City of Royal Oak
Adopted Budget

FY2016-2017

Life Now Playing

Royal Oak
Adopted Budget for
Fiscal Year 2016-2017

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

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cmellison@romi.gov

Kyle DuBuc
city commissioner
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Michael Fournier
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Jeremy Mahrle
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Sharlan Douglas
city commissioner
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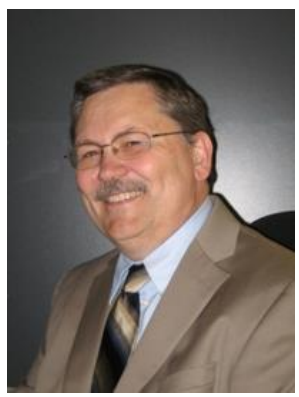

Donald E Johnson
city manager
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City of Royal Oak

211 S Williams Street
Royal Oak MI 48067
http://www.romi.gov

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
Assistant City Manager / 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
Information Technology Manager – Mike Kirby
Library Director - Mary Karshner
Recreation Supervisor - Tod Gazetti
Director of Planning – Joseph Murphy
Deputy Chief of Police – Michael Frazier
Deputy Chief of Police – Robert Reilly
Deputy Chief of Fire – James Cook
Deputy City 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, 2015

Executive Director

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

2016-17 Budget Transmittal

May 8, 2016

The Honorable Mayor Ellison and
Members of the City Commission:

The city manager's annual budget transmittal letter is an opportunity for me to discuss our fiscal situation and our plans for improving it. I often start by reminding the commission of how far we have come in the last ten years and how far we still have to go to achieve fiscal stability.

This message is a little different. I'm not going to spend a lot of time on the past. Every member of the commission is well aware of how precarious Royal Oak's financial position was and how much stronger we are today. I also need not remind you that our situation still demands we tread carefully. Every decision needs to be made with a long term vision. We need to always be thinking five, ten, twenty or more years into the future. Short term thinking is what got Royal Oak into trouble.

I'm also not going to spend a lot of time reviewing the proposed budget. This is, quite frankly, a rather boring document this year and I expect the budget meetings to lack excitement as well. We have scheduled three special meetings but I think we may be done in two. The budget itself does not propose any significant changes. There are no cuts. There are no exciting new programs. There are no major expansions.

There are many exciting things happening in the community and in the organization. However they are not reflected in this document. Some of them could have been but we took the conservative approach and only budgeted based on our current situation.

We have been talking for years about how to deal with unfunded liabilities. So far, we have reduced unfunded liabilities by eliminating defined benefit pensions for most employees[1] and retiree healthcare for all employees[2]. We are prepared to move forward with the pension and OPEB bonding now. The preliminary estimates prepared by our financial advisor indicate doing so could reduce our annual costs by $3.5 million. We propose to continue putting about half of those savings into the pension and OPEB trusts until the actuaries tell us both are comfortably over funded. For me, "comfortably" means plan assets are about 120% of plan liabilities. At that point, we recommend the commission continue to always contribute at least the "Employer Normal Cost" to both trusts. That number represents the employer share of benefits earned in a given year.

We were in this position before with the pension system. Actually, we were in a far stronger position. However, when the actuary told the city no contributions were required; no

1 Effective dates vary by collective bargaining contract but no employee hired after April 2008 except police officers and firefighters still have a defined benefit retirement program.

2 Again, effective dates vary by contract but no employee hired after February 2009 has retiree healthcare.

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contributions were made until the funding level fell below 100%. This created two major problems. Not only did it cause the retirement system to be under funded. The city was then relying on that money to pay employees and continue operations and couldn't meet its new higher pension obligations without making significant budget cuts elsewhere.

The expected savings is not reflected in the proposed 2016-17 budget because the bonding has not yet occurred and the anticipated savings have not yet been realized.

The proposed Royal Oak City Center project is also not reflected in the proposed budget. If this exciting project is completed, it will impact future budgets in multiple ways. It should reduce our costs for natural gas, electricity, repairs and labor but add debt service and possibly capital lease expenses. Those savings and those costs will not impact us in 2016-17. They will occur later. However, we will have some costs associated with planning the project this fiscal year and next. We will deal with those via a budget amendment.

We have two critical millage renewals on the horizon and this budget and future ones count on both being successful. The commission has already acted to place the solid waste levy, popularly known as the recycling levy, on the August primary ballot. At the May 9 meeting, Mr. Rassel updated the commission on SOCRRA's plans to move to single stream recycling. This will involve a major capital expenditure, of which our share is slightly over $3 million for equipment to allow recyclables to be sorted at their facility instead of requiring customers to pre-sort recyclable material. This includes $1.3 million to provide 65 gallon recycling carts to most customers. This cost will likely be spread over a ten year period.

With a reduction in rubbish fees negotiated by SOCRRA, we can meet this additional cost without increasing the 1 mill maximum levy. However, it will require that we levy the entire authorized amount. Last year, we reduced this levy to .6 mills.

The public safety millage does not expire until 2017. However, we only have a municipal election in 2017. With no national or statewide offices on the ballot, turnout will be relatively low. I believe a millage issue should appear on the ballot in a high turnout election. In 2012, 20,995 Royal Oak citizens voted to tax themselves to support police, fire and emergency medical services. The "yes" votes were more than three times the total number of voters who typically participate in an odd year election. That is why we are proposing to put this levy on the ballot one year before we have to, in November of 2016.

Another exciting project with minimal budget impact, so far, is the customer service training provided by Bill Capodagli of the Capodagli-Jackson Consulting, the authors of *The Disney Way*. We have just recently completed the initial training and have formed employee teams charged with improving customer service and employee morale. So far, they are going after things that can be done quickly and inexpensively. However, I fully expect some of their suggestions to have more significant budget impacts in the future.

The citizen's of Royal Oak voted to allow the sale of up to 10 acres of the former Normandy Oaks Golf Course for residential development and to turn the remaining 40 acres into a public park. The commission has approved a bid of $3.8 million and has approved a purchase agreement. We are currently engaged in discussions with Oakland County Parks and Recreation on the development of the park. Although no park construction has occurred yet, we

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began using the former fairways as soccer fields in 2015. We anticipate new construction on the park site to begin in 2017.

The 48th District Court has successfully completed a merger with Berkley's 45-A District Court. We also combined two cost centers in this document so probation is no longer a separate cost center. Revenue for June-Dec 2016 increased $561,000 over same period of the prior year. The new court administration has ramped up collection efforts, following procedures utilized in the Berkley court.

Very few new positions were requested this year and even fewer made it into the recommended budget. We did budget to move the day porter from a contracted position, through our janitorial service contract, to a regular city position. This will enable us to use that position to monitor the contractor.

We also included a full time GIS Coordinator position in the IT Division. Geographic Information Systems have incredible potential to improve city services and we are probably 15-20 years behind the industry at the moment. We desperately need to catch up. We already made the commitment to obtain the hardware and software necessary, now we need to add the staff to do so.

Assessing requested a full time appraiser but the recommended budget includes funding only for a part timer. The economic recovery is increasing the workload in this division. Also, Oakland County has informed us that they will no longer perform personal property services for us after July 1.

We will continue to make mores improvements at city parks. A new pavilion is planned for Red Run Park along with upgrades for Fulton, Wendland and Kenwood. The tennis courts at Dickinson will be resurfaced as well as the parking lot at Memorial. In addition, it is planned to finish the park sign project and to replace the two "Royal Oak" signs on Woodward.

As I said near the beginning of this letter, this is a rather boring budget document. The fact that we have progressed to a point that the budget process can be boring is something to be proud about. Royal Oak has come a very long way. We are financially stable. Our fiscal condition is constantly improving. We have maintained and improved public safety services and have been slowly restoring other services. We still have a long way to go.

Respectfully submitted,

Donald E. Johnson
City Manager

BUDGET HIGHLIGHTS

The fiscal year 2016-17 adopted 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 adopted budget calls for a total city millage rate of 17.8761 (excluding DDA levy), an increase of 0.1965 mill due to the net effect of increasing the solid waste millage by 0.3766 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 47 for millage rate details.* The millage rate of 17.8761 would put the city just above 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 15-16 city/village millage rates as cities/villages have not been adopted/reported as of the publication of the adopted budget. *See page 49 for the chart of the 31 Oakland County city/village 15-16 millage rates.* The Headlee rollback on Royal Oak's millage rates this year is 0.9892.

Total city **taxable value** increased by 3.28%. Residential values increased 4.5%, industrial values increased 3.5%, personal property decreased 13.2% and commercial increased 3.9%. *See pages 44-46 for taxable value details.* These increases are impressive especially considering the recently enacted personal property exemption for smaller property. The spread between 2016 SEV and taxable value increased to $418 million, growing $82 million from the prior year. *See page 46 for value details.*

Across all funds, the city is budgeted to receive $46,551,120 in **tax revenue** for fiscal year 16-17 an increase from the projected tax collection for fiscal year 15-16 of $45,070,420. This increase is mostly due to an increase of the solid waste levy which was lowered last year by 0.4 mill for one year only. The general city, public safety, roads, publicity, library, and DDA millage rates are declining mostly due to the Headlee reduction of 0.9840.

Total grants are budgeted at $12,062,110. **State shared revenue** is budgeted to increase 3.3% / $172,000 based on the State of Michigan Treasury department's published projections. Act 51 monies are budgeted to increase 23.5% / $1,179,000 relative to prior year's projected budget to 16-17 adopted budget. A budget of $5 million is based upon the State's published Act 51 distribution formula.

Due to low interest rates, **interest revenue** city-wide (excluding trust funds) is budgeted at $291,580, down from $352,200 the prior year however down $2.5 million from its peak in 06-07. This once valuable source of income has significantly declined and is no longer relied upon as a significant resource to help off-set city operating costs. *See page 53 for funds interest revenue history graph.*

Personnel costs decreased nearly 1.0% relative to the fiscal year's 15-16 original budget, mostly due to decreased OPEB annual required contribution (ARC) and medical coverage expense. Total full-time employees are budgeted to increase from 319 to 320 positions. However this total is down 46 positions relative to recent peak in fiscal year 05-06. There is a net increase of one full-time position budgeted in the fiscal year 16-17 adopted budget. A GIS coordinator position is budgeted for the IT department. The engineering department is budgeted to eliminate a vacant drafter position and add a day porter position. The library is budgeted to eliminate the technology specialist and add a librarian for youth services. *See page 38 for personnel summary recent history.* The defined benefit OPEB contribution is budgeted to decrease 2.7% / $318,000 to $11.4 million. This contribution is not required by law to be met, however the pension ARC is legally required. In the past few years, except the last two years, 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 $11.4 million, only $1 million is truly a cost of fiscal year 16-17, 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 funding in fiscal year 16-17; the contributions toward paying both of the full ARCs exceed the general fund's millage revenue by $1.8 million. *See graph on page 56.*

The budget includes $34.4 million in **capital improvements**; an increase of 47% / $11 million over fiscal year 15-16 original capital budget. Typically the first year of the recently adopted capital improvement plan (CIP) is incorporated into the adopted budget when funding is available however there are numerous exceptions for fiscal year 16-17 due to plan changes. The city's capital improvement budget calls for $3.162 million for major road capital improvements, $7.352 million for local road capital improvements, $1.25 million for solid waste system improvements, $5.715 million for water/sewage system improvements, $2.191 million for replacement motor fleet, $521,000 for information technology infrastructure, $12.6 million for parking automation and a garage, $375,000 for replacement election equipment and storage, $463,000 for various park projects. Detailed listings of all capital improvements are included in each fund/cost center significant notes section (orange box) in this document. Many of the capital projects and the descriptions that are reported in the adopted FY2016-17 to FY2021-22 Capital Improvement Plan can be found behind the "Capital Improvement" tab in this budget document. The budget's 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 2016-17 expenditures were adjusted to keep funds out of negative position or bonding is assumed in some circumstances.

New **debt** issuances are not included for the city in this budget, as all project costs are to be paid with current funds, with the exception of the meter replacement/radio read program, the parking garage and some local streets projects. Total debt payments for fiscal year 16-17 amount to nearly $7.3 million (current debt only). At this time, the new debt term that is recommended for the water meter/radio read project is fifteen years, twenty years for parking garage and seven years for streets. *See page 54 for existing outstanding debt summary.*

Water / Sewage commodity rate will increase 3.3% due to passing along the same percentage as SOCWA water rate percentage increase (includes SOCWAs new flat rate) and an estimated WRC sewage fee percentage increase. The city's flat quarterly billing fee will increase from $10.75 to $11.25 to recoup billing costs.

The **unassigned fund balance** for the general and public safety funds (combined) is budgeted to decline from the current year's projected 34% of expenditures to 24%. 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 ($20 million) made to the public safety fund. By fiscal year 20-21, the fund balance is projected to be negative. *See page 55 for unassigned fund balance history and page 60 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 16-17.

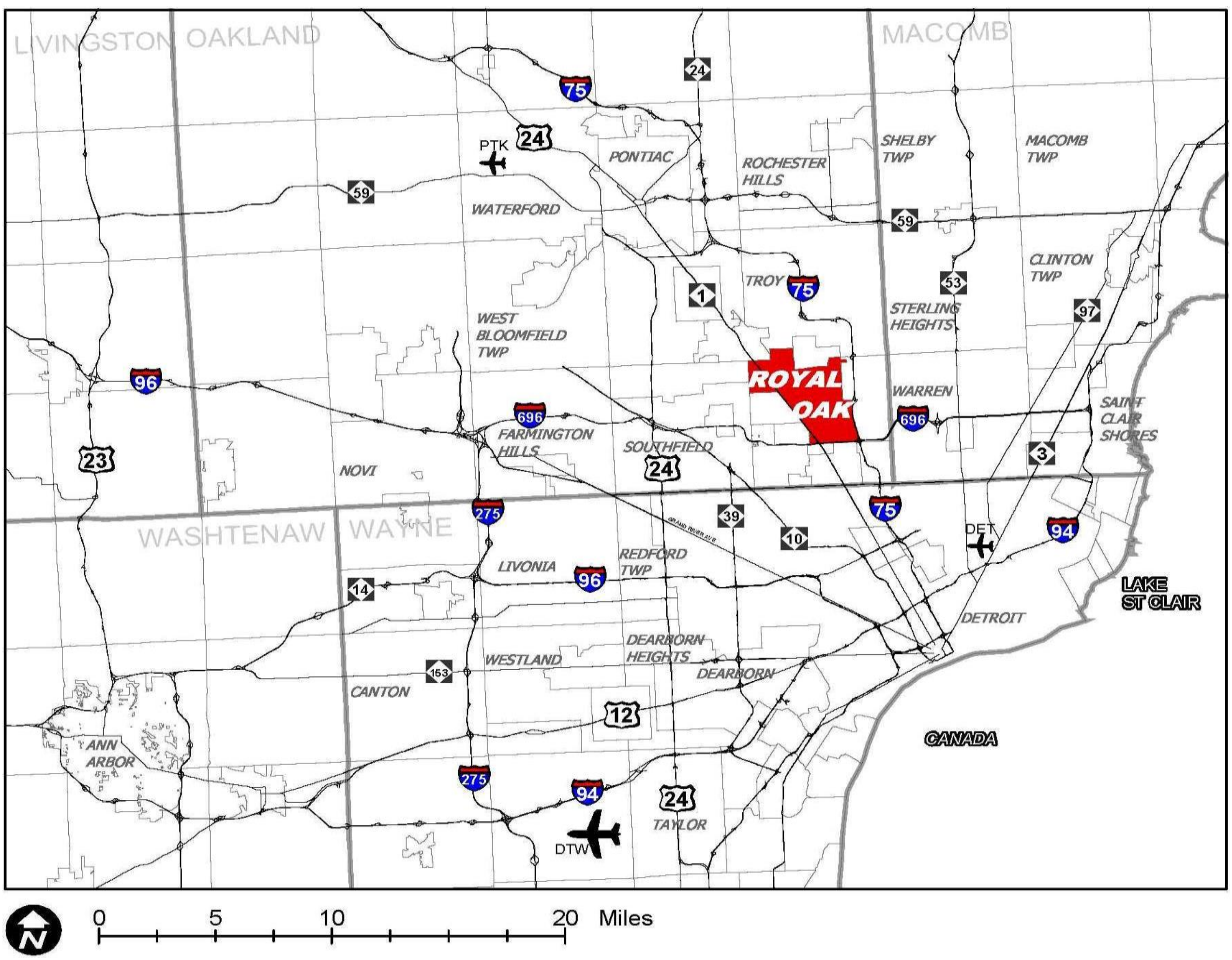
City of Royal Oak

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 commission 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
Ensure the Master Plan reflects current and future community needs.	• Prepare for a major revision of the master plan in 2017 including identifying areas for the planning commission to provide special attention, and preparing request for proposals for distribution in 2017. • Conduct a housing study to identify gaps in housing stock and investigate options in the zoning code, policies, and ordinances for filling those gaps. • Review zoning ordinance parking requirements. • Ensure continued availability of adequate parking in the downtown area. • Analyze and provide recommendation on the use of form-based codes in the downtown area.
Diversify and expand recreation and art opportunities for all ages.	• Finalize the plans for, and develop the Normandy Oaks park site. • Investigate the incorporation of a community aquatic feature in the development of Normandy Oaks park site. • Increase investment in neighborhood park improvements. • Pilot temporary street closings for special events downtown. • Increase the number of public art events involving live music.
Establish Royal Oak as a walkable and bike-able city year-round.	• Pilot pedestrian and bike friendly traffic calming for 11 Mile and Main. • Implement the DDA downtown wayfinding plan. • Investigate options for a snow removal ordinance. • Ensure the Non-Motorized Transportation Plan is implemented as part of road improvements. • Implement strict enforcement of the construction site ordinance and require/issue right-of-way permits for use and obstruction of the public right-of-way. • Explore contracting for the creation of a Royal Oak app.
Maintain, replace, and enhance city infrastructure in an environmentally and fiscally sustainable manner.	• Investigate options for preserving or increasing the number of trees in Royal Oak including tree replacement requirements for developers and a citywide tree replacement fund.

- Explore options for reducing the amount of water entering our storm drains and sewer systems.
- Encourage developers to include green infrastructure in their proposals.

Ensure a safe Royal Oak by providing high quality public safety services that reflect the needs of our community.

- Provide the ICMA study recommended levels of police and fire personnel.

Increase community engagement in the development and implementation of city programs, projects, and policies.

- Establish a plan for proactive community engagement.
- Adopt a budget for community engagement.

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, 2016 and ending on June 30, 2017.

RESOLUTION 1: BUDGET RESOLUTION

BE IT RESOLVED, the 2016-2017 City of Royal Oak budget for each fund is hereby appropriated as follows:

General Fund	
General Government	11,252,980
Community and Economic Development	484,340
Health and Welfare	0
Public Safety	653,360
Public Works	1,275,320
Recreation and Culture	1,503,260
Transfers Out	20,883,250
Expenditures Total	**36,052,510**
Taxes	17,955,000
Licenses and Permits	2,007,200
Grants	5,508,500
Charges for Services	2,431,440
Fines and Forfeitures	4,935,000
Interest and Rentals	326,900
Contributions and Donations	0
Reimbursements	291,000
Other Revenues	55,000
Transfers In	0
Use of Fund Balance	2,542,470
Revenues, Transfers and Use of Fund Balance	**36,052,510**
Major Streets Fund	
Expenditures Total	5,077,270
Revenues, Transfers and Use of Fund Balance	5,077,270
Local Streets Fund	
Expenditures Total	14,054,000
Revenues, Transfers and Use of Fund Balance	14,054,000
Public Safety Fund	
Expenditures Total	31,870,160
Revenues, Transfers and Use of Fund Balance	31,870,160
Publicity Tax Fund	
Expenditures Total	73,070
Revenues, Transfers and Use of Fund Balance	73,070

Solid Waste Fund	
Expenditures and Contribution to Fund Balance	8,364,440
Revenues and Transfers	8,364,440
Brownfield Redevelopment Authority	
Expenditures Total	26,120
Revenues Total	26,120
DDA - Development Fund	
Expenditures Total	3,683,850
Revenues, Transfers and Use of Fund Balance	3,683,850
DDA - Operating Fund	
Expenditures Total	50,500
Revenues, Transfers and Use of Fund Balance	50,500
Library Millage Fund	
Expenditures Total	2,435,840
Revenues, Transfers and Use of Fund Balance	2,435,840
CDBG Fund	
Expenditures Total	1,435,570
Revenues, Transfers and Use of Fund Balance	1,435,570
State Construction Code Fund	
Expenditures Total	1,875,590
Revenues, Transfers and Use of Fund Balance	1,875,590
ROOTS Fund	
Expenditures Total	188,510
Revenues, Transfers and Use of Fund Balance	188,510
Senior Citizen Services Fund	
Expenditures Total	833,870
Revenues, Transfers and Use of Fund Balance	833,870
Animal Shelter Fund	
Expenditures Total	106,750
Revenues, Transfers and Use of Fund Balance	106,750
Police Grants Fund	
Expenditures Total	266,550
Revenues, Transfers and Use of Fund Balance	266,550
Miscellaneous Grants Fund	
Expenditures Total	107,800
Revenues, Transfers and Use of Fund Balance	107,800

RESOLUTION 2: SET TAX RATE

RESOLVED, the general operating levy for the 2016-2017 fiscal year for operations is established at 7.2899, and

BE IT FURTHER RESOLVED, the property tax rate for the 2016-2017 fiscal year for the publicity tax is established at 0.0206 mill. and

BE IT FURTHER RESOLVED, the property tax rate for the 2016-2017 fiscal year for the library operations is established at 0.9460 mill. and

BE IT FURTHER RESOLVED, the property tax rate for the 2016-2017 fiscal year for the solid waste disposal operation is established at 2.9700 mills, which consists of 1.9877 mills authorized by state law and 0.9823 mill authorized by the voters of the City of Royal Oak, and

BE IT FURTHER RESOLVED, the property tax rate for the 2016-2017 fiscal year for the fire bonded debt be established at 0.2665 mill, and

BE IT FURTHER RESOLVED, the property tax rate for the 2016-2017 budget recommended by the Downtown Development Authority for the area designated by ordinance as the downtown district is established at 1.6146 mills, and

BE IT FURTHER RESOLVED, the 1.6146 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 2016-2017 fiscal year for the road millage be established at 2.4645 and

BE IT FURTHER RESOLVED, the property tax rate for the 2016-2017 fiscal year for the public safety operations is established at 3.9186 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 2016, and

BE IT FURTHER RESOLVED the City of Royal Oak approves the imposition of late interest penalty charges as follows: On summer taxes at the rate of one-half of one per cent per month, or fraction thereof, after July 31 until February 28; on December taxes at the rate of 3% after February 14 until February 28, 2017.

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, 2016 are established as follows:

Billing Administrative Flat Fee	$11.25 per billing period
Water & Sewer Commodity Charge	$121.41 per mcf for first 2 mcf per billing period $139.24 for additional mcf per billing period
Outside City Water Only Commodity Charge	$52.56 per mcf for the first 2 mcf per billing period $60.39 for additional mcf per billing period
Sewer Only Charge	$222.23 per quarter

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 2016-2017.

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 2016-2017 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 2016-2017 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 2016 – 2017
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 3, 2015, and the State of Michigan Uniform Budgeting Act (Public Act 621 of 1978), which amended the Uniform Accounting Act (Public Act 2 of 1968), mandate that the budget document present a complete financial plan for the ensuing fiscal year and shall present the following:

(a) An itemized statement of the appropriation recommended by the manager for current expenses and for permanent improvements for each department and each division thereof, for the ensuing fiscal year, with comparative statement, in parallel columns, of the appropriation and expenditures for the current and next preceding fiscal year and the increases and decreases in the appropriation recommended;

(b) An itemized statement of the taxes required and of the estimated revenue of the city, from all other sources, for the ensuing fiscal year, with comparative statements of the taxes and revenues for the current and next preceding fiscal year;

(c) A statement of the financial condition of the city and an inventory of all property owned by the city; and

(d) Such other information as may be required by the commission.

Budget Document

As required by the city manager, each department head must submit to the city manager an itemized estimate of expenditures for the next fiscal year for the department or activities under their direction.

The city manager then prepares a complete itemized budget proposal for the next fiscal year and must present it to the city commission not later than 30 days before the end of each fiscal year. Prior to the adoption of the budget, a public hearing on the budget must be held to inform the public and solicit input and comments from residents. A public notice, published in a newspaper of general circulation in the community, announces the time and place of the meeting and the availability of the budget document for review.

Budget Appropriation and Amendments

The city budget is adopted by the city commission on a functional basis. The finance director is authorized by budget resolution to transfer up to 25% of major street fund monies to the local street fund during the fiscal year and to make transfers within appropriation centers. All other transfers between 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. 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.

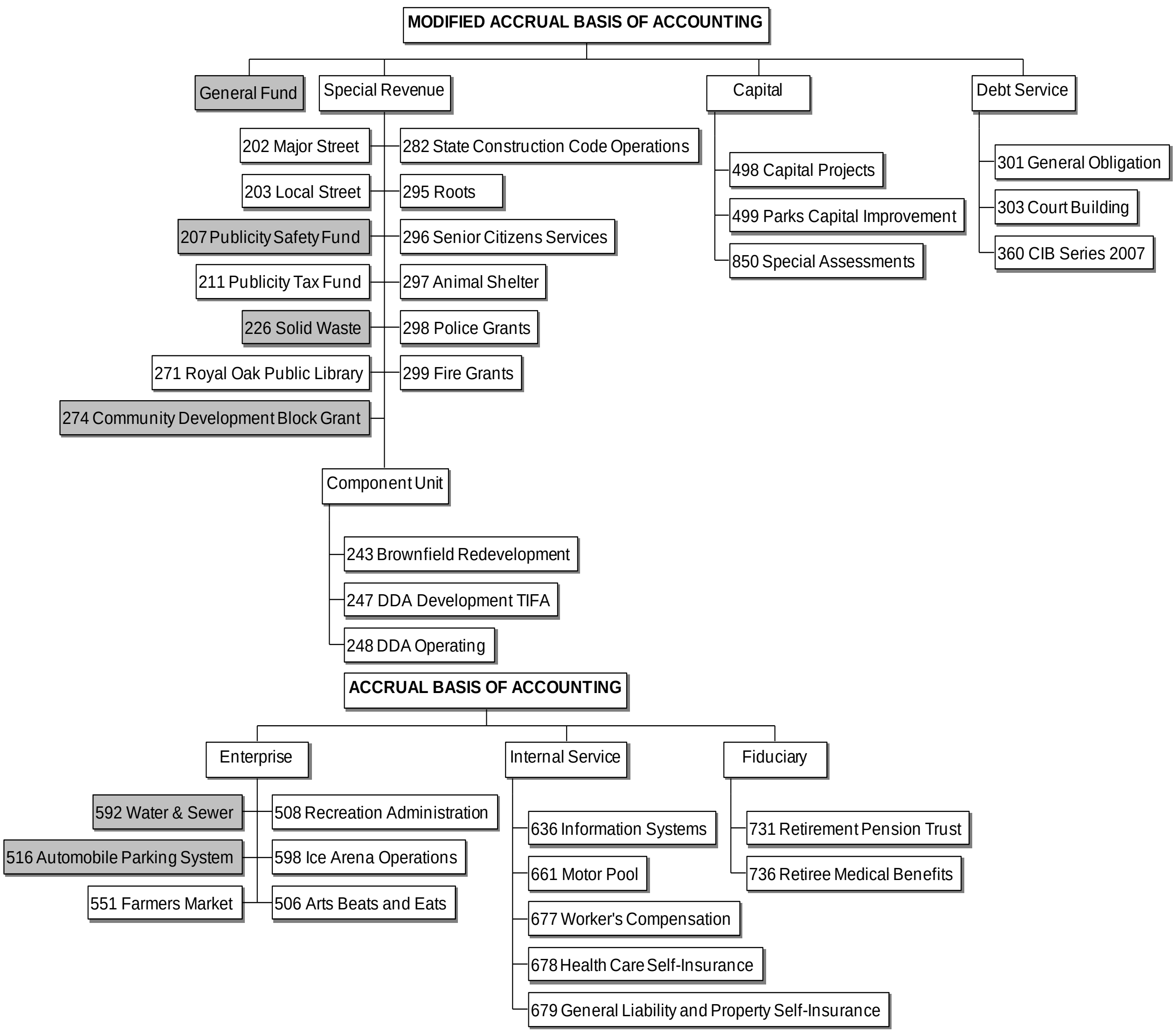
The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

FY 2016-2017 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, IT, 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 16,17,26	Special meetings – city commission conduct public budget meetings
May 27 +	Finance dept. makes any Commission changes and prepares final budget document
June 13	Commission conducts public hearing* and adopts budget (with any revisions to the city manager's recommended budget)
June 13 - 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 fund

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:

All City of Royal Oak full-time positions except sworn police and fire positions that become 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 06/02/2008]

[Reaffirmed 06/13/2016]

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]
[Reaffirmed 06/13/2016]

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]
[Reaffirmed 06/13/2016]

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]
[Reaffirmed 06/13/2016]

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 06/13/2016]

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 03/06/2006; Reaffirmed 06/13/2016]

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 03/06/2006; Reaffirmed 06/13/2016]

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 06/13/2016]

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 it 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]
[Reaffirmed 06/13/2016]

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 06/13/2016]

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 04/07/2008]
[Reaffirmed 06/13/2016]

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).

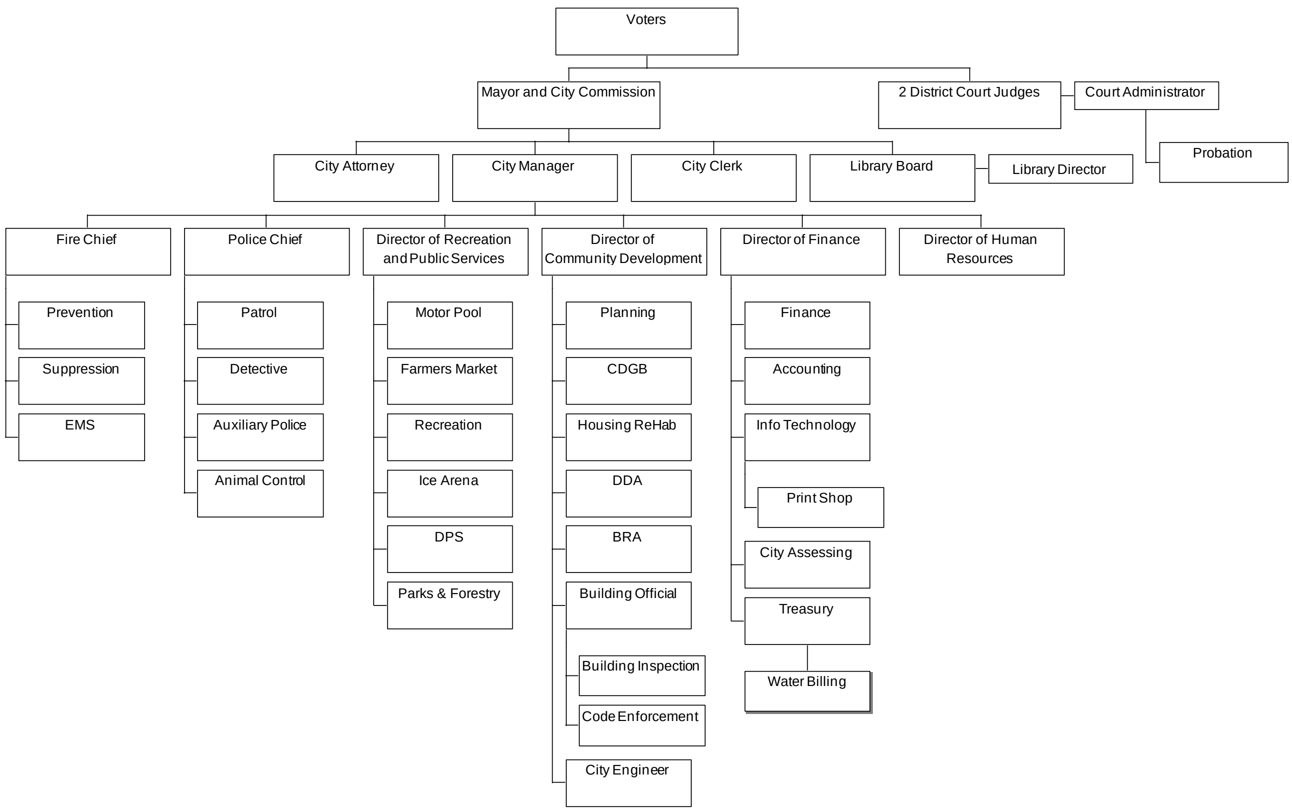
Policy:

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.

[Adopted 06/2014]
[Reaffirmed 06/13/2016]

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



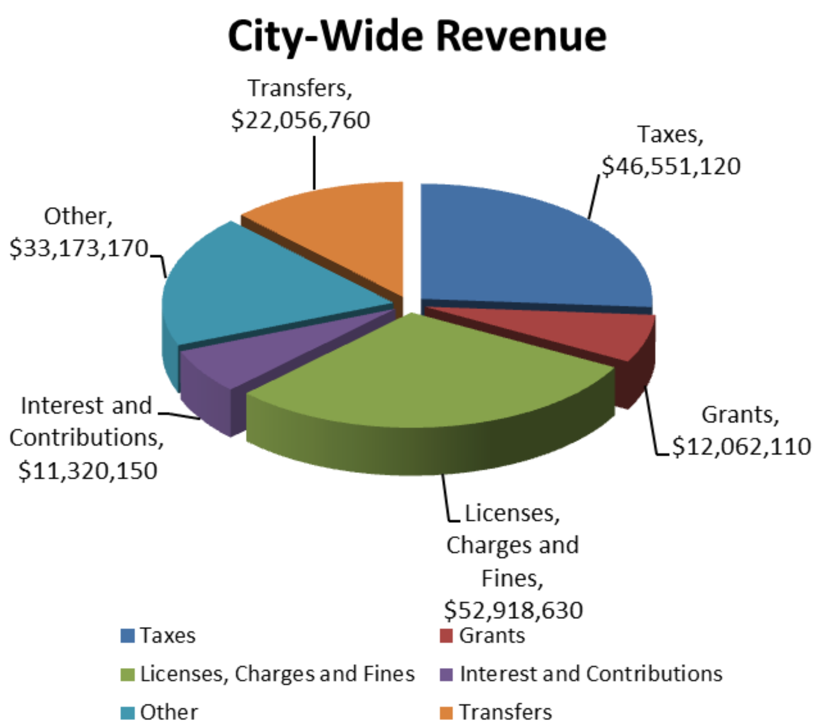
Authorized Full-time Employees by Function/Program*

Function/Program	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
44th District Court/Probation	20	21	20	20	22	22	28	28
Administrative Services								
Manager	2	1.5	1.5	2.5	2.5	4.5	4.2	4.2
Attorney	4	2.5	2.5	2.5	3.5	3.5	3.8	3.8
City Clerk	5	4	4	4	5	5	5	5
Human Resources	4	2	2	2	2	3	3	3
State Construction Code	8	5	5	5	6	11	10.5	10.5
Ordinance Enforcement	6	4	2	2	5	5	5	5
Engineering	10	9	9	7	7	8	13	13
Community Development	4	4	4	3	3	3	3.5	3.5
Planning-Block Grant	2	2	2	1	1	0	0	0
Planning-Housing	3	2	1	1	1	1	1	1
Finance / Purchasing	7	5.6	5	5	5	6	7	7
Assessing	4	4	4	3	3	4	4	4
Treasurer / Water Billing	5	5	5	5	4	4	5	5
Information Systems	4	4	4	4	4	4	4	5
Economic Development	0	0	0	0	0	1	1	1
Subtotal	87	75	70	66	74	85	98	99
Library	12	12	11	10	10	9	8	8
Public Safety								
Police	98	77	77	81	96	97	98	98
Fire	62	46	56	56	56	56	56	56
Subtotal	160	123	133	137	152	153	154	154
Recreation & Public Services								
Public Service								
Parks & Forestry	8	2	8	7	7	7	7	7
Building Maintenance	2	2	2	2	2	2	2	2
Highway	14	0	0	0	0	0	1.5	1.5
Motor Pool	11	10	9	9	9	9	9	9
Electrical	0	0	0	0	0	0	1	1
Solid Waste	2	15	13	14	14	14	14	14
Water Maintenance	8	12	8	7	7	7	7.5	7.5
Water Services	6	5	5	4	4	4	4	4
Sewer Maintenance	8	9	8	7	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	0	0	0	0	0	0
Senior Services	2	2	1	1	1	1	1	1
Subtotal	67	63	59	56	56	56	59	59
Total	326	273	273	269	292	303	319	320

*Report based on home-base allocations not FTE

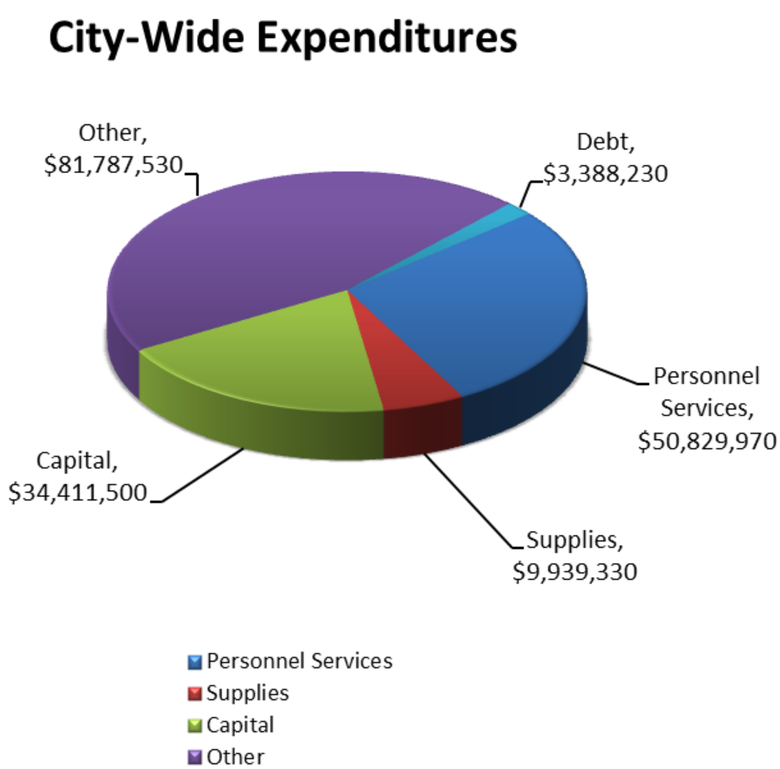
All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	17,955,000	23,523,500	607,000	-	-	4,465,620	46,551,120
Grants	5,508,500	6,553,610	-	-	-	-	12,062,110
Licenses, Charges and Fines	9,373,640	3,784,800	-	39,290,190	470,000	-	52,918,630
Interest and Contributions	151,900	239,000	200	14,300	10,887,750	27,000	11,320,150
Other	521,000	8,335,020	-	18,136,500	6,180,650	-	33,173,170
Transfers	-	20,982,500	622,760	246,500	105,000	100,000	22,056,760
Total	**33,510,040**	**63,418,430**	**1,229,960**	**57,687,490**	**17,643,400**	**4,592,620**	**178,081,940**



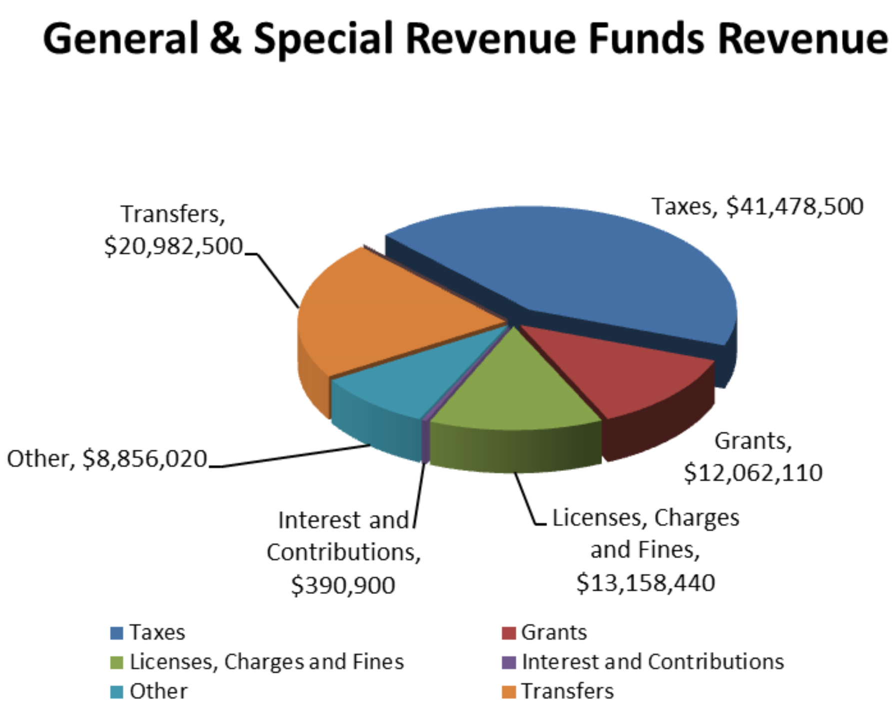
All Funds Expenditure Summary

Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	9,703,430	34,407,420	-	4,269,120	2,273,030	176,970	50,829,970
Supplies	378,000	1,479,030	-	6,939,350	1,140,950	2,000	9,939,330
Capital	838,000	12,494,490	-	18,367,010	2,712,000	-	34,411,500
Other	25,133,080	13,864,020	1,500	25,577,670	13,641,320	3,569,940	81,787,530
Debt	-	290,600	1,253,030	1,790,000	54,600	-	3,388,230
Total	**36,052,510**	**62,535,560**	**1,254,530**	**56,943,150**	**19,821,900**	**3,748,910**	**180,356,560**



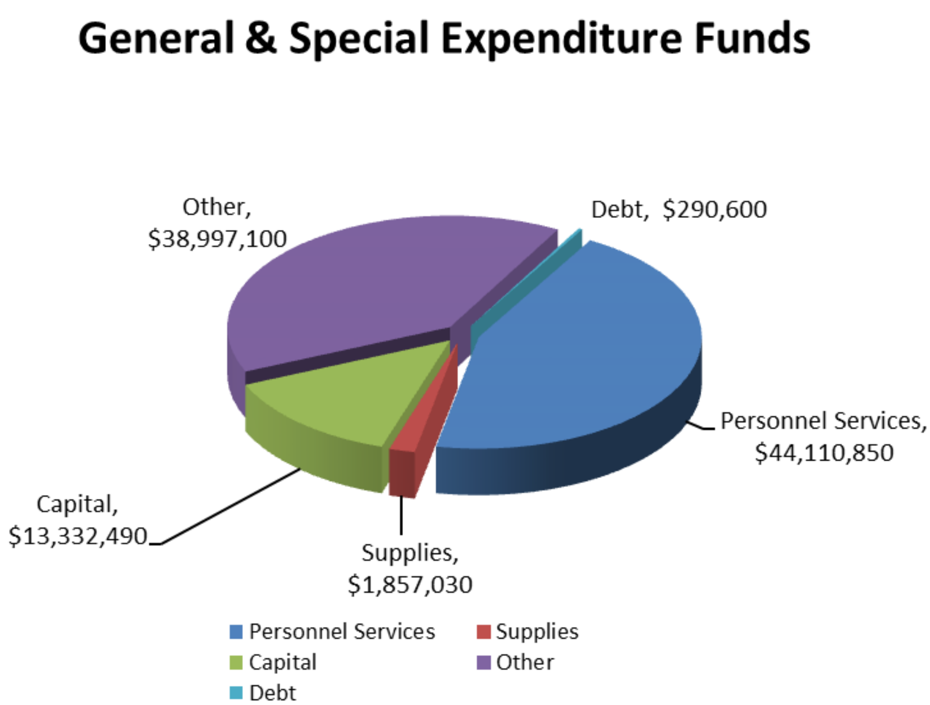
General & Special Revenue Funds Summary

Revenues	General	Special Revenue	Grand Total
Taxes	17,955,000.00	23,523,500.00	$ 41,478,500
Grants	5,508,500	6,553,610	$ 12,062,110
Licenses, Charges and Fines	9,373,640	3,784,800	$ 13,158,440
Interest and Contributions	151,900	239,000	$ 390,900
Other	521,000	8,335,020	$ 8,856,020
Transfers	-	20,982,500	$ 20,982,500
Total	**$ 33,510,040**	**$ 63,418,430**	**$ 96,928,470**



General & Special Expenditure Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	9,703,430	34,407,420	$ 44,110,850
Supplies	378,000	1,479,030	$ 1,857,030
Capital	838,000	12,494,490	$ 13,332,490
Other	25,133,080	13,864,020	$ 38,997,100
Debt	-	290,600	$ 290,600
Total	**$ 36,052,510**	**$ 62,535,560**	**$ 98,588,070**



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

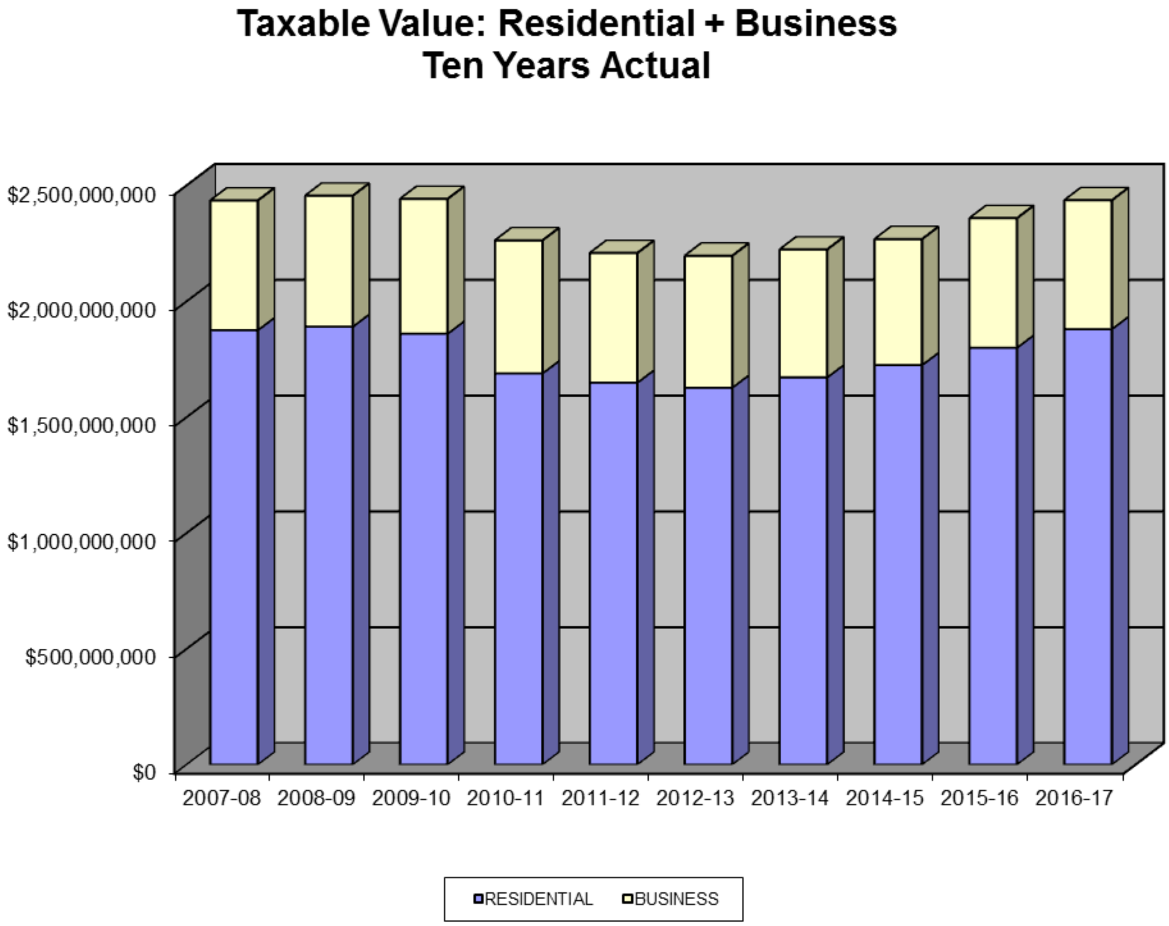
Millage Rate Comparison

Tax Allocation

State Shared Revenue

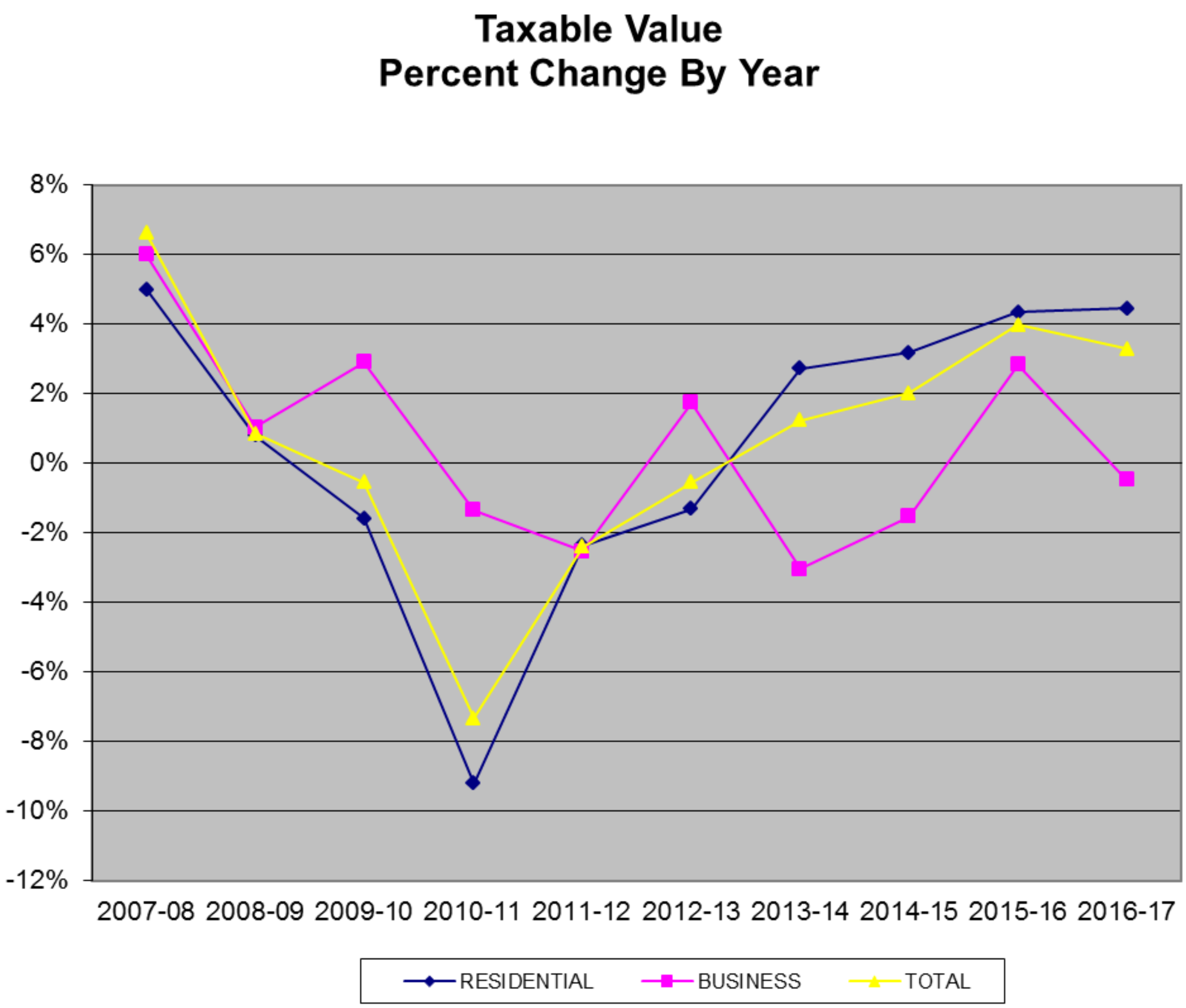
Interest Income

Debt Projections



Taxable value, the basis for tax revenue, increased 3.28% based on valuations after the March board of review process. All property tax classes increased except personal property. There is new personal property tax legislation, causing the decrease in values. To be conservative, for the forecasted years in the budget, Royal Oak's taxable values are projected to increase 1.5% 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	1,879,373,700	39,070,030	123,548,190	393,810,370	2,435,802,290	3.28%

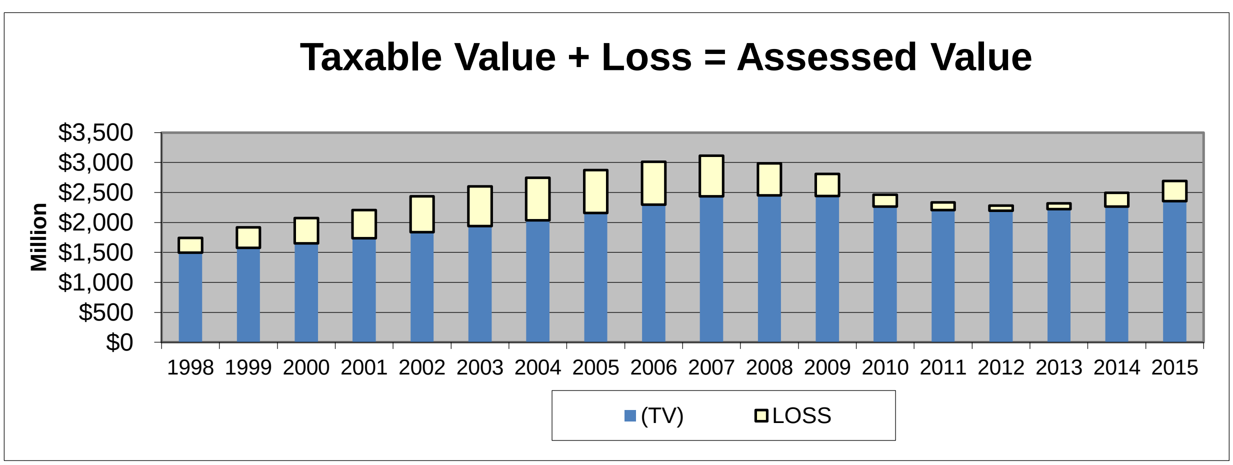


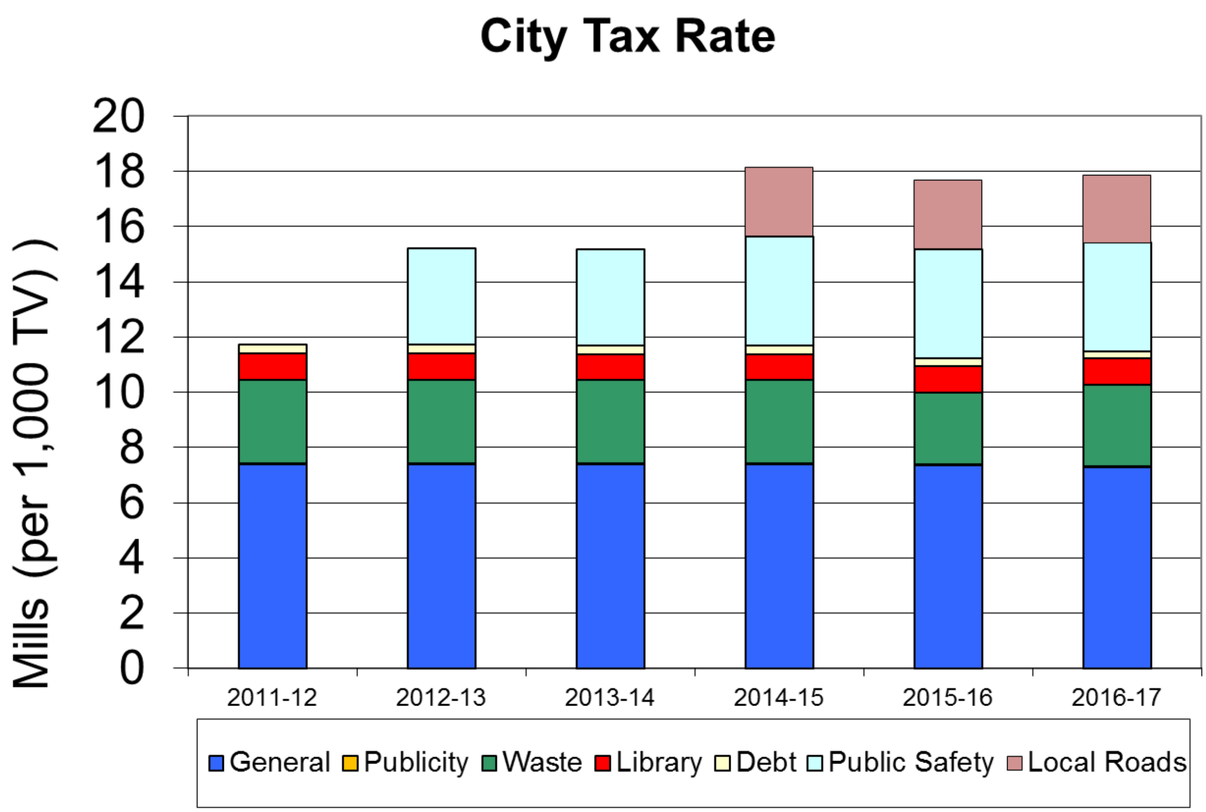
RESIDENTIAL	BUSINESS	
%	**$**	%
5.0%	559,655,330	6.0%
0.8%	565,476,860	1.0%
-1.6%	581,969,240	2.9%
-9.2%	574,119,270	-1.3%
-2.4%	559,618,260	-2.5%
-1.3%	569,367,440	1.7%
2.7%	552,028,600	-3.0%
3.2%	543,629,740	-1.5%
4.34%	559,082,170	2.84%
4.5%	556,428,590	-0.5%

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
2016	2,853	**2,435**	**418**	82

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 city’s allowable inflation rate multiplier for fiscal year 16-17 is only 0.3%. The chart and graph show the widening result of this through 2005 when the gap reached a high of $715 million. After 2005, the trend reversed and the gap began to close until 2014. In 2014 the loss gap has again begun to widen again and continues to expand significantly in 2016.





Millage Rate	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
General Operations	7.3947	7.3947	7.3947	7.3947	7.3947	7.3695	7.2899
Publicity	0.0234	0.0239	0.0225	0.0223	0.0218	0.0212	0.0206
Solid Waste	3.0129	3.0129	3.0129	3.0129	3.0129	2.6026	2.9700
Library	0.9597	0.9597	0.9597	0.9597	0.9597	0.9564	0.9460
Fire Debt Retirement	0.3224	0.3338	0.3363	0.3006	0.2910	0.2770	0.2665
Public Safety	0.0000	0.0000	3.4750	3.4750	3.9750	3.9614	3.9186
Local Roads	0.0000	0.0000	0.0000	0.0000	2.5000	2.4915	2.4645
TOTAL	**11.7131**	**11.7250**	**15.2011**	**15.1652**	**18.1551**	**17.6796**	**17.8761**

Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6477	1.6477	1.6477	1.6477	1.6477	1.6477	1.6146
City & DDA Operations	13.3337	13.3608	16.8488	16.8129	19.8028	19.3273	19.4907

General Operating Levy
City Charter amendment 04/01/1957
Up to 11.0000 mills is authorized by the charter (limited to 7.2899 mills by Headlee rollback) for any governmental purpose. A 7.2899 mills levy is budgeted for fiscal year 2016-17.

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 <u>such tax levy shall not exceed 50,000 dollars in any 1 year</u>. The Headlee millage limit is 0.6506 mills, however the $50,000 limit prevails; therefore 0.0206 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 1.9877 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 first expired after the 2011 levy. 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 0.9823 mill. This millage is budgeted for 0.9823 in fiscal year 2016-17.

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 0.9460 mill for fiscal year 2016-17.

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 0.2665 mill for fiscal year 2016-17.

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 16-17 budget provides for a Headlee reduced levy of 3.9186 mills.

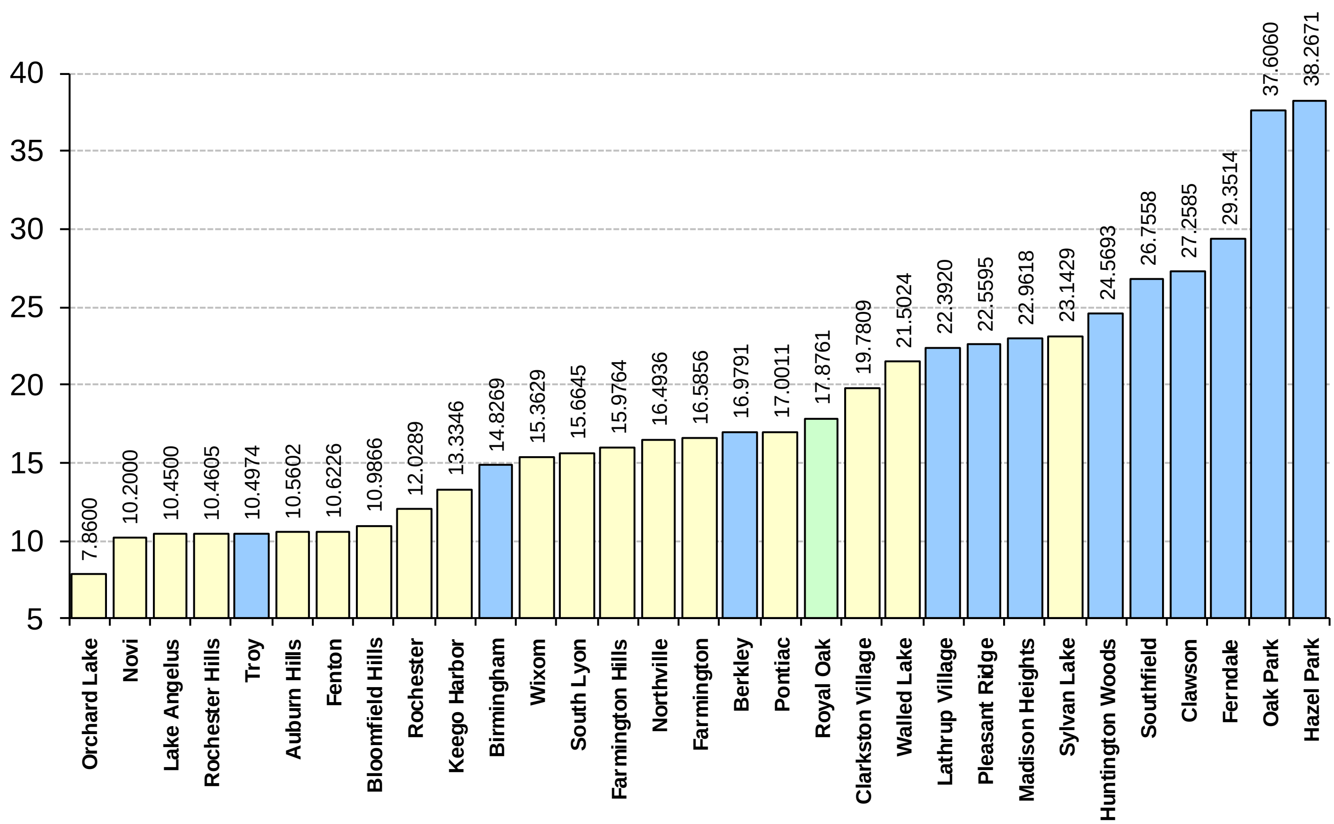
<u>CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY</u>

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 levy is budgeted at 1.6146 mills for fiscal year 2016-17 and is also the maximum due to the Headlee limitation.

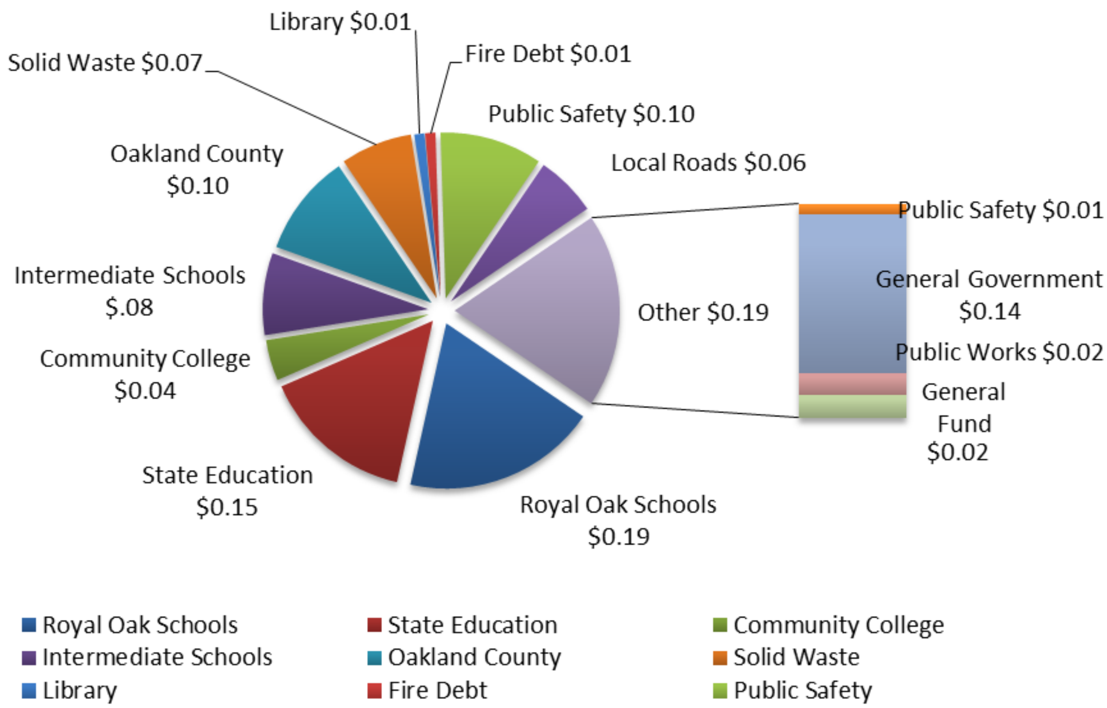
Road Levy
City Charter amendment 11/04/2014
As authorized in a city charter amendment this millage was first levied in the winter of 2014, this language allows the city to levy up to 2.5 mills for a period not to exceed ten (10) years beginning on December 1, 2014, to defray costs for maintaining, repairing, 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 placed on the winter tax bill in the amount of 2.5 mills. The fiscal year 16-17 budget provides for a levy of 2.4645 mills.

FY 2015-16 Millage Rate Comparison

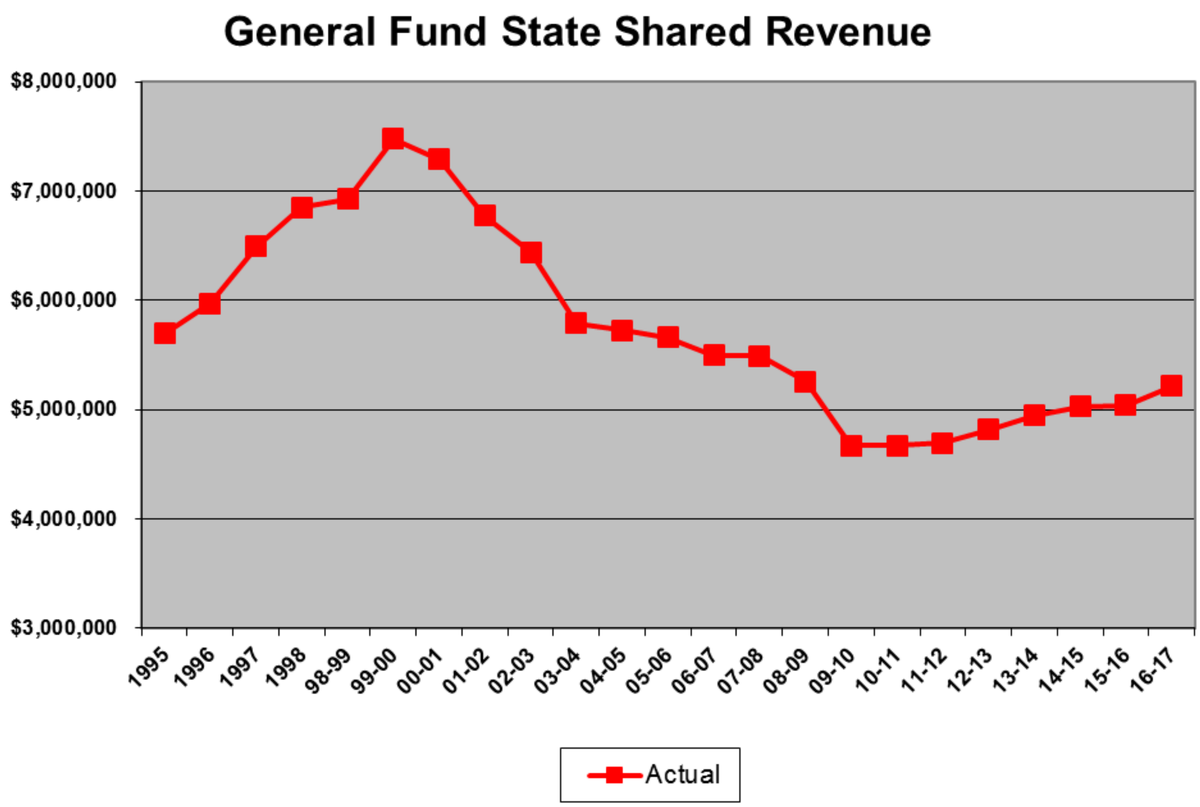
Cities/Villages in Oakland County
(Average Millage Rate = 17.66)
Blue bar represents a bordering neighbor



City of Royal Oak millage rate is for fiscal year 16-17. Updated rates for the balance of Oakland county communities are not available until October.



44% of taxes support city services in Royal Oak. 56% of real tax revenue supports the County and schools.

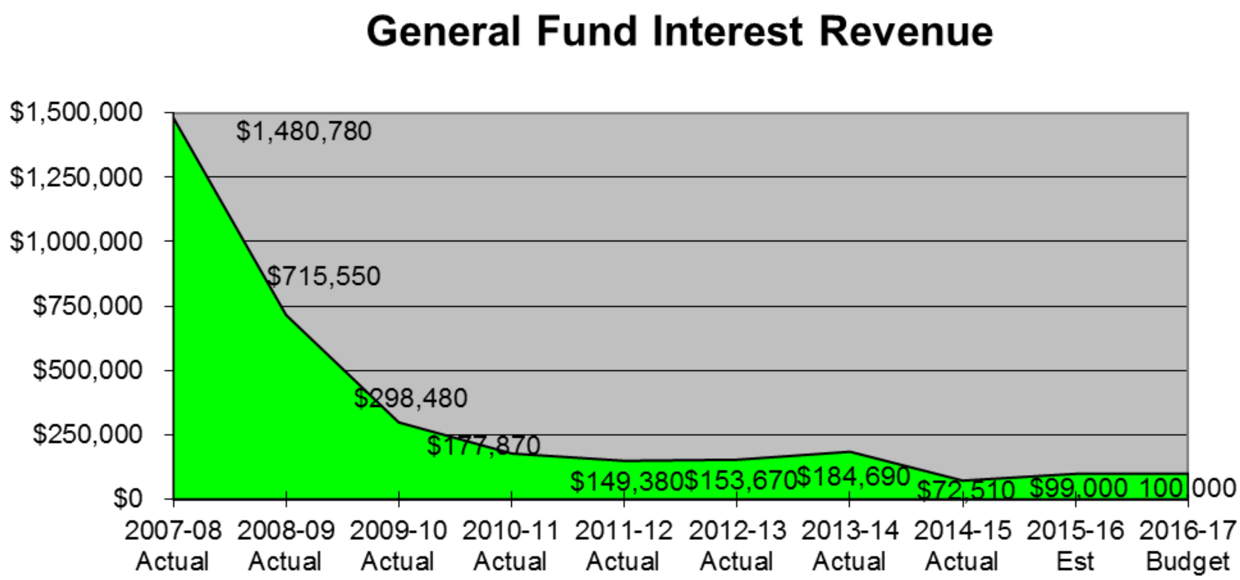


The Michigan legislature has dramatically reduced distributions of state shared revenue of sales tax receipts since fiscal year 1999-2000. The amount received in fiscal year 2009-10 is almost as low as the fiscal year 1992-93 distribution. The decline has stopped over the past few years. The formula 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/CVTRS payments to cities have been reduced by the legislature each year beginning in 2002, however, a slight increase is projected for fiscal year 15-16 and 16-17. First there were challenges to municipality's Headlee tax rate limits, and then by Proposal A to taxable value. The past sixteen 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 2015-16 and a slight increase is budgeted for fiscal year 2016-17, based on the State of Michigan's projection. However, as the graph illustrates, funding is down $2.266 million since 1999-2000 (not adjusted for inflation).

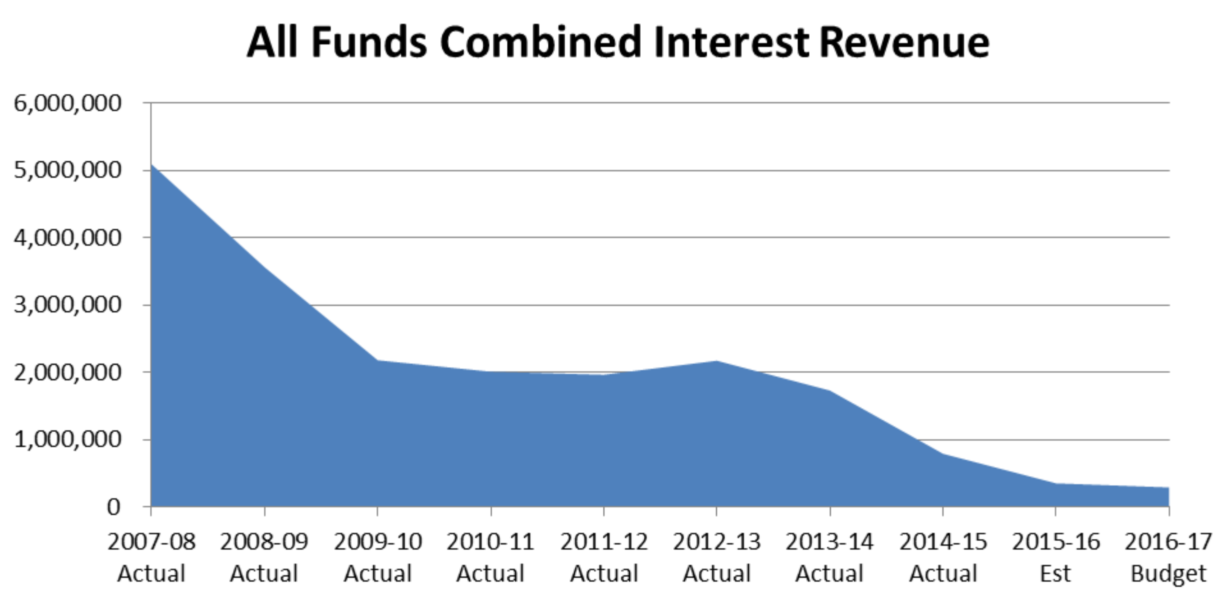
State Shared Revenue

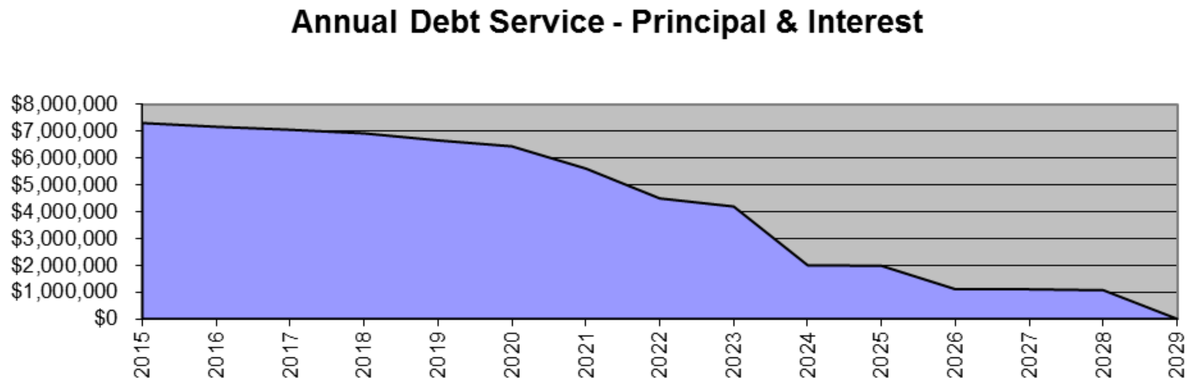
	Fiscal Year	Constitutional	Statutory	Actual	
	1995			5,695,931	
	1996			5,975,120	
	1997	3,914,919	2,578,011	6,492,930	
	1998	3,978,040	2,874,568	6,852,608	
	98-99	4,094,535	2,831,659	6,926,194	
	99-00	4,433,959	3,046,331	7,480,290	Formula revised
	00-01	3,897,555	3,393,244	7,290,799	
	01-02	3,937,256	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	4,110,082	582,777	4,692,859	EVIP Implemented
	12-13	4,195,175	624,402	4,819,577	
	13-14	4,293,557	654,486	4,948,043	
	14-15	4,416,029	612,393	5,028,420	CVTRS Implemented
*Projected	15-16	4,369,203	674,467	5,043,000	
*Projected	16-17	4,539,917	674,467	5,214,000	

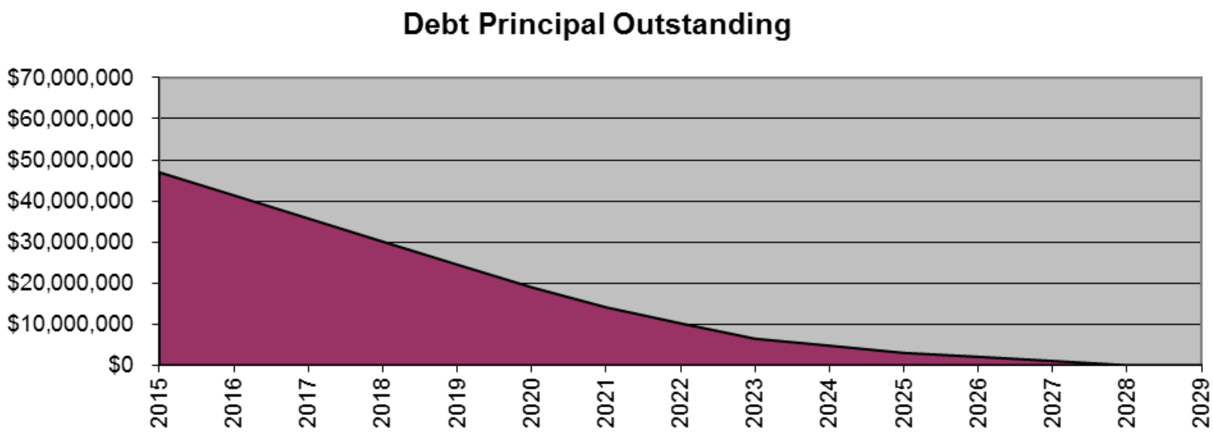
*Does not include projected personal property tax reimbursement.



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. The all funds interest revenue includes trust and agency funds.







*Charts do not include debt issuance in the adopted budget.

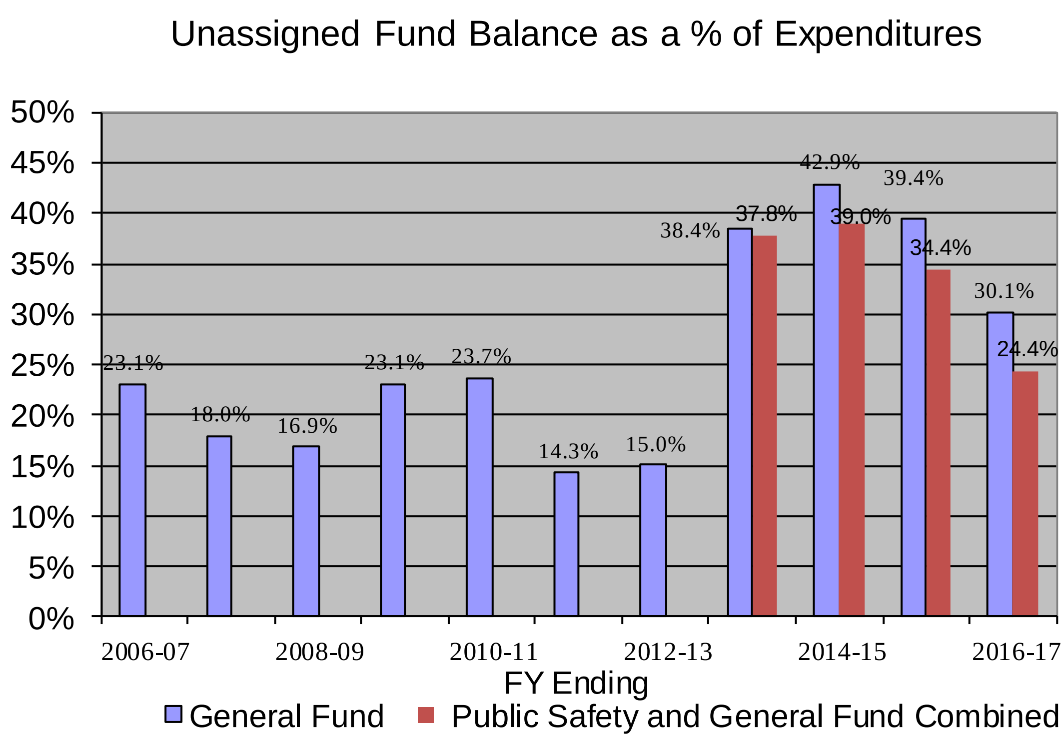
Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2016	7,313,227	46,966,862
6/30/2017	7,175,005	41,390,266
6/30/2018	7,062,982	35,747,918
6/30/2019	6,929,492	30,107,932
6/30/2020	6,665,927	24,522,686
6/30/2021	6,442,983	18,989,767
6/30/2022	5,614,557	14,120,584
6/30/2023	4,499,140	10,213,720
6/30/2024	4,198,474	6,467,981
6/30/2025	2,005,737	4,775,641
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	0
6/30/2030		-

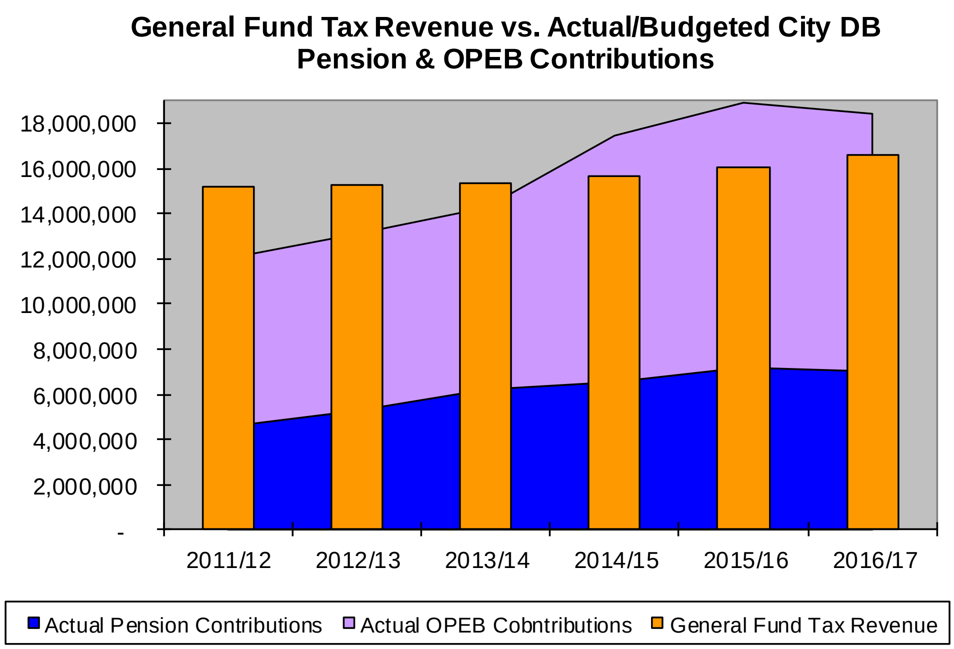
General Fund

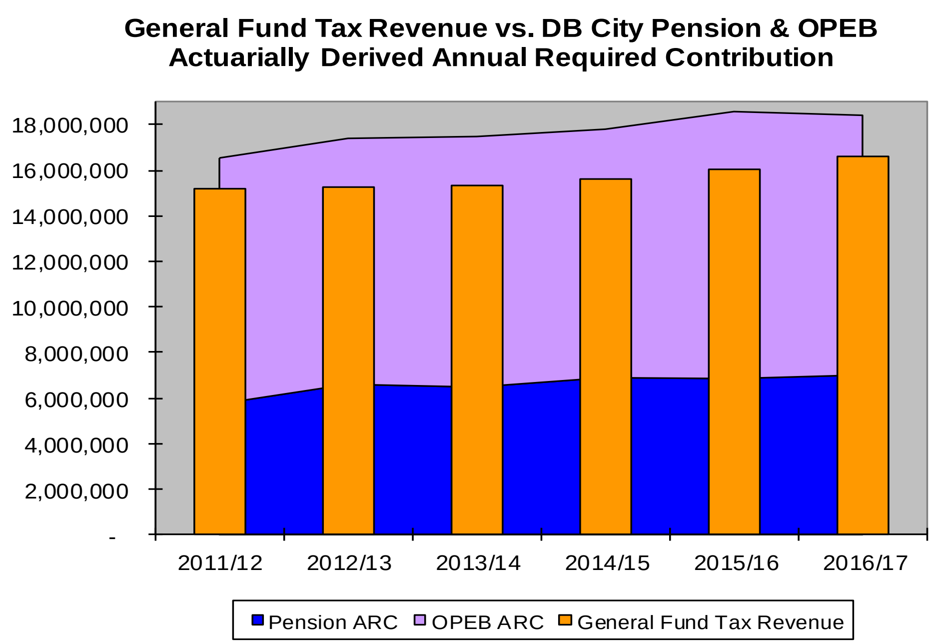
Unassigned fund balance as a percentage of expenditures
Fiscal Year 2006-07 to 2016-17

Fiscal Year		Expenditures	Unassigned Fund Balance	Percent
2006-07		33,506,340	5,646,783	18.0%
2007-08		34,344,518	7,928,121	16.9%
2008-09		35,133,900	8,323,551	23.1%
2009-10		36,469,831	5,233,096	23.7%
2010-11		34,800,450	5,221,748	14.3%
2011-12		33,696,290	4,374,352	15.0%
2012-13		27,949,060	7,391,788	38.4%
2013-14		29,019,450	11,149,200	42.9%
2014-15		30,512,890	13,085,091	39.0%
2015-16	Estimated	34,008,620	13,407,702	34.4%
2016-17	Estimated	36,052,510	10,865,302	24.4%

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 combined unassigned fund balance for fiscal year ending 16-17 is estimated to be near the top of the policy range (24%).







The bottom graph illustrates that the city's combined pension and OPEB actuarially derived ARC exceeds the general fund millage revenue in the past six (6) 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 some of these years. OPEB ARC is not a required annual contribution as pension. Fortunately, the top graph illustrates that for fiscal year 16-17 the city (all funds) is budgeting to contribute the full pension and OPEB ARCs. The contribution is in excess of the total general fund tax revenue for fiscal year 2016-17, totaling over $18.4 million (bottom graph).

GENERAL FUND

The general fund is the city's major operating fund accounting for all financial resources of the city except those required to be accounted for in another fund. Property taxes from the city's general tax millage/levy and state shared revenue are 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

Community Engagement – 101.747

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 $33.3 million (including transfers-in from other funds).

Nearly 98% of General Fund revenue is from property taxes, state grants, fines and forfeitures, licenses and permits, 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 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

- 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 2016-2017:

REVENUES - Total general fund revenue is budgeted to decrease 2.3% / $804,000 relative to fiscal year 15-16 projected revenue. Tax revenue for the city is budgeted to increase 1.6%/$260,000 for fiscal year 16-17. The budget forecast assumes a 1.5% increase in tax revenue after fiscal year 16-17. State shared revenue, another significant revenue source, is budgeted to increase 3.3%/ $172,000 based on the State of Michigan's projection. This assumes $200,000 for personal property tax loss reimbursement. Indirect cost revenue is increasing 2.4%/ $43,510. One-time reimbursement/settlements will decrease $341,000. Transfers-in from the auto parking fund is budgeted to decline by $800,000 to $0 as this will assist with the funding of the parking structures planned for construction.

EXPENDITURES – Total general fund expenditures are budgeted to increase 7% / $2,374,490 relative to fiscal year 15-16 projected expenditures mostly due to increased transfer and personnel costs. Transfer-out to the public safety fund is budgeted at $20 million, an increase of 5.3%/$1,000,000. $350,000 transfer-out to senior center fund is budgeted. The forecast demonstrates the potential need to transfer out to the public safety fund nearly $24 million by fiscal year 20-21. Unfortunately, this level of transfer may be prohibitive for the general fund unless revenues are increased, expenditures are decreased or fund balance drained.

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 16-17 in the amount of $1,761,740 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 $11.4 million.) In accordance with legal requirements, the full pension ARC is budgeted at $797,140 in the general fund (and nearly $7.0 million across all funds).

FUND BALANCE – The budget provides for the use of $2.542 million from fund balance as a revenue source to offset expenditures and transfers-out. The fiscal year 15-16 ending unrestricted fund balance level is projected at 34% which is beyond the fund balance policy (fund balance policy is 10% to 25% of expenditures), however at the end of the budget year(16-17) unrestricted fund balance is estimated at 24%. 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 20-21, the general funds projected fund balance is *negative* 8%. The city is considering selling bonds for both OPEB and general employees pension unfunded accrued liability to stabilize and potentially reduce costs. Should this occur the savings to the general fund in this forecast could amount to nearly $2 million per year which will help to reduce the decrease in projected fund balance in each year of the general forecast. At the expiration of the current public safety millage, the combined fund balance is projected at approximately 24% of expenditures (top end 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	2015-2016 Estimated Year End	2016-2017 Adopted Budget	2017-2018 Projected Budget	2018-2019 Projected Budget	2019-2020 Projected Budget	2020-2021 Projected Budget
Beginning Fund Balance	13,085,091	13,407,702	10,865,232	7,566,462	5,979,752	1,301,962
Revenues	33,514,020	33,510,040	33,753,510	34,121,260	34,373,360	34,749,860
Expenditures	34,008,620	36,052,510	37,052,280	38,337,970	39,051,150	40,597,200
Net	(494,600)	(2,542,470)	(3,298,770)	(4,216,710)	(4,677,790)	(5,847,340)
Transfers from other funds	800,000	-	-	-	-	-
Net Change in Fund Balance	305,400	(2,542,470)	(3,298,770)	(4,216,710)	(4,677,790)	(5,847,340)
Ending Fund Balance	13,407,702	10,865,232	7,566,462	5,979,752	1,301,962	(4,545,378)
Fund Balance as a percentage of Expenditures	39.42%	30.14%	20.42%	15.60%	3.33%	-11.20%
Public Safety Beginning Fund Balance	2,317,454	2,031,064	828,524	407,724	350,704	137,014
Public Safety Revenues	10,010,290	10,127,620	9,568,370	9,693,980	9,821,470	9,950,870
Public Safety Expenditures(Net of Transfer from General Fund)	29,836,680	31,870,160	32,029,170	32,791,000	33,575,160	34,382,250
Net	(19,826,390)	(21,742,540)	(22,460,800)	(23,097,020)	(23,753,690)	(24,431,380)
Transfers from other funds	19,540,000	20,540,000	22,040,000	23,040,000	23,540,000	24,540,000
Net Change in fund balance	(286,390)	(1,202,540)	(420,800)	(57,020)	(213,690)	108,620
Public Safety Ending Fund Balance	2,031,064	828,524	407,724	350,704	137,014	245,634
General Fund and Public Safety combined Fund Balance as a percentage of Expenditures	34.43%	24.40%	16.76%	13.02%	2.90%	-8.43%

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.

Revenues

101-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	16,524,290	4,911,250	8,482,040	202,210	473,040	368,630	30,961,460
2013-2014 Actual	16,748,700	5,054,140	8,813,980	235,520	872,850	1,034,490	32,759,680
2014-2015 Actual	17,226,150	5,101,040	8,807,460	131,320	496,750	1,057,820	32,820,540
2015-2016 Original Budget	17,349,500	5,369,060	9,508,900	168,000	2,243,670	800,000	35,439,130
2015-2016 Adjusted Budget (Dec)	17,349,500	5,369,060	9,508,900	168,000	2,422,770	800,000	35,618,230
2015-2016 Six Month Actual	16,935,790	2,042,340	4,765,880	34,890	319,010	0	24,097,910
2015-2016 Estimated Year End	17,695,500	5,381,500	9,327,740	150,900	958,380	800,000	34,314,020
2016-2017 Dept Request	17,955,000	5,508,500	9,373,640	151,900	521,000	0	33,510,040
2016-2017 Manager's Budget	17,955,000	5,508,500	9,373,640	151,900	521,000	0	33,510,040
2016-2017 Adopted Budget	17,955,000	5,508,500	9,373,640	151,900	521,000	0	33,510,040
2017-2018 Projected Budget	18,204,300	5,562,670	9,313,640	151,900	521,000	0	33,753,510
2018-2019 Projected Budget	18,457,340	5,617,380	9,373,640	151,900	521,000	0	34,121,260
2019-2020 Projected Budget	18,714,180	5,672,640	9,313,640	151,900	521,000	0	34,373,360
2020-2021 Projected Budget	18,974,870	5,728,450	9,373,640	151,900	521,000	0	34,749,860

Expenditures

General Fund	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	27,623,070	414,300	13,170	22,286,798	0	50,337,338
2013-2014 Actual	7,308,030	265,670	78,520	21,367,230	0	29,019,450
2014-2015 Actual	8,124,030	321,330	136,830	21,924,710	0	30,506,900
2015-2016 Original Budget	9,710,080	400,980	790,000	23,995,820	0	34,896,880
2015-2016 Adjusted Budget (Dec)	9,709,430	414,730	790,000	24,095,820	0	35,009,980
2015-2016 Six Month Actual	4,393,790	169,900	15,390	11,533,720	0	16,112,800
2015-2016 Estimated Year End	9,229,880	568,650	312,010	23,898,080	0	34,008,620
2016-2017 Dept Request	9,749,050	378,000	838,000	25,133,080	0	36,098,130
2016-2017 Manager's Budget	9,703,430	378,000	838,000	25,133,080	0	36,052,510
2016-2017 Adopted Budget	9,703,430	378,000	838,000	25,133,080	0	36,052,510
2017-2018 Projected Budget	9,916,140	378,000	75,000	26,683,650	0	37,052,790
2018-2019 Projected Budget	10,135,430	378,000	75,000	27,750,610	0	38,339,040
2019-2020 Projected Budget	10,361,490	378,000	0	28,313,300	0	39,052,790
2020-2021 Projected Budget	10,594,450	378,000	250,000	29,376,970	0	40,599,420

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 2016-2017:

There are no significant notes for this cost center.

Budget Summary

Expenditures

101-101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	5,720	130	0	18,630	0	24,480
2015-2016 Original Budget	5,130	700	0	28,420	0	34,250
2015-2016 Adjusted Budget (Dec)	5,130	700	0	28,420	0	34,250
2015-2016 Six Month Actual	1,440	110	0	18,380	0	19,930
2015-2016 Estimated Year End	5,130	600	0	29,290	0	35,020
2016-2017 Dept Request	4,660	600	0	29,100	0	34,360
2016-2017 Manager's Budget	4,660	600	0	29,100	0	34,360
2016-2017 Adopted Budget	4,660	600	0	29,100	0	34,360
2017-2018 Projected Budget	4,660	600	0	29,100	0	34,360
2018-2019 Projected Budget	4,660	600	0	29,100	0	34,360
2019-2020 Projected Budget	4,660	600	0	29,100	0	34,360
2020-2021 Projected Budget	4,660	600	0	29,100	0	34,360

Cost Center Position Detail – Home Base

Full & Part-time Employees

Mayor/Commission	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.1	0.1	n/a	n/a	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.1	0.1	0.0	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 court is responsible for all civil, traffic and criminal cases that transpire within the boundaries of the cities of Royal Oak and Berkley.

The 44th District Court has two judges elected by the citizens of Royal Oak and Berkley. A portion of the judge's salaries are paid by the State of Michigan. The judges are responsible to handle all civil and criminal trials, preliminary hearings, formal hearings, appeals, arraignments, bench warrants, etc. The court also has one part-time magistrate who hears over 9,000 informal hearings and small claims cases.

Both judges conduct programs that promote youth-awareness. The Justice 101 program educates younger children on the role of the court and includes visiting the court to observe and tour the facility. Teen court is for young adults and involves teens involved in minor infractions being heard and judged by a court of their peers.

Under general 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 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 traffic section is responsible for maintaining records and processing all traffic civil infractions, parking violations, and code enforcement proceedings.
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 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 Services Division is responsible to administer several programs; jury administration, comprehensive collections efforts and the supervision, counseling, and referral of defendants placed on probation.

Probation officers assist persons sentenced to probation with supervision and rehabilitation with a goal to eliminate re-offending. The probation component of the division performs 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 the community 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 Salter Center, and other civic and charitable deeds within the Community.

The 44th District Court's two judges each preside over a sobriety court caseload. Sobriety court is a two-year intensive supervision and rehabilitation program for individuals who have been convicted of drug offenses or two or more offenses of drunk driving. Participants are monitored closely to insure there is no alcohol or drug use. They participate in therapy and support group meetings, and meet with a specially trained probation officer twice per month. The program consists of three phases and presently averages 81 participants. Participants appear before their judge twice per month in Phase I to once per month in Phases II and III. Since 2013, the 44th District Court's Sobriety Court has shown significant success in rehabilitating participants graduating 35 people from the program.

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.

The court is responsible for collection of monies owed for all traffic tickets, parking tickets, misdemeanors, and code violations. Due to the court's continued aggressive collections program, the 44th District Court has historically had one of the highest collection rates in the State of Michigan.

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.

GOALS

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

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.

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

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

6. To assist judges with sentencing by providing thorough reports and professional analysis.

7. To provide persons sentenced to probation with a range of rehabilitation services designed to minimize re-offending.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The district court and probation departments have been combined into one cost center. The merger with the District 45A court (Berkley) consumed tremendous effort the first six months of 2015, but was completed well ahead of schedule due to the support and contributions of staff. All physical movement of files and furnishings was accomplished in house without outside expense to the city. Revenues for the first 5 months of FY 15/16 increased by $78,000. Once the city concluded the merger and were able to focus more on collection efforts, revenues from June through December increased $561,000 over the preceding year. The court has initiated several new programs to strengthen our collection effort, notably structured payment plans and a tax garnishment program which will result in higher printing and office supplies expenses. Expense for court appointed counsel will likely increase due primarily to new Supreme Court minimum standards for indigent defendants. Full-time personnel costs will increase due to the collections clerk being made a full-time position in late fiscal year 15-16. Contracted worker services will increase as the court will join the city's janitorial service contract. Training and travel expenses will increase due to probation officers attending more seminars to meet higher training requirements.

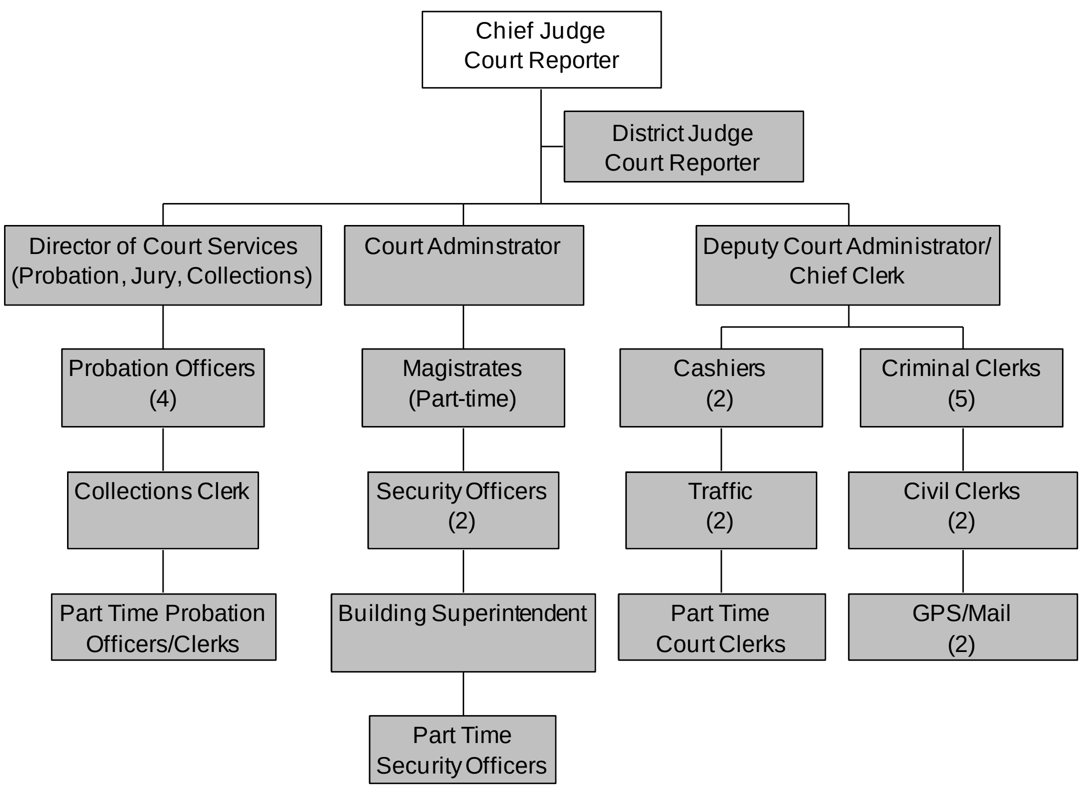
Budget Summary

Expenditures

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	2,435,890	76,120	75,030	263,030	0	2,850,070
2015-2016 Original Budget	2,889,880	71,000	0	379,000	0	3,339,880
2015-2016 Adjusted Budget (Dec)	2,889,880	71,000	0	379,000	0	3,339,880
2015-2016 Six Month Actual	1,413,940	44,250	0	142,410	0	1,600,600
2015-2016 Estimated Year End	2,749,600	87,270	0	369,510	0	3,206,380
2016-2017 Dept Request	3,570,770	90,000	0	420,380	0	4,081,150
2016-2017 Manager's Budget	3,570,770	90,000	0	420,380	0	4,081,150
2016-2017 Adopted Budget	3,570,770	90,000	0	420,380	0	4,081,150
2017-2018 Projected Budget	3,641,780	90,000	0	420,380	0	4,152,160
2018-2019 Projected Budget	3,714,970	90,000	0	420,380	0	4,225,350
2019-2020 Projected Budget	3,790,390	90,000	0	420,380	0	4,300,770
2020-2021 Projected Budget	3,868,120	90,000	0	420,380	0	4,378,500

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	455,500	8,740	0	1,460	0	465,700
2015-2016 Original Budget	782,100	7,500	0	10,500	0	800,100
2015-2016 Adjusted Budget (Dec)	782,100	7,500	0	10,500	0	800,100
2015-2016 Six Month Actual	228,500	2,940	0	500	0	231,940
2015-2016 Estimated Year End	640,240	7,500	0	7,500	0	655,240
2016-2017 Dept Request	0	0	0	0	0	0
2016-2017 Manager's Budget	0	0	0	0	0	0
2016-2017 Adopted 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
2020-2021 Projected Budget	0	0	0	0	0	0

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

District Court	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Court Supervisor - Traffic	0.0	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	0.0	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	7.0	7.0	7.0	7.0	7.0	7.0	7.0	8.0	8.0
District Court Clerk II	1.0	1.0	0.0	1.0	1.0	1.0	2.0	4.0	4.0
District Court Clerk I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Court Bailiff Law Clerk	0.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Full-Time Total	19.0	19.0	17.0	18.0	18.0	17.0	18.0	22.0	22.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	6.1	5.4	n/a	n/a	n/a	n/a	n/a
Cost Center Total	19.0	19.0	23.1	23.4	18.0	17.0	18.0	22.0	22.0

Probation	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Director of Court Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Deputy Director of Court Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Pre Sentence Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Probation Officer	1.0	1.0	1.0	1.0	1.0	1.0	2.0	4.0	4.0
Court Bailiff Law Clerk	0.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	0.0
Full-Time Total	2.0	2.0	3.0	3.0	2.0	3.0	4.0	6.0	6.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	3.5	3.6	n/a	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	6.5	6.6	2.0	3.0	4.0	6.0	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)[GOAL1]
- Develop a comprehensive internal operations sustainability plan that includes energy standards[GOAL2]
- Update and communicate Emergency Preparedness Plan[GOAL3]
- Establish a plan for proactive community engagement.[GOAL3]
- Adopt a budget for community engagement.[GOAL3]

Performance Indicators / Outcome Measures

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Projected 2015	Projected 2016
The City of Royal Oak's overall "American Customer Satisfaction Index" Rating (scale 1-100)	N/A	N/A	70	N/A	72	N/A

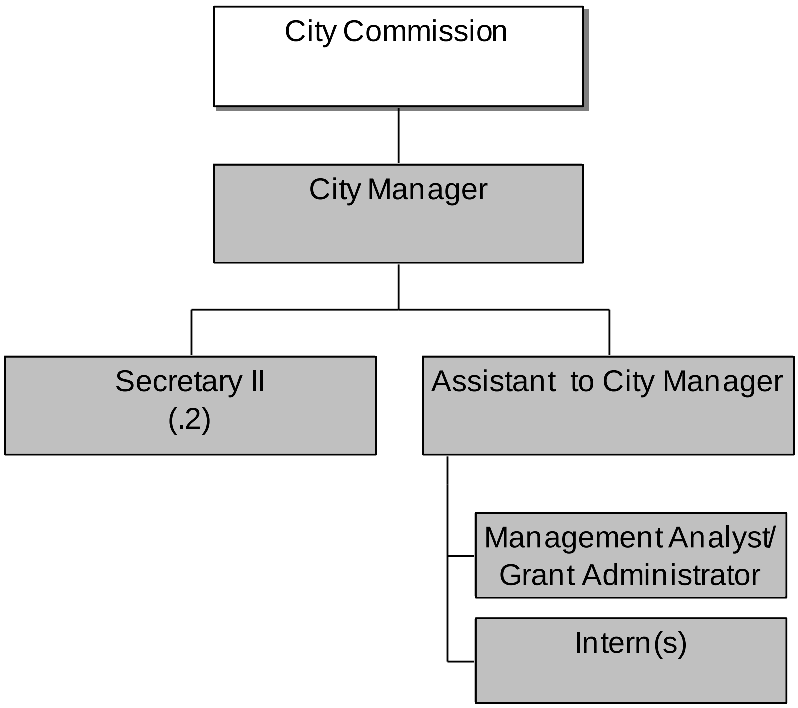
Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Personnel costs decreased as the community engagement specialist will now be allocated to the community engagement cost center. $6,000 is budgeted for grant finding/tracking software.

Budget Summary

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	505,070	1,860	0	10,130	0	517,060
2015-2016 Original Budget	617,470	5,200	0	12,770	0	635,440
2015-2016 Adjusted Budget (Dec)	617,470	5,200	0	12,770	0	635,440
2015-2016 Six Month Actual	257,370	1,310	0	4,740	0	263,420
2015-2016 Estimated Year End	528,510	7,950	0	10,650	0	547,110
2016-2017 Dept Request	518,800	9,700	0	13,250	0	541,750
2016-2017 Manager's Budget	518,800	9,700	0	13,250	0	541,750
2016-2017 Adopted Budget	518,800	9,700	0	13,250	0	541,750
2017-2018 Projected Budget	531,700	9,700	0	13,250	0	554,650
2018-2019 Projected Budget	545,000	9,700	0	13,250	0	567,950
2019-2020 Projected Budget	558,710	9,700	0	13,250	0	581,660
2020-2021 Projected Budget	572,840	9,700	0	13,250	0	595,790

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Manager	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	1.0	1.0	1.0	1.0	1.0
Community Engagement Specialist	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Grant Administrator	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Secretary II - City Manager	1.0	1.0	0.5	0.5	0.5	0.5	0.5	0.2	0.2
Full-Time Total	2.0	2.0	1.5	1.5	2.5	2.5	4.5	4.2	3.2
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.0	1.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	1.5	2.5	2.5	2.5	4.5	4.2	3.2

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 a 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 uploaded into the QVF software 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 had one drive in December and will have another one in the Fall. 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. Students are also hired for higher turn out elections, such as the upcoming Presidential election. This gives them 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 three elections for the calendar year 2016.[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]
- First pilot community in Oakland County to utilize dual electronic poll books in various precincts. Would like to add additional laptops to larger precincts to minimize voter wait time.

GOALS

OBJECTIVES

- Appointed to 2015-2016 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 2012	Actual 2013	Actual 2014	Actual 2015	Projected 2016	Projected 2017
[GOAL1]Elections	3	1	2	2	3	3
[GOAL1]Number of Registered Voters	49,034	49,090	47,595	48,014	49,000	49,000
[GOAL2]Registration Applications Submitted	7,713	5,389	4,875	5,238	7,000	7,000
[GOAL1]New Valid Registrations	5,011	3,586	4,873	3,461	6,000	6,000
[GOAL1]Verified Voters	74	81	76	61	80	80
[GOAL1]Active New Voters	6,007	4,527	3,559	4,679	5,000	5,000
[GOAL1]Active Voters Cancelled	3,959	1,158	3,508	1,894	3,000	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 2016-2017:

Personnel costs will increase due to employees who are not at the top of their salary ranges receiving step increase(s) potentially. Part-time wages, office supplies, contracted services, operating supplies, postage, printing and advertising costs will increase due to the presidential election which will result in higher voter turnout. $10,000 is budgeted to purchase a computer for each voting precinct (24). Office equipment budget will increase $6,000 to purchase new desks.

The following capital improvement projects in FY2016-17 are as follows:

• Construction of storage building (carry-over from FY2015-16)	$37,500
• Election equipment (carry-over from FY2015-16)	300,000
FY2016-17 Total:	**$337,500**

Budget Summary

Expenditures

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	235,210	14,760	0	9,950	0	259,920
2015-2016 Original Budget	283,860	30,000	425,000	15,400	0	754,260
2015-2016 Adjusted Budget (Dec)	283,860	43,100	425,000	15,400	0	767,360
2015-2016 Six Month Actual	107,600	31,010	0	2,970	0	141,580
2015-2016 Estimated Year End	264,500	43,100	0	16,090	0	323,690
2016-2017 Dept Request	306,050	70,000	337,500	24,400	0	737,950
2016-2017 Manager's Budget	306,050	70,000	337,500	24,400	0	737,950
2016-2017 Adopted Budget	306,050	70,000	337,500	24,400	0	737,950
2017-2018 Projected Budget	310,800	70,000	0	24,400	0	405,200
2018-2019 Projected Budget	315,690	70,000	0	24,400	0	410,090
2019-2020 Projected Budget	320,730	70,000	0	24,400	0	415,130
2020-2021 Projected Budget	325,920	70,000	0	24,400	0	420,320

ROYAL OAK ELECTION HISTORY

Type of Election	Date	Total Voting	Voters Registered	Percent Voting	AV's counted	AV's Processed
Primary Election	8/2/16	9,591	48,618	19.73%	3,299	3,810
Primary Election	3/8/16	20,230	48,230	41.94%	3,550	3,793
City General Election	11/3/15	6,779	48,159	14.08%	3,054	3,578
Special Election	5/5/15	12,305	48,202	25.53%	3,621	3,879
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

- Comprehensive 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]
- 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]
- Implement the new GASB requirement related to recording OPEB liabilities.[GOAL1]

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
[GOAL2]Bank Statements Reconciled	426	288	144	276	276	276
[GOAL2]Accounts Payable Invoices Processed	14,464	14,226	7,874	15,000	15,000	15,000
[GOAL2]General Payroll Checks/NODs Generated	11,843	12,186	6,443	13,000	13,000	13,000
[GOAL1]Auditors Correcting Entries to Financial Statements	1	0	0	0	0	0
[GOAL2]Estimate/Final Pension Calculations	40/19	23/18	5/5	30/20	30/20	30/20
[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	65	18	65	68	70

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

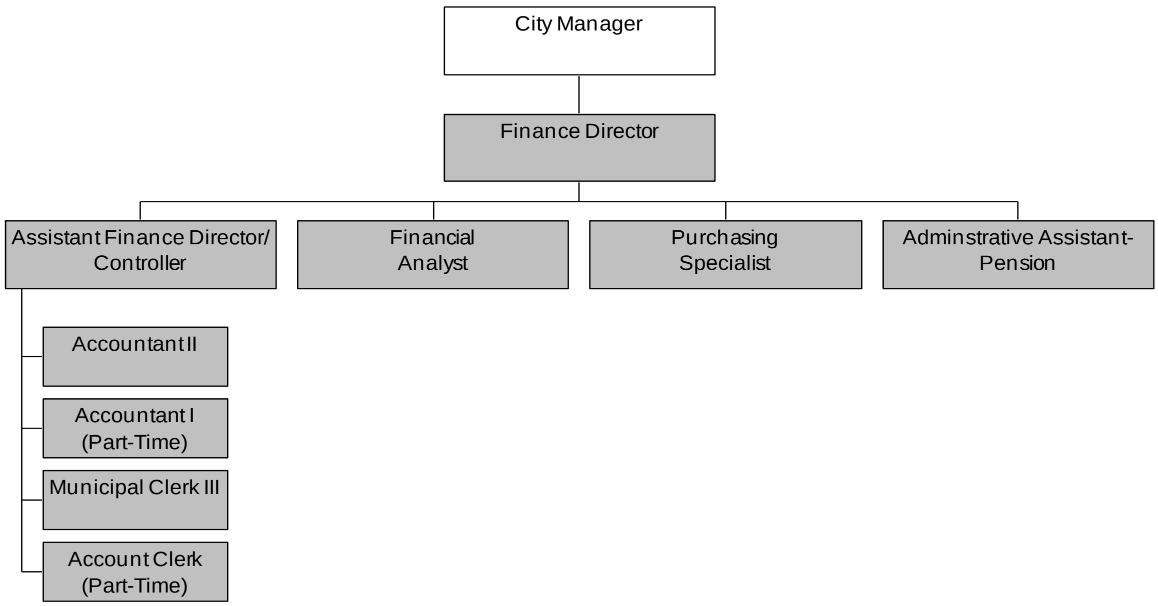
Permanent wages increased due to the anticipation of newer staff members advancing through position step increases and due to having a full year of an administrative assistant (25% allocation). Part-time wages decreased due to the elimination of a part-time position.

Budget Summary

Expenditures

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	716,080	3,120	0	8,500	0	727,700
2015-2016 Original Budget	785,790	3,500	0	13,700	0	802,990
2015-2016 Adjusted Budget (Dec)	785,790	3,500	0	13,700	0	802,990
2015-2016 Six Month Actual	370,760	1,830	0	3,840	0	376,430
2015-2016 Estimated Year End	785,340	3,500	0	12,150	0	800,990
2016-2017 Dept Request	774,510	3,500	0	13,200	0	791,210
2016-2017 Manager's Budget	774,510	3,500	0	13,200	0	791,210
2016-2017 Adopted Budget	774,510	3,500	0	13,200	0	791,210
2017-2018 Projected Budget	793,630	3,500	0	13,200	0	810,330
2018-2019 Projected Budget	813,370	3,500	0	13,200	0	830,070
2019-2020 Projected Budget	833,730	3,500	0	13,200	0	850,430
2020-2021 Projected Budget	854,740	3,500	0	13,200	0	871,440

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Finance	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	1.0	1.0	1.0	1.0	1.0	1.0
Purchasing Specialist	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Secretary I - Finance	1.0	1.0	0.6	0.0	0.0	0.0	0.0	0.0	0.0
Payroll Clerk III	1.0	1.0	1.0	0.0	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 - Pension	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Full-Time Total	6.0	6.0	5.6	5.0	5.0	5.0	6.0	7.0	7.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	2.0	2.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	6.0	6.0	7.6	7.0	5.0	5.0	6.0	7.0	7.0

*2008-2010 Contracted analyst not shown.

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, an outside vendor, by contract, maintains approximately 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 a smooth transition between Oakland County and new contractor for personal property.[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 FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
[GOAL1]Assessment Notices Processed	27,327	27,536	0	27,400	27,400	27,400
[GOAL7]Residential Property Appraisals	1,231	1,107	1,473	1,400	1,400	1,400
[GOAL7]Commercial/Industrial Appraisals	211	175	318	300	300	300
[GOAL6]Small Claims Tribunal Appeals	10	11	14	15	15	15
[GOAL6]Full Tax Tribunal Appeals	13	29	42	20	20	20
[GOAL3]Homestead Affidavits Processed	7,097	7,984	3,669	8,000	8,000	8,000
[GOAL3]Transfer Affidavits Processed	2,435	2,462	2,422	2,500	2,500	2,500
[GOAL1]Board of Review Appeals	197	231	133	390	380	370
[GOAL1]Board of Review Adjustments	-2,807,420	-3,173,580	-1,020,710	-3,998,440	-3,700,000	-3,500,000
[GOAL6]Tax Tribunal Decisions	51	14	15	19	60	50
[GOAL6]Tax Tribunal Adjustments	-9,483,916	-1,222,560	-1,041,365	-1,045,245	-1,200,000	-1,100,000
[GOAL1,GOAL3]Property Sales Reviewed	3,304	2,969	1,463	3,000	3,000	3,000
[GOAL1]Property Transfers Uncapped	2,032	1,837	2,110	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	21	19	28	20	20	20

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

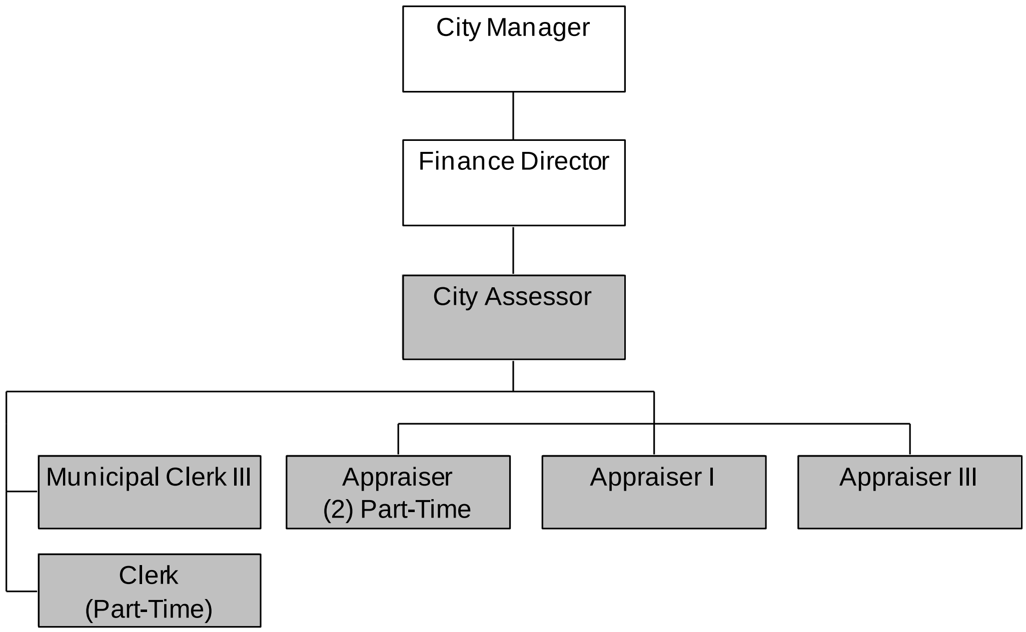
The department requested budget included an additional full-time appraiser I position that is not included in the manager's recommended budget. However, the manager's recommended budget and adopted budget include an additional part-time appraiser. Oakland County Equalization has informed the city that they will no longer be performing personal property assessment/administration beginning July 1, 2016. Contracted services is budgeted to increase for using a private contractor beginning July 1, 2016 to perform personal property assessments as this service was provided by the county.

Budget Summary

Expenditures

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	572,800	14,610	0	97,750	0	685,160
2015-2016 Original Budget	659,740	15,980	0	143,010	0	818,730
2015-2016 Adjusted Budget (Dec)	659,740	15,980	0	143,010	0	818,730
2015-2016 Six Month Actual	310,480	1,290	0	33,110	0	344,880
2015-2016 Estimated Year End	642,740	16,050	0	144,370	0	803,160
2016-2017 Dept Request	721,550	16,050	0	145,870	0	883,470
2016-2017 Manager's Budget	675,930	16,050	0	145,870	0	837,850
2016-2017 Adopted Budget	675,930	16,050	0	145,870	0	837,850
2017-2018 Projected Budget	690,900	16,050	0	146,240	0	853,190
2018-2019 Projected Budget	706,320	16,050	0	146,610	0	868,980
2019-2020 Projected Budget	722,180	16,050	0	146,990	0	885,220
2020-2021 Projected Budget	738,520	16,050	0	147,380	0	901,950

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Assessing

	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	1.0	1.0	1.0
Appraiser I	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	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Assessing - MC I	0.0	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	3.0	3.0	4.0	4.0	4.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.6	1.3	n/a	n/a	n/a	n/a	n/a
Cost Center Total	4.0	4.0	4.6	5.3	3.0	3.0	4.0	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 development projects that the city commission has selected for development.[GOAL1]
- To provide a continual review of the city's ordinances to keep pace with the current state of the law and the city commission's goals.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

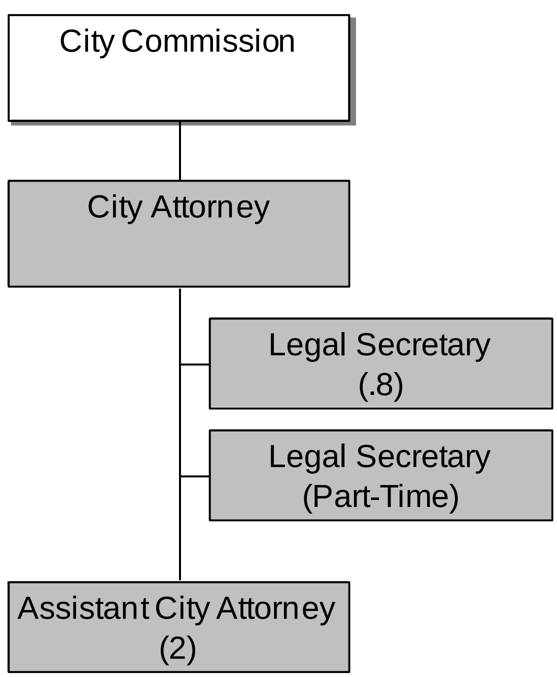
Contracted legal services are reduced by $80,000 as the city's labor attorney will now be charged to the human resources department. Miscellaneous expenditures will increase $1,860 for storage of physical documents that was formerly charged to the IT fund. Overtime is budgeted to decrease $37,000 from the projected budget due to a part-time clerk position that should be filled which will reduce the workload for the legal secretary. Full-time wages are budgeted to increase due to a new contract for the city attorney.

Budget Summary

Expenditures

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	643,270	12,110	0	149,760	0	805,140
2015-2016 Original Budget	607,740	13,830	0	117,160	0	738,730
2015-2016 Adjusted Budget (Dec)	607,740	13,830	0	117,160	0	738,730
2015-2016 Six Month Actual	277,750	3,260	0	49,310	0	330,320
2015-2016 Estimated Year End	600,870	13,220	0	144,980	0	759,070
2016-2017 Dept Request	710,660	13,830	0	69,020	0	793,510
2016-2017 Manager's Budget	710,660	13,830	0	69,020	0	793,510
2016-2017 Adopted Budget	710,660	13,830	0	69,020	0	793,510
2017-2018 Projected Budget	711,730	13,830	0	69,020	0	794,580
2018-2019 Projected Budget	730,350	13,830	0	69,020	0	813,200
2019-2020 Projected Budget	749,550	13,830	0	69,020	0	832,400
2020-2021 Projected Budget	769,340	13,830	0	69,020	0	852,190

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Attorney	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
City Attorney	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant City Attorney	2.0	2.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Legal Secretary	1.0	1.0	0.5	0.5	0.5	0.5	0.5	0.8	0.8
Full-Time Total	4.0	4.0	2.5	2.5	2.5	3.5	3.5	3.8	3.8

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, valet licenses, special event permits, parking station permits, solicitation/peddler permits, Dream Cruise 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.

Hosts yearly dog vaccination clinic in the spring in which a vet is brought in to vaccinate dogs and cats at the DPS building for a nominal $5 fee. Many residents appreciate the cost savings of the vaccinations. Dog licensing is also available at the clinic.

Since 2014 the office has been utilizing the 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]
- Currently serving on the Oakland County Clerk's Legislative Committee.[GOAL3]

GOALS

4. To have all the city commission records scanned and available on the website. The project is about halfway through completion and I expect to have them on-line by the end of this year.

OBJECTIVES

Performance Indicators / Outcome Measures

	Actual 2013	Actual 2014	Actual 2015	Projected 2016	Projected 2017	Projected 2018
Documents Processed/Issued:						
[GOAL2]Birth Certificates	5,072	5,205	6,184	6,000	6,000	6,000
[GOAL2]Business Licenses (Annual)	171	129	183	20	20	20
[GOAL2]Death Certificates	1,767	1,648	1,763	1800	1800	1,800
[GOAL2]Dog Licenses	6,371	2,432	2,488	3,000	3,000	3,000
[GOAL2]Dog Park Passes	322	243	235	300	300	300
[GOAL1]Freedom of Information Act	99	87	116	100	100	100
[GOAL2]Initial Merchants Licenses	35	30	11	0	0	0
[GOAL2]Liquor License Renewals	52	52	52	50	50	50
[GOAL2]Miscellaneous Business Licenses	133	130	99	150	150	150
[GOAL2]Peddler Permits	136	67	37	50	50	50
[GOAL2]SDD/SDM Renewals	41	38	37	45	45	45
[GOAL2]Solicitation Permits	24	22	19	30	30	30
[GOAL2]Special Event Permits	48	39	55	50	50	50
[GOAL2]Woodward Dream Cruise Permits	47	56	67	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 2016-2017:

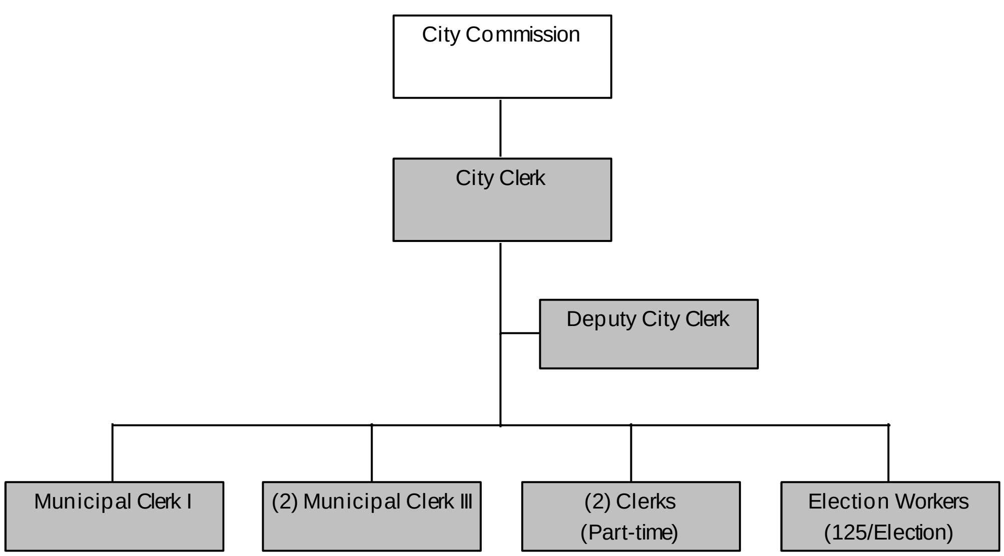
Temporary wages will increase relative to fiscal year 15-16 projected wages due to filling part-time positions.

Budget Summary

Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	374,890	12,160	0	16,630	0	403,680
2015-2016 Original Budget	441,550	17,450	0	43,950	0	502,950
2015-2016 Adjusted Budget (Dec)	441,550	17,450	0	43,950	0	502,950
2015-2016 Six Month Actual	198,070	3,640	0	13,010	0	214,720
2015-2016 Estimated Year End	407,380	17,450	0	44,450	0	469,280
2016-2017 Dept Request	421,900	17,500	0	44,500	0	483,900
2016-2017 Manager's Budget	421,900	17,500	0	44,500	0	483,900
2016-2017 Adopted Budget	421,900	17,500	0	44,500	0	483,900
2017-2018 Projected Budget	431,560	17,500	0	44,500	0	493,560
2018-2019 Projected Budget	441,510	17,500	0	44,500	0	503,510
2019-2020 Projected Budget	451,760	17,500	0	44,500	0	513,760
2020-2021 Projected Budget	462,320	17,500	0	44,500	0	524,320

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

City Clerk	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	1.0	2.0	2.0	3.0	2.0	2.0	2.0
City Clerk - MC I	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Cashier II	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	5.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.3	0.7	n/a	n/a	n/a	n/a	n/a
Cost Center Total	4.0	5.0	4.3	4.7	4.0	5.0	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 resources services within legal, professional and ethical parameters.

The department coordinates and administers the recruitment, screening, selection, and on-boarding 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, civil service rules and city goals and objectives.

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 and beneficiaries, 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 the Affordable Care Act, 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, nepotism, etc.

The human resources department staffs the civil service board and fire civil service commission. It also provides representation to safety committees and the city-sponsored health & wellness center.

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 workplace violence and policy training.
- Review the city's hiring process and explore options for improvement.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL2 Labor Contracts Negotiated	9	6	2	6	6	8
GOAL2 % of Labor Contracts Settled	78	100	100	100	100	100
GOAL1 Employees Hired (FT/PT)	117	157	54	110	130	130
GOAL2 Applications Processed (FT/PT)	1,057	1,391	834	1,800	2,000	2,000
GOAL2 Promotions/Transfers/Terminations Processed	151	128	85	160	170	170
GOAL3 Worker's Comp Claims Processed	57	49	21	58	60	60
GOAL3 Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	721	725	716	724	726	726
GOAL3 FT HR Staff to FT Workforce Ratio	1:143	1:99	1:99	1:100	1:103	1:103
Residents rated friendly	n/a	n/a	n/a	n/a	n/a	n/a
Residents rated helpful	n/a	n/a	n/a	n/a	n/a	n/a
Residents rated efficient	n/a	n/a	n/a	n/a	n/a	n/a

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

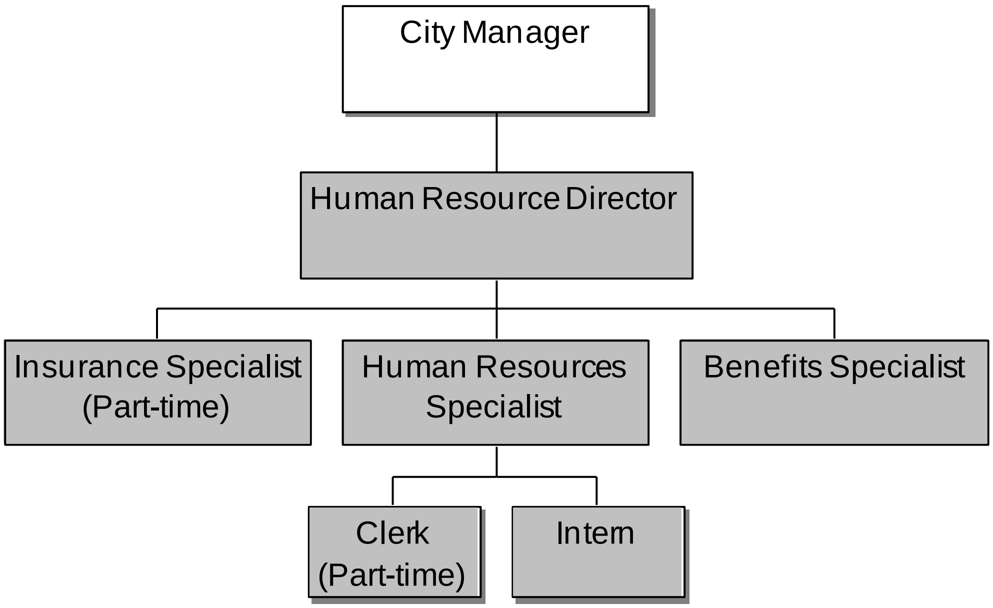
Contracted services now includes $120,000 for the city's labor attorney which was formerly charged to the city attorney's department (this includes $24,000 for any arbitration matters). Contracted services also includes $10,000 for policy training, $10,340 for a medical insurance dependent audit and $10,000 for open enrollment document printing. Temporary wages will increase due to having both part-time positions filled in fiscal year 16-17. Training and education will increase due to the recently filled HR specialist position. Employment advertising will increase due to increased hiring and posting in more places. Civil service examinations and medical services budgets will increase relative to fiscal year 15-16 projected due to increased hiring.

Budget Summary

Expenditures

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	334,440	1,070	0	110,210	0	445,720
2015-2016 Original Budget	450,040	1,930	0	180,130	0	632,100
2015-2016 Adjusted Budget (Dec)	449,390	2,580	0	215,130	0	667,100
2015-2016 Six Month Actual	192,590	2,550	0	106,900	0	302,040
2015-2016 Estimated Year End	399,700	2,670	0	189,030	0	591,400
2016-2017 Dept Request	428,030	2,600	0	298,690	0	729,320
2016-2017 Manager's Budget	428,030	2,600	0	298,690	0	729,320
2016-2017 Adopted Budget	428,030	2,600	0	298,690	0	729,320
2017-2018 Projected Budget	437,870	2,600	0	298,690	0	739,160
2018-2019 Projected Budget	448,030	2,600	0	298,690	0	749,320
2019-2020 Projected Budget	458,510	2,600	0	298,690	0	759,800
2020-2021 Projected Budget	469,310	2,600	0	298,690	0	770,600

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Human Resources	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Benefits Specialist	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Secretary I - HR	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
H/R - MC III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
H/R - MC II	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.9	0.6	n/a	n/a	n/a	n/a	n/a
Cost Center Total	4.0	4.0	2.9	2.6	2.0	2.0	3.0	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 2016-2017:

Property and casualty coverage is increasing nearly 3% based on estimated increased in coverage costs for the new policy year. Information technology charge is budgeted to increase due to the increased IT costs for various technology improvements.

Budget Summary

Expenditures

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	1,930	0	0	760,270	0	762,200
2015-2016 Original Budget	0	0	0	1,081,140	0	1,081,140
2015-2016 Adjusted Budget (Dec)	0	0	0	1,081,140	0	1,081,140
2015-2016 Six Month Actual	(1,690)	0	0	632,510	0	630,820
2015-2016 Estimated Year End	0	0	0	959,280	0	959,280
2016-2017 Dept Request	0	0	0	1,122,930	0	1,122,930
2016-2017 Manager's Budget	0	0	0	1,122,930	0	1,122,930
2016-2017 Adopted Budget	0	0	0	1,122,930	0	1,122,930
2017-2018 Projected Budget	0	0	0	1,154,660	0	1,154,660
2018-2019 Projected Budget	0	0	0	1,187,340	0	1,187,340
2019-2020 Projected Budget	0	0	0	1,221,000	0	1,221,000
2020-2021 Projected Budget	0	0	0	1,255,660	0	1,255,660

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.

Beginning December 2015, Royal Oak property owners have the option of paying tax bills and water bills on-line with a credit card, debit card or e-check from the city website through "Official Payments". In addition, the city is offering direct debit payments for water bills. These electronic payment programs have been tremendously popular, with over 6,600 residents, or 27% 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 expand and improve upon recently implemented 24/7 online access to information needed by residents and title/mortgage servicing companies by providing property tax, water and special assessment information, along with reducing incoming phone calls to the department [GOAL1]
- Provide opportunity for residents to pay special assessments, fees, and charges 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 FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
[GOAL2]Tax bills generated	60,614	60,778	60,808	60,808	60,800	60,800
[GOAL2]Water bills generated	87,962	89,118	45,153	89,200	89,200	89,200
[GOAL2]Phone calls received	31,171	33,183	17,071	31,700	31,000	30,000
[GOAL1]Direct Debit Customers (W & S)	2,293	3,085	3,109	3,200	3,200	3,200
[GOAL1]% Participation in Automatic Bill Pay	10%	11%	14%	14%	15%	16%
[GOAL2]Invoices Billed	861	900	522	1,050	1,050	1,050
[GOAL2] Special Assessments Billed	272	6549	4,509	4,509	4,500	4,500
[GOAL3]FTE's per Resident Ratio	1:18,350	1:18,350	1:18,350	1:13,750	1:13,750	1:13,750

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

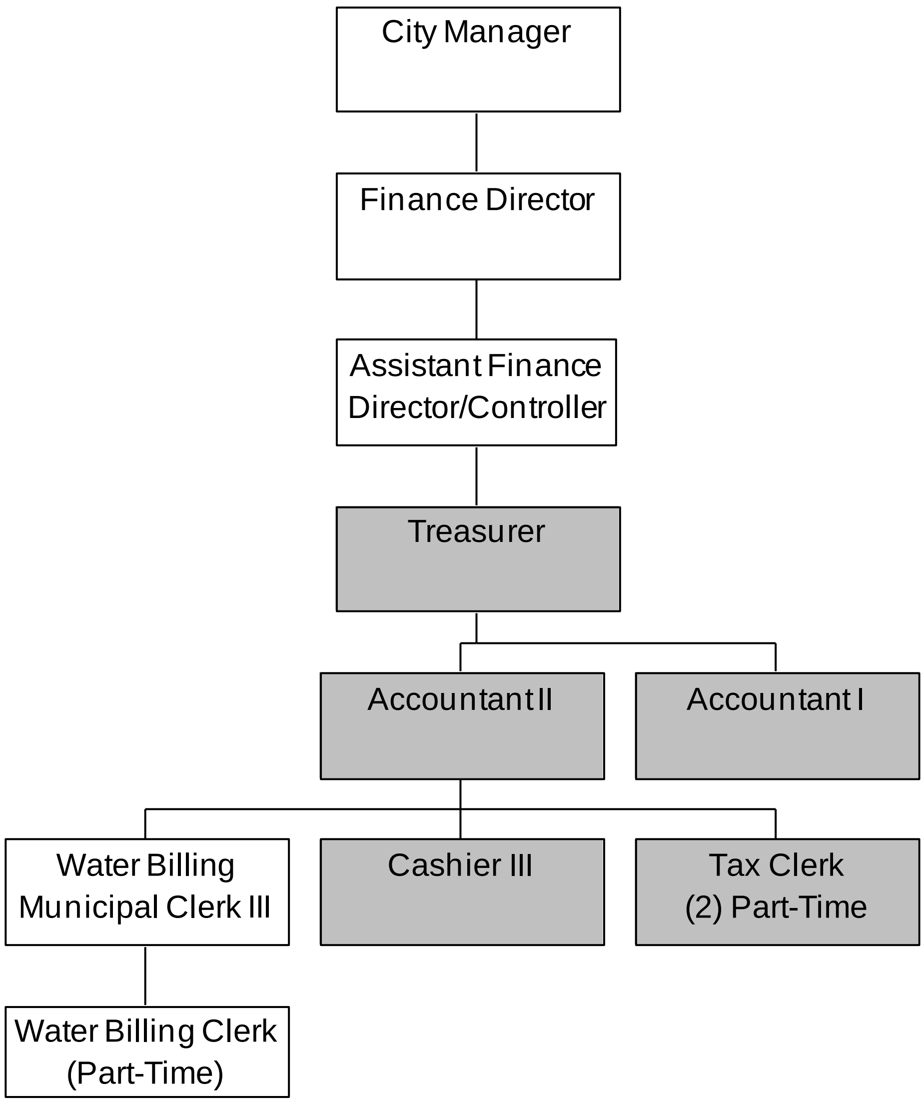
Personnel costs will increase due to a full year of the additional accountant I position as well as the cashier II position being changed to a cashier III which was approved in February 2016. The addition of the full-time position will allow part-time wages to decrease $8,000. $2,000 is budgeted to replace five old chairs. Data processing services will decrease $7,500 as the tax system has been brought in-house. Miscellaneous contracted services will decrease $11,500 as fiscal year 2015-16 included one-time setup fees for lockbox services. Training and travel expenses will increase $2,700 to allow for additional training for the treasurer and accountant II.

Budget Summary

Expenditures

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	197,800	1,220	0	11,960	0	210,980
2015-2016 Original Budget	183,560	2,250	0	35,000	0	220,810
2015-2016 Adjusted Budget (Dec)	183,560	2,250	0	35,000	0	220,810
2015-2016 Six Month Actual	96,520	550	0	1,280	0	98,350
2015-2016 Estimated Year End	201,220	2,250	0	28,250	0	231,720
2016-2017 Dept Request	237,220	4,500	0	19,160	0	260,880
2016-2017 Manager's Budget	237,220	4,500	0	19,160	0	260,880
2016-2017 Adopted Budget	237,220	4,500	0	19,160	0	260,880
2017-2018 Projected Budget	242,780	4,500	0	26,660	0	273,940
2018-2019 Projected Budget	248,530	4,500	0	26,660	0	279,690
2019-2020 Projected Budget	254,470	4,500	0	26,660	0	285,630
2020-2021 Projected Budget	260,610	4,500	0	26,660	0	291,770

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Treasurer	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	0.0	0.0	0.0
Accountant II	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Cashier II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Cashier III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Treasurer - MC II	2.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Accountant I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Full-time Total	5.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	4.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.9	0.6	n/a	n/a	n/a	n/a	n/a
Cost Center Total	5.0	4.0	4.9	4.6	4.0	3.0	3.0	4.0	4.0

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Personnel costs are budgeted to increase due to the addition of a full-time day porter position. Janitorial services are budgeted to increase based on anticipated new contract costs. Heating and cooling system repair costs are budgeted to increase $10,000 due to the aging system which is beyond its useful life and requires more maintenance to remain operational. Common area chairs are budgeted for $5,000. Janitorial supplies will increase $2,000 due to buying additional quantity and an anticipated increase in the price of supplies.

Expenditures

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	3,710	7,620	0	344,180	0	355,510
2015-2016 Original Budget	3,950	13,000	0	872,150	0	889,100
2015-2016 Adjusted Budget (Dec)	3,950	13,000	0	872,150	0	889,100
2015-2016 Six Month Actual	2,300	2,420	0	181,390	0	186,110
2015-2016 Estimated Year End	5,340	8,000	0	353,650	0	366,990
2016-2017 Dept Request	67,360	13,520	0	392,640	0	473,520
2016-2017 Manager's Budget	67,360	13,520	0	392,640	0	473,520
2016-2017 Adopted Budget	67,360	13,520	0	392,640	0	473,520
2017-2018 Projected Budget	69,130	13,520	0	392,790	0	475,440
2018-2019 Projected Budget	70,950	13,520	0	392,950	0	477,420
2019-2020 Projected Budget	72,840	13,520	0	393,110	0	479,470
2020-2021 Projected Budget	74,790	13,520	0	393,280	0	481,590

Cost Center Position Detail - Home Base

Full & Part-time Employees

City Office Building	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Day Porter	n/a	n/a	n/a	0.2	0.7	n/a	n/a	n/a	1.0
Full-Time Total	0.0	0.0	0.0	0.2	0.7	0.0	0.0	0.0	1.0

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.
5. To minimize the city liability in city parks.

OBJECTIVES

- 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]
- Investigate the feasibility and potential features of a downtown park utilizing city land including city hall parking lots.[GOAL3]

GOALS

OBJECTIVES

- To increase tree diversity in the urban forest.GOAL4
- Finalize plans for, and develop the Normandy Oaks park site.GOAL2
- Investigate the incorporation of a community aquatic feature in the development of the Normandy Oaks park site.GOAL2
- Increase investment in neighborhood park improvements.GOAL2

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Water expenses are budgeted to increase $10,000 compared to the fiscal year 15-16 budget as this account varies greatly year to year and had been reduced due to summers with greater rainfall.

The following capital improvement projects for parks and forestry for fiscal year 16-17 are as follows:

• PRP1406 Park Pavilion – Red Run Park	$80,000
• Park Signs (Carry Over from FY15-16)	108,000
• Park upgrades for Fulton/ Wendland / Kenwood Parks	135,000
• Tennis Court resurfacing Dickinson Park	15,000
• Memorial Park parking lot resurfacing	125,000
FY2016-17 Total:	**$463,000**

Budget Summary

Expenditures

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	239,040	67,780	61,800	336,080	0	704,700
2015-2016 Original Budget	158,150	142,150	75,000	275,230	0	650,530
2015-2016 Adjusted Budget (Dec)	158,150	142,150	75,000	340,230	0	715,530
2015-2016 Six Month Actual	128,260	39,240	15,390	143,100	0	325,990
2015-2016 Estimated Year End	212,200	83,750	75,000	356,430	0	727,380
2016-2017 Dept Request	232,650	76,250	463,000	313,980	0	1,085,880
2016-2017 Manager's Budget	232,650	76,250	463,000	313,980	0	1,085,880
2016-2017 Adopted Budget	232,650	76,250	463,000	313,980	0	1,085,880
2017-2018 Projected Budget	235,520	76,250	75,000	318,410	0	705,180
2018-2019 Projected Budget	238,470	76,250	75,000	322,930	0	712,650
2019-2020 Projected Budget	241,520	76,250	0	327,540	0	645,310
2020-2021 Projected Budget	244,640	76,250	250,000	332,250	0	903,140

Cost Center Position Detail - Home Base

Full & Part-time Employees

Parks & Forestry	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Supervisor of Parks & Forestry	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Equipment Repair worker	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks Maint Worker II	5.0	5.0	1.0	5.0	4.0	4.0	4.0	4.0	4.0
Parks Maint Worker	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Parks/Forestry MC III	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	8.0	8.0	2.0	8.0	7.0	7.0	7.0	7.0	7.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	5.0	5.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	8.0	8.0	7.0	13.0	7.0	7.0	7.0	7.0	7.0

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL1 Hours Ball Diamonds Maintained	2,007.5	1,906	737.5	990	1,100	1,100
GOAL1 Hours Soccer / Football Fields Maintained/Lined	398	453	227.5	650	700	700
Trees Planted	82	88	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 2016-2017:

Building repair and maintenance is budgeted to decrease due to one-time water event repairs at city hall. (A portion of cost is offset by reimbursement)

Budget Summary

Expenditures

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	195,070	5,770	0	13,740	0	214,580
2015-2016 Original Budget	250,720	16,410	0	18,760	0	285,890
2015-2016 Adjusted Budget (Dec)	250,720	16,410	0	18,760	0	285,890
2015-2016 Six Month Actual	119,960	2,320	0	9,380	0	131,660
2015-2016 Estimated Year End	231,260	173,760	0	18,760	0	423,780
2016-2017 Dept Request	228,760	7,560	0	16,020	0	252,340
2016-2017 Manager's Budget	228,760	7,560	0	16,020	0	252,340
2016-2017 Adopted Budget	228,760	7,560	0	16,020	0	252,340
2017-2018 Projected Budget	234,040	7,560	0	16,340	0	257,940
2018-2019 Projected Budget	239,470	7,560	0	16,670	0	263,700
2019-2020 Projected Budget	245,050	7,560	0	17,000	0	269,610
2020-2021 Projected Budget	250,780	7,560	0	17,340	0	275,680

Cost Center Position Detail - Home Base

Full & Part-time Employees

DPS	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

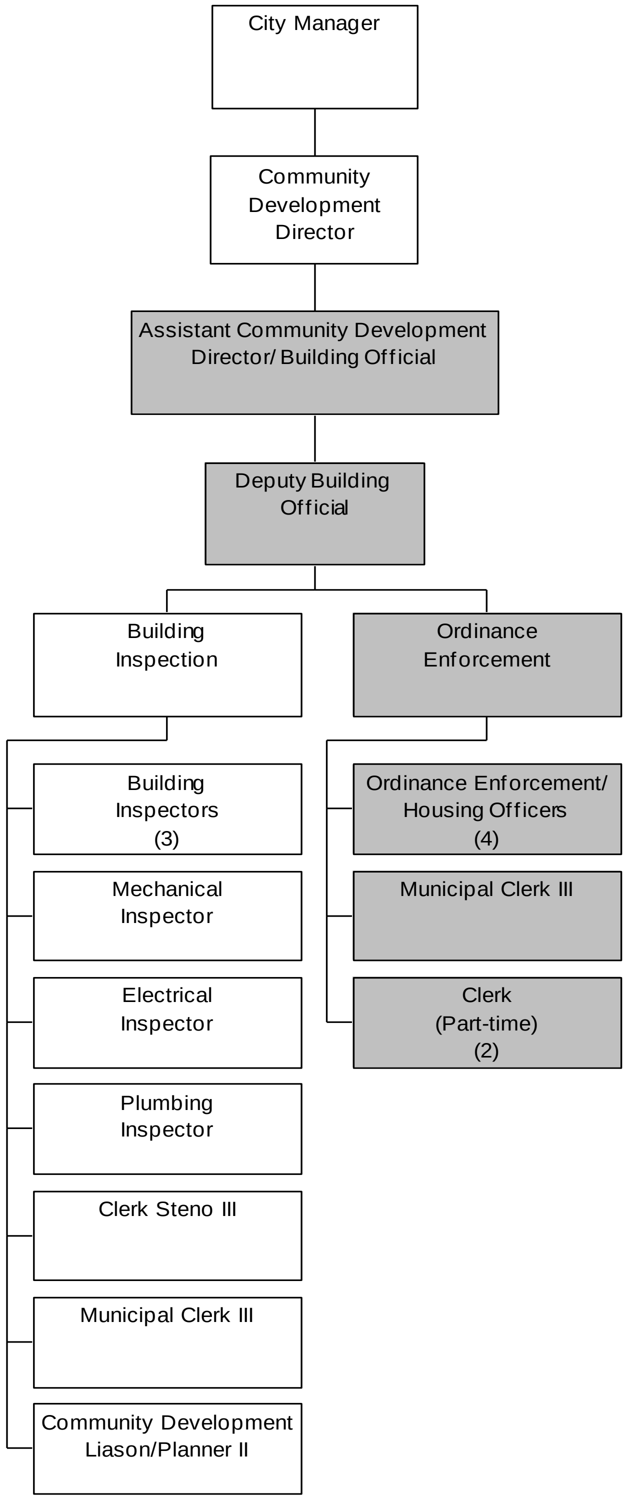
Personnel costs are budgeted to increase relative to fiscal year 15-16 projected expenditures mostly due to position vacancies not filled yet and a municipal clerk III on defined benefits being charged to this cost center as opposed to state construction code where it was previously charged. Motor pool costs will increase due to increased depreciation for vehicles that were replaced last fiscal year.

Budget Summary

Expenditures

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	395,920	450	0	23,150	0	419,520
2015-2016 Original Budget	571,600	600	0	23,050	0	595,250
2015-2016 Adjusted Budget (Dec)	571,600	600	0	23,050	0	595,250
2015-2016 Six Month Actual	240,140	260	0	11,290	0	251,690
2015-2016 Estimated Year End	597,890	600	0	24,500	0	622,990
2016-2017 Dept Request	569,030	600	0	33,730	0	603,360
2016-2017 Manager's Budget	569,030	600	0	33,730	0	603,360
2016-2017 Adopted Budget	569,030	600	0	33,730	0	603,360
2017-2018 Projected Budget	583,160	600	0	34,320	0	618,080
2018-2019 Projected Budget	597,710	600	0	34,920	0	633,230
2019-2020 Projected Budget	612,700	600	0	35,530	0	648,830
2020-2021 Projected Budget	628,130	600	0	36,150	0	664,880

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Code Enforcement

	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Code Enforcement/Housing Officer	3.0	5.0	3.0	2.0	2.0	4.0	4.0	4.0	4.0
CS III - Inspection	0.0	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 II	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0
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	4.0	6.0	4.0	2.0	2.0	5.0	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 master plan, as well as compatibility and harmony between land uses in the city, mitigating any potential adverse effects.

OBJECTIVES

- 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 [GOAL4]

GOALS

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

- Prepare for a major revision of the master plan in 2017 including identifying areas for the planning commission to provide special attention, and preparing a request for proposals for distribution in 2017.[GOAL2]

- Conduct a housing study to identify gaps in housing stock and investigate options in the zoning code, policies, and ordinances for filling those gaps.[GOAL1]

- Review zoning ordinance parking requirements.[GOAL1]

- Ensure continued availability of adequate parking in the downtown area.[GOAL3]

- Analyze and provide recommendation on the use of form based codes in the downtown area.[GOAL2]

- Pilot pedestrian and bike friendly traffic calming for 11 Mile and Main.[GOAL3]

- Implement the DDA downtown wayfinding plan.[GOAL3]

- Ensure Non-Motorized Transportation Plan is implemented as part of road improvements.[GOAL3]

- Implement strict enforcement of the construction site ordinance and require/issue right-of-way permits for use and obstruction of the public right-of-way.[GOAL3]

- Investigate options for preserving or increasing the number of trees in Royal Oak including tree replacement requirements for developers and citywide tree replacement fund.[GOAL3]

- Explore options for reducing the amount of water entering our storm drains and sewer system. [GOAL3]

- Encourage developers to include green infrastructure in their construction proposals.[GOAL3]

GOALS

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.[GOAL2]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

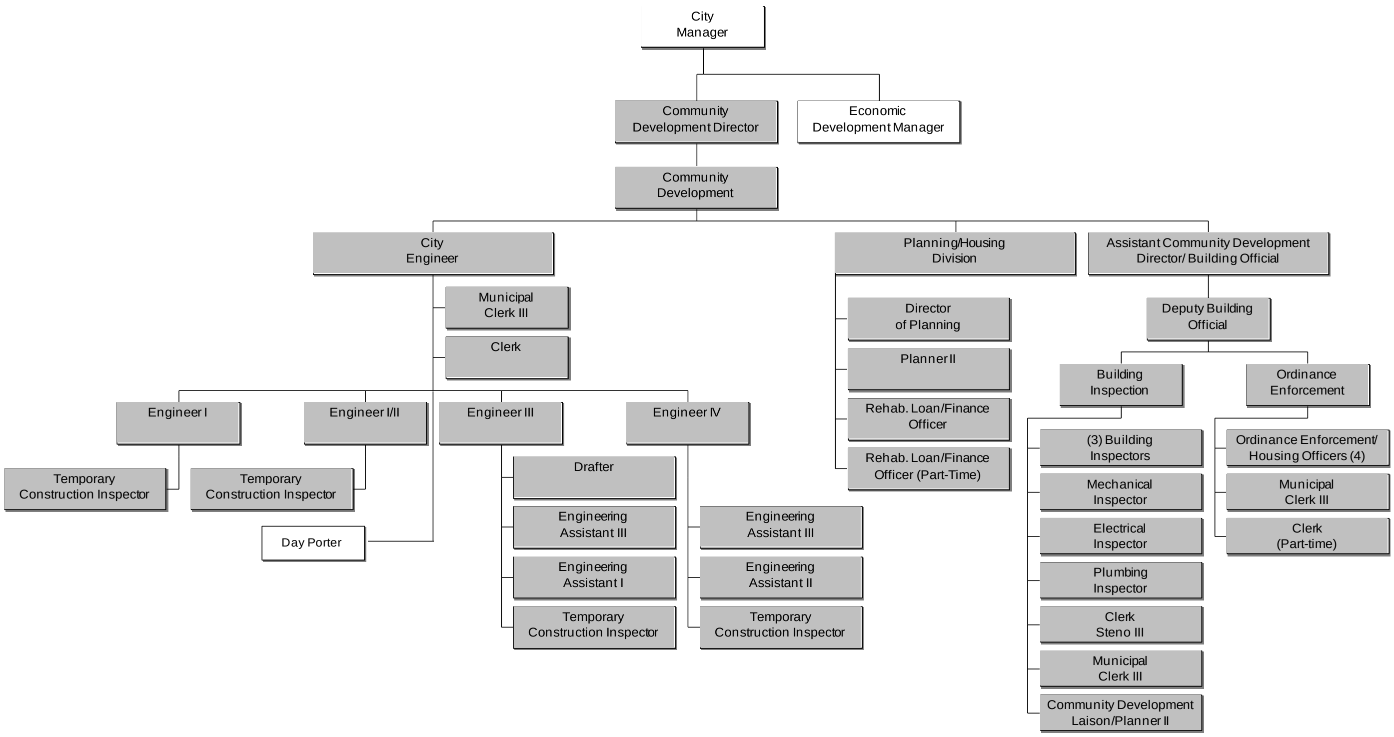
Contracted services decreased due to one-time services (downtown plan, road diet) performed in fiscal year 15-16.

Budget Summary

Expenditures

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	269,690	2,210	0	13,810	0	285,710
2015-2016 Original Budget	284,110	1,900	0	90,530	0	376,540
2015-2016 Adjusted Budget (Dec)	284,110	1,900	0	90,530	0	376,540
2015-2016 Six Month Actual	154,940	990	0	7,610	0	163,540
2015-2016 Estimated Year End	321,630	1,600	0	90,530	0	413,760
2016-2017 Dept Request	292,360	1,900	0	13,780	0	308,040
2016-2017 Manager's Budget	292,360	1,900	0	13,780	0	308,040
2016-2017 Adopted Budget	292,360	1,900	0	13,780	0	308,040
2017-2018 Projected Budget	299,790	1,900	0	13,780	0	315,470
2018-2019 Projected Budget	307,430	1,900	0	13,780	0	323,110
2019-2020 Projected Budget	315,300	1,900	0	13,780	0	330,980
2020-2021 Projected Budget	323,410	1,900	0	13,780	0	339,090

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Community Development	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Planner III	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Planner II	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Community Development Liaison / Planner II	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.5
CS III - Planning	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	5.0	4.0	4.0	4.0	3.0	3.0	3.0	3.5	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 2016-2017:

Animal control services are expected to increase $3,200 from fiscal year 15-16.

Budget Summary

Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	42,820	0	42,820
2013-2014 Actual	0	0	0	43,460	0	43,460
2014-2015 Actual	0	0	0	43,890	0	43,890
2015-2016 Original Budget	0	0	0	46,680	0	46,680
2015-2016 Adjusted Budget (Dec)	0	0	0	46,680	0	46,680
2015-2016 Six Month Actual	0	0	0	14,340	0	14,340
2015-2016 Estimated Year End	0	0	0	46,700	0	46,700
2016-2017 Dept Request	0	0	0	50,000	0	50,000
2016-2017 Manager's Budget	0	0	0	50,000	0	50,000
2016-2017 Adopted Budget	0	0	0	50,000	0	50,000
2017-2018 Projected Budget	0	0	0	51,500	0	51,500
2018-2019 Projected Budget	0	0	0	53,050	0	53,050
2019-2020 Projected Budget	0	0	0	54,640	0	54,640
2020-2021 Projected Budget	0	0	0	56,280	0	56,280

Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection Services	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	1.3	1.3	n/a	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	1.3	1.3	0.0	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 2016-2017:

Personnel costs are increasing due to assumed step increases for the electrician I allocated to this department and the electrician working the full year as the position was not filled earlier in fiscal year 15-16.

Budget Summary

Expenditures

101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	3,150	570	0	24,410	0	28,130
2015-2016 Original Budget	36,310	1,930	0	20,640	0	58,880
2015-2016 Adjusted Budget (Dec)	36,310	1,930	0	20,640	0	58,880
2015-2016 Six Month Actual	4,780	1,620	0	10,320	0	16,720
2015-2016 Estimated Year End	20,580	4,150	0	20,460	0	45,190
2016-2017 Dept Request	23,610	2,190	0	21,430	0	47,230
2016-2017 Manager's Budget	23,610	2,190	0	21,430	0	47,230
2016-2017 Adopted Budget	23,610	2,190	0	21,430	0	47,230
2017-2018 Projected Budget	24,100	2,190	0	22,070	0	48,360
2018-2019 Projected Budget	24,610	2,190	0	22,730	0	49,530
2019-2020 Projected Budget	25,140	2,190	0	23,410	0	50,740
2020-2021 Projected Budget	25,680	2,190	0	24,110	0	51,980

Cost Center Position Detail - Home Base

Full & Part-time Employees

Electrical	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Electrician II	1.0	1.0	1.0	0.0	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	0.5	0.5
Full-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.5
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	1.2	0.3	n/a	n/a	n/a	n/a	n/a
Cost Center Total	1.0	1.0	1.2	0.3	0.0	0.0	0.0	0.5	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 2016-17 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 division contributes fees from permits and plan reviews to the general fund to cover this cost center. The engineering staff charges the majority of 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

- Work with administration to update the storm water ordinance now that a comprehensive system analysis is complete.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

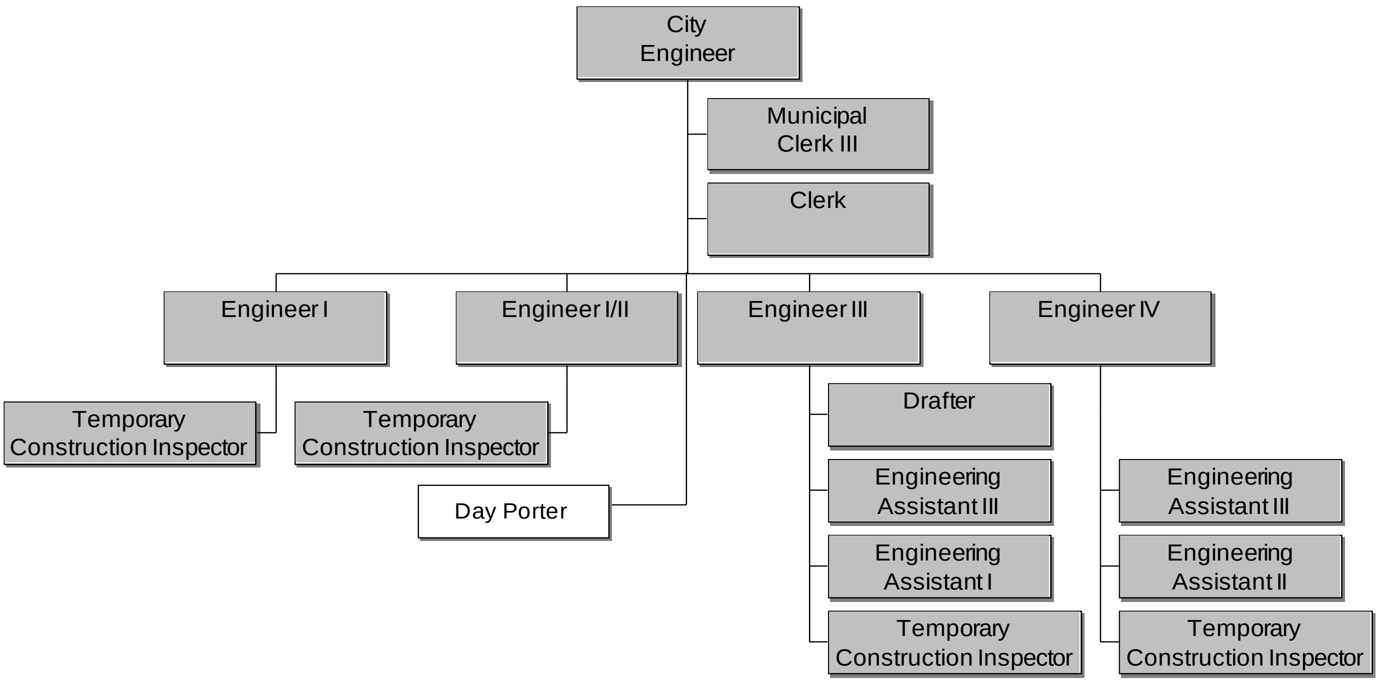
Personnel costs will decrease due to eliminating one full-time vacant drafter position.

Budget Summary

Expenditures

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	338,920	6,560	0	1,960	0	347,440
2015-2016 Original Budget	437,590	9,500	0	2,940	0	450,030
2015-2016 Adjusted Budget (Dec)	437,590	9,500	0	2,940	0	450,030
2015-2016 Six Month Actual	149,410	810	0	820	0	151,040
2015-2016 Estimated Year End	373,830	8,750	0	2,300	0	384,880
2016-2017 Dept Request	318,730	9,100	0	2,450	0	330,280
2016-2017 Manager's Budget	318,730	9,100	0	2,450	0	330,280
2016-2017 Adopted Budget	318,730	9,100	0	2,450	0	330,280
2017-2018 Projected Budget	327,190	9,100	0	2,450	0	338,740
2018-2019 Projected Budget	335,910	9,100	0	2,450	0	347,460
2019-2020 Projected Budget	344,910	9,100	0	2,450	0	356,460
2020-2021 Projected Budget	354,190	9,100	0	2,450	0	365,740

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Engineering	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	1.0	1.0	2.0	2.0	2.0
Civil Engineer II	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Civil Engineer I	0.0	0.0	0.0	0.0	1.0	1.0	0.0	2.0	2.0
Engineering Assistant IV	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
Engineering Assistant III	1.0	1.0	1.0	1.0	0.0	0.0	0.0	2.0	2.0
Engineering Assistant II	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Engineering Drafter	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0
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	1.0	1.0
Full-Time Total	10.0	10.0	9.0	9.0	7.0	7.0	8.0	13.0	12.0
Part-Time Positions (FTEs)									
Part-Time Positions			2.9	2.9	n/a	n/a	n/a	n/a	n/a
Cost Center Total	10.0	10.0	11.9	11.9	7.0	7.0	8.0	13.0	12.0

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 2016-2017:

Personnel costs are increasing due to a portion of the electrician I position being allocated to this department for the entire year.

Budget Summary

Expenditures

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	2,150	7,560	0	812,620	0	822,330
2015-2016 Original Budget	18,100	11,000	0	880,000	0	909,100
2015-2016 Adjusted Budget (Dec)	18,100	11,000	0	880,000	0	909,100
2015-2016 Six Month Actual	1,760	1,140	0	262,230	0	265,130
2015-2016 Estimated Year End	6,010	49,000	0	820,000	0	875,010
2016-2017 Dept Request	6,810	11,000	0	880,000	0	897,810
2016-2017 Manager's Budget	6,810	11,000	0	880,000	0	897,810
2016-2017 Adopted Budget	6,810	11,000	0	880,000	0	897,810
2017-2018 Projected Budget	6,960	11,000	0	897,600	0	915,560
2018-2019 Projected Budget	7,110	11,000	0	915,550	0	933,660
2019-2020 Projected Budget	7,270	11,000	0	933,860	0	952,130
2020-2021 Projected Budget	7,430	11,000	0	952,540	0	970,970

Cost Center Position Detail - Home Base

Full & Part-time Employees

Street Lighting	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	0.0	0.0	0.0	0.0	n/a	n/a	n/a	0.5	0.5
Part-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	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 works in concert with Community Development to shepherd new business proposals and expansions, and coordinates with the City Attorney to draft and review all contracts and development agreements related to the same. This office cultivates and maintains proactive relationships with private and non-profit business development partners, academic institutions, and regional economic development officials.

As Royal Oak seeks to increase the city's office base, this department remains involved in supporting the current proposed developments underway – to date, four projects comprising more than 100,000 s.f. of Class A space - while marketing city-owned sites with the national business and development communities. Continuing the city's relationships with organizations focused upon business and real estate development is critical to providing access to these networks.

The city's investment in economic development has reinforced to the business, real estate and retail communities Royal Oak's commitment to attracting new business opportunities and fostering programs and initiatives designed to encourage growth for those who already call this city their home.

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.[GOAL1]
- Serve as the lead point of contact on special Royal Oak development projects (City Hall; Normandy Oaks).[GOAL3]
- Cultivate and maintain proactive relationships with private and non-profit business development partners and academic institutions. [GOAL5]
- Maintain a list of resources available at all levels for businesses to grow and expand.[GOAL2]
- Promote Royal Oak by hosting multiple economic development events throughout the year and/or sponsoring such events.[GOAL2]
- Pursue the development of additional Class A office space in Downtown Royal Oak.[GOAL1]
- Maintain contact with the business community through retention visits. [GOAL3]
- Increase focus on commercial development of 11 Mile and Fourth Street.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

$24,000 is budgeted to renew the retail coach contract. Personnel costs are increasing due to assumed wage step increases. Advertising expenses are increasing to place additional strategic ads to attract business to the city. Travel expenses are increasing to allow the economic development manager to attend economic development conferences and workshops for information about retail trends, business plan development, and retail attraction strategies.

Budget Summary

Expenditures

101.728 ECONOMIC DEVELOPMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	106,340	0	0	37,940	0	144,280
2015-2016 Original Budget	114,860	0	0	61,120	0	175,980
2015-2016 Adjusted Budget (Dec)	114,860	0	0	61,120	0	175,980
2015-2016 Six Month Actual	50,890	0	0	26,640	0	77,530
2015-2016 Estimated Year End	107,300	0	0	47,620	0	154,920
2016-2017 Dept Request	116,680	0	0	59,620	0	176,300
2016-2017 Manager's Budget	116,680	0	0	59,620	0	176,300
2016-2017 Adopted Budget	116,680	0	0	59,620	0	176,300
2017-2018 Projected Budget	120,070	0	0	59,620	0	179,690
2018-2019 Projected Budget	123,580	0	0	59,620	0	183,200
2019-2020 Projected Budget	127,220	0	0	59,620	0	186,840
2020-2021 Projected Budget	130,980	0	0	59,620	0	190,600

Cost Center Position Detail - Home Base

Full & Part-time Employees

Economic Development	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Economic Development Manager	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Full-time Total	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0

The role of the community engagement division is to proactively promote meaningful, open and respectful dialogue that ensures effective decision making and also fosters the city's image as a safe and vibrant place to live, work and play.

The guiding principles of community engagement are to be clear and direct, proactive, transparent and to recognize that communication is two-way. When the city engages and receives feedback from its residents it builds trust and credibility.

The city recognizes the need to have a variety of tools to present clear and helpful information to Royal Oak residents and visitors. As such, the community engagement division manages multiple communication assets to increase citizen awareness, including website content, city-wide email blasts, social media, public relations, direct mail, Insight magazine and more.

GOALS

1. Generate enhanced awareness of our community's priorities and the actions of the city commission.

2. Increase engagement by proactively promoting meaningful, open and respectful dialogue that ensures effective decision making and increases awareness of beneficial services, goals and programs.

3. Reach the broadest audience by protecting, fostering and growing key community relationships and partnerships and increasing engagement with all residents and businesses to generate high levels of interest and participation for city programs and events.

4. Establish transparency by providing transparency via the city's website, social media and public forums to make information regarding city policies user-friendly and available to all.

5. Reinforce credibility by exploring, obtaining and coordinating information via internal and external surveys in an effort to obtain resident/business feedback and promote that feedback on a continuous basis to reinforce credibility.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

This cost center is new for fiscal year 16-17. These costs were located in the city manager's cost center in prior years. $12,000 for city resident survey is budgeted.

Budget Summary

Expenditures

101.747 ECONOMIC DEVELOPMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0
2015-2016 Original Budget	0	0	0	0	0	0
2015-2016 Adjusted Budget (Dec)	0	0	0	0	0	0
2015-2016 Six Month Actual	0	0	0	0	0	0
2015-2016 Estimated Year End	0	0	0	0	0	0
2016-2017 Dept Request	86,210	0	0	26,100	0	112,310
2016-2017 Manager's Budget	86,210	0	0	26,100	0	112,310
2016-2017 Adopted Budget	86,210	0	0	26,100	0	112,310
2017-2018 Projected Budget	88,650	0	0	26,100	0	114,750
2018-2019 Projected Budget	91,170	0	0	26,100	0	117,270
2019-2020 Projected Budget	93,780	0	0	26,100	0	119,880
2020-2021 Projected Budget	96,470	0	0	26,100	0	122,570

Cost Center Position Detail - Home Base

Full & Part-time Employees

Community Engagement	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Community Engagement Specialist	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Full-time Total	0.0	0.0	0.0	0.0	0.0	0.0	1.0	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 not regulate the cable companies that serve Royal Oak. That job is handled by the Michigan Public Service Commission in Lansing. You may contact the MPSC at www.Michigan.gov/mpsc.

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 IT 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 2016-2017:

Miscellaneous operating supplies will decrease $9,600 due to a one-time purchase of digital modulators and a digital transcoder in fiscal year 15-16. Dues and memberships budget increased to $4,950 as the ICCA (Intergovernmental Cable Communication Authority) membership was expended/budgeted in the agency fund in prior years. This membership is funded by PEG/cable franchise fees.

The following capital project is budgeted for FY2016-17:

- Storage garage for the production van (not in CIP) $37,500

Budget Summary

Expenditures

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	50,170	0	80,020	0	130,190
2015-2016 Original Budget	0	10,000	290,000	87,850	0	387,850
2015-2016 Adjusted Budget (Dec)	0	10,000	290,000	87,850	0	387,850
2015-2016 Six Month Actual	0	1,550	0	37,330	0	38,880
2015-2016 Estimated Year End	0	10,000	237,010	99,650	0	346,660
2016-2017 Dept Request	0	400	37,500	98,620	0	136,520
2016-2017 Manager's Budget	0	400	37,500	98,620	0	136,520
2016-2017 Adopted Budget	0	400	37,500	98,620	0	136,520
2017-2018 Projected Budget	0	400	0	100,390	0	100,790
2018-2019 Projected Budget	0	400	0	102,190	0	102,590
2019-2020 Projected Budget	0	400	0	104,030	0	104,430
2020-2021 Projected Budget	0	400	0	105,900	0	106,300

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 is a very small amount of personnel costs allocated here in addition to some overtime. This cost center also records payment to eligible organizations.

As an example, the city commission assisted various not-for-profit groups (which benefit the city) who serve disadvantaged persons in the city.

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Royal Oak Youth Services continues to be budgeted at $20,000 as in prior years. Contracted services decreased as the survey costs were moved to the new “community engagement” cost center. Starr house costs increased to $39,380 for various maintenance projects. $12,000 is budgeted in misc expenditures for contingency for a potential community/RO schools engagement project(s). $3,100 is budgeted for employee onboarding and retention. $500 is budgeted for outstanding customer service recognition. $1,000 is budgeted for an employee suggestion program. $1,300 is budgeted for story boarding stations. $3,000 is budgeted for customer outreach/education.

Budget Summary

Expenditures

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	11,020	130	0	62,548	0	73,698
2013-2014 Actual	10,780	140	0	56,750	0	67,670
2014-2015 Actual	12,710	620	0	40,890	0	54,220
2015-2016 Original Budget	8,250	250	0	53,500	0	62,000
2015-2016 Adjusted Budget (Dec)	8,250	250	0	53,500	0	62,000
2015-2016 Six Month Actual	5,940	1,180	0	28,080	0	35,200
2015-2016 Estimated Year End	8,710	1,240	0	55,120	0	65,070
2016-2017 Dept Request	8,950	0	0	113,820	0	122,770
2016-2017 Manager's Budget	8,950	0	0	113,820	0	122,770
2016-2017 Adopted Budget	8,950	0	0	113,820	0	122,770
2017-2018 Projected Budget	8,970	0	0	111,820	0	120,790
2018-2019 Projected Budget	8,990	0	0	111,820	0	120,810
2019-2020 Projected Budget	9,010	0	0	111,820	0	120,830
2020-2021 Projected Budget	9,040	0	0	111,820	0	120,860

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 2016-2017:

Overtime is increasing due to a small contingency for this cost center. Equipment lease is increasing to rent barricades as needed.

Budget Summary

Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	34,920	24,970	0	4,180	0	64,070
2015-2016 Original Budget	57,560	23,700	0	21,800	0	103,060
2015-2016 Adjusted Budget (Dec)	57,560	23,700	0	21,800	0	103,060
2015-2016 Six Month Actual	39,400	25,410	0	13,800	0	78,610
2015-2016 Estimated Year End	39,480	26,020	0	8,060	0	73,560
2016-2017 Dept Request	45,420	26,000	0	9,800	0	81,220
2016-2017 Manager's Budget	45,420	26,000	0	9,800	0	81,220
2016-2017 Adopted Budget	45,420	26,000	0	9,800	0	81,220
2017-2018 Projected Budget	45,420	26,000	0	9,850	0	81,270
2018-2019 Projected Budget	45,420	26,000	0	9,900	0	81,320
2019-2020 Projected Budget	45,420	26,000	0	9,950	0	81,370
2020-2021 Projected Budget	45,420	26,000	0	10,000	0	81,420

Cost Center Position Detail - Home Base

Full & Part-time Employees

Dream Cruise	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.1	0.1	n/a	n/a	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.1	0.1	n/a	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 15th annual event.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Wages and contracted services increased due to historical actual amounts as these accounts vary from year to year.

Budget Summary

Expenditures

101.837 AB&E	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	32,510	3,310	0	15,910	0	51,730
2014-2015 Actual	43,810	1,150	0	13,310	0	58,270
2015-2016 Original Budget	62,020	1,200	0	16,390	0	79,610
2015-2016 Adjusted Budget (Dec)	62,020	1,200	0	16,390	0	79,610
2015-2016 Six Month Actual	42,680	220	0	6,660	0	49,560
2015-2016 Estimated Year End	52,520	220	0	16,000	0	68,740
2016-2017 Dept Request	58,330	1,200	0	17,340	0	76,870
2016-2017 Manager's Budget	58,330	1,200	0	17,340	0	76,870
2016-2017 Adopted Budget	58,330	1,200	0	17,340	0	76,870
2017-2018 Projected Budget	58,730	1,200	0	17,450	0	77,380
2018-2019 Projected Budget	59,180	1,200	0	17,560	0	77,940
2019-2020 Projected Budget	59,640	1,200	0	17,670	0	78,510
2020-2021 Projected Budget	60,110	1,200	0	17,780	0	79,090

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 2016-2017:

Total transfers-out is budgeted to increase significantly. Mostly due to the transfer to the public safety fund in the amount of $20,000,000, an increase of $1 million from fiscal year 15-16. The forecast demonstrates an anticipated need to increase the transfer to the public safety fund in each year, ultimately as high as $24 million in fiscal year 20-21 due to increasing costs from increased police staffing levels and reducing use of fund balance as a revenue source. $350,000 is budgeted to be transferred to the senior citizen services fund in accordance with the public safety millage plan. For the second year, the court debt payment will not be funded by the DDA TIFA fund therefore the $518,250 payment will be funded by the general fund. $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
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 Actual	0	0	0	18,676,250	0	18,676,250
2015-2016 Original Budget	0	0	0	19,465,000	0	19,465,000
2015-2016 Adjusted Budget (Dec)	0	0	0	19,465,000	0	19,465,000
2015-2016 Six Month Actual	0	0	0	9,771,770	0	9,771,770
2015-2016 Estimated Year End	0	0	0	19,982,750	0	19,982,750
2016-2017 Dept Request	0	0	0	20,883,250	0	20,883,250
2016-2017 Manager's Budget	0	0	0	20,883,250	0	20,883,250
2016-2017 Adopted Budget	0	0	0	20,883,250	0	20,883,250
2017-2018 Projected Budget	0	0	0	22,376,510	0	22,376,510
2018-2019 Projected Budget	0	0	0	23,382,690	0	23,382,690
2019-2020 Projected Budget	0	0	0	23,883,050	0	23,883,050
2020-2021 Projected Budget	0	0	0	24,882,780	0	24,882,780

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 2016-2017:

$6,000 is budgeted for miscellaneous contracted services for right-of-way tree work. Other expenses will decrease due to capital projects being charged to the construction cost center as opposed to a transfer to the capital improvement fund from this cost center. Motor pool charges are budgeted to increase relative to 15-16 projected due to estimated usage and rates.

Budget Summary

Expenditures

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Transfer	Debt	Total
2012-2013 Actual	302,190	11,540	0	1,722,880	0	0	2,036,610
2013-2014 Actual	244,310	85,990	0	1,018,740	0	0	1,349,040
2014-2015 Actual	242,280	65,550	0	1,718,350	0	0	2,026,180
2015-2016 Original Budget	311,020	61,900	0	119,110	25,000	0	517,030
2015-2016 Adjusted Budget (Dec)	311,020	61,900	0	119,110	25,000	0	517,030
2015-2016 Six Month Actual	88,210	34,580	0	1,550,540	0	0	1,673,330
2015-2016 Estimated Year End	233,400	62,100	0	1,850,700	25,000	0	2,171,200
2016-2017 Dept Request	269,480	66,800	0	84,130	0	0	420,410
2016-2017 Manager's Budget	269,480	66,800	0	84,130	0	0	420,410
2016-2017 Adopted Budget	269,480	66,800	0	84,130	0	0	420,410
2017-2018 Projected Budget	279,030	66,800	0	85,070	0	0	430,900
2018-2019 Projected Budget	289,000	66,800	0	86,410	0	0	442,210
2019-2020 Projected Budget	299,400	66,800	0	87,790	0	0	453,990
2020-2021 Projected Budget	310,250	66,800	0	89,210	0	0	466,260

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 2016-2017:

Miscellaneous contracted services are budgeted to increase $40,000 over fiscal year 15-16 estimated to replace to median signs on Woodward Avenue at $20,000 each.

Budget Summary

Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	195,390	0	0	25,680	0	221,070
2015-2016 Original Budget	252,650	0	0	51,990	0	304,640
2015-2016 Adjusted Budget (Dec)	252,650	0	0	51,990	0	304,640
2015-2016 Six Month Actual	116,510	0	0	9,800	0	126,310
2015-2016 Estimated Year End	208,730	0	0	43,510	0	252,240
2016-2017 Dept Request	211,110	0	0	82,030	0	293,140
2016-2017 Manager's Budget	211,110	0	0	82,030	0	293,140
2016-2017 Adopted Budget	211,110	0	0	82,030	0	293,140
2017-2018 Projected Budget	218,100	0	0	82,830	0	300,930
2018-2019 Projected Budget	225,400	0	0	83,660	0	309,060
2019-2020 Projected Budget	233,020	0	0	84,510	0	317,530
2020-2021 Projected Budget	240,960	0	0	85,390	0	326,350

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]
- Investigate options for a snow removal ordinance.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Personnel and motor pool budget will increase significantly relative to fiscal year 15-16 estimated based on estimated usage and rates due to a light winter in fiscal year 15-16.

Budget Summary

Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	80,980	196,840	0	131,370	0	409,190
2015-2016 Original Budget	116,190	301,000	0	142,880	0	560,070
2015-2016 Adjusted Budget (Dec)	116,190	301,000	0	142,880	0	560,070
2015-2016 Six Month Actual	7,160	100	0	7,860	0	15,120
2015-2016 Estimated Year End	92,470	300,500	0	35,000	0	427,970
2016-2017 Dept Request	108,760	301,000	0	127,000	0	536,760
2016-2017 Manager's Budget	108,760	301,000	0	127,000	0	536,760
2016-2017 Adopted Budget	108,760	301,000	0	127,000	0	536,760
2017-2018 Projected Budget	111,480	301,000	0	130,810	0	543,290
2018-2019 Projected Budget	114,320	301,000	0	134,730	0	550,050
2019-2020 Projected Budget	117,270	301,000	0	138,770	0	557,040
2020-2021 Projected Budget	120,360	301,000	0	142,930	0	564,290

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 2016-2017:

Motor pool costs will decrease based on estimated usage and rates. Pavement paint increased due to Oakland County bids.

Budget Summary

Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	111,320	46,110	0	79,700	0	237,130
2015-2016 Original Budget	134,660	39,500	0	82,470	0	256,630
2015-2016 Adjusted Budget (Dec)	134,660	39,500	0	82,470	0	256,630
2015-2016 Six Month Actual	46,480	5,020	0	70,720	0	122,220
2015-2016 Estimated Year End	119,910	33,500	0	83,030	0	236,440
2016-2017 Dept Request	131,880	39,500	0	78,150	0	249,530
2016-2017 Manager's Budget	131,880	39,500	0	78,150	0	249,530
2016-2017 Adopted Budget	131,880	39,500	0	78,150	0	249,530
2017-2018 Projected Budget	136,510	39,500	0	78,840	0	254,850
2018-2019 Projected Budget	141,340	39,500	0	79,550	0	260,390
2019-2020 Projected Budget	146,380	39,500	0	80,280	0	266,160
2020-2021 Projected Budget	151,640	39,500	0	81,030	0	272,170

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 2016-2017:

Permanent wages increased due to the full-time electrician being allocated for the entire year. Part-time wages increased due to historical actual activity. Traffic signal repair and maintenance increased based on historical actual activity and this account varies based on the amount of maintenance needed each year. Electric increased based on historical actual activity.

Budget Summary

Expenditures

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	23,960	10,050	0	74,170	0	108,180
2015-2016 Original Budget	36,600	12,000	0	109,300	0	157,900
2015-2016 Adjusted Budget (Dec)	36,600	12,000	0	109,300	0	157,900
2015-2016 Six Month Actual	8,620	5,700	0	35,880	0	50,200
2015-2016 Estimated Year End	24,080	11,700	0	99,900	0	135,680
2016-2017 Dept Request	31,400	12,000	0	109,700	0	153,100
2016-2017 Manager's Budget	31,400	12,000	0	109,700	0	153,100
2016-2017 Adopted Budget	31,400	12,000	0	109,700	0	153,100
2017-2018 Projected Budget	31,790	12,000	0	109,950	0	153,740
2018-2019 Projected Budget	32,190	12,000	0	110,210	0	154,400
2019-2020 Projected Budget	32,620	12,000	0	110,470	0	155,090
2020-2021 Projected Budget	33,050	12,000	0	110,740	0	155,790

Cost Center Position Detail - Home Base

Full & Part-time Employees

Signal Servicese	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	n/a	3.8	n/a	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	3.8	0.0	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. At this time, a transfer-out to the local street fund is not budgeted as 100% of the road millage is receipted into the local street fund.

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.

OBJECTIVES

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

Using the State of Michigan's distribution formula projections based on the new road funding law, revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to increase by nearly $890,000. The transfer to the local street fund of $350,000 in not budgeted as in past years since the passage of the road millage. Information systems service charge will increase due to the additional costs of numerous technology improvements such as enterprise GIS. Use of fund balance is budgeted in the amount of $202,270 due to capital projects. The forecast demonstrates a negative fund balance due to future capital improvement needs exceeding revenue projections.

Budget Summary

Major Street Fund Summary	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	3,593,318	971,928	769,658	(4,849,372)	(7,227,742)	(7,630,992)
Revenues and transfers from other funds	3,755,350	4,875,000	3,975,000	3,975,000	3,975,000	3,975,000
Expenditures and transfers to other funds	6,376,740	5,077,270	9,594,030	6,353,370	4,378,250	3,916,500
Net Change in Fund Balance	(2,621,390)	(202,270)	(5,619,030)	(2,378,370)	(403,250)	58,500
Ending Fund Balance	971,928	769,658	(4,849,372)	(7,227,742)	(7,630,992)	(7,572,492)

Revenues

202-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	3,306,640	152,800	36,440	29,700	0	3,525,580
2015-2016 Original Budget	0	2,950,000	170,000	28,600	794,010	0	3,942,610
2015-2016 Adjusted Budget (Dec)	0	3,299,000	170,000	28,600	445,010	0	3,942,610
2015-2016 Six Month Actual	0	973,840	500	6,270	15,450	0	996,060
2015-2016 Estimated Year End	0	3,549,070	153,000	29,760	23,520	0	3,755,350
2016-2017 Dept Request	0	3,786,000	153,000	16,000	920,000	0	4,875,000
2016-2017 Manager's Budget	0	3,786,000	153,000	16,000	920,000	0	4,875,000
2016-2017 Adopted Budget	0	3,786,000	153,000	16,000	920,000	0	4,875,000
2017-2018 Projected Budget	0	3,786,000	153,000	16,000	20,000	0	3,975,000
2018-2019 Projected Budget	0	3,786,000	153,000	16,000	20,000	0	3,975,000
2019-2020 Projected Budget	0	3,786,000	153,000	16,000	20,000	0	3,975,000
2020-2021 Projected Budget	0	3,786,000	153,000	16,000	20,000	0	3,975,000

Expenditures

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	488,250	0	488,250
2013-2014 Actual	0	0	0	495,770	0	495,770
2014-2015 Actual	0	0	0	150,490	0	150,490
2015-2016 Original Budget	0	0	0	150,090	0	150,090
2015-2016 Adjusted Budget (Dec)	0	0	0	150,090	0	150,090
2015-2016 Six Month Actual	0	0	0	105,180	0	105,180
2015-2016 Estimated Year End	0	0	0	149,710	0	149,710
2016-2017 Dept Request	250	0	0	124,080	0	124,330
2016-2017 Manager's Budget	250	0	0	124,080	0	124,330
2016-2017 Adopted Budget	250	0	0	124,080	0	124,330
2017-2018 Projected Budget	250	0	0	124,510	0	124,760
2018-2019 Projected Budget	250	0	0	124,960	0	125,210
2019-2020 Projected Budget	250	0	0	125,420	0	125,670
2020-2021 Projected Budget	250	0	0	125,890	0	126,140

The mission of the major street construction cost center is to track and fund major street projects.

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 2016-2017:

The capital improvement plan calls for nearly $2.2 million for major street improvements (see capital improvement tab), however, the adopted budget includes $3,300,000 for capital. $900,000 in revenue from owner's contribution is budgeted for the 2015 sidewalk program.

The following capital projects for this fund for fiscal year 16-17 are as follows:

• CAP1515 2015 & 2016 Asphalt Resurfacing	$35,000
• CAP1535 2015 & 2016 Road Reconstruction	2,100,000
• CAP1604 2016 E 4th Street Streetscape Improvements	133,000
• CAP1610 MDOT S Main St. Improvements	617,000
• CAP1611 S Main St. Streetscape Improvements	415,000
FY2016-17 Total:	**$3,300,000**

Budget Summary

Expenditures

202.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0
2015-2016 Original Budget	38,250	0	1,948,000	10,000	0	1,996,250
2015-2016 Adjusted Budget (Dec)	38,250	0	1,948,000	10,000	0	1,996,250
2015-2016 Six Month Actual	83,410	0	0	5,190	0	88,600
2015-2016 Estimated Year End	149,600	5,000	2,808,900	40,000	0	3,003,500
2016-2017 Dept Request	127,760	0	3,162,240	10,000	0	3,300,000
2016-2017 Manager's Budget	127,760	0	3,162,240	10,000	0	3,300,000
2016-2017 Adopted Budget	127,760	0	3,162,240	10,000	0	3,300,000
2017-2018 Projected Budget	127,760	0	5,822,500	10,000	0	5,960,260
2018-2019 Projected Budget	127,760	0	4,731,500	10,000	0	4,869,260
2019-2020 Projected Budget	127,760	0	2,734,000	10,000	0	2,871,760
2020-2021 Projected Budget	127,760	0	2,249,000	10,000	0	2,386,760

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 2016-2017:

Permanent wages and asphalt supplies are increasing due to lower activity in fiscal year 15-16 relative to other years. $20,000 is budgeted for contracted tree removal services. Other expenses will decrease due to capital projects being charged to the construction cost center as opposed to a transfer to the capital improvement fund from this cost center. Motor pool expenses are budgeted to increase significantly based on estimated usage and rates.

Budget Summary

Expenditures

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Transfer	Debt	Total
2012-2013 Actual	410,290	8,210	0	351,410	0	0	769,910
2013-2014 Actual	504,650	46,720	0	571,510	0	0	1,122,880
2014-2015 Actual	644,570	42,700	0	2,201,180	0	0	2,888,450
2015-2016 Original Budget	690,770	51,490	0	228,410	25,000	0	995,670
2015-2016 Adjusted Budget (Dec)	690,770	51,490	0	228,410	25,000	0	995,670
2015-2016 Six Month Actual	375,390	16,410	0	3,683,810	0	0	4,075,610
2015-2016 Estimated Year End	684,750	41,250	0	5,331,690	25,000	0	6,082,690
2016-2017 Dept Request	689,210	51,350	0	297,090	0	0	1,037,650
2016-2017 Manager's Budget	689,210	51,350	0	297,090	0	0	1,037,650
2016-2017 Adopted Budget	689,210	51,350	0	297,090	0	0	1,037,650
2017-2018 Projected Budget	704,340	51,350	0	302,560	0	0	1,058,250
2018-2019 Projected Budget	719,920	51,350	0	308,140	0	0	1,079,410
2019-2020 Projected Budget	735,950	51,350	0	313,830	0	0	1,101,130
2020-2021 Projected Budget	752,430	51,350	0	319,630	0	0	1,123,410

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. GOAL1

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL1 Boulevards Mowed (hours)	954	1,541	471.5	950	950	950
GOAL1 Street Tree work requests	1,324	1,114	548	1,400	1,400	1,400

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Personnel costs are increasing based on requested allocations of three full-time DPS workers that were added in fiscal year 15-16 which varied from actual activity in fiscal year 15-16. Contracted services are increasing $5,000 for tree removal. Motor pool costs are budgeted to increase significantly relative to fiscal year 15-16 projected based on estimated usage and rates.

Budget Summary

Expenditures

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	368,380	0	0	197,250	0	565,630
2015-2016 Original Budget	430,640	0	0	236,150	0	666,790
2015-2016 Adjusted Budget (Dec)	430,640	0	0	236,150	0	666,790
2015-2016 Six Month Actual	164,180	0	0	55,860	0	220,040
2015-2016 Estimated Year End	344,650	0	0	135,000	0	479,650
2016-2017 Dept Request	405,010	0	0	212,970	0	617,980
2016-2017 Manager's Budget	405,010	0	0	212,970	0	617,980
2016-2017 Adopted Budget	405,010	0	0	212,970	0	617,980
2017-2018 Projected Budget	414,500	0	0	218,760	0	633,260
2018-2019 Projected Budget	424,260	0	0	224,720	0	648,980
2019-2020 Projected Budget	434,300	0	0	230,860	0	665,160
2020-2021 Projected Budget	444,640	0	0	237,190	0	681,830

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 local 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]

- Investigate options for a snow removal ordinance.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Personnel costs are budgeted to increase relative to fiscal year 15-16 projected due to a light winter. Motor pool costs are budgeted to increase relative to fiscal year 15-16 projected based on estimated usage and rates.

Budget Summary

Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	107,680	21,840	0	120,910	0	250,430
2015-2016 Original Budget	152,240	72,000	0	94,490	0	318,730
2015-2016 Adjusted Budget (Dec)	152,240	72,000	0	94,490	0	318,730
2015-2016 Six Month Actual	3,620	0	0	0	0	3,620
2015-2016 Estimated Year End	115,110	72,000	0	15,000	0	202,110
2016-2017 Dept Request	131,750	72,000	0	116,750	0	320,500
2016-2017 Manager's Budget	131,750	72,000	0	116,750	0	320,500
2016-2017 Adopted Budget	131,750	72,000	0	116,750	0	320,500
2017-2018 Projected Budget	135,240	72,000	0	119,090	0	326,330
2018-2019 Projected Budget	138,840	72,000	0	121,470	0	332,310
2019-2020 Projected Budget	142,550	72,000	0	123,900	0	338,450
2020-2021 Projected Budget	146,360	72,000	0	126,380	0	344,740

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 2016-2017:

Personnel costs are budgeted to increase due to low activity in fiscal year 15-16. Motor pool charges are budgeted to decrease relative to fiscal year 15-16 projected based on estimated usage and rates.

Budget Summary

Expenditures

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	220,100	8,020	0	38,560	0	266,680
2015-2016 Original Budget	211,600	10,000	0	32,240	0	253,840
2015-2016 Adjusted Budget (Dec)	211,600	10,000	0	32,240	0	253,840
2015-2016 Six Month Actual	81,770	1,300	0	13,900	0	96,970
2015-2016 Estimated Year End	181,620	11,000	0	50,000	0	242,620
2016-2017 Dept Request	204,990	10,000	0	36,460	0	251,450
2016-2017 Manager's Budget	204,990	10,000	0	36,460	0	251,450
2016-2017 Adopted Budget	204,990	10,000	0	36,460	0	251,450
2017-2018 Projected Budget	209,980	10,000	0	37,190	0	257,170
2018-2019 Projected Budget	215,110	10,000	0	37,930	0	263,040
2019-2020 Projected Budget	220,390	10,000	0	38,690	0	269,080
2020-2021 Projected Budget	225,820	10,000	0	39,460	0	275,280

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 2016-2017:

Using the State of Michigan's distribution formula projections based on the new road funding law, revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to increase by nearly $290,000. $1.6 million in revenue is budgeted from sidewalk special assessments. The full levy of 2.4645 mills is budgeted to generate approximately $5.6 million. Approximately $4 million is budgeted to be contributed to fund balance due to the need to bond in order to advance the construction of some capital projects and keep the fund from a deficit position in the next 2 years. The forecast demonstrates negative fund balance position in the last three years, as Act 51 revenue projections may not keep up with projected operating costs.

Budget Summary

Local Street Fund Summary	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	2,801,277	171,967	4,235,317	878,077	(585,403)	(1,225,883)
Revenues and transfers from other funds	6,589,250	14,054,000	7,023,270	7,108,800	7,195,620	7,283,740
Expenditures and transfers to other funds	9,218,560	9,990,650	10,380,510	8,572,280	7,836,100	7,073,730
Net Change in Fund Balance	(2,629,310)	4,063,350	(3,357,240)	(1,463,480)	(640,480)	210,010
Ending Fund Balance	171,967	4,235,317	878,077	(585,403)	(1,225,883)	(1,015,873)

Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	5,360,570	962,420	0	15,410	5,050	50,740	6,394,190
2015-2016 Original Budget	5,413,000	958,000	0	6,000	1,000	0	6,378,000
2015-2016 Adjusted Budget (Dec)	5,413,000	958,000	0	6,000	117,000	0	6,494,000
2015-2016 Six Month Actual	802,710	266,250	0	(4,650)	1,770	0	1,066,080
2015-2016 Estimated Year End	5,520,000	941,000	0	11,250	117,000	0	6,589,250
2016-2017 Dept Request	5,618,000	1,231,000	0	5,000	7,200,000	0	14,054,000
2016-2017 Manager's Budget	5,618,000	1,231,000	0	5,000	7,200,000	0	14,054,000
2016-2017 Adopted Budget	5,618,000	1,231,000	0	5,000	7,200,000	0	14,054,000
2017-2018 Projected Budget	5,702,270	1,231,000	0	5,000	85,000	0	7,023,270
2018-2019 Projected Budget	5,787,800	1,231,000	0	5,000	85,000	0	7,108,800
2019-2020 Projected Budget	5,874,620	1,231,000	0	5,000	85,000	0	7,195,620
2020-2021 Projected Budget	5,962,740	1,231,000	0	5,000	85,000	0	7,283,740

Expenditures

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
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 Actual	0	0	0	36,130	730	0	36,860
2015-2016 Original Budget	0	0	0	47,950	600	0	48,550
2015-2016 Adjusted Budget (Dec)	0	0	0	47,950	600	0	48,550
2015-2016 Six Month Actual	0	0	0	25,540	100	0	25,640
2015-2016 Estimated Year End	0	0	0	48,920	600	0	49,520
2016-2017 Dept Request	250	0	0	52,120	600	0	52,970
2016-2017 Manager's Budget	250	0	0	52,120	600	0	52,970
2016-2017 Adopted Budget	250	0	0	52,120	600	0	52,970
2017-2018 Projected Budget	250	0	0	52,550	600	0	53,400
2018-2019 Projected Budget	250	0	0	53,000	600	0	53,850
2019-2020 Projected Budget	250	0	0	53,460	600	0	54,310
2020-2021 Projected Budget	250	0	0	53,930	600	0	54,780

The mission of the local street construction cost center is to track and fund local street projects.

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 2016-2017:

The capital improvement plan calls for nearly $7.2 million in local street improvements (see capital improvement plan), however, the budget is $7.7 million for capital. This adopted budget will require the city to bond $5.6 million.

The following capital projects for this fund for fiscal year 16-17 are as follows:

• CAP1505 2015 & 2016 Concrete Improvements	$810,000
• CAP1515 2015 & 2016 Asphalt Resurfacing	455,000
• CAP1535 2015 & 2016 Concrete Reconstruction	1,570,000
• CAP1606 2016 Sewer Improvements (Road Portion)	828,000
• CAP1607 2016 Water Main Improvements (Road Portion)	390,000
• CAP1631 Special Assessment Paving Wrenford	40,000
• CAP1632 Special Assessment Paving Massoit	38,000
• CAP1633 Special Assessment Paving Bassett	80,000
• CAP1634 Special Assessment Paving W. Park	50,000
• CAP1635 Special Assessment Paving Girard	90,000
• CAP1636 Special Assessment Paving Alley (Rochester-14 Mile)	29,000
• CAP1637 Special Assessment Paving Alley (Whitcomb-Millard)	29,000
• CAP1638 Special Assessment Paving N. Lafayette	70,000
• CAP1639 Special Assessment Paving Orchard Grove	74,000
• CAP1640 Special Assessment Paving S. Edison	25,000
• CAP1701 2017 DPS Pavement Patch and Prepaid Sidewalk	15,000
• CAP1705 2017 Concrete Street Repairs	470,000
• CAP1710 2017 Water Main Improvements (Road Portion)	200,000
• CAP1715 2017 Asphalt Resurfacing	965,000
• CAP1725 2017 Joint Sealing Improvements	100,000
• CAP1730 2017 Special Assessment Paving Improvements	60,000
• CAP1735 2017 Concrete Reconstruction	400,000
• Delaware Special Assessment Paving	92,000
• CAP1608 2016 Sidewalk Improvement Program	830,000
FY2016-17 Total:	**$7,710,000**

Budget Summary

Expenditures

203.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0
2015-2016 Original Budget	372,760	0	5,300,170	40,000	0	5,712,930
2015-2016 Adjusted Budget (Dec)	372,760	0	5,300,170	40,000	0	5,712,930
2015-2016 Six Month Actual	15,140	80	0	21,800	0	37,020
2015-2016 Estimated Year End	336,570	1,000	1,634,400	190,000	0	2,161,970
2016-2017 Dept Request	319,110	1,000	7,352,000	37,990	0	7,710,100
2016-2017 Manager's Budget	319,110	1,000	7,352,000	37,990	0	7,710,100
2016-2017 Adopted Budget	319,110	1,000	7,352,000	37,990	0	7,710,100
2017-2018 Projected Budget	319,110	1,000	6,804,000	37,990	0	7,162,100
2018-2019 Projected Budget	319,110	1,000	6,026,000	37,990	0	6,384,100
2019-2020 Projected Budget	319,110	1,000	5,261,000	37,990	0	5,619,100
2020-2021 Projected Budget	319,110	1,000	4,469,000	37,990	0	4,827,100

The public safety fund collects the public safety millage, authorized by voters in November 2012. The city budgeted to levy 3.9186 mills of the 3.975 (reduced by Headlee to 3.9186) authorized levy for FY2016-17. This will be the fifth 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. At a minimum, a renewal will be needed. The future years' projections assume a renewal is approved.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The public safety millage is budgeted to generate approximately $8.9 million based on the millage rate of 3.9186 mills (the maximum authorized levy reduced by Headlee). Fiscal year 2016-17 will be the fifth 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 this year otherwise additional funding from the general fund will be needed. The forecast assumes only a renewal of the millage rate. A transfer of $20 million (an increase of $1 million) from the general fund to offset the police, fire and ambulance functions' expenditures for fiscal year 16-17 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 is estimated at $24 million to the public safety fund (see general fund forecast to review the growing use of general fund fund balance). Approximately $1.2 million of fund balance will be used to balance police and fire/ambulance expenditures in fiscal year 16-17. The transfer from the DDA to this fund is budgeted at $540,000 for policing services in the downtown area.

Budget Summary

PUBLIC SAFETY FUND	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	2,317,454	2,031,064	828,524	407,724	350,704	137,014
Revenues and transfers from other funds	29,550,290	30,667,620	31,608,370	32,733,980	33,361,470	34,490,870
Expenditures and transfers to other funds	29,836,680	31,870,160	32,029,170	32,791,000	33,575,160	34,382,250
Net Change in Fund Balance	(286,390)	(1,202,540)	(420,800)	(57,020)	(213,690)	108,620
Ending Fund Balance	2,031,064	828,524	407,724	350,704	137,014	245,634

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
2012-2013 Actual	0	0	0	0	0	0	0
2013-2014 Actual	7,269,780	0	1,224,790	6,900	151,770	17,794,300	26,447,540
2014-2015 Actual	8,527,310	0	1,099,330	13,550	185,670	18,375,000	28,200,860
2015-2016 Original Budget	8,607,000	0	1,183,000	6,000	121,820	19,540,000	29,457,820
2015-2016 Adjusted Budget (Dec)	8,607,000	0	1,183,000	6,000	121,820	19,540,000	29,457,820
2015-2016 Six Month Actual	1,276,550	0	552,900	(2,560)	80,630	9,770,000	11,677,520
2015-2016 Estimated Year End	8,780,000	0	1,071,300	10,350	148,640	19,540,000	29,550,290
2016-2017 Dept Request	8,933,000	0	1,067,800	5,000	121,820	20,540,000	30,667,620
2016-2017 Manager's Budget	8,933,000	0	1,067,800	5,000	121,820	20,540,000	30,667,620
016-2017 Adopted Budget	8,933,000	0	1,067,800	5,000	121,820	20,540,000	30,667,620
2017-2018 Projected Budget	8,373,750	0	1,067,800	5,000	121,820	22,040,000	31,608,370
2018-2019 Projected Budget	8,499,360	0	1,067,800	5,000	121,820	23,040,000	32,733,980
2019-2020 Projected Budget	8,626,850	0	1,067,800	5,000	121,820	23,540,000	33,361,470
2020-2021 Projected Budget	8,756,250	0	1,067,800	5,000	121,820	24,540,000	34,490,870

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, two K-9 officers (on day shift and afternoon shift), and police service aides. Recently, the police department added part-time police desk assistants (PDA) on day shift and afternoon. PDA's staff the front desk, which allows for an additional police officer on the road.

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, DEA task force officer, FBI violent crime task force officer, Troy special investigations task force officer, Secret Service fraud task force officer, 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, Troy Special Investigations Unit and Secret Service Fraud Task Force.

The records section collects, analyzes, 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.

OBJECTIVES

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

GOALS

5. Utilize a data-driven approach to crime prevention and enforcement.

6. To establish or maintain partnerships with community groups to make the most of proactive police efforts.

7. Fully implement organizational changes.

OBJECTIVES

- Continually review operations and 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]
- Host a citizen police academy. [GOAL2]
- Continue to explore consolidation/shared service options with neighboring communities.[GOAL6]
- Explore additional police grant opportunities.[GOAL3]
- Update and communicate emergency preparedness plan. [GOAL7]
- Provide the ICMA study recommended levels of police personnel.[GOAL7]

Performance Indicators / Outcome Measures

	Actual 2012	Actual 2013	Actual 2014	Actual 2015	Projected 2016	Projected 2017
GOAL1 Calls for Service	37,297	40,744	44,616	49,696	50,000	51,000
GOAL1 CID Cases Assigned	613	766	837	823	850	850
GOAL1 Warrants Obtained	288	310	395	401	420	430
GOAL1 Traffic Violations Issued	13,035	13,983	14,147	14,656	16,000	17,000
GOAL1 Accidents reported-Non Injury	1,935	2,030	2,075	2,037	2,000	1,900
GOAL1 Accidents- Injury	255	241	241	242	250	250
GOAL1 Accidents- Fatal	1	0	2	1	1	1
GOAL1 Part A Crimes	2,601	2,305	2,205	2,320	2,400	2,500
GOAL1 Part B Crimes	1,179	1,271	1,228	1,296	1,500	1,600

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 2016-2017:

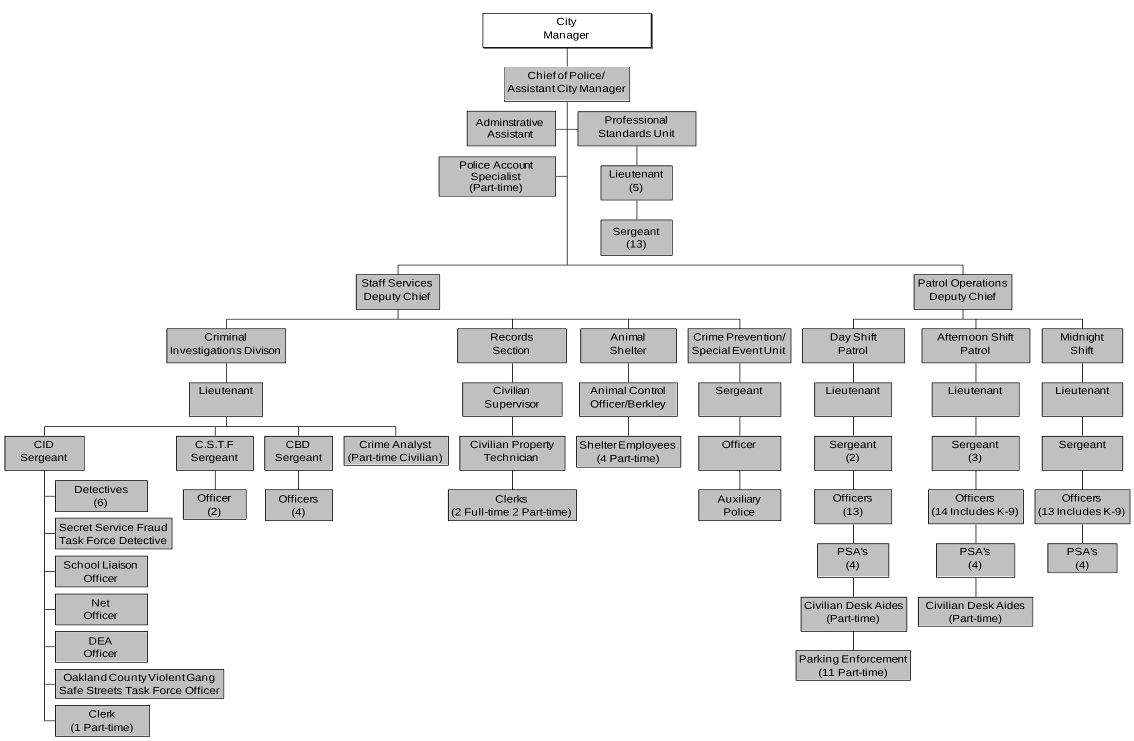
Personnel costs will increase due to filling vacancies. Uniform expense will decrease $15,000. Equipment maintenance will increase due to purchasing a second livescan electronic booking machine which includes regular usage and maintenance fees from CLEMIS. $130,000 is budgeted to equip the dispatch center with Next Generation 911. Motor pool is budgeted to increase due to increased depreciation for vehicles that have been replaced. IT charges are budgeted to increase $90,000 due to the IT fund collecting additional fees for several large projects. General fund administrative charges are budgeted to increase $47,000 due to the police department having a higher percentage of total expenditures in 14-15 than 13-14. Weapons & ammunition increased $45,000 for the second round of the rifle buy-back program. $65,000 is budgeted for a transfer to motor pool to purchase two new vehicles. $15,000 is budgeted for patrol shields and heavy body armor. $25,000 is budgeted for a building generator.

Budget Summary

Expenditures

207.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	12,327,360	60,640	75,670	2,220,230	0	14,683,900
2014-2015 Actual	15,006,200	80,420	0	2,028,130	0	17,114,750
2015-2016 Original Budget	15,897,090	112,400	50,000	2,305,280	0	18,364,770
2015-2016 Adjusted Budget (Dec)	15,897,090	112,400	50,000	2,305,280	0	18,364,770
2015-2016 Six Month Actual	7,459,100	30,220	0	1,171,530	0	8,660,850
2015-2016 Estimated Year End	15,331,730	99,450	12,550	2,245,980	0	17,689,710
2016-2017 Dept Request	15,883,580	105,400	155,000	2,584,690	0	18,728,670
2016-2017 Manager's Budget	15,883,580	105,400	155,000	2,584,690	0	18,728,670
2016-2017 Adopted Budget	15,883,580	105,400	155,000	2,584,690	0	18,728,670
2017-2018 Projected Budget	16,287,770	105,400	0	2,553,060	0	18,946,230
2018-2019 Projected Budget	16,703,950	105,400	0	2,587,270	0	19,396,620
2019-2020 Projected Budget	17,132,530	105,400	0	2,622,370	0	19,860,300
2020-2021 Projected Budget	17,573,870	105,400	0	2,658,370	0	20,337,640

Departmental Organization Chart



Center Position Detail- Home Base

Full & Part-time Employees

Police	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	2.0	2.0	2.0	2.0
Police Lieutenant	4.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0
Police Sergeant	10.0	11.0	11.0	10.0	10.0	13.0	13.0	13.0	13.0
Detective	8.0	8.0	7.0	5.0	5.0	7.0	7.0	7.0	7.0
Police Officer	63.0	57.0	40.0	44.0	48.0	51.0	51.0	51.0	51.0
Police Service Aide	10.0	10.0	9.0	9.0	9.0	12.0	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	0.0	0.0	1.0	1.0	1.0	1.0
Police Records - MC III	1.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Detective Bureau - MC II	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0
Police Records - MC II	1.0	1.0	0.0	1.0	1.0	1.0	2.0	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	103.0	98.0	77.0	77.0	81.0	96.0	97.0	98.0	98.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	7.0	7.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	103.0	98.0	84.0	84.0	81.0	96.0	97.0	98.0	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.

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 0.2910 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. Explore additional fire grant opportunities.

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

OBJECTIVES

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

- 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]

- Continually update our training to identify any potential unsafe working conditions. [GOAL7]

- Update and communicate emergency preparedness plan. [GOAL1]

- Reduce the number and length of time employees are on injury leave.[GOAL7]

- Start the process to replace the Bronto Ladder truck and the Pierce Engine due to age.[GOAL7]

- Replace the aging fire hose to conform to NFPA standards.[GOAL7]

- Provide the ICMA study recommended levels of fire personnel.[GOAL1]

Performance Indicators / Outcome Measures

	Actual	Actual	Dec 31	Projected	Projected	Projected
	FY 13-14	FY 14-15	2015	FY15-16	FY16-17	FY17-18
[GOAL4]Structure Fires	70	50	35	70	70	70
[GOAL4]Vehicle Fires	20	31	14	28	25	25
[GOAL4]Other Fires	48	37	24	48	50	50
[GOAL4]Total Fires	138	118	73	146	145	145
[GOAL4]Property Loss in Millions $	1.099	1.868	.414	.590	.590	.590
[GOAL4]Loss as a % of Property Value	4.83%	18%	8.75%	8.00%	8.00%	8.00%
[GOAL6]Total EMS Incidents	4,000	3,898	1,958	3,916	4,180	4,180
[GOAL3]False Alarms including detector activations	250	310	180	360	290	290
[GOAL3]Hazardous Conditions	360	421	177	354	380	380
[GOAL1]Public Service Calls	500	435	211	422	530	530
[GOAL1]Good Intent including Smoke Scares	650	786	330	660	780	780
[GOAL1]Other Alarms	60	87	32	64	70	70
[GOAL1]Incidents by Fire Station						
Station #1	2,600	2,525	1,265	2,530	2,510	2,510
Station #2	2,200	2,407	1,096	2,192	2,320	2,320
Station #3	1,300	1,118	607	1,214	1,400	1,400
Total Incidents	6,100	6,055	2,971	5,942	6,230	6,230
ISO Rating	3	3	3	3	3	3
[GOAL6]Average Fire Response Time	05:00	05:50	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	435	590	295	590	600	610
[GOAL4]# of those Re-Inspected due to violations	348	339	175	350	390	390
[GOAL4]% of Businesses requiring Re-Inspection	80	57	80	80	80	80
[GOAL4]# of Plan Reviews conducted annually	90	109	45	90	90	90
[GOAL4]% of Businesses inspected annually	25	28	25	25	25	25

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The IT charge is increasing as it includes $36,000 for new computers for the three fire stations. General fund administrative charges are budgeted to increase nearly $19,000 due to the fire department having a larger percentage of total expenditures in 14-15 than 13-14. Equipment repair budget is increasing $3,500 due to increased mechanical system repairs. Motor pool charges are budgeted to increase over $18,000 due to increased depreciation for vehicles that were replaced. The $40,000 transfer to motor pool will be carried over from FY15-16 for the technical rescue box. The department requested budget included $220,000 for a station alerting system that was not included in the budget.

The following capital improvement projects are budgeted for the fire department for FY2016-17:

- Fire hose replacement-all trucks $145,000
- Paratech Trench System $45,000

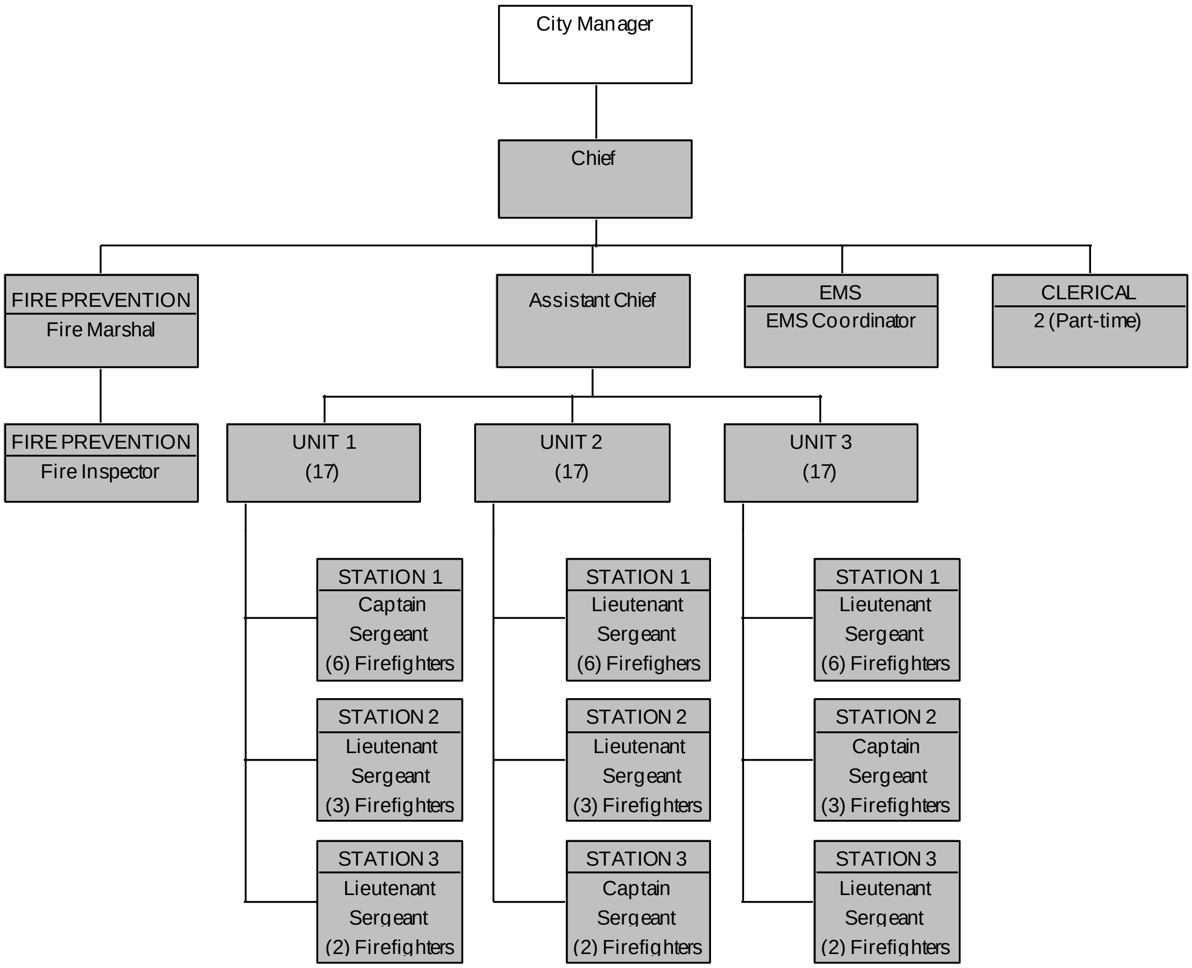
FY2016-17 Total: **$190,000**

Budget Summary

Expenditures

207.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	8,666,820	78,520	101,580	1,286,600	0	10,133,520
2014-2015 Actual	9,472,810	100,490	126,370	1,312,290	0	11,011,960
2015-2016 Original Budget	9,930,360	99,980	150,000	1,354,510	0	11,534,850
2015-2016 Adjusted Budget (Dec)	9,930,360	99,980	157,200	1,354,510	0	11,542,050
2015-2016 Six Month Actual	5,064,720	31,060	20,270	721,670	0	5,837,720
2015-2016 Estimated Year End	9,907,040	100,980	23,870	1,335,780	0	11,367,670
2016-2017 Dept Request	10,374,540	110,630	410,000	1,439,430	0	12,334,600
2016-2017 Manager's Budget	10,374,540	110,630	190,000	1,439,430	0	12,114,600
2016-2017 Adopted Budget	10,374,540	110,630	190,000	1,439,430	0	12,114,600
2017-2018 Projected Budget	10,639,300	110,630	0	1,420,310	0	12,170,240
2018-2019 Projected Budget	10,911,830	110,630	0	1,441,700	0	12,464,160
2019-2020 Projected Budget	11,192,370	110,630	0	1,463,600	0	12,766,600
2020-2021 Projected Budget	11,481,160	110,630	0	1,486,020	0	13,077,810

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Fire	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	38.0	24.0	33.0	33.0	33.0	33.0	33.0	33.0
Fire Dept - MC III	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	62.0	61.0	46.0	55.0	55.0	55.0	55.0	55.0	55.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.7	1.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	62.0	61.0	46.7	56.0	55.0	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. Look at ways to improve our service to our residents.

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 reviewing the health care system to fit the patients' needs along with the needs of the new health care system. [GOAL4]

Performance Indicators / Outcome Measures

	Actual FY 13-14	Actual FY 14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL3 Gross Collection Rate	80%	80%	85.93%	86%	86%	86%
GOAL1 National Average Collection Rate	55.7%	55.7%	55.7%	55.7%	55.7%	55.7%
GOAL1 Total EMS Runs	4,194	3,893	1,958	3,916	4,200	4,300
GOAL1 Average EMS Response Time	5.03	3.56	5.46	5.00	5.00	5.00

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Two power stretchers to help responders with heavy lifting of patients are budgeted for a total of $90,000. $41,250 is budgeted for three chest compression units to provide chest compressions during CPR onboard the ambulances which provides continuous and uninterrupted compressions. Fire and EMS supplies are budgeted to increase $15,000 due to new health standards requiring more disposable supplies to be used.

Budget Summary

Expenditures

207.344 AMBULANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	448,160	158,430	0	199,050	0	805,640
2014-2015 Actual	618,090	161,390	0	79,030	0	858,510
2015-2016 Original Budget	619,540	176,840	80,000	75,050	0	951,430
2015-2016 Adjusted Budget (Dec)	619,540	176,840	80,000	75,050	0	951,430
2015-2016 Six Month Actual	288,030	79,320	0	37,530	0	404,880
2015-2016 Estimated Year End	446,620	168,630	89,000	75,050	0	779,300
2016-2017 Dept Request	632,190	195,170	145,000	68,280	0	1,040,640
2016-2017 Manager's Budget	632,190	195,170	131,250	68,280	0	1,026,890
2016-2017 Adopted Budget	632,190	195,170	131,250	68,280	0	1,026,890
2017-2018 Projected Budget	647,730	195,320	0	69,650	0	912,700
2018-2019 Projected Budget	663,710	195,470	0	71,040	0	930,220
2019-2020 Projected Budget	680,170	195,630	0	72,460	0	948,260
2020-2021 Projected Budget	697,100	195,790	0	73,910	0	966,800

Cost Center Position Detail - Home Base

Full & Part-time Employees

Ambulance Service (Fire)

	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
Fire ALS Coordinator	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	1.0	1.0	0.0	1.0	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 0.0206 mill for fiscal year 2016-17.

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 2016-2017:

The millage is budgeted to decrease slightly to 0.0206 mill and transfers in from other funds will increase from $4,000 to $4,500.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	30,554	23,934	20,014	15,924	11,624	7,094
Revenues and transfers from other funds	67,160	69,150	70,080	71,030	72,000	72,990
Expenditures and transfers to other funds	73,780	73,070	74,170	75,330	76,530	77,780
Net Change in Fund Balance	(6,620)	(3,920)	(4,090)	(4,300)	(4,530)	(4,790)
Ending Fund Balance	23,934	20,014	15,924	11,624	7,094	2,304

Revenues

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	46,750	0	0	0	190	25,000	71,940
2015-2016 Original Budget	48,450	0	0	0	120	20,000	68,570
2015-2016 Adjusted Budget (Dec)	48,450	0	0	0	120	20,000	68,570
2015-2016 Six Month Actual	45,710	0	0	0	40	0	45,750
2015-2016 Estimated Year End	47,000	0	0	0	160	20,000	67,160
2016-2017 Dept Request	46,500	0	0	0	150	22,500	69,150
2016-2017 Manager's Budget	46,500	0	0	0	150	22,500	69,150
2016-2017 Adopted Budget	46,500	0	0	0	150	22,500	69,150
2017-2018 Projected Budget	47,430	0	0	0	150	22,500	70,080
2018-2019 Projected Budget	48,380	0	0	0	150	22,500	71,030
2019-2020 Projected Budget	49,350	0	0	0	150	22,500	72,000
2020-2021 Projected Budget	50,340	0	0	0	150	22,500	72,990

Expenditures

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	27,440	35,990	0	10,710	0	74,140
2015-2016 Original Budget	27,750	30,000	0	10,820	0	68,570
2015-2016 Adjusted Budget (Dec)	27,750	30,000	0	10,820	0	68,570
2015-2016 Six Month Actual	14,070	16,490	0	8,410	0	38,970
2015-2016 Estimated Year End	27,690	34,800	0	11,290	0	73,780
2016-2017 Dept Request	26,980	34,800	0	11,290	0	73,070
2016-2017 Manager's Budget	26,980	34,800	0	11,290	0	73,070
2016-2017 Adopted Budget	26,980	34,800	0	11,290	0	73,070
2017-2018 Projected Budget	28,080	34,800	0	11,290	0	74,170
2018-2019 Projected Budget	29,240	34,800	0	11,290	0	75,330
2019-2020 Projected Budget	30,440	34,800	0	11,290	0	76,530
2020-2021 Projected Budget	31,690	34,800	0	11,290	0	77,780

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 2.9700 mills is budgeted. This is the maximum authorized amount which is made up of a voted local millage of 0.9823 and 1.9877 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 percentage of recycled material.
4. Convert to single stream recycling.

OBJECTIVES

- Complete leaf collection in 6 weeks.[GOAL1]
- Sweep streets in timely manner to support all residents.[GOAL2]
- Increase commercial recycling. [GOAL3]
- Effectively implement the single stream recycling program. [GOAL4]

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL2 Tons of Yard Waste Diverted from Landfill	11,192	11,152	8,926	11,000	11,500	11,800
GOAL3 Recycle tons	4,125	3,907	2,936	4,200	4,300	4,400
GOAL1 Hazardous Material Collected – Drop off	4,411	3,550	2,931	4,600	4,700	4,800

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The local (smaller) solid waste millage will expire after fiscal year 2016-17 and a renewal is expected to be necessary and is scheduled to be on the ballot in August of 2016.

Solid waste collection services are budgeted to increase $800,000 relative to fiscal year 15-16 projections due to a discount the city received for the first 9 months of the fiscal year 15-16. Additionally, the SOCCRA contract is budgeted to increase 2% for fiscal year 16-17 and a 4% increase in each year of the forecast. A $1 monthly surcharge per household is included from SOCRRA to cover costs of materials recovery facility conversion to single stream.

The current contract with Rizzo services expires at the end of fiscal year 2016-17. SOCRRA plans to convert to single stream recycling as part of the new contract. This will require the city to pay its share of the recycling facility conversion and an expenditure of funds for new larger recycle carts for residents (see below).

Motor pool costs are budgeted to increase significantly based on estimated usage and rates. Administrative charges will increase due to a larger amount being allocated and the solid waste fund having a higher percentage of total expenditures in fiscal year 14-15 than in fiscal year 13-14.

The following capital improvement project is budgeted for solid waste for FY2016-17:

- Recycle carts (26,000) for single stream conversion $1,250,000

FY2016-17 Total: **$1,250,000**

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	6,608,611	6,160,531	4,641,091	4,246,161	3,718,711	3,051,411
Revenues and transfers from other funds	5,859,900	6,845,000	6,946,550	7,049,620	7,154,240	7,260,430
Expenditures and transfers to other funds	6,307,980	8,364,440	7,341,480	7,577,070	7,821,540	8,075,240
Net Change in Fund Balance	(448,080)	(1,519,440)	(394,930)	(527,450)	(667,300)	(814,810)
Ending Fund Balance	6,160,531	4,641,091	4,246,161	3,718,711	3,051,411	2,236,601

Revenues

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	6,477,600	0	1,210	28,300	57,860	0	6,564,970
2015-2016 Original Budget	5,653,000	0	2,000	42,000	45,000	0	5,742,000
2015-2016 Adjusted Budget (Dec)	5,653,000	0	2,000	42,000	45,000	0	5,742,000
2015-2016 Six Month Actual	5,627,390	0	2,340	5,690	31,700	0	5,667,120
2015-2016 Estimated Year End	5,780,000	0	2,500	32,400	45,000	0	5,859,900
2016-2017 Dept Request	6,770,000	0	2,000	28,000	45,000	0	6,845,000
2016-2017 Manager's Budget	6,770,000	0	2,000	28,000	45,000	0	6,845,000
2016-2017 Adopted Budget	6,770,000	0	2,000	28,000	45,000	0	6,845,000
2017-2018 Projected Budget	6,871,550	0	2,000	28,000	45,000	0	6,946,550
2018-2019 Projected Budget	6,974,620	0	2,000	28,000	45,000	0	7,049,620
2019-2020 Projected Budget	7,079,240	0	2,000	28,000	45,000	0	7,154,240
2020-2021 Projected Budget	7,185,430	0	2,000	28,000	45,000	0	7,260,430

Expenditures

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
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 Actual	1,093,230	29,860	0	6,246,630	5,000	0	7,374,720
2015-2016 Original Budget	1,111,490	36,000	0	5,353,300	4,000	0	6,504,790
2015-2016 Adjusted Budget (Dec)	1,111,490	36,000	0	5,353,300	4,000	0	6,504,790
2015-2016 Six Month Actual	663,530	15,730	0	2,495,580	0	0	3,174,840
2015-2016 Estimated Year End	1,155,290	29,600	0	5,119,090	4,000	0	6,307,980
2016-2017 Dept Request	1,109,420	31,000	1,250,000	5,969,520	4,500	0	8,364,440
2016-2017 Manager's Budget	1,109,420	31,000	1,250,000	5,969,520	4,500	0	8,364,440
2016-2017 Adopted Budget	1,109,420	31,000	1,250,000	5,969,520	4,500	0	8,364,440
2017-2018 Projected Budget	1,132,320	31,000	0	6,173,660	4,500	0	7,341,480
2018-2019 Projected Budget	1,155,880	31,000	0	6,385,690	4,500	0	7,577,070
2019-2020 Projected Budget	1,180,130	31,000	0	6,605,910	4,500	0	7,821,540
2020-2021 Projected Budget	1,205,090	31,000	0	6,834,650	4,500	0	8,075,240

Cost Center Position Detail - Home Base

Full & Part-time Employees

Solid Waste	Fiscal Year								
	09-10	10-11	11-12	12-13	13-14	14-15	15-16	15-16	16-17
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	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sign Technician	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator I	0.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Painting Machine Operator	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Truck Driver	0.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0	6.0
Dps/Hwy - MC III	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equipment Repair-worker	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Solid Waste Employee	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	2.0	15.0	13.0	14.0	14.0	14.0	14.0	14.0	14.0
Part-Time Positions (FTEs)									
Part-Time Positions			0.5	0.5	n/a	n/a	n/a	n/a	n/a
Cost Center Total	1.0	2.0	15.5	13.5	14.0	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 nine members whose duties are fixed by ordinance and whose members are appointed for fixed terms by the mayor with city commission approval. 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 0.9460 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.

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.

OBJECTIVES

- Continue to improve the book and media collections by purchasing new circulating and downloadable 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]

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

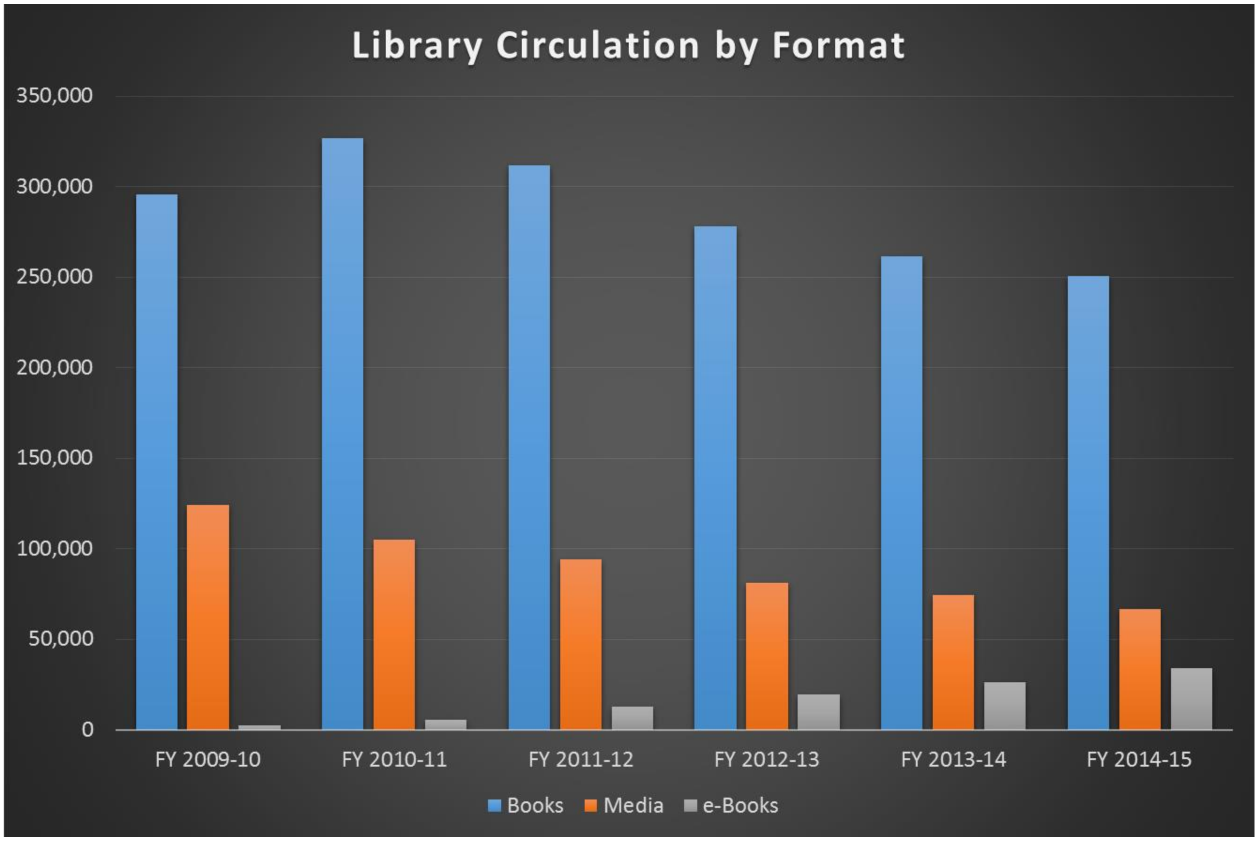
4. To provide highly efficient stewardship of the tax revenue provided so generously by this city.

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

- 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]
- Continue annual donation appeals to the community and to seek grants and other support for youth and adult programs and materials.[GOAL5]

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
[GOAL1] Registered Card Holders	32,822	33,233	33,535	35,000	35,000	35,000
[GOAL1] Annual Library Visitors	341,951	213,784	205,241	400,000	400,000	400,000
[GOAL1] Collection Size	187,115	188,253	184,949	185,000	185,000	185,000
[GOAL1] Lending Transactions	362,037	378,252	182,946	400,000	400,000	400,000
[GOAL2] Reference Question Responses	35,005	31,048	14,491	30,000	35,000	35,000
[GOAL3] Programs Offered	503	438	187	510	510	510
[GOAL3] Program Attendance	17,320	10,885	5,455	12,000	14,000	14,000
[GOAL3] Summer Youth Reading Enrollment	1,081	1,127	n/a	1,500	1,500	1,500
Residents rated friendly	n/a	n/a	n/a	n/a	n/a	n/a
Residents rated helpful	n/a	n/a	n/a	n/a	n/a	n/a
Residents rated efficient	n/a	n/a	n/a	n/a	n/a	n/a


Library Circulation by Format
350,000
300,000
250,000
200,000
150,000
100,000
50,000
0
FY 2009-10
FY 2010-11
FY 2011-12
FY 2012-13
FY 2013-14
FY 2014-15
Books
Media
e-Books

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The library millage is budgeted to decrease to 0.9460 due to the Headlee rollback. Books, media, databases, and downloadables are budgeted to increase as demand for both print and e-formats continues to exceed the library's current budget. Zinio, a magazine e-format service, which the library added last fiscal year has proved to be popular and will be continued. Other downloadable services are currently under consideration and funds have been budgeted for their potential addtition. 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 and this is achieved in this budget. Reopening on Tuesday and Thursday mornings will restore library hours to their pre-recession levels and meet the QSAC Enhanced standards of being open 60 hours weekly and result in increased part-time wages. Restoration of a librarian III position as head of youth and teen services is sought in this budget. The full-time library technology specialist position has been eliminated and will be replaced with part-time wages and help from the city's IT department. Overall personnel costs are budgeted to decline based on lower pension and OPEB contributions due to new hire. The library renovation occurred ten years ago and some anticipated deep cleaning and building repair needs are included in the fiscal year 16-17 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. IT charges are budgeted to increase by $25,000 due to the IT department taking over network administration duties. Computer supplies and parts will decrease $12,000 due to a one-time purchase of computers and monitors in FY15-16. There is a use of fund balance in fiscal year FY16-17 and each year of the forecast.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	1,038,458	1,055,918	1,014,778	966,668	924,098	886,758
Revenues and transfers from other funds	2,376,260	2,394,700	2,414,040	2,446,670	2,479,790	2,513,410
Expenditures and transfers to other funds	2,358,800	2,435,840	2,462,150	2,489,240	2,517,130	2,545,850
Net Change in Fund Balance	17,460	(41,140)	(48,110)	(42,570)	(37,340)	(32,440)
Ending Fund Balance	1,055,918	1,014,778	966,668	924,098	886,758	854,318

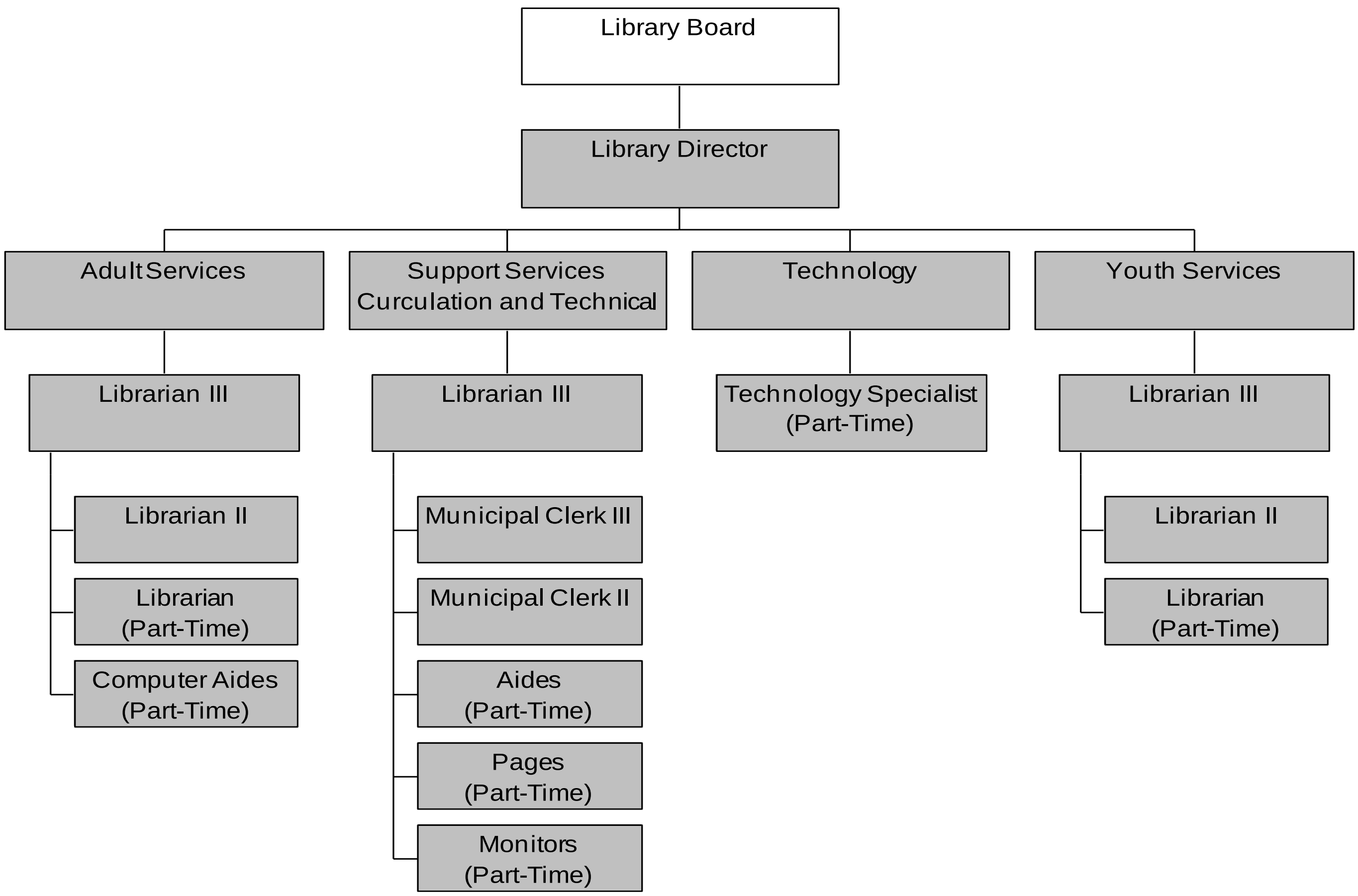
Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	2,063,680	33,710	156,980	14,070	7,180	30,000	2,305,620
2015-2016 Original Budget	2,078,000	27,000	153,750	14,500	6,000	15,000	2,294,250
2015-2016 Adjusted Budget (Dec)	2,078,000	27,000	153,750	14,500	6,000	15,000	2,294,250
2015-2016 Six Month Actual	2,067,530	17,010	147,350	4,220	2,270	0	2,238,380
2015-2016 Estimated Year End	2,124,000	33,000	181,160	14,600	6,500	17,000	2,376,260
2016-2017 Dept Request	2,156,000	33,000	164,500	14,700	6,500	20,000	2,394,700
2016-2017 Manager's Budget	2,156,000	33,000	164,500	14,700	6,500	20,000	2,394,700
2016-2017 Adopted Budget	2,156,000	33,000	164,500	14,700	6,500	20,000	2,394,700
2017-2018 Projected Budget	2,175,340	33,000	164,500	14,700	6,500	20,000	2,414,040
2018-2019 Projected Budget	2,207,970	33,000	164,500	14,700	6,500	20,000	2,446,670
2019-2020 Projected Budget	2,241,090	33,000	164,500	14,700	6,500	20,000	2,479,790
2020-2021 Projected Budget	2,274,710	33,000	164,500	14,700	6,500	20,000	2,513,410

Expenditures

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2012-2013 Actual	1,399,390	148,540	31,390	361,000	0	292,850	2,233,170
2013-2014 Actual	1,344,530	170,830	0	382,680	0	292,190	2,190,230
2014-2015 Actual	1,400,410	179,690	0	392,620	0	311,280	2,284,000
2015-2016 Original Budget	1,457,090	253,400	0	444,190	0	280,000	2,434,680
2015-2016 Adjusted Budget (Dec)	1,457,090	253,400	0	444,190	0	280,000	2,434,680
2015-2016 Six Month Actual	705,760	140,830	0	180,350	0	23,610	1,050,550
2015-2016 Estimated Year End	1,428,650	240,770	0	409,380	0	280,000	2,358,800
2016-2017 Dept Request	1,410,060	273,600	0	471,180	0	281,000	2,435,840
2016-2017 Manager's Budget	1,410,060	273,600	0	471,180	0	281,000	2,435,840
2016-2017 Adopted Budget	1,410,060	273,600	0	471,180	0	281,000	2,435,840
2017-2018 Projected Budget	1,434,850	273,600	0	472,700	0	281,000	2,462,150
2018-2019 Projected Budget	1,460,370	273,600	0	474,270	0	281,000	2,489,240
2019-2020 Projected Budget	1,486,650	273,600	0	475,880	0	281,000	2,517,130
2020-2021 Projected Budget	1,513,710	273,600	0	477,540	0	281,000	2,545,850

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

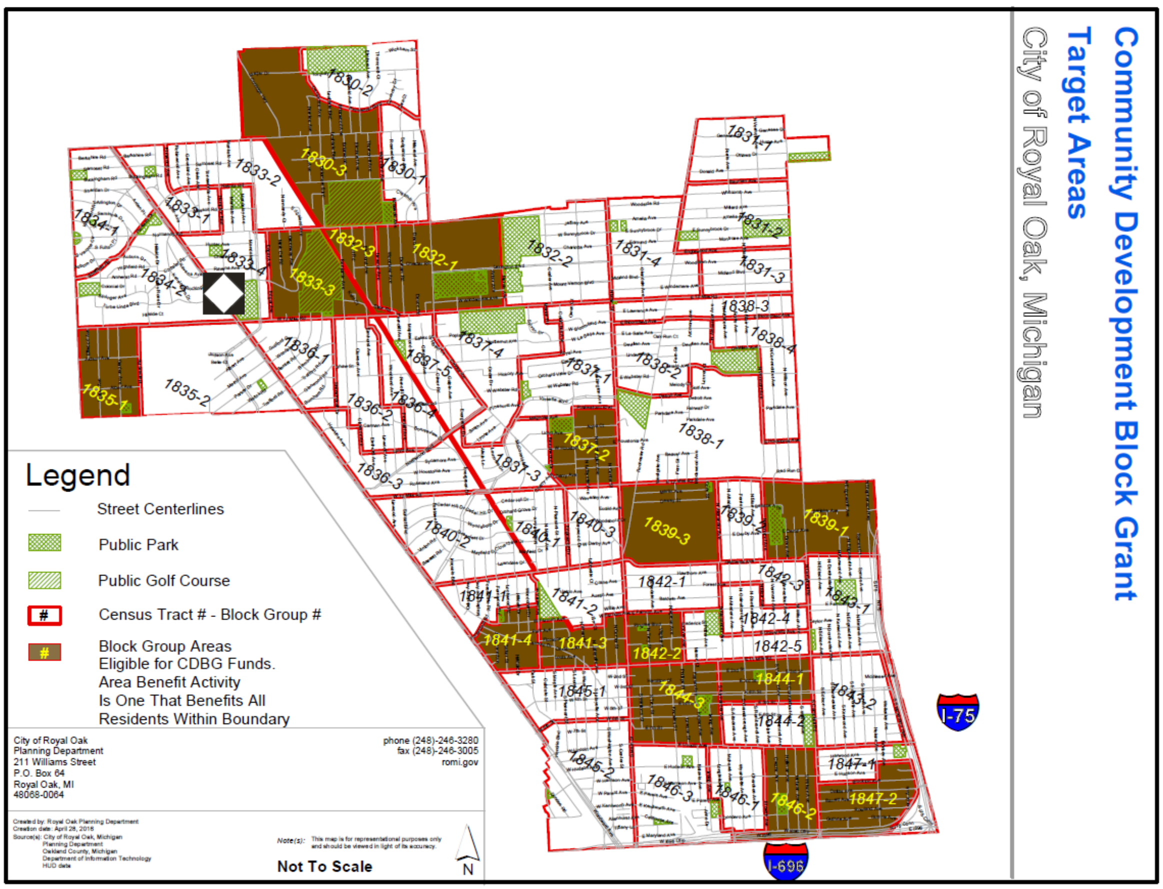
Library	Fiscal Year								
	08-09	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**
Full-Time Positions									
Library Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Librarian III	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Librarian III Youth Services	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0
Librarian II	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	2.0
Library Technology Specialist	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
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	1.0	1.0	1.0	1.0	1.0	1.0
Library - MC II	3.0	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0
Full-time Total	13.0	12.0	12.0	11.0	10.0	10.0	9.0	8.0	8.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	11.0	11.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	13.0	12.0	23.0	22.0	10.0	10.0	9.0	8.0	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 FY13-14	Actual FY13-14	Actual FY14-15	Current FY 15-16	Projected FY15-16	Projected FY16-17
GOAL3 **Rehabilitation Loans**						
Loan Applications Received	35	35	34	6	35	35
Loan Applicants on Waiting List	0	0	0	0	0	0
Number of Loans Approved	22	22	24	5	22	28
Funds Available for Loans	$315k	$315k	$315k	$440k	$315k	$460
Amount of Loans Approved	$185k	$185k	$353,395k	$90k	$180k	$460
GOAL2 **Lead-based Paint Hazards**						
Homes with Hazards Identified	7	7	21	4	16	15
Homes with Hazards Addressed	4	4	12	1	10	8
Repairs Made on Eligible Properties	22	22	24	1	21	25

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The following capital projects are budgeted for FY2016-17:

• Barton Park south gazebo	$105,000
• Tree planting program	100,000
• Dondero Park sports courts resurfacing, playground equipment installation, and baseball field renovation	150,000
FY2016-17 Total:	**$355,000**

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	1,606,780	1,435,570	1,135,000	1,189,710	1,109,680	1,119,970
Expenditures and transfers to other funds	2,005,460	1,435,570	1,135,000	1,189,710	1,109,680	1,119,970
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
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 Actual	-	972,300	380,260	-	12,320	-	1,364,880
2015-2016 Original Budget	-	1,081,630	300,000	200,000	-	-	1,581,630
2015-2016 Adjusted Budget (Dec)	-	1,081,630	325,000	510,000	175,000	-	2,091,630
2015-2016 Six Month Actual	-	451,520	257,330	-	199,060	-	907,910
2015-2016 Estimated Year End	-	1,081,630	325,000	-	200,150	-	1,606,780
2016-2017 Dept Request	-	1,085,570	350,000	-	-	-	1,435,570
2016-2017 Manager's Budget	-	1,085,570	350,000	-	-	-	1,435,570
2016-2017 Adopted Budget		1,085,570	350,000	-	-	-	1,435,570
2017-2018 Projected Budget	-	773,430	350,000	-	-	11,570	1,135,000
2018-2019 Projected Budget	-	815,990	350,000	-	-	23,720	1,189,710
2019-2020 Projected Budget	-	723,220	350,000	-	-	36,460	1,109,680
2020-2021 Projected Budget	-	720,120	350,000	-	-	49,850	1,119,970

Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	147,710	120	0	443,990	0	591,820
2015-2016 Original Budget	171,790	200	0	406,360	0	578,350
2015-2016 Adjusted Budget (Dec)	171,790	200	0	417,640	0	589,630
2015-2016 Six Month Actual	75,250	120	0	73,490	0	148,860
2015-2016 Estimated Year End	149,690	200	0	338,790	0	488,680
2016-2017 Dept Request	129,920	200	0	597,330	0	727,450
2016-2017 Manager's Budget	129,920	200	0	597,330	0	727,450
2016-2017 Adopted Budget	129,920	200	0	597,330	0	727,450
2017-2018 Projected Budget	133,220	200	0	597,330	0	730,750
2018-2019 Projected Budget	136,620	200	0	597,330	0	734,150
2019-2020 Projected Budget	140,110	200	0	597,330	0	737,640
2020-2021 Projected Budget	143,720	200	0	597,330	0	741,250

274.712 BLOCK GRANT ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	269,130	610	0	25,190	0	294,930
2015-2016 Original Budget	253,460	480	0	22,340	0	276,280
2015-2016 Adjusted Budget (Dec)	272,180	480	0	22,340	0	295,000
2015-2016 Six Month Actual	113,220	0	0	21,570	0	134,790
2015-2016 Estimated Year End	271,640	480	0	22,310	0	294,430
2016-2017 Dept Request	242,050	480	0	44,590	0	287,120
2016-2017 Manager's Budget	242,050	480	0	44,590	0	287,120
2016-2017 Adopted Budget	242,050	480	0	44,590	0	287,120
2017-2018 Projected Budget	248,180	480	0	44,590	0	293,250
2018-2019 Projected Budget	254,490	480	0	44,590	0	299,560
2019-2020 Projected Budget	260,970	480	0	44,590	0	306,040
2020-2021 Projected Budget	267,650	480	0	44,590	0	312,720

274.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	149,970	7,390	0	28,290	0	185,650
2013-2014 Actual	0	0	0	(40)	0	(40)
2014-2015 Actual	0	0	0	19,990	0	19,990
2015-2016 Original Budget	0	0	0	33,000	0	33,000
2015-2016 Adjusted Budget (Dec)	0	0	0	33,000	0	33,000
2015-2016 Six Month Actual	0	0	0	11,270	0	11,270
2015-2016 Estimated Year End	0	0	0	33,000	0	33,000
2016-2017 Dept Request	0	0	0	33,000	0	33,000
2016-2017 Manager's Budget	0	0	0	33,000	0	33,000
2016-2017 Adopted 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
2020-2021 Projected Budget	0	0	0	33,000	0	33,000

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2012-2013 Actual	55,000	0	0	508,150	11,550	0	574,700
2013-2014 Actual	0	0	0	1,261,450	0	0	1,261,450
2014-2015 Actual	37,080	0	288,510	92,690	0	0	418,280
2015-2016 Original Budget	0	0	685,000	9,000	0	0	694,000
2015-2016 Adjusted Budget (Dec)	0	0	1,125,000	9,000	0	0	1,134,000
2015-2016 Six Month Actual	21,970	0	0	1,039,300	0	0	1,061,270
2015-2016 Estimated Year End	100,050	0	1,030,300	88,890	0	0	1,219,240
2016-2017 Dept Request	0	0	105,000	133,000	0	0	238,000
2016-2017 Manager's Budget	0	0	105,000	133,000	0	0	238,000
2016-2017 Adopted Budget	0	0	105,000	133,000	0	0	238,000
2017-2018 Projected Budget	0	0	0	33,000	0	0	33,000
2018-2019 Projected Budget	0	0	0	33,000	0	0	33,000
2019-2020 Projected Budget	0	0	0	33,000	0	0	33,000
2020-2021 Projected Budget	0	0	0	33,000	0	0	33,000

274.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2012-2013 Actual	0	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0	0
2015-2016 Original Budget	0	0	0	0	0	0	0
2015-2016 Adjusted Budget (Dec)	0	0	0	0	0	0	0
2015-2016 Six Month Actual	0	0	0	0	0	0	0
2015-2016 Estimated Year End	0	0	0	50,500	0	0	50,500
2016-2017 Dept Request	0	0	0	150,000	0	0	150,000
2016-2017 Manager's Budget	0	0	0	150,000	0	0	150,000
2016-2017 Adopted Budget	0	0	0	150,000	0	0	150,000
2017-2018 Projected Budget	0	0	0	45,000	0	0	45,000
2018-2019 Projected Budget	0	0	0	90,000	0	0	90,000
2019-2020 Projected Budget	0	0	0	0	0	0	0
2020-2021 Projected Budget	0	0	0	0	0	0	0

Cost Center Position Detail - Home Base

Full & Part-time Employees

Housing Assistance

	Fiscal Year								
	09-10	10-11	11-12	12-13	13-14	14-15	15-16	15-16	16-17
Full-Time Positions									
Housing Program Supervisor	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Housing Rehabilitation Officer	1.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
CS III - Housing	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	3.0	2.0	1.0	1.0	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	2.0	1.0	1.0	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 FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL1 Percent of Required Code Training Received	100	100	100	100	100	100
GOAL2 Percent of Inspections Performed Within the Next Business Day	95	95	95	95	95	95
GOAL1 Percent of Plans Reviewed for Permit Within 14 Business Days	85	85	85	95	95	95
Permits Issued						
Building	1,996	2,375	1,432	2,500	2,200	2,200
Electrical	1,684	2,148	993	1,800	1,500	1,500
Mechanical	1,314	1,820	849	1,600	1,300	1,300
Plumbing Sewer	1,385	1,845	816	1,600	1,300	1,300
Construction Value (in 1000's)	$82,008	$141,000	$71,000	$120,000	$130,000	$140,000
Residents rated friendly	n/a	n/a	n/a	n/a	n/a	n/a
Residents rated helpful	n/a	n/a	n/a	n/a	n/a	n/a
Residents rated efficient	n/a	n/a	n/a	n/a	n/a	n/a

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Revenues are budgeted to remain flat relative to FY15-16 budgeted revenue however decrease relative to FY15-16 projected revenue. The budgeted decrease is based on conservative estimates as this revenue source can be unpredictable. Document imaging is budgeted to increase $10,000 due to an increase in digitizing documents. Contracted services are budgeted to increase $35,000 due to a potential for increased work volume for the inspectors and an increase in their rates.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	1,141,295	3,525,035	3,493,445	3,422,005	3,309,525	3,154,795
Revenues and transfers from other funds	3,981,700	1,844,000	1,844,000	1,844,000	1,844,000	1,844,000
Expenditures and transfers to other funds	1,597,960	1,875,590	1,915,440	1,956,480	1,998,730	2,042,240
Net Change in Fund Balance	2,383,740	(31,590)	(71,440)	(112,480)	(154,730)	(198,240)
Ending Fund Balance	3,525,035	3,493,445	3,422,005	3,309,525	3,154,795	2,956,555

***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 $3,658,329.**

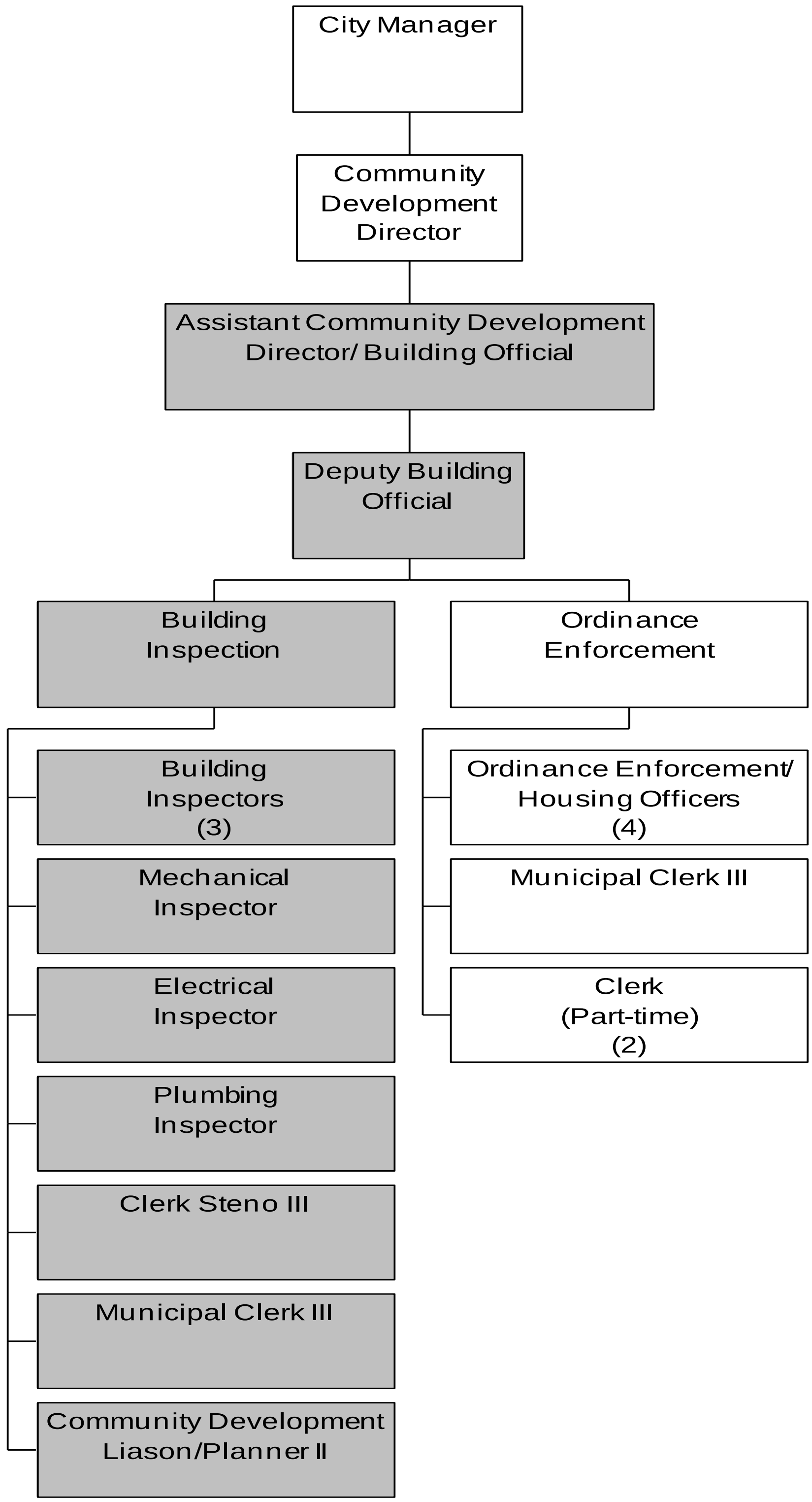
Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	3,130,200	0	21,730	80,120	3,232,050
2015-2016 Original Budget	0	0	1,794,000	0	16,000	40,000	1,850,000
2015-2016 Adjusted Budget (Dec)	0	0	1,794,000	0	16,000	40,000	1,850,000
2015-2016 Six Month Actual	0	0	1,876,900	0	1,150	32,510	1,910,560
2015-2016 Estimated Year End	0	0	3,907,700	0	21,000	53,000	3,981,700
2016-2017 Dept Request	0	0	1,794,000	0	10,000	40,000	1,844,000
2016-2017 Manager's Budget	0	0	1,794,000	0	10,000	40,000	1,844,000
2016-2017 Adopted Budget	0	0	1,794,000	0	10,000	40,000	1,844,000
2017-2018 Projected Budget	0	0	1,794,000	0	10,000	40,000	1,844,000
2018-2019 Projected Budget	0	0	1,794,000	0	10,000	40,000	1,844,000
2019-2020 Projected Budget	0	0	1,794,000	0	10,000	40,000	1,844,000
2020-2021 Projected Budget	0	0	1,794,000	0	10,000	40,000	1,844,000

Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
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 Actual	1,209,190	3,820	0	322,390	5,000	0	1,540,400
2015-2016 Original Budget	1,429,810	9,100	100,000	361,240	4,000	0	1,904,150
2015-2016 Adjusted Budget (Dec)	1,429,810	9,100	100,000	361,240	4,000	0	1,904,150
2015-2016 Six Month Actual	641,330	3,760	0	199,310	0	0	844,400
2015-2016 Estimated Year End	1,198,340	9,500	0	386,120	4,000	0	1,597,960
2016-2017 Dept Request	1,447,810	10,000	0	413,280	4,500	0	1,875,590
2016-2017 Manager's Budget	1,447,810	10,000	0	413,280	4,500	0	1,875,590
2016-2017 Adopted Budget	1,447,810	10,000	0	413,280	4,500	0	1,875,590
2017-2018 Projected Budget	1,484,180	10,000	0	416,760	4,500	0	1,915,440
2018-2019 Projected Budget	1,521,640	10,000	0	420,340	4,500	0	1,956,480
2019-2020 Projected Budget	1,560,220	10,000	0	424,010	4,500	0	1,998,730
2020-2021 Projected Budget	1,599,960	10,000	0	427,780	4,500	0	2,042,240

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Building	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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 II	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.5	0.5
CS III Inspection	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Inspection - MC III	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Building Inspectors	4.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0
Electrical Inspector	1.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Housing Inspector	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mechanical Inspector	1.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Plumbing Inspector	1.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Full-Time Total	11.0	8.0	5.0	5.0	5.0	6.0	11.0	10.5	10.5
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	1.1	0.6	n/a	n/a	n/a	n/a	n/a
Cost Center Total	11.0	8.0	6.1	5.6	5.0	6.0	11.0	10.5	10.5

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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	517,287	514,267	445,057	475,347	505,107	534,317
Revenues and transfers from other funds	111,240	119,300	119,300	119,300	119,300	119,300
Expenditures and transfers to other funds	114,260	188,510	89,010	89,540	90,090	90,670
Net Change in Fund Balance	(3,020)	(69,210)	30,290	29,760	29,210	28,630
Ending Fund Balance	514,267	445,057	475,347	505,107	534,317	562,947

Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	136,670	0	0	136,670
2015-2016 Original Budget	0	0	0	86,500	0	0	86,500
2015-2016 Adjusted Budget (Dec)	0	0	0	109,200	0	0	109,200
2015-2016 Six Month Actual	0	0	0	76,580	0	0	76,580
2015-2016 Estimated Year End	0	0	0	111,240	0	0	111,240
2016-2017 Dept Request	0	0	0	119,300	0	0	119,300
2016-2017 Manager's Budget	0	0	0	119,300	0	0	119,300
2016-2017 Adopted Budget	0	0	0	119,300	0	0	119,300
2017-2018 Projected Budget	0	0	0	119,300	0	0	119,300
2018-2019 Projected Budget	0	0	0	119,300	0	0	119,300
2019-2020 Projected Budget	0	0	0	119,300	0	0	119,300
2020-2021 Projected Budget	0	0	0	119,300	0	0	119,300

Expenditures

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
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 Actual	0	34,970	800	10,900	61,330	0	108,000
2015-2016 Original Budget	0	120,040	0	13,880	60,000	0	193,920
2015-2016 Adjusted Budget (Dec)	0	123,790	0	13,880	80,000	0	217,670
2015-2016 Six Month Actual	0	8,820	0	17,850	35,650	0	62,320
2015-2016 Estimated Year End	0	44,900	0	20,580	48,780	0	114,260
2016-2017 Dept Request	0	134,900	0	13,610	40,000	0	188,510
2016-2017 Manager's Budget	0	134,900	0	13,610	40,000	0	188,510
2016-2017 Adopted Budget	0	134,900	0	13,610	40,000	0	188,510
2017-2018 Projected Budget	0	34,900	0	13,610	40,500	0	89,010
2018-2019 Projected Budget	0	34,900	0	13,610	41,030	0	89,540
2019-2020 Projected Budget	0	34,900	0	13,610	41,580	0	90,090
2020-2021 Projected Budget	0	34,900	0	13,610	42,160	0	90,670

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 one 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 years, 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 11,340 tasty and nutritious meals were served from July 2014 – June 2015. 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 $50,000 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 two 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.

Eighteen 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. Continue exploring opportunities to partner with other senior centers to increase opportunities and maintain the current ones.

2. Continue partnering with the private sector and neighboring communities.

OBJECTIVES

- Institute a staff member as a liaison.[GOAL1]

- Explore what South Oakland Centers are providing in programs and travel.[GOAL2]

GOALS

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.
6. Continue providing good customer service.

OBJECTIVES

- Explore sponsorships of programs and activities.[GOAL3]
- Complete "Age In Place" initial program assessment.[GOAL3]
- Explore other rental opportunities.[GOAL3]
- Explore other private sector and neighboring communities options.[GOAL4]
- To assess and compile information of ten categories.[GOAL5]
- Train Senior Center volunteers using the Disney Way Codes of Conduct.[GOAL6]

Performance Indicators / Outcome Measures

	Actual 2013	Actual 2014	Actual 2015	Projected 2016	Projected 2017	Projected 2018
[GOAL1] Supportive Services						
Congregate Meals Served	11,012	11,601	10,839	11,300	11,300	11,300
Homebound Meals Served *	2,417	0	0	0	0	0
Information & Referral	81,000	75,600	74,700	58,900	58,900	58,900
ROSES Jobs	2,090	2,394	2,066	3,900	3,900	3,900
Senior Bus Rides	12,611	12,988	12,863	14,200	14,200	14,200
Frail Elderly Escort	0	0	0	10	10	10
Outreach Assessments	20	43	18	20	20	20
[GOAL3] Mahany/Meininger Center Programs						
Programs Offered	87	80	91	95	95	95
Sessions Held	3,005	2,856	2,736	3,100	3,100	3,100
Participants	70,188	63,359	58,400	79,500	79,500	79,500
[GOAL3] Salter Community Center Programs						
Programs Offered	11	11	11	15	15	15
Sessions Held	1,209	1,060	1,099	1,143	1,143	1,143
Participants	17,599	14,727	12,292	16,500	16,500	16,500
[GOAL3] Combined Senior Programs						
Programs Offered	98	91	102	110	110	110
Sessions Held	4,214	3,916	3,835	4,243	4,243	4,243
Participants	87,787	78,086	70,692	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 2016-2017:

Senior center facility rentals are budgeted to increase $15,000 relative to 15-16 budgeted due to more rentals and an increase in fees. $350,000 is budgeted to be transferred-in from the general fund in accordance with policy established with the passage of the police millage. Building repairs are increasing $8,500 as the aging building has needed more repairs recently. Janitorial services are also budgeted to increase as the contract will be bid out and is expected to increase. Contracted services are budgeted to decrease $15,000 compared to the fiscal year 15-16 budget as activity and projections are lower than budgeted. $11,000 is budgeted to paint the interior of the senior center building. IT charges will increase $15,000 due to the IT department collecting additional fees due to recent technology investments.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	607,989	574,579	514,849	401,289	321,599	231,489
Revenues and transfers from other funds	774,300	774,140	774,140	774,140	774,140	774,140
Expenditures and transfers to other funds	807,710	833,870	887,700	853,830	864,250	874,980
Net Change in Fund Balance	(33,410)	(59,730)	(113,560)	(79,690)	(90,110)	(100,840)
Ending Fund Balance	574,579	514,849	401,289	321,599	231,489	130,649

Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	178,160	226,600	4,690	30,000	350,000	789,450
2015-2016 Original Budget	0	153,240	229,700	4,700	30,000	350,000	767,640
2015-2016 Adjusted Budget (Dec)	0	153,240	229,700	4,700	30,000	350,000	767,640
2015-2016 Six Month Actual	0	49,880	125,230	1,370	30,000	175,000	381,480
2015-2016 Estimated Year End	0	153,240	236,500	4,560	30,000	350,000	774,300
2016-2017 Dept Request	0	153,240	236,500	4,400	30,000	350,000	774,140
2016-2017 Manager's Budget	0	153,240	236,500	4,400	30,000	350,000	774,140
2016-2017 Adopted Budget	0	153,240	236,500	4,400	30,000	350,000	774,140
2017-2018 Projected Budget	0	153,240	236,500	4,400	30,000	350,000	774,140
2018-2019 Projected Budget	0	153,240	236,500	4,400	30,000	350,000	774,140
2019-2020 Projected Budget	0	153,240	236,500	4,400	30,000	350,000	774,140
2020-2021 Projected Budget	0	153,240	236,500	4,400	30,000	350,000	774,140

Expenditures

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	17,990	0	0	0	0	17,990
2013-2014 Actual	10,590	0	0	0	0	10,590
2014-2015 Actual	8,780	0	0	0	0	8,780
2015-2016 Original Budget	14,630	0	0	0	0	14,630
2015-2016 Adjusted Budget (Dec)	14,630	0	0	0	0	14,630
2015-2016 Six Month Actual	4,240	0	0	0	0	4,240
2015-2016 Estimated Year End	10,830	0	0	0	0	10,830
2016-2017 Dept Request	15,300	0	0	0	0	15,300
2016-2017 Manager's Budget	15,300	0	0	0	0	15,300
2016-2017 Adopted Budget	15,300	0	0	0	0	15,300
2017-2018 Projected Budget	15,790	0	0	0	0	15,790
2018-2019 Projected Budget	16,300	0	0	0	0	16,300
2019-2020 Projected Budget	16,830	0	0	0	0	16,830
2020-2021 Projected Budget	17,380	0	0	0	0	17,380

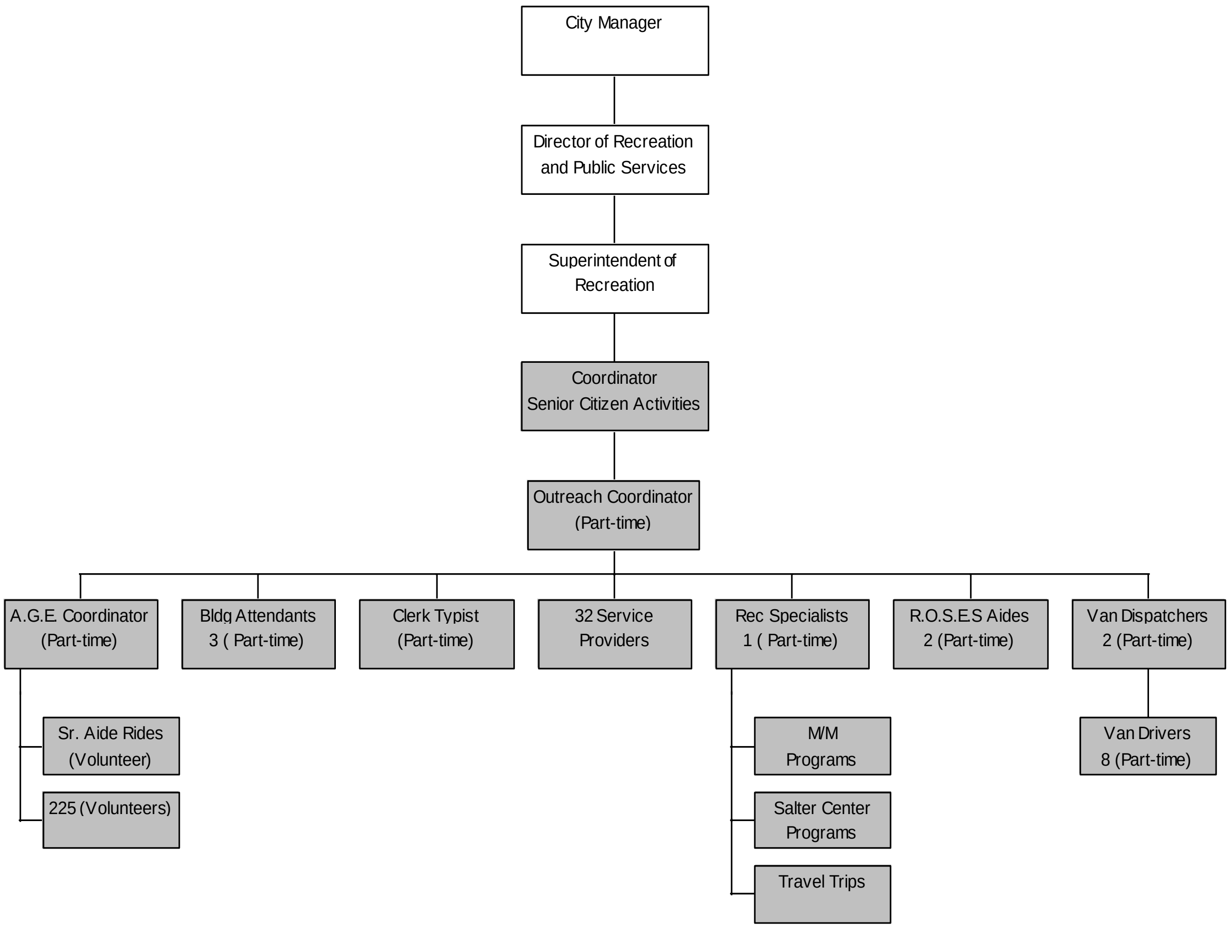
296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	13,200	680	0	350	0	14,230
2013-2014 Actual	8,260	610	0	200	0	9,070
2014-2015 Actual	11,970	260	0	470	0	12,700
2015-2016 Original Budget	14,860	1,000	0	500	0	16,360
2015-2016 Adjusted Budget (Dec)	14,860	1,000	0	500	0	16,360
2015-2016 Six Month Actual	5,550	0	0	0	0	5,550
2015-2016 Estimated Year End	14,180	1,000	0	250	0	15,430
2016-2017 Dept Request	13,530	1,000	0	500	0	15,030
2016-2017 Manager's Budget	13,530	1,000	0	500	0	15,030
2016-2017 Adopted Budget	13,530	1,000	0	500	0	15,030
2017-2018 Projected Budget	13,530	1,000	0	500	0	15,030
2018-2019 Projected Budget	13,530	1,000	0	500	0	15,030
2019-2020 Projected Budget	13,530	1,000	0	500	0	15,030
2020-2021 Projected Budget	13,530	1,000	0	500	0	15,030

296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	157,490	140	0	66,870	0	224,500
2015-2016 Original Budget	158,610	200	4,000	50,840	0	213,650
2015-2016 Adjusted Budget (Dec)	158,610	200	4,000	50,840	0	213,650
2015-2016 Six Month Actual	77,530	10	0	28,010	0	105,550
2015-2016 Estimated Year End	158,930	200	4,000	49,640	0	212,770
2016-2017 Dept Request	161,980	200	4,000	42,010	0	208,190
2016-2017 Manager's Budget	161,980	200	4,000	42,010	0	208,190
2016-2017 Adopted Budget	161,980	200	4,000	42,010	0	208,190
2017-2018 Projected Budget	165,730	200	4,000	42,760	0	212,690
2018-2019 Projected Budget	169,590	200	4,000	43,520	0	217,310
2019-2020 Projected Budget	173,550	200	4,000	44,300	0	222,050
2020-2021 Projected Budget	177,620	200	4,000	45,090	0	226,910

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	3,080	0	82,370	0	85,450
2015-2016 Original Budget	0	4,500	0	90,850	0	95,350
2015-2016 Adjusted Budget (Dec)	0	4,500	0	90,850	0	95,350
2015-2016 Six Month Actual	0	930	0	50,460	0	51,390
2015-2016 Estimated Year End	0	4,500	9,000	110,510	0	124,010
2016-2017 Dept Request	0	4,500	0	121,510	0	126,010
2016-2017 Manager's Budget	0	4,500	0	121,510	0	126,010
2016-2017 Adopted Budget	0	4,500	0	121,510	0	126,010
2017-2018 Projected Budget	0	4,500	44,000	121,510	0	170,010
2018-2019 Projected Budget	0	4,500	0	121,510	0	126,010
2019-2020 Projected Budget	0	4,500	0	121,510	0	126,010
2020-2021 Projected Budget	0	4,500	0	121,510	0	126,010

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	8,590	5,280	0	233,790	0	247,660
2013-2014 Actual	158,080	7,790	0	275,570	0	441,440
2014-2015 Actual	195,140	4,110	0	268,760	0	468,010
2015-2016 Original Budget	193,430	7,000	0	261,630	0	462,060
2015-2016 Adjusted Budget (Dec)	193,430	7,000	0	262,430	0	462,860
2015-2016 Six Month Actual	91,200	2,170	0	132,980	0	226,350
2015-2016 Estimated Year End	190,370	7,630	0	246,670	0	444,670
2016-2017 Dept Request	197,420	9,500	0	262,420	0	469,340
2016-2017 Manager's Budget	197,420	9,500	0	262,420	0	469,340
2016-2017 Adopted Budget	197,420	9,500	0	262,420	0	469,340
2017-2018 Projected Budget	200,090	9,500	0	264,590	0	474,180
2018-2019 Projected Budget	202,850	9,500	0	266,830	0	479,180
2019-2020 Projected Budget	205,700	9,500	0	269,130	0	484,330
2020-2021 Projected Budget	208,650	9,500	0	271,500	0	489,650

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Senior Center	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	3.8	3.8	n/a	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	5.8	4.8	1.0	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 2016-2017:

Estimated forecast demonstrates negative fund balances each year of the forecast should revenues and expenditures remain constant.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	97,170	64,980	23,530	(17,920)	(59,370)	(100,820)
Revenues and transfers from other funds	68,910	65,300	65,300	65,300	65,300	65,300
Expenditures and transfers to other funds	101,100	106,750	106,750	106,750	106,750	106,750
Net Change in Fund Balance	(32,190)	(41,450)	(41,450)	(41,450)	(41,450)	(41,450)
Ending Fund Balance	64,980	23,530	(17,920)	(59,370)	(100,820)	(142,270)

Revenues

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	17,040	42,340	13,490	15,130	88,000
2015-2016 Original Budget	0	0	22,000	35,400	0	15,000	72,400
2015-2016 Adjusted Budget (Dec)	0	0	22,000	35,400	0	15,000	72,400
2015-2016 Six Month Actual	0	0	7,710	22,420	300	6,260	36,690
2015-2016 Estimated Year End	0	0	17,000	41,410	500	10,000	68,910
2016-2017 Dept Request	0	0	17,000	38,300	0	10,000	65,300
2016-2017 Manager's Budget	0	0	17,000	38,300	0	10,000	65,300
2016-2017 Adopted Budget	0	0	17,000	38,300	0	10,000	65,300
2017-2018 Projected Budget	0	0	17,000	38,300	0	10,000	65,300
2018-2019 Projected Budget	0	0	17,000	38,300	0	10,000	65,300
2019-2020 Projected Budget	0	0	17,000	38,300	0	10,000	65,300
2020-2021 Projected Budget	0	0	17,000	38,300	0	10,000	65,300

Expenditures

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	45,830	2,210	680	45,270	0	93,990
2015-2016 Original Budget	46,270	6,000	0	54,270	0	106,540
2015-2016 Adjusted Budget (Dec)	46,270	6,000	0	54,270	0	106,540
2015-2016 Six Month Actual	20,520	1,420	0	19,070	0	41,010
2015-2016 Estimated Year End	45,900	6,000	0	49,200	0	101,100
2016-2017 Dept Request	46,450	6,000	0	54,300	0	106,750
2016-2017 Manager's Budget	46,450	6,000	0	54,300	0	106,750
2016-2017 Adopted Budget	46,450	6,000	0	54,300	0	106,750
2017-2018 Projected Budget	46,450	6,000	0	54,300	0	106,750
2018-2019 Projected Budget	46,450	6,000	0	54,300	0	106,750
2019-2020 Projected Budget	46,450	6,000	0	54,300	0	106,750
2020-2021 Projected Budget	46,450	6,000	0	54,300	0	106,750

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

There are no significant notes for this fund.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	736,377	774,697	865,207	888,737	909,187	926,447
Revenues and transfers from other funds	227,980	266,550	202,550	202,550	202,550	202,550
Expenditures and transfers to other funds	189,660	176,040	179,020	182,100	185,290	188,590
Net Change in Fund Balance	38,320	90,510	23,530	20,450	17,260	13,960
Ending Fund Balance	774,697	865,207	888,737	909,187	926,447	940,407

Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	0	174,640	0	6,580	0	0	181,220
2013-2014 Actual	0	186,830	0	5,790	9,440	0	202,060
2014-2015 Actual	0	234,160	0	9,980	2,420	0	246,560
2015-2016 Original Budget	0	235,000	0	15,000	650	0	250,650
2015-2016 Adjusted Budget (Dec)	0	235,000	0	15,000	650	0	250,650
2015-2016 Six Month Actual	0	167,260	0	2,930	220	0	170,410
2015-2016 Estimated Year End	0	220,930	0	5,500	1,550	0	227,980
2016-2017 Dept Request	0	257,000	0	8,000	1,550	0	266,550
2016-2017 Manager's Budget	0	257,000	0	8,000	1,550	0	266,550
2016-2017 Adopted Budget	0	257,000	0	8,000	1,550	0	266,550
2017-2018 Projected Budget	0	193,000	0	8,000	1,550	0	202,550
2018-2019 Projected Budget	0	193,000	0	8,000	1,550	0	202,550
2019-2020 Projected Budget	0	193,000	0	8,000	1,550	0	202,550
2020-2021 Projected Budget	0	193,000	0	8,000	1,550	0	202,550

Expenditures

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	251,720	6,980	0	44,600	0	303,300
2013-2014 Actual	141,660	1,510	18,980	79,720	0	241,870
2014-2015 Actual	53,420	5,040	0	61,400	0	119,860
2015-2016 Original Budget	130,300	0	0	130,100	0	260,400
2015-2016 Adjusted Budget (Dec)	130,300	0	0	130,100	0	260,400
2015-2016 Six Month Actual	31,260	9,070	15,490	29,180	0	85,000
2015-2016 Estimated Year End	61,630	9,000	32,000	87,030	0	189,660
2016-2017 Dept Request	85,230	9,000	0	81,810	0	176,040
2016-2017 Manager's Budget	85,230	9,000	0	81,810	0	176,040
2016-2017 Adopted Budget	85,230	9,000	0	81,810	0	176,040
2017-2018 Projected Budget	88,210	9,000	0	81,810	0	179,020
2018-2019 Projected Budget	91,290	9,000	0	81,810	0	182,100
2019-2020 Projected Budget	94,480	9,000	0	81,810	0	185,290
2020-2021 Projected Budget	97,780	9,000	0	81,810	0	188,590

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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	32,180	124,560	24,860	25,160	25,460	25,760
Revenues and transfers from other funds	249,790	8,100	8,100	8,100	8,100	8,100
Expenditures and transfers to other funds	157,410	107,800	7,800	7,800	7,800	7,800
Net Change in Fund Balance	92,380	(99,700)	300	300	300	300
Ending Fund Balance	124,560	24,860	25,160	25,460	25,760	26,060

Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	0	201,240	0	230	12,280	0	213,750
2013-2014 Actual	0	130,010	0	50	0	36,680	166,740
2014-2015 Actual	0	7,420	0	11,080	0	0	18,500
2015-2016 Original Budget	0	7,800	0	200	0	100,000	108,000
2015-2016 Adjusted Budget (Dec)	0	7,800	0	130,200	0	130,000	268,000
2015-2016 Six Month Actual	0	7,420	0	109,300	0	30,000	146,720
2015-2016 Estimated Year End	0	7,410	0	112,380	0	130,000	249,790
2016-2017 Dept Request	0	7,800	0	300	0	0	8,100
2016-2017 Manager's Budget	0	7,800	0	300	0	0	8,100
2016-2017 Adopted Budget	0	7,800	0	300	0	0	8,100
2017-2018 Projected Budget	0	7,800	0	300	0	0	8,100
2018-2019 Projected Budget	0	7,800	0	300	0	0	8,100
2019-2020 Projected Budget	0	7,800	0	300	0	0	8,100
2020-2021 Projected Budget	0	7,800	0	300	0	0	8,100

Expenditures

299.336 FIRE GRANTS/RESTRICTED FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	0	0	0
2015-2016 Original Budget	0	0	100,000	200	0	100,200
2015-2016 Adjusted Budget (Dec)	0	0	260,000	200	0	260,200
2015-2016 Six Month Actual	0	0	0	0	0	0
2015-2016 Estimated Year End	0	0	0	0	0	0
2016-2017 Dept Request	0	0	0	0	0	0
2016-2017 Manager's Budget	0	0	0	0	0	0
2016-2017 Adopted 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
2020-2021 Projected Budget	0	0	0	0	0	0

299.620 Mosquito Control	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	7,780	0	7,780
2013-2014 Actual	0	0	0	7,420	0	7,420
2014-2015 Actual	0	0	0	7,420	0	7,420
2015-2016 Original Budget	0	0	0	7,800	0	7,800
2015-2016 Adjusted Budget (Dec)	0	0	0	7,800	0	7,800
2015-2016 Six Month Actual	0	0	0	0	0	0
2015-2016 Estimated Year End	0	0	0	7,410	0	7,410
2016-2017 Dept Request	0	0	0	7,800	0	7,800
2016-2017 Manager's Budget	0	0	0	7,800	0	7,800
2016-2017 Adopted 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
2020-2021 Projected Budget	0	0	0	7,800	0	7,800

299.901 Capital Projects	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0
2015-2016 Original Budget	0	0	0	0	0	0
2015-2016 Adjusted Budget (Dec)	0	0	0	0	0	0
2015-2016 Six Month Actual	0	0	0	0	0	0
2015-2016 Estimated Year End	0	0	0	150,000	0	150,000
2016-2017 Dept Request	0	0	0	100,000	0	100,000
2016-2017 Manager's Budget	0	0	0	100,000	0	100,000
2016-2017 Adopted Budget	0	0	0	100,000	0	100,000
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
2020-2021 Projected Budget	0	0	0	0	0	0

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 ten (10) active brownfield plans: 802 S. Main St., 3213 Rochester Rd., 3380 Greenfield Rd, 426 E. Lincoln Ave., 528 S Main St., 25766 Woodward Ave., 1210-1232 Morse Ave., 30712-30734 Woodward Ave. 2200 E 12 Mile Road and 1210 Diamond Court.

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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	84,957	85,127	85,937	86,487	86,767	86,767
Revenues and transfers from other funds	34,430	26,120	26,120	26,120	26,120	26,120
Expenditures and transfers to other funds	34,260	25,310	25,570	25,840	26,120	26,410
Net Change in Fund Balance	170	810	550	280	0	(290)
Ending Fund Balance	85,127	85,937	86,487	86,767	86,767	86,477

Revenues

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	15,110	0	0	620	0	0	15,730
2015-2016 Original Budget	15,440	0	0	150	0	0	15,590
2015-2016 Adjusted Budget (Dec)	15,440	0	0	150	0	0	15,590
2015-2016 Six Month Actual	26,300	0	0	(20)	0	0	26,280
2015-2016 Estimated Year End	33,920	0	0	510	0	0	34,430
2016-2017 Dept Request	25,620	0	0	500	0	0	26,120
2016-2017 Manager's Budget	25,620	0	0	500	0	0	26,120
2016-2017 Adopted Budget	25,620	0	0	500	0	0	26,120
2017-2018 Projected Budget	25,620	0	0	500	0	0	26,120
2018-2019 Projected Budget	25,620	0	0	500	0	0	26,120
2019-2020 Projected Budget	25,620	0	0	500	0	0	26,120
2020-2021 Projected Budget	25,620	0	0	500	0	0	26,120

Expenditures

243.729 BROWNFIELD REDEVELOPMENT AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	44,230	0	44,230
2015-2016 Original Budget	0	0	0	15,590	0	15,590
2015-2016 Adjusted Budget (Dec)	0	0	0	15,590	0	15,590
2015-2016 Six Month Actual	0	0	0	10	0	10
2015-2016 Estimated Year End	0	0	0	34,260	0	34,260
2016-2017 Dept Request	0	0	0	25,310	0	25,310
2016-2017 Manager's Budget	0	0	0	25,310	0	25,310
2016-2017 Adopted Budget	0	0	0	25,310	0	25,310
2017-2018 Projected Budget	0	0	0	25,570	0	25,570
2018-2019 Projected Budget	0	0	0	25,840	0	25,840
2019-2020 Projected Budget	0	0	0	26,120	0	26,120
2020-2021 Projected Budget	0	0	0	26,410	0	26,410

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 1.6146 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/Main St. 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

- 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]
- Pilot temporary street closings for special events downtown.[GOAL2]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Contracted services are budgeted for $607,000 for holiday lights and grounds maintenance. $540,000 will be transferred to the general fund for the CBD police patrol. Promotions are budgeted to increase $100,000 due to the DDA considering new programs.

Budget Summary

DDA Development Fund

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	1,763,148	974,888	557,038	1,807,888	3,317,338	4,823,298
Revenues and transfers from other funds	3,328,100	3,266,000	3,266,000	3,266,000	3,266,000	3,266,000
Expenditures and transfers to other funds	4,116,360	3,683,850	2,015,150	1,756,550	1,760,040	1,763,650
Net Change in Fund Balance	(788,260)	(417,850)	1,250,850	1,509,450	1,505,960	1,502,350
Ending Fund Balance	974,888	557,038	1,807,888	3,317,338	4,823,298	6,325,648

Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	3,145,080	0	0	47,890	8,530	102,380	3,303,880
2015-2016 Original Budget	3,137,000	0	0	17,000	0	100,000	3,254,000
2015-2016 Adjusted Budget (Dec)	3,137,000	0	0	17,000	0	100,000	3,254,000
2015-2016 Six Month Actual	2,310,170	0	0	27,640	11,500	0	2,349,310
2015-2016 Estimated Year End	3,175,000	0	0	41,600	11,500	100,000	3,328,100
2016-2017 Dept Request	3,140,000	0	0	26,000	0	100,000	3,266,000
2016-2017 Manager's Budget	3,140,000	0	0	26,000	0	100,000	3,266,000
2016-2017 Adopted Budget	3,140,000	0	0	26,000	0	100,000	3,266,000
2017-2018 Projected Budget	3,140,000	0	0	26,000	0	100,000	3,266,000
2018-2019 Projected Budget	3,140,000	0	0	26,000	0	100,000	3,266,000
2019-2020 Projected Budget	3,140,000	0	0	26,000	0	100,000	3,266,000
2020-2021 Projected Budget	3,140,000	0	0	26,000	0	100,000	3,266,000

Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
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 Actual	149,570	0	0	849,470	1,406,160	0	2,405,200
2015-2016 Original Budget	164,100	0	0	1,324,580	2,787,600	0	4,276,280
2015-2016 Adjusted Budget (Dec)	164,100	0	0	1,324,580	2,787,600	0	4,276,280
2015-2016 Six Month Actual	48,740	0	0	556,030	362,600	0	967,370
2015-2016 Estimated Year End	163,150	0	0	1,191,370	2,403,600	0	3,758,120
2016-2017 Dept Request	147,220	0	0	1,166,130	786,500	0	2,099,850
2016-2017 Manager's Budget	147,220	0	0	1,166,130	786,500	0	2,099,850
2016-2017 Adopted Budget	147,220	0	0	1,166,130	786,500	0	2,099,850
2017-2018 Projected Budget	150,520	0	0	816,130	786,500	0	1,753,150
2018-2019 Projected Budget	153,920	0	0	816,130	786,500	0	1,756,550
2019-2020 Projected Budget	157,410	0	0	816,130	786,500	0	1,760,040
2020-2021 Projected Budget	161,020	0	0	816,130	786,500	0	1,763,650

247.901 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2012-2013 Actual	0	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0	0
2015-2016 Original Budget	0	0	0	0	0	0	0
2015-2016 Adjusted Budget (Dec)	0	0	0	0	0	0	0
2015-2016 Six Month Actual	2,330	0	0	0	0	0	2,330
2015-2016 Estimated Year End	270	0	0	347,000	0	0	347,270
2016-2017 Dept Request	0	0	0	1,584,000	0	0	1,584,000
2016-2017 Manager's Budget	0	0	0	1,584,000	0	0	1,584,000
2016-2017 Adopted Budget	0	0	0	1,584,000	0	0	1,584,000
2017-2018 Projected Budget	0	0	0	262,000	0	0	262,000
2018-2019 Projected Budget	0	0	0	0	0	0	0
2019-2020 Projected Budget	0	0	0	0	0	0	0
2020-2021 Projected Budget	0	0	0	0	0	0	0

Budget Summary

DDA Operating Fund

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	104,516	114,556	125,306	135,306	144,536	152,976
Revenues and transfers from other funds	50,510	50,500	50,500	50,500	50,500	50,500
Expenditures and transfers to other funds	40,470	39,750	40,500	41,270	42,060	42,870
Net Change in Fund Balance	10,040	10,750	10,000	9,230	8,440	7,630
Ending Fund Balance	114,556	125,306	135,306	144,536	152,976	160,606

DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	51,030	0	0	550	0	0	51,580
2015-2016 Original Budget	49,400	0	0	500	0	0	49,900
2015-2016 Adjusted Budget (Dec)	49,400	0	0	500	0	0	49,900
2015-2016 Six Month Actual	47,230	0	0	30	0	0	47,260
2015-2016 Estimated Year End	50,000	0	0	510	0	0	50,510
2016-2017 Dept Request	50,000	0	0	500	0	0	50,500
2016-2017 Manager's Budget	50,000	0	0	500	0	0	50,500
2016-2017 Adopted Budget	50,000	0	0	500	0	0	50,500
2017-2018 Projected Budget	50,000	0	0	500	0	0	50,500
2018-2019 Projected Budget	50,000	0	0	500	0	0	50,500
2019-2020 Projected Budget	50,000	0	0	500	0	0	50,500
2020-2021 Projected Budget	50,000	0	0	500	0	0	50,500

DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	26,950	4,830	0	6,640	0	38,420
2015-2016 Original Budget	30,140	16,000	0	3,760	0	49,900
2015-2016 Adjusted Budget (Dec)	30,140	2,000	0	17,760	0	49,900
2015-2016 Six Month Actual	13,870	180	0	6,980	0	21,030
2015-2016 Estimated Year End	30,150	500	0	9,820	0	40,470
2016-2017 Dept Request	29,750	2,000	0	8,000	0	39,750
2016-2017 Manager's Budget	29,750	2,000	0	8,000	0	39,750
2016-2017 Adopted Budget	29,750	2,000	0	8,000	0	39,750
2017-2018 Projected Budget	30,500	2,000	0	8,000	0	40,500
2018-2019 Projected Budget	31,270	2,000	0	8,000	0	41,270
2019-2020 Projected Budget	32,060	2,000	0	8,000	0	42,060
2020-2021 Projected Budget	32,870	2,000	0	8,000	0	42,870

Cost Center Position Detail - Home Base

Full & Part-time Employees

DDA/TIFA	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	n/a	n/a	0.1	n/a	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.1	0.1	0.0	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

As of June 30, 2015, the City of Royal Oak has 18 outstanding bonded debt issues and contracts totaling $52,390,638. Michigan statute limits general obligation debt to ten percent (10%)($250,560,454) of state equalized value and the city charter provides for a five percent (5%) limit or $125,280,227. Our non-exempt debt of $22,465,203 is 9% of the 10% limit leaving approximately $228 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 value 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 value 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 was due through May 1 2026. In March 2016, these bonds were refunded at 1.9% true interest cost providing a net present value savings of $295,028. And now part of the Capital Improvement Refunding Bonds, Series 2016.

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 was due annually May 1 through 2026. In March 2016, these bonds were refunded at 1.8% true interest cost, providing a net present value savings of $871,950. And now part of the Capital Improvement Refunding Bonds, Series 2016.

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. In March 2016, these bonds were advance refunded at a true interest cost of 2.32% providing a net present value savings of $1,086,758. And now a part of the Capital Improvement Refunding Bonds, Series 2016.

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 <u>contract</u> 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. In February 2016, Drain Refunding Bonds were issued saving the city $158,000.

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 5 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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	109,436	96,746	71,666	53,841	34,766	20,466
Revenues and transfers from other funds	615,430	607,200	610,200	613,200	616,700	627,980
Expenditures and transfers to other funds	628,120	632,280	628,025	632,275	631,000	629,275
Net Change in Fund Balance	(12,690)	(25,080)	(17,825)	(19,075)	(14,300)	(1,295)
Ending Fund Balance	96,746	71,666	53,841	34,766	20,466	19,171

Revenues

301.000 REVENUE	Taxes	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	695,670	0	80	0	0	695,750
2013-2014 Actual	631,430	0	120	20	0	631,570
2014-2015 Actual	625,840	0	510	60	0	626,410
2015-2016 Original Budget	602,000	0	400	0	0	602,400
2015-2016 Adjusted Budget (Dec)	602,000	0	400	0	0	602,400
2015-2016 Six Month Actual	599,020	0	20	160	0	599,200
2015-2016 Estimated Year End	615,000	0	250	180	0	615,430
2016-2017 Dept Request	607,000	0	200	0	0	607,200
2016-2017 Manager's Budget	607,000	0	200	0	0	607,200
2016-2017 Approved Budget	607,000	0	200	0	0	607,200
2017-2018 Projected Budget	610,000	0	200	0	0	610,200
2018-2019 Projected Budget	613,000	0	200	0	0	613,200
2019-2020 Projected Budget	616,500	0	200	0	0	616,700
2020-2021 Projected Budget	627,775	0	200	0	0	627,975

Expenditures

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	1,050	628,460	629,510
2013-2014 Actual	0	0	0	750	624,250	625,000
2014-2015 Actual	0	0	0	1,500	624,350	625,850
2015-2016 Original Budget	0	0	0	2,500	627,000	629,500
2015-2016 Adjusted Budget (Dec)	0	0	0	2,500	627,000	629,500
2015-2016 Six Month Actual	0	0	0	210	574,720	574,930
2015-2016 Estimated Year End	0	0	0	1,500	626,620	628,120
2016-2017 Dept Request	0	0	0	1,500	630,780	632,280
2016-2017 Manager's Budget	0	0	0	1,500	630,780	632,280
2016-2017 Approved Budget	0	0	0	1,500	630,780	632,280
2017-2018 Projected Budget	0	0	0	1,500	626,525	628,025
2018-2019 Projected Budget	0	0	0	1,500	630,775	632,275
2019-2020 Projected Budget	0	0	0	1,500	629,500	631,000
2020-2021 Projected Budget	0	0	0	1,500	627,775	629,275

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	517,500	518,250	517,490	517,850	517,590	511,220
Expenditures and transfers to other funds	517,500	518,250	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	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	0	0	0	0	512,700	512,700
2013-2014 Actual	0	0	0	0	514,930	514,930
2014-2015 Actual	0	0	0	0	88,150	88,150
2015-2016 Original Budget	0	0	0	0	517,750	517,750
2015-2016 Adjusted Budget (Dec)	0	0	0	0	517,750	517,750
2015-2016 Six Month Actual	0	0	0	0	81,250	81,250
2015-2016 Estimated Year End	0	0	0	0	517,500	517,500
2016-2017 Dept Request	0	0	0	0	518,250	518,250
2016-2017 Manager's Budget	0	0	0	0	518,250	518,250
2016-2017 Approved Budget	0	0	0	0	518,250	518,250
2017-2018 Projected Budget	0	0	0	0	517,490	517,490
2018-2019 Projected Budget	0	0	0	0	517,850	517,850
2019-2020 Projected Budget	0	0	0	0	517,590	517,590
2020-2021 Projected Budget	0	0	0	0	511,220	511,220

Expenditures

303.905 COURT BUILDING DEBT SERVICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	-	-	-	-	512,700	512,700
2013-2014 Actual	-	-	-	-	514,930	514,930
2014-2015 Actual	-	-	-	-	511,530	511,530
2015-2016 Original Budget	-	-	-	-	517,750	517,750
2015-2016 Adjusted Budget (Dec)	-	-	-	-	517,750	517,750
2015-2016 Six Month Actual	-	-	-	-	81,250	81,250
2015-2016 Estimated Year End	-	-	-	-	517,500	517,500
2016-2017 Dept Request	-	-	-	-	518,250	518,250
2016-2017 Manager's Budget	-	-	-	-	518,250	518,250
2016-2017 Approved Budget	-	-	-	-	518,250	518,250
2017-2018 Projected Budget	-	-	-	-	517,490	517,490
2018-2019 Projected Budget	-	-	-	-	517,850	517,850
2019-2020 Projected Budget	-	-	-	-	517,590	517,590
2020-2021 Projected Budget	-	-	-	-	511,220	511220

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	0	10	520	520	520	520
Revenues and transfers from other funds	102,810	104,510	104,500	0	0	0
Expenditures and transfers to other funds	102,800	104,000	104,500	0	0	0
Net Change in Fund Balance	10	510	0	0	0	0
Ending Fund Balance	10	520	520	520	520	520

Revenues

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	0	0	101,900	101,900
2015-2016 Original Budget	0	0	0	300	0	103,300	103,600
2015-2016 Adjusted Budget (Dec)	0	0	0	300	0	103,300	103,600
2015-2016 Six Month Actual	0	0	0	0	0	102,810	102,810
2015-2016 Estimated Year End	0	0	0	0	0	102,810	102,810
2016-2017 Dept Request	0	0	0	0	0	104,510	104,510
2016-2017 Manager's Budget	0	0	0	0	0	104,510	104,510
2016-2017 Approved Budget	0	0	0	0	0	104,510	104,510
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
2020-2021 Projected Budget	0	0	0	0	0	0	0

Expenditures

360.905 DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	500	103,200	103,700
2013-2014 Actual	0	0	0	500	99,800	100,300
2014-2015 Actual	0	0	0	500	101,400	101,900
2015-2016 Original Budget	0	0	0	500	103,100	103,600
2015-2016 Adjusted Budget (Dec)	0	0	0	500	103,100	103,600
2015-2016 Six Month Actual	0	0	0	0	102,800	102,800
2015-2016 Estimated Year End	0	0	0	0	102,800	102,800
2016-2017 Dept Request	0	0	0	0	104,000	104,000
2016-2017 Manager's Budget	0	0	0	0	104,000	104,000
2016-2017 Approved Budget	0	0	0	0	104,000	104,000
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
2020-2021 Projected Budget	0	0	0	0	0	0

	2015
Valuation base	
State equalized valuation - excluding IFT values	$2,496,528,480
Plus: equivalent valuation of Act 198 exemptions	9,076,090
Total valuation	2,505,604,540
Legal debt limitation - 10% of total valuation	250,560,454
Calculation of debt subject to limit	
Debt outstanding	52,390,638
Net debt not subject to limit	29,925,435
Additional Debt which can be legally incurred	$ 228,095,251
Non-exempt debt as a percent of debt limit	9%

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.

The city charter provides that 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, IS, Motor Pool, etc).

WATER & SEWER IMPROVEMENTS

CAP1535	**Mohawk Avenue and Sherman Drive Water Main Replacements**

Project Length: 2016-2017
City Share: 100%
Estimated City Cost: $766,000
Funding Source: water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 12" water main along Mohawk Avenue (Harrison Avenue-Lincoln Avenue) and 8" water main in Sherman Drive (Josephine Avenue to east of Baker Street).

CAP1607	**Basset Road, Vinton Road, Greenleaf Drive, Woodsboro Drive, Elmhurst Avenue, Clawson Avenue, Linwood Avenue, Forestdale Court, Oliver Road and Glenwood Road Water Main Replacements**

Project Length: 2016-2017
City Share: 100%
Estimated City Cost: $2,318,000
Funding Source: water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 8" water main in Basset Road, Vinton Road, Greenleaf Drive, Woodsboro Drive, Elmhurst Avenue, Clawson Avenue, Linwood Avenue, Forestdale Court and 12" water main in Oliver Road and Glenwood Road.

CAP1613	**Vinsetta Boulevard, Sycamore Avenue, Northwood Boulevard, Crooks Road Water Main Replacements**

Project Length: 2016-2017
City Share: 100%
Estimated City Cost: $1,992,000
Funding Source: water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 8" water main in Vinsetta Boulevard, Northwood Boulevard, Sycamore Avenue and 12" water main in Crooks Road.

CAP1745	**14 Mile Road (Woodward Avenue-Tonawanda Avenue) & (Mankato Avenue-CN Railroad)**
Project Length: 2017-2018 **Estimated City Cost:** $1,138,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 12" water main in 14 Mile Road from Woodward Avenue to Tonawanda Avenue and Mankato Avenue to CN Railroad.

CAP1710	**Rochester Road, Ferris Avenue, and Vermont Avenue Water Main Replacements**
Project Length: 2017-2018 **Estimated City Cost:** $1,236,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water mains with a new 12" water main in Rochester Road (Donald Avenue -14 Mile Road) and an 8" water main along Ferris Avenue (Donald Avenue-14 Mile Road) and Vermont Avenue (Donald Avenue-14 Mile Road).

CAP1720	**Normandy Road Water Main Replacement**
Project Length: 2017-2018 **Estimated City Cost:** $1,022,000	**City Share:** 100% **Funding Source:** water and 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.

CAP1730	**Section 5 & 7 Water Main Replacements**
Project Length: 2017-2018 **Estimated City Cost:** $1,186,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 12" water wain in the east side of Woodward Avenue (Buckingham Road-Normandy Road), Woodward Avenue just north of Starr Road and 8" water mains in Judson Avenue (Elmwood Avenue-Cummings Avenue), Nakota Road (Hillcrest Avenue-Crooks Road), and Rosewold (Normandy Road-Massoit Road).

CAP1735	Dallas Avenue Water Main Replacement
Project Length: 2017-2019 **Estimated City Cost:** $843,000	**City Share:** 100% **Funding Source:** water and 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.	

CAP1740	Section 6 Water Main Replacement
Project Length: 2017-2018 **Estimated City Cost:** $1,032,000	**City Share:** 100% **Funding Source:** water and sewer fund
Impact on the Operating Budget: Lower system maintenance costs. **Description:** Replace existing water main with a new 12" water main along Chester Road (Hillside Drive-Dukeshire Highway) and 8" water mains along Dukeshire Highway (Chester Road-Normandy Road), Yorba Linda Boulevard (Dukeshire Highway-Kensington Drive), Rockingham (Kensington Drive-Woodward Avenue) and Ravena Avenue (Chester Road-Woodward Avenue).	

CAP1750	Section 3 Water Main Replacement
Project Length: 2017-2018 **Estimated City Cost:** $500,000	**City Share:** 100% **Funding Source:** water and sewer fund
Impact on the Operating Budget: Lower system maintenance costs. **Description:** Replace existing water main with a new 8" water main along 14 Mile Road (Rochester Road-Campbell Road).	

CAP1810	Houstonia Avenue Water Main Replacement
Project Length: 2018-2019 **Estimated City Cost:** $938,000	**City Share:** 100% **Funding Source:** water and 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 Drive-Main Street) and 8" water main in Oakdale Street (11 Mile Road to 4th Street).	

CAP1820	**Section 10 and 15 Water Main Replacements**
Project Length: 2018-2019 **Estimated City Cost:** $1,090,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water mains with new 8" water mains along Forest Avenue (Main Street-Rosedale Avenue), Virginia Avenue (Pingree Boulevard-Dead End), Clifton Avenue (12 Mile Road-Beaver Avenue), Fern Street (12 Mile Road-Beaver Avenue) and Ardmore Avenue (12 Mile Road-Beaver Avenue).

CAP1830	**Section 3 and 4 Water Main Replacements**
Project Length: 2018-2019 **Estimated City Cost:** $1,138,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 12" water main along Lexington Boulevard (Senior Center-Washington Avenue) and 8" water mains in Glendale Avenue (13 Mile Road-Englewood Avenue) and Alexander Avenue(13 Mile Road-Woodlawn Avenue).

CAP1840	**Section 3 and 10 Water Main Replacements**
Project Length: 2018-2019 **Estimated City Cost:** $1,088,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 8" water main along Blair Avenue (13 Mile Road-Woodlawn Avenue), Devillen Avenue (Ferris Avenue-Campbell Road), Girard Avenue (Red Run Park – Vermont Avenue), and Parkdale Avenue (Vermont Avenue-Wilson Avenue).

CAP1850	**Vermont Avenue Water Main Replacements**
Project Length: 2018-2019 **Estimated City Cost:** $1,136,000	**City Share:** 100% **Funding Source:** water and 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 Road-Girard Avenue) and Houstonia Avenue (Vermont Avenue-Campbell Road).

CAP1910	**Stephenson Highway Water Main Replacement**
Project Length: 2019-2020 **Estimated City Cost:** $1,614,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 12" water main along Stephenson Highway (4th Street-Gardenia Avenue) and an 8" water main along Forest Avenue (Symes Avenue-Stephenson Highway).

CAP1920	**Section 14, 22, and 23 Water Main Replacements**
Project Length: 2019-2020 **Estimated City Cost:** $1,338,000	**City Share:** 100% **Funding Source:** water and 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 Road (Dorchester Avenue-Kenwood Avenue), Farnum Avenue (Campbell Road-Kenwood Avenue), Helene Avenue (Barrett-Brockton), Vermont Avenue (Lincoln Avenue-5th Street), Longfellow Avenue (Harrison Avenue-Lincoln Avenue), and Rembrandt Avenue (Lincoln Avenue-6th Street).

CAP1930	**5th, 6th, and 7th Streets Water Main Replacements**
Project Length: 2019-2020 **Estimated City Cost:** $1,306,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing water main with a new 12" water main along 5th Street (Knowles Street-Alexander Avenue) and 8" water mains along 6th Street (Knowles Street-Alexander Avenue), 7th Street (Troy Street-Knowles Street), and Altadena Avenue (Lincoln Avenue-6th Street).

CAP1935	**Harrison Avenue Water Main Replacement**
Project Length: 2019-2020 **Estimated City Cost:** $1,244,000	**City Share:** 100% **Funding Source:** water and 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 Avenue) and an 8" water main in Houstonia Avenue (Northwood Boulevard-Evergreen Drive).

CAP2010	**Section 15 and 23 Joint Replacements**
Project Length: 2020-2021 **Estimated City Cost:** $1,332,000	**City Share:** 100% **Funding Source:** water and 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 Court (Curry Avenue-Potter Avenue), Frederick Street (Curry Avenue-Potter Avenue), S. Dorchester Avenue (Lincoln Avenue-4th Street), and S. Kenwood Avenue (Lincoln Avenue-4th Street).

CAP2020	**Edgeworth Avenue and Minerva Avenue Joint Replacements**
Project Length: 2020-2021 **Estimated City Cost:** $1,582,000	**City Share:** 100% **Funding Source:** water and 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 Avenue (Lincoln Avenue-11 Mile Road) and Minerva Avenue (Lincoln Avenue-11 Mile Road).

CAP2030	**Section 23 Joint Replacement**
Project Length: 2020-2021 **Estimated City Cost:** $1,366,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace universal joint water main with an 8" water main along Helene Avenue (Lincoln Avenue-11 Mile Road), E. Hudson (dead end - Stephenson), Yale (Wellesley-Stephenson) and Brockton (Helene Avenue-Stephenson).

CAP2110	**Section 14 and 23 Joint Replacements**
Project Length: 2021-2022 **Estimated City Cost:** $1,096,000	**City Share:** 100% **Funding Source:** water and 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 Avenue (11 Mile Road-Farnum Avenue), Mace Avenue (Minerva Avenue-Stephenson Highway), and S. Edison Avenue (Lincoln Avenue-4th Street).

CAP2120	Section 16, 21, and 23 Joint Replacements
Project Length: 2021-2022 **Estimated City Cost:** $996,000	**City Share:** 100% **Funding Source:** water and 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 Avenue (Derby Avenue-12 Mile Road), Huntington Avenue (Hereford Drive-Woodward Avenue), and Tufts Avenue (Wellesley Avenue to Stephenson Highway).

CAP2210, CAP2220, CAP2310, CAP2320	Various Water Main Replacements
Project Length: 2021-2022 **Estimated City Cost:** $9,042,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Replace existing 6” water main with 8” water main in target area to be determined.

CAP1614-CAP2214	Sewer Televising and Root Control
Project Length: 2017-2022 **Estimated City Cost:** $3,030,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs and general liability costs.

Description: Sewer televising, cleaning, and invasive root removal city wide.

CAP1616-CAP2216	Sewer Lining (City Wide)
Project Length: 2017-2022 **Estimated City Cost:** $4,113,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Lining the sewers to prevent sewer pipe failure or collapse.

CAP1617-CAP2217	Spot Sewer Repairs (City Wide)
Project Length: 2017-2022 **Estimated City Cost:** $3,036,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Lower system maintenance costs.

Description: Spot sewer repair of broken sanitary sewer of different sizes in various locations city wide.

CAP1606	**2016 Sewer Improvements**
Project Length: 2017-2022 **Estimated City Cost:** $2,066,000	**City Share:** 100% **Funding Source:** water and sewer fund

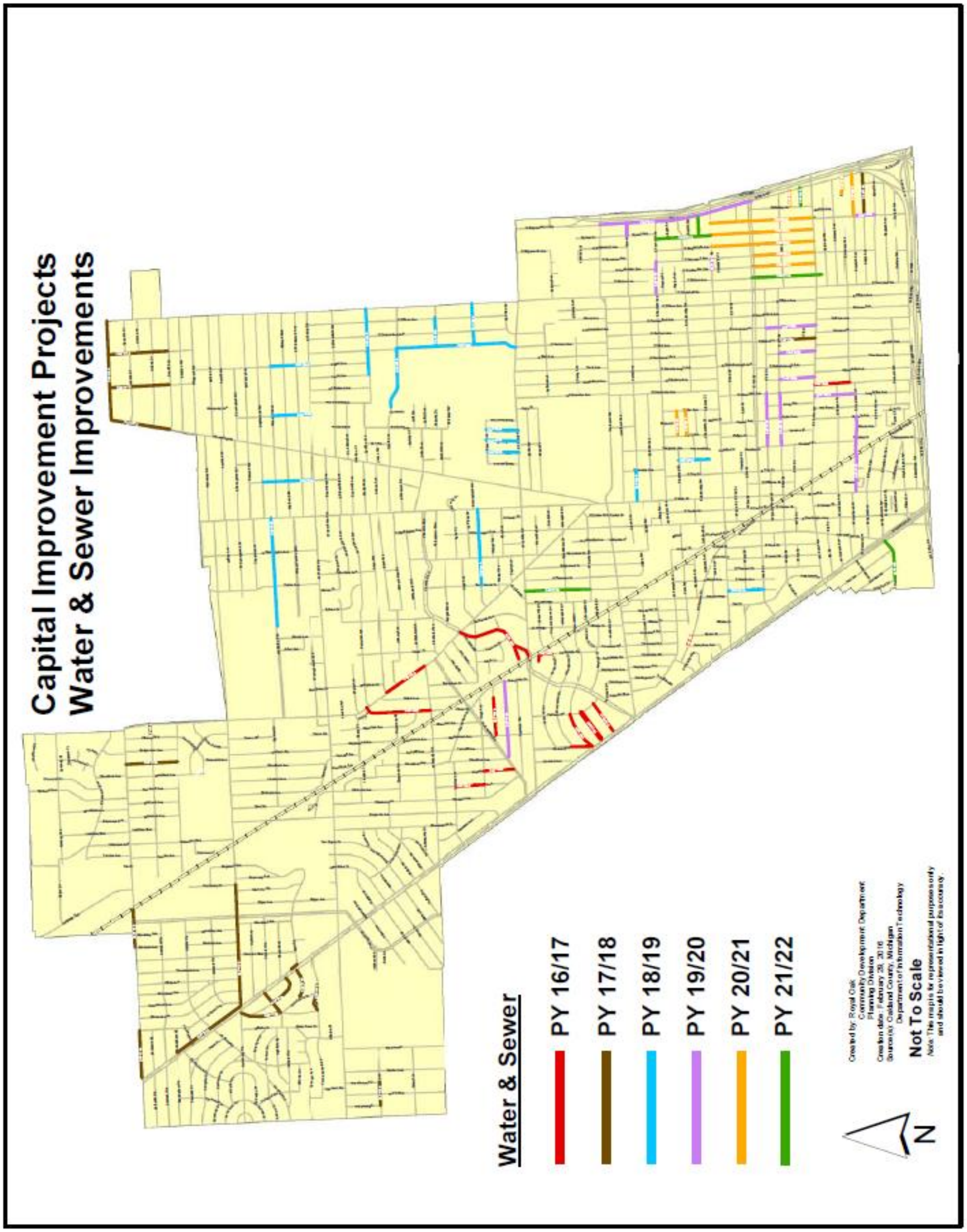
Impact on the Operating Budget: Lower system maintenance costs.

Description: Sewer replacements / installations for increased capacity at the following locations: Ravine Road (alley to Hampton Boulevard), Edgewood Drive (Crooks Road to Woodsboro Drive), Park Avenue (Maple Avenue to Maxwell Avenue), Durham Road (13 Mile Road to Normandy Road), Windemere Avenue (Blair Avenue to Campbell Road), Vinsetta Boulevard (Marywood Drive to Main Street).

CAP1736	**Green Infrastructure Feasibility Study**
Project Length: 2016-2017 **Estimated City Cost:** $150,000	**City Share:** 100% **Funding Source:** water and sewer fund

Impact on the Operating Budget: Will attempt to identify ways to reduce inflow into sewers with combinations of green and grey infrastructure.

Description: Consultant to identify generic concepts for green infrastructure including infiltration basins, bio-swales and bio-retention cells; permeable pavements, ect. Identify specific locations, develop generic costs, and develop a plan for specific locations where concepts can be installed with estimated costs. Estimate effectiveness and compare to existing city requirements for detention.


Capital Improvement Projects
Water & Sewer Improvements
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SIDEWALK IMPROVEMENTS

CAP1601-CAP2201	**Concrete Pavement and Prepaid Sidewalk Program Improvements**
Project Length: 2015-2022 **Estimated City Cost:** $3,543,000	**City Share:** 100% **Funding Source:** water and sewer fund / 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.

CAP1602, CAP1702	**Sidewalk Improvements Program**
Project Length: 2013-2018 **Estimated City Cost:** $281,000	**City Share:** 4% **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 over six years.

CAP1604	**2016 E. Fourth Street Streetscape Improvements (Main Street-Knowles Street DDA)**
Project Length: 2016-2017 **Estimated City Cost:** $1,100,000	**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: The work for this project includes new streetscape decorative concrete installation, concrete curb and gutter and asphalt street resurfacing, handicap ramp replacement, drainage improvements, installation of trees and tree grates, and removal of existing DTE wood poles and lights and installation of decorative street lights. This project extends along E. Fourth Street from S. Main Street to Knowles Street.

CAP1611	2016 Main Street Streetscape (10 Mile Road-Lincoln Avenue)
Project Length: 2016-2017 **Estimated City Cost:** $367,000	**City Share:** 44% **Funding Source:** DDA / major streets / special assessment
Impact on the Operating Budget: Improve safety thus reducing liability expenses due to fewer trip and fall claims. **Description:** Improvements to streetscape along Main Street between 10 Mile Road and Lincoln Avenue.	

LOCAL STREET IMPROVEMENTS

CAP1705-CAP2205	**Millage Concrete Street Repairs**
Project Length: 2017-2022 **Estimated City Cost:** $8,203,000	**City Share:** 100% **Funding Source:** local street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to local roads.

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.

CAP1715-CAP2215	**Millage Asphalt Street Resurfacing**
Project Length: 2017-2022 **Estimated City Cost:** $14,303,000	**City Share:** 100% **Funding Source:** local street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to local roads.

Description: Resurfacing of local roads with an asphalt top layer. This program is meant to address locations where the road is deteriorating.

CAP1725-CAP2225	**Millage Street Joint Sealing**
Project Length: 2017-2022 **Estimated City Cost:** $459,000	**City Share:** 100% **Funding Source:** local street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to local roads.

Description: Perform joint sealing maintenance on local streets for streets paved in previous year.

CAP1735-CAP2035	**Millage Street Reconstruction**
Project Length: 2017-2020 **Estimated City Cost:** $3,485,000	**City Share:** 100% **Funding Source:** local street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to local roads.

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.

CAP1745-CAP2245	**2016 Sewer and Water Main Improvements**
Project Length: 2017-2022 **Estimated City Cost:** $4,647,000	**City Share:** 100% **Funding Source:** local street fund

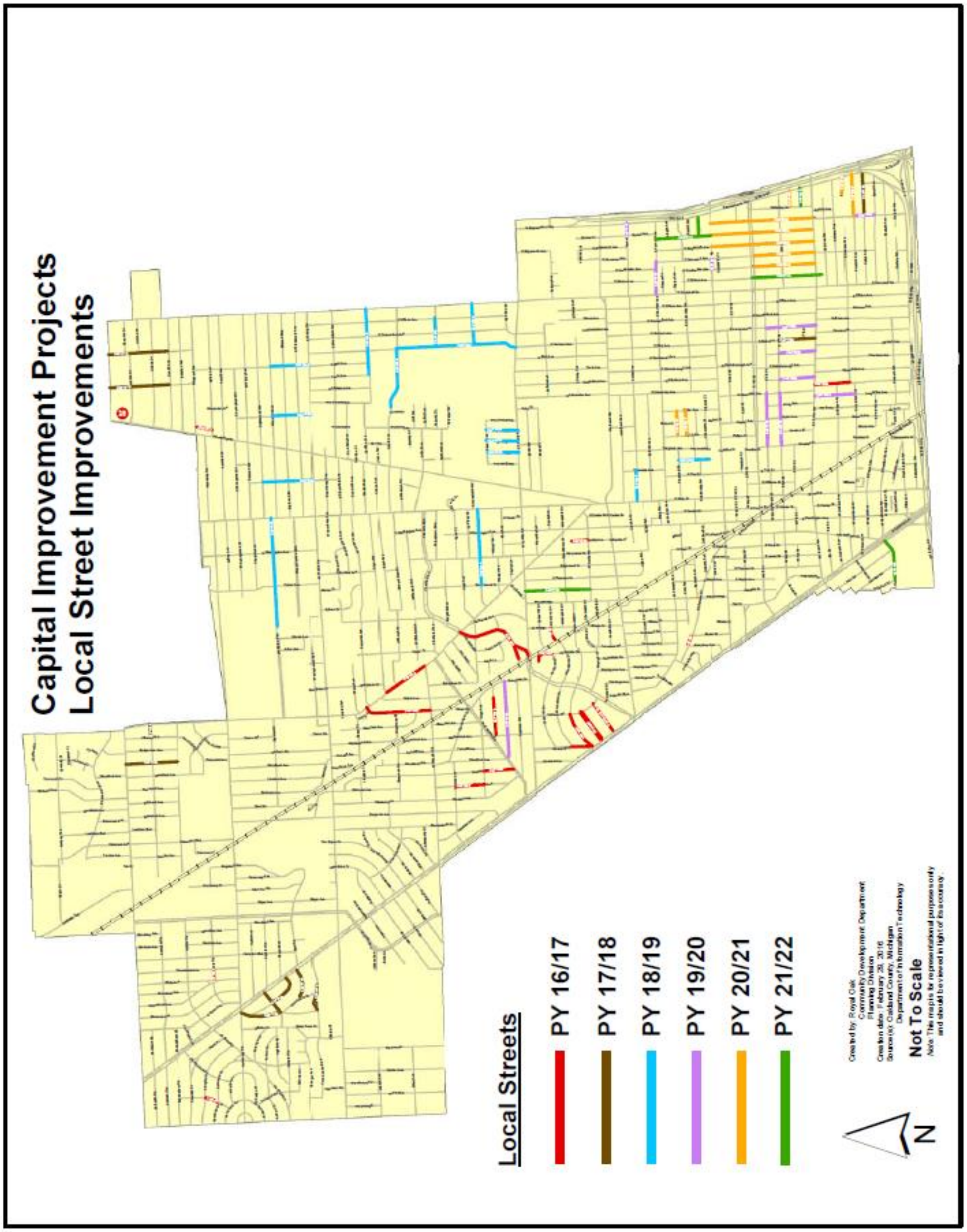
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to local roads.

Description: Reconstruction of local roads in coordination with sewer and water main improvements.

CAP1755-CAP2255	**Special Assessment Paving**
Project Length: 2017-2022 **Estimated City Cost:** $2,651,000	**City Share:** 63% **Funding Source:** local street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to local roads.

Description: Special assessment paving of local roads. The city is covering a portion of costs due to these roads going from gravel to paved.


Capital Improvement Projects
Local Street Improvements
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MAJOR STREET IMPROVEMENTS

CAP1101	**Surveying Services**
Project Length: 2014-2020 **Estimated City Cost:** $80,000	**City Share:** 100% **Funding Source:** major street fund / water and sewer fund

Impact on the Operating Budget: Improve efficiency and access to information.

Description: This program serves as a guide by providing surveying consulting services for preparing construction plans for street paving as well as water and sewer improvements.

CAP1401	**Traffic Signal Upgrade Project**
Project Length: 2015-2018 **Estimated City Cost:** $2,475,000	**City Share:** 100% **Funding Source:** major street fund / grant

Impact on the Operating Budget: Reduce maintenance budget by $2,000 annually.

Description: Replace or upgrade existing traffic signals with countdown audible signals.

CAP1618	**Traffic Signal Survey and Optimization Plan**
Project Length: 2016-2017 **Estimated City Cost:** $100,000	**City Share:** 25% **Funding Source:** major street fund / grant

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Consultant to inventory all traffic signals and create an asset management document. Develop an optimization plan, including prioritizing maintenance and construction projects and developing cost estimates.

CAP1619	**NB Stephenson Highway (Part A) Resurfacing**
Project Length: 2017-2018 **Estimated City Cost:** $270,000	**City Share:** 100% **Funding Source:** major street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Resurfacing north bound Stephenson Highway with asphalt as a part of the program between 11 Mile Road and Gardenia Avenue.

CAP1621	NB Stephenson Highway (Part B) Resurfacing
Project Length: 2017-2018 **Estimated City Cost:** $270,000	**City Share:** 100% **Funding Source:** major street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Resurfacing north bound Stephenson Highway with asphalt as a part of the program between East Lincoln Avenue and 11 Mile Road.

CAP1604	E. 4th Street Streetscape Improvements (Main-Knowles DDA)
Project Length: 2015-2017 **Estimated City Cost:** $999,000	**City Share:** 100% **Funding Source:** major street fund, DDA

Impact on the Operating Budget: Unknown

Description: Perform topographic survey of E. 4th Street from Main Street to Knowles Street and contract for the design of paving and streetscape upgrades.

CAP1626	Crooks Road Resurfacing (14 Mile Road-Normandy Road and Webster Road-13 Mile Road)
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: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Resurface Crooks Road between 13 Mile Road and Webster Road and between 14 Mile Road and Normandy Road.

CAP1635	SA Paving Girard Avenue
Project Length: 2016-2017 **Estimated City Cost:** $162,000	**City Share:** 56% **Funding Source:** major street fund / special assessment

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Special assessment paving of Girard Avenue from Rochester Road to Ardmore Avenue. The city is covering a portion of costs due to this road going from gravel to paved.

CAP1703	13 Mile Road Asphalt Resurfacing (Woodward Avenue to Crooks Road)
Project Length: 2018-2019 **Estimated City Cost:** $495,000	**City Share:** 100% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** Resurface 13 Mile Road between Woodward Avenue and Crooks Road.	

CAP1610	Main Street Improvements (10 Mile Road-Lincoln Avenue)
Project Length: 2016-2017 **Estimated City Cost:** $590,000	**City Share:** 48% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** 2016 MDOT S Main Street improvements between 10 Mile Road and Lincoln Avenue.	

CAP1622	Ferndale Bike Route Loop Extension
Project Length: 2016-2017 **Estimated City Cost:** $50,000	**City Share:** 100% **Funding Source:** major street fund
Impact on the Operating Budget: Unknown **Description:** Extension of the Ferndale bike route loop through the southwest corner of Royal Oak from the intersection of Woodward Avenue and Lincoln Avenue to the intersection of Mohawk Avenue and the I-696 service drive. From west to east, the route would travel along West Lincoln Avenue, Lafayette Avenue, West and East Harrison Avenue, Morse Avenue, East Parent Avenue, and Irving Avenue.	

CAP1704	W. 4th Street, Lafayette Avenue and W. Lincoln Avenue Asphalt Resurfacing
Project Length: 2018-2019 **Estimated City Cost:** $700,000	**City Share:** 100% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** Resurface W. 4th Street (West Street to Washington Avenue), Lafayette Avenue (Woodward Avenue to Lincoln Avenue, 4th Street to 11 Mile Road), and W. Lincoln Avenue (Woodward Avenue to Washington Avenue).	

CAP1706	**Central Business District Street Resurfacing**
Project Length: 2017-2018 **Estimated City Cost:** $271,000	**City Share:** 100% **Funding Source:** DDA

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Central Business District (CBD) resurfacing of 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.

CAP1707	**Gardenia Avenue Reconstruction (Main Street-Gainsborough Avenue)**
Project Length: 2018-2020 **Estimated City Cost:** $1,201,000	**City Share:** 100% **Funding Source:** major street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Reconstruct Gardenia Avenue between Main Street and Gainsborough Avenue.

CAP1803	**Washington Avenue Resurfacing (Crooks Road-12 Mile Road)**
Project Length: 2019 **Estimated City Cost:** $326,000	**City Share:** 100% **Funding Source:** major street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Resurfacing of N. Washington Avenue with an asphalt top layer as a part of the program between 12 Mile Road and Crooks Road. This program is intended to address location where the road surface condition is deteriorating.

CAP1765-CAP2265	**Annual Major Joint Seal Program**
Project Length: 2016-2022 **Estimated City Cost:** $610,000	**City Share:** 100% **Funding Source:** major street fund

Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads.

Description: Perform joint sealing maintenance on major streets paved in previous year.

CAP1806	**Campbell Road (10 Mile Road-11 Mile Road)**
Project Length: 2018-2019 **Estimated City Cost:** $594,000	**City Share:** 37% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **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.	

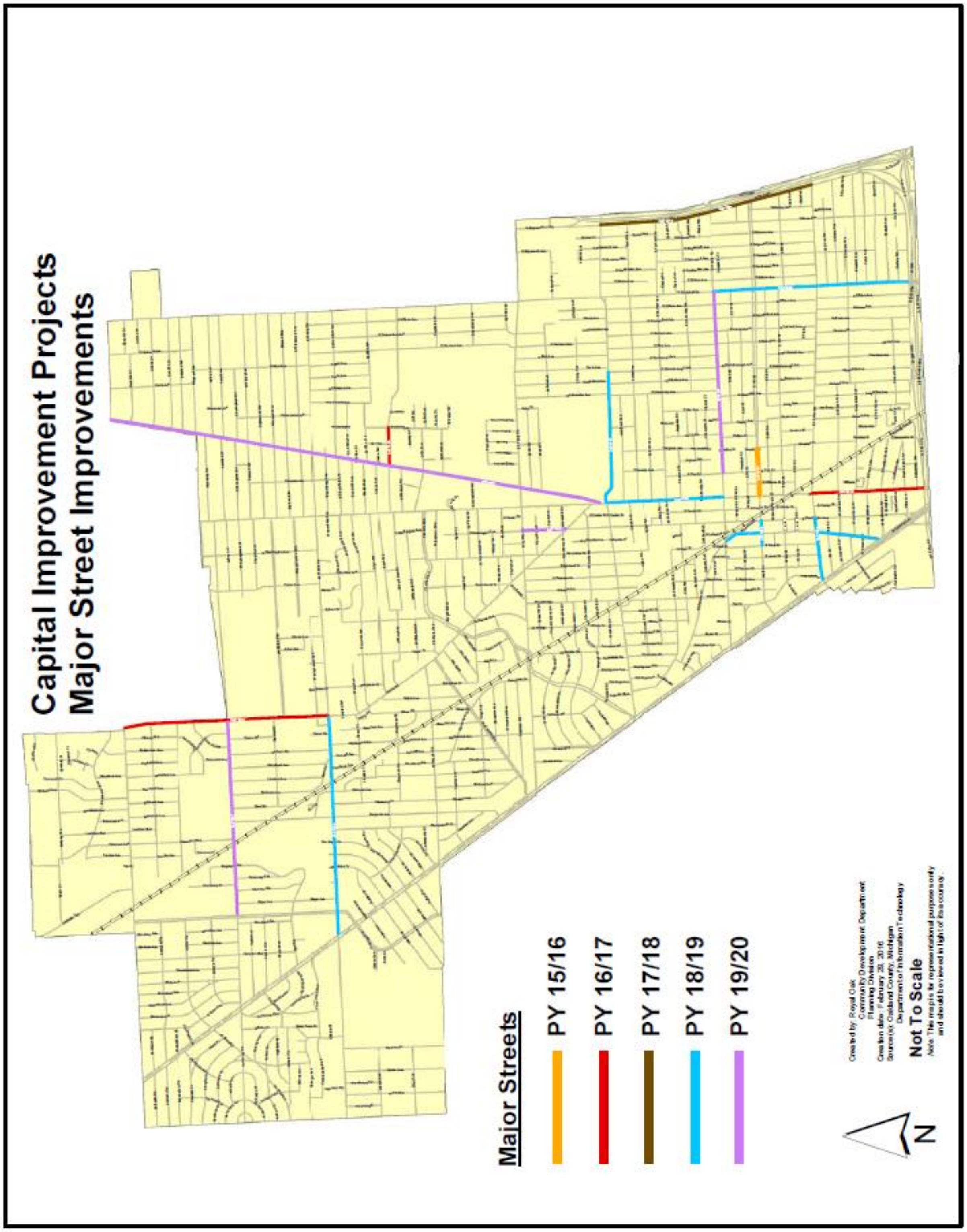
CAP2006	**11 Mile Road Resurfacing (CN RR to Campbell Road)**
Project Length: 2019-2021 **Estimated City Cost:** $1,252,000	**City Share:** 100% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** Resurface 11 Mile Road Between Troy Street and Campbell Road.	

CAP2007	**Rochester Road Resurfacing (Main Street-14 Mile Road)**
Project Length: 2019-2021 **Estimated City Cost:** $1,049,000	**City Share:** 100% **Funding Source:** major street fund / City of Clawson
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** Resurface Rochester Road between Main Street and 14 Mile Road.	

CAP2106	**N. Main Street Resurfacing (11 Mile Road-Crooks Road)**
Project Length: 2018-2020 **Estimated City Cost:** $850,000	**City Share:** 100% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** Resurface N. Main Street between 11 Mile Road and Catalpa Drive.	

CAP2207	**Normandy Road (Coolidge Highway-Crooks Road)**
Project Length: 2019-2021 **Estimated City Cost:** $1,008,000	**City Share:** 100% **Funding Source:** major street fund
Impact on the Operating Budget: Will reduce road maintenance costs over time by making structural repairs to major roads. **Description:** Resurface Normandy Road between Crooks Road and Coolidge Highway.	

CAP1907	**I-75 Widening Project**
Project Length: 2018 **Estimated City Cost:** $4,299,000	**City Share:** 2.5% **Funding Source:** major street fund
Impact on the Operating Budget: Unknown **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. The section north of I-696 and south of 12 Mile Road is scheduled to be done in 2018. The City of Royal Oak City Commission unanimously resolved that it opposes the highway capacity expansion project and will use all legal means at its disposal to prevent this expansion from taking place.	


Capital Improvement Projects
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PARKS AND FACILITIES

CAP1102	**Parking Meters**
Project Length: 2014-2020 **Estimated City Cost:** $700,000	**City Share:** 100% **Funding Source:** parking fund / fees

Impact on the Operating Budget: Lower costs for coin collection and possibly increase 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.

CAP1506	**Lindell Ice Arena Painting**
Project Length: 2018 **Estimated City Cost:** $115,000	**City Share:** 100% **Funding Source:** ice arena fund / fees

Impact on the Operating Budget: Unknown

Description: Painting of the interior and exterior of the building.

CAP1731	**Farmer's Market Flooring**
Project Length: 2017 **Estimated City Cost:** $45,000	**City Share:** 100% **Funding Source:** farmer's market fund / grants

Impact on the Operating Budget: Unknown

Description: Staining of the farmer's market floor to improve appearance and safety.

CAP1508	**Farmer's Market Roll-up Doors**
Project Length: 2016-2017 **Estimated City Cost:** $38,000	**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 doors under the planned maintenance.

CAP1902	Sherman Drive Parking Lot
Project Length: 2019 **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.

CAP1903	Williams Street Parking Lot
Project Length: 2019 **Estimated City Cost:** $55,000	**City Share:** 100% **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.

CAP1708	Animal Shelter Access Road
Project Length: 2017 **Estimated City Cost:** $45,000	**City Share:** 100% **Funding Source:** unknown

Impact on the Operating Budget: Will reduce annual cold patch maintenance by $250.

Description: Pave the access road to the animal shelter and DPS off of Edgar Avenue.

CAP1709	Second Street Parking Garage
Project Length: 2017 **Estimated City Cost:** $8,000,000	**City Share:** 100% **Funding Source:** n/a

Impact on the Operating Budget: Unknown

Description: Construction of a new 500 space parking garage at Second Street and Center Street.

CAP1812	Center Street and Catalpa Drive Parking Lot Wall
Project Length: 2018 **Estimated City Cost:** $45,000	**City Share:** 100% **Funding Source:** parking fund

Impact on the Operating Budget: Unknown

Description: Repair of a wall at the Center Street and Catalpa Drive parking lot.

CAP1813	**Police Department Building**
Project Length: 2018 **Estimated City Cost:** $19,200,000	**City Share:** 100% **Funding Source:** unknown
Impact on the Operating Budget: Unknown **Description:** Construction of a new police department building.	

CAP1814	**City Hall Building**
Project Length: 2018 **Estimated City Cost:** $7,000,000	**City Share:** 100% **Funding Source:** unknown
Impact on the Operating Budget: Unknown **Description:** Construction of a new city hall building.	

CAP1908	**Downtown Park Development**
Project Length: 2019 **Estimated City Cost:** $4,500,000	**City Share:** 100% **Funding Source:** unknown
Impact on the Operating Budget: Unknown **Description:** Construction of a new downtown park.	

CAP1909	**Library Improvements / Splash Pad / Radio Tower**
Project Length: 2019 **Estimated City Cost:** $3,100,000	**City Share:** 100% **Funding Source:** unknown
Impact on the Operating Budget: Unknown **Description:** Improvements to the exterior of the library, construction of a splash pad and relocation of the radio tower in the event a downtown park is developed.	

CAP1301	**Tennis Court Surfacing**
Project Length: 2013-2017 **Estimated City Cost:** $52,000	**City Share:** 100% **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.	

CAP1402	Park Pavilions
Project Length: 2015-2018 **Estimated City Cost:** $300,000	**City Share:** 100% **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 four highly used parks Kenwood, Memorial, Exchange, and Red Run.	

CAP1906	Worden Park Lighting Replacement
Project Length: 2017 **Estimated City Cost:** $350,000	**City Share:** 100% **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.	

CAP1511	Normandy Oaks Park
Project Length: 2016-2018 **Estimated City Cost:** $3,000,000	**City Share:** 100% **Funding Source:** Normandy Oaks asset sales
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.	

CAP1711	Mark Twain and Elks Parks Parking Pavement
Project Length: 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.	

CAP1712	**Memorial Park Parking Lot Repaving**
Project Length: 2017 **Estimated City Cost:** $125,000	**City Share:** 100% **Funding Source:** parks capital improvement fund / parking fund
Impact on the Operating Budget: Reduce maintenance costs due to ongoing maintenance. **Description:** Repaving of parking lot (performed last in the 1990's).	

CAP1713	**Fulton / Kenwood Play Equipment Upgrades**
Project Length: 2017 **Estimated City Cost:** $90,000	**City Share:** 100% **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.	

CAP1718	**Royal Oak Golf Course Improvements**
Project Length: 2017 **Estimated City Cost:** $421,000	**City Share:** 100% **Funding Source:** Normandy Oaks asset sales
Impact on the Operating Budget: Unknown **Description:** Install a golf cart path, clubhouse deck, and repave the parking lot at the Royal Oak golf course.	

CAP1719	**Wagner Park Upgrade of Play Equipment**
Project Length: 2018 **Estimated City Cost:** $45,000	**City Share:** 100% **Funding Source:** CDBG Fund
Impact on the Operating Budget: $300 annual savings **Description:** Upgrade of play equipment Wagner Park.	

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CAP1732	**Dondero Park Upgrades**
Project Length: 2017 **Estimated City Cost:** $150,000	**City Share:** 100% **Funding Source:** CDBG Fund
Impact on the Operating Budget: Unknown **Description:** Resurface sports courts, install additional playground equipment, and renovate baseball diamond.	

CAP1733	**Tree Planting Program**
Project Length: 2017 **Estimated City Cost:** $100,000	**City Share:** 100% **Funding Source:** CDBG Fund

Impact on the Operating Budget: Unknown

Description: CDBG funds will be utilized to purchase and plant trees within the city's right-of-way and parks.

CAP1734	**Barton South Gazebo**
Project Length: 2017 **Estimated City Cost:** $175,000	**City Share:** 100% **Funding Source:** CDBG Fund

Impact on the Operating Budget: Unknown

Description: Install a gazebo to support small scale events.

CAP1808	**Westwood & Worden East Parks Play Equipment**
Project Length: 2019 **Estimated City Cost:** $90,000	**City Share:** 100% **Funding Source:** 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.

CAP1809	**Whittier Park Parking Lot Paving**
Project Length: 2019 **Estimated City Cost:** $75,000	**City Share:** 100% **Funding Source:** parks capital improvement fund / parking fund / CDBG fund

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.

CAP1904	**Upton Park Soccer Field Development**
Project Length: 2019 **Estimated City Cost:** $75,000	**City Share:** 100% **Funding Source:** parks capital improvement fund

Impact on the Operating Budget: Unknown

Description: Improve open grass area at Upton Park to develop a soccer field.

CAP1721	**Wendland Park Play Equipment**
Project Length: 2017 **Estimated City Cost:** $45,000	**City Share:** 100% **Funding Source:** parks capital improvement fund
Impact on the Operating Budget: Annual maintenance will decrease by $300 per structure. **Description:** Renovation of Wendland Park play equipment.	

CAP1626	**Park Signs**
Project Length: 2016-17 **Estimated City Cost:** $125,000	**City Share:** 100% **Funding Source:** parks capital improvement fund
Impact on the Operating Budget: Installation cost of $200 per sign for a total of $5,000. **Description:** Replace park signs within block grant areas. New signs are desired to move city branding forward.	

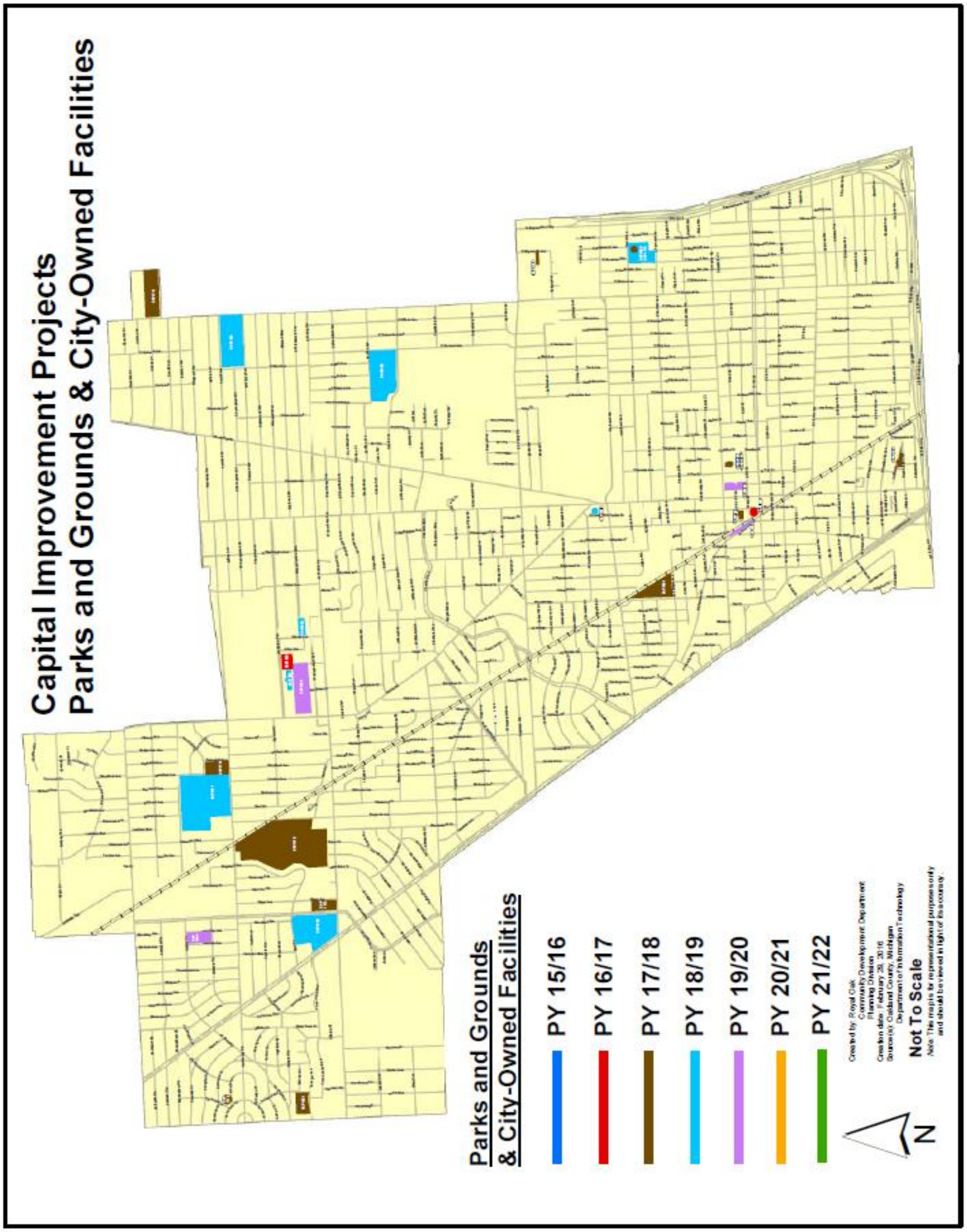
CAP1722	**Woodward Avenue Median Signs**
Project Length: 2017 **Estimated City Cost:** $35,000	**City Share:** 100% **Funding Source:** general fund / major streets
Impact on the Operating Budget: Unknown **Description:** Replace two median signs on Woodward Avenue, one of which was removed due to a vehicle accident.	

CAP1609	**Smart Park Development**
Project Length: 2016-2017 **Estimated City Cost:** $250,000	**City Share:** 100% **Funding Source:** crowdfunding / MEDC
Impact on the Operating Budget: Unknown **Description:** Development of a downtown smart park that incorporates technology, sustainable landscaping, and materials that have the lowest impact on the environment.	

CAP1612	**Worden Park Parking Lot Resurfacing**
Project Length: 2016-2017 **Estimated City Cost:** $132,000	**City Share:** 100% **Funding Source:** CDBG fund

Impact on the Operating Budget: Reduce maintenance costs due to ongoing maintenance.

Description: Resurfacing of parking lot at Worden Park.


Capital Improvement Projects
Parks and Grounds & City-Owned Facilities
Parks and Grounds
& City-Owned Facilities
PY 15/16
PY 16/17
PY 17/18
PY 18/19
PY 19/20
PY 20/21
PY 21/22
Not To Scale
N

INFORMATION TECHNOLOGY

CAP1103	**Computer Replacement Program**
Project Length: 2016-2022 **Estimated City Cost:** $525,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: Costs are anticipated to remain consistent for the proposed replacement, before more extensive service is required to keep older equipment operational.

Description: Scheduled replacement of desktop computers when they have reached the end of their useful service life. Useful service life is generally 5 years.

CAP1104	**Office Software and Training Program**
Project Length: 2016-2022 **Estimated City Cost:** $310,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: Unknown

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.

CAP1105	**Server-Network-Cabling Infrastructure**
Project Length: 2012-2022 **Estimated City Cost:** $474,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: Unknown

Description: Upgrade and replace key areas of the City's network, cabling, server hardware, and intrusion protection improvements when appropriate. This program is ongoing.

CAP1302	GIS Integration
Project Length: 2013-2022 **Estimated City Cost:** $415,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: Costs will increase due to license renewals. Reporting capabilities could potentially save time and assist with decision making processes.

Description: Consulting services to 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.

CAP1403	Mobile Workforce
Project Length: 2014-2022 **Estimated City Cost:** $120,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: Costs are anticipated to remain consistent, until more extensive service levels are required to keep older equipment operational.

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.

CAP1618	GIS Consulting Services
Project Length: 2016-2017 **Estimated City Cost:** $100,000	**City Share:** 100% **Funding Source:** water and 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.

CAP1723	Desktop Virtualization
Project Length: 2017-2022 **Estimated City Cost:** $400,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: Annual software licensing and maintenance costs will increase. Desktop replacement, maintenance, and labor requirements will decrease.

Description: Software technology that separates the desktop environment and associated application software from the principal client device that is used to access it will be used to create a virtual environment for city employee's computer desktops. This project will provide four benefits: cost savings, simplified management, enhanced security, and increased productivity.

CAP1726	Disaster Recovery Solution
Project Length: 2017-2022 **Estimated City Cost:** $575,000	**City Share:** 100% **Funding Source:** IT fund / retained earnings

Impact on the Operating Budget: There will be ongoing operating expenses to provide data and telephony redundancy as well as rental costs for an offsite recovery location.

Description: Implement a disaster recovery solution to ensure city technology and systems can be quickly recovered in case of a disaster. This could include rental costs for a recovery location, hardware, and cloud computing.

CAP1724	Fire Department Computers
Project Length: 2017 **Estimated City Cost:** $36,000	**City Share:** 100% **Funding Source:** IT fund / public safety fund

Impact on the Operating Budget: Unknown

Description: The fire department needs three desktop computers for each station for a total of nine, as well as three laptops. The computers will be utilized for training, continuing education, and city related communications.

VEHICLES, EQUIPMENT, LARGE STUDIES, AND OTHERS

CAP1623	**Motor Pool Vehicle Replacement Plan**
Project Length: 2017-2022 **Estimated City Cost:** $11,077,000	**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 2016-17 to 2021-22; Plan is modified due to operational review modifications and year 2022 is being added to maintain six year period. Detailed schedules begin on the next page.

CAP1729	**Lucas Chest Compression System**
Project Length: 2017 **Estimated City Cost:** $55,000	**City Share:** 100% **Funding Source:** public safety fund

Impact on the Operating Budget: Unknown

Description: The Lucas Chest Compression System is a piece of equipment that aids responders during CPR. The device maintains continuous, uninterrupted compressions giving patients a better chance at survival.

CAP1727	**Fire Hoses**
Project Length: 2017 **Estimated City Cost:** $145,000	**City Share:** 100% **Funding Source:** public safety fund

Impact on the Operating Budget: Unknown

Description: To replace approximately 460 lengths of existing fire hoses to conform to NFPA 1962 which states, “Hose manufactured prior to July 1987 to meet the requirements of the 1979 and previous editions of NFPA 1961, standard on fire hose, shall be removed from service.” The city currently has many hoses manufactured before 1987 that aren’t in compliance with regulations.

CAP1624	**Power Lift Stretcher**
Project Length: 2016-2017 **Estimated City Cost:** $160,000	**City Share:** 100% **Funding Source:** public safety fund

Impact on the Operating Budget: Lower back strains / workers compensation costs

Description: This request will provide a power stretcher in each of the two remaining ambulances. The power lift stretchers are strong enough to lift the heaviest of patients and can potentially decrease the number of on duty back-related injuries. Two power stretchers were approved in fiscal year 15-16.

CAP1728	**Paratech Trench Systems**
Project Length: 2017 **Estimated City Cost:** $45,000	**City Share:** 100% **Funding Source:** public safety fund

Impact on the Operating Budget: Unknown

Description: The fire department is requesting to purchase Paratech Trench Systems equipment for the technical rescue team. This equipment is for the safety of the team, DPS workers, residents and firefighters. There are dangerous incidents that require the proper equipment to perform rescues. The equipment has been utilized on the Grosse Point trench collapse and the Wayne furniture explosion.

CAP1737	**Recycling Carts**
Project Length: 2017 **Estimated City Cost:** $1,250,000	**City Share:** 100% **Funding Source:** solid waste fund

Impact on the Operating Budget: Should increase credits provided to the city for recycled material.

Description: Conversion of recycling to single stream will require the use of new larger recycling carts for all residents.

VEHICLE REPLACEMENT
2016-2017

VEH #	YEAR	MAKE & MODEL	ESTIMATED REPLACEMENT COSTS
		ASSESSING	
102	05	Pontiac G-6	$ 27,500
109	05	Pontiac G-6	$ 27,500
		BUILDING MAINTENANCE	
733	03	GMC Savana	$ 33,320
		ENGINEERING	
630	04	GMC Safari	$ 31,000
631	03	GMC Savana	$ 33,320
		FIRE	
908	09	Ford Escape	$ 32,700
909	96	GMC G-6 Van	$ 36,800
992	08	Freightliner Ambulance	$ 212,960
		HIGHWAY	
202	10	GMC Sierra	$ 30,780
246	01	Sterling L8513 - Single	$ 205,460
251	01	Sterling L8513 - Single	$ 205,460
285	07	Elgin Sweeper	$ 180,000
		INSPECTION	
187	09	Ford Escape	$ 29,700
		MOTOR POOL	
GM031	03	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	Intl Forestry Truck	$ 176,000
		POLICE	
801	10	Ford Crown Victoria	$ 35,920
809	09	Ford Crown Victoria	$ 35,920
825	05	GMC Savana	$ 38,800
841	08	GMC Envoy	$ 32,700
861	08	GMC Envoy	$ 32,700
		SEWER	
445	01	GMC Sierra	$ 57,000
		WATER MAINTENANCE	
401	09	GMC Sierra	$ 30,780
441	01	Sterling L/LT9513 - Tandem	$ 201,447
442	01	Sterling L/LT9513 - Tandem	$ 201,447
		Total	**$ 2,092,774**

VEHICLE REPLACEMENT
2017-2018

VEH #	YEAR	MAKE & MODEL	ESTIMATED REPLACEMENT COSTS
		AUTO PARKING	
636	00	GMC Safari	$ 31,000
		ENGINEERING	
103	10	GMC Sierra	$ 28,500
		FIRE	
993	08	Freightliner Ambulance	$ 212,960
		HIGHWAY	
249	06	Sterling L8513 - Single	$ 205,460
258	02	Sterling L/LT9513 - Tandem	$ 205,460
286	08	Elgin Sweeper	$ 180,000
717	09	GMC Sierra	$ 36,780
1242	98	American Leaf Vacuum	$ 40,260
		MOTOR POOL/COMMUNICATIONS	
332	05	GMC Savana	$ 31,320
		MOTOR POOL	
GM061	06	Torro Groundsmaster 345	$ 56,680
		PARKS & FORESTRY	
713	02	GMC Sierra	$ 34,780
716	05	GMC Sierra	$ 34,780
719	05	GMC Sierra	$ 36,780
1761	98	Brush Bandit Chipper	$ 43,400
		POLICE	
803	13	Ford Taurus	$ 37,501
806	13	Ford Taurus	$ 35,613
810	13	Ford Taurus	$ 35,603
831	03	Chevy 3500 Van	$ 38,800
842	10	Ford Taurus	$ 30,500
		SEWER	
414	04	Ford F-450	$ 39,800
415	04	Ford F-450	$ 39,800
		WATER MAINTENANCE	
465	99	GMC/Crane	$ 174,800
		Total	**$ 1,610,577**

VEHICLE REPLACEMENT
2018-2019

VEH #	YEAR	MAKE & MODEL	ESTIMATED REPLACEMENT COSTS
		ELECTRICAL	
362	05	Ford F-550 Aerial Truck	$ 120,000
		HIGHWAY	
232	03	GMC Sierra	$ 34,780
250	03	Sterling L8513 - Single	$ 205,460
254	03	Sterling L8513 - Single	$ 205,460
257	08	Ford F-450	$ 67,260
259	10	Sterling LT9500 - Tandem	$ 205,460
261	15	Ford F-250	$ 37,300
268	09	GMC Sierra	$ 34,780
1243	98	American Leaf Vacuum	$ 40,260
1264	01	Ingersoll Air Compressor	$ 19,200
		INSPECTION	
181	09	Ford Escape	$ 29,700
		MOTOR POOL	
682	98	Tennant Sweeper	$ 39,600
670	02	**Yale Forklift**	$ 58,500
GM051	05	Torro Groundsmaster 345	$ 56,680
		PARK & FORESTRY	
776	96	Ford 4630Ldr Tractor	$ 39,600
1762	03	Brush Bandit Chipper	$ 43,400
		POLICE	
816	13	Ford Explorer	$ 39,083
818	10	Chevy Tahoe	$ 35,700
819	13	BMW Motorcycle	$ 26,400
820	13	BMW Motorcycle	$ 26,400
821	13	BMW Motorcycle	$ 26,400
822	13	BMW Motorcycle	$ 26,400
823	13	Ford Taurus	$ 37,697
828	16	Chevy Tahoe	$ 34,620
862	13	Ford Taurus	$ 30,500
8901	97	Ford Cutaway Van	$ 36,800
		SEWER	
443	01	Sterling L8513 - Single	$ 201,447
474	98	Ford TLB	$ 124,150
		Total	**$ 1,883,037**

VEHICLE REPLACEMENT
2019-2020

VEH #	YEAR	MAKE & MODEL		ESTIMATED REPLACEMENT COSTS
		FIRE		
907	14	Ford Explorer		$ 32,700
		HIGHWAY		
247	09	Sterling L8513 - Single		$ 205,460
267	02	GMC Sign Truck		$ 126,000
1241	98	American Leaf Vacuum		$ 40,260
1245	02	American Leaf Vacuum		$ 40,260
1469	00	Magnum Cement Saw		$ 18,600
		ICE ARENA		
791	05	Zamboni		$ 130,000
		MOTOR POOL		
GM071	07	Torro Groundsmaster 328D		$ 56,680
		PARKS & FORESTRY		
764	94	Ford Chipper Truck		$ 130,000
765	03	Sterling/Prentice Log Loader		$ 205,460
766	01	Sterling L8513 - Single		$ 205,460
774	01	NH TN-65 Tractor		$ 33,000
777	96	Ford 4630 Tractor		$ 33,000
		POLICE		
802	14	Ford Explorer		$ 39,755
807	14	Ford Explorer		$ 39,755
813	14	Ford Explorer		$ 36,675
817	13	Ford Explorer		$ 39,083
832	13	Ford Taurus		$ 38,702
843	13	Ford Edge		$ 30,106
858	13	Ford Taurus		$ 30,500
859	13	Ford Explorer		$ 30,571
863	13	Ford Edge		$ 31,341
		SEWER		
413	09	GMC Savana		$ 33,320
		WATER MAINTENANCE		
1460	97	Ingersoll Light Tower		$ 19,800
1466	01	Ingersoll Air Compressor		$ 19,200
			Total	**$ 1,645,688**

VEHICLE REPLACEMENT
2020-2021

VEH #	YEAR	MAKE & MODEL	ESTIMATED REPLACEMENT COSTS
		ASSESSING	
104	15	Ford Escape	$ 29,700
		CABLE	
1055	01	Ford F-550 Van	$ 640,000
		FIRE	
906	14	Ford Explorer	$ 32,700
908	09	Ford Escape	$ 32,700
991	08	Freightliner Ambulance	$ 212,960
		HIGHWAY	
233	05	GMC Sierra	$ 34,780
235	05	GMC Sierra	$ 34,780
252	15	Freightliner 108SD	$ 205,460
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-60A2 Tractor	$ 33,000
778	96	Ford 4630 Tractor	$ 33,000
2716	92	Ajax Trailer	$ 16,800
2717	92	Ajax Trailer	$ 16,800
		POLICE	
804	15	Ford Explorer	$ 40,348
805	15	Ford Explorer	$ 39,562
824	16	Ford Explorer	$ 39,800
826	16	Ford Explorer	$ 39,800
829	10	Ford Escape	$ 35,700
830	13	Ford Taurus	$ 38,702
840	15	Ford Explorer	$ 34,800
851	15	Ford Taurus	$ 29,500
854	14	Ford F-150	$ 34,800
		SEWER	
1467	01	Ingersoll Air Compressor	$ 19,200
		WATER MAINTENANCE	
491	04	Arrow Hammer	$ 117,000
		Total	**$ 1,994,552**

VEHICLE REPLACEMENT
2021-2022

VEH #	YEAR	MAKE & MODEL	ESTIMATED REPLACEMENT COSTS
		BUILDING MAINTENANCE	
737	15	Ford F-250	$ 34,984
		FIRE	
911	08	E-1 Pumper (Evaluate)	$ 782,334
967	15	Ford F-350	$ 40,313
992	16	Ambulance	$ 212,960
		HIGHWAY	
416	03	GMC Sierra	$ 34,780
283	02	Bobcat L873	$ 78,000
1248	98	American Leaf Vacuum	$ 40,260
		INSPECTION	
164	14	Ford Escape	$ 29,700
165	15	Ford Escape	$ 29,700
184	15	Ford Escape	$ 29,700
185	15	Ford Escape	$ 29,700
		PARKS & FORESTRY	
775	01	NH D65C82 Tractor	$ 33,000
779	97	Ford 4630 Tractor	$ 33,000
1763	96	Altec Chipper	$ 43,400
1765	95	Altec Chipper	$ 43,400
1768	01	Bandit Tree Stumper	$ 32,500
		POLICE	
801	16	Ford Explorer	$ 35,920
808	15	Ford Explorer	$ 37,812
809	16	Ford Explorer	$ 35,920
811	15	Ford Explorer	$ 38,450
812	15	Chevy Tahoe	$ 44,040
814	16	Chevy Tahoe	$ 36,620
815	16	Ford Explorer	$ 39,800
841	16	Ford Explorer	$ 32,700
		SEWER	
1481	08	Target Arrow	$ 6,700
1482	89	Target Arrow	$ 6,700
		WATER MAINTENANCE	
1483	08	Target Arrow	$ 6,700
		Total	**$ 1,849,093**

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 2017-2022 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 2017-2022 timeframe.

	Fire Station #1 and #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: Unknown **Description:** Strategically relocate two fire stations, eliminating the three current stations. Position one fire station near Gardenia Avenue & Main Street and the other station near 13 Mile Road & Crooks Road.	

	Downtown Park Parking Structure
Project Length: N/A **Estimated City Cost:** $20,000,000	**City Share:** 100% **Funding Source:** n/a
Impact on the Operating Budget: Unknown **Description:** Construction of a city center public parking garage.	

	Swimming Pool
Project Length: N/A **Estimated City Cost:** $4,000,000	**City Share:** 100% **Funding Source:** parks capital improvement fund / CDBG fund / grants / special millage
Impact on the Operating Budget: Sanitizing, maintenance, and operation cost of $150,000 annually. **Description:** Construction of a city swimming pool.	

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 15th annual event.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Parking revenues are budgeted to increase $20,000 due to lower activity in fiscal year 15-16 than in recent years. Contracted services increased by $38,150 and overtime increase by $16,660 due to lower activity in fiscal year 15-16 than in recent years.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	139,423	144,473	111,053	77,593	54,093	50,553
Revenues and transfers from other funds	340,800	365,750	365,750	365,750	365,750	365,750
Expenditures and transfers to other funds	335,750	399,170	399,210	389,250	369,290	359,330
Net Change in Net Assets	5,050	(33,420)	(33,460)	(23,500)	(3,540)	6,420
Ending Unrestricted Net Assets	144,473	111,053	77,593	54,093	50,553	56,973

Revenues

506.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	326,000	0	12,640	0	338,640
2015-2016 Original Budget	0	0	417,940	0	15,000	0	432,940
2015-2016 Adjusted Budget (Dec)	0	0	417,940	0	15,000	0	432,940
2015-2016 Six Month Actual	0	0	309,550	0	1,580	0	311,130
2015-2016 Estimated Year End	0	0	330,800	0	10,000	0	340,800
2016-2017 Dept Request	0	0	350,750	0	15,000	0	365,750
2016-2017 Manager's Budget	0	0	350,750	0	15,000	0	365,750
2016-2017 Approved Budget	0	0	350,750	0	15,000	0	365,750
2017-2018 Projected Budget	0	0	350,750	0	15,000	0	365,750
2018-2019 Projected Budget	0	0	350,750	0	15,000	0	365,750
2019-2020 Projected Budget	0	0	350,750	0	15,000	0	365,750
2020-2021 Projected Budget	0	0	350,750	0	15,000	0	365,750

Expenditures

506.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	77,650	189,600	0	105,890	0	373,140
2013-2014 Actual	82,550	176,730	0	71,520	0	330,800
2014-2015 Actual	80,420	137,420	0	78,660	0	296,500
2015-2016 Original Budget	87,400	195,540	0	150,000	0	432,940
2015-2016 Adjusted Budget (Dec)	87,400	195,540	0	150,000	0	432,940
2015-2016 Six Month Actual	67,090	5,560	0	72,920	0	145,570
2015-2016 Estimated Year End	67,090	186,770	0	81,890	0	335,750
2016-2017 Dept Request	86,800	192,330	0	120,040	0	399,170
2016-2017 Manager's Budget	86,800	192,330	0	120,040	0	399,170
2016-2017 Approved Budget	86,800	192,330	0	120,040	0	399,170
2017-2018 Projected Budget	86,800	192,370	0	120,040	0	399,210
2018-2019 Projected Budget	86,800	182,410	0	120,040	0	389,250
2019-2020 Projected Budget	86,800	162,450	0	120,040	0	369,290
2020-2021 Projected Budget	86,800	152,490	0	120,040	0	359,330

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 all city departments, 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 the recreation department 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. The department also works with and oversees the contracts between the City of Royal Oak and Suburban Management Group at the Lindell Ice Arena, Royal Oak Golf Course, Royal Oak Golf Center, Grand Slam Batting Cages and Total Soccer.

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. Recently the department began to offer a seven week summer program for returning and new students. 79 Participants.

Youth Sports and Enrichment: Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. Recently we have added art classes, young engineers and story time with crafts (1009 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 with a camper to counselor of 1 to 10.. (430 participants)

Adult Sports Leagues/Programs: Softball 96 teams, women's soccer 10 teams, basketball 9 teams, volleyball 36 teams. Pickle ball 850 and Tennis 105 (est. 3145 participants)

Adult Enrichment: Programs include tai-chi, yoga, ballroom dance, In 2016 the department began offering cooking classes; Ravioli's, Cannoli's, Pierogies . (est. 450 participants)

Adult Fitness: Classes include aerobics, kickboxing, Pilates, abs, glutes, and thighs. (1152 participants)

Cultural Events: The 46th Annual Royal Oak Art Fair will be held July 9th and 10th at Memorial Park. One hundred artists from all over the United States participate in this annual event.

In 2016, The City of Royal Oak is considered the pickleball mecca of Michigan with 21 newer pickleball courts; 8 at Whittier Park, 7 at Upton Park and 6 indoor courts at the Salter Community Center. The department will continue to offer the 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. Park It: Family Movie Night Under the Stars at Memorial Park will take place on Wednesday August 24th. 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.GOAL1

GOALS

OBJECTIVES

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL1 **Participants**						
Preschool – Senior Center	57	58	n/a	57	57	57
Youth Sports & Enrichment	960	918	n/a	960	960	960
Summer Day Camp	450	432	n/a	450	450	450
Adult Sports Leagues	2,645	2,720	n/a	2,645	2,845	2,845
Adult Enrichment	395	390	n/a	395	395	395
Adult Fitness	1,152	1,081	n/a	1,152	1,152	1,152
Cultural Events - Artists	103	105	n/a	110	110	110
GOAL1 **Adult Sports League Teams**						
Softball	96	99	n/a	96	96	96
Soccer - Women	10	10	n/a	10	10	10
Basketball	9	0	n/a	9	9	9
Volleyball	36	36	n/a	36	36	36
Pickle Ball registrations	3,200	3,200	n/a	3,500	3,700	3,700
GOAL2 **Venues Scheduled**						
Soccer Fields (spring & fall)	14	16	n/a	16	16	16
Baseball Fields	20	20	n/a	20	20	20
Softball Fields	12	12	n/a	12	12	12
Football Fields	1	1	n/a	1	1	1
GOAL2 Indoor Rentals (in hours)	725	705	n/a	750	750	750
Outdoor Field Rentals	335	350	n/a	335	345	345
Pavilion Rentals – VFW and Starr/JC parks	202	229	n/a	211	223	223

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Adult fitness program revenues are budgeted to decrease $35,000 relative to FY15-16 budget due to lower demand as there are more private sector fitness alternatives. Miscellaneous contracted services are budgeted to decrease $30,000 due to offering fewer fitness classes as a result. Information systems service charge will increase due to the IT fund collecting more due to implementing technology improvements. The forecast demonstrates a continued operating deficit and is not sustainable with ultimately negative unrestricted net assets by 2020-21.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	182,825	234,905	197,115	153,785	104,755	49,865
Revenues and transfers from other funds	586,170	591,840	591,840	591,840	591,840	591,840
Expenditures and transfers to other funds	622,090	629,630	635,170	640,870	646,730	652,760
Net Change in Net Assets	(35,920)	(37,790)	(43,330)	(49,030)	(54,890)	(60,920)
Ending Unrestricted Net Assets	234,905	197,115	153,785	104,755	49,865	(11,055)

Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	586,470	1,280	0	0	587,750
2015-2016 Original Budget	0	0	633,040	800	0	0	633,840
2015-2016 Adjusted Budget (Dec)	0	0	633,040	800	0	0	633,840
2015-2016 Six Month Actual	0	0	244,120	(50)	0	0	244,070
2015-2016 Estimated Year End	0	0	585,170	1,000	0	0	586,170
2016-2017 Dept Request	0	0	591,040	800	0	0	591,840
2016-2017 Manager's Budget	0	0	591,040	800	0	0	591,840
2016-2017 Approved Budget	0	0	591,040	800	0	0	591,840
2017-2018 Projected Budget	0	0	591,040	800	0	0	591,840
2018-2019 Projected Budget	0	0	591,040	800	0	0	591,840
2019-2020 Projected Budget	0	0	591,040	800	0	0	591,840
2020-2021 Projected Budget	0	0	591,040	800	0	0	591,840

Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	300,350	21,140	0	232,520	0	554,010
2015-2016 Original Budget	298,610	24,370	0	247,920	0	570,900
2015-2016 Adjusted Budget (Dec)	298,610	24,370	0	247,920	0	570,900
2015-2016 Six Month Actual	153,640	12,760	0	110,140	0	276,540
2015-2016 Estimated Year End	292,530	24,530	0	217,030	0	534,090
2016-2017 Dept Request	293,430	24,060	0	224,140	0	541,630
2016-2017 Manager's Budget	293,430	24,060	0	224,140	0	541,630
2016-2017 Approved Budget	293,430	24,060	0	224,140	0	541,630
2017-2018 Projected Budget	298,320	24,060	0	224,790	0	547,170
2018-2019 Projected Budget	303,350	24,060	0	225,460	0	552,870
2019-2020 Projected Budget	308,520	24,060	0	226,150	0	558,730
2020-2021 Projected Budget	313,840	24,060	0	226,860	0	564,760

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	87,900	0	87,900
2013-2014 Actual	0	0	0	87,340	0	87,340
2014-2015 Actual	0	0	0	90,580	0	90,580
2015-2016 Original Budget	0	0	0	88,000	0	88,000
2015-2016 Adjusted Budget (Dec)	0	0	0	88,000	0	88,000
2015-2016 Six Month Actual	0	0	0	40,850	0	40,850
2015-2016 Estimated Year End	0	0	0	88,000	0	88,000
2016-2017 Dept Request	0	0	0	88,000	0	88,000
2016-2017 Manager's Budget	0	0	0	88,000	0	88,000
2016-2017 Approved 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
2020-2021 Projected Budget	0	0	0	88,000	0	88,000

Cost Center Position Detail - Home Base

Full & Part-time Employees

Recreation	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	n/a	n/a	2.2	2.2	n/a	n/a	n/a	n/a	n/a
Cost Center Total	2.0	2.0	4.2	4.2	2.0	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 2010 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 2016-2017:

The budget assumes $12 million in bond proceeds and $0.5 million in cash to construct a $12.5 million parking garage structure at Second Street. Transfer-in from DDA TIFA fund is budgeted at $246,500 as the DDA will fund one-half of the parking structure debt. The budgeted revenue for the Second Street lot meters decreased from $130,000 to $40,000 due to the construction on the lot during the fiscal year. The forecasted revenue does not assume a change in Second Street revenue relative to fiscal year 16-17 budget.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	5,509,127	4,897,251	5,201,571	4,742,069	4,116,167	3,739,972
Revenues and transfers from other funds	3,972,800	15,902,500	3,656,000	3,656,000	3,656,000	3,656,000
Expenditures and transfers to other funds	4,559,620	15,598,180	4,115,502	4,281,902	4,032,195	4,036,378
Net Change in Net Assets	(586,820)	304,320	(459,502)	(625,902)	(376,195)	(380,378)
Ending Unrestricted Net Assets	4,897,251	5,201,571	4,742,069	4,116,167	3,739,972	3,359,594

Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	3,825,450	3,650	31,860	492,580	4,353,540
2015-2016 Original Budget	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2015-2016 Adjusted Budget (Dec)	0	0	3,452,500	3,000	33,000	247,000	3,735,500
2015-2016 Six Month Actual	0	0	1,912,730	2,700	14,760	92,600	2,022,790
2015-2016 Estimated Year End	0	0	3,688,200	4,000	33,000	247,600	3,972,800
2016-2017 Dept Request	0	0	3,619,000	4,000	12,033,000	246,500	15,902,500
2016-2017 Manager's Budget	0	0	3,619,000	4,000	12,033,000	246,500	15,902,500
2016-2017 Approved Budget	0	0	3,619,000	4,000	12,033,000	246,500	15,902,500
2017-2018 Projected Budget	0	0	3,619,000	4,000	33,000	0	3,656,000
2018-2019 Projected Budget	0	0	3,619,000	4,000	33,000	0	3,656,000
2019-2020 Projected Budget	0	0	3,619,000	4,000	33,000	0	3,656,000
2020-2021 Projected Budget	0	0	3,619,000	4,000	33,000	0	3,656,000

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 2013	Actual 2014	Actual 2015	Projected 2016	Projected 2017	Projected 2018
Violations Issued	96,385	92,454	86,955	88,000	88,000	88,000

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Temporary wages are budgeted to increase due to not being at full-staffing levels in fiscal year 15-16.

Budget Summary

Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	192,870	8,630	0	29,570	0	231,070
2015-2016 Original Budget	215,850	7,470	0	46,130	0	269,450
2015-2016 Adjusted Budget (Dec)	215,850	7,470	0	46,130	0	269,450
2015-2016 Six Month Actual	111,120	3,950	0	12,360	0	127,430
2015-2016 Estimated Year End	204,700	7,960	0	41,130	0	253,790
2016-2017 Dept Request	230,390	6,580	0	44,470	0	281,440
2016-2017 Manager's Budget	230,390	6,580	0	44,470	0	281,440
2016-2017 Approved Budget	230,390	6,580	0	44,470	0	281,440
2017-2018 Projected Budget	232,200	6,580	0	44,560	0	283,340
2018-2019 Projected Budget	234,050	6,580	0	44,650	0	285,280
2019-2020 Projected Budget	235,950	6,580	0	44,740	0	287,270
2020-2021 Projected Budget	237,900	6,580	0	44,830	0	289,310

Cost Center Position Detail- Home Base

Full & Part-time Employees

Parking Enforcement	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	5.8	5.8	n/a	n/a	n/a	n/a	n/a
Part-Time Total	0.0	0.0	5.8	5.8	0.0	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 2016-2017:

Permanent wages and overtime are increasing due to lower activity in fiscal year 15-16 than in recent years. Contracted services are budgeted to increase $20,000 relative to fiscal year 15-16 projections due to an escalator in the parking management contract. Building repairs and maintenance are increasing due to $16,000 for surface coating and tuck pointing at the 4th Street parking garage and $13,000 for concrete at the Center Street parking garage. Parking meter parts are budgeted to increase to replace batteries and repurposing the meters in the farmer's market lot. Administrative charges will decrease $17,000 due to auto parking using a lower percentage of total expenditures in fiscal year 14-15 than in fiscal year 13-14. IT charges will decrease $11,700 due to the number of users in this cost center. Transfers out are budgeted at zero. Meter replacement is budgeted at $100,000.

Budget Summary

Expenditures

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	582,730	62,880	572,120	1,963,420	1,007,560	4,188,710
2015-2016 Original Budget	632,780	61,940	100,000	1,835,980	1,048,130	3,678,830
2015-2016 Adjusted Budget (Dec)	632,780	61,940	100,000	1,835,980	1,048,130	3,678,830
2015-2016 Six Month Actual	291,750	15,180	292,410	418,890	499,590	1,517,820
2015-2016 Estimated Year End	599,570	51,670	876,420	1,779,930	998,240	4,305,830
2016-2017 Dept Request	653,730	73,040	100,000	988,470	1,001,500	2,816,740
2016-2017 Manager's Budget	653,730	73,040	100,000	988,470	1,001,500	2,816,740
2016-2017 Approved Budget	653,730	73,040	100,000	988,470	1,001,500	2,816,740
2017-2018 Projected Budget	668,920	73,040	100,000	989,440	1,030,762	2,862,162
2018-2019 Projected Budget	684,540	73,040	50,000	990,430	1,018,612	2,816,622
2019-2020 Projected Budget	700,610	73,040	50,000	991,450	1,004,825	2,819,925
2020-2021 Projected Budget	717,140	73,040	50,000	992,510	989,378	2,822,068

Cost Center Position Detail - Home Base

Full & Part-time Employees

Auto Parking	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	n/a	n/a	0.7	0.7	n/a	n/a	n/a	n/a	n/a
Cost Center Total	3.0	3.0	3.7	3.7	3.0	3.0	3.0	3.0	3.0

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

GOALS

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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The following capital project for this fund for fiscal year 16-17 is as follows:

- Second Street Parking Garage Construction $12,500,000

FY2016-17 Total: **$12,500,000**

Budget Summary

Expenditures

516.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0
2015-2016 Original Budget	20,420	0	0	552,000	0	572,420
2015-2016 Adjusted Budget (Dec)	20,420	0	0	552,000	0	572,420
2015-2016 Six Month Actual	0	0	0	0	0	0
2015-2016 Estimated Year End	0	0	0	0	0	0
2016-2017 Dept Request	0	0	0	12,500,000	0	12,500,000
2016-2017 Manager's Budget	0	0	0	12,500,000	0	12,500,000
2016-2017 Approved Budget	0	0	0	12,500,000	0	12,500,000
2017-2018 Projected Budget	0	0	0	45,000	0	45,000
2018-2019 Projected Budget	0	0	0	255,000	0	255,000
2019-2020 Projected Budget	0	0	0	0	0	0
2020-2021 Projected Budget	0	0	0	0	0	0

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 FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
GOAL1 Customer Attendance Rate	4,100	4,100	4,000	6,000	6,000	6,000
Saturday and Sunday Combined						
GOAL1 Facility Rentals	73	73	82	100	100	100
GOAL Average Vendor Occupancy Rate						
Saturday Farm Market	95%	95%	95%	100%	100%	100%
Average Sunday Antique Market	95%	95%	95%	100%	100%	100%

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Special events revenue is budgeted to increase $20,000 due to increased demand. Facility rentals will increase $42,000 based on increased demand as the market is booked nearly every Saturday and Sunday. Contracted services will increase $17,000 relative to fiscal year 15-16 budget due to the contract for market management including incentives.

The following capital improvement project(s) are budgeted for the farmer's market for fiscal year 16-17:

- Roll-up door (1) $ 7,500
- Floor Staining $45,000

FY2016-17 Total: **$52,500**

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	610,448	610,748	540,548	481,018	469,788	462,038
Revenues and transfers from other funds	516,700	521,500	525,500	529,700	534,110	538,740
Expenditures and transfers to other funds	553,640	591,700	585,030	540,930	541,860	542,820
Net Change in Net Assets	(36,940)	(70,200)	(59,530)	(11,230)	(7,750)	(4,080)
Ending Unrestricted Net Assets	610,748	540,548	481,018	469,788	462,038	457,958

Revenues

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	497,770	2,420	2,650	0	502,840
2015-2016 Original Budget	0	0	471,500	2,200	3,000	26,950	503,650
2015-2016 Adjusted Budget (Dec)	0	0	480,000	2,200	3,000	18,450	503,650
2015-2016 Six Month Actual	0	0	286,330	390	1,900	0	288,620
2015-2016 Estimated Year End	0	0	511,500	2,200	3,000	0	516,700
2016-2017 Dept Request	0	0	517,000	1,500	3,000	0	521,500
2016-2017 Manager's Budget	0	0	517,000	1,500	3,000	0	521,500
2016-2017 Approved Budget	0	0	517,000	1,500	3,000	0	521,500
2017-2018 Projected Budget	0	0	521,000	1,500	3,000	0	525,500
2018-2019 Projected Budget	0	0	525,200	1,500	3,000	0	529,700
2019-2020 Projected Budget	0	0	529,610	1,500	3,000	0	534,110
2020-2021 Projected Budget	0	0	534,240	1,500	3,000	0	538,740

Expenditures

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	8,440	7,600	0	454,970	0	471,010
2015-2016 Original Budget	9,260	9,500	22,500	462,390	0	503,650
2015-2016 Adjusted Budget (Dec)	9,260	9,500	22,500	462,390	0	503,650
2015-2016 Six Month Actual	4,290	3,250	1,000	242,750	0	251,290
2015-2016 Estimated Year End	8,650	9,500	22,500	512,990	0	553,640
2016-2017 Dept Request	8,790	9,500	52,500	520,910	0	591,700
2016-2017 Manager's Budget	8,790	9,500	52,500	520,910	0	591,700
2016-2017 Approved Budget	8,790	9,500	52,500	520,910	0	591,700
2017-2018 Projected Budget	8,970	9,500	45,000	521,560	0	585,030
2018-2019 Projected Budget	9,200	9,500	0	522,230	0	540,930
2019-2020 Projected Budget	9,440	9,500	0	522,920	0	541,860
2020-2021 Projected Budget	9,690	9,500	0	523,630	0	542,820

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 3.3%. The increase is based on a 2% increase from SOCWA and an estimated 4% increase from the Water Resources Commission. Flat rate billing is budgeted to increase $.50 to $11.25 per quarter for the purpose of recouping the city's water billing costs. The flat rate billing will need to increase substantially beginning in fiscal year 17-18 to pay the bonds issued for the water meter/radio read project.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	5,647,335	5,210,355	5,919,325	4,659,434	4,394,437	5,384,976
Revenues and transfers from other funds	31,441,200	38,911,000	35,020,250	36,704,720	38,473,410	40,330,530
Expenditures and transfers to other funds	31,878,180	38,202,030	36,280,141	36,969,717	37,482,871	40,034,404
Net Change in Net Assets	(436,980)	708,970	(1,259,891)	(264,997)	990,539	296,126
Ending Unrestricted Net Assets	5,210,355	5,919,325	4,659,434	4,394,437	5,384,976	5,681,102

Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	25,726,430	12,780	99,900	3,035,600	28,874,710
2015-2016 Original Budget	0	0	31,683,000	25,000	6,081,000	287,620	38,076,620
2015-2016 Adjusted Budget (Dec)	0	0	31,683,000	25,000	6,081,000	287,620	38,076,620
2015-2016 Six Month Actual	0	0	16,649,110	3,020	41,790	0	16,693,920
2015-2016 Estimated Year End	0	0	31,330,000	16,200	95,000	0	31,441,200
2016-2017 Dept Request	0	0	32,825,000	6,000	6,080,000	0	38,911,000
2016-2017 Manager's Budget	0	0	32,825,000	6,000	6,080,000	0	38,911,000
2016-2017 Approved Budget	0	0	32,825,000	6,000	6,080,000	0	38,911,000
2017-2018 Projected Budget	0	0	34,429,250	6,000	80,000	0	34,515,250
2018-2019 Projected Budget	0	0	36,113,720	6,000	80,000	0	36,199,720
2019-2020 Projected Budget	0	0	37,882,410	6,000	80,000	0	37,968,410
2020-2021 Projected Budget	0	0	39,739,530	6,000	80,000	0	39,825,530

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 2016-2017:

Personnel costs (permanent wages) increased due to estimated allocation of engineering personnel's time. $75,000 is budgeted for a study to identify locations for green infrastructure.

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
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 Actual	95,890	140	0	4,358,340	0	4,454,370
2015-2016 Original Budget	159,400	190	0	170,300	0	329,890
2015-2016 Adjusted Budget (Dec)	159,400	190	0	170,300	0	329,890
2015-2016 Six Month Actual	19,500	30	0	2,968,730	0	2,988,260
2015-2016 Estimated Year End	90,310	100	0	6,155,700	0	6,246,110
2016-2017 Dept Request	140,960	170	0	75,660	0	216,790
2016-2017 Manager's Budget	140,960	170	0	75,660	0	216,790
2016-2017 Approved Budget	140,960	170	0	75,660	0	216,790
2017-2018 Projected Budget	144,640	170	0	75,660	0	220,470
2018-2019 Projected Budget	148,430	170	0	75,660	0	224,260
2019-2020 Projected Budget	152,320	170	0	75,660	0	228,150
2020-2021 Projected Budget	156,330	170	0	75,660	0	232,160

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 2016-2017:

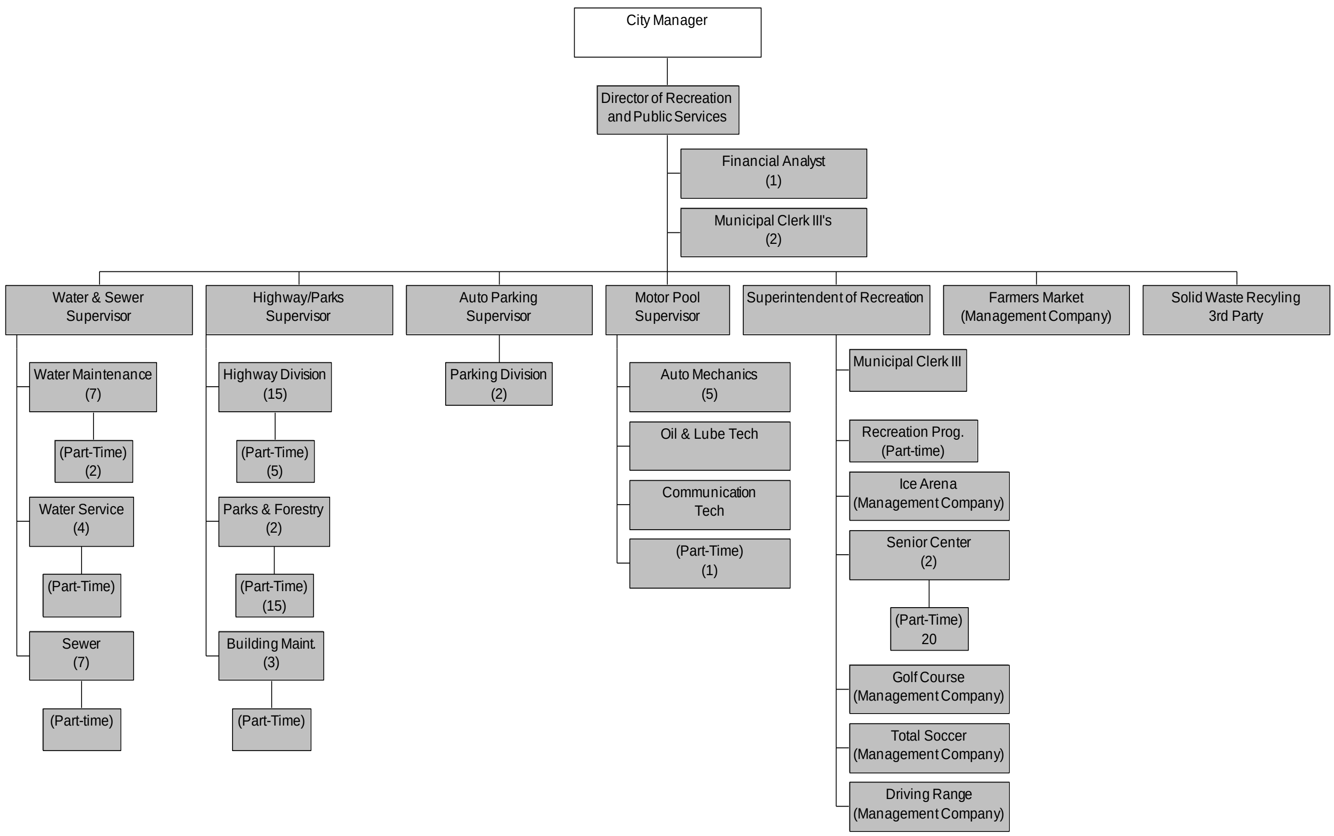
The water and sewage commodity rates are budgeted to increase 3.3%. The increase is based on a 2% increase from SOCWA and an estimated 4% increase from the Water Resources Commission. Flat rate billing is budgeted to increase from $10.75 per quarter to $11.25 for the purpose of recouping the city's water billing costs.

Budget Summary

Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	7,275,560	789,330	8,064,890
2015-2016 Original Budget	0	0	0	8,371,760	859,000	9,230,760
2015-2016 Adjusted Budget (Dec)	0	0	0	8,371,760	843,000	9,214,760
2015-2016 Six Month Actual	0	0	0	3,626,990	372,870	3,999,860
2015-2016 Estimated Year End	0	0	0	7,506,860	744,780	8,251,640
2016-2017 Dept Request	0	0	0	7,915,950	788,500	8,704,450
2016-2017 Manager's Budget	0	0	0	7,915,950	788,500	8,704,450
2016-2017 Approved Budget	0	0	0	7,915,950	788,500	8,704,450
2017-2018 Projected Budget	0	0	0	8,284,530	942,111	9,226,641
2018-2019 Projected Budget	0	0	0	8,671,260	870,717	9,541,977
2019-2020 Projected Budget	0	0	0	9,077,030	796,431	9,873,461
2020-2021 Projected Budget	0	0	0	9,502,790	719,374	10,222,164

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 treasury 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 treasury 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 2016-2017:

Personnel costs will increase due to a portion of a new accountant I position(created/filled spring 2016) being charged to this cost center as well as the cashier II position being changed to a cashier III. Miscellaneous contracted services will decline $19,000 due to one-time lockbox setup fees in fiscal year 2015-16. $600 is budgeted for new chairs for the water billing clerks. Printing costs increased due to ordering envelopes with a new return address for the lockbox.

Budget Summary

Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	108,820	0	0	47,930	0	156,750
2015-2016 Original Budget	137,830	0	0	76,100	0	213,930
2015-2016 Adjusted Budget (Dec)	137,830	0	0	76,100	0	213,930
2015-2016 Six Month Actual	57,620	0	0	23,390	0	81,010
2015-2016 Estimated Year End	125,460	100	0	66,500	0	192,060
2016-2017 Dept Request	166,910	700	0	57,500	0	225,110
2016-2017 Manager's Budget	166,910	700	0	57,500	0	225,110
2016-2017 Approved Budget	166,910	700	0	57,500	0	225,110
2017-2018 Projected Budget	171,010	700	0	59,200	0	230,910
2018-2019 Projected Budget	175,260	700	0	60,950	0	236,910
2019-2020 Projected Budget	179,640	700	0	62,750	0	243,090
2020-2021 Projected Budget	184,170	700	0	64,600	0	249,470

Cost Center Position FTE Detail

Full & Part-time Employees

Water Billing	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.7	0.7	n/a	n/a	n/a	n/a	n/a
Cost Center Total	1.0	1.0	1.7	1.7	1.0	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 2016-2017:

Motor pool expenses are budgeted to increase significantly based on estimated usage and rates. Overtime is budgeted to increase $65,000 relative to fiscal year 15-16 budget due to high actual activity in past years for water main breaks.

Budget Summary

Expenditures

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	1,183,940	109,030	0	593,810	0	1,886,780
2015-2016 Original Budget	1,226,300	132,950	0	462,180	0	1,821,430
2015-2016 Adjusted Budget (Dec)	1,226,300	132,950	0	462,180	0	1,821,430
2015-2016 Six Month Actual	597,660	78,610	0	306,400	0	982,670
2015-2016 Estimated Year End	1,285,990	130,740	0	591,560	0	2,008,290
2016-2017 Dept Request	1,202,800	132,100	0	641,050	0	1,975,950
2016-2017 Manager's Budget	1,202,800	132,100	0	641,050	0	1,975,950
2016-2017 Approved Budget	1,202,800	132,100	0	641,050	0	1,975,950
2017-2018 Projected Budget	1,227,040	132,100	0	658,260	0	2,017,400
2018-2019 Projected Budget	1,251,960	132,100	0	675,990	0	2,060,050
2019-2020 Projected Budget	1,277,590	132,100	0	694,250	0	2,103,940
2020-2021 Projected Budget	1,303,940	132,100	0	713,060	0	2,149,100

Cost Center Position FTE Detail

Full & Part-time Employees

Water Maintenance	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Maintenance Worker II	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0
Water Maintenance Worker	4.0	3.0	3.0	3.0	2.0	2.0	2.0	2.5	2.5
Full-Time Total	9.0	8.0	12.0	8.0	7.0	7.0	7.0	7.5	7.5
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	1.0	1.0	n/a	n/a	n/a	n/a	n/a
Cost Center Total	9.0	8.0	13.0	9.0	7.0	7.0	7.0	7.5	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 2016-2017:

$6,000,000 is budgeted for meter replacement and radio meter read program. It is proposed that this project be funded with revenue bond proceeds. The forecast provides for the collection of an additional $500,000 annually to pay the principle and interest on the bonds for the next fifteen years, which will cause the quarterly billing charge to increase significantly.

Budget Summary

Expenditures

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	545,020	307,480	0	112,940	0	965,440
2015-2016 Original Budget	553,760	309,620	0	123,030	0	986,410
2015-2016 Adjusted Budget (Dec)	553,760	309,620	0	123,030	0	986,410
2015-2016 Six Month Actual	279,670	93,240	0	41,120	0	414,030
2015-2016 Estimated Year End	578,410	342,340	0	146,860	0	1,067,610
2016-2017 Dept Request	535,270	6,338,120	0	114,420	0	6,987,810
2016-2017 Manager's Budget	535,270	6,338,120	0	114,420	0	6,987,810
2016-2017 Approved Budget	535,270	6,338,120	0	114,420	0	6,987,810
2017-2018 Projected Budget	546,840	338,120	0	115,020	505,000	1,504,980
2018-2019 Projected Budget	558,750	338,120	0	115,640	505,000	1,517,510
2019-2020 Projected Budget	571,000	338,120	0	116,270	505,000	1,530,390
2020-2021 Projected Budget	583,600	338,120	0	116,910	505,000	1,543,630

Cost Center Position FTE Detail

Full & Part-time Employees

Meter Services	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	4.0	4.0	3.0	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	5.0	5.0	4.0	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 2016-2017:

Miscellaneous contracted services includes $440,000 for sewer televising and root control, $150,000 for the second year of catch basin cleaning, and $36,000 for sewer fog treatment. Sewage disposal services are budgeted to increase $500,000 over the fiscal year 15-16 projection due to an increase in rates by the Water Resource Commission. Motor pool expenses are budgeted to decrease significantly based on estimated usage and rates.

Budget Summary

Expenditures

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	692,640	39,180	0	12,098,140	0	12,829,960
2015-2016 Original Budget	669,500	46,500	0	13,136,910	0	13,852,910
2015-2016 Adjusted Budget (Dec)	669,500	46,500	0	13,136,910	0	13,852,910
2015-2016 Six Month Actual	378,620	38,660	0	5,261,880	0	5,679,160
2015-2016 Estimated Year End	700,690	61,330	0	12,975,230	0	13,737,250
2016-2017 Dept Request	708,050	49,000	0	13,398,870	0	14,155,920
2016-2017 Manager's Budget	708,050	49,000	0	13,398,870	0	14,155,920
2016-2017 Approved Budget	708,050	49,000	0	13,398,870	0	14,155,920
2017-2018 Projected Budget	723,220	49,000	0	14,029,150	0	14,801,370
2018-2019 Projected Budget	738,810	49,000	0	14,690,780	0	15,478,590
2019-2020 Projected Budget	754,850	49,000	0	15,385,330	0	16,189,180
2020-2021 Projected Budget	771,350	49,000	0	16,114,450	0	16,934,800

Cost Center Position FTE Detail

Full & Part-time Employees

Sewer Maintenance	Fiscal Year								
	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Full-Time Positions									
DPS Supervisor - Sewer	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sewer Maintenance Worker II	4.0	4.0	4.0	4.0	3.0	3.0	3.0	3.0	3.0
Sewer Maintenance Worker	3.0	3.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0
Sewer Maintenance Worker (Temp)	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	9.0	8.0	9.0	8.0	7.0	7.0	7.0	7.0	7.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	0.8	0.8	n/a	n/a	n/a	n/a	n/a
Cost Center Total	9.0	8.0	9.8	8.8	7.0	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.

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]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The following capital improvement projects for FY2016-17 are as follows:

• CAP1515 2015 & 2016 Asphalt Resurfacing	$30,000
• CAP1535 2015 & 2016 Road Reconstruction	924,000
• CAP1601 2016 DPS Pavement Patch and Prepaid Sidewalk	181,000
• CAP1606 2016 Sewer Improvements	807,000
• CAP1607 2016 Water Main Improvements	1,562,000
• CAP1685 2016 Sewer Lining	570,000
• CAP1617 2016 Spot Sewer Repairs	419,000
• CAP1701 2017 DPS Pavement Patch and Prepaid Sidewalk	148,000
• CAP1710 2017 Water Main Improvements	1,000,000
• CAP1730 2017 Special Assessment Paving	105,000
• CAP1735 2017 Road Reconstruction	190,000
FY16-17 Total:	**$5,936,000**

Budget Summary

Expenditures

592.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Actual	0	0	0	0	0	0
2014-2015 Actual	0	0	0	0	0	0
2015-2016 Original Budget	263,290	0	11,348,000	30,000	0	11,641,290
2015-2016 Adjusted Budget (Dec)	263,290	0	11,348,000	30,000	0	11,641,290
2015-2016 Six Month Actual	29,640	0	0	45,390	0	75,030
2015-2016 Estimated Year End	255,810	0	41,410	78,000	0	375,220
2016-2017 Dept Request	221,490	0	5,714,510	0	0	5,936,000
2016-2017 Manager's Budget	221,490	0	5,714,510	0	0	5,936,000
2016-2017 Approved Budget	221,490	0	5,714,510	0	0	5,936,000
2017-2018 Projected Budget	227,370	0	8,051,000	0	0	8,278,370
2018-2019 Projected Budget	233,420	0	7,677,000	0	0	7,910,420
2019-2020 Projected Budget	239,660	0	7,075,000	0	0	7,314,660
2020-2021 Projected Budget	246,080	0	8,457,000	0	0	8,703,080

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 Club, 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, TOT^2 Women's Hockey Team Division 5, TOT Women's Hockey Team Division 6, Detroit Women's Hockey League, Royal Oak Senior 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 32 teams in 3 divisions and spring/ summer league has 30 teams in 3 divisions.

Tournaments: The ice arena hosts multiple tournaments each year. Two Compuware-Honeybaked AAA Tournaments are hosted in September and October, The Warrior AAA Tournament is in mid-October, The Bauer World Invite Girls Tier I Tournament is in mid-November, and a Selects Hockey Tier II boy's tournament is held over Thanksgiving weekend.

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 $1.4 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 freestyle and open skating fees.

GOALS

1. To provide excellent customer service.
2. To provide quality ice surfaces.
3. To provide and run programming to utilize ice available time.

OBJECTIVES

- Edge/shave surfaces regularly to provide quality ice at proper thickness.[GOAL1,2]
- Programming that appeals to a broad spectrum of customers.[GOAL3]

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
Learn to Skate Participants	1,391	1,284	584	1,400	1,400	1,400
Number of Scheduled Hours Used Weekly (September – March)	240	236	120	250	250	250

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

There are no significant changes with revenues. $123,000 is scheduled for painting the exterior of the Lindell Ice Arena, the interior of the west arena, and the interior east arena. Painting is not included in the most recently adopted capital improvement plan. Program supplies are budgeted to increase $20,000 and miscellaneous contracted services are budgeted to increase $25,000 over the fiscal year 15-16 budget due to more adult league teams and a scheduled increase in the contract. The forecast illustrates an operating deficit in each year.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	265,457	388,677	377,137	350,067	307,137	247,997
Revenues and transfers from other funds	1,391,500	1,394,900	1,394,900	1,394,900	1,394,900	1,394,900
Expenditures and transfers to other funds	1,268,280	1,406,440	1,421,970	1,437,830	1,454,040	1,470,600
Net Change in Net Assets	123,220	(11,540)	(27,070)	(42,930)	(59,140)	(75,700)
Ending Unrestricted Net Assets	388,677	377,137	350,067	307,137	247,997	172,297

Revenues

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	0	0	1,219,620	5,460	11,110	0	1,236,190
2013-2014 Actual	0	0	1,223,720	3,550	6,720	0	1,233,990
2014-2015 Actual	0	0	1,357,060	2,210	5,980	0	1,365,250
2015-2016 Original Budget	0	0	1,258,100	2,000	5,500	0	1,265,600
2015-2016 Adjusted Budget (Dec)	0	0	1,258,100	2,000	5,500	0	1,265,600
2015-2016 Six Month Actual	0	0	705,650	1,000	2,460	0	709,110
2015-2016 Estimated Year End	0	0	1,382,700	2,000	6,800	0	1,391,500
2016-2017 Dept Request	0	0	1,387,400	2,000	5,500	0	1,394,900
2016-2017 Manager's Budget	0	0	1,387,400	2,000	5,500	0	1,394,900
2016-2017 Approved Budget	0	0	1,387,400	2,000	5,500	0	1,394,900
2017-2018 Projected Budget	0	0	1,387,400	2,000	5,500	0	1,394,900
2018-2019 Projected Budget	0	0	1,387,400	2,000	5,500	0	1,394,900
2019-2020 Projected Budget	0	0	1,387,400	2,000	5,500	0	1,394,900
2020-2021 Projected Budget	0	0	1,387,400	2,000	5,500	0	1,394,900

Expenditures

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	20,610	68,780	7,230	1,243,620	0	1,340,240
2015-2016 Original Budget	20,720	99,600	18,500	1,213,300	0	1,352,120
2015-2016 Adjusted Budget (Dec)	20,720	99,600	18,500	1,213,300	0	1,352,120
2015-2016 Six Month Actual	10,810	58,700	5,160	554,300	0	628,970
2015-2016 Estimated Year End	20,940	106,250	7,500	1,250,590	0	1,385,280
2016-2017 Dept Request	20,500	113,750	7,500	1,380,690	0	1,522,440
2016-2017 Manager's Budget	20,500	113,750	7,500	1,380,690	0	1,522,440
2016-2017 Approved Budget	20,500	113,750	7,500	1,380,690	0	1,522,440
2017-2018 Projected Budget	20,960	113,750	7,500	1,395,760	0	1,537,970
2018-2019 Projected Budget	21,440	113,750	7,500	1,411,140	0	1,553,830
2019-2020 Projected Budget	21,940	113,750	7,500	1,426,850	0	1,570,040
2020-2021 Projected Budget	22,460	113,750	7,500	1,442,890	0	1,586,600

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 (IT) department researches, supports and coordinates technological solutions to keep the city's information technology functioning and performing consistently at expected levels. The IT staff continually strives to meet productivity gains and address the city's technology challenges.

Technology plays a critical support role in the city's ability to provide government services. The IT 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 a nearly $2 million technology budget and is responsible for servicing all city departments and the 44th District Court. 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 approximately 400 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 IT 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.

GOALS

1. To provide the city with cost-effective, dependable and accurate information services, which support both current and future business needs.
2. To provide city departments with strategic project planning and assistance as it relates to technology.
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

- Deliver a new website for the residents, visitors, current and prospective employees and local businesses of the city with focus on a responsive design available on all devices Goals 1,2,4,5
- Increase the city's GIS capabilities and integrate select functionalities with the new city website Goals1,2,4,6
- Expand the city network infrastructure to enable wireless connectivity to city employees as well as strategic public areas Goals 1,7
- Build a better understanding of information technology through continued IT security awareness and user policy training Goals 3,7
- Continue to replace/update employee computers which are outdated Goals 1,5,6
- Provide a consistent software suite to employees including upgrading to the latest versions of Microsoft Office products Goals 1,3,5,6
- Virtualize stand-alone servers and upgrade to supported operating systems Goals 2,3,5,7
- Update and test disaster recovery plan Goal 7
- Explore contracting for the creation of a Royal Oak app. GOAL2

Performance Indicators / Outcome Measures

	Actual FY13-14	Actual FY14-15	Dec 31 2015	Projected FY15-16	Projected FY16-17	Projected FY17-18
Network Connections						
Building Locations	13	13	13	13	13	13
PC's	361	416	363	371	371	380
LAN Services	14	14	15	15	16	16
WAN Connectivity	14	14	15	15	16	16
Internet Connectivity	14	14	15	15	16	16
AD, Email, Social Media Service						
User & Email accounts	451	476	450	480	480	480
Group accounts	91	93	91	91	91	91
Social Media Accounts	13	13	13	13	16	16
Device Installs and upgrades						
PC's	32	68	75	83	60	60
Printers	4	10	7	80	4	4
Other	6	15	6	10	5	5
Software Support						
Virus, Malware, Spam	335	335	335	340	360	360
Telecommunications						
Telephones – Digital	363	363	348	375	0	
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	70	98	100	100-200	100-200	100-200
Voicemail accounts	615	691	616	616	616	616
Cell Phone Accounts	96	91	84	98	99	99
General						
# of PC Virus outbreaks	0	1	1	1	3	3

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

The budget includes the addition of a full-time GIS coordinator position and six months funding of a second network administrator position for the overlap transition period (only) in the event the current network administrator retires. The GIS coordinator will be responsible for defining the strategic direction for the city's GIS presence as well as providing support for departments and act as a liaison to GIS vendors. The GIS coordinator will also be responsible for identifying cross departmental synergies and ensuring the city maintains a cohesive GIS strategy. $75,000 is budgeted for the computer replacement program, $25,000 for virtual servers, $10,000 for file servers for the court, and $36,000 for training computers for the fire department. $21,500 is budgeted for upgrading the BS&A Business Licensing module. $36,000 is budgeted for annual website support and maintenance. $75,000 is budgeted for GIS software licensing/maintenance and consulting support for application development/deployment. The department will be taking on additional support responsibilities by incorporating the Royal Oak Public Library into the city's core network and providing support for the technology at this location.
The following capital improvement projects for FY2016-17 are as follows:

Office Software and Training Program	$48,000
Server-Network-Cabling Infrastructure	75,000
Mobile Workforce	48,000
Desktop Virtualization	150,000
Disaster Recovery	200,000
FY2016-17 Total:	**$521,000**

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	847,047	463,407	179,537	266,817	399,317	570,137
Revenues and transfers from other funds	1,441,920	1,781,800	1,835,110	1,890,020	1,946,580	2,004,830
Expenditures and transfers to other funds	1,618,040	2,065,670	1,747,830	1,757,520	1,775,760	1,802,570
Net Change in Net Assets	(176,120)	(283,870)	87,280	132,500	170,820	202,260
Ending Unrestricted Net Assets	463,407	179,537	266,817	399,317	570,137	772,397

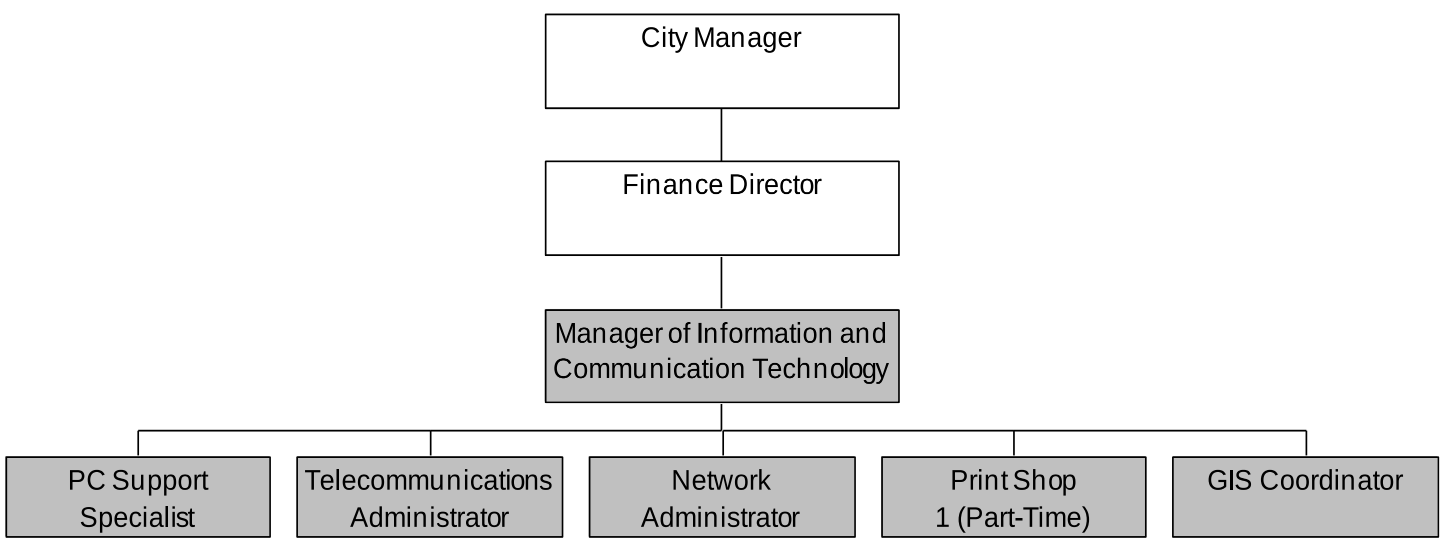
Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	6,200	1,146,900	0	1,153,100
2015-2016 Original Budget	0	0	0	5,000	1,436,670	0	1,441,670
2015-2016 Adjusted Budget (Dec)	0	0	0	5,000	1,436,670	0	1,441,670
2015-2016 Six Month Actual	0	0	0	220	718,330	0	718,550
2015-2016 Estimated Year End	0	0	0	5,250	1,436,670	0	1,441,920
2016-2017 Dept Request	0	0	0	4,800	1,777,000	0	1,781,800
2016-2017 Manager's Budget	0	0	0	4,800	1,777,000	0	1,781,800
2016-2017 Approved Budget	0	0	0	4,800	1,777,000	0	1,781,800
2017-2018 Projected Budget	0	0	0	4,800	1,830,310	0	1,835,110
2018-2019 Projected Budget	0	0	0	4,800	1,885,220	0	1,890,020
2019-2020 Projected Budget	0	0	0	4,800	1,941,780	0	1,946,580
2020-2021 Projected Budget	0	0	0	4,800	2,000,030	0	2,004,830

Expenditures

636.258 INFO SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	565,420	112,030	0	539,590	0	1,217,040
2015-2016 Original Budget	556,570	90,000	484,000	544,880	0	1,675,450
2015-2016 Adjusted Budget (Dec)	556,570	90,000	484,000	544,880	0	1,675,450
2015-2016 Six Month Actual	233,970	88,790	182,700	274,750	0	780,210
2015-2016 Estimated Year End	491,260	90,000	484,000	552,780	0	1,618,040
2016-2017 Dept Request	633,430	168,500	521,000	742,740	0	2,065,670
2016-2017 Manager's Budget	633,430	168,500	521,000	742,740	0	2,065,670
2016-2017 Approved Budget	633,430	168,500	521,000	742,740	0	2,065,670
2017-2018 Projected Budget	650,590	168,500	239,000	689,740	0	1,747,830
2018-2019 Projected Budget	668,280	168,500	231,000	689,740	0	1,757,520
2019-2020 Projected Budget	686,520	168,500	231,000	689,740	0	1,775,760
2020-2021 Projected Budget	705,330	168,500	239,000	689,740	0	1,802,570

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Info Tech	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
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	0.0	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	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
GIS Coordinator	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
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	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0
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	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0

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.[GOAL1]
- Schedule appropriate training for changes in vehicle emissions.[GOAL3]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

Vehicle rental charges are increasing nearly $490,000 due to replacing fully depreciated vehicles as well as expecting to collect more in variable charges based on recent years' actual activity. Fuel revenue from Royal Oak Schools is budgeted to increase based on higher anticipated fuel prices. $50,000 is budgeted for boiler replacement in the DPS building. Fuel budget is increasing $250,000 relative to fiscal year 15-16 estimated actual in the event fuel prices rebound. A transfer in of $105,000 from the public safety fund is budgeted to purchase two unmarked police vehicles and a tech rescue box for the fire department.

The following replacement vehicles for fiscal year 16-17 will be funded with the cash on-hand in the motor pool fund that accumulated by way of depreciation:

Two small SUVs (assessing)	$28,000
Three SUVs (2) engineering (1) building maintenance	$94,000
Fire ambulance	$213,000
Fire SUV	$33,000
Fire van	$37,000
Four pick-ups (1) hwy (2) parks/forestry (1) water	$136,000
Four dump trucks (2) water (2) roads	$824,000
High ranger (DPS bucket truck)	$176,000
Street sweeper	$180,000
Groundmaster mower	$57,000
Four police patrol SUVs	$144,000
Police department van	$39,000
Two vans (1) building maintenance (1) parks/forestry	$68,000
Sewer small dump	$57,000
Tech rescue box (carry-over from fy15-16)	$40,000
Police (2) unmarked vehicles (fleet additions)	$65,000
FY2016-17 Total:	**$2,191,000**

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	8,386,279	6,320,935	4,783,385	3,779,053	2,578,281	1,689,962
Revenues and transfers from other funds	4,169,180	4,536,650	4,561,390	4,695,020	4,832,660	4,974,430
Expenditures and transfers to other funds	5,700,690	6,074,200	5,565,722	5,895,792	5,720,979	6,136,603
Net Change in Net Assets	(1,531,510)	(1,537,550)	(1,004,332)	(1,200,772)	(888,319)	(1,162,173)
Ending Unrestricted Net Assets	6,320,935	4,783,385	3,779,053	2,578,281	1,689,962	527,789

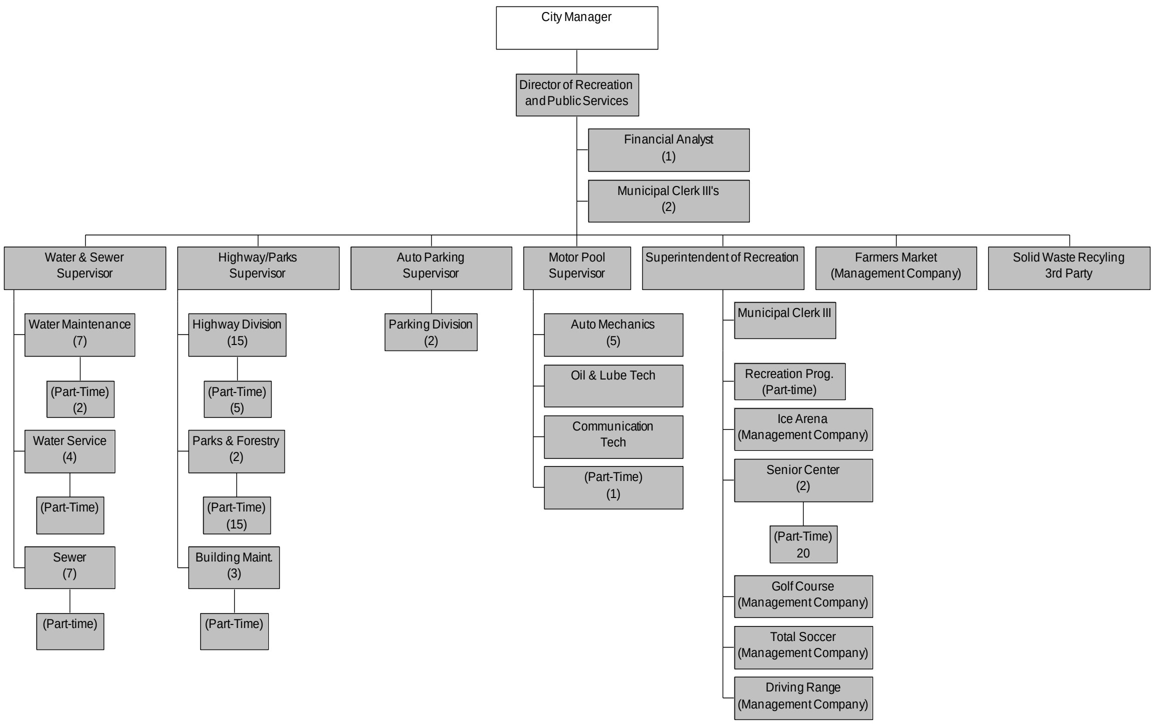
Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	42,420	4,382,150	35,000	4,459,570
2015-2016 Original Budget	0	0	0	35,000	4,202,950	90,000	4,327,950
2015-2016 Adjusted Budget (Dec)	0	0	0	35,000	4,202,950	124,000	4,361,950
2015-2016 Six Month Actual	0	0	0	440	2,216,980	0	2,217,420
2015-2016 Estimated Year End	0	0	0	34,000	4,051,180	84,000	4,169,180
2016-2017 Dept Request	0	0	0	28,000	4,403,650	105,000	4,536,650
2016-2017 Manager's Budget	0	0	0	28,000	4,403,650	105,000	4,536,650
2016-2017 Approved Budget	0	0	0	28,000	4,403,650	105,000	4,536,650
2017-2018 Projected Budget	0	0	0	28,000	4,533,390	0	4,561,390
2018-2019 Projected Budget	0	0	0	28,000	4,667,020	0	4,695,020
2019-2020 Projected Budget	0	0	0	28,000	4,804,660	0	4,832,660
2020-2021 Projected Budget	0	0	0	28,000	4,946,430	0	4,974,430

Expenditures

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	1,177,190	822,970	127,660	1,250,830	37,570	3,416,220
2015-2016 Original Budget	1,192,990	999,950	2,191,600	1,403,300	30,600	5,818,440
2015-2016 Adjusted Budget (Dec)	1,192,990	999,950	2,225,600	1,403,300	30,600	5,852,440
2015-2016 Six Month Actual	598,470	303,580	376,890	696,200	16,930	1,992,070
2015-2016 Estimated Year End	1,173,940	829,680	2,187,300	1,478,410	31,360	5,700,690
2016-2017 Dept Request	1,179,600	972,450	2,218,000	1,676,550	27,600	6,074,200
2016-2017 Manager's Budget	1,179,600	972,450	2,218,000	1,676,550	27,600	6,074,200
2016-2017 Approved Budget	1,179,600	972,450	2,218,000	1,676,550	27,600	6,074,200
2017-2018 Projected Budget	1,207,520	1,001,960	1,638,000	1,681,080	37,162	5,565,722
2018-2019 Projected Budget	1,236,300	1,032,380	1,910,000	1,685,750	31,362	5,895,792
2019-2020 Projected Budget	1,265,950	1,063,780	1,673,000	1,690,550	27,699	5,720,979
2020-2021 Projected Budget	1,296,510	1,096,160	2,022,000	1,695,500	26,433	6,136,603

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Motor Pool	Fiscal Year								
	08-09	**09-10**	**10-11**	**11-12**	**12-13**	**13-14**	**14-15**	**15-16**	**16-17**
Full-Time Positions									
Superintendent - Motor Pool	1.0	1.0	1.0	0.0	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
Budget Analyst	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Automotive Mechanic	4.0	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	0.0	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	0.0	0.0	0.0	0.0
Full-Time Total	11.0	11.0	10.0	9.0	9.0	9.0	9.0	9.0	9.0
Part-Time Positions (FTEs)									
Part-Time Positions	n/a	n/a	1.3	1.3	n/a	n/a	n/a	n/a	n/a
Cost Center Total	11.0	11.0	11.3	10.3	9.0	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 $2,202,341. Policy Limit is $5 million.

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 2016-2017:

There are no significant changes for this fund with the exception of reducing contributions from other funds in the forecast by 25% and using fund balance as a revenue source.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	2,457,067	2,500,727	2,390,047	2,252,967	2,090,607	1,904,017
Revenues and transfers from other funds	640,970	484,000	460,500	438,180	416,970	396,820
Expenditures and transfers to other funds	597,310	594,680	597,580	600,540	603,560	606,640
Net Change in Net Assets	43,660	(110,680)	(137,080)	(162,360)	(186,590)	(209,820)
Ending Unrestricted Net Assets	2,500,727	2,390,047	2,252,967	2,090,607	1,904,017	1,694,197

Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	1,016,910	15,940	3,350	0	1,036,200
2015-2016 Original Budget	0	0	597,100	12,700	0	0	609,800
2015-2016 Adjusted Budget (Dec)	0	0	597,100	12,700	0	0	609,800
2015-2016 Six Month Actual	0	0	478,250	520	830	0	479,600
2015-2016 Estimated Year End	0	0	626,390	13,750	830	0	640,970
2016-2017 Dept Request	0	0	470,000	14,000	0	0	484,000
2016-2017 Manager's Budget	0	0	470,000	14,000	0	0	484,000
2016-2017 Approved Budget	0	0	470,000	14,000	0	0	484,000
2017-2018 Projected Budget	0	0	446,500	14,000	0	0	460,500
2018-2019 Projected Budget	0	0	424,180	14,000	0	0	438,180
2019-2020 Projected Budget	0	0	402,970	14,000	0	0	416,970
2020-2021 Projected Budget	0	0	382,820	14,000	0	0	396,820

Expenditures

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	716,220	0	0	152,360	0	868,580
2015-2016 Original Budget	465,000	0	0	144,800	0	609,800
2015-2016 Adjusted Budget (Dec)	465,000	0	0	144,800	0	609,800
2015-2016 Six Month Actual	137,540	0	0	30,010	0	167,550
2015-2016 Estimated Year End	460,000	0	0	137,310	0	597,310
2016-2017 Dept Request	460,000	0	0	134,680	0	594,680
2016-2017 Manager's Budget	460,000	0	0	134,680	0	594,680
2016-2017 Approved Budget	460,000	0	0	134,680	0	594,680
2017-2018 Projected Budget	462,900	0	0	134,680	0	597,580
2018-2019 Projected Budget	465,860	0	0	134,680	0	600,540
2019-2020 Projected Budget	468,880	0	0	134,680	0	603,560
2020-2021 Projected Budget	471,960	0	0	134,680	0	606,640

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.

GOALS

1. Manage city health related risks as efficiently and effectively as possible.

OBJECTIVES

- To provide a modest budget to support the Royal Oak Health and Wellness Committee.[GOAL1]

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2016-2017:

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, and potential for 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 16-17 are budgeted to decrease 4% for active employees and 0.4% for retirees with BCBS. However total costs are budgeted to increase due to the addition of positions and a 7% increase for HAP premiums. The stop loss rate is increasing 2.3%. A majority of the costs are for retiree coverage. $10,000 is budgeted for the health & wellness committee's future initiatives and $244,000 is budgeted for the collaborative health center.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	8,288,741	8,265,681	8,265,681	8,231,041	8,144,851	8,044,381
Revenues and transfers from other funds	9,150,940	9,892,950	10,090,230	10,291,460	10,496,710	10,706,060
Expenditures and transfers to other funds	9,174,000	9,892,950	10,124,870	10,377,650	10,597,180	10,821,700
Net Change in Net Assets	(23,060)	0	(34,640)	(86,190)	(100,470)	(115,640)
Ending Unrestricted Net Assets	8,265,681	8,265,681	8,231,041	8,144,851	8,044,381	7,928,741

Revenues

678.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	9,957,430	0	0	9,957,430
2015-2016 Original Budget	0	0	0	10,374,270	0	0	10,374,270
2015-2016 Adjusted Budget (Dec)	0	0	0	10,374,270	0	0	10,374,270
2015-2016 Six Month Actual	0	0	0	4,668,660	0	0	4,668,660
2015-2016 Estimated Year End	0	0	0	9,150,940	0	0	9,150,940
2016-2017 Dept Request	0	0	0	9,892,950	0	0	9,892,950
2016-2017 Manager's Budget	0	0	0	9,892,950	0	0	9,892,950
2016-2017 Approved Budget	0	0	0	9,892,950	0	0	9,892,950
2017-2018 Projected Budget	0	0	0	10,090,230	0	0	10,090,230
2018-2019 Projected Budget	0	0	0	10,291,460	0	0	10,291,460
2019-2020 Projected Budget	0	0	0	10,496,710	0	0	10,496,710
2020-2021 Projected Budget	0	0	0	10,706,060	0	0	10,706,060

Expenditures

678.851 Medical	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	7,157,030	0	7,157,030
2013-2014 Actual	0	0	0	8,095,030	0	8,095,030
2014-2015 Actual	0	0	0	8,455,850	0	8,455,850
2015-2016 Original Budget	0	0	0	10,374,270	0	10,374,270
2015-2016 Adjusted Budget (Dec)	0	0	0	10,374,270	0	10,374,270
2015-2016 Six Month Actual	0	0	0	5,458,550	0	5,458,550
2015-2016 Estimated Year End	0	0	0	9,174,000	0	9,174,000
2016-2017 Dept Request	0	0	0	9,892,950	0	9,892,950
2016-2017 Manager's Budget	0	0	0	9,892,950	0	9,892,950
2016-2017 Approved Budget	0	0	0	9,892,950	0	9,892,950
2017-2018 Projected Budget	0	0	0	10,124,870	0	10,124,870
2018-2019 Projected Budget	0	0	0	10,377,650	0	10,377,650
2019-2020 Projected Budget	0	0	0	10,597,180	0	10,597,180
2020-2021 Projected Budget	0	0	0	10,821,700	0	10,821,700

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 is a member of 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 replacement 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 nearly $3 million in net asset distributions from the MMRMA. Of the $3.7 million, $961,335 was received in 2015, 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 2016-2017:

Revenues appear to decline substantially, however the budget and forecast does not assume a net asset distribution is received from the MMRMA.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	1,638,243	2,373,673	2,127,273	1,873,373	1,611,753	1,342,173
Revenues and transfers from other funds	1,875,830	948,000	976,320	1,005,490	1,035,530	1,066,480
Expenditures and transfers to other funds	1,140,400	1,194,400	1,230,220	1,267,110	1,305,110	1,344,250
Net Change in Net Assets	735,430	(246,400)	(253,900)	(261,620)	(269,580)	(277,770)
Ending Unrestricted Net Assets	2,373,673	2,127,273	1,873,373	1,611,753	1,342,173	1,064,403

Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	1,213,200	0	0	1,213,200
2015-2016 Original Budget	0	0	0	1,165,400	0	0	1,165,400
2015-2016 Adjusted Budget (Dec)	0	0	0	1,165,400	0	0	1,165,400
2015-2016 Six Month Actual	0	0	0	2,024,190	0	0	2,024,190
2015-2016 Estimated Year End	0	0	0	1,875,830	0	0	1,875,830
2016-2017 Dept Request	0	0	0	948,000	0	0	948,000
2016-2017 Manager's Budget	0	0	0	948,000	0	0	948,000
2016-2017 Approved Budget	0	0	0	948,000	0	0	948,000
2017-2018 Projected Budget	0	0	0	976,320	0	0	976,320
2018-2019 Projected Budget	0	0	0	1,005,490	0	0	1,005,490
2019-2020 Projected Budget	0	0	0	1,035,530	0	0	1,035,530
2020-2021 Projected Budget	0	0	0	1,066,480	0	0	1,066,480

Expenditures

679.881 General Liability and Property	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	1,300,950	0	1,300,950
2015-2016 Original Budget	0	0	0	1,165,400	0	1,165,400
2015-2016 Adjusted Budget (Dec)	0	0	0	1,165,400	0	1,165,400
2015-2016 Six Month Actual	0	0	0	1,061,100	0	1,061,100
2015-2016 Estimated Year End	0	0	0	1,140,400	0	1,140,400
2016-2017 Dept Request	0	0	0	1,194,400	0	1,194,400
2016-2017 Manager's Budget	0	0	0	1,194,400	0	1,194,400
2016-2017 Approved Budget	0	0	0	1,194,400	0	1,194,400
2017-2018 Projected Budget	0	0	0	1,230,220	0	1,230,220
2018-2019 Projected Budget	0	0	0	1,267,110	0	1,267,110
2019-2020 Projected Budget	0	0	0	1,305,110	0	1,305,110
2020-2021 Projected Budget	0	0	0	1,344,250	0	1,344,250

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 2016-2017:

As of the last actuarial valuation report dated June 30, 2015 the required employer contribution is approximately $7 million (nearly $2.4 million for general employees and $4.6 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

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	136,325,204	130,819,584	134,687,814	139,282,304	144,664,724	150,901,494
Revenues and transfers from other funds	10,846,270	20,723,150	21,792,880	22,932,720	24,147,720	25,443,350
Expenditures and transfers to other funds	16,351,890	16,854,920	17,198,390	17,550,300	17,910,950	18,280,630
Net Change in Net Assets	(5,505,620)	3,868,230	4,594,490	5,382,420	6,236,770	7,162,720
Ending Unrestricted Net Assets	130,819,584	134,687,814	139,282,304	144,664,724	150,901,494	158,064,214

Revenues

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	13,133,740	32,530	0	13,166,270
2015-2016 Original Budget	0	0	0	22,082,340	0	0	22,082,340
2015-2016 Adjusted Budget (Dec)	0	0	0	22,082,340	0	0	22,082,340
2015-2016 Six Month Actual	0	0	0	(2,187,820)	410	0	(2,187,410)
2015-2016 Estimated Year End	0	0	0	10,840,600	5,670	0	10,846,270
2016-2017 Dept Request	0	0	0	20,723,150	0	0	20,723,150
2016-2017 Manager's Budget	0	0	0	20,723,150	0	0	20,723,150
2016-2017 Approved Budget	0	0	0	20,723,150	0	0	20,723,150
2017-2018 Projected Budget	0	0	0	21,792,880	0	0	21,792,880
2018-2019 Projected Budget	0	0	0	22,932,720	0	0	22,932,720
2019-2020 Projected Budget	0	0	0	24,147,720	0	0	24,147,720
2020-2021 Projected Budget	0	0	0	25,443,350	0	0	25,443,350

Expenditures

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	1,180	0	0	16,152,710	0	16,153,890
2015-2016 Original Budget	1,300	0	0	22,081,040	0	22,082,340
2015-2016 Adjusted Budget (Dec)	1,300	0	0	22,081,040	0	22,082,340
2015-2016 Six Month Actual	4,540	0	0	7,961,380	0	7,965,920
2015-2016 Estimated Year End	36,420	0	0	16,315,470	0	16,351,890
2016-2017 Dept Request	50,620	0	0	16,804,300	0	16,854,920
2016-2017 Manager's Budget	50,620	0	0	16,804,300	0	16,854,920
2016-2017 Approved Budget	50,620	0	0	16,804,300	0	16,854,920
2017-2018 Projected Budget	52,040	0	0	17,146,350	0	17,198,390
2018-2019 Projected Budget	53,500	0	0	17,496,800	0	17,550,300
2019-2020 Projected Budget	55,010	0	0	17,855,940	0	17,910,950
2020-2021 Projected Budget	56,570	0	0	18,224,060	0	18,280,630

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 2016-2017:

As of the last complete actuarial valuation report dated June 30, 2014, the annual required contribution (ARC) for fiscal year beginning July 1, 2016 is $11.4 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 $10.4 million with a normal cost of $1 million. The full ARC of $11.4 million is budgeted to be collected from the various city funds in fiscal year 2016-17. With the exception of the last 2 years, 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.

Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Unrestricted Net Assets	12,010,578	16,303,648	21,225,568	26,204,438	31,248,988	36,324,108
Revenues and transfers from other funds	11,751,370	12,576,620	12,894,970	13,224,880	13,566,960	13,921,900
Expenditures and transfers to other funds	7,458,300	7,654,700	7,916,100	8,180,330	8,491,840	8,779,070
Net Change in Net Assets	4,293,070	4,921,920	4,978,870	5,044,550	5,075,120	5,142,830
Ending Unrestricted Net Assets	16,303,648	21,225,568	26,204,438	31,248,988	36,324,108	41,466,938

Revenues

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	136,300	10,912,560	0	11,048,860
2015-2016 Original Budget	0	0	0	776,060	11,732,170	0	12,508,230
2015-2016 Adjusted Budget (Dec)	0	0	0	776,060	11,732,170	0	12,508,230
2015-2016 Six Month Actual	0	0	0	(120,420)	6,184,560	0	6,064,140
2015-2016 Estimated Year End	0	0	0	960	11,750,410	0	11,751,370
2016-2017 Dept Request	0	0	0	1,163,560	11,413,060	0	12,576,620
2016-2017 Manager's Budget	0	0	0	1,163,560	11,413,060	0	12,576,620
2016-2017 Approved Budget	0	0	0	1,163,560	11,413,060	0	12,576,620
2017-2018 Projected Budget	0	0	0	1,253,650	11,641,320	0	12,894,970
2018-2019 Projected Budget	0	0	0	1,350,730	11,874,150	0	13,224,880
2019-2020 Projected Budget	0	0	0	1,455,330	12,111,630	0	13,566,960
2020-2021 Projected Budget	0	0	0	1,568,040	12,353,860	0	13,921,900

Expenditures

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	7,706,390	0	7,706,390
2015-2016 Original Budget	0	0	0	12,508,230	0	12,508,230
2015-2016 Adjusted Budget (Dec)	0	0	0	12,508,230	0	12,508,230
2015-2016 Six Month Actual	0	0	0	3,662,420	0	3,662,420
2015-2016 Estimated Year End	0	0	0	7,458,300	0	7,458,300
2016-2017 Dept Request	0	0	0	7,654,700	0	7,654,700
2016-2017 Manager's Budget	0	0	0	7,654,700	0	7,654,700
2016-2017 Approved Budget	0	0	0	7,654,700	0	7,654,700
2017-2018 Projected Budget	0	0	0	7,916,100	0	7,916,100
2018-2019 Projected Budget	0	0	0	8,180,330	0	8,180,330
2019-2020 Projected Budget	0	0	0	8,491,840	0	8,491,840
2020-2021 Projected Budget	0	0	0	8,779,070	0	8,779,070

SUPPLEMENTAL INFORMATION

Building Authorities
- Court
- Parking Deck
- Fire

City Property

Biographies
- Elected Officials
- Management

Glossary

SEMCOG Community Profile

Court Building Authority
Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	0	(250)	0	0	0	0
Revenues and transfers from other funds	517,500	518,500	511,560	517,740	518,100	517,830
Expenditures and transfers to other funds	517,750	518,250	511,560	517,740	518,100	517,830
Net Change in Fund Balance	(250)	250	0	0	0	0
Ending Fund Balance	(250)	0	0	0	0	0

Court Building Authority
Revenues

571.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
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 Actual	0	0	0	0	511,530	0	511,530
2015-2016 Original Budget	0	0	0	0	517,750	0	517,750
2015-2016 Adjusted Budget (Dec)	0	0	0	0	517,750	0	517,750
2015-2016 Six Month Actual	0	0	0	0	81,250	0	81,250
2015-2016 Estimated Year End	0	0	0	0	517,500	0	517,500
2016-2017 Dept Request	0	0	0	0	518,500	0	518,500
2016-2017 Manager's Budget	0	0	0	0	518,500	0	518,500
2016-2017 Approved Budget	0	0	0	0	518,500	0	518,500
2017-2018 Projected Budget	0	0	0	0	511,560	0	511,560
2018-2019 Projected Budget	0	0	0	0	517,740	0	517,740
2019-2020 Projected Budget	0	0	0	0	518,100	0	518,100
2020-2021 Projected Budget	0	0	0	0	517,830	0	517,830

Court Building Authority
Expenditures

571.136 COURT CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2012-2013 Actual	0	0	0	0	512,690	512,690
2013-2014 Actual	0	0	0	0	514,940	514,940
2014-2015 Actual	0	0	0	0	511,530	511,530
2015-2016 Original Budget	0	0	0	0	517,750	517,750
2015-2016 Adjusted Budget (Dec)	0	0	0	0	517,750	517,750
2015-2016 Six Month Actual	0	0	0	0	81,250	81,250
2015-2016 Estimated Year End	0	0	0	0	517,750	517,750
2016-2017 Dept Request	0	0	0	0	518,250	518,250
2016-2017 Manager's Budget	0	0	0	0	518,250	518,250
2016-2017 Approved Budget	0	0	0	0	518,250	518,250
2017-2018 Projected Budget	0	0	0	0	511,560	511,560
2018-2019 Projected Budget	0	0	0	0	517,740	517,740
2019-2020 Projected Budget	0	0	0	0	518,100	518,100
2020-2021 Projected Budget	0	0	0	0	517,830	517,830

Parking Deck Building Authority
Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance		0	0	0	0	0
Revenues and transfers from other funds	184,000	170,500	209,410	197,660	185,490	172,700
Expenditures and transfers to other funds	184,000	170,500	209,410	197,660	185,490	172,700
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
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 Actual	0	0	0	0	195,550	0	195,550
2015-2016 Original Budget	0	0	0	0	184,000	0	184,000
2015-2016 Adjusted Budget (Dec)	0	0	0	0	184,000	0	184,000
2015-2016 Six Month Actual	0	0	0	0	92,600	0	92,600
2015-2016 Estimated Year End	0	0	0	0	184,000	0	184,000
2016-2017 Dept Request	0	0	0	0	170,500	0	170,500
2016-2017 Manager's Budget	0	0	0	0	170,500	0	170,500
2016-2017 Approved Budget	0	0	0	0	170,500	0	170,500
2017-2018 Projected Budget	0	0	0	0	209,410	0	209,410
2018-2019 Projected Budget	0	0	0	0	197,660	0	197,660
2019-2020 Projected Budget	0	0	0	0	185,490	0	185,490
2020-2021 Projected Budget	0	0	0	0	172,700	0	172,700

Parking Deck Building Authority
Expenditures

572.570 PARKING DECK BLDG AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	26,750	195,560	222,310
2015-2016 Original Budget	0	0	0	0	184,000	184,000
2015-2016 Adjusted Budget (Dec)	0	0	0	0	184,000	184,000
2015-2016 Six Month Actual	0	0	0	0	92,600	92,600
2015-2016 Estimated Year End	0	0	0	0	184,000	184,000
2016-2017 Dept Request	0	0	0	0	170,500	170,500
2016-2017 Manager's Budget	0	0	0	0	170,500	170,500
2016-2017 Approved Budget	0	0	0	0	170,500	170,500
2017-2018 Projected Budget	0	0	0	0	209,410	209,410
2018-2019 Projected Budget	0	0	0	0	197,660	197,660
2019-2020 Projected Budget	0	0	0	0	185,490	185,490
2020-2021 Projected Budget	0	0	0	0	172,700	172,700

Fire Building Authority
Budget Summary

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	626,920	631,100	624,350	626,625	630,875	629,600
Expenditures and transfers to other funds	626,920	631,100	624,350	626,625	630,875	629,600
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

Fire Building Authority
Revenues

573.000 REVENUE	Taxes	Interest and Contributions	Other	Transfers	Total
2012-2013 Actual	0	292,970	5,593,460	0	5,886,430
2013-2014 Actual	0	0	624,250	0	624,250
2014-2015 Actual	0	0	624,350	0	624,350
2015-2016 Original Budget	0	0	627,000	0	627,000
2015-2016 Adjusted Budget (Dec)	0	0	627,000	0	627,000
2015-2016 Six Month Actual	0	0	574,720	0	574,720
2015-2016 Estimated Year End	0	0	626,920	0	626,920
2016-2017 Dept Request	0	0	631,100	0	631,100
2016-2017 Manager's Budget	0	0	631,100	0	631,100
2016-2017 Approved Budget	0	0	631,100	0	631,100
2017-2018 Projected Budget	0	0	624,350	0	624,350
2018-2019 Projected Budget	0	0	626,625	0	626,625
2019-2020 Projected Budget	0	0	630,875	0	630,875
2020-2021 Projected Budget	0	0	629,600	0	629,600

Fire Building Authority
Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
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 Actual	0	0	0	0	624,350	624,350
2015-2016 Original Budget	0	0	0	0	627,000	627,000
2015-2016 Adjusted Budget (Dec)	0	0	0	0	627,000	627,000
2015-2016 Six Month Actual	0	0	0	0	574,720	574,720
2015-2016 Estimated Year End	0	0	0	0	626,920	626,920
2016-2017 Dept Request	0	0	0	0	631,100	631,100
2016-2017 Manager's Budget	0	0	0	0	631,100	631,100
2016-2017 Approved Budget	0	0	0	0	631,100	631,100
2017-2018 Projected Budget	0	0	0	0	624,350	624,350
2018-2019 Projected Budget	0	0	0	0	626,625	626,625
2019-2020 Projected Budget	0	0	0	0	630,875	630,875
2020-2021 Projected Budget	0	0	0	0	629,600	629,600

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 Mike Kirby
Mr. Kirby was hired as the manager of information and communication technology in July 2015. He earned his bachelor of science degree in electrical engineering and computer science from the University of Michigan. Mike has over 20 years of experience in the technology field including software development, enterprise system and application architecture, data-center and infrastructure administration, project management and program management.

Assistant City Manager / 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 #2 (Webster)
Fire Station #3 (Rochester)
Fire Station #4 (Woodward)
Mahany/Meininger Center
Ro Club Maintenance Bldg
Salter Community Center
Farmers Mkt - Bldg
6th & Lafayette Parking Deck
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.
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-Memorial
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 - Woodsboro
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
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

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.

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

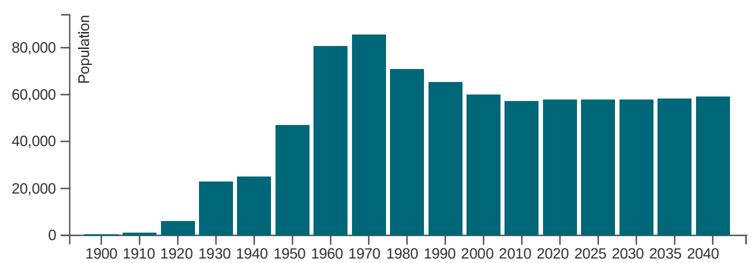
Area: 11.8 square miles

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.

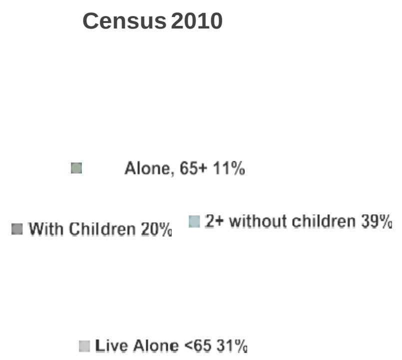
Components of Population Change

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

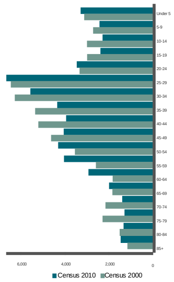
Household Types



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**.

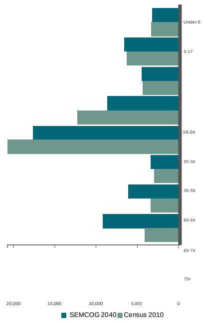
Population Change by Age, 2000-2010



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

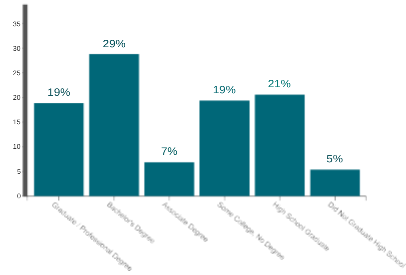
Race and Hispanic Origin	Census 2000	Percent of Population (2000)	Census 2010	Percent of Population (2010)	Percentage Point Change 2000-2010
Non-Hispanic	59,281	98.7%	55,896	97.7%	-1.0%
White	56,421	93.9%	50,975	89.1%	-4.9%
Black	910	1.5%	2,399	4.2%	2.7%
Asian	935	1.6%	1,339	2.3%	0.8%
Multi-Racial	756	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

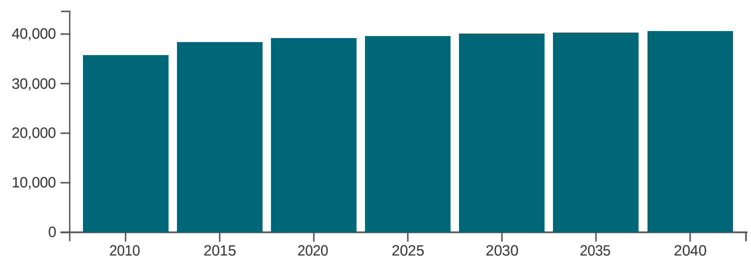


Source: **U.S. Census Bureau**, **Census 2000** and **2010 American Community Survey 5-Year Estimates**.

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

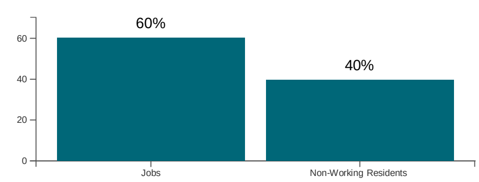
Forecasted Jobs By Industry	2010	2015	2020	2025	2030	2035	2040	Change 2010 - 2040
Natural Resources, Mining, & Construction	1,064	1,255	1,315	1,459	1,507	1,494	1,475	411
Manufacturing	1,166	1,264	1,260	1,191	1,184	1,118	1,113	-53
Wholesale Trade, Transportation, Warehousing, & Utilities	1,232	1,250	1,210	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**.

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Where Workers Commute From 5-Yr ACS 2010

Rank	Where Workers Commute From *	Workers	Percent
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-	**Elsewhere**	13,512	44.6%
* Workers, age 16 and over employed in Royal Oak		30,282	

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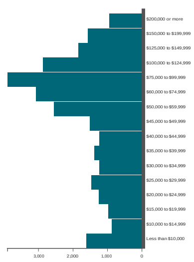
Income	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median Household Income (in 2010 dollars)	$ 60,184	$ -8,207	-12.0%
Per Capita Income (in 2010 dollars)	$ 37,095	$ -3,467	-8.5%

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
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Less than $10,000	1,613
Total	**28,329**

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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.

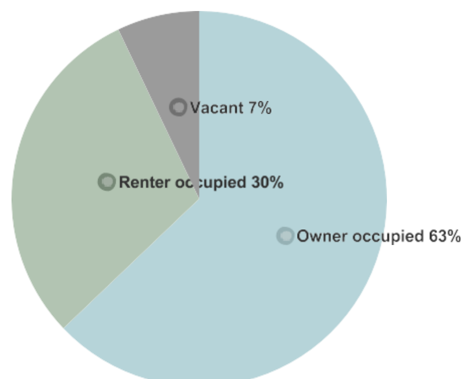
Housing Types

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

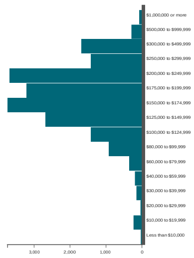
Housing Tenure	Census 2000	Census 2010	Change 2000-2010
Owner occupied	20,246	18,995	-1,251
Renter occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant units	860	2,018	1,158
Total Housing Units	29,942	30,207	265



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

Housing Value (in 2010 dollars)

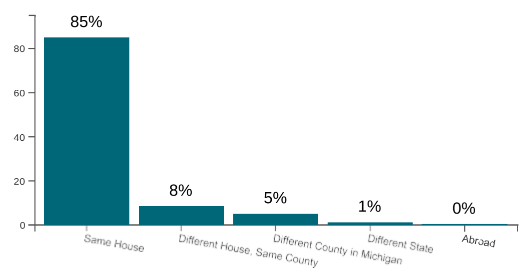
Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	$177,300	$-19,824	-10.1%
Median gross rent	$792	$-51	-6.1%



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**.

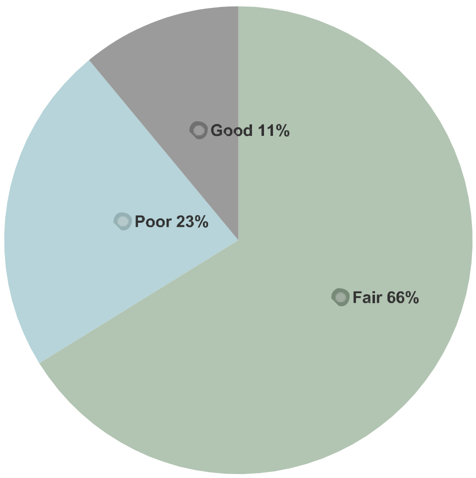
Miles of public road (including boundary roads): 245

Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

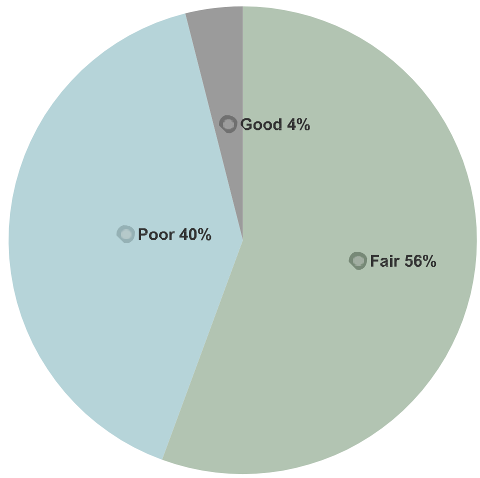
Past Pavement Conditions

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**

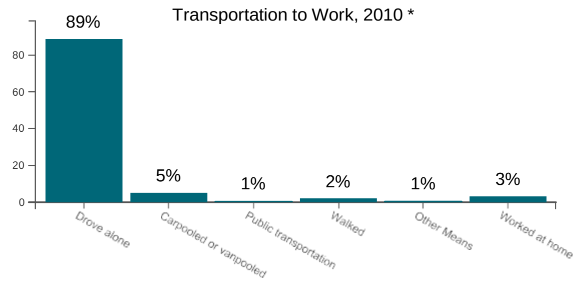
Bridge Status

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).

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**

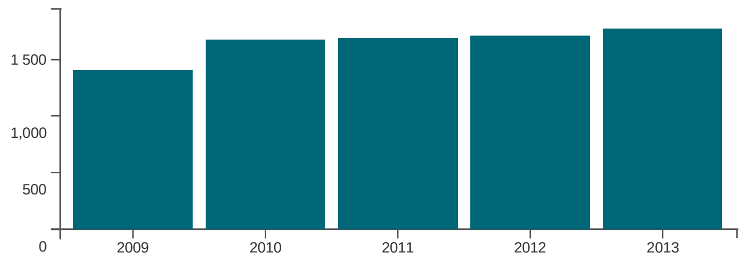
Mean Travel Time to Work

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

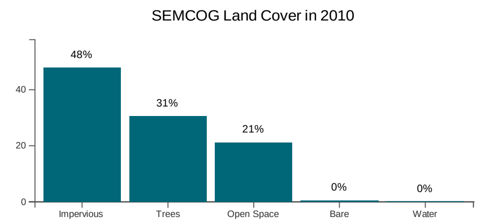
Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

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

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

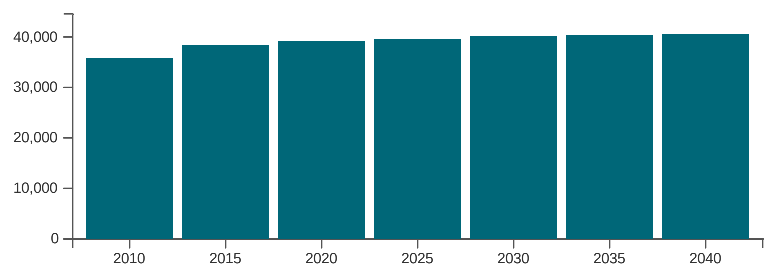
SEMCOG MEMBER

Census 2010 Population: 57,236
Area: 11.8 square miles

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
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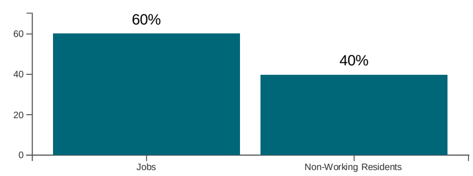

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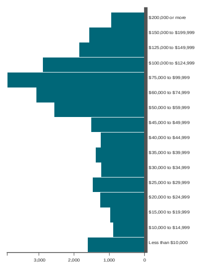
Annual Household Incomes



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Households in Poverty	1,331	4.6%	2,156	7.6%	3.0

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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.

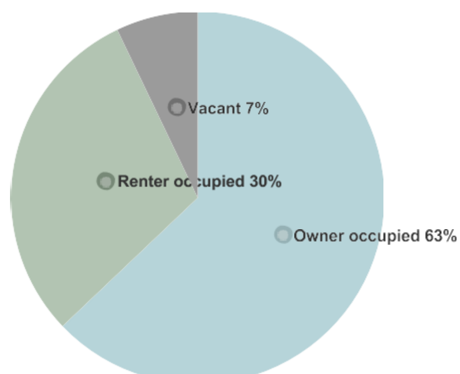
Housing Types

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

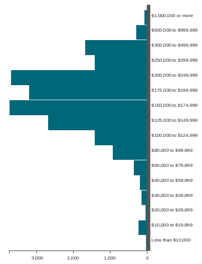


Source: **U.S. Census Bureau**, **Census 2000**, **2010 American Community Survey 5-Year Estimates**.

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%

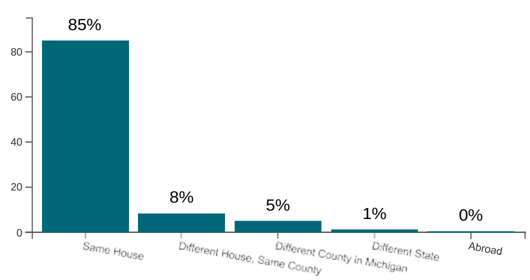
Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median gross rent	$792	$-51	-6.1%



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.

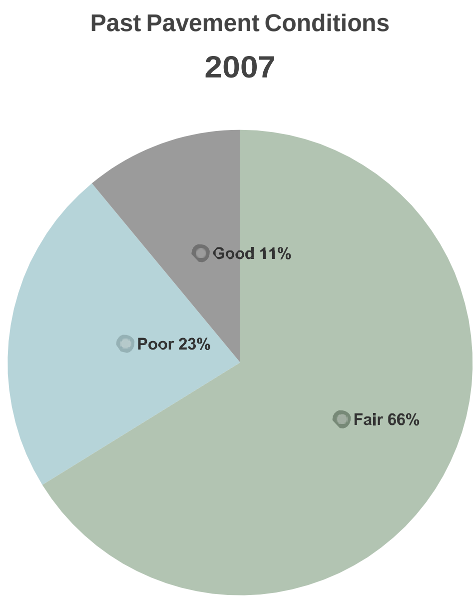
Source: **2010 American Community Survey 5-Year Estimates**.

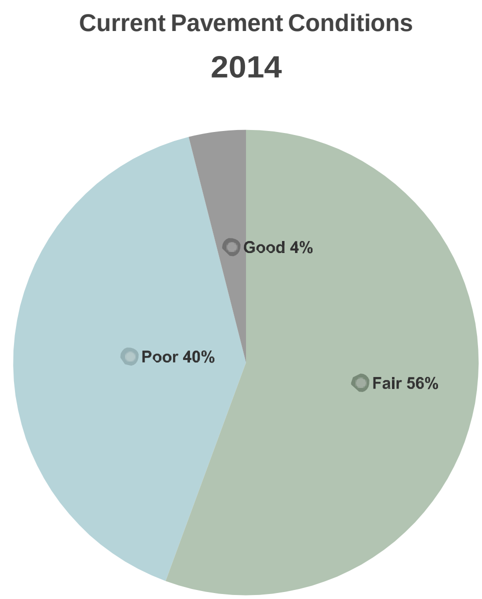
Transportation

Miles of public road (including boundary roads): 245

Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)





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%

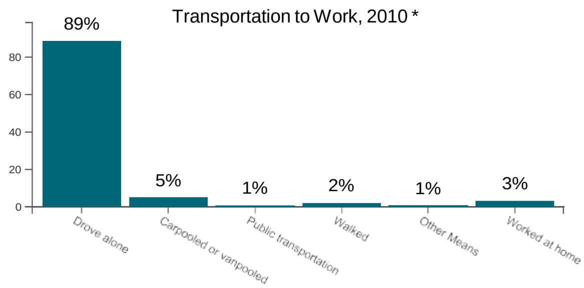
***** Bridges may be closed because of new construction or failed condition.

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**

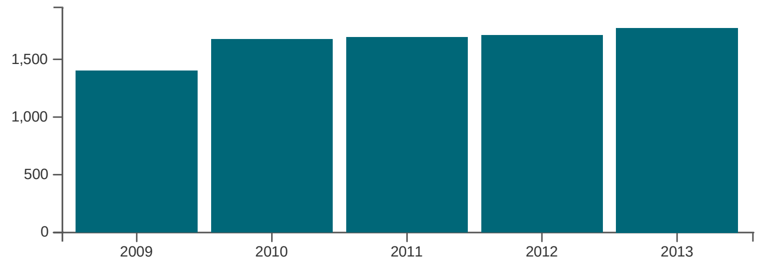
Mean Travel Time to Work

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.

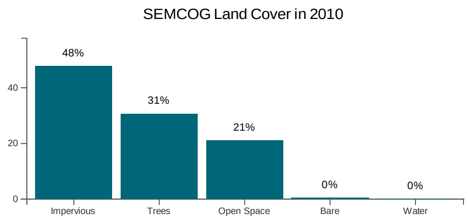
Environment

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

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
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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
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Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2014
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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
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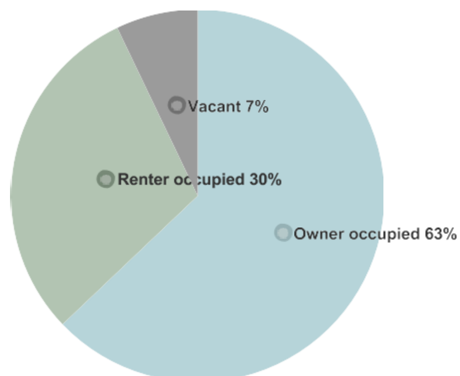
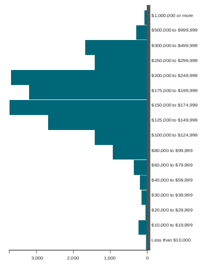


Source: **U.S. Census Bureau**, **Census 2000**, **2010 American Community Survey 5-Year Estimates**.

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
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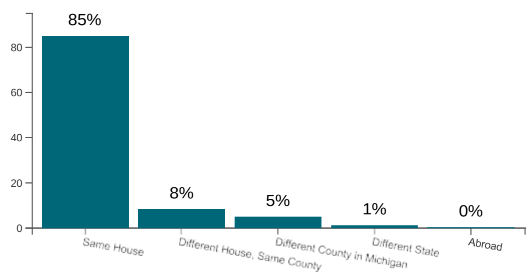
$40,000 to $59,999	191
$30,000 to $39,999	151
$20,000 to $29,999	38
$10,000 to $19,999	232
Less than $10,000	26
Owner-Occupied Units	20,119

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

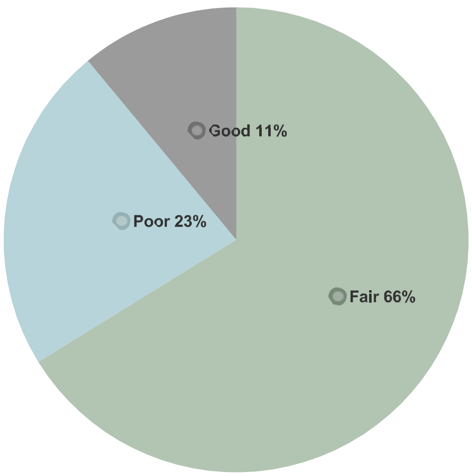
Miles of public road (including boundary roads): 245

Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

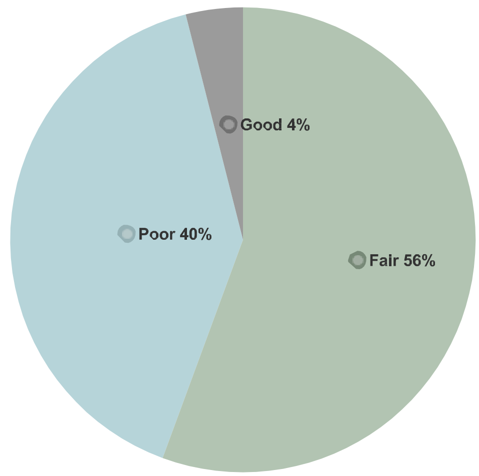
Past Pavement Conditions

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**

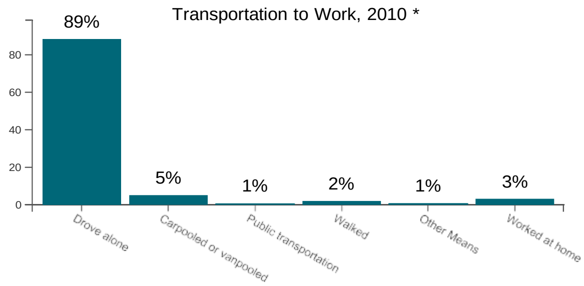
Bridge Status

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.

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**

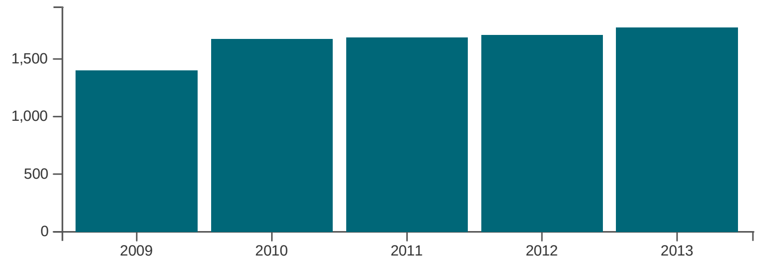
Mean Travel Time to Work

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
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7	213	608	13 Mile Rd W @ Coolidge Rd	14.8
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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.

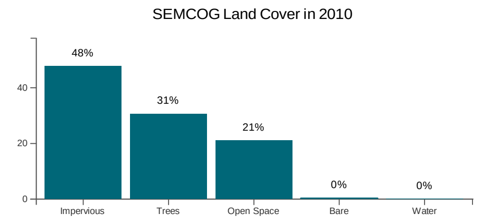
Environment

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

Transportation

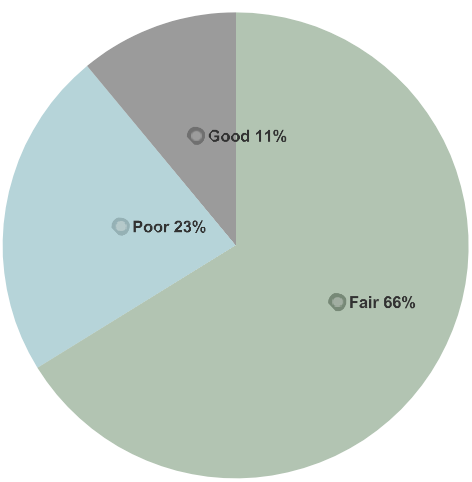
Miles of public road (including boundary roads): 245

Source: **Michigan Geographic Framework**

Pavement Condition (in Lane Miles)

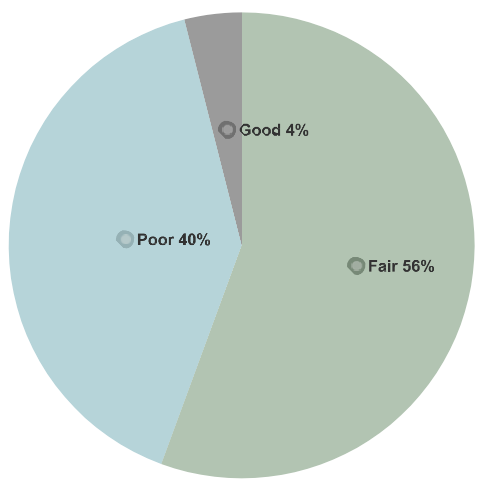
Past Pavement Conditions

2007



Current Pavement Conditions

2014



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%

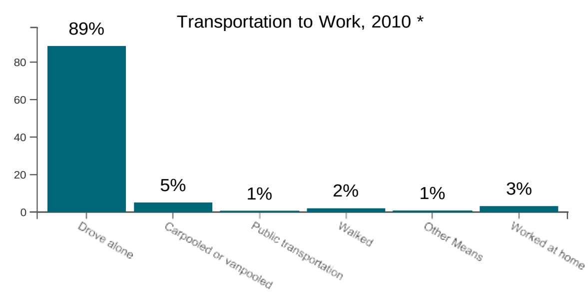
***** Bridges may be closed because of new construction or failed condition.

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

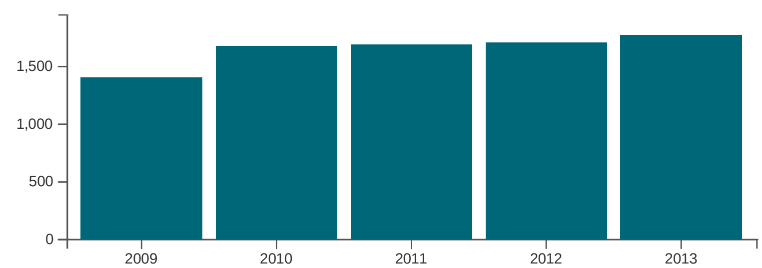
Mean Travel Time to Work

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

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Environment

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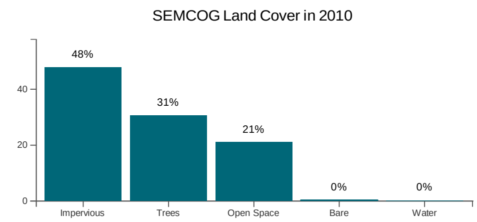

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Source Data
SEMCOG - Detailed Data

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

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