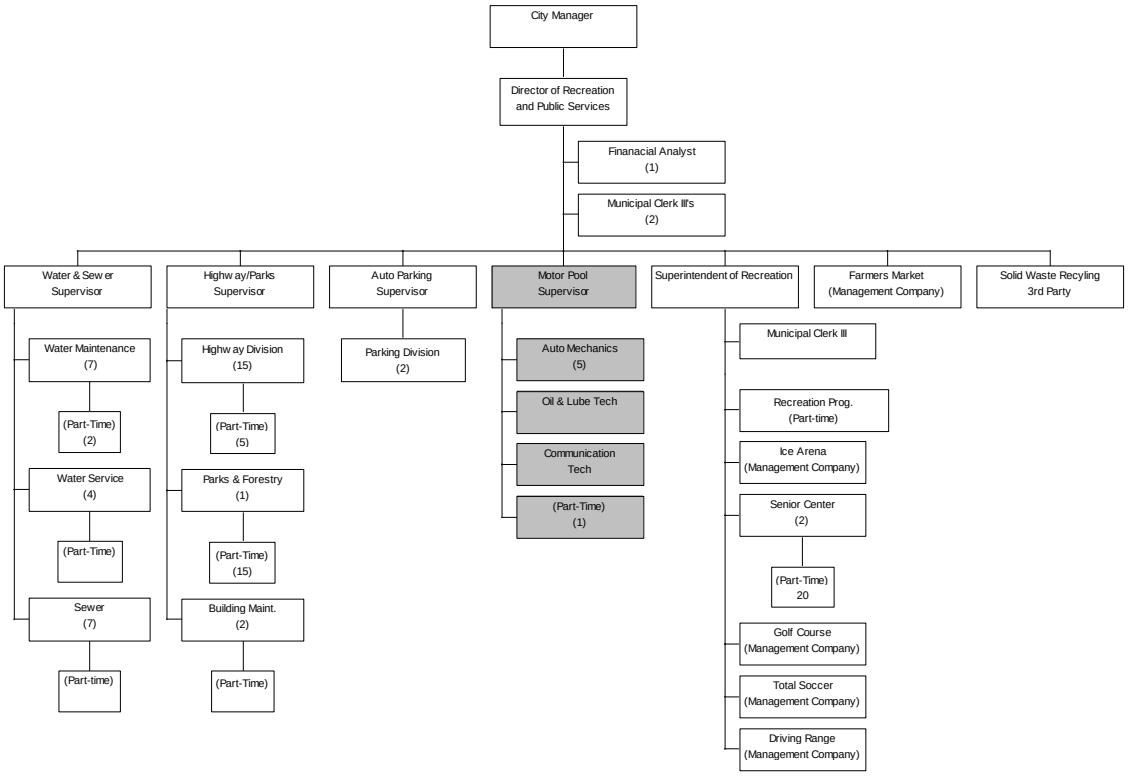
Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	100,610	0	0	3,738,700	477,510	4,316,820
2012-2013 Actual	0	0	0	11,280	3,846,560	666,500	4,524,340
2013-2014 Actual	0	0	0	9,190	4,521,970	272,400	4,803,560
2014-2015 Original Budget	0	0	0	18,000	4,055,740	35,000	4,108,740
2014-2015 Adjusted Budget (Dec)	0	0	0	18,000	4,055,740	35,000	4,108,740
2014-2015 Six Month Actual	0	0	0	7,950	2,279,750	0	2,287,700
2014-2015 Estimated Year End	0	0	0	18,000	4,215,790	35,000	4,268,790
2015-2016 Dept Request	0	0	0	35,000	4,202,950	90,000	4,327,950
2015-2016 Manager's Budget	0	0	0	35,000	4,202,950	90,000	4,327,950
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	35,000	4,325,830	50,000	4,410,830
2017-2018 Projected Budget	0	0	0	35,000	4,452,390	50,000	4,537,390
2018-2019 Projected Budget	0	0	0	35,000	4,582,750	50,000	4,667,750
2019-2020 Projected Budget	0	0	0	35,000	4,717,020	50,000	4,802,020

Expenditures

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	1,134,070	946,020	73,930	1,235,510	54,900	3,444,430
2012-2013 Actual	1,075,120	821,150	60,300	1,136,840	49,130	3,142,540
2013-2014 Actual	1,202,820	969,500	142,800	1,235,740	44,060	3,594,920
2014-2015 Original Budget	1,128,110	1,030,350	1,219,480	1,443,900	38,540	4,860,380
2014-2015 Adjusted Budget (Dec)	1,128,110	1,030,350	1,219,480	1,443,900	38,540	4,860,380
2014-2015 Six Month Actual	584,240	433,530	289,360	574,040	9,930	1,891,100
2014-2015 Estimated Year End	1,142,330	992,720	1,215,280	1,257,800	36,100	4,644,230
2015-2016 Dept Request	1,192,990	999,950	2,191,600	1,403,300	30,600	5,818,440
2015-2016 Manager's Budget	1,192,990	999,950	2,191,600	1,403,300	30,600	5,818,440
2015-2016 Approved Budget						
2016-2017 Projected Budget	1,234,180	1,030,340	1,659,000	1,407,280	37,162	5,367,962
2017-2018 Projected Budget	1,277,170	1,061,670	1,537,000	1,411,390	31,362	5,318,592
2018-2019 Projected Budget	1,322,030	1,094,010	1,611,000	1,415,610	27,699	5,470,349
2019-2020 Projected Budget	1,368,830	1,127,350	1,348,000	1,419,960	26,433	5,290,573

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Motor Pool	Fiscal Year								
	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Full-Time Positions									
Superintendent - Motor Pool	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Motor Pool Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Analyst	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Automotive Mechanic	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Communications Maintenance Tech	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Stock Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Oil and Lube Tech	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Public Service Facility Custodian	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Motor Pool - MC III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Full-Time Total	12.0	11.0	11.0	10.0	9.0	9.0	9.0	9.0	9.0
Part-Time Positions (FTEs)									
Part-Time Positions	Information not available			1.3	1.3	n/a	n/a	n/a	n/a
Cost Center Total	12.0	11.0	11.0	11.3	10.3	9.0	9.0	9.0	9.0

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 $600,000 with a minimum aggregate retention of $1,101,808

GOALS

1. Minimize worker's compensation claims through proper hiring, screening and employee safety training.

2. Provide supervisors with safety training so that, when accidents occur they protect the injured employee and record all pertinent circumstances regarding any potential claim.

3. Thoroughly review all accidents in the Safety Committee.

4. Vigorously oppose lawsuits arising from ineligible worker's compensation claims.

5. Create equitable worker's compensation charge rates to other funds to maintain a proper fund balance.

OBJECTIVES

- Review and potentially recommend a policy for reserve levels.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Revenues and expenditures are both budgeted to decrease significantly relative to FY14-15 budget, due to past years' actual experience and a healthy net asset balance in this fund.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	2,289,450	2,651,150	2,656,640	2,653,130	2,640,080	2,616,920
Revenues and transfers from other funds	920,350	609,800	609,800	609,800	609,800	609,800
Expenditures and transfers to other funds	558,650	604,310	613,310	622,850	632,960	643,680
Net Change in Net Assets	361,700	5,490	(3,510)	(13,050)	(23,160)	(33,880)
Ending Unrestricted Net Assets	2,651,150	2,656,640	2,653,130	2,640,080	2,616,920	2,583,040

Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	811,620	(680)	443,380	0	1,254,320
2012-2013 Actual	0	0	856,590	3,450	7,120	0	867,160
2013-2014 Actual	0	0	1,066,000	3,040	9,380	0	1,078,420
2014-2015 Original Budget	0	0	891,890	6,000	0	0	897,890
2014-2015 Adjusted Budget (Dec)	0	0	891,890	6,000	0	0	897,890
2014-2015 Six Month Actual	0	0	460,150	2,860	3,350	0	466,360
2014-2015 Estimated Year End	0	0	910,000	7,000	3,350	0	920,350
2015-2016 Dept Request	0	0	638,850	12,700	0	0	651,550
2015-2016 Manager's Budget	0	0	597,100	12,700	0	0	609,800
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	597,100	12,700	0	0	609,800
2017-2018 Projected Budget	0	0	597,100	12,700	0	0	609,800
2018-2019 Projected Budget	0	0	597,100	12,700	0	0	609,800
2019-2020 Projected Budget	0	0	597,100	12,700	0	0	609,800

Expenditures

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	458,290	0	0	502,610	0	960,900
2012-2013 Actual	325,110	0	0	143,610	0	468,720
2013-2014 Actual	426,540	0	0	126,890	0	553,430
2014-2015 Original Budget	750,000	0	0	152,550	0	902,550
2014-2015 Adjusted Budget (Dec)	750,000	0	0	152,550	0	902,550
2014-2015 Six Month Actual	132,370	0	0	63,510	0	195,880
2014-2015 Estimated Year End	425,000	0	0	133,650	0	558,650
2015-2016 Dept Request	465,000	0	0	139,310	0	604,310
2015-2016 Manager's Budget	465,000	0	0	139,310	0	604,310
2015-2016 Approved Budget						
2016-2017 Projected Budget	474,000	0	0	139,310	0	613,310
2017-2018 Projected Budget	483,540	0	0	139,310	0	622,850
2018-2019 Projected Budget	493,650	0	0	139,310	0	632,960
2019-2020 Projected Budget	504,370	0	0	139,310	0	643,680

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-insured funded arrangement making the city responsible for claims, fixed administrative fees and stop loss insurance. The city carries $150,000 stop loss protection, administered on a per contract basis, rather than per family member. For certain retirees, the city continues to pay HAP insurance premiums as opposed to being self-insured. The city will continue to evaluate the option to create a wellness center for Royal Oak employees in partnership with local communities.

GOALS

1. Perform all city operations as efficiently and effectively as possible.

OBJECTIVES

- Establish a modest budget to support the Royal Oak Health and Wellness Committee.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Fund balance has grown in the few years since the inception of this self-insurance fund. Due to the significant percentage of retiree coverage (higher risk) and the short time that this self-insured fund has been in existence, it is prudent to hold a reserve in the fund. Additionally, with the federal cuts to Medicare planned in the Affordable Care Act, significantly rising costs for post 65 retirees is a major concern in addition to the future inflationary costs for healthcare. BCBS illustrative *rates* for fiscal year 15-16 are budgeted to decrease for active employees however total costs are budgeted to increase due to the addition of positions. The stop loss rate has increased 10%. Approximately $10.5 million is budgeted for active and retiree healthcare costs. Of the total, 65% of the cost or $6.8 million is for retirees! $10,000 is budgeted for health & wellness committee's future initiatives and $300,000 is budgeted for the collaborative health center.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	6,787,160	8,278,260	8,278,260	8,215,000	8,070,290	7,880,070
Revenues and transfers from other funds	9,784,500	10,374,270	10,854,550	11,358,840	11,888,340	12,444,320
Expenditures and transfers to other funds	8,293,400	10,374,270	10,917,810	11,503,550	12,078,560	12,682,330
Net Change in Net Assets	1,491,100	0	(63,260)	(144,710)	(190,220)	(238,010)
Ending Unrestricted Net Assets	8,278,260	8,278,260	8,215,000	8,070,290	7,880,070	7,642,060

Revenues

678.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	9,972,170	0	0	9,972,170
2012-2013 Actual	0	0	0	9,603,780	0	0	9,603,780
2013-2014 Actual	0	0	0	9,736,620	0	0	9,736,620
2014-2015 Original Budget	0	0	0	10,671,900	0	0	10,671,900
2014-2015 Adjusted Budget (Dec)	0	0	0	10,671,900	0	0	10,671,900
2014-2015 Six Month Actual	0	0	0	4,768,030	0	0	4,768,030
2014-2015 Estimated Year End	0	0	0	9,784,500	0	0	9,784,500
2015-2016 Dept Request	0	0	0	10,542,700	0	0	10,542,700
2015-2016 Manager's Budget	0	0	0	10,374,270	0	0	10,374,270
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	10,854,550	0	0	10,854,550
2017-2018 Projected Budget	0	0	0	11,358,840	0	0	11,358,840
2018-2019 Projected Budget	0	0	0	11,888,340	0	0	11,888,340
2019-2020 Projected Budget	0	0	0	12,444,320	0	0	12,444,320

Expenditures

678.851 Medical	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	8,044,160	0	8,044,160
2012-2013 Actual	0	0	0	7,157,030	0	7,157,030
2013-2014 Actual	0	0	0	9,285,780	0	9,285,780
2014-2015 Original Budget	0	0	0	10,891,900	0	10,891,900
2014-2015 Adjusted Budget (Dec)	0	0	0	10,891,900	0	10,891,900
2014-2015 Six Month Actual	0	0	0	3,929,620	0	3,929,620
2014-2015 Estimated Year End	0	0	0	8,293,400	0	8,293,400
2015-2016 Dept Request	0	0	0	10,542,700	0	10,542,700
2015-2016 Manager's Budget	0	0	0	10,374,270	0	10,374,270
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	10,917,810	0	10,917,810
2017-2018 Projected Budget	0	0	0	11,503,550	0	11,503,550
2018-2019 Projected Budget	0	0	0	12,078,560	0	12,078,560
2019-2020 Projected Budget	0	0	0	12,682,330	0	12,682,330

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. Vehicle physical damage and property /crime and EMS/Fire replacment have a $1,000 deductible.

The city has a stop loss of $885,000. 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 (June 1 to May 31).

Over the past seven years, the city has received over $2.7 million in net asset distributions from the MMRMA. Of the $2.7 million, $700,000 was received in 2014, which was utilized to supplement the retention fund and pay claims.

GOALS

1. To minimize general liability and property losses.

OBJECTIVES

- To continue to focus on the implementation of a sidewalk replacement program as to minimize city losses and provide safer infrastructure.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

Overall the MMRMA coverage is budgeted to increased 4%, this increase is an estimate, as of the time of budget preparation the renewal information was unknown.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	1,726,000	1,726,000	1,726,000	1,725,920	1,725,760	1,725,520
Revenues and transfers from other funds	1,100,000	1,165,400	1,200,270	1,236,190	1,273,190	1,311,300
Expenditures and transfers to other funds	1,100,000	1,165,400	1,200,350	1,236,350	1,273,430	1,311,620
Net Change in Net Assets	0	0	(80)	(160)	(240)	(320)
Ending Unrestricted Net Assets	1,726,000	1,726,000	1,725,920	1,725,760	1,725,520	1,725,200

Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	2,522,990	0	0	2,522,990
2012-2013 Actual	0	0	0	1,679,440	0	0	1,679,440
2013-2014 Actual	0	0	0	1,822,050	0	0	1,822,050
2014-2015 Original Budget	0	0	0	1,100,000	0	0	1,100,000
2014-2015 Adjusted Budget (Dec)	0	0	0	1,100,000	0	0	1,100,000
2014-2015 Six Month Actual	0	0	0	1,023,890	0	0	1,023,890
2014-2015 Estimated Year End	0	0	0	1,100,000	0	0	1,100,000
2015-2016 Dept Request	0	0	0	1,165,400	0	0	1,165,400
2015-2016 Manager's Budget	0	0	0	1,165,400	0	0	1,165,400
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	1,200,270	0	0	1,200,270
2017-2018 Projected Budget	0	0	0	1,236,190	0	0	1,236,190
2018-2019 Projected Budget	0	0	0	1,273,190	0	0	1,273,190
2019-2020 Projected Budget	0	0	0	1,311,300	0	0	1,311,300

Expenditures

679.881 General Liability and Property	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	1,467,300	0	1,467,300
2012-2013 Actual	0	0	0	1,031,260	0	1,031,260
2013-2014 Actual	0	0	0	1,073,930	0	1,073,930
2014-2015 Original Budget	0	0	0	1,100,000	0	1,100,000
2014-2015 Adjusted Budget (Dec)	0	0	0	1,100,000	0	1,100,000
2014-2015 Six Month Actual	0	0	0	1,023,390	0	1,023,390
2014-2015 Estimated Year End	0	0	0	1,100,000	0	1,100,000
2015-2016 Dept Request	0	0	0	1,165,400	0	1,165,400
2015-2016 Manager's Budget	0	0	0	1,165,400	0	1,165,400
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	1,200,350	0	1,200,350
2017-2018 Projected Budget	0	0	0	1,236,350	0	1,236,350
2018-2019 Projected Budget	0	0	0	1,273,430	0	1,273,430
2019-2020 Projected Budget	0	0	0	1,311,620	0	1,311,620

FIDUCIARY FUNDS

A Fiduciary Fund is any fund held by a governmental unit in a fiduciary capacity.

Retirement (Pension) Fund - 731

Retiree Health Care Fund - 736

The funding objective of the 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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

As of the last actuarial valuation report dated June 30, 2013 the required employer contribution is approximately $6.9 million (nearly $2.8 million for general employees and $4.1 million for police & fire). The full contribution is budgeted as required by law. The retirement system has a ratio of over two retirees/beneficiaries to one employee member. The complete actuarial valuation report is on the city's website.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	139,312,850	144,348,430	149,938,370	155,869,730	162,163,610	168,842,370
Revenues and transfers from other funds	21,192,880	22,082,340	23,057,810	24,079,990	25,151,180	26,273,800
Expenditures and transfers to other funds	16,157,300	16,492,400	17,126,450	17,786,110	18,472,420	19,186,460
Net Change in Net Assets	5,035,580	5,589,940	5,931,360	6,293,880	6,678,760	7,087,340
Ending Unrestricted Net Assets	144,348,430	149,938,370	155,869,730	162,163,610	168,842,370	175,929,710

Revenues

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012	0	0	0	6,587,410	41,070	0	6,628,480
2012-2013 Actual	0	0	0	21,357,700	3,700	0	21,361,400
2013-2014 Actual	0	0	0	30,791,600	21,100	0	30,812,700
2014-2015 Original Budget	0	0	0	21,480,260	0	0	21,480,260
2014-2015 Adjusted Budget (Dec)	0	0	0	21,480,260	0	0	21,480,260
2014-2015 Six Month Actual	0	0	0	5,929,100	7,470	0	5,936,570
2014-2015 Estimated Year End	0	0	0	21,159,880	33,000	0	21,192,880
2015-2016 Dept Request	0	0	0	22,082,340	0	0	22,082,340
2015-2016 Manager's Budget	0	0	0	22,082,340	0	0	22,082,340
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	23,057,810	0	0	23,057,810
2017-2018 Projected Budget	0	0	0	24,079,990	0	0	24,079,990
2018-2019 Projected Budget	0	0	0	25,151,180	0	0	25,151,180
2019-2020 Projected Budget	0	0	0	26,273,800	0	0	26,273,800

Expenditures

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012	1,060	0	0	15,910,280	0	15,911,340
2012-2013 Actual	1,030	0	0	15,079,260	0	15,080,290
2013-2014 Actual	1,160	0	0	15,573,880	0	15,575,040
2014-2015 Original Budget	1,100	0	0	21,479,160	0	21,480,260
2014-2015 Adjusted Budget (Dec)	1,100	0	0	21,479,160	0	21,480,260
2014-2015 Six Month Actual	570	0	0	8,243,270	0	8,243,840
2014-2015 Estimated Year End	1,200	0	0	16,156,100	0	16,157,300
2015-2016 Dept Request	1,300	0	0	16,491,100	0	16,492,400
2015-2016 Manager's Budget	1,300	0	0	16,491,100	0	16,492,400
2015-2016 Approved Budget						
2016-2017 Projected Budget	1,300	0	0	17,125,150	0	17,126,450
2017-2018 Projected Budget	1,300	0	0	17,784,810	0	17,786,110
2018-2019 Projected Budget	1,300	0	0	18,471,120	0	18,472,420
2019-2020 Projected Budget	1,300	0	0	19,185,160	0	19,186,460

The funding objective of the 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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2015-2016:

As of the last actuarial valuation report dated June 30, 2014, the annual required contribution (ARC) for fiscal year beginning July 1, 2015 is $11.75 million. The unfunded actuarial accrued liability is $120.3 million for retiree healthcare ($54.7 million for general employees and $65.6 million for police & fire). The amortized unfunded actuarial accrued liability is approximately $10.8 million with a normal cost of $970,000. The full ARC of $11.75 million is budgeted to be collected from the various city funds in fiscal year 2015-16. A net improvement of $4 million is budgeted to be made to the trust in fiscal year 2015-16. This is an improvement from the past, as the city had only contributed the pay-as-you-go amounts to the trust that in turn was paid-out to the self-insurance fund for retiree health care costs (net contribution of $0 to the trust) as recent as fiscal year 13-14. Actuarial services are budgeted at $0, as the OPEB valuation is performed every two years.

Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Unrestricted Net Assets	8,668,090	11,870,780	16,678,630	21,711,550	27,017,740	32,574,020
Revenues and transfers from other funds	10,956,670	12,508,230	13,094,840	13,710,780	14,357,520	15,036,590
Expenditures and transfers to other funds	7,753,980	7,700,380	8,061,920	8,404,590	8,801,240	9,180,780
Net Change in Net Assets	3,202,690	4,807,850	5,032,920	5,306,190	5,556,280	5,855,810
Ending Unrestricted Net Assets	11,870,780	16,678,630	21,711,550	27,017,740	32,574,020	38,429,830

Revenues

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012	0	0	0	(590)	6,767,890	0	6,767,300
2012-2013 Actual	0	0	0	888,260	7,198,360	0	8,086,620
2013-2014 Actual	0	0	0	1,253,770	7,398,920	0	8,652,690
2014-2015 Original Budget	0	0	0	701,200	10,862,970	0	11,564,170
2014-2015 Adjusted Budget (Dec)	0	0	0	701,200	10,862,970	0	11,564,170
2014-2015 Six Month Actual	0	0	0	(1,750)	5,270,100	0	5,268,350
2014-2015 Estimated Year End	0	0	0	702,060	10,254,610	0	10,956,670
2015-2016 Dept Request	0	0	0	776,060	11,732,170	0	12,508,230
2015-2016 Manager's Budget	0	0	0	776,060	11,732,170	0	12,508,230
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	776,060	12,318,780	0	13,094,840
2017-2018 Projected Budget	0	0	0	776,060	12,934,720	0	13,710,780
2018-2019 Projected Budget	0	0	0	776,060	13,581,460	0	14,357,520
2019-2020 Projected Budget	0	0	0	776,060	14,260,530	0	15,036,590

Expenditures

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012	0	0	0	6,950,460	0	6,950,460
2012-2013 Actual	0	0	0	7,589,000	0	7,589,000
2013-2014 Actual	0	0	0	7,623,670	0	7,623,670
2014-2015 Original Budget	0	0	0	11,564,170	0	11,564,170
2014-2015 Adjusted Budget (Dec)	0	0	0	11,564,170	0	11,564,170
2014-2015 Six Month Actual	0	0	0	3,832,860	0	3,832,860
2014-2015 Estimated Year End	0	0	0	7,753,980	0	7,753,980
2015-2016 Dept Request	0	0	0	7,700,380	0	7,700,380
2015-2016 Manager's Budget	0	0	0	7,700,380	0	7,700,380
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	8,061,920	0	8,061,920
2017-2018 Projected Budget	0	0	0	8,404,590	0	8,404,590
2018-2019 Projected Budget	0	0	0	8,801,240	0	8,801,240
2019-2020 Projected Budget	0	0	0	9,180,780	0	9,180,780

SUPPLEMENTAL INFORMATION

Building Authorities
- Court
- Parking Deck
- Fire

City Property

Biographies
- Elected Officials
- Management

Glossary

SEMCOG Community Profile

Court Building Authority
Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	0	50	50	0	(50)	(100)
Revenues and transfers from other funds	511,550	517,750	511,510	517,690	518,050	517,780
Expenditures and transfers to other funds	511,500	517,750	511,560	517,740	518,100	517,830
Net Change in Fund Balance	50	0	(50)	(50)	(50)	(50)
Ending Fund Balance	50	50	0	(50)	(100)	(150)

Court Building Authority
Revenues

571.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	519,900	0	519,900
2012-2013 Actual	0	0	0	0	512,700	0	512,700
2013-2014 Actual	0	0	0	0	514,930	0	514,930
2014-2015 Original Budget	0	0	0	0	511,500	0	511,500
2014-2015 Adjusted Budget (Dec)	0	0	0	0	511,500	0	511,500
2014-2015 Six Month Actual	0	0	0	0	88,150	0	88,150
2014-2015 Estimated Year End	0	0	0	0	511,550	0	511,550
2015-2016 Dept Request	0	0	0	0	517,750	0	517,750
2015-2016 Manager's Budget	0	0	0	0	517,750	0	517,750
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	0	511,510	0	511,510
2017-2018 Projected Budget	0	0	0	0	517,690	0	517,690
2018-2019 Projected Budget	0	0	0	0	518,050	0	518,050
2019-2020 Projected Budget	0	0	0	0	517,780	0	517,780

Court Building Authority
Expenditures

571.136 COURT CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	519,890	519,890
2012-2013 Actual	0	0	0	0	512,690	512,690
2013-2014 Actual	0	0	0	0	514,940	514,940
2014-2015 Original Budget	0	0	0	0	511,500	511,500
2014-2015 Adjusted Budget (Dec)	0	0	0	0	511,500	511,500
2014-2015 Six Month Actual	0	0	0	0	88,150	88,150
2014-2015 Estimated Year End	0	0	0	0	511,500	511,500
2015-2016 Dept Request	0	0	0	0	517,750	517,750
2015-2016 Manager's Budget	0	0	0	0	517,750	517,750
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	0	511,560	511,560
2017-2018 Projected Budget	0	0	0	0	517,740	517,740
2018-2019 Projected Budget	0	0	0	0	518,100	518,100
2019-2020 Projected Budget	0	0	0	0	517,830	517,830

Parking Deck Building Authority
Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance		0	0	0	0	0
Revenues and transfers from other funds	197,370	184,000	209,630	197,880	185,710	172,920
Expenditures and transfers to other funds	197,370	184,000	209,630	197,880	185,710	172,920
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

Parking Deck Building Authority
Revenues

572.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	229,700	0	229,700
2012-2013 Actual	0	0	0	0	218,940	0	218,940
2013-2014 Actual	0	0	0	0	207,380	0	207,380
2014-2015 Original Budget	0	0	0	0	223,930	0	223,930
2014-2015 Adjusted Budget (Dec)	0	0	0	0	223,930	0	223,930
2014-2015 Six Month Actual	0	0	0	0	65,790	0	65,790
2014-2015 Estimated Year End	0	0	0	0	197,370	0	197,370
2015-2016 Dept Request	0	0	0	0	184,000	0	184,000
2015-2016 Manager's Budget	0	0	0	0	184,000	0	184,000
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	0	209,630	0	209,630
2017-2018 Projected Budget	0	0	0	0	197,880	0	197,880
2018-2019 Projected Budget	0	0	0	0	185,710	0	185,710
2019-2020 Projected Budget	0	0	0	0	172,920	0	172,920

Parking Deck Building Authority
Expenditures

572.570 PARKING DECK BLDG AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	30,180	229,690	259,870
2012-2013 Actual	0	0	0	26,750	218,930	245,680
2013-2014 Actual	0	0	0	26,750	207,380	234,130
2014-2015 Original Budget	0	0	0	26,750	197,180	223,930
2014-2015 Adjusted Budget (Dec)	0	0	0	26,750	197,180	223,930
2014-2015 Six Month Actual	0	0	0	0	65,790	65,790
2014-2015 Estimated Year End	0	0	0	0	197,370	197,370
2015-2016 Dept Request	0	0	0	0	184,000	184,000
2015-2016 Manager's Budget	0	0	0	0	184,000	184,000
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	0	209,630	209,630
2017-2018 Projected Budget	0	0	0	0	197,880	197,880
2018-2019 Projected Budget	0	0	0	0	185,710	185,710
2019-2020 Projected Budget	0	0	0	0	172,920	172,920

Fire Building Authority
Budget Summary

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
Beginning Fund Balance	0	0	0	3,790	6,755	6,920
Revenues and transfers from other funds	624,350	627,000	628,440	629,890	631,340	632,790
Expenditures and transfers to other funds	624,350	627,000	624,650	626,925	631,175	629,900
Net Change in Fund Balance	0	0	3,790	2,965	165	2,890
Ending Fund Balance	0	0	3,790	6,755	6,920	9,810

Fire Building Authority
Revenues

573.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2011-2012 Actual	0	0	0	0	690,430	0	690,430
2012-2013 Actual	0	0	0	292,970	5,593,460	0	5,886,430
2013-2014 Actual	0	0	0	0	624,250	0	624,250
2014-2015 Original Budget	0	0	0	0	627,250	0	627,250
2014-2015 Adjusted Budget (Dec)	0	0	0	0	627,250	0	627,250
2014-2015 Six Month Actual	0	0	0	0	564,720	0	564,720
2014-2015 Estimated Year End	0	0	0	0	624,350	0	624,350
2015-2016 Dept Request	0	0	0	0	627,000	0	627,000
2015-2016 Manager's Budget	0	0	0	0	627,000	0	627,000
2015-2016 Approved Budget							
2016-2017 Projected Budget	0	0	0	0	628,440	0	628,440
2017-2018 Projected Budget	0	0	0	0	629,890	0	629,890
2018-2019 Projected Budget	0	0	0	0	631,340	0	631,340
2019-2020 Projected Budget	0	0	0	0	632,790	0	632,790

Fire Building Authority
Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2011-2012 Actual	0	0	0	0	690,430	690,430
2012-2013 Actual	0	0	0	5,257,970	628,460	5,886,430
2013-2014 Actual	0	0	0	0	624,250	624,250
2014-2015 Original Budget	0	0	0	0	627,250	627,250
2014-2015 Adjusted Budget (Dec)	0	0	0	0	627,250	627,250
2014-2015 Six Month Actual	0	0	0	0	564,720	564,720
2014-2015 Estimated Year End	0	0	0	0	624,350	624,350
2015-2016 Dept Request	0	0	0	0	627,000	627,000
2015-2016 Manager's Budget	0	0	0	0	627,000	627,000
2015-2016 Approved Budget						
2016-2017 Projected Budget	0	0	0	0	624,650	624,650
2017-2018 Projected Budget	0	0	0	0	626,925	626,925
2018-2019 Projected Budget	0	0	0	0	631,175	631,175
2019-2020 Projected Budget	0	0	0	0	629,900	629,900

Elected Officials

Mayor James B. Ellison

Mr. Ellison became Royal Oak's 23rd Mayor in December 2003 and is serving his fifth two-year term. Mr. Ellison served as a city commissioner from 1991-1995. He currently sits on the planning commission 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.

Commissioner Kyle DuBuc

Mr. DuBuc was first elected to the city commission in November of 2011 and has lived in the city since 2007. He has extensive public policy experience and currently works as the Director of Public Policy & Advocacy at United Way of Southeast Michigan. Kyle earned a BA in community relations from Michigan State University.

Commissioner Michael Fournier

Mr. Fournier was first elected to the city commission in November of 2011. He holds a BA from Michigan State University and a MBA from the University of Notre Dame. He has spent most of his professional career in financial and operational leadership roles.

Commissioner Sharlan Douglas

Ms. Douglas was elected to the city commission in 2013. She holds a BA in journalism from Michigan State University. She currently owns Douglas Communications Group, a public relations and social marketing firm.

Commissioner Pat Paruch

Ms. Paruch was sworn into office on Nov. 10, 2014. A 14-year veteran of the city commission, Ms. Paruch was previously the Mayor of the City of Royal Oak (1989-1993), a city commissioner (1979-1989) and mayor pro-tem for two years. Ms. Paruch graduated with a Bachelor's Degree from the University of Detroit (1972) and a Juris Doctor from Wayne State University (1992). A shareholder at the Kemp Klein Law Firm in Troy, her practice areas include municipal and environmental law.

Commissioner David Poulton

Mr. Poulton was first elected to the city commission in November 2009. 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 Jeremy Mahrle

Mr. Mahrle was first elected to the city commission in November, 2013. He is currently serving on the charter review committee, downtown plan task force, employee relations & suggestion committee, retirement board and rules committee.

44th District Court Judge Derek Meinecke

The honorable Judge Meinecke was elected 44th District Court Judge in November 2012 with his term beginning in January 2013. In May 2013, Judge Meinecke was awarded the Public Service Leadership Award by the area agency on Aging 1-B. Prior to taking the bench, he spent over a decade as an assistant prosecuting attorney with the Oakland County Prosecutor's Office. Judge Meinecke served on the special victim's unit, prosecuting sexual assault, domestic violence, elder abuse and child abuse cases. Before joining the prosecutor's office, Judge Meinecke served as the law clerk to long-time 44th District Court Judge, Daniel Sawicki while completing his law degree at Wayne State University, where he graduated with honors. Judge Meinecke completed his undergraduate studies at Northwestern University where he majored in political science and history.

44th District Court Judge Jamie Wittenberg

The honorable Judge Jamie Wittenberg was first elected to the bench in November of 2008 and re-elected in November of 2014. Judge Wittenberg has spent his entire legal career as a public servant. After law school he worked as an Assistant Wayne County Prosecutor under both Mike Duggan and Kym Worthy, and most recently as an Assistant Macomb County Prosecutor under Eric Smith. As a prosecutor, he handled a number of high profile homicide cases. Prior to attending law school, Judge Wittenberg opened his own retail/wholesale bakery business and later worked as a district manager for Elaine's Bagels. Judge Wittenberg received his undergraduate degree in public affairs from Indiana University and his law degree from Wayne State University.

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 master's 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 over twenty years of municipal finance and operational experience. She was with the City of Sterling Heights for over ten years in numerous fiscal related positions and eight years with the City of Rochester Hills, including five years as director of finance. She earned a bachelor's of science degree in accounting from Oakland University and a master's of science in taxation from Walsh College.

Assistant Finance Director / 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 Sekar Bawa

Mr. Bawa was appointed city treasurer in December 2013. Sekar has 17 years of finance experience at the City of Flint and 1 year of experience at the City of East Lansing. He possesses 7 years of prior public sector experience as the deputy accounts manager for the transportation company in India. Sekar is a Certified Public Accountant, Certified Internal Auditor and a Certified Management Accountant. He earned his bachelor of arts in economics degree from the Madras University, India.

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 associate 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.

44th District Court Administrator

Gary W. Dodge

Mr. Dodge was selected as the court administrator for the 44th District Court in December of 2014. He has worked as the court administrator at district and circuit courts in Michigan and Illinois from 1994 to 2014. Prior to that, he was a legal administrator with the US Army Judge Advocate General's Corp serving from 1972 to 1994.

Assistant Director of Planning / 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

Currently vacant. Mark Liss has been Royal Oak's Interim City Attorney since November 2015, previously serving as an assistant city attorney since 1999.

City Clerk Melanie Halas

Ms. Halas is a Royal Oak native who was hired as a 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 Municipal Clerk Certification (CMC); in April of 2012 she received her Master Municipal Clerk Certification (MMC); and in April of 2014 she received her Certified Michigan Municipal Clerk Certification (CMMC). She is currently serving as President of the Oakland County Clerk's Association; In May of 2008 Ms. Halas was appointed to the city clerk's position with the full consensus of the city commission.

City Engineer Matt Callahan PE

Mr. Callahan was hired by the City of Royal Oak as a civil engineer III in 1996. He holds a bachelor of science degree in civil engineering from Michigan Tech and a master's degree in civil engineering from Wayne State University. He has a Professional Engineers (P.E.) license and is a member of the American Society of Civil Engineers.

Director of Community Development
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, master's in organizational management from University of Phoenix, has served thirty years (active and reserve) in the U.S. Marine Corps, a retired colonel in the reserves, and two years as the superintendent of fleet management for the City of Hollywood, Florida.

Fire Chief Chuck Thomas
Mr. Thomas has been serving as fire chief since June 2011. He was selected to be the assistant chief of the fire department in 2010. He has over 27 years with the City of Royal Oak including numerous years as a lieutenant/paramedic and sergeant/ paramedic. He attended Wayne State University.

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 master's 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.

Manager of Information & Communications Technology

Currently vacant. Mr. Dragna has been serving as interim manager since February 2015. He has been the city's communications administrator since February 2014.

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, the FBI National Academy and has a bachelor's degree in criminal justice from Eastern Michigan University. He is currently pursuing a master's degree in public administration from Eastern Michigan University. Prior to joining the Royal Oak Police Department, he served in the United States Marine Corps.

Superintendent of Recreation. Tod Gazetti

Mr. Gazetti was appointed the superintendent of recreation in October of 1998. Tod's bachelor's degree is in recreation and park administration from Wayne State University. Previously Tod was the assistant director of recreation for the cities of Rochester/Rochester Hills and held various positions in the cities of Clawson, Troy and Walled Lake Community Education.

Ice Arena Building - E Rink
Ice Arena Building - W Rink
Center St Parking Structure
4Th & Lafayette Pkg Structure
Normandy Oaks Clubhouse
Normandy Oaks Maintenance Bldg
Golf Course Clubhouse
Golf Course Pump House #1
Golf Course Pump House #2
City Buildings
Soccer Dome
Dept Of Publc Service Bldg
Barricade Storage Building
Animal Shelter
Police Station
Fire Station #1 (Troy St)
Fire Station #1 (Renovations)
Fire Station #2 (Webster)
Fire Station #4-Storage Bldg
Mahany/Meininger Center
Orson Starr House
Orson Starr House Garage
Memorial Prk-Storage Bldg
Memorial Park-Restroom Bldg
Memorial Park-Press Box
Memorial Park-Press Box
Memorial Park-Concession Bldg
Memorial Park-Restroom Bldg
Memorial Park-Press Box
Ro Club Maintenance Bldg
Salter Community Center
Farmers Mkt - Bldg
6 & Lafayette Parking Deck
Fire Station #3 (Rochester)
Fire Station #4 (Woodward)
Library
Golf Course Cart Storage Facility
Courthouse
Land (For 606 Lloyd Property)
Rr R/W Forestdale & Cedar Hill
Rr R/W Woodsboro Park
Lot - Crooks & Main
Lot - 11 Mile & Troy
Lot - Farmers Mkt
Lot - Post Office
Lot – Troy St.
Parking Deck - 4Th & Lafayette
Parking Deck - 5Th & Lafayette
Lot - Woodward At Harrison
Lot - Woodward S Of Harrison
Land Under Roadways
Park - 13&Main (Not Dedicated)
Park - Barton North
Park - Barton South
Park - Bassett
Park - Beachwood
Park - Clawson
Park - Cummingston
Park - Dickinson
Park - Dondero
Park - Elks
Park - Exchange
Park - Fernwood
Park - Franklin
Park - Fred Pieper Optimist
Park - Fulton
Park - Grant
Park - Gunn Dyer
Park - Hudson
Park - Huntington Woods
Park - Kenwood
Park - Lawson
Park - Lockman
Park - Maddock
Park - Marais-Dickie Putman
Park - Mark Twain
Park - Marks
Park - Maudlin
Park - Meininger
Park - Miller
Park - Pioneer
Park - Quickstad
Park - Reactor
Park - Red Run
Park - Rotary
Park - Starr Jc
Park - Sullivan
Park - Upton
Park - Vfw
Park - Wagner
Park - Waterworks
Park - Wendland
Park - Westwood
Park - Whittier
Park - Worden
Starr House - 3123 Main
Library/City Hall-211 Williams
Vacant/Closed Street - Batavia
Vacant - Woodward & Hunter
1302 S Washington
319 W Kenilworth
1306 S Washington
1312 S Washington
1316 S Washington
1402 S Washington
Mdot Option Parcels
5Th & Williams Properties
Park-Memorial
Ice Arena Land
Normandy Golf Course
Farmers Mkt - Land
Farmers Mkt - Prkng Lot
S. Washington Twp
1332 S. Washington
Courthouse Land
Land - 600 Fernwood
Lot-600 S. Main & 700 S. Main
Salt Shed
Lot - 3Rd & Williams
Park - Woodsboro

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.

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 Principals (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 Opportunity to Serve (ROOTS): A City committee formed to receive any money or property deemed by donor for city use.

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.

SEMCOG | Southeast Michigan Council of Governments

Community Profiles

YOU ARE VIEWING DATA FOR:

Royal Oak

211 S Williams St
Royal Oak, MI 48067-2634
http://www.romi.gov

SEMCOG MEMBER

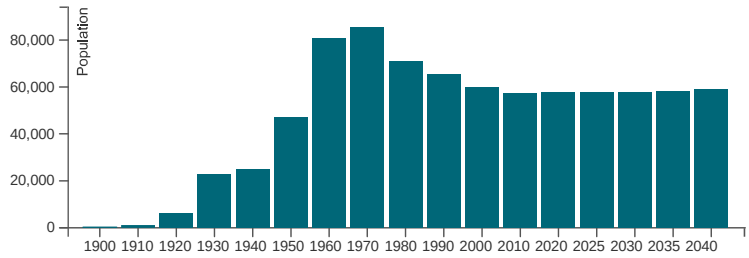
Census 2010 Population:
57,236
Area: 11.8 square miles

Population and Households

Link to American Community Survey (ACS) Profiles: 2011-2013 **Social | Demographic**

Population and Household Estimates for Southeast Michigan, December 2014

Population Forecast



Source: **U.S. Census Bureau** and **SEMCOG 2040 Forecast** produced in 2012.

Age Group	2010	2015	2020	2025	2030	2035	2040	Change 2010 - 2040
Under 5	3,292	3,396	3,348	3,244	3,241	3,188	3,231	-61
5-17	6,263	6,363	6,396	6,420	6,471	6,515	6,544	281
18-24	4,313	5,115	5,289	4,918	4,488	4,604	4,476	163
25-34	12,248	10,161	9,705	9,545	9,150	8,596	8,604	-3,644
35-59	20,714	19,404	18,160	17,223	16,524	16,767	17,597	-3,117
60-64	2,936	3,596	4,421	4,469	4,056	3,667	3,359	423
65-74	3,387	4,468	5,741	6,240	7,099	6,689	6,095	2,708
75+	4,083	4,197	4,734	5,684	6,971	8,321	9,199	5,116
Total	57,236	56,700	57,794	57,743	58,000	58,347	59,105	1,869

Source: **U.S. Census Bureau** and **SEMCOG 2040 Forecast** produced in 2010.

Note for Royal Oak: Incorporated in 1927 from Village of Royal Oak. Population numbers prior to 1927 are of the village.

Population and Households

Population and Households	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Dec 2014	SEMCOG 2040
Total Population	57,236	-2,826	-4.7%	59,016	59,105
Group Quarters Population	404	-102	-20.2%	404	497
Household Population	56,832	-2,724	-4.6%	58,612	58,608
Housing Units	30,207	265	0.9%	30,400	-
Households (Occupied Units)	28,063	-817	-2.8%	29,192	28,480
Residential Vacancy Rate	7.1%	3.6%	-	4.0%	-
Average Household Size	2.03	-0.04	-	2.01	2.06

Source: **U.S. Census Bureau** and **SEMCOG 2040 Forecast** produced in 2012.

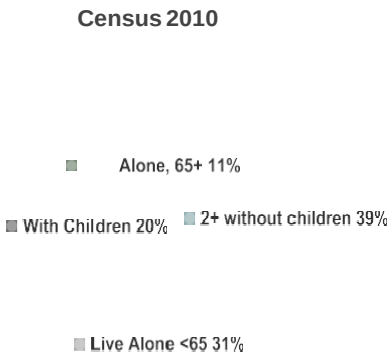
Components of Population Change

Components of Population Change	2000-2005 Avg.	2006-2010 Avg.
Natural Increase (Births - Deaths)	222	234
Births	766	754
Deaths	544	520
Net Migration (Movement In - Movement Out)	-1,029	8
Population Change (Natural Increase + Net Migration)	-807	242

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

Demographics

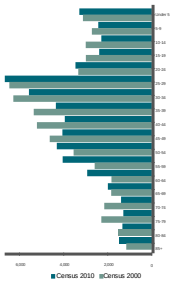
Household Types



Household Types	Census 2000	Census 2010	Pct Change 2000-2010
With Seniors 65+	6,609	5,732	-13.3%
Without Seniors	22,271	22,331	0.3%
Two or more persons without children	10,856	10,824	-0.3%
Live alone, 65+	3,337	2,999	-10.1%
Live alone, under 65	8,456	8,620	1.9%
With children	6,231	5,620	-9.8%
Total Households	**28,880**	**28,063**	**-2.8%**

Source: **U.S. Census Bureau** and **Decennial Census**.

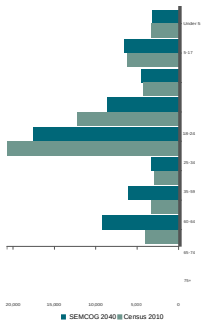
Population Change by Age, 2000-2010



Age Group	Census 2000	Census 2010	Change 2000-2010
Under 5	3,128	3,292	164
5-9	2,719	2,433	-286
10-14	2,996	2,294	-702
15-19	2,989	2,387	-602
20-24	3,342	3,462	120
25-29	6,469	6,670	201
30-34	6,289	5,578	-711
35-39	5,357	4,356	-1,001
40-44	5,212	3,949	-1,263
45-49	4,633	4,057	-576
50-54	3,549	4,310	761
55-59	2,591	4,042	1,451
60-64	1,830	2,936	1,106
65-69	1,841	1,993	152
70-74	2,158	1,394	-764
75-79	2,292	1,289	-1,003
80-84	1,507	1,334	-173
85+	1,160	1,460	300
Total	60,062	57,236	-2,826
Median Age	36.9	37.8	0.9

Source: **U.S. Census Bureau** and **Decennial Census**.

Forecasted Population Change 2010-2040



Source: **SEMCOG 2040 Forecast** produced in 2012.

Senior and Youth Populations

Senior and Youth Population	Census 2000	Census 2010	Pct Change 2000-2010	SEMCOG 2040	Pc Chang 2010 204
65 and over	8,958	7,470	-16.61%	15,294	104.74%
Under 18	10,695	9,555	-10.66%	9,775	2.30%
5 to 17	7,567	6,263	-17.23%	6,544	4.49%
Under 5	3,128	3,292	5.24%	3,231	-1.85%

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

Source: **U.S. Census Bureau**, **Decennial Census** and **SEMCOG 2040 Forecast** produced in 2012.

Race and Hispanic Origin

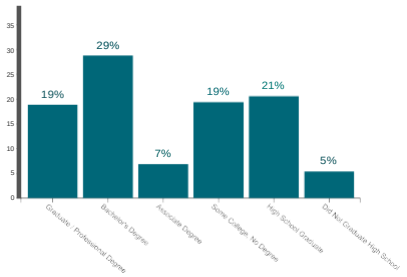
Race and Hispanic Origin	Census 2000	Percent of Population (2000)	Census 2010	Percent of Population (2010)	Percentage Point Change 2000-2010
Non-Hispanic	59,281	98.7%	55,896	97.7%	-1.0%
White	56,421	93.9%	50,975	89.1%	-4.9%
Black	910	1.5%	2,399	4.2%	2.7%
Asian	935	1.6%	1,339	2.3%	0.8%
Multi-Racial	756	1.3%	969	1.7%	0.4%
Other	259	0.4%	214	0.4%	-0.1%
Hispanic	781	1.3%	1,340	2.3%	1.0%
Total	60,062	100.0%	57,236	100.0%	0.0%

Source: **U.S. Census Bureau** and **Decennial Census**.

Highest Level of Education

Highest Level of Education*	5-Yr ACS 2010	Percentage Point Chg 2000-2010
Graduate / Professional Degree	18.9%	4.9%
Bachelor's Degree	28.8%	2.9%
Associate Degree	6.9%	0.6%
Some College, No Degree	19.4%	-3.0%
High School Graduate	20.6%	-2.3%
Did Not Graduate High School	5.4%	-3.1%

* Population age 25 and over

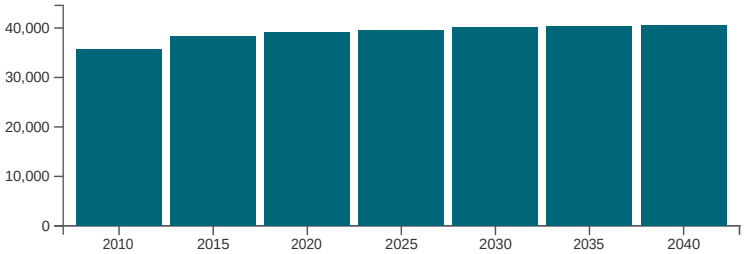


Source: **U.S. Census Bureau**, **Census 2000** and **2010 American Community Survey 5-Year Estimates**.

Economy & Jobs

Link to American Community Survey (ACS) Profiles: 2011-2013 **Economic**

Forecasted Jobs



Source: **SEMCOG 2040 Forecast** produced in 2012.

Forecasted Jobs by Industry

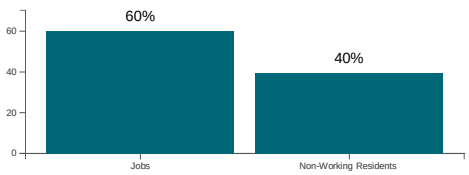
Forecasted Jobs By Industry	2010	2015	2020	2025	2030	2035	2040	Change 2010 - 2040
Natural Resources, Mining, & Construction	1,064	1,255	1,315	1,459	1,507	1,494	1,475	411
Manufacturing	1,166	1,264	1,260	1,191	1,184	1,118	1,113	-53
Wholesale Trade, Transportation, Warehousing, & Utilities	1,232	1,250	1,210	1,202	1,238	1,226	1,195	-37
Retail Trade	2,890	2,868	2,683	2,681	2,651	2,623	2,583	-307
Knowledge-based Services	4,995	5,414	5,505	5,506	5,573	5,567	5,593	598
Services to Households & Firms	4,235	4,791	4,971	4,971	5,124	5,103	5,240	1,005
Private Education & Healthcare	15,062	16,413	17,073	17,356	17,521	17,751	17,895	2,833
Leisure & Hospitality	3,321	3,373	3,303	3,296	3,417	3,458	3,492	171
Government	1,790	1,785	1,843	1,879	1,907	1,930	1,937	147
Total	35,755	38,413	39,163	39,541	40,122	40,270	40,523	4,768

Source: **SEMCOG 2040 Forecast** produced in 2012.

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

Daytime Population

Daytime Population	SEMCOG and ACS 2010
Jobs	35,755
Non-Working Residents	23,554
Age 15 and under	7,541
Not in labor force	13,547
Unemployed	2,466
Daytime Population	59,309



Source: **SEMCOG 2040 Forecast** produced in 2012, **U.S Census Bureau**, and **2010 American Community Survey 5-Year Estimates**.

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

Where Workers Commute From 5-Yr ACS 2010

Rank	Where Workers Commute From *	Workers	Percent
1	**Royal Oak**	6,005	19.8%
2	**Detroit**	2,040	6.7%
3	**Troy**	1,425	4.7%
4	**Sterling Heights**	1,330	4.4%
5	**Madison Heights**	1,285	4.2%
6	**Southfield**	1,105	3.6%
7	**Warren**	1,000	3.3%
8	**Berkley**	910	3.0%
9	**Rochester Hills**	845	2.8%
10	**Ferndale**	825	2.7%
-	**Elsewhere**	13,512	44.6%
* Workers, age 16 and over employed in Royal Oak		30,282	

Source: **U.S. Census Bureau** - CTTP/ACS Commuting Data.
Commuting Patterns in Southeast Michigan

Resident Population

Where Residents Work 5-Yr ACS 2010

Rank	Where Residents Work *	Workers	Percent
1	**Royal Oak**	6,005	18.3%
2	**Detroit**	3,895	11.9%
3	**Troy**	3,285	10.0%
4	**Southfield**	2,660	8.1%
5	**Madison Heights**	1,285	3.9%
6	**Warren**	1,250	3.8%
7	**Birmingham**	1,230	3.8%
8	**Farmington Hills**	960	2.9%
9	**Auburn Hills**	955	2.9%
10	**Dearborn**	835	2.5%
-	**Elsewhere**	10,407	31.8%
* Workers, age 16 and over residing in Royal Oak		**32,767**	

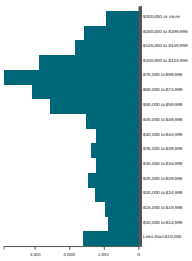
Source: **U.S. Census Bureau - CTTP/ACS Commuting Data**.

Household Incomes

Income	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median Household Income (in 2010 dollars)	$ 60,184	$ -8,207	-12.0%
Per Capita Income (in 2010 dollars)	$ 37,095	$ -3,467	-8.5%

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

Annual Household Incomes



Annual Household Income	5-Yr ACS 2010
$200,000 or more	942
$150,000 to $199,999	1,568
$125,000 to $149,999	1,849
$100,000 to $124,999	2,882
$75,000 to $99,999	3,898
$60,000 to $74,999	3,074
$50,000 to $59,999	2,557
$45,000 to $49,999	1,509
$40,000 to $44,999	1,239
$35,000 to $39,999	1,380
$30,000 to $34,999	1,230
$25,000 to $29,999	1,473
$20,000 to $24,999	1,258
$15,000 to $19,999	977
$10,000 to $14,999	880
Less than $10,000	1,613
Total	**28,329**

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

Poverty

Poverty	Census 2000	% of Total (2000)	5-Yr ACS 2010	% of Total (2010)	% Point Chg 2000-2010
Persons in Poverty	2,550	4.3%	3,893	6.8%	2.6

Poverty	Census 2000	% of Total (2000)	5-Yr ACS 2010	% of Total (2010)	% Point Chg 2000-2010
Households in Poverty	1,331	4.6%	2,156	7.6%	3.0

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

Housing

Link to American Community Survey (ACS) Profiles: 2011-2013 **Housing**

Building Permits 2000 - 2015

Year	Single Family	Two Family	Attach Condo	Multi Family	Total Units	Total Demos	Net Total
2000	12	0	0	0	12	15	-3
2001	17	0	6	0	23	8	15
2002	18	0	7	0	25	14	11
2003	37	0	5	8	50	20	30
2004	43	0	89	88	220	31	189
2005	97	0	0	0	97	38	59
2006	26	4	19	0	49	30	19
2007	22	0	0	0	22	11	11
2008	20	0	0	0	20	15	5
2009	4	0	0	0	4	10	-6
2010	11	0	0	37	48	5	43
2011	29	0	0	36	65	14	51
2012	88	0	0	0	88	40	48
2013	132	0	0	0	132	56	76
2014	129	0	0	0	129	82	47
2015	9	0	0	0	9	12	-3
2000 to 2015 totals	694	4	126	169	993	401	592

Source: **SEMCOG Development**.

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

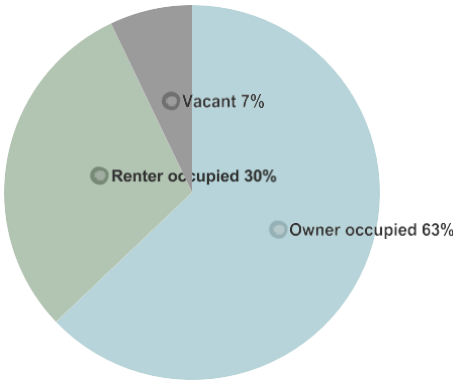
Housing Types

Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2014
Single Family Detached	20,179	20,701	522	398
Duplex	902	653	-249	0
Townhouse / Attached Condo	1,216	1,600	384	0
Multi-Unit Apartment	7,597	7,447	-150	73
Mobile Home / Manufactured Housing	43	162	119	0
Other	5	0	-5	
Total	29,942	30,563	621	471
Units Demolished				-209
Net (Total Permitted Units - Units Demolished)				262

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

Housing Tenure

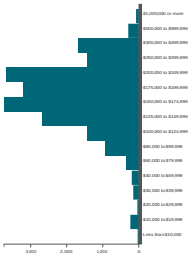
Housing Tenure	Census 2000	Census 2010	Change 2000-2010
Owner occupied	20,246	18,995	-1,251
Renter occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant units	860	2,018	1,158
Total Housing Units	29,942	30,207	265



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

Housing Value (in 2010 dollars)

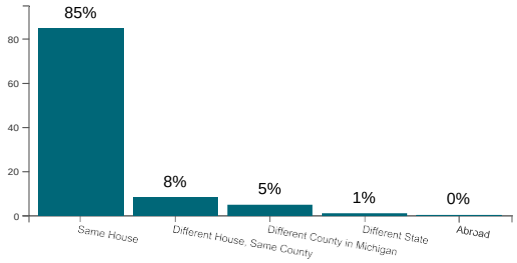
Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	$177,300	$-19,824	-10.1%
Median gross rent	$792	$-51	-6.1%



Housing Value	5-Yr ACS 2010
$1,000,000 or more	70
$500,000 to $999,999	291
$300,000 to $499,999	1,679
$250,000 to $299,999	1,420
$200,000 to $249,999	3,687
$175,000 to $199,999	3,207
$150,000 to $174,999	3,737
$125,000 to $149,999	2,686
$100,000 to $124,999	1,423
$80,000 to $99,999	927
$60,000 to $79,999	354
$40,000 to $59,999	191
$30,000 to $39,999	151
$20,000 to $29,999	38
$10,000 to $19,999	232
Less than $10,000	26
Owner-Occupied Units	20,119

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

Residence One Year Ago *



* This table represents persons, age 1 and over, living in Royal Oak from 2009-2013. The table does not represent person who moved out of Royal Oak from 2009-2013.

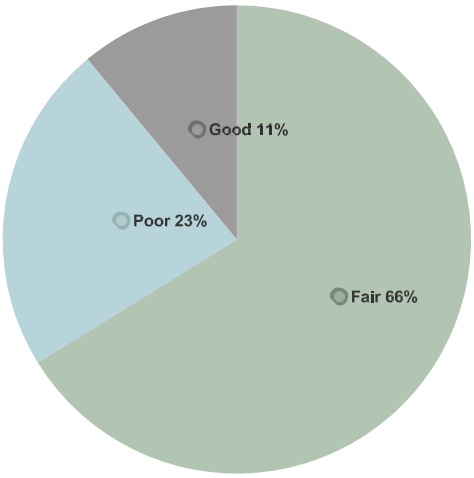
Source: **2010 American Community Survey 5-Year Estimates**.

Transportation

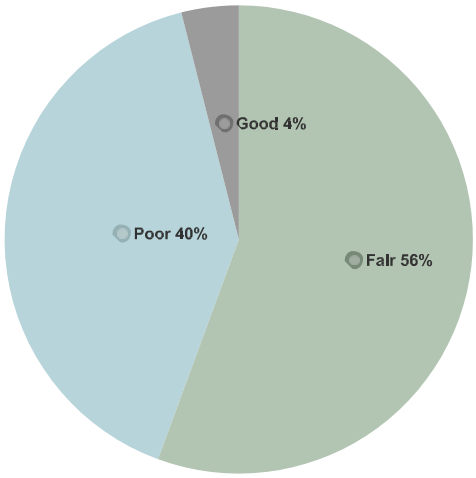
Miles of public road (including boundary roads): 245
Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

Past Pavement Conditions
2007



Current Pavement Conditions
2014



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.

Source: **SEMCOG**

Bridge Status

Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	23	100.0%	23	100.0%	42	100.0%	0.0%
Open with Restrictions	0	0.0%	0	0.0%	0	0.0%	0.0%
Closed*	0	0.0%	0	0.0%	0	0.0%	0.0%
Total Bridges	23	100.0%	23	100.0%	42	100.0%	0.0%
Deficient Bridges	7	30.4%	11	47.8%	12	28.6%	-1.9%

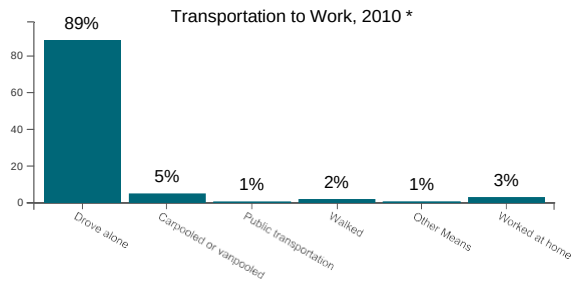
***** Bridges may be closed because of new construction or failed condition.

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).

Source: Michigan Structure Inventory and Appraisal Database

Detailed Intersection & Road Data

Travel



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	Census 2000	Census 2000 (%)	Census 2010	Census 2010 (%)	% Point Chg 2000-2010
Drove alone	30,944	88.6%	29,047	88.6%	0.0%
Carpooled or vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public transportation	354	1.0%	207	0.6%	-0.4%
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

Source: **U.S. Census Bureau | Census 2000 | 2010 American Community Survey 5-Year Estimates**

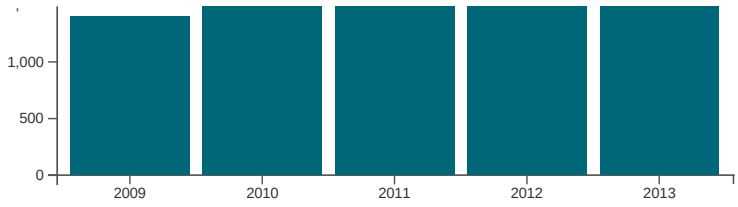
Mean Travel Time to Work

Mean Travel Time To Work	Census 2000	5-Yr ACS 2010	Change 2000-2010
For residents age 16 and over who worked outside the home	22.5 minutes	22.5 minutes	0.0 minutes

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

Safety

Crashes, 2009-2013



Source: **Michigan Department of State Police with the Criminal Justice Information Center**, and **SEMCOG.**

Crash Severity

Crash Severity	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Fatal	4	1	0	1	0	0.1%
Incapacitating Injury	21	20	17	16	21	1.2%
Other Injury	298	416	403	400	386	23.1%
Property Damage Only	1,080	1,239	1,269	1,293	1,365	75.7%
Total Crashes	1,403	1,676	1,689	1,710	1,772	100.0%

Crashes by Involvement

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Red-light Running	55	59	65	77	56	3.8%
Lane Departure	149	144	148	125	143	8.6%
Alcohol	72	68	67	59	71	4.1%
Drugs	16	15	22	18	17	1.1%
Deer	0	5	1	3	1	0.1%
Train	0	0	0	0	0	0.0%
Commercial Truck/Bus	54	71	60	65	63	3.8%
School Bus	4	7	2	2	2	0.2%
Emergency Vehicle	10	6	13	10	9	0.6%
Motorcycle	13	13	13	17	10	0.8%
Intersection	580	610	614	608	566	36.1%
Work Zone	19	12	29	23	21	1.3%
Pedestrian	18	23	14	16	20	1.1%
Bicyclist	30	23	23	31	18	1.5%
Older Driver (65 and older)	215	286	293	282	439	18.4%
Young Driver (16 to 24)	215	286	293	282	668	21.1%

High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2009-2013
1	58	141	Woodward Ave @ 11 Mile Rd	26.8
2	64	160	14 Mile Rd W @ Crooks Rd	25.6
3	115	311	13 Mile Rd W @ 13 Mile Rd W	20.2
4	123	341	Bermuda Mohawk/E I 696 Ramp @ E I 696	19.6
5	178	501	12 Mile Rd W @ Woodward Ave	16.6
6	205	577	11 Mile Rd E @ I 75 Service Drive	15.2
7	213	608	13 Mile Rd W @ Coolidge Rd	14.8
8	220	627	14 Mile Rd E @ Rochester Rd N	14.6
9	227	645	13 Mile Rd W @ Woodward Ave	14.4
10	244	706	12 Mile Rd W @ Stephenson Hwy	13.8

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.

Source: **Michigan Department of State Police with the Criminal Justice Information Center SEMCOG**

High Frequency Road Segment Crash Rankings

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
1	36	67	13 Mile Rd W	Woodward Ave - Greenfield Rd	53.2
2	58	122	E I 696	Campbell Rd S - E I 696/I 75 Ramp	45.6
3	76	164	E I 696	Stephenson/10 Mile Turnaround - Bermuda Mohawk/E I 696 Ramp	41.8
4	114	258	Coolidge Rd	Meijer Dr - Maple Rd E	35.0
5	223	567	E I 696	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	25.2
6	241	626	Woodward Ave	Coolidge Hwy - N Woodward/12 Mile Turnaround	24.2
7	247	636	11 Mile Rd E	Troy N - Campbell Rd N	24.0
8	266	674	N I 75	11 Mile/N I 75 Ramp - Gardenia	23.2
9	293	743	S I 75	11 Mile/S I 75 Ramp - 11 Mile Rd E	22.0
10	305	787	14 Mile Rd W	Coolidge Rd - Woodward Ave	21.4

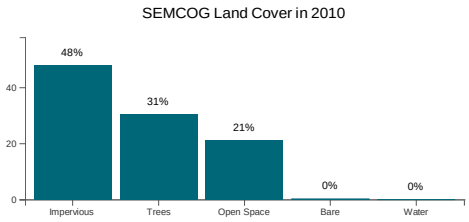
Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

Environment

SEMCOG 2008 Land Use

SEMCOG 2008 Land Use	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	7,563	

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



Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	3,621	47.8%
Trees	woody vegetation, trees	2,310	30.5%
Open Space	agricultural fields, grasslands, turfgrass	1,596	21.1%
Bare	soil, aggregate piles, unplanted fields	33	0.4%
Water	rivers, lakes, drains, ponds	9	0.1%
Total Acres		7,569	

Source Data

SEMCOG - Detailed Data

Community Profiles

YOU ARE VIEWING DATA FOR:

Royal Oak

211 S Williams St
Royal Oak, MI 48067-2634
http://www.romi.gov

SEMCOG MEMBER

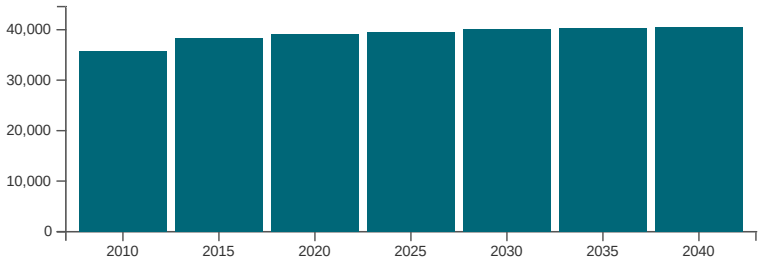
Census 2010 Population:
57,236
Area: 11.8 square miles

Economy & Jobs

Link to American Community Survey (ACS) Profiles:

2011-2013 Economic

Forecasted Jobs



Source: **SEMCOG 2040 Forecast** produced in 2012.

Forecasted Jobs by Industry

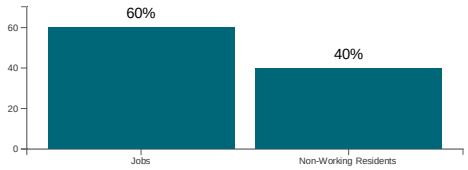
Forecasted Jobs By Industry	2010	2015	2020	2025	2030	2035	2040	Change 2010 - 2040
Natural Resources, Mining, & Construction	1,064	1,255	1,315	1,459	1,507	1,494	1,475	411
Manufacturing	1,166	1,264	1,260	1,191	1,184	1,118	1,113	-53
Wholesale Trade, Transportation, Warehousing, & Utilities	1,232	1,250	1,210	1,202	1,238	1,226	1,195	-37
Retail Trade	2,890	2,868	2,683	2,681	2,651	2,623	2,583	-307
Knowledge-based Services	4,995	5,414	5,505	5,506	5,573	5,567	5,593	598
Services to Households & Firms	4,235	4,791	4,971	4,971	5,124	5,103	5,240	1,005
Private Education & Healthcare	15,062	16,413	17,073	17,356	17,521	17,751	17,895	2,833
Leisure & Hospitality	3,321	3,373	3,303	3,296	3,417	3,458	3,492	171
Government	1,790	1,785	1,843	1,879	1,907	1,930	1,937	147
Total	35,755	38,413	39,163	39,541	40,122	40,270	40,523	4,768

Source: **SEMCOG 2040 Forecast** produced in 2012.

Note: "C" indicates data blocked due to confidentiality concerns of ES-202 files.

Daytime Population

Daytime Population	SEMCOG and ACS 2010
Jobs	35,755
Non-Working Residents	23,554
Age 15 and under	7,541
Not in labor force	13,547
Unemployed	2,466
Daytime Population	59,309



Source: **SEMCOG 2040 Forecast** produced in 2012, **U.S Census Bureau**, and **2010 American Community Survey 5-Year Estimates**.

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

Where Workers Commute From 5-Yr ACS 2010

Rank	Where Workers Commute From *	Workers	Percent
1	**Royal Oak**	6,005	19.8%
2	**Detroit**	2,040	6.7%
3	**Troy**	1,425	4.7%
4	**Sterling Heights**	1,330	4.4%
5	**Madison Heights**	1,285	4.2%
6	**Southfield**	1,105	3.6%
7	**Warren**	1,000	3.3%
8	**Berkley**	910	3.0%
9	**Rochester Hills**	845	2.8%
10	**Ferndale**	825	2.7%
-	**Elsewhere**	13,512	44.6%
* Workers, age 16 and over employed in Royal Oak		30,282	

Source: **U.S. Census Bureau** - CTTP/ACS Commuting Data.
Commuting Patterns in Southeast Michigan

Resident Population

Where Residents Work 5-Yr ACS 2010

Rank	Where Residents Work *	Workers	Percent
1	**Royal Oak**	6,005	18.3%
2	**Detroit**	3,895	11.9%
3	**Troy**	3,285	10.0%
4	**Southfield**	2,660	8.1%
5	**Madison Heights**	1,285	3.9%
6	**Warren**	1,250	3.8%
7	**Birmingham**	1,230	3.8%
8	**Farmington Hills**	960	2.9%
9	**Auburn Hills**	955	2.9%
10	**Dearborn**	835	2.5%
-	**Elsewhere**	10,407	31.8%
* Workers, age 16 and over residing in Royal Oak		**32,767**	

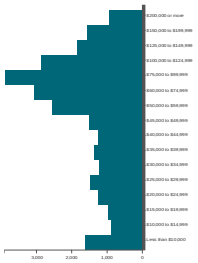
Source: **U.S. Census Bureau - CTTP/ACS Commuting Data**.

Household Incomes

Income	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median Household Income (in 2010 dollars)	$ 60,184	$ -8,207	-12.0%
Per Capita Income (in 2010 dollars)	$ 37,095	$ -3,467	-8.5%

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

Annual Household Incomes



Annual Household Income	5-Yr ACS 2010
$200,000 or more	942
$150,000 to $199,999	1,568
$125,000 to $149,999	1,849
$100,000 to $124,999	2,882
$75,000 to $99,999	3,898
$60,000 to $74,999	3,074
$50,000 to $59,999	2,557
$45,000 to $49,999	1,509
$40,000 to $44,999	1,239
$35,000 to $39,999	1,380
$30,000 to $34,999	1,230
$25,000 to $29,999	1,473
$20,000 to $24,999	1,258
$15,000 to $19,999	977
$10,000 to $14,999	880
Less than $10,000	1,613
Total	**28,329**

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

Poverty

Poverty	Census 2000	% of Total (2000)	5-Yr ACS 2010	% of Total (2010)	% Point Chg 2000-2010

Poverty	Census 2000	% of Total (2000)	5-Yr ACS 2010	% of Total (2010)	% Point Chg 2000-2010
Persons in Poverty	2,550	4.3%	3,893	6.8%	2.6
Households in Poverty	1,331	4.6%	2,156	7.6%	3.0

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

Housing

Link to American Community Survey (ACS) Profiles: 2011-2013 **Housing**

Building Permits 2000 - 2015

Year	Single Family	Two Family	Attach Condo	Multi Family	Total Units	Total Demos	Net Total
2000	12	0	0	0	12	15	-3
2001	17	0	6	0	23	8	15
2002	18	0	7	0	25	14	11
2003	37	0	5	8	50	20	30
2004	43	0	89	88	220	31	189
2005	97	0	0	0	97	38	59
2006	26	4	19	0	49	30	19
2007	22	0	0	0	22	11	11
2008	20	0	0	0	20	15	5
2009	4	0	0	0	4	10	-6
2010	11	0	0	37	48	5	43
2011	29	0	0	36	65	14	51
2012	88	0	0	0	88	40	48
2013	132	0	0	0	132	56	76
2014	129	0	0	0	129	82	47
2015	9	0	0	0	9	12	-3
2000 to 2015 totals	694	4	126	169	993	401	592

Source: **SEMCOG Development**.

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

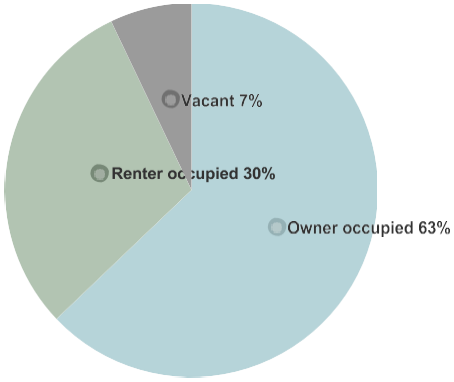
Housing Types

Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2014
Single Family Detached	20,179	20,701	522	398
Duplex	902	653	-249	0
Townhouse / Attached Condo	1,216	1,600	384	0
Multi-Unit Apartment	7,597	7,447	-150	73
Mobile Home / Manufactured Housing	43	162	119	0
Other	5	0	-5	
Total	29,942	30,563	621	471
Units Demolished				-209
Net (Total Permitted Units - Units Demolished)				262

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

Housing Tenure

Housing Tenure	Census 2000	Census 2010	Change 2000-2010
Owner occupied	20,246	18,995	-1,251
Renter occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant units	860	2,018	1,158
Total Housing Units	29,942	30,207	265



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

Housing Value (in 2010 dollars)

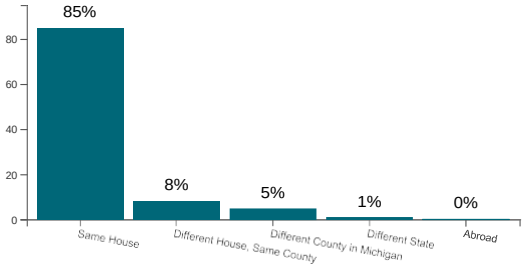
Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	$177,300	$-19,824	-10.1%

Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median gross rent	$792	$-51	-6.1%

Housing Value	5-Yr ACS 2010
$1,000,000 or more	70
$500,000 to $999,999	291
$300,000 to $499,999	1,679
$250,000 to $299,999	1,420
$200,000 to $249,999	3,687
$175,000 to $199,999	3,207
$150,000 to $174,999	3,737
$125,000 to $149,999	2,686
$100,000 to $124,999	1,423
$80,000 to $99,999	927
$60,000 to $79,999	354
$40,000 to $59,999	191
$30,000 to $39,999	151
$20,000 to $29,999	38
$10,000 to $19,999	232
Less than $10,000	26
Owner-Occupied Units	20,119

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

Residence One Year Ago *



* This table represents persons, age 1 and over, living in Royal Oak from 2009-2013. The table does not represent person who moved out of Royal Oak from 2009-2013.

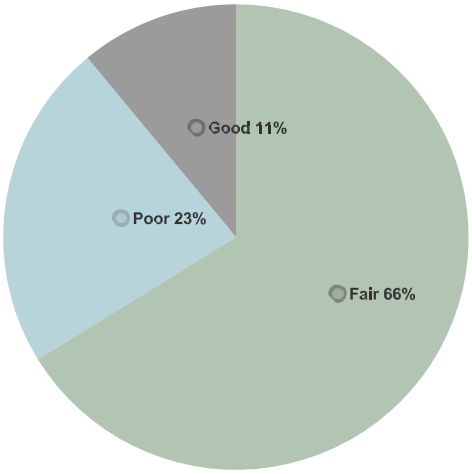
Source: **2010 American Community Survey 5-Year Estimates**.

Transportation

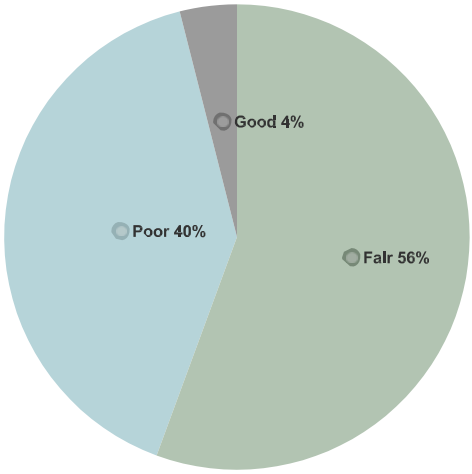
Miles of public road (including boundary roads): 245
Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

Past Pavement Conditions
2007



Current Pavement Conditions
2014



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.

Source: **SEMCOG**

Bridge Status

Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	23	100.0%	23	100.0%	42	100.0%	0.0%
Open with Restrictions	0	0.0%	0	0.0%	0	0.0%	0.0%
Closed*	0	0.0%	0	0.0%	0	0.0%	0.0%
Total Bridges	23	100.0%	23	100.0%	42	100.0%	0.0%
Deficient Bridges	7	30.4%	11	47.8%	12	28.6%	-1.9%

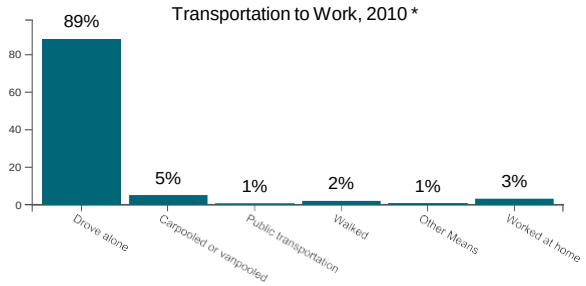
* Bridges may be closed because of new construction or failed condition.

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).

Source: Michigan Structure Inventory and Appraisal Database

Detailed Intersection & Road Data

Travel



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	Census 2000	Census 2000 (%)	Census 2010	Census 2010 (%)	% Point Chg 2000-2010
Drove alone	30,944	88.6%	29,047	88.6%	0.0%
Carpooled or vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public transportation	354	1.0%	207	0.6%	-0.4%
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

Source: **U.S. Census Bureau** | **Census 2000** | **2010 American Community Survey 5-Year Estimates**

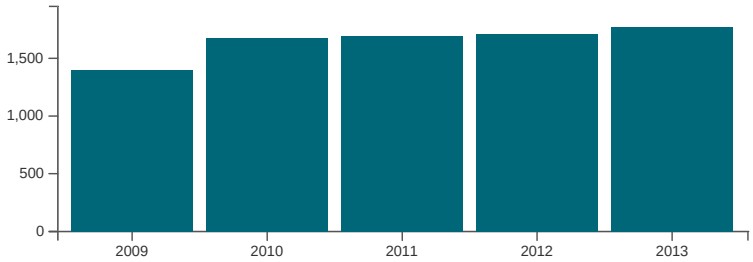
Mean Travel Time to Work

Mean Travel Time To Work	Census 2000	5-Yr ACS 2010	Change 2000-2010
For residents age 16 and over who worked outside the home	22.5 minutes	22.5 minutes	0.0 minutes

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

Safety

Crashes, 2009-2013



Source: **Michigan Department of State Police with the Criminal Justice Information Center**, and **SEMCOG.**

Crash Severity

Crash Severity	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Fatal	4	1	0	1	0	0.1%
Incapacitating Injury	21	20	17	16	21	1.2%
Other Injury	298	416	403	400	386	23.1%
Property Damage Only	1,080	1,239	1,269	1,293	1,365	75.7%
Total Crashes	1,403	1,676	1,689	1,710	1,772	100.0%

Crashes by Involvement

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Red-light Running	55	59	65	77	56	3.8%
Lane Departure	149	144	148	125	143	8.6%
Alcohol	72	68	67	59	71	4.1%
Drugs	16	15	22	18	17	1.1%
Deer	0	5	1	3	1	0.1%
Train	0	0	0	0	0	0.0%
Commercial Truck/Bus	54	71	60	65	63	3.8%
School Bus	4	7	2	2	2	0.2%
Emergency Vehicle	10	6	13	10	9	0.6%
Motorcycle	13	13	13	17	10	0.8%
Intersection	580	610	614	608	566	36.1%

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Work Zone	19	12	29	23	21	1.3%
Pedestrian	18	23	14	16	20	1.1%
Bicyclist	30	23	23	31	18	1.5%
Older Driver (65 and older)	215	286	293	282	439	18.4%
Young Driver (16 to 24)	215	286	293	282	668	21.1%

High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2009-2013
1	58	141	Woodward Ave @ 11 Mile Rd	26.8
2	64	160	14 Mile Rd W @ Crooks Rd	25.6
3	115	311	13 Mile Rd W @ 13 Mile Rd W	20.2
4	123	341	Bermuda Mohawk/E I 696 Ramp @ E I 696	19.6
5	178	501	12 Mile Rd W @ Woodward Ave	16.6
6	205	577	11 Mile Rd E @ I 75 Service Drive	15.2
7	213	608	13 Mile Rd W @ Coolidge Rd	14.8
8	220	627	14 Mile Rd E @ Rochester Rd N	14.6
9	227	645	13 Mile Rd W @ Woodward Ave	14.4
10	244	706	12 Mile Rd W @ Stephenson Hwy	13.8

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.

Source: **Michigan Department of State Police with the Criminal Justice Information Center SEMCOG**

High Frequency Road Segment Crash Rankings

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
1	36	67	13 Mile Rd W	Woodward Ave - Greenfield Rd	53.2
2	58	122	E I 696	Campbell Rd S - E I 696/I 75 Ramp	45.6
3	76	164	E I 696	Stephenson/10 Mile Turnaround - Bermuda Mohawk/E I 696 Ramp	41.8
4	114	258	Coolidge Rd	Meijer Dr - Maple Rd E	35.0
5	223	567	E I 696	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	25.2
6	241	626	Woodward Ave	Coolidge Hwy - N Woodward/12 Mile Turnaround	24.2

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
7	247	636	11 Mile Rd E	Troy N - Campbell Rd N	24.0
8	266	674	N I 75	11 Mile/N I 75 Ramp - Gardenia	23.2
9	293	743	S I 75	11 Mile/S I 75 Ramp - 11 Mile Rd E	22.0
10	305	787	14 Mile Rd W	Coolidge Rd - Woodward Ave	21.4

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

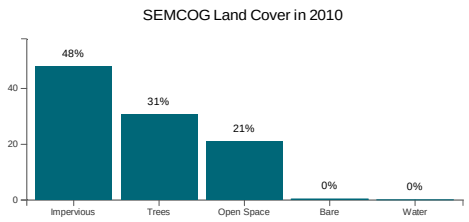
Environment

SEMCOG 2008 Land Use

SEMCOG 2008 Land Use	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	7,563	

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

Source: **SEMCOG**



Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	3,621	47.8%
Trees	woody vegetation, trees	2,310	30.5%
Open Space	agricultural fields, grasslands, turfgrass	1,596	21.1%
Bare	soil, aggregate piles, unplanted fields	33	0.4%
Water	rivers, lakes, drains, ponds	9	0.1%
Total Acres		7,569	

Source Data

SEMCOG - Detailed Data

SEMCOG | Southeast Michigan Council of Governments

Community Profiles

YOU ARE VIEWING DATA FOR:

Royal Oak

211 S Williams St
Royal Oak, MI 48067-2634
http://www.romi.gov

SEMCOG MEMBER

Census 2010 Population:
57,236
Area: 11.8 square miles

Housing

Link to American Community Survey (ACS) Profiles: 2011-2013 Housing

Building Permits 2000 - 2015

Year	Single Family	Two Family	Attach Condo	Multi Family	Total Units	Total Demos	Net Total
2000	12	0	0	0	12	15	-3
2001	17	0	6	0	23	8	15
2002	18	0	7	0	25	14	11
2003	37	0	5	8	50	20	30
2004	43	0	89	88	220	31	189
2005	97	0	0	0	97	38	59
2006	26	4	19	0	49	30	19
2007	22	0	0	0	22	11	11
2008	20	0	0	0	20	15	5
2009	4	0	0	0	4	10	-6
2010	11	0	0	37	48	5	43
2011	29	0	0	36	65	14	51
2012	88	0	0	0	88	40	48
2013	132	0	0	0	132	56	76
2014	129	0	0	0	129	82	47
2015	9	0	0	0	9	12	-3
2000 to 2015 totals	694	4	126	169	993	401	592

Source: **SEMCOG Development**.

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

Housing Types

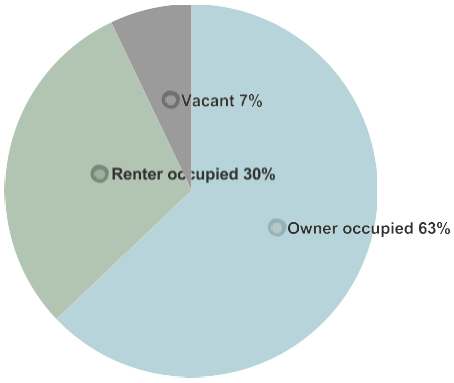
Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2014
Single Family Detached	20,179	20,701	522	398
Duplex	902	653	-249	0
Total	29,942	30,563	621	471
Units Demolished				-209
Net (Total Permitted Units - Units Demolished)				262

Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2014
Townhouse / Attached Condo	1,216	1,600	384	0
Multi-Unit Apartment	7,597	7,447	-150	73
Mobile Home / Manufactured Housing	43	162	119	0
Other	5	0	-5	
Total	29,942	30,563	621	471
Units Demolished				-209
Net (Total Permitted Units - Units Demolished)				262

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

Housing Tenure

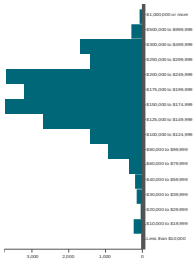
Housing Tenure	Census 2000	Census 2010	Change 2000-2010
Owner occupied	20,246	18,995	-1,251
Renter occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant units	860	2,018	1,158
Total Housing Units	29,942	30,207	265



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

Housing Value (in 2010 dollars)

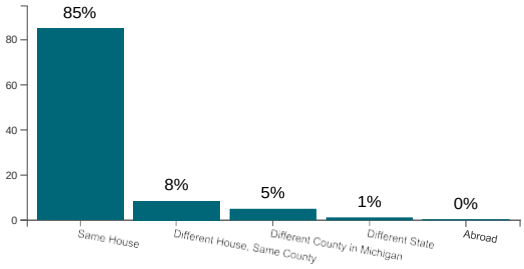
Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	$177,300	$-19,824	-10.1%
Median gross rent	$792	$-51	-6.1%



Housing Value	5-Yr ACS 2010
$1,000,000 or more	70
$500,000 to $999,999	291
$300,000 to $499,999	1,679
$250,000 to $299,999	1,420
$200,000 to $249,999	3,687
$175,000 to $199,999	3,207
$150,000 to $174,999	3,737
$125,000 to $149,999	2,686
$100,000 to $124,999	1,423
$80,000 to $99,999	927
$60,000 to $79,999	354
$40,000 to $59,999	191
$30,000 to $39,999	151
$20,000 to $29,999	38
$10,000 to $19,999	232
Less than $10,000	26
Owner-Occupied Units	20,119

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

Residence One Year Ago *



* This table represents persons, age 1 and over, living in Royal Oak from 2009-2013. The table does not represent person who moved out of Royal Oak from 2009-2013.

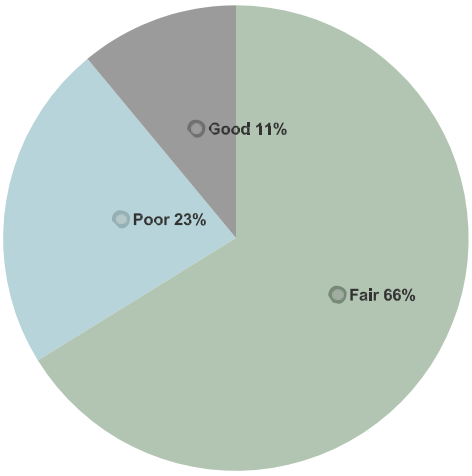
Source: **2010 American Community Survey 5-Year Estimates**.

Transportation

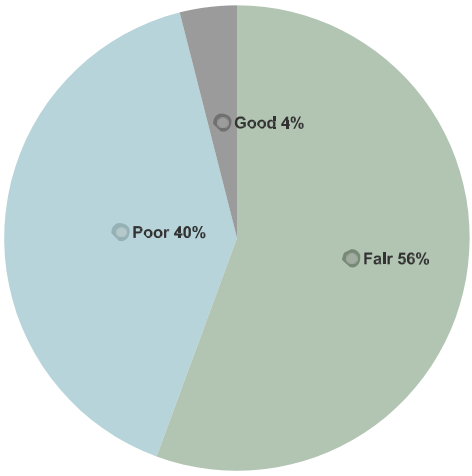
Miles of public road (including boundary roads): 245
Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

Past Pavement Conditions
2007



Current Pavement Conditions
2014



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.

Source: **SEMCOG**

Bridge Status

Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	23	100.0%	23	100.0%	42	100.0%	0.0%
Open with Restrictions	0	0.0%	0	0.0%	0	0.0%	0.0%
Closed*	0	0.0%	0	0.0%	0	0.0%	0.0%
Total Bridges	23	100.0%	23	100.0%	42	100.0%	0.0%
Deficient Bridges	7	30.4%	11	47.8%	12	28.6%	-1.9%

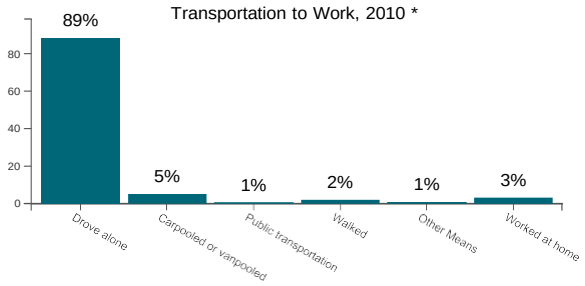
***** Bridges may be closed because of new construction or failed condition.

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).
Source: Michigan Structure Inventory and Appraisal Database

Detailed Intersection & Road Data

Travel



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	Census 2000	Census 2000 (%)	Census 2010	Census 2010 (%)	% Point Chg 2000-2010
Drove alone	30,944	88.6%	29,047	88.6%	0.0%
Carpooled or vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public transportation	354	1.0%	207	0.6%	-0.4%
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

Source: **U.S. Census Bureau** | **Census 2000** | **2010 American Community Survey 5-Year Estimates**

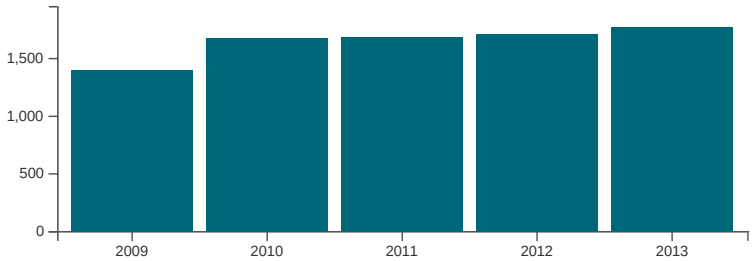
Mean Travel Time to Work

Mean Travel Time To Work	Census 2000	5-Yr ACS 2010	Change 2000-2010
For residents age 16 and over who worked outside the home	22.5 minutes	22.5 minutes	0.0 minutes

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

Safety

Crashes, 2009-2013



Source: **Michigan Department of State Police with the Criminal Justice Information Center**, and **SEMCOG.**

Crash Severity

Crash Severity	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Fatal	4	1	0	1	0	0.1%
Incapacitating Injury	21	20	17	16	21	1.2%
Other Injury	298	416	403	400	386	23.1%
Property Damage Only	1,080	1,239	1,269	1,293	1,365	75.7%
Total Crashes	1,403	1,676	1,689	1,710	1,772	100.0%

Crashes by Involvement

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Red-light Running	55	59	65	77	56	3.8%
Lane Departure	149	144	148	125	143	8.6%
Alcohol	72	68	67	59	71	4.1%
Drugs	16	15	22	18	17	1.1%
Deer	0	5	1	3	1	0.1%
Train	0	0	0	0	0	0.0%
Commercial Truck/Bus	54	71	60	65	63	3.8%
School Bus	4	7	2	2	2	0.2%
Emergency Vehicle	10	6	13	10	9	0.6%
Motorcycle	13	13	13	17	10	0.8%
Intersection	580	610	614	608	566	36.1%
Work Zone	19	12	29	23	21	1.3%
Pedestrian	18	23	14	16	20	1.1%

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Bicyclist	30	23	23	31	18	1.5%
Older Driver (65 and older)	215	286	293	282	439	18.4%
Young Driver (16 to 24)	215	286	293	282	668	21.1%

High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2009-2013
1	58	141	Woodward Ave @ 11 Mile Rd	26.8
2	64	160	14 Mile Rd W @ Crooks Rd	25.6
3	115	311	13 Mile Rd W @ 13 Mile Rd W	20.2
4	123	341	Bermuda Mohawk/E I 696 Ramp @ E I 696	19.6
5	178	501	12 Mile Rd W @ Woodward Ave	16.6
6	205	577	11 Mile Rd E @ I 75 Service Drive	15.2
7	213	608	13 Mile Rd W @ Coolidge Rd	14.8
8	220	627	14 Mile Rd E @ Rochester Rd N	14.6
9	227	645	13 Mile Rd W @ Woodward Ave	14.4
10	244	706	12 Mile Rd W @ Stephenson Hwy	13.8

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.

Source: **Michigan Department of State Police with the Criminal Justice Information Center SEMCOG**

High Frequency Road Segment Crash Rankings

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
1	36	67	13 Mile Rd W	Woodward Ave - Greenfield Rd	53.2
2	58	122	E I 696	Campbell Rd S - E I 696/I 75 Ramp	45.6
3	76	164	E I 696	Stephenson/10 Mile Turnaround - Bermuda Mohawk/E I 696 Ramp	41.8
4	114	258	Coolidge Rd	Meijer Dr - Maple Rd E	35.0
5	223	567	E I 696	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	25.2
6	241	626	Woodward Ave	Coolidge Hwy - N Woodward/12 Mile Turnaround	24.2
7	247	636	11 Mile Rd E	Troy N - Campbell Rd N	24.0
8	266	674	N I 75	11 Mile/N I 75 Ramp - Gardenia	23.2

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
9	293	743	S I 75	11 Mile/S I 75 Ramp - 11 Mile Rd E	22.0
10	305	787	14 Mile Rd W	Coolidge Rd - Woodward Ave	21.4

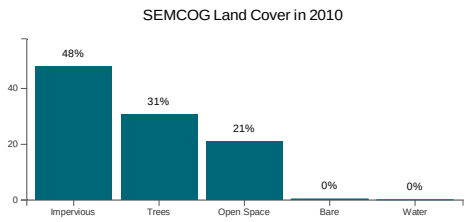
Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

Environment

SEMCOG 2008 Land Use

SEMCOG 2008 Land Use	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	7,563	

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



Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	3,621	47.8%
Trees	woody vegetation, trees	2,310	30.5%
Open Space	agricultural fields, grasslands, turfgrass	1,596	21.1%
Bare	soil, aggregate piles, unplanted fields	33	0.4%
Water	rivers, lakes, drains, ponds	9	0.1%
Total Acres		7,569	

Source Data

SEMCOG - Detailed Data

SEMCOG | Southeast Michigan Council of Governments

Community Profiles

YOU ARE VIEWING DATA FOR:

Royal Oak

211 S Williams St
Royal Oak, MI 48067-2634
http://www.romi.gov

SEMCOG MEMBER

Census 2010 Population:
57,236
Area: 11.8 square miles

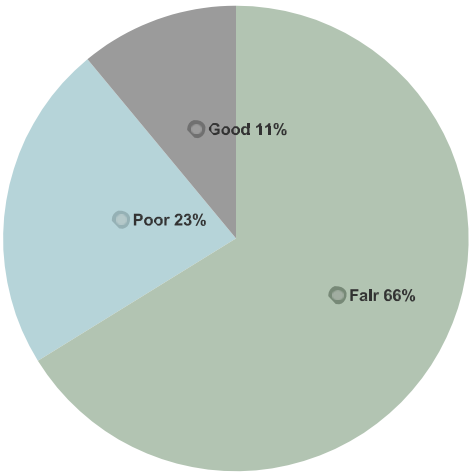
Transportation

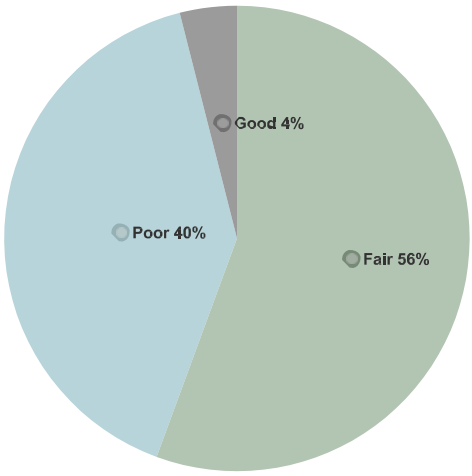
Miles of public road (including boundary roads): 245
Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

Past Pavement Conditions
2007

Current Pavement Conditions
2014





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.

Source: **SEMCOG**

Bridge Status

Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	23	100.0%	23	100.0%	42	100.0%	0.0%
Open with Restrictions	0	0.0%	0	0.0%	0	0.0%	0.0%
Closed*	0	0.0%	0	0.0%	0	0.0%	0.0%
Total Bridges	23	100.0%	23	100.0%	42	100.0%	0.0%
Deficient Bridges	7	30.4%	11	47.8%	12	28.6%	-1.9%

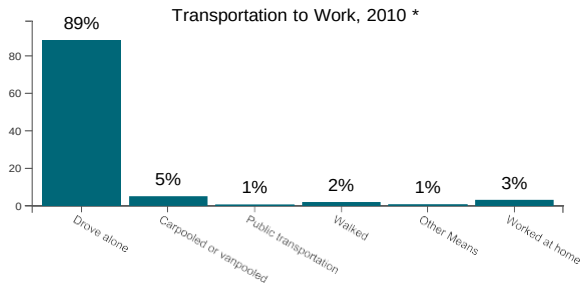
***** Bridges may be closed because of new construction or failed condition.

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).

Source: Michigan Structure Inventory and Appraisal Database

Detailed Intersection & Road Data

Travel



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	Census 2000	Census 2000 (%)	Census 2010	Census 2010 (%)	% Point Chg 2000-2010
Drove alone	30,944	88.6%	29,047	88.6%	0.0%
Carpooled or vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public transportation	354	1.0%	207	0.6%	-0.4%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

Transportation to Work	Census 2000	Census 2000 (%)	Census 2010	Census 2010 (%)	% Point Chg 2000-2010
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

Source: **U.S. Census Bureau** | **Census 2000** | **2010 American Community Survey 5-Year Estimates**

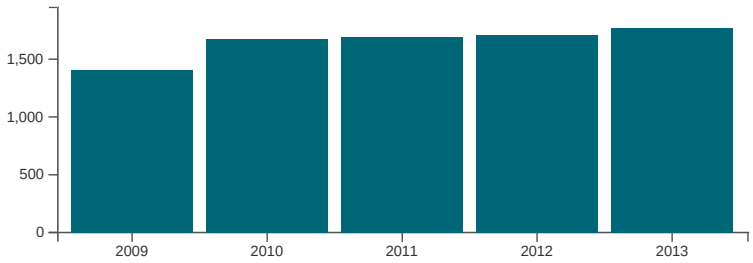
Mean Travel Time to Work

Mean Travel Time To Work	Census 2000	5-Yr ACS 2010	Change 2000-2010
For residents age 16 and over who worked outside the home	22.5 minutes	22.5 minutes	0.0 minutes

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

Safety

Crashes, 2009-2013



Source: **Michigan Department of State Police with the Criminal Justice Information Center**, and **SEMCOG.**

Crash Severity

Crash Severity	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Fatal	4	1	0	1	0	0.1%
Incapacitating Injury	21	20	17	16	21	1.2%
Other Injury	298	416	403	400	386	23.1%
Property Damage Only	1,080	1,239	1,269	1,293	1,365	75.7%
Total Crashes	1,403	1,676	1,689	1,710	1,772	100.0%

Crashes by Involvement

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009 - 2013
Red-light Running	55	59	65	77	56	3.8%
Lane Departure	149	144	148	125	143	8.6%
Alcohol	72	68	67	59	71	4.1%
Drugs	16	15	22	18	17	1.1%
Deer	0	5	1	3	1	0.1%
Train	0	0	0	0	0	0.0%
Commercial Truck/Bus	54	71	60	65	63	3.8%
School Bus	4	7	2	2	2	0.2%
Emergency Vehicle	10	6	13	10	9	0.6%
Motorcycle	13	13	13	17	10	0.8%
Intersection	580	610	614	608	566	36.1%
Work Zone	19	12	29	23	21	1.3%
Pedestrian	18	23	14	16	20	1.1%
Bicyclist	30	23	23	31	18	1.5%
Older Driver (65 and older)	215	286	293	282	439	18.4%
Young Driver (16 to 24)	215	286	293	282	668	21.1%

High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2009-2013
1	58	141	Woodward Ave @ 11 Mile Rd	26.8
2	64	160	14 Mile Rd W @ Crooks Rd	25.6
3	115	311	13 Mile Rd W @ 13 Mile Rd W	20.2
4	123	341	Bermuda Mohawk/E I 696 Ramp @ E I 696	19.6
5	178	501	12 Mile Rd W @ Woodward Ave	16.6
6	205	577	11 Mile Rd E @ I 75 Service Drive	15.2
7	213	608	13 Mile Rd W @ Coolidge Rd	14.8
8	220	627	14 Mile Rd E @ Rochester Rd N	14.6
9	227	645	13 Mile Rd W @ Woodward Ave	14.4
10	244	706	12 Mile Rd W @ Stephenson Hwy	13.8

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.

Source: **Michigan Department of State Police with the Criminal Justice Information Center SEMCOG**

High Frequency Road Segment Crash Rankings

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
1	36	67	13 Mile Rd W	Woodward Ave - Greenfield Rd	53.2
2	58	122	E I 696	Campbell Rd S - E I 696/I 75 Ramp	45.6
3	76	164	E I 696	Stephenson/10 Mile Turnaround - Bermuda Mohawk/E I 696 Ramp	41.8
4	114	258	Coolidge Rd	Meijer Dr - Maple Rd E	35.0
5	223	567	E I 696	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	25.2
6	241	626	Woodward Ave	Coolidge Hwy - N Woodward/12 Mile Turnaround	24.2
7	247	636	11 Mile Rd E	Troy N - Campbell Rd N	24.0
8	266	674	N I 75	11 Mile/N I 75 Ramp - Gardenia	23.2
9	293	743	S I 75	11 Mile/S I 75 Ramp - 11 Mile Rd E	22.0
10	305	787	14 Mile Rd W	Coolidge Rd - Woodward Ave	21.4

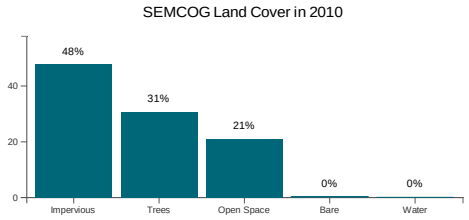
Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

Environment

SEMCOG 2008 Land Use

SEMCOG 2008 Land Use	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	7,563	

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



Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	3,621	47.8%
Trees	woody vegetation, trees	2,310	30.5%
Open Space	agricultural fields, grasslands, turfgrass	1,596	21.1%
Bare	soil, aggregate piles, unplanted fields	33	0.4%
Water	rivers, lakes, drains, ponds	9	0.1%
Total Acres		7,569	

Source Data

SEMCOG - Detailed Data

Community Profiles

YOU ARE VIEWING DATA FOR:

Royal Oak

211 S Williams St
Royal Oak, MI 48067-2634

http://www.romi.gov

SEMCOG MEMBER

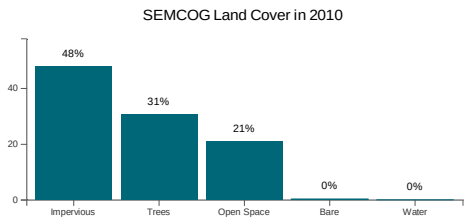
Census 2010 Population:
57,236
Area: 11.8 square miles

Environment

SEMCOG 2008 Land Use

SEMCOG 2008 Land Use	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	7,563	

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



Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	3,621	47.8%
Trees	woody vegetation, trees	2,310	30.5%
Open Space	agricultural fields, grasslands, turfgrass	1,596	21.1%
Bare	soil, aggregate piles, unplanted fields	33	0.4%
Water	rivers, lakes, drains, ponds	9	0.1%
Total Acres		7,569	

Source Data

SEMCOG - Detailed Data