

**City of Royal Oak
Michigan**

**Recommended
Budget**

FY2021-22

Royal Oak Police Station



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Royal Oak Recommended Budget for Fiscal Year 2021-22

Mayor
Michael Fournier

Mayor Pro Tem
Patricia Paruch



City Commissioners
Sharlan Douglas
Kyle DuBuc
Monica Hunt
Brandon Kolo
Melanie Macey

City Manager
Paul J. Brake

Director of Finance
Julie J. Rudd

Assistant Finance Director
Anthony C. DeCamp

The City of Royal Oak's 50th Commission and City Manager



Michael Fournier
Mayor
ccfournier@romi.gov



Sharlan Douglas
City Commissioner
ccdouglas@romi.gov



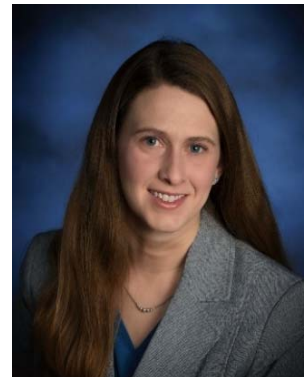
Kyle DuBuc
City Commissioner
ccdubuc@romi.gov



Monica Hunt
City Commissioner
cchunt@romi.gov



Brandon Kolo
City Commissioner
cckolo@romi.gov



Melanie Macey
City Commissioner
ccmacey@romi.gov



Patricia Paruch
City Commissioner
ccparuch@romi.gov



Paul J. Brake
City Manager
paulb@romi.gov

City of Royal Oak

203 S. Troy Street
Royal Oak MI 48067
<http://www.romi.gov>

Executive Directors

Director of Finance – Julie Jenuwine Rudd
City Clerk – Melanie Halas
Director of Human Resources – Dennis Van de Laar
Director of Recreation & Public Service – Aaron Filipski
Fire Chief – David Cummins
Assistant City Manager / Chief of Police – Corrigan O'Donohue
Treasurer – Jaynmarie Hubanks
Assessor - James Geiermann
Assistant Finance Director - Anthony C. DeCamp
Director of Community Development - Tim Thwing
City Attorney – vacant

Department Heads

City Engineer – Holly Donoghue
Assistant Director of Community Development / Building Official - Jason Craig
Information and Communication Technology Manager – Mike Kirby
Interim Library Director – Adrienne Breznau
Recreation Supervisor – John Fedele
Director of Planning – Joseph Murphy
Deputy Chief of Police – Michael Frazier
Deputy Chief of Police – Michael Moore
Deputy Chief of Fire – James Cook
Deputy City Clerk – Deanna Braswell
Economic Development Manager – Todd Fenton

44th District Court

District Court Judge – Derek Meinecke
District Court Judge – James Wittenberg
Court Administrator – Tami Bone



GOVERNMENT FINANCE OFFICERS ASSOCIATION

***Distinguished
Budget Presentation
Award***

PRESENTED TO

City of Royal Oak

Michigan

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

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May 10, 2021

The Honorable Mayor Fournier and
Members of the City Commission:

The budgeting process is an important plan to determine allocation of current and future resources to carry out municipal functions and services of the Royal Oak municipal organization in an efficient, sustainable, and dependable manner. This blueprint demonstrates our practice of good fiscal stewardship thus spending public funds wisely in carrying out our mission and accomplishing the goals of the city commission. At the beginning of the COVID-19 pandemic, no one was ever fully aware of the severity and duration of the impact to the city's finances. To this day, we are faced with many unknowns but assistance from the federal government through the recently announced stimulus program will lessen the severity of shortfalls that we would have otherwise experienced.

The budget document is more than numbers on pages, rather it is a culmination of the expectations of the community and our values. Further, it represents our core mission to provide a safe, healthy, and sustainable community. Based on this guiding philosophy, the city administration submits this proposed fiscal year 2021/2022 budget for your consideration.

The highest priorities addressed through this proposed spending plan are major infrastructure projects consisting of the construction of water and sewer lines, expenditures to continually improve our roads and sidewalks, update to the master plan document, sustainability solutions to handle stormwater and consumption of electric usage at city facilities, and, finally, manpower to address facilities and park maintenance. The proposed budget includes the addition of five new positions; however, the total city work force has 72 less positions than it had back in 2004.

A little over a year ago, the city declared a local emergency in response to the global pandemic and swiftly prepared a response plan to minimize the exposure to our employees and the public. During this time, we have shifted our focus on developing and implementing emergency response assistance programs and alternative delivery methods so that we maintain quality services our residents and businesses have come to expect. Innovating ideas came to mind when it came to enabling individuals to continue access services remotely. Thus, the slogan was quite fitting for our Romi mascot, “Oh, the things you can DO ONLINE!” From the individual’s home office or kitchen table, here are just a few things that can be done from whenever you choose: registering to vote, engineering permit information, water billing information, tax, and water bill payment, requesting a birth certificate and more.



Major Expenditure Priorities and Drivers

The FY 2021-2022 Proposed Budget takes steps that preserve high-quality city services and add to or enhance services the city is already providing. This all is accomplished while considering long-term sustainability and efficiencies. Several items are recommended for city commission consideration. There is also a strong alignment with the city’s 2021-2022 Goals, Objectives and Action Steps as shown by the goal icons seen throughout this message.

City Strategic Goals Key:



Infrastructure – To maintain, replace and enhance Royal Oak’s infrastructure to promote efficient, environmentally responsible delivery of municipal services.



Operations – To perform all city operations efficiently and effectively. This includes, but is not limited to internal communications, technology, customer service, innovation, and financial management.



Communications – To proactively promote meaningful, open, and respectful dialogue using factual information to ensure effective decision making.



Community – Encourage an engaged, neighborly, supportive, inclusive, healthy, and active community



Economic/Tax Base – Encourage and support diverse investment to maximize overall property values and promote equitable access to job opportunities and housing.



Fiscal Management – To preserve Royal Oak's finances through sound fiscal policy, strategic planning, deliberative actions, and effective management of public assets.



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



Sustainability – To operate the City of Royal Oak in a sustainable way supporting the community, economy, and environment.



Infrastructure – To maintain, replace and enhance Royal Oak's infrastructure to promote efficient, environmentally responsible and sustainable delivery of municipal services.

Address critical infrastructure needs.



The budget includes funding to accomplish the action steps outlined in the city commission's annual goal setting session. The most common or first issue to come to mind is the ongoing efforts to address the occurrence of basement backups that can occur in the spring and summer. To that end, stormwater management remains an ongoing commitment. In the past, the city has implemented several methods to control the amount of stormwater entering the city's sewer system to prevent basement backups caused by overloading of the sewers. Currently, the city has several green infrastructure facilities that include best practices such as rain gardens, bioswales, permeable pavement, green roofs and rainwater harvesting.

The city's Engineering Division will be presenting an annual report to the city commission outlining efforts taken to mitigate the potential and actual sewer overflows and/or basement backups. Many recommendations for finding long-term sustainable solutions are expected to be the byproduct of an ad-hoc committee formed in partnership with the Oakland County Water Resources Commission. The city is still pursuing the possibility of a stormwater utility, but this concept is on hold until the state passes legislation for stormwater utilities and until there are rulings on pertinent lawsuits against other communities.

As we seek out best practices for green infrastructure, staff will be producing and implementing a Green Infrastructure checklist form to be applied during the design phase of future city projects. This will include, but not be limited to, roads, water, sewer, parking lots and sidewalk projects. Additionally, the city has applied for grant funding to install large-scale rain gardens in the north end of the city and plans to design sewer and green infrastructure improvements for 2022 construction.

One of the most important public health and infrastructure improvement tasks we undertake is the identification and replacement of lead and/or galvanized steel water service lines within the water system. In 2019, following more stringent lead and copper monitoring procedures, the city experienced two consecutive 'lead action level' exceedances at several sampling locations. Although the elevated lead levels were not indicative of system-wide water quality, nor was it a violation of the Safe Drinking Water Act, the information was a catalyst for increased public awareness messaging and an aggressive lead service line identification and removal program. After two additional rounds of monitoring, the city is no longer in an 'action level exceedance,' however replacement work will continue with urgency.

Since replacement work began in mid-2020, nearly 200 lead water service lines have been or are scheduled to be replaced. At the current rate, replacement work is exceeding double the goal set for replacements per year. Preliminary estimates indicated as many as 1,400 lead/galvanized steel services exist; inventory work is ongoing to identify and count the water system materials inventory more accurately.

Both the replacement and inventory work are included in the capital improvement plan and budget; \$500,000 annually for replacements and \$300,000 for inventory-related work. As of this drafting, Royal Oak is being considered for a Michigan Drinking Water Asset Management (DWAM) grant to defray the cost of these activities.

Infrastructure is not complete without considering the city's transportation system. The City of Royal Oak has adopted the road rating system identified through the Michigan Transportation Asset Management Council (TAMC) for evaluating pavement conditions. Specifically, the city uses a system known as the Pavement Surface Evaluation and Rating (PASER) system to rate all roads. The PASER rating methodology is a visual inspection method, based on engineering principles for evaluating the condition of pavement surfaces in a time efficient and consistent manner.

The city will continue annual local road improvement projects through 2024, as funded by the current road millage. The city also regularly applies for grant opportunities to assist in major road projects each year. During the upcoming fiscal year, the Engineering Division will be developing a multi-year road improvement plan for 2025 and beyond, which includes the costs and funding strategy to improve major roads. This will be coupled with current efforts to invest in the maintenance and continuous improvement of local roads.

The city previously received two Congestion Mitigation and Air Quality (CMAQ) grants to improve traffic signal infrastructure and to optimize traffic movement on major road corridors. The city is nearing completion of the first grant for improvements along 11 Mile Road and 13 Mile Road and will begin traffic signal upgrades on Main Street and Crooks Road later in 2021. The city also plans to upgrade traffic signals in the downtown area and on Campbell Road in 2022.

The city is starting a six-year sidewalk improvement program in 2021. This program is used to maintain existing sidewalks in good condition and to install new sidewalks to link neighborhoods, schools, and community facilities in accordance with the city's master plan.

Develop and maintain public amenities.

An important part of the infrastructure inventory is the numerous parks found in the city. Much like the transportation and underground utilities, proper planning of the recreation facilities will define the success of the parks systems for many years to come. The current Parks and Recreation Master Plan is set to expire in 2022. The master plan has enabled the city to secure funding focusing on specific projects.

One of the most significant projects underway within the city's parks system is the construction of the new Centennial Commons in Downtown Royal Oak. The world-class urban park, slated to be completed in November 2021, will be a social and cultural destination for the community. The park will also serve as resilient ecological infrastructure by absorbing the sun's heat, providing green storage for increasing rainfall events, and reducing carbon emissions.



Operations – To perform all city operations efficiently and effectively. This includes, but is not limited to internal communications, technology, customer, innovation, and financial management.

Attract, retain, and develop city employees.



The City of Royal Oak is a human enterprise consisting of dedicated public servants who deliver local government services to the residents, property owners and visitors. The city's Human Resources (HR) Department is tasked with providing coordination and administration of personnel services to management and employees of the organization. The goals, objectives and action steps process has brought a focused discussion on many employment management issues.

Human Resources takes an active role in all phases of employment of the workforce. To that end, the department will develop a list of hard to fill positions and determine what factors negatively impact the number of qualified applicants; complete targeted compensation surveys for those positions; and implement a plan to increase the number and quality.

During each employee's tenure, administration strives to make available continuous training on occupation or job-related professional development sessions. In the upcoming fiscal year, HR will begin revising the process of how to best track how we accomplish training and development as well as determining baseline targets. Training and employee development are one aspect of keeping employees engaged and productive at work. Information will be best gathered through a survey or a focus group discussion. HR will be looking at ways of determining a baseline of all the data collected by September 2021.

The pathway to higher-level positions within the city organization is an important factor in improving the success of retention and succession planning. Succession, coupled with workforce planning, presents an opportunity to proactively identify and plan for staffing, training, and knowledge needs. Going through this process will enable us to predict where critical needs are in the organization, adjust programs as necessary, and provide training and recruitment to meet these needs. To that end, this will enable our organization to be nimble, flexible, and sustainable.

Improve coordination and communication among city departments.

The objective of enhancing coordination and communication through improved facilities management has been identified as an important strategic priority. Currently, building maintenance and oversight responsibilities are decentralized and shared among several employees. With two new buildings in the facility inventory and the others aging, staff has assessed that these responsibilities should be consolidated. The proposed budget includes the creation of a new Building Maintenance Manager who will report to the Director of Public Services and Recreation. This new position will be tasked to organize, direct and review building skilled trades as well as building operations. The incumbent will supervise workers performing building maintenance work such as carpentry, painting, plumbing, and plastering, and mechanical equipment operation. This new position will be tasked with the development of a comprehensive maintenance plan to increase facility longevity, value, and sustainability.

Monitor and increase citizen/user satisfaction with city services.

Switching from internal operations to delivered quality services for city residents, the goal session identified methods to objectively measure public opinion on the delivery of major city services from a user's perspective. The city manager's office will be developing measurement standards through online customer satisfaction surveys. Information gathered through these surveys will be aggregated and staff will develop actions steps to improve customer service.

In those areas within city service operations identified with the lowest scores, the city manager's office will develop strategies to address concerns and improve performance. Through this commitment of continuous improvement, the desired outcome is to instill customer service in the Royal Oak city organization's culture. Through the budget process, this will bring together the focus on customer service, innovation, and employment engagement. Again, the emphasis should be on the most important component – our employees.

Use committees, boards, commissions, and task forces to achieve the objective of specific city departments and programs.

Use of advisory and/or industry specific citizen experts are designed to achieve the objectives of specific city departments and programs. Over the next year, the office of the city manager and the city attorney will begin the process of evaluating all city committees, the ordinances that created them, their operating rules, programs of work, qualification of membership, relationship to city departments, budget needs and to evaluate the department's needs for citizen oversight, advice, decision-making, and actual service. The projected pace of this review be at the half-way point at or around February 2022 through a checklist that will evaluate the legal structure, conflicts of interest, financial oversight, values, safeguards, etc. of the organization. On or about February 2023, the joint offices will provide a full report to the city commission.

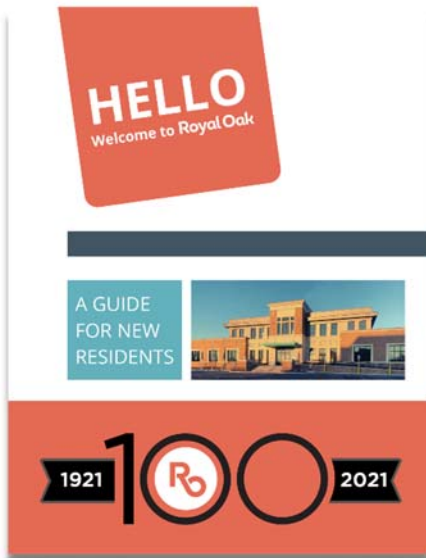


Communication – To proactively promote meaningful, open, and respectful dialogue using factual information to ensure effective decision making.

Providing proactive, factual communication on all city projects.

Good communication for Royal Oak projects hinges on a well-defined strategy that centers on understanding the community and its key stakeholders.

One of the first action steps taken by the community engagement specialist was the development of a ‘low-tech’ communication plan that focuses on the city’s senior population. While many baby boomers are tech-savvy, the Senior Engagement plan focuses on how to reach residents who may not own computers or who have limited experience with technology. To date, the plan has been reviewed by the Parks, Recreation and Senior Services Advisory Board and many of the action steps are already in place, including sending an informational flyer via quarterly water bills specifically targeted to seniors.



As we seek new ways to reach our residents, the city has also developed a ‘Community Engagement Cookbook’ and presented it to various boards and committees. The cookbook has examples of ‘recipes for success’ for communicating complex issues and attaining citizen feedback. The cookbook includes, among other things, examples of effective virtual town halls, informational videos, and community surveys.

To reach new residents, a welcome guide has been created and is now available at City Hall. The 20-page guide is conveniently located outside the assessing department, which helps dozens of new residents each week with paperwork related to the purchase of a new home. The guide includes information on elections, emergency alerts, city taxes, the city budget, senior resources and more. You can view the guide online at romi.gov/welcome.

Increase the opportunity for people to engage through official city communications.

Recently, the structure of the city’s official website, romi.gov, was redesigned to increase navigation and site flow by highlighting on the home page the most searched website elements – Department of Public Service (DPS), economic development, library, court, farmers market and downtown. Additionally, DPS (romi.gov/dps) and the farmers market ([romi.gov/farmers market](http://romi.gov/farmers%20market)) now have a structural layout that includes unique banner images, widgets, graphic links, and calendars. In the very near future, a similar layout will be unveiled that shows off all that is happening Downtown Royal Oak. It is also worth noting, our ‘Notify Me’ module continues to grow and get new sign-ups for notifications from the city – by email or text – on a variety of topics from senior news to weekly construction updates.

The city is also exploring communication products that can boost civic productivity. It has long been a desire of the city commission to develop a mobile communication tool to increase its ability to inform and provide data to residents—anywhere, anytime. The community engagement

specialist is sifting through the various communication tools, such as TextMyGov and Soofa and plans to make a presentation to the city commission soon.

Communication is not complete without considering workplace relationships. A workplace culture that is well informed is more motivated to perform its best. The city manager will work with the community engagement specialist to keep elected officials, staff, and boards/committees well informed by developing an internal e-newsletter. Notifications will include top projects/issues affecting the public, policy direction, health and safety reminders, new procedures and more. Additionally, this information will be posted to the intranet web pages of the city's official website.

Engage residents more effectively in city decision-making.

The city is looking forward to introducing the Royal Oak Citizens Institute in the spring of 2022. Following the lead of the highly successful Royal Oak Police Department's Citizen Police Academy, the multi-week program will answer the questions of how city government works, how staff decides what sidewalks/streets to repair and who decides what streets get plowed first after a snowstorm. This type of valuable insight on city operations, and much more, will be offered to citizens through tours, presentations, and hands-on interaction with staff. The hope is graduates of the Royal Oak Citizens Institute will become ambassadors for the city and share the information they learn with family and friends.



Community – Encourage an engaged, neighborly, supportive, inclusive, healthy, and active community.

Develop and maintaining high quality parks to enhance the quality of life of the city.



Public amenities provide a sense of place and are important on the overall quality of life of the city. The current Parks and Recreation Master Plan, which expires in 2022, has enabled the city to secure funding focusing on specific projects. Recent examples of successful improvements to city facilities include improved lighting at Worden Park, the redesign of Tim's Kitchen, including new kitchen equipment, and the resurfacing of the parking lot at the Leo Mahany/Harold Meininger Senior Community Center. Other facility improvements include cart paths at the Royal Oak Golf Course and roof improvements at the John Lindell Ice Arena. The city currently has more than 50 parks, including Normandy

Oaks Park and Centennial Commons, which will be completed this year. Through multiple funding sources, improvements to our parks are showcased at Eagle Plaza, Sullivan Park, Bassett Park, and Normandy Oaks Park, to name a few.

The new master plan will focus on enhancing services and improving the amenities available to our community. Areas of improvement will focus on drainage issues seen in our parks and crafting a solution to minimize the effects of ponding water. Plans are also in the works to analyze our playgrounds and develop a system for upgrading playscapes where the life expectancy has expired.

Improved amenities will focus on a top-tier indoor recreation facility that will provide:

- Office and conference room space
- Multipurpose rooms for the department's programming
- Basketball gyms
- Indoor track
- A multipurpose training area to help enhance the services to the community
- All to include universal access

Other improvements focus on supporting amenities to serve our older teen population and offering additional programming to our senior population. Once the new document for the PY 2022-2027 is completed, it will be forwarded to the State of Michigan.

Actively engage with neighborhood associations.

Royal Oak has a strong neighborhood association network. In the upcoming year, the city manager's office will be developing a systematic strategy to promote greater and more meaningful participation in all aspects of governing. Support can take many forms; information sharing and access to policy makers; administrative and in-kind support to neighborhood associations; training or possible grants and other material assistance.

Provide community services public infrastructure that reflect the needs of all the city's population.

The Southeast Michigan Council of Governments (SEMCOG) estimates the senior population of Royal Oak to grow by at least 34.8 % by the year 2045. To prepare for the forecasted growth in the senior population, the Royal Oak Senior Services / Aging in Place Task Force has endorsed the American Association of Retired Persons (AARP) "Age-Friendly Communities" program.

This program utilizes extensive community engagement of the senior population to identify ways to improve city services to better accommodate aging residents. In the coming months, work groups, composed of residents and subject matter experts, will hold multiple meetings to plan programs and services in six different subject areas.

The city also continues to use auto-phone calls to communicate important issues. Most recently the mayor alerted seniors via telephone to look to the Insight newsletter to find resources and programs that will enhance their quality of life. The auto-phone calls were delivered to 4,800+ landlines of adults 65 and older. Nearly 70 % of the calls resulted in a resident answering the phone or a voicemail being left on an answering device of some kind. There are more plans to record and deliver important messages using this method.

Develop actionable plan to implement human rights ordinance goals.

In the upcoming budget year, a new city-wide human rights commission is proposed to ensure Royal Oak is building an equitable, just and thriving community. The commission would be tasked with providing leadership for addressing community interaction and fairness concerns, which would include city's policies, plans and operations on a variety of subjects with the goal of expanding equal justice and equal treatment.



Economic/Tax Base – Encourage and support diverse investment to maximize overall property values and promote equitable access to job opportunities and housing.



This past year has brought about unprecedented economic challenges to Southeast Michigan, and this reinforces why Royal Oak is one of the region's most desirable cities for businesses and families to call home. While we enjoy this prestigious status, it is even more important for Royal Oak to position the community for the post-pandemic economy and build a more resilient city. In doing so, the goals, objectives and tasks call for those elements to rebuild in ways that navigate and adapt to an uncertain future.

Facilitate housing developments that meet identified gaps.

The first action step is to facilitate housing developments that meet identified gaps. This is addressed through developing an advisory report, to be presented to the planning commission, which identifies housing deficits and provides recommendations for

possible city code amendments to address this, reviews best practices from other communities and considers new city investments to fill market shortfalls. The planning commission has received previously suggested zoning ordinance revisions and those changes are being considered. Additionally, they are currently reviewing the methods, soliciting input, and exploring best practices for community engagement.

Facilitate private sector developments.

Part of the upcoming budget will include initiatives to improve the efficiency of private sector developments. By December 31, 2021, staff will be compiling a Request for Proposal/Request for Qualifications document to aid in facilitating the selection of a consultant to conduct a comprehensive evaluation of the city's development approval and permits process such as, but not limited to, rezoning, special use approvals, building permits, plan check, development approval, inspections and enforcement processes established by city department.

The pandemic has been particularly challenging for the city's business retention efforts. Royal Oak has over 2,500 businesses, and COVID-19 has not only impacted every single one of them, but it has impacted individual sectors in completely different ways. The support needed to keep a restaurant open is different than the challenges facing an office or industrial user. The need for constant communication with the business community has increased tenfold due to the need to provide specific tailored assistance in lieu of a generic, 'one-size fits all' approach.

Because retention of Royal Oak's existing businesses is of the highest importance, the economic development staff will benchmark Royal Oak's pandemic retention rate against similarly situated cities in Michigan. If this rate is demonstrably lower, we will assess the success of our current retention programs and identify funding sources that can supplement our retention efforts.

Similarly, constant communication with recipients of pandemic-related assistance programs will allow staff to determine these programs' efficiency and efficacy, while providing data for the city to consider should it need to create its own relief packages to address where there are gaps in the types of assistance programs being offered.



Fiscal Management – To preserve Royal Oak’s finances through sound fiscal policy, strategic planning, deliberative actions, and effective management of public assets.

Ensure City Financial Sustainability

The amount of debt, through general obligation bonds, revenue bonds, loans, and contractual obligations are listed in the city's comprehensive annual financial report. This list aggregates the amount in relation to income and relation to population. Looking at the two previous years, the break-down is as follows:

Type	FY 2019	FY 2020	% Increase (Decrease)
Government Activities	\$150,496,176	\$142,919,667	(5%)
General Obligation Bonds			
Special Revenue Funds and Enterprise Funds	26,262,269	24,433,635	(7%)
General Obligation Bonds			
Revenue bonds, loans and contractual obligations	41,273,933	36,716,686	(11%)
Total	67,536,202	61,150,321	(9.5%)
Total Debt to the City	\$218,032,378	\$204,069,988	(6.4%)
Total Personal Income	\$2,434,392,801	\$2,867,643,429	17.8%
Ratio of debt to Income	8.96%	7.12%	
Total population	59,461	59,277	
Total debt per capita	\$3,667	\$3,443	(6.1%)

The city manager's office will conduct a thorough analysis of fees with the intention of recouping delivery costs that have been either underpriced or provided gratis. The time frame of this recompletion will be done in time for the preparation for the FY 2022-2023 recommended budget (specifically by the end of first quarter of 2022). Should this be necessary, city staff may consider contracting with a third-party vendor to collect past-due fees and charges.

We can certainly agree that the city cannot continue to keep doing business as usual and the impact of COVID-19 has made it evident that the organization needs to be adaptive. As part of the implementation of this budget, the city manager's office will be focused on leading change that will enable the city to come out of the pandemic better, stronger, more resilient, effective, and efficient. The layout of the new City Hall, for instance, has improved flow and convenience for the customer or residents. However, there is opportunity to rethink service delivery as we reopen facilities and programs throughout the entire organization.

The Michigan Municipal League (MML) has presented a policy platform entitled the Michigan Community Stabilization Plan. This was first introduced during this past lame duck session of the Michigan Legislature in late 2020. This is an illustration of policy solution to address the systemic failure of this state-wide experience here locally. The MML is addressing the unintended consequences of Headlee and Proposal A contributing to Michigan's broken municipal finance system. The city manager's office will look for an opportunity to engage with the lobbying staff at the league with the objective of advancing such a sustainable solution as the Community Stabilization Plan.

Communicate Budget Priorities

The city manager's office will be seeking assistance through a third-party vendor to provide multiple reports, graphs, key performance indicators showing exactly how taxpayer dollars are being spent by the city. Such a system will demonstrate financial performance metrics through a fiscal indicator score to give a quick look at how a community is faring fiscally considering challenging economic climates. This will be a dashboard to be integrated with our city website. We anticipate having this completed by December 2021.

A statement is provided under the finance department tab (on the city's website) that was last updated in January 2021. This provides the current funding level of each plan. When post-pandemic funding levels to the city operations normalize, this will be the opportunity to provide an accurate strategy to bring each program to a full-funded level and project the estimated number of years it will take.



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

The key metrics for public safety continues to be reaffirmed by strong resident support and satisfaction of both the Royal Oak Police Department and Fire Department. The recently conducted Cobalt

Community Research surveys were mailed out between November 2020 to January 2021. The survey results from the City of Royal Oak Public Opinion Survey found that:

- The Royal Oak Police Department scored 81 on the American Customer Satisfaction Index (ACSI) for the overall quality of the department. (An ACSI score of 30 is normally a good score, a score between 30 and 70 is considered a great score, and anything over 70 means very high customer loyalty levels exist.)
- When compared to benchmarked cities of similar size, Royal Oak residents' score for the police department and its ability to deliver 'fair/respectful enforcement' were above both national and state benchmarks.
- The Royal Oak Fire Department scored 89 (ACSI) for the overall quality of the fire department.

- As with the police department, survey respondents scored the fire department's 'fire coverage' and 'response time to medical emergencies' above the benchmark for similar-sized cities in Michigan and throughout the country.

Provide Resources to maintain and enhance public safety.

The police department is charged with continuing to develop training and implement best practices to assure all people in the community are treated with dignity and respect. Police administrators report that this is an ongoing process, and they will continue to ensure that the



department is Michigan's premier police agency. With the additional space afforded by the new police station, the police department intends to expand our MILO virtual training system. This system has proven to be an effective training aid to develop de-escalation skills and test officer's judgment in a variety of scenarios. By expanding the system to 180 degrees, the officer will be fully immersed in the scenario, making the training more realistic and effective. The police department will also be investing in a new policy management system (Power DMS). This new system will allow the department to store, organize, distribute, and track policies more effectively. It will also help keep policies up to date, track all department training, and ensure all officers receive the necessary training.

Training in fire suppression and medical emergency responses are paramount in the fire department. The fire department will continue to provide appropriate training to achieve its goals and standards. In the past two years, the fire department has focused on training instructors to facilitate the availability of mandatory training and reduce training costs into the future. Training on technical teams, such as HazMat and Technical Rescue, is conducted regularly with our mutual aid partners, as well as annual joint training with the police department for active shooters and mass casualty incidents.

One way of maintaining excellence is to review and update the city's public safety study. Past studies of the fire department were conducted through ICMA, Roemer, and a city committee exploring ALS transport. In 2019, an internal department review was produced for the city commission using the previous studies and the conclusions contrasted with current data and staffing changes. The department has demonstrated a commitment to continuous improvement and will monitor the need for updates to the data when necessary.

The Public Safety Millage (currently at 3.7120) is set to expire this year and will need to be presented for voter consideration in November 2021. A recommendation will be presented no later than July on the millage amount, as well as an information campaign to inform the voters of the continued need and justification. A recommendation will be forthcoming in a separate report/memorandum.

Another action step calls for continual review and to maintain the quality of public safety equipment. Specifically in the fire department, the city is in year two (of a three-year plan) for the replacement of fire engines. Depending on the Public Safety Millage amount or the scope and size of services, this year's budget could contain a request to include an ambulance replacement as part of expanded service out of Station 3. As always, fire department administrators will continue to look for opportunities to secure grant funding for equipment such as the recent CPR compression devices obtained this year.



Identify preventative measures/inspections to increase community safety.

Continuous review of performance data is important to both the police department and fire department. The fire department is focusing on inspection data of existing business to ensure property safety within the fire prevention division. The fire department measures “turn-out time” (the time it takes to exit the station and get en route), customer satisfaction scores and CPR save rates vs. the national average. The police department tracks several performance metrics in its annual report.

One of the pressing problems in the community is domestic violence and youth misbehavior. Both public safety departments are in the early phases of developing a regular (quarterly/monthly) video production where residents could send in questions that would be answered by department personnel and could be expanded beyond public safety to include other departments.



Sustainability – To operate the City of Royal Oak in a sustainable way supporting the community, economy, and environment.

Complete sustainability plan.

The first objective is to complete a city-wide sustainability plan. This plan will act as the guiding document for future sustainability initiatives throughout municipal operations as well as within the community. The plan will effectively provide a playbook for staff to incorporate and engage in sustainability actions focusing on energy, waste, water, transportation, green space, and quality of life. Sustainability is a concept embracing the interrelated and overlapping connections between the environment, the economy, and the community. As such, many sustainability topics are found elsewhere in the city commission's goals and objectives document.

The city's energy and sustainability staff will present a draft sustainability plan in early 2022 to the city commission outlining specific actions to reduce resource waste and mitigate greenhouse gas emissions through reduced fossil-fuel energy consumption, reduced municipal solid waste, increased alternative transportation, increased alternative-fuel fleet vehicles, community engagement, and green policy advocacy at county, state, and federal levels. The sustainability action recommendations will be a product of planning and community engagement work by an outside consultant, diverse community stakeholders, and the Sustainability and Climate Action Plan (S-CAP) Task Force. The task force is an ad-hoc committee formed in partnership with staff, the Royal Oak Environmental Advisory Board, local businesses, the school district, non-governmental organizations, and residents seeking realistic, impactful, affordable best practices for these sustainability actions. The cost associated with the sustainability plan completion is included in the FY 2021-2022 budget.



Implement sustainability priorities.

The remaining objectives in this goal revolve around implementing basic general and city asset sustainability priorities including, enhancing and increasing the tree canopy, planning for the refuse/recycling millage, providing energy education programming, implementing energy efficiency upgrades to municipal buildings, incorporating electric vehicles (EVs) to the city fleet and EV charging infrastructure at city facilities, developing a green procurement policy, training employees, and embedding the sustainability plan's goals into future city planning documents (master plan, parks and recreation plan, energy plan, etc.).

The budget line item for the annual right-of-way tree planting has increased 25%, which would permit an additional 50-100 plantings. On average, the Department of Public Services plants 125-175 residential street trees per year, excluding plantings that are part of development or construction projects.

As a Tree City USA for 44 years, it is apparent that trees, and the multiple benefits they provide to an urban community, are valued by the City of Royal Oak. The city's tree canopy is currently estimated at 30.5 %, as per SEMCOG's 2010 data. The State of Michigan's 2020 Forest Action Plan has a goal that all communities achieve and maintain a tree canopy of at least 40%. Augmenting the regular residential planting program, staff is planning a large scale, multi-year planting project to begin in April 2022 with a goal of planting 1,000 trees over three years. It is expected that federal grant dollars will cover most if not all the estimated three-year cost of \$350,000. This program would provide ROW trees at no direct cost to the homeowner.

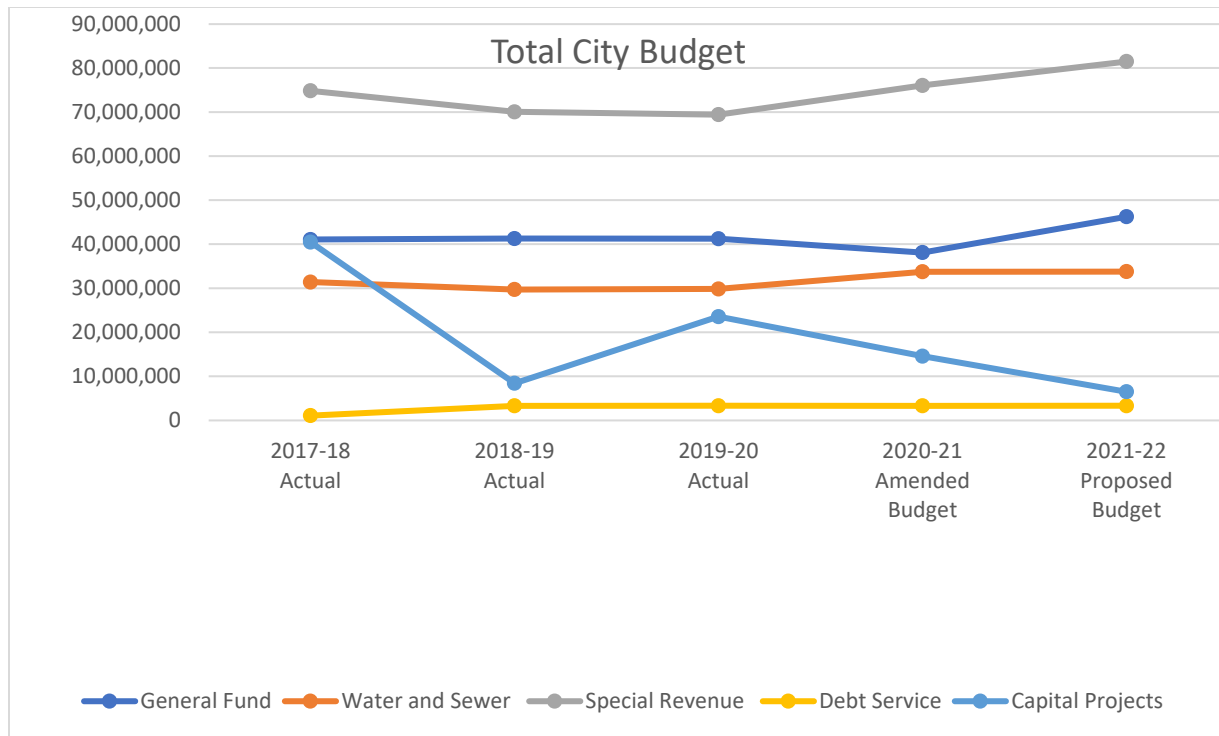
In 2016, voters approved a five-year millage levy of up to 1.00 mills to defray the costs associated with refuse collection, disposal, and curbside recycling, which is set to expire on December 31, 2021. To maintain the current level of service and a responsible solid waste fund balance, a millage renewal will be necessary. In addition to funding basic refuse services, this millage supports waste and environmental efforts including the purchase and maintenance of recycling carts, as well as a portion of labor costs for associated tasks. The proposed FY 21/22 budget includes \$1.8M for the purchase and distribution of 95-gallon refuse carts.

Implement sustainability priorities for city's assets.

Reducing energy costs at city-owned properties is an ongoing process prompted by the city's 2017 Energy Plan. In FY 2019-20, free utility energy assessments were completed for four facilities including the 44th District Court, the ice arena, the Fire Station #3, and the public library. So far, the assessments' recommendations were used to determine energy efficiency upgrades for the 44th District Court and the public library. The courthouse earned a state energy grant and upgraded their second-floor lighting to LEDs in the fall of 2020. The grant covered the entire cost of the upgrade and the energy savings from this project is calculated at 28,000 kWh/yr. In this current budget there is a request for \$18,500 to proceed with the LED lighting upgrade on the courthouse's first floor. This project is estimated to save an additional 19,500 kWh/yr. The energy reduction from these combined upgrades will also reduce greenhouse gas emissions by approximately 34.6 metric tons, which is equivalent to removing 7.9 passenger vehicles from the road for one year. There will be additional buildings for which efficiency upgrade funding is requested in the future.

The introduction of electric vehicles (EVs) into the fleet is a critical component of the city's sustainability practices. The budget includes \$90k for installation of the requisite EV charging infrastructure and identifies three current inspection vehicles, which will be replaced with EVs. The investment in charging infrastructure is an important first step that will permit more aggressive EV implementation in subsequent fiscal years.

Incorporating the sustainability plan recommendations into future iterations of city planning documents, including the proposed development of a new master plan, will have a significant effect on the adoption of and achievability of the city's sustainability and carbon reduction goals across city departments and the community. Embedding sustainability goals throughout an organization's master plan is identified as a commonplace best practice and key driver for sustainability success. The cost associated with developing a new master plan is included in the FY 2021-2022 budget.



The trend in the budget indicates that the current fiscal year (FY 2020-2021) is expected to meet budgeted amounts which will continue to provide a solid framework for the FY 2022 budget year.

General Fund

Expenditures increased by \$8.1 million (over the amended budget), and this primarily due to the higher transfer to the Public Safety Fund. The contractual wage adjustments, increases the pension contributions and a health insurance increase contributed to \$594,320. This includes four (4) new positions including a promotion in the city manager's office and additional personnel in the buildings and forestry division of the Department of Public Services and Recreation.

This also includes a budgeted transfer of \$994,000 to the Royal Oak Civic Center (ROCC) capital projects for the Centennial Commons bathroom facilities and water feature.

Major Street Fund

Proposed expenditures in the Major Street Fund maintain a constant funding level with only a modest 1.3% increase over the past year. This includes construction roads projects in the amount of \$2.3M.

Local Street Fund

Expenditures have increased by approximate \$266,000 or 2.5% over the prior year. The full street millage levy of 2.3344 mills is budgeted to generate approximately \$6.843 million. The construction projects total \$7.092 million for street repairs and improvements, sidewalks, road improvements due to water main construction, etc.

Public Safety Fund

Expenditures in this fund have increased by \$2.2M or represent a 6.5% increase over the prior year. This contains the entire funding for police, fire, and ambulance functions through dedicated Public Safety Millage. What is not covered by the dedicated millage, a transfer from the General

Fund (62%) provides a majority of the funding. The personnel costs are increasing due to newer employees (who are not at the top of their pay range) receiving step increases, higher annual pension contributions and cost increases associated with retiree healthcare. As stated in the General Fund, the contractual, pension and health care costs increases account for \$520,710. This cost increase also includes capital costs of new communication equipment for the police department and replacement of a roof at one of the fire stations.

Solid Waste Fund

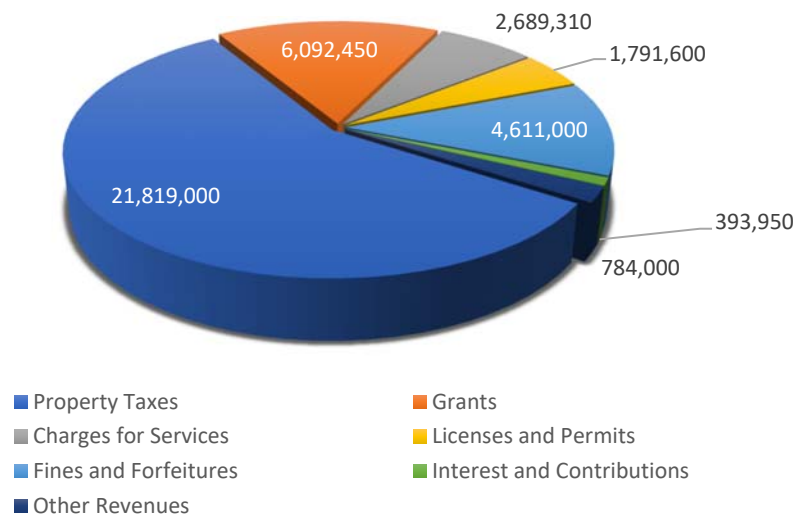
Expenditures are proposed at increasing by \$1.77M or 21.6% increase. The operation of waste hauler accounts for 3.5% increase projected into the new fiscal year. The capital expenditures include a \$1.8M for city-wide residential property garbage bins.

Water and Sewer Fund

The cost of operating the Water and Sewer Fund is remaining at relatively flat with a minimal increase. A little over half of the budget is water distribution and sewage disposal services purchased from the Southern Oakland County Water Authority (SOCWA) and payment to the Oakland County Water Resources Commission for the treatment of the sewage. Capital improvements include various water main projects. Personnel costs include an additional supervisory position to divide out existing duties handled by one employee over both divisions.

General Fund - Revenues

General Fund Revenues



The General Fund revenues are budgeted at \$38.1 million which is a decrease of \$2.4 million or 6% in comparison to the approved budget from the previous year. The General Fund derives its revenues from a variety of sources as the graph on the previous page illustrates.

The largest source is from property taxes. The city's tax rate is 6.9058 (as part of the total levy of all millage is 17.7479) and this provides \$20.2 million or 57% of the total of the General Fund revenues.

Significant changes from the prior year budget in other revenue sources include:

- Although State Shared Revenue expected to increase \$102,000 from the amount included in the amended prior budget, the previous year assumed a substantial decrease due to the effects of the pandemic.
- Court Fines are expected to increase \$1.1 million over last year due to the expected reopening of the 44 District Court in the coming months, however fines are significantly below pre-COVID levels. For fiscal year 2018-2019, fines and forfeitures total over \$4.6 million over \$660,640 higher than the expected revenue in the proposed budget.
- Interest in Investments is expected to continue to decline due to continued low interest rates. The proposed budget includes an expected \$470,000 below the prior year. Interest revenue in the General Fund is now down more than \$785,000 from the 2019/2020 fiscal year.

General Fund - Expenditures

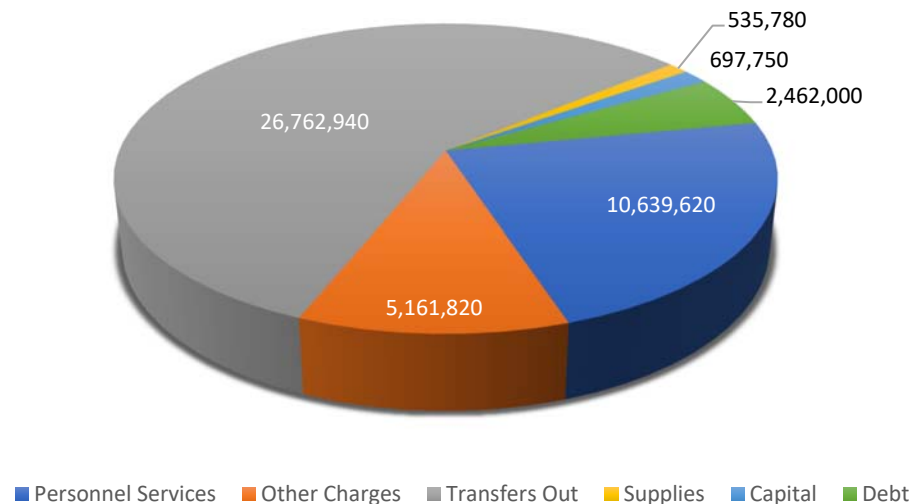
The \$46.2 million General Fund budget represents a \$8.1 million increase compared to the prior budget year. The significant items included in the proposed budget over and above the prior budget include the following items:

- One-time capital outlay of \$697,750 for parking lot improvement at Memorial Park, Golf Center and Starr Road Project parking lot, and District Court Lighting Project.
- One-time capital outlay of \$994,000 for the water feature and restroom facilities to be constructed at the Centennial Commons.
- \$5M transfer to the Public Safety Fund. The previous budget included a total transfer amount of \$17.5 million in contrast to the \$22.5 million in the proposed budget.
- Update to the land use master study budgeted at \$300,000.

Subtracting those costs bring the budget down to \$39.2 million; a difference of \$1.1 million or a 3.1% increase.

The pie chart shows the breakdown of the General Fund expenditures by category. Looking at the chart, the largest category is transfer to Other Funds and this takes up 57.9% of the budget. Those transfer include the Public Safety Fund, Senior Citizens Fund, and the Royal Oak Civic Center project. Personnel Service, which is made up of wages and fringe benefit costs and comprises 23% of the total budget. Supplies consist of operating supplies making up 1.2% of the budget. Other charges total 11.2% of the budget and is primary for refuse, custodial contract costs, utility bills and other contractual services.

General Fund Expenditures



Personnel Services - This category overall increased by \$852,330 or 8.7%. Wages for full-time employees increased by \$537,940 or 9.8% for four new full-time positions, step increases, merit increases. The anticipated contractual wage increases of 2.5% annually and wage-step increases contributed to the overall increase.

Total active employee health insurance costs increased by \$21,000 due to the increase of 2.25% in the 2021 rates of Blue Cross/Blue Shield Community Blue – 3. The increase is slightly offset by an employee cost share of 10% as per union contract and personnel manual for executive department heads. The health insurance costs increase also includes the cost of the insurance for the new positions.

The budgeted (across all funds) includes funding for 344 full-time positions. The position additions are summarized in the chart below:

Position	Department	FTE
Deputy City Manager*	City Manager	1
Building Maintenance Manager	Building Maintenance	1
Parks Maintenance Worker	Parks and Forestry	1
Parks /Forestry Supervisor	Parks and Forestry	1
Subtotal – General Fund		4
Water/Sewer Supervisor	Water and Sewer	1
Total Full-Time Increase		5

Note: The deputy city manager is a promotional recommendation for the current economic development manager incumbent. The current economic development manager position is reclassified as an economic development specialist. Thus, the compensation level is less than the higher position. The deputy city manager is considered a net change over the personnel cost of the economic development manager.

Millage Rates

The amount of revenues generated through property taxes in all funds is \$58.6 million and this is a \$2 million or 3.7% increase over the prior fiscal year. Two of the eight millage rates will be expiring later this year (Public Safety and Solid Waste) and renewals will be necessary to levy revenues into future years. In reference to the Public Safety millage, a placeholder rate of 3.9750 is listed below assuming the voters would approve a Headlee Roll Back amount. However, this will not be sufficient to close the ongoing operating deficit occurring in the Public Safety Fund. As stated earlier in the letter, the city is operating with 72 less staff (2004) without a corresponding reduction in the level of public services delivered. In fact, the city has undertaken many significant initiatives that have greatly benefited the community and there is a strong desire to undertake more.

City Millage Rate	FY 2020-21	FY 2021-22	Inc. / Dec.
General Operations	6.9890	6.9058	-0.0832
Publicity	0.0160	0.0154	-0.0006
Solid Waste	2.5995	2.5768	-0.0227
Library	0.9067	0.8959	-0.0108
Fire Debt Retirement	0.2175	0.2056	-0.0119
Public Safety	3.7568	3.9750	0.2182
Local Road	2.3626	2.3344	-0.0282
Drain Debt	1.0015	0.8220	-0.1795
Total	17.8496	17.7309	-0.1187

For the purposes of preparing the budget document, the Public Safety and Solid Waste millage estimates the levy based on the rate listed above. A recommendation on setting the rates will be presented in a separate report prior to the adoption of the proposed budget.

Conclusion

The last year has been test of resiliency and determination of the mayor and city commission, department directors and city staff of the Royal Oak city organization. We have found ways of being advanced, flexible, and providing even safer facilities as we moved in the new City Hall and Police Station. I want to express my gratitude and appreciation to the city staff for what they do for the residents, neighbors, and businesses in Royal Oak. Despite the difficulties of COVID-19, our first responders and front-line workers have risen to the challenge of improving and innovating the services we provide to the community.

In closing, I would like to acknowledge the efforts of the Finance Department staff – Julie Rudd, Lisa Genord and Amy Phipps – for their hard work and effort during the budget process. The city's solid financial position is due in large part to their hard work and dedication. The city's department directors and managers are also commended for their professionalism and continued commitment to service excellence during these difficult times.

I look forward to our dialogue on this important budget process.

Sincerely,

A handwritten signature in dark ink, appearing to read "P. J. Brake".

Paul J. Brake, ICMA-CM, CEcD
City Manager

Budget Highlights

Budget Summary

Basis of Accounting Chart

Introduction

Budget Policies

Vision and Mission Statements

Organizational Chart

Budget Resolutions

All Funds Summary

Budget Procedures

Tax Allocation

Budget Calendar

In January 2021, the city commission conducted strategic/budget planning session in advance of the budget preparation season and in advance of the completion of the annual capital improvement plan (CIP).

The city commission and administrative staff worked on re-evaluating the city goals and establishing new objectives for the upcoming budget year(s). After the adoption of the city commissions goals/objectives the administration prepared the fiscal year 2021-22 recommended budgets. The city commission scheduled three budget work sessions (May 17, 19 and 26) in addition to a public hearing (June 14) prior to city commission adopting the fiscal year 2021-22 budget. The fiscal year 2021-22 budget attempts to provide for the resources that are needed to help accomplish the city commissions goals/objectives relayed in this budget document. **The projected 2020-21, and city manager's 2021-22 recommended budget and future years' forecasts/estimates do not take into consideration the use of any of the potential American Rescue Plan (ARP) grant. It is anticipated that once the guidance for use of the funds is published, the budget can be amended.**

The recommended budget calls for a total city millage rate of 17.4679 (excluding the DDA levy on the central business district area), a decrease of 0.3817 mill mostly due to reductions in the chapter 20 drain millage rate, publicity, and fire debt millage reductions. In addition to slight reductions on the balance of the other millages due to Headlee Act reductions. This total reduced millage rate includes not levying the solid waste millage at the Headlee Act maximum allowable rate for a third year. The proposed solid waste rate is 0.2364 mill below the maximum allowable rate. The Headlee reduction factor for fiscal year 2021-22 millages is 0.9881. The Headlee reduction factor to the DDA millage is 0.9989. See *pages 69-71 for millage rate details*. The proposed millage rate of 17.4679 would put

the city below the average and exactly in the middle of the median millage rate of Oakland County cities. This rate places the city below eight bordering cities with higher millage rates and above three bordering cities with lower millage rates. *See page 72 for the chart of the 31 Oakland County city/village 2020-21 millage rates.*

Total city taxable value increased by 4.9 percent. Residential values increased 4.3 percent, industrial increased 2.7 percent, personal property increased 7.3 percent and commercial increased 7.3 percent. *See pages 66-67 for taxable value detail.* The loss spread between 2021 state equalized value and taxable value increased by \$749 million, a \$77 million loss increase from the prior year. *See page 68 for taxable value detail.*

Across all funds, the city is budgeted to receive \$58.66 million in tax related revenue for fiscal year 2021-22, an increase of 2.4 percent relative to fiscal year 2020-21 projected revenue. The increase is due to the net effect of slight millage rate reductions (due to Headlee Act reduction) to all of city tax levies except the refuse ordinance millage (which is proposed to remain constant) and a larger reduction for the Chapter 20 drain millage and increased taxable values. The allowable inflationary factory on existing property used in the Headlee Act reduction calculation is 1.4 percent for fiscal year 2021-22.

Total grants are budgeted at \$16.4 million across all funds, a 26.2 percent decrease over the prior years estimated grant revenue. The reduction is due to (mostly) the one-time Normandy Oaks Park development and CARES Act grants in 2020-21. Smaller grant decreases are attributed to a decrease for the CDBG program and a small decrease for State shared revenue based upon the State of Michigan projections.

Lower interest revenue generated from (recent) significantly low interest rates and

lower fund balances due to using fund balances for operating / capital purposes (including use of bond proceeds), is causing the interest revenue city-wide (excluding trust funds) to decline to \$175,000, which is a decrease from a recent high of \$3.4 million in fiscal year 2018-19 (excluding trust funds) and down from \$245,000 for fiscal year 2020-21 projected year-end. This valuable source of revenue will continue to fall as fund balances decline and should not be relied upon as a significant resource to help off-set city operating costs should the city maintain smaller fund balances. *See page 75 for funds interest revenue history graph.*

Personnel costs are increasing 10.6 percent / \$4.88 million relative to the fiscal year 2020-21 projected year-end, mostly due to increasing wage costs, that includes filing of numerous vacancies as well as increasing the number of positions by (net) five. Additionally, medical cost increases and both defined benefit and defined contribution retirement contribution increases contribute to the rise. Total full-time employees are budgeted to increase from 339 to 344 positions, due to eliminating one request in the Assessing Department and requesting six new positions in the following departments: city managers, library, parks & forestry, building maintenance, and sewer. This total is down 22 positions relative to recent peak in fiscal year 2005-06. *See page 57 for position summary recent history.*

Wage cost budgets are increasing \$2.835 million mostly due to (assumed) city-wide labor contract wage increases percent as well as step increases for newer employees who are not at the top of their pay scale, filling numerous vacant positions and the request for five (net) new positions. Medical budget is increasing by approximately \$441,000 due to illustrative rate increasing slightly, filling of vacant positions and new requested positions. Defined contribution retirement costs are increasing by approximately \$236,000 and the defined

benefit retirement budget in proposed to increase approximately \$886,000.

The budget provides for the contributions of the normal and the amortized unfunded actuarial accrued liability (UAAL) for the general, police/fire pension and OPEB systems. The additional liabilities to amortize increased by \$10.4 million. The annual required contribution (ARC) for pension is required by law to be met. A graph in the “Financial Trends” section (see page 79) illustrates the magnitude of the combined pension /other post-employment benefits (OPEB) contributions and pension/OPEB bonds debt service that the city is funding in fiscal year 2021-22. The required contributions made toward paying the current year obligations no longer exceed the general fund’s millage revenue due to bonding the unfunded retiree healthcare liability and the general employees unfunded pension liability, however the contributions have been increasing since bonding due to unfavorable investment returns and more conservative assumptions. The forecast in the budget is considered to be optimistic, providing the continuation of the normal costs and the amortized UAAL contribution for general, police and fire member’s pension. However, an additional increase in contribution could occur in the event of equity market correction or significant downturn.

Based upon city survey information from a few years ago, related to improving the impact on overall engagement, a \$232,420 employee training budget is proposed in an effort to improve city services.

The budget includes \$29.2 million in capital improvements. Typically, the first year of the recently adopted capital improvement plan (CIP) is incorporated into the recommended budget when funding is available. Any deviations in the budget from the CIP are noted in the significant notes area within each fund/cost center with the exception of certain park projects. The city’s capital improvement budget provides \$4.0 million for

major road improvements, \$7.1 million for local road improvements, \$5 million for water/sewage system improvements, \$2.25 million for replacement motor pool fleet (includes an ambulance and a pumper tanker), \$5.5 million downtown park/connectivity, \$960,000 for continued Normandy Oak Park development, plus \$679,000 for other park improvements, \$479,000 for various IT equipment, \$1.8 million for uniform garbage bins, \$555,000 for fire station improvements, \$49,500 for farmers market improvements, The community development block grant fund has budgeted \$350,000 for Delemere Boulevard traffic improvements.

Detailed listings of capital improvements are included in each fund/cost center significant notes section (orange box) in this document. The capital projects are also reported in the FY2021-22 to FY2026-27 Capital Improvement Plan and can be found behind the “Capital Improvement” tab in this budget document.

This budget does not call for any new debt issuances for the city as capital projects are accomplished with cash accumulated in fund balances or bond proceeds received in prior years.

The city’s combined water/sewer commodity rate (see *budget resolution page 41*) is

budgeted to increase 1.8 percent. SOCWA’s water charge is reported to increase 1.5% and the Oakland County Water Resources Commission is increasing the combined sewer (sanitary/storm) disposal rates by 0.5 percent. The city’s quarterly billing flat fee, to recoup billing costs, is budgeted to increase from \$13 to \$14, a \$4 per year increase.

The unassigned fund balance for the general and public safety funds (combined) is budgeted to decline in fiscal year 2021-22 from the current year’s projected 28.7 percent of expenditures to 10.5 percent. These two funds’ fund balances are viewed as combined since the public safety function continues to be a significant expenditure of the general fund due to the sizeable annual transfer (\$22.5 million) made to the public safety fund. By the last year of the forecast fiscal year 2025-26, the combined fund balance is projected to be *negative* 39.7 percent and continue to decline each year thereafter due to the estimated annual operating deficit. Each city fund has an estimated/forecasted fund balance through fiscal year 2024-25 in the budget summary tables throughout the document. See *page 84* for future estimated fund balances.

Please reference the significant notes section (orange boxes) within each fund/cost center for details and noteworthy program information for fiscal year 2021-22.



City of Royal Oak

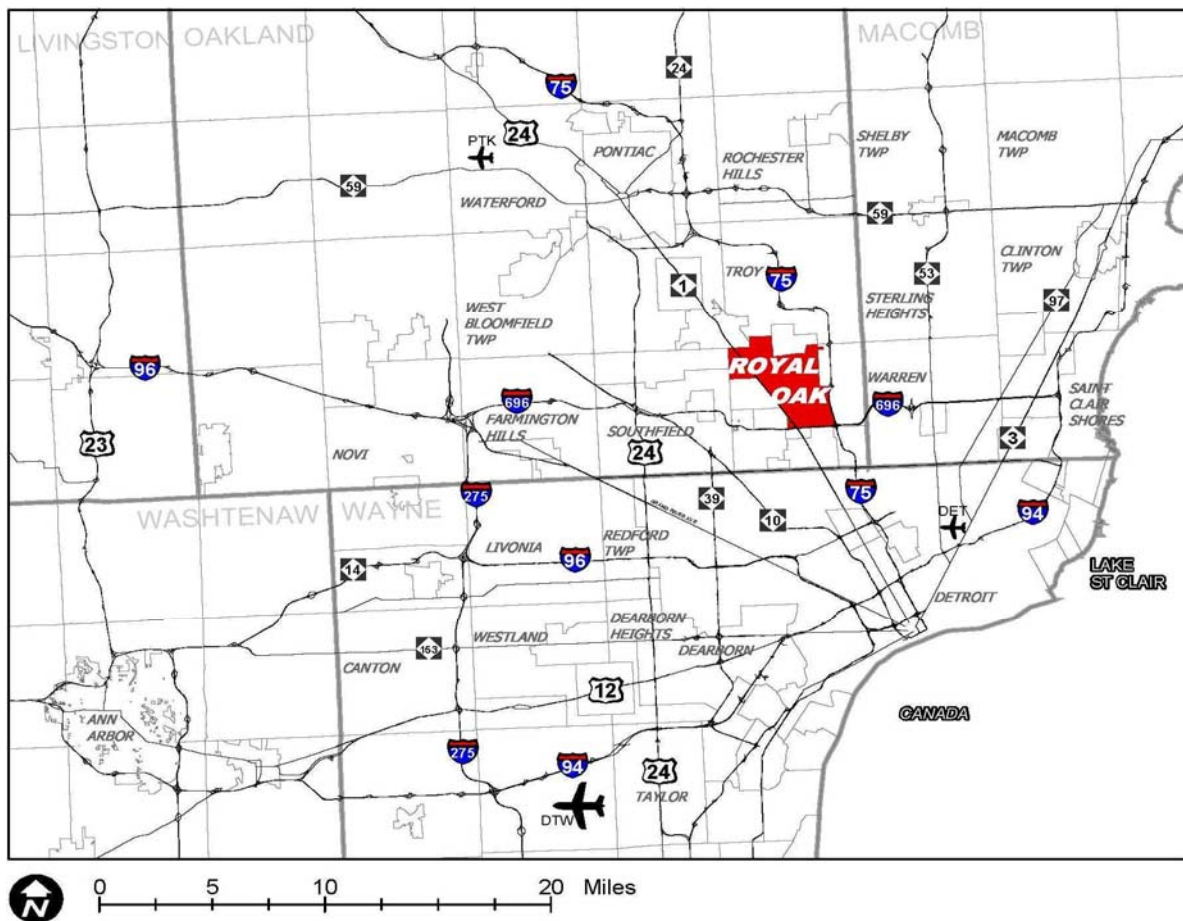
The City of Royal Oak is located in southeast Oakland County, Michigan. The city's 11.83 square miles has a population of approximately 59,277 according to the 2019 US census estimates. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent 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 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 most of 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.

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, 2021 and ending on June 30, 2022.

Resolution One: Budget Resolution

Be it resolved, the 2021-22 City of Royal Oak budget for each fund is hereby appropriated as follows:

General Fund

general government	14,145,360
community and economic development	779,160
health and welfare	0
public safety	480,160
public works	1,777,040
recreation and culture	2,315,250
transfers out	26,762,940
expenditures total	46,259,910
taxes	21,819,000
licenses and permits	1,791,600
grants	6,092,450
charges for services	2,689,310
finances and forfeitures	4,611,000
interest and rentals	355,950
contributions and donations	38,000
reimbursements	2,000
other revenues	45,000
transfers in	737,000
use of fund balance	8,078,600
revenues, transfers and use of fund balance total	46,259,910

Major Streets Fund

street maintenance	528,530
parkway maintenance	264,930
winter maintenance	511,790
traffic control	381,640
signal services	199,920
administration	340,410
construction	3,995,010
expenditures total	6,222,230
taxes and permits	225,000
grants	5,352,000
interest	25,130
other revenues	10,000
transfers in	-0-
use of fund balance	610,100
revenues, transfers and use of fund balance total	6,222,230

Local Streets Fund	
street maintenance	795,130
parkway maintenance	693,200
winter maintenance	171,960
traffic control	186,460
administration	1,821,780
construction	7,091,740
expenditures total	10,760,270
taxes	6,843,000
grants	1,855,000
interest	6,000
transfers in	-0-
use of fund balance	2,056,270
revenues, transfers and use of fund balance total	10,760,270
Public Safety Fund	
expenditures total	36,400,340
revenues, transfers and use of fund balance	36,400,340
Publicity Tax Fund	
expenditures and contribution to fund balance	69,200
revenues and transfers total	69,200
Solid Waste Fund	
expenditures total	9,960,280
revenues, transfers and use of fund balance	9,960,280
Brownfield Redevelopment Authority Fund	
expenditures total	819,800
revenues total	819,800
DDA – Tax Incremental Fund	
expenditures total	7,561,690
revenues, transfers and use of fund balance	7,561,690
DDA - Operating Fund	
expenditures total	69,210
revenues, transfers and use of fund balance	69,210
Indigent Defense Fund	
expenditures total	661,040
revenues and transfers total	661,040
Library Millage Fund	
expenditures total	3,180,500
revenues, transfers and use of fund balance	3,180,500

CDBG Fund	
expenditures total	2,370,200
revenues and transfers total	2,370,200
State Construction Code Fund	
expenditures total	1,958,950
revenues, transfers and use of fund balance	1,958,950
ROOTS Fund	
expenditures and contribution to fund balance	1,100
revenues and transfers total	1,100
Senior Citizen Services Fund	
expenditures and contribution to fund balance	936,210
revenues and transfers total	936,210
Animal Shelter Fund	
expenditures total	107,560
revenues, transfers and use of fund balance	107,560
Police Grants Fund	
expenditures total	398,690
revenues, transfers and use of fund balance	398,690
Miscellaneous Grants Fund	
expenditures total	-0-
revenues, transfers and use of fund balance	-0-

Resolution Two: Set Tax Rates

Resolved, the general operating levy for the 2021-22 fiscal year for operations is established at 6.9058 mills, and

Be it further resolved, the property tax rate for the 2021-22 fiscal year for the publicity tax is established at 0.0154 mill, and

Be it further resolved, the property tax rate for the 2021-22 fiscal year for the library operations is established at 0.8959 mill, and

Be it further resolved, the property tax rate for the 2021-22 fiscal year for the solid waste disposal operation is established at 2.5768 mills, which consists of 1.8828 mills authorized by state law and 0.6940 mill authorized by the voters of the City of Royal Oak, and

Be it further resolved, the property tax rate for the 2021-22 fiscal year for the fire bonded debt is established at 0.2056 mill, and

Be it further resolved, the property tax rate for the 2021-22 fiscal year for the chapter 20 drain debt is established at 0.8220 mills, and

Be it further resolved, the property tax rate for the 2021-22 budget by the Downtown Development Authority for the area designated by ordinance as the downtown district is established at 1.6003 mills, and

Be it further resolved, the 1.6003 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 2021-22 fiscal year for the road millage is established at 2.3344 mills and

Be it further resolved, the property tax rate for the 2021-22 fiscal year for the public safety operations is established at 3.7120 mills and

Be it finally resolved, the public safety millage and road millage are to be levied on the winter tax bill.

Resolution Three: Authorize Tax Administration Fee

Be it resolved, the City of Royal Oak approves the imposition of a one percent administration fee on property tax levied in 2021, 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 percent per month, or fraction thereof, after July 31 until Feb. 28; on December taxes at the rate of three percent after Feb. 14 until Feb. 28, 2022.

Resolution Four: 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, 2021 are established as follows:

Billing administrative flat fee	\$14.00 per billing period
Water & sewer commodity charge	\$112.90 per mcf for first 2 mcf per billing period
	\$129.83 for additional mcf per billing period
Outside city water only commodity charge	\$58.80 per mcf for the first 2 mcf per billing period
	\$67.62 for additional mcf per billing period
Sewer only charge	\$221.10 per quarter

Be it further resolved, industrial surcharge and industrial waste control charges will be passed along to customers as a pass-through.

Resolution Five: 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 \$1,000 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 Six: 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 \$15,000 be made without the approval of the city commission and pursuant to chapter 14, section two. Public work or improvement costing more than \$35,000 and executed by contract, shall be awarded to a responsible bidder in competition for fiscal year 2021-22.

Resolution Seven: Transfers

Now, therefore, be it resolved; the finance director is hereby authorized to transfer up to 25 percent of the major street fund monies to the local street fund during the 2021-22 fiscal year. The finance director is also authorized to make administrative transfers within appropriation centers. All other transfers between funds may be made only by further action by the city commission.

Resolution Eight: PEG Fees

Now, therefore, be it resolved; the city commission hereby grants Community Media Network one half of the one percent P.E.G. fee received during the 2021-22 fiscal year.

Resolution Nine: 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 policies as needed.

Now, therefore, be it resolved, the city reaffirms its existing financial policies on attrition, investments, retirement contributions, debt management, capital assets and capital improvements projects, and fund self-supporting and affirms amendments to the fund balance policies.

City of Royal Oak FY 2021–22 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 one" 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 Nov. 8, 1921 and as amended throughout the years, and the State of Michigan Uniform Budgeting Act (Public Act 621 of 1978), which amended the Uniform Accounting Act (Public Act Two 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 city 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

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 a balanced budget 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 percent 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 an annual 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.

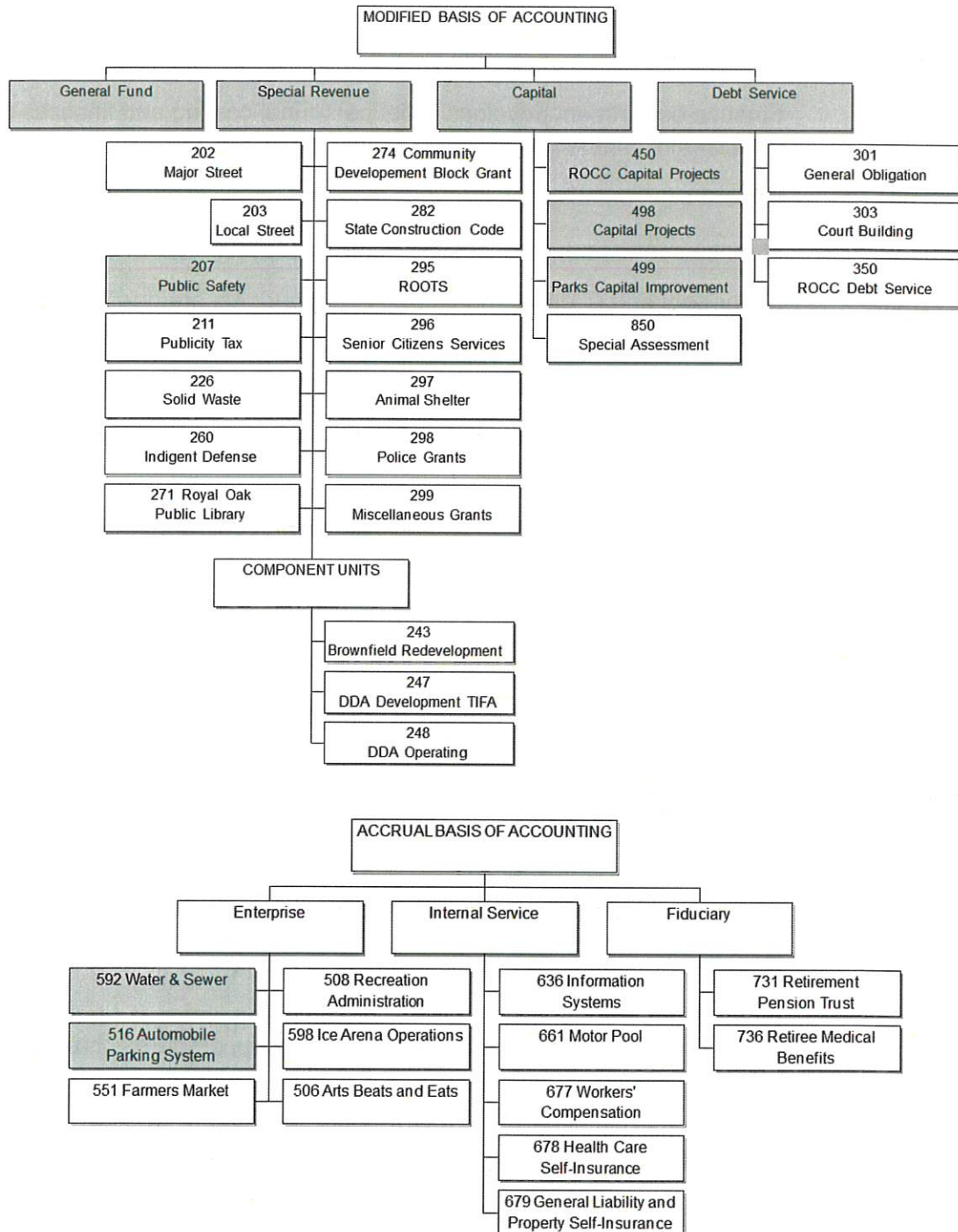
The accrual basis of accounting is utilized for the internal service and enterprise funds budgets which are not officially adopted but included in this document.

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

FY 2021-2022 Budget Calendar

December	Finance department requests capital improvement plan submittals
January	Finance department develops initial personnel costing and finalizes the draft capital improvement plan
January (late)	Special city commissions strategic planning (goals & objectives) session
January (late)	Finance sends personnel costing detail to departments for review
February (mid)	Motor pool and IT departments requested budgets are due to finance department and finance department distributes charges to various funds
February (late)	Deadline to submit department requested budgets to finance department
Feb. to March	Finance department assembles departments' requested budgets, including budget narratives
March (early)	Finance department begins to perform 5-year projections based on department requested budgets
March (mid)	Capital improvement plan adopted by planning commission
March late	Departments and finance meet with city manager to present budgets
April (mid)	City manager relays to the finance department any changes to the department requested budget
April (late)	Finance department compiles proposed budget document/city managers recommended budget
May (early)	Proposed budget documents are distributed to city commissioner and made available to the public (library and city's website)
May (mid-late)	Special city commission budget workshop meetings
May (late)	Finance department makes any city commission changes (developing out of city commission workshops) and if necessary, prepares changes for the final budget resolutions
June (early)	City commission conducts public hearing and adopts general appropriations act and establishes tax/millage rates
June (late)	Finance department prepares adopted budget document and document is printed/distributed and posted to city's website.
July – June	Finance department monitors budget and performs budget adjustments / amendments when appropriate

Financial Organization Chart



Shaded funds are major funds as of the last audited fiscal year. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or

enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds. Any other fund may be reported as a major fund if the government's

Attrition Policy

Policy on Attrition

Purpose:

The City of Royal Oak is facing revenues that are not sufficient to necessarily meet operating and capital needs 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 06/08/2020]

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:

<u>Assets</u>	<u>Years</u>
Buildings and renovations	25 to 50
Improvements	10 to 20
Infrastructure	15 to 50
Vehicles	five to eight
Equipment	five to 15
Intangibles	ten

[Adopted 04/06/2009]
[Reaffirmed 06/08/2020]

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 06/08/2020]

Debt Management

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 staff or consultant 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 with the exception of legacy costs.
4. Long-term debt will be confined to capital improvements and legacy costs 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 percent) 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 minimum bond rating of AA-, or the equivalent, with at least two (2) qualified bond rating agencies.

[Adopted 6/2/2008]
[Reaffirmed 06/08/2020]

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 by considering *economic cycles of municipal revenues/expenditures and the estimated budget forecasts*.
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 10 percent of budgeted expenditures but not more than 25 percent of budgeted expenditures.

[Adopted 2/06/2006; Amended 06/08/2020]

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 06/08/2020]

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 20 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 06/08/2020]

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 20 percent in any given fiscal year.

[Adopted 12/04/2006]
[Reaffirmed 06/08/2020]

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 *and to ensure that the services paid for are completed*, 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 50 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]

[Amended 06/10/2019]

[Reaffirmed 06/08/2020]

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. three, 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 270 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 percent 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 06/08/2020]

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 two percent, the amortization period shall be reduced, and the contribution recalculated until a further reduction would result

in a percentage in excess of two percent 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 06/08/2020]

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:

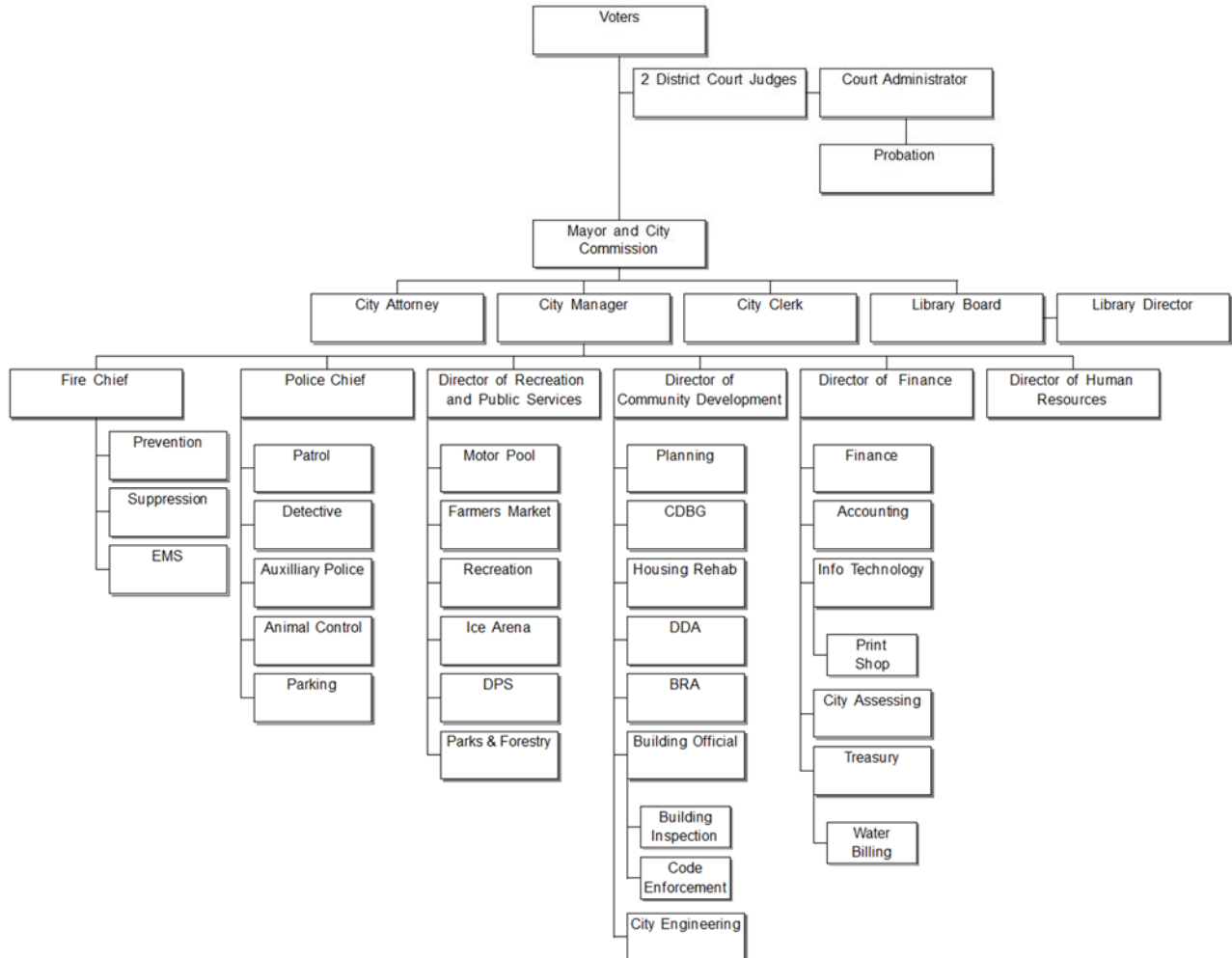
Based on the type of fund and expectations the following list provides whether a city fund can accept or provide a fiscal transfer (gifts) between funds.

[Adopted 06/2014]
[Reaffirmed 06/08/2020]

general fund
major road fund
local road fund
public safety fund
publicity fund
solid waste fund
indigent defense fund
library fund
community development block grant fund
state construction fund
ROOTS fund
animal shelter fund
police grants fund
miscellaneous grants fund
Brownfield fund
DDA funds

receive / provide
receive / provide (local street fund only)
receive
receive
receive
self-supporting
receive
receive
self-supporting
self-supporting
receive / provide
receive
self-supporting
self-supporting
self-supporting
provide

Organizational Chart City of Royal Oak



Function/Program	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
44th District								
Court/Probation	22	29	29	*29	30	30	30	30
Administrative Services								
Manager	5.5	5.2	5.2	6	6	6	6	7
Attorney	3.5	3.8	3.8	4	4	4	4	4
City Clerk	5	5	5	5	5	5	6	6
Human Resources	3	3	3	4	4	4	4	4
State Const. Code	11	10.5	10.5	13.5	13	13	13	13
Ordinance Enforcement	5	5	5	5	5	5	5	5
Engineering	8	13	13	13	13	13	13	13
Community Development	3	3.5	3.5	3.5	4	4	4	4
Planning-Block Grant	0	0	0	0	0	0	0	0
Planning-Housing	1	1	1	1	1	1	1	1
Finance	**6	***7	7	7	7	7	8	8
Assessing	4	4	4	4	4	4	5	4
Treasurer / Water Billing	4	5	5	5	*6	6	6	6
Information Technology	4	4	5	5	7	6	6	6
Subtotal	85	99	100	105	109	108	111	111
Library	9	8	8	8	9	9	9	10
Public Safety								
Police	97	98	98	98	98	98	98	98
Fire	56	56	56	56	56	56	56	56
Subtotal	153	154	154	154	154	154	154	154
Recreation & Public Services								
Public Service								
Parks & Forestry	7	7	7	7	7	7	8	10
Building Maintenance	2	2	2	2	2	2	2	3
Highway	0	1.5	1.5	2.5	2.5	2.5	2.5	2.5
Motor Pool	9	9	9	9	9	9	9	9
Electrical	0	1	1	1	1	1	1	1
Solid Waste	14	14	14	15	15	15	15	15
Water Maintenance	7	7.5	7.5	7.5	7.5	7.5	7.5	7.5
Water Services	4	4	4	4	4	4	4	4
Sewer Maintenance	7	7	7	9	9	9	9	10
Auto Parking	3	3	3	3	3	3	3	3
Recreation	2	2	2	2	2	2	2	2
Ice Arena	0	0	0	0	0	0	0	0
Senior Services	1	1	1	1	1	1	2	2
Subtotal	56	59	59	63	63	63	65	69
Total	303	320	321	330	335	334	339	344

Report based on home-base allocations not FTE

*Deviates from the FY17-18 original budget

**Centralized purchasing function into the finance department

***Moved pension payroll in-house and moved risk management to the finance department

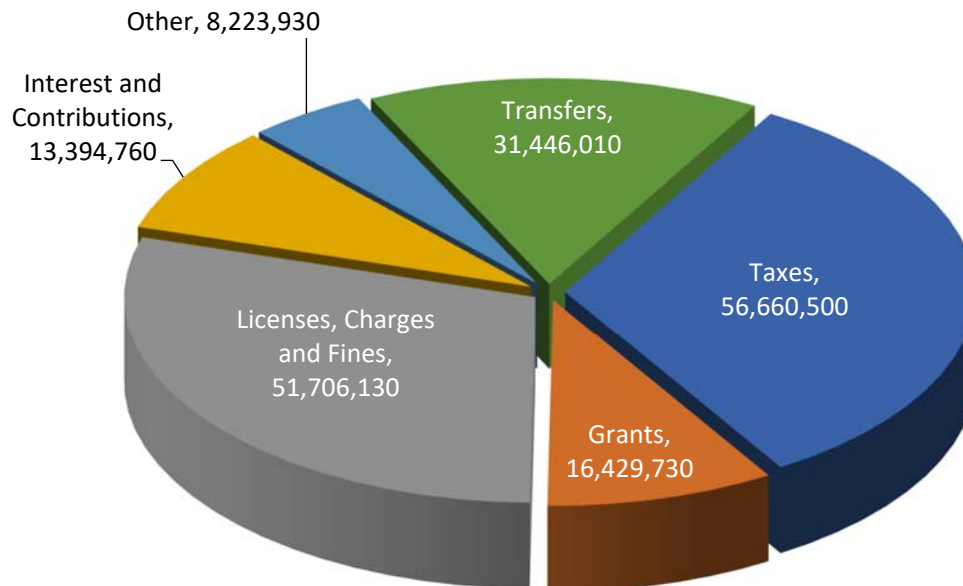
Statement of Revenues / Expenditures All Funds

	2019-20 Actuals	2020-21 Projected Year End	2021-22 Recommended Budget	Percent Change
Revenues				
Taxes	54,634,270	57,301,400	58,660,500	2.37%
Grants	15,278,650	22,260,470	16,429,730	-26.19%
Licenses, Charges and Fines	46,655,760	43,702,380	51,706,130	18.31%
Interest and Contributions	15,024,320	14,023,640	13,394,760	-4.48%
Other	8,733,820	8,423,700	8,223,930	-2.37%
Transfers	29,176,270	23,692,830	31,446,010	32.72%
Total Revenues	169,503,090	169,404,420	179,861,060	6.17%
Expenditures / Expenses				
Personnel Services	46,922,630	46,056,690	50,931,890	10.59%
Supplies	3,224,720	3,643,200	4,492,820	23.32%
Capital	29,092,270	27,440,540	29,246,310	6.58%
Other	69,380,540	76,195,550	71,267,550	-6.47%
Transfers	27,468,090	23,988,150	30,945,800	29.00%
Debt	13,625,530	15,910,720	15,790,170	-0.76%
Total Expenditures / Expenses	189,713,780	193,234,850	202,674,540	4.89%

All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	21,819,000	27,951,700	602,500	0	2,429,000	0	5,858,300	58,660,500
Grants	6,092,450	10,330,580	6,700	0	0	0	0	16,429,730
Licenses, Charges and Fines	9,091,910	4,131,600	0	0	38,095,550	387,070	0	51,706,130
Interest and Contributions	155,500	144,830	100	8,000	40,650	13,031,880	13,800	13,394,760
Other	285,450	265,290	0	0	783,660	6,889,530	0	8,223,930
Transfers	737,000	23,654,670	2,671,700	3,651,640	581,000	100,000	50,000	31,446,010
Total	38,181,310	66,478,670	3,281,000	3,659,640	41,929,860	20,408,480	5,922,100	179,861,060

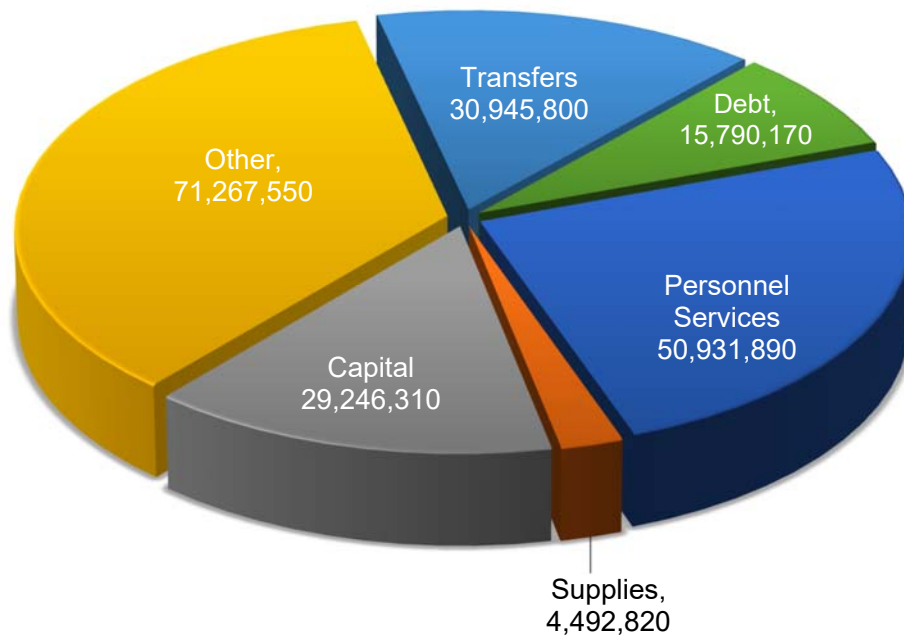
City Wide Revenue



All Funds Expenditure Summary

Expenditures / Expenses	General	Special Revenue	Debt Service	Capital Projects	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	10,639,620	34,590,240	0	0	3,450,670	2,004,800	246,560	50,931,890
Supplies	535,780	1,645,500	0	0	1,131,070	1,177,970	2,500	4,492,820
Capital	697,750	14,223,450	0	6,471,900	5,124,110	2,729,100	0	29,246,310
Other	5,161,820	16,003,470	0	6,500	29,487,230	16,393,350	4,215,180	71,267,550
Transfers	26,762,940	48,400	0	0	148,000	0	3,986,460	30,945,800
Debt	2,462,000	6,513,800	3,301,000	0	2,916,620	596,750	0	15,790,170
Total	46,259,910	73,024,860	3,301,000	6,478,400	42,257,700	22,901,970	8,450,700	202,674,540

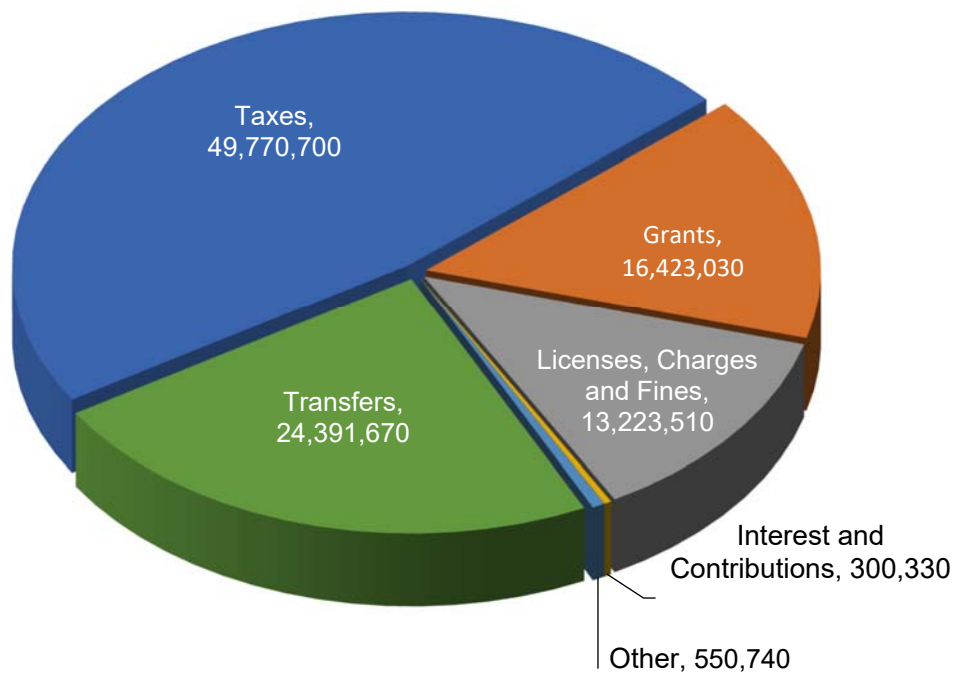
City Wide Expenditures



General and Special Revenue Funds Revenues Summary

Revenues	General	Special Revenue	Grand Total
Taxes	21,819,000	27,951,700	49,770,700
Grants	6,092,450	10,330,580	16,423,030
Licenses, Charges and Fines	9,091,910	4,131,600	13,223,510
Interest and Contributions	155,500	144,830	300,330
Other	285,450	265,290	550,740
Transfers	737,000	23,654,670	24,391,670
Total	38,181,310	66,478,670	104,659,980

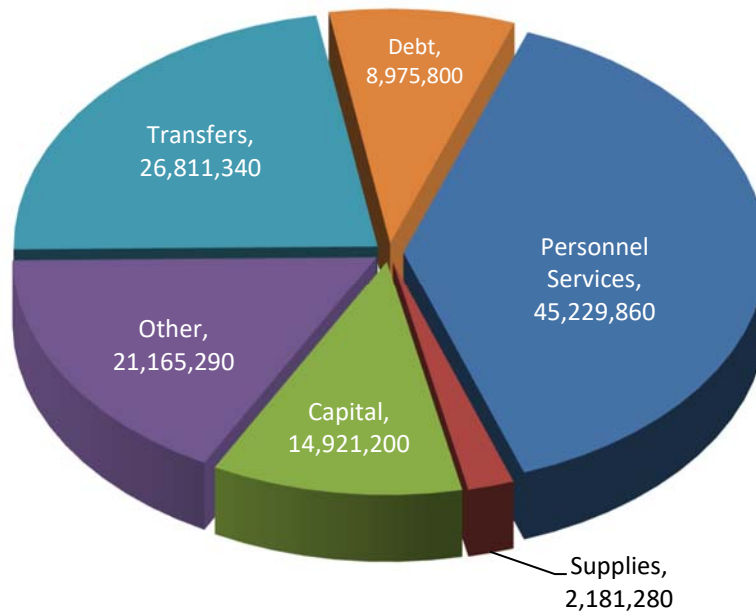
General and Special Revenue Funds - Revenue



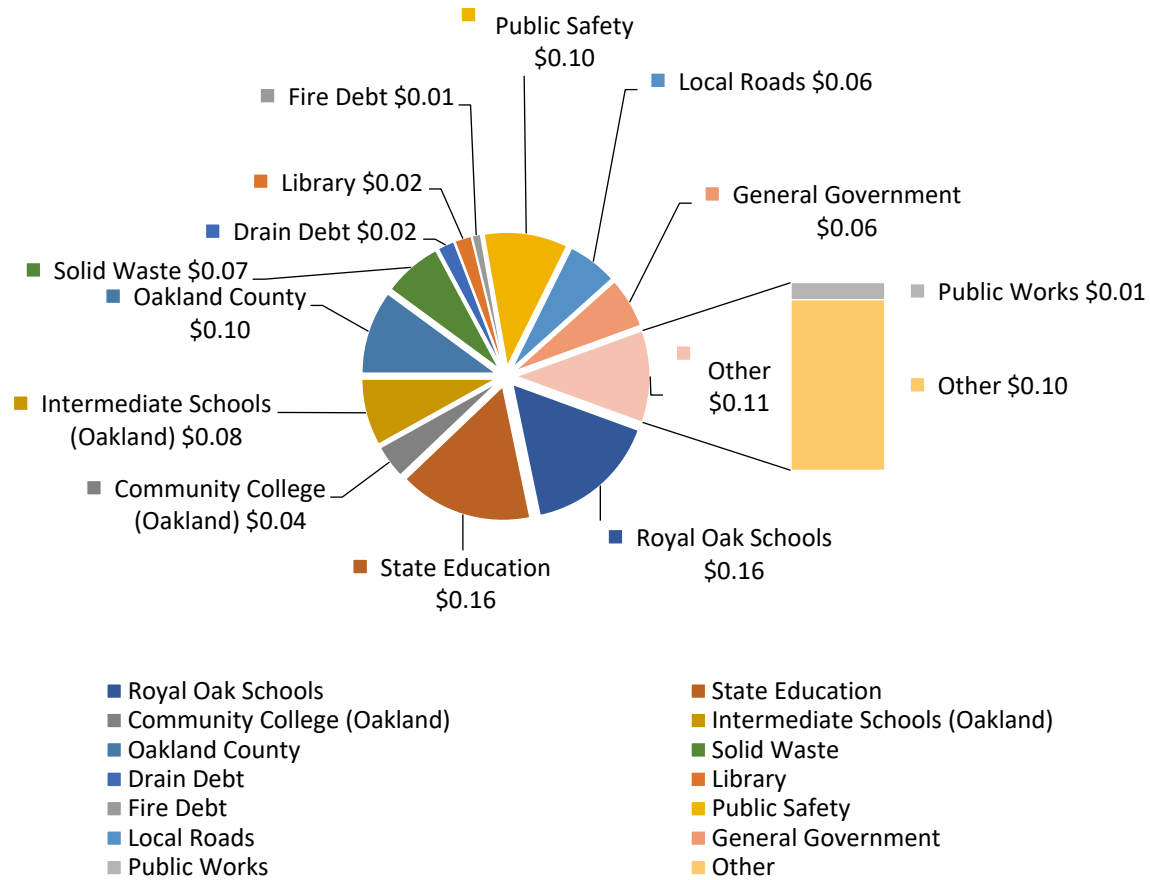
General and Special Revenue Funds Expenditures Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	10,639,620	34,590,240	45,229,860
Supplies	535,780	1,645,500	2,181,280
Capital	697,750	14,223,450	14,921,200
Other	5,161,820	16,003,470	21,165,290
Transfers	26,762,940	48,400	26,811,340
Debt	2,462,000	6,513,800	8,975,800
Total	46,259,910	73,024,860	119,284,770

General and Special Revenue Funds - Expenditures



Where Your Tax Dollar Goes



45 percent of local taxes support city services in Royal Oak; 55 percent of real tax revenue supports the county and schools.

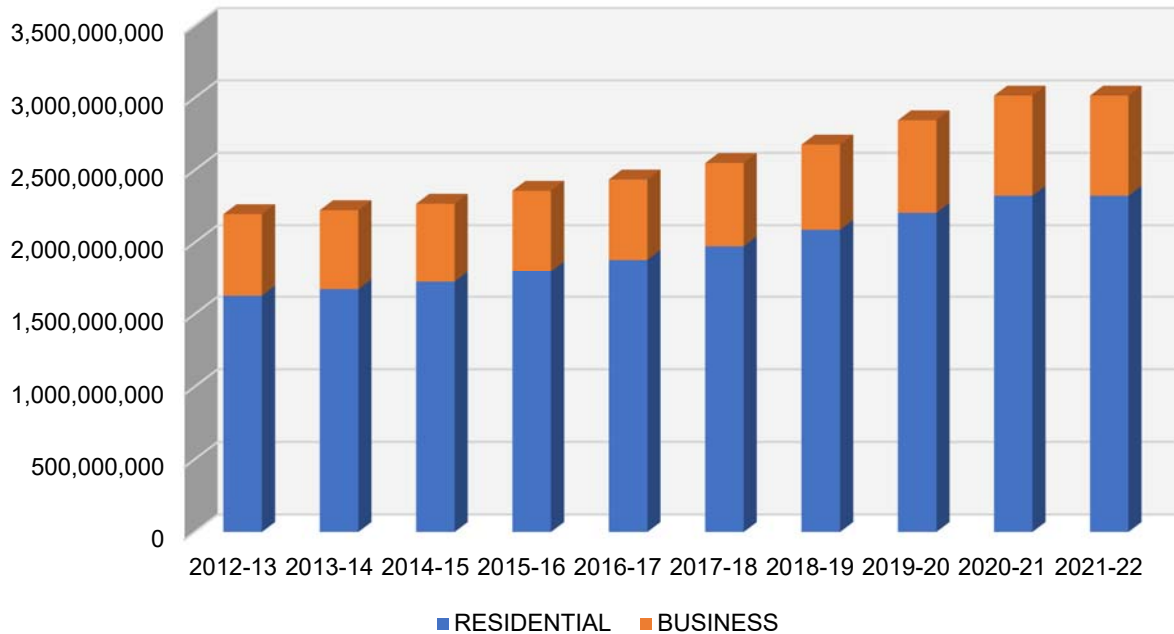


Financial Trends

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

Taxable Value	State Shared Revenue
City Millage Rates	Interest Income
Millage Summary	Debt Projections
Millage Rate Comparison	Retirement Trust Contributions

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

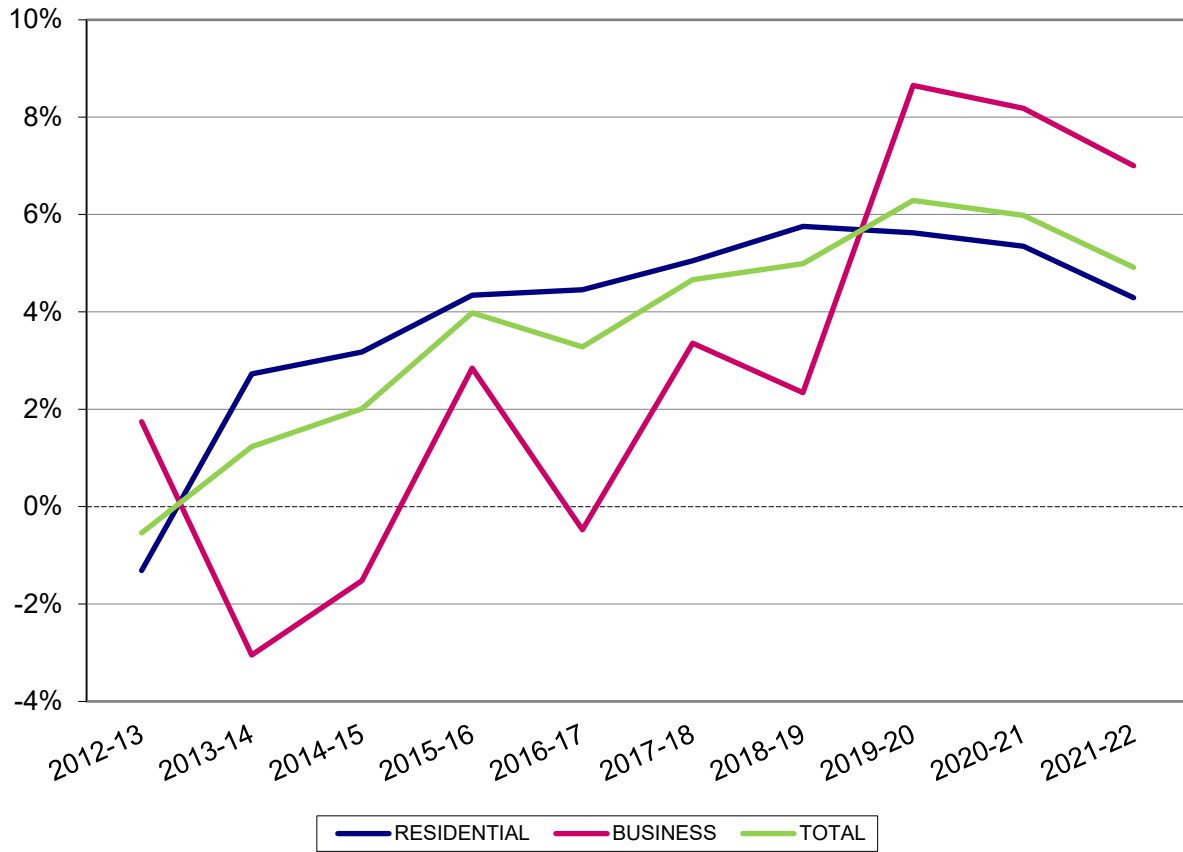


Taxable value, the basis for tax revenue, increased 4.91 percent based on valuations after the March board of review process. All property tax classes increased. For the estimated forecast years in the budget, Royal Oak's revenues are assumed to

increase an average of 2.5 percent each year. This revenue assumption is the net effect of taxable value increases and Headlee reductions to maximum authorized millage rates.

Fiscal Year	By Class				TOTAL	CHANGE
	RESIDENTIAL	COMMERCIAL	INDUSTRIAL	PERSONAL		
2012-13	1,626,988,850	391,226,770	41,045,340	137,095,330	2,196,356,290	-0.54%
2013-14	1,671,311,400	379,835,840	36,914,920	135,277,840	2,223,340,000	1.23%
2014-15	1,724,404,970	375,365,660	36,935,510	131,328,570	2,268,034,710	2.01%
2015-16	1,799,260,920	378,983,060	37,730,500	142,368,610	2,358,343,090	3.98%
2016-17	1,879,373,700	393,810,370	39,070,030	123,548,190	2,435,802,290	3.28%
2017-18	1,974,284,140	405,165,090	38,888,620	131,044,220	2,549,382,070	4.66%
2018-19	2,087,920,010	423,697,010	39,757,990	125,109,600	2,676,484,610	4.99%
2019-20	2,205,346,400	472,434,490	40,962,070	126,095,950	2,844,838,910	6.29%
2020-21	2,323,253,670	515,657,620	41,963,590	134,178,010	3,015,052,890	5.98%
2021-22	2,422,933,940	553,148,620	43,098,150	143,987,440	3,163,168,150	4.91%
10-year average						3.68%

Taxable Value Percent Change By Year



Fiscal Year	RESIDENTIAL		COMMERCIAL	
	\$	%	\$	%
2012-13	1,626,988,850	-1.3%	569,367,440	1.7%
2013-14	1,671,311,400	2.7%	552,028,600	-3.0%
2014-15	1,724,404,970	3.2%	543,629,740	-1.5%
2015-16	1,799,260,920	4.3%	559,082,170	2.8%
2016-17	1,879,373,700	4.5%	556,428,590	-0.5%
2017-18	1,974,284,140	5.1%	575,097,930	3.4%
2018-19	2,087,920,010	5.8%	588,564,600	2.3%
2019-20	2,205,346,400	5.6%	639,492,510	8.7%
2020-21	2,323,253,670	5.3%	691,799,220	8.2%
2021-22	2,422,933,940	4.3%	740,234,210	7.0%
	10-year average	3.9%	10-year average	2.9%

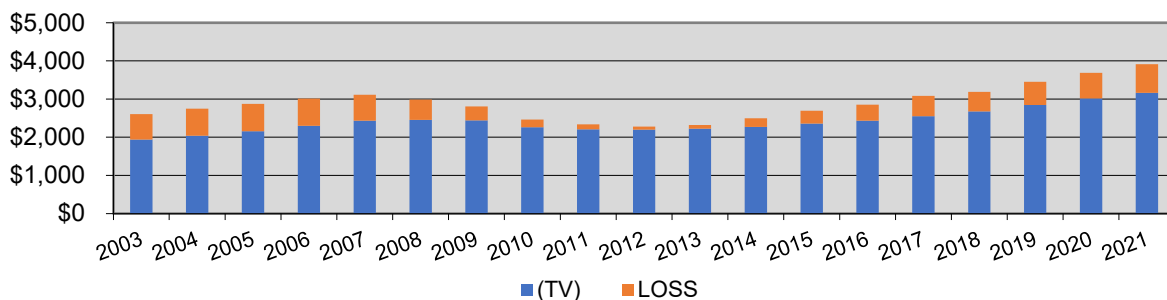
Proposal A Effect in Royal Oak
Taxable Value v. Assessed Valuation
 (Values are in Millions)

July 1	ASSESSED VALUE (SEV)	TAXABLE VALUE (TV)	LOSS	LOSS INCREASE (DECREASE)
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
2017	3,082	2,549	533	115
2018	3,190	2,676	514	-19
2019	3,453	2,844	609	95
2020	3,687	3,015	672	63
2021	3,912	3,163	749	77

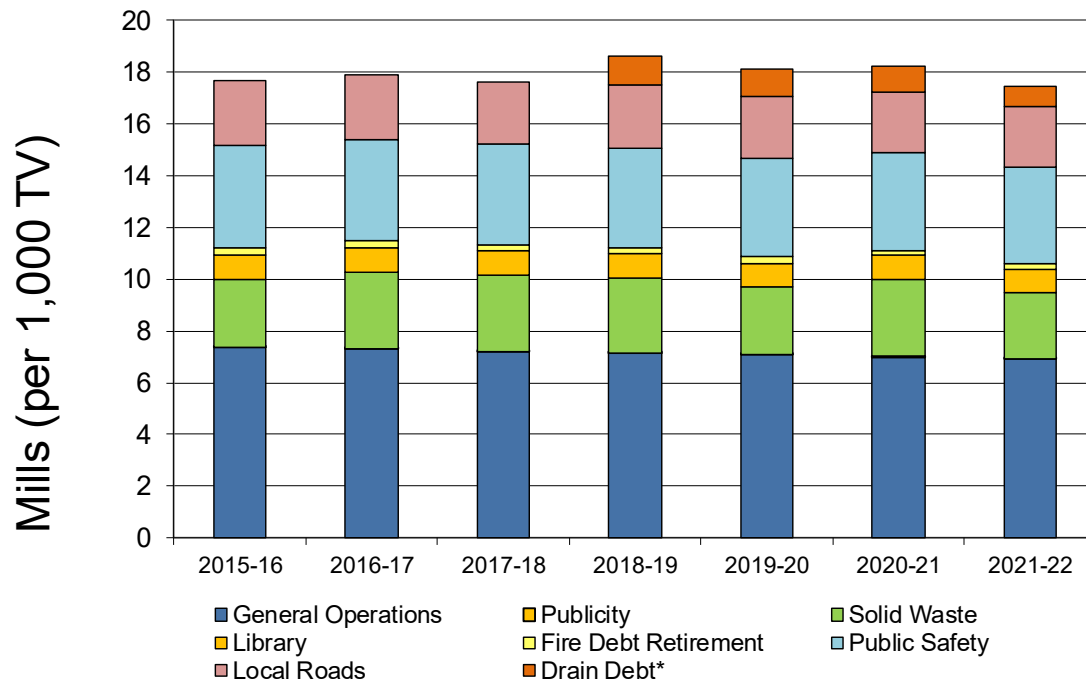
Proposal A of 1994 amended the state constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5 percent whichever is less. The city's allowable inflation rate multiplier for fiscal year 2021-22 is 1.4 percent.

The chart and graph show the general 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 2013. In 2013, the loss gap had begun to widen again until 2018. However, one year later in 2019, the loss gap returned and continues to expand significantly, reaching a new high of \$749 million in 2021.

Taxable Value + Loss = Assessed Value



City Tax Rate



Millage Rate	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
General Operations	7.3695	7.2899	7.2031	7.1389	7.0625	6.9890	6.9058
Publicity	0.0212	0.0206	0.0195	0.0180	0.0169	0.0160	0.0154
Solid Waste	2.6026	2.9700	2.9346	2.9084	2.6272	2.5995	2.5768
Library	0.9564	0.9460	0.9347	0.9263	0.9163	0.9067	0.8959
Fire Debt Retirement	0.2770	0.2665	0.2400	0.2450	0.2270	0.2175	0.2056
Public Safety	3.9614	3.9186	3.8719	3.8374	3.7963	3.7568	3.7120
Local Road	2.4915	2.4645	2.4351	2.4134	2.3875	2.3626	2.3344
Drain Debt*	0.0000	0.0000	0.0000	1.1360	1.0850	1.0015	0.8220
TOTAL	17.6796	17.8761	17.6389	18.6234	18.1187	17.8496	17.4679

*formerly charged in sewage disposal rate

Downtown Development Authority – Specific Tax Rate - Operations

DDA Operating Levy	1.6477	1.6146	1.6146	1.6021	1.6021	1.6021	1.6003
City & DDA Operations	19.3273	19.4907	19.2535	20.2255	19.7208	19.4517	19.0682

General operating levy

City charter amendment 04/01/1957

Up to 11.0000 mills is authorized by the charter however, now limited to 6.9058 mills for fiscal year 2021-22 due to Headlee reductions, for any governmental purpose. A levy of 6.9058 mills is budgeted for fiscal year 2021-22.

Publicity levy

Public Act 359 of 1925 - MCL 123.881
Publicity tax; limit. Sec. 1. [Excerpt]

The common council of any city ... in this state, shall have the power to levy a special tax not to exceed in any 1 year 4 mills on the dollar of the assessed valuation of all taxable property within the said city or village, to be used for advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city ..., and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, that such tax levy shall not exceed 50,000 dollars in any 1 year. A levy of 0.0154 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 for fiscal year 2021-22 is 1.8828 mills.

Refuse levy

City charter amendment 08/02/2016

As authorized in a city charter amendment this millage was first levied in the summer of 2007. Therefore, it expired after the 2011 levy. It was renewed in November 2011 and again in August 2016 for five years. The renewal allows the city to levy up to 1.000 mill, to defray the costs of refuse collection, disposal, and curbside recycling. Currently, the Headlee millage limitation is 0.9304 mill. This millage is budgeted for 0.6940 in fiscal year 2021-22, well below the maximum allowable levy.

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 current Headlee limitation and levy is 0.8959 mill for fiscal year 2021-22.

Fire bond debt service levy

Public Act 31 of 1948 (1st Ex. Session) as amended. Voter approved bond issue occurred on 05/15/2001. Establishing 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 millage rate is budgeted at 0.2056 mill for fiscal year 2021-22.

Public safety levy

City charter amendment 11/08/2016

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 Nov. 8, 2016, a year prior to expiration, the voters of Royal Oak approved the renewal of this millage and it is charged on the winter tax bill. The fiscal year 2021-22 budget provides for a levy of 3.7120 mills. Fiscal year 2021-22 is the last year of the five (5) year renewal.

City of Royal Oak Downtown Development Authority

DDA general operations levy Public Act 57 of 2018 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 two 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 57 beginning with the duty to correct and prevent deterioration in business districts. The levy is budgeted at 1.6003 mills for fiscal year 2021-22 and is also the maximum due to the Headlee limitation. This millage has a Headlee reduction factor of 0.9989 in fiscal year 2021-22.

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 Dec. 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 Nov. 4, 2014 and it was immediately placed on the winter tax bill in the amount of 2.5 mills. The fiscal year 2021-22 budget provides for a levy of 2.3344 mills, and this is also the Headlee maximum, allowed to be levied.

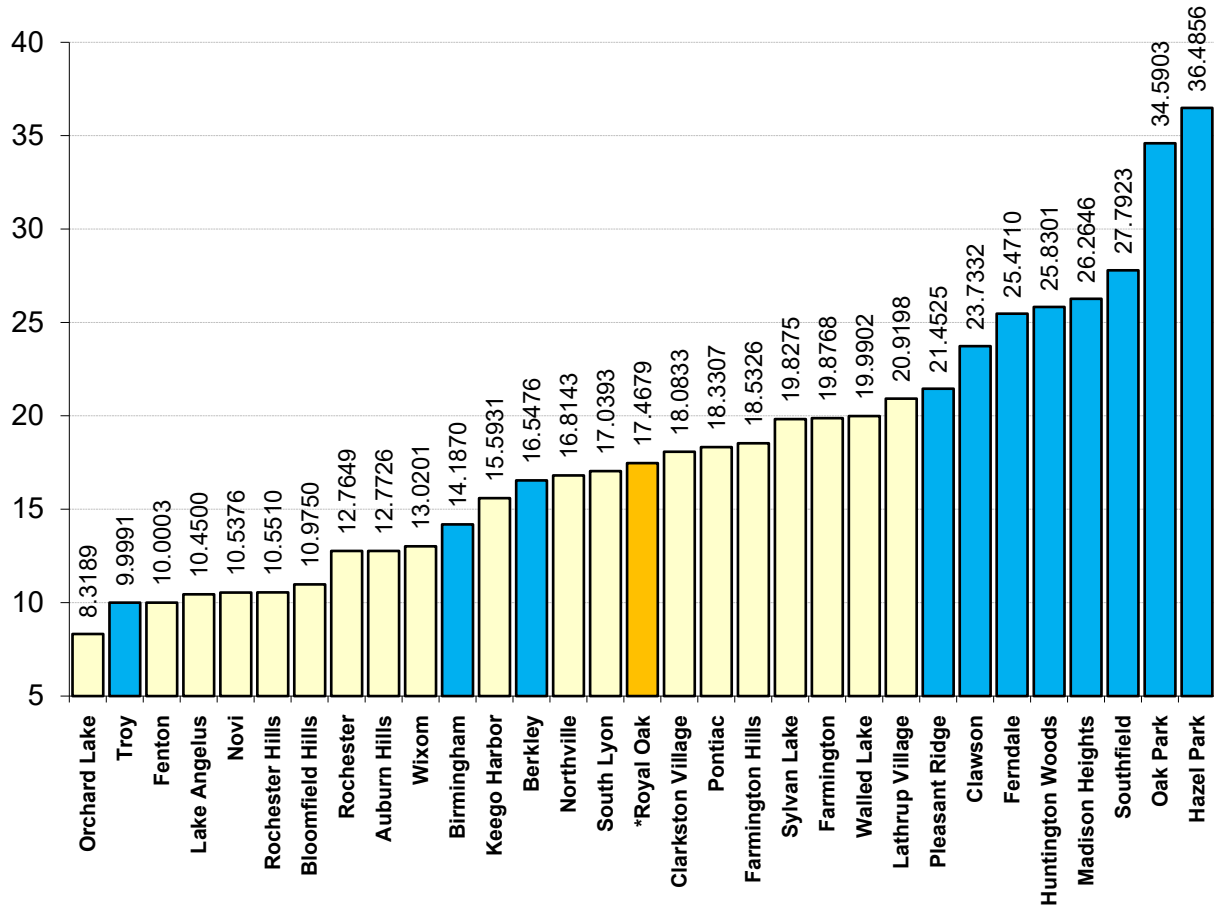
Drain levy

Public Act 40 of 1956 MCL 280.475 Statutory or charter tax limitations inapplicable; rate or amount of taxes. Taxes levied by a public corporation for the payment of assessments hereunder shall not be deemed to be within any statutory or charter tax limitation. A public corporation may impose taxes without limitation as to a rate or amount for the payment of assessments in anticipation of which bonds are issued.....The fiscal year 2021-22 budget provides for a levy of 0.8220 mill. Fiscal year 2021-22 will be the fourth year of this millage as this revenue was collected to pay drain debt services by way of sewage disposal fees in prior year.

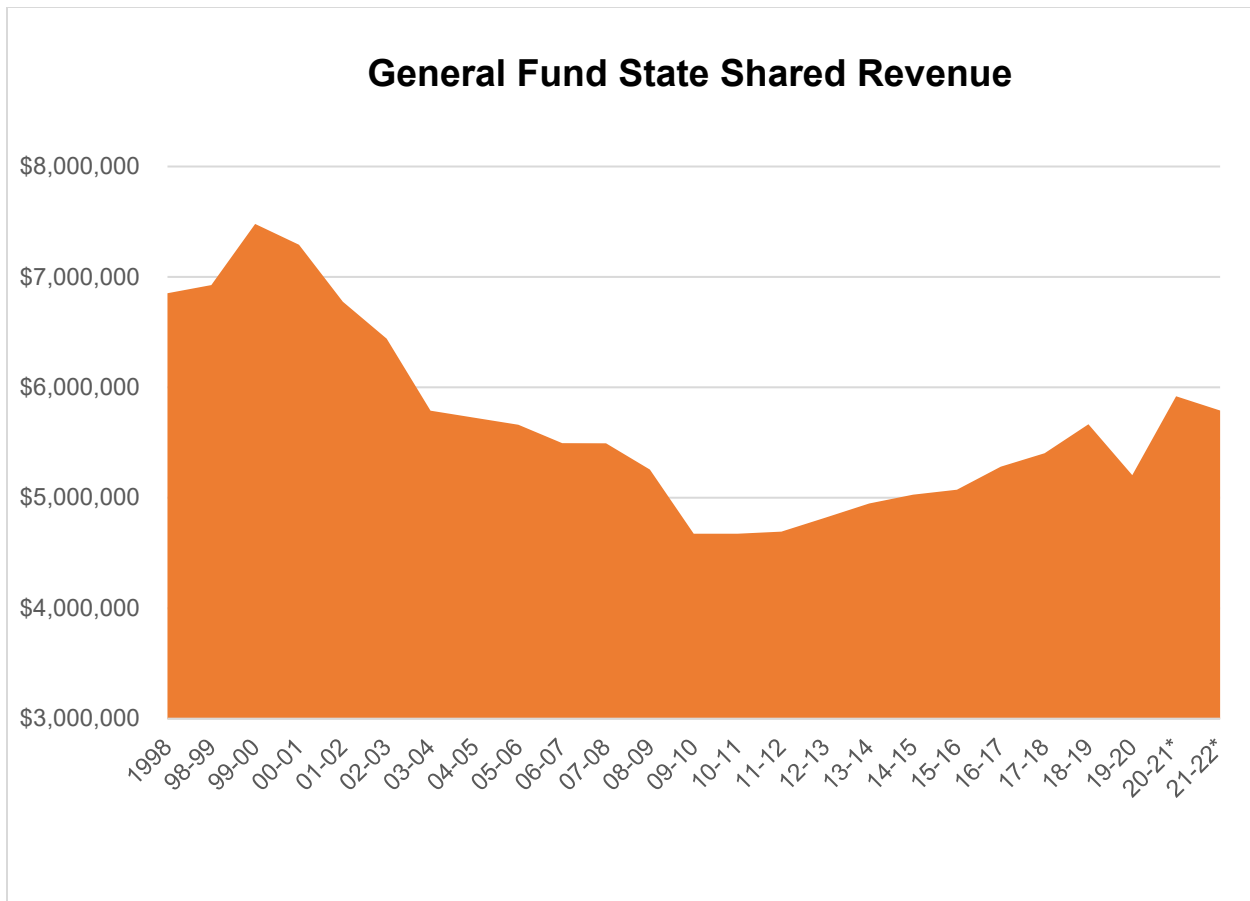
FY 2020-2021 Millage Rate Comparison

(Average Millage Rate = 18.53)

Blue bar represents a bordering neighbor



Note: City of Royal Oak's millage rate is for fiscal year 2021-22, however the rest of the community's' rates are from 2020-21 as the community's rates are not available for the upcoming fiscal year until July.



**based on projected estimates provided by the State of Michigan*

The Michigan legislature has dramatically reduced distributions of state shared revenue of sales tax receipts since fiscal year 1999-2000. 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 the city have been lower each year than its peak since 2000. First there were challenges to the Headlee tax rate limits, and then by Proposal A to taxable value. The past 20 years, local governments have had to

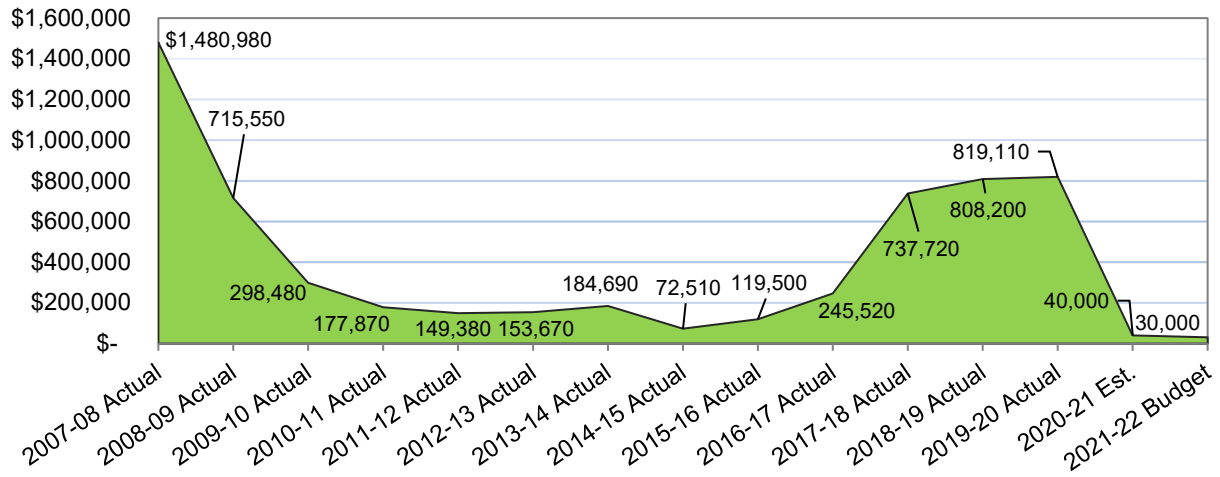
contend with the dilemma that state shared revenue is drastically reduced. As the graph illustrates, funding is down \$1.56 million since the high in 1999-2000 (not adjusted for inflation). This leaves the local unit of government with the position of having to reduce services or find some way to raise new revenue (which has its restrictions), such as new voter approved millages. \$5,790,000 is budgeted for fiscal year 2021-22 based upon the State of Michigan's projection.

State Shared Revenue

	<u>Fiscal</u> <u>Year</u>	<u>Constitutional</u>	<u>Statutory</u>	<u>Actual</u>	
	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
	15-16	4,369,203	674,467	5,073,238	
	16-17	4,607,911	674,467	5,282,378	
	17-18	4,729,610	674,467	5,404,077	
	18-19	4,990,540	674,460	5,665,007	
	19-20	4,836,000	369,000	5,205,000	Revised
Projected	20-21*	5,182,000	737,000	5,919,000	Revised
Projected	21-22*	5,038,000	752,000	5,790,000	

*Does not include projected personal property tax reimbursement.

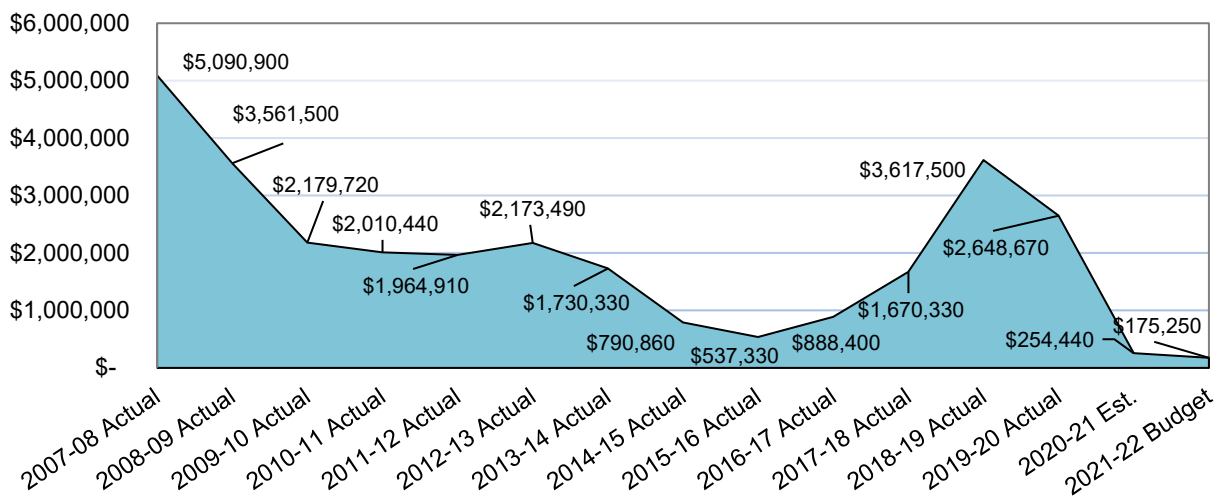
General Fund Interest Revenue

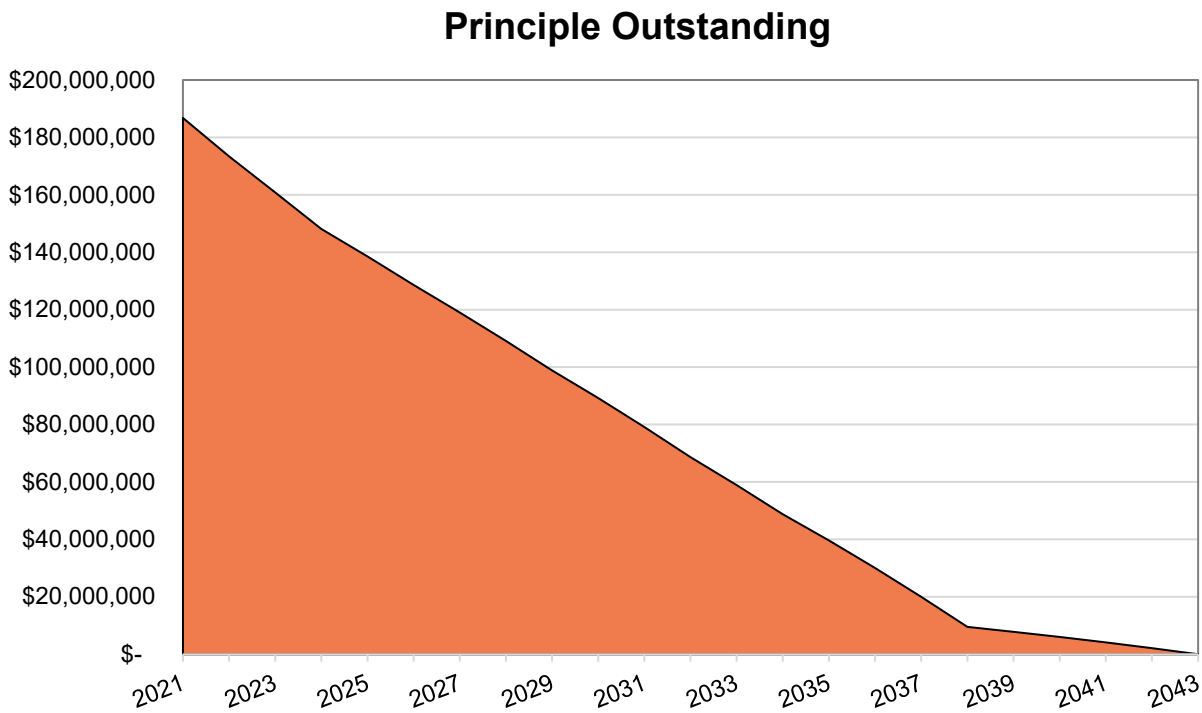
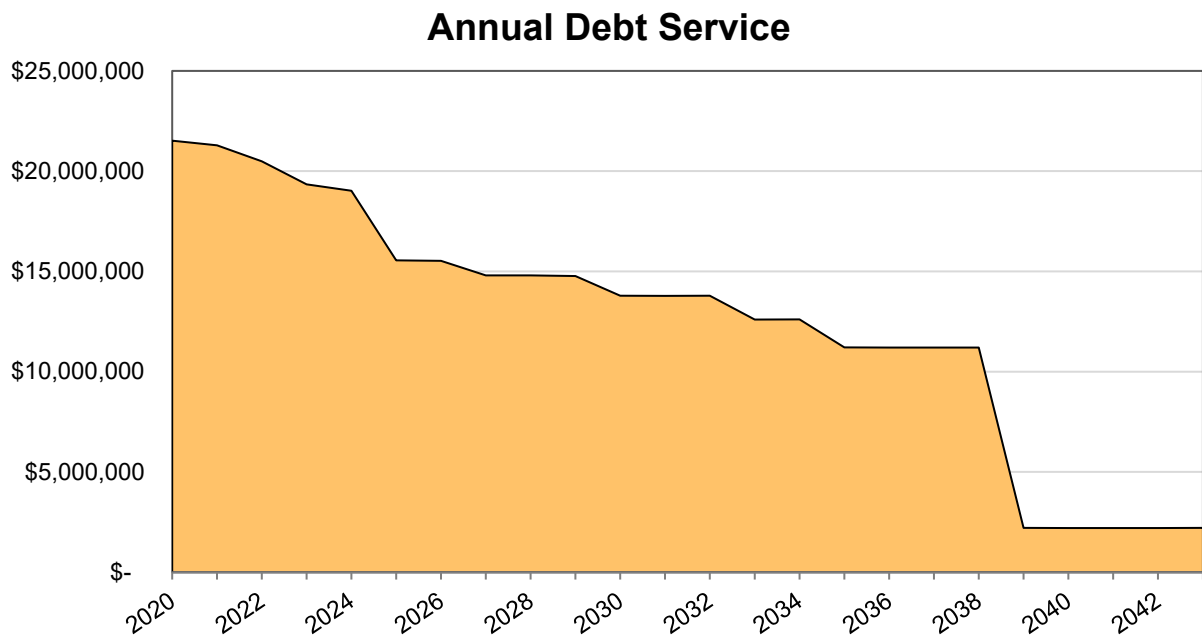


Beyond ten years ago, funds were able to significantly supplement operations with interest income earned on cash balances. Unfortunately, this changed over the last ten years. Interest rates earned on the city's cash fell drastically as well as certain cash levels from which interest rates are calculated. In fiscal year 2007-08, the general fund earned nearly \$1.5 million to help offset its operating expenditures. Fiscal year 2017-18 interest income began to

significant rise again until the third quarter of fiscal year 2019-20, when interest rates plummeted during the beginning of the COVID-19 pandemic. The general fund fiscal year 2021-22 interest income is budgeted at \$30,000 due to lower fund balance and significantly lower interest rates. This is approximately \$1,450,000 less income than the peak in fiscal year 2007-08. The all funds interest revenue (below) includes trust and agency funds.

All Funds Combined Interest Revenue





Financial Trends - Debt Projections

Fiscal Year Ending	Annual Interest	Annual Principal	Annual Debt Service	Principle Outstanding
6/30/2021	7,465,213	13,822,919	21,288,132	186,824,766
6/30/2022	7,104,563	13,389,183	20,493,745	173,435,583
6/30/2023	6,721,552	12,616,864	19,338,415	160,818,720
6/30/2024	6,335,892	12,685,740	19,021,632	148,132,980
6/30/2025	5,940,358	9,612,340	15,552,698	138,520,640
6/30/2026	5,597,567	9,927,143	15,524,710	128,593,497
6/30/2027	5,245,906	9,554,694	14,800,600	119,038,802
6/30/2028	4,887,111	9,912,635	14,799,746	109,126,167
6/30/2029	4,506,284	10,261,167	14,767,451	98,865,000
6/30/2030	4,115,063	9,675,000	13,790,063	89,190,000
6/30/2031	3,718,116	10,065,000	13,783,116	79,125,000
6/30/2032	3,297,970	10,490,000	13,787,970	68,635,000
6/30/2033	2,877,241	9,725,000	12,602,241	58,910,000
6/30/2034	2,460,639	10,145,000	12,605,639	48,765,000
6/30/2035	2,039,247	9,170,000	11,209,247	39,595,000
6/30/2036	1,629,830	9,575,000	11,204,830	30,020,000
6/30/2037	1,196,357	10,005,000	11,201,357	20,015,000
6/30/2038	743,293	10,460,000	11,203,293	9,555,000
6/30/2039	477,750	1,730,000	2,207,750	7,825,000
6/30/2040	391,250	1,815,000	2,206,250	6,010,000
6/30/2041	300,500	1,905,000	2,205,500	4,105,000
6/30/2042	205,250	2,000,000	2,205,250	2,105,000
6/30/2043	105,250	2,105,000	2,210,250	-

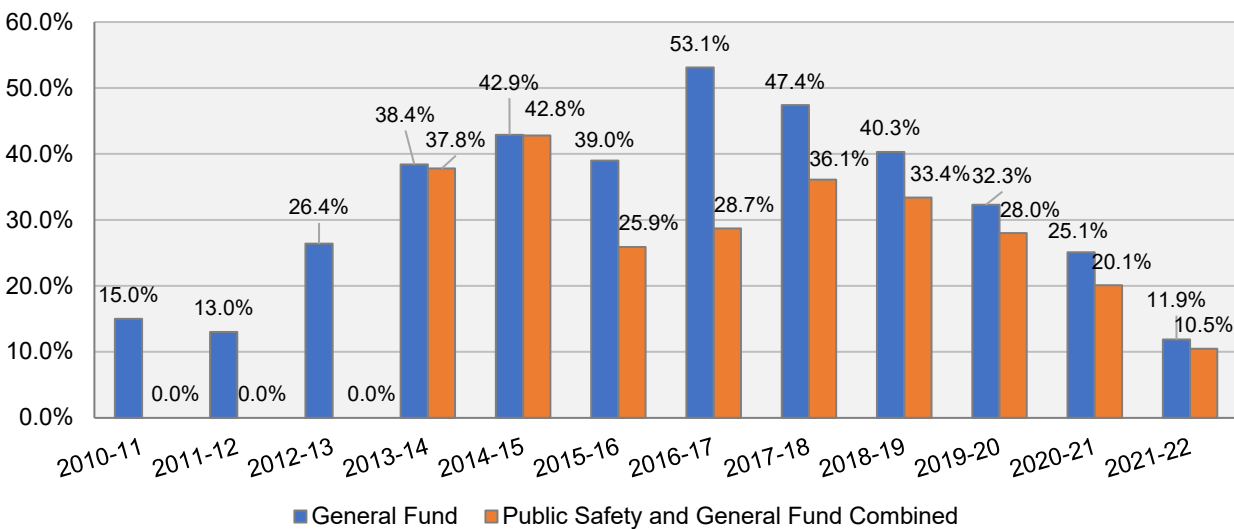
**General Fund Unassigned Fund Balance
as a Percentage of Expenditures
Fiscal Year 2010-11 to 2021-22**

Fiscal Year		Expenditures	Unassigned Fund Balance	Percent
2010-11		34,800,450	5,221,748	15.0%
2011-12		33,696,290	4,374,352	13.0%
2012-13		27,949,060	7,391,788	26.4%
2013-14		29,019,450	11,149,200	38.4%
2014-15		30,512,890	13,085,091	42.9%
2015-16		33,808,180	14,481,359	39.0%
2016-17		37,462,010	21,321,516	53.1%
2017-18		41,062,550	19,445,520	47.4%
2018-19		41,281,760	16,974,638	40.3%
2019-20		41,229,390	13,389,272	32.3%
2020-21	Estimated	37,035,990	13,562,952	36.6%
2021-22	Estimated	46,259,910	5,484,352	11.9%

The Royal Oak City Commission has set the goal for the general fund to maintain undesignated fund balance of not less than ten percent and not more than 25 percent of expenditures. The public safety fund is combined with the general fund unassigned fund balance in the red bar graph below,

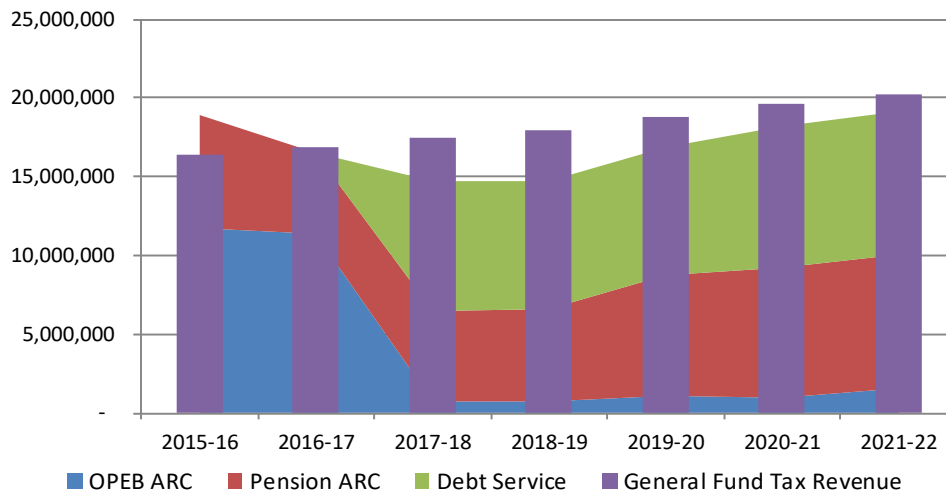
since general fund significantly funds police, fire, and EMS operations. The budgeted unassigned *combined* fund balance for fiscal year 2021-22 is estimated to decline to \$6.3 million or 10.5 percent. The general fund balance is estimated to be at \$5.5 million or 11.9 percent.

**Unassigned Combined Fund Balance
as a Percentage of Expenditures**

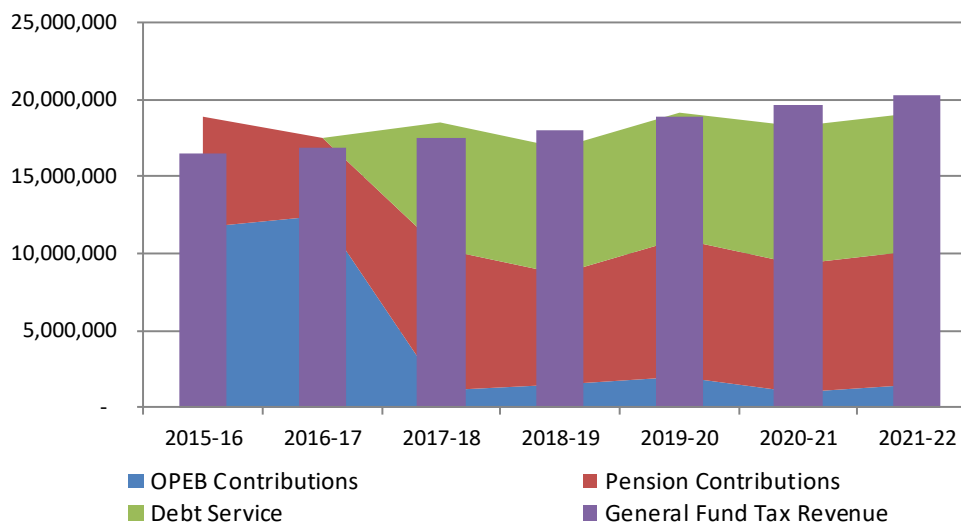


Financial Trends – Tax Revenues vs. DB Pension and OPEB Contributions

General Fund Tax Revenue vs. Defined Benefit City Pension/OPEB Actuarially Derived Annual Required/Recommended Contribution and Debt Service



General Fund Tax Revenue vs Actual/Budgeted City Defined Benefit Pension/OPEB and Debt Service Payments



The graph illustrates that the city's combined pension and OPEB actuarially derived ARC and related debt service payments are now less than the general fund millage revenue. In accordance with state requirements the city has contributed the full pension ARC however, the city has not contributed the full OPEB ARC in some of these years. OPEB ARC is not a required annual contribution as is pension.

The top graph illustrates that for fiscal year 2021-22 the city is budgeting to contribute the full pension and OPEB ARCs and pension/OPEB debt service. The contributions are below the general fund tax revenue for fiscal year 2021-22, as well as 2020-21, and 2017-18, as opposed to prior years' mostly due to bonding for OPEBs unfunded liability and general unfunded pension liability.



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. 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.

Mayor/Commission – 101.101	Ordinance Enforcement – 101.372
Court – 101.136	Community Development – 101.400
Manager – 101.172	Animal Protection Services – 101.430
Elections – 101.191	Electrical – 101.433
Finance – 101.201	Engineering – 101.447
Assessor – 101.209	Street Lighting – 101.448
Attorney – 101.210	Economic Development – 101.728
Clerk – 101.215	Community Engagement – 101.747
Human Resources – 101.226	Cable Communications – 101.834
Administration – 101.248	Community Promotion – 101.835
Treasurer – 101.253	Dream Cruise – 101.836
City Office Building – 101.265	Arts, Beats and Eats – 101.837
Parks & Forestry – 101.266	Transfers-Out – 101.965
Building Maintenance – 101.267	

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

The general fund is typically the largest operating fund of any municipality. The City of Royal Oak is no exception; its revenue exceeds \$38.1 million (including transfers-in from other funds).

Over 95% percent of general fund revenue is from property taxes, state/federal grants, fines and forfeitures, licenses and permits,

and charges for services. Property tax revenue alone makes up over half of revenue. The base operating millage is authorized by the city charter in chapter eight section 4.11(a).

A secondary source of general fund revenue includes interest and rentals, contributions and donations, other revenue.

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Revenues - Total general fund revenue (excluding transfers-in) is budgeted to increase \$1,810,340 / 5.1 percent relative to fiscal year 2020-21 estimated year-end revenues. Tax revenue is budgeted to increase 3.1 percent / \$617,000. State shared revenue (another significant revenue source) is budgeted to decrease 2.8 percent / \$129,000 based upon the State of Michigan's lower projection as the State revenue consensus committee believe sales tax revenues spiked during the beginning of the COVID pandemic.. Indirect costs revenue (fee charged to other city funds for general fund central/admin service) is budgeted to increase 1.4 percent / \$28,850 due to increased personnel costs. The cable franchise fee is budgeted to decrease 7.1 percent / \$68,000 as this has been the trend in the past four years. Landlord license budget is increasing 35.7 percent / \$100,000 due to additional license renewals scheduled every two years. "Other" grants budget is decreasing by \$444,640 to zero as there are not any grants awarded at this time. Contributions are budgeted to decrease 55.3 percent / \$46,950 due to the one-time election contribution in 2020-21. Interest income is budgeted to decrease 25 percent / \$25,000 due to decrease in fund/cash balance and a significant plummet in interest rates since last Spring. The following revenue budgets are increasing due to the negative impact of the COVID 19 pandemic during fiscal year 2020-21: right-of-way permits increasing 11.1 percent \$30,000, probation court fees increasing 21.2 percent / \$70,000, criminal/traffic court increasing 50 percent / \$1,100,000, civilian court increasing 23.1 percent / \$60,000, birth certificate increasing 23.1 percent / \$30,000, death certificate increasing 36.4 percent / \$20,000, site plan fees increasing 54.8 percent / \$23,000, Dream Cruise sponsorship budgeted to increase \$104,980, and parking violation budget increasing by 76.9 percent / \$250,000.

Transfers-in - The transfer-in total is \$737,000, which is a decrease of \$602,110 from fiscal year 2020-21 estimated year-end transfers, mostly due to the elimination of a one-time \$600,000 transfer from the parks capital fund returning the monies loaned in 2019-20 for Normandy Oaks Park development. Transfers-in for the amount of \$737,000 is the annual transfer from the DDA TIF for the Centennial Park debt payment..

Expenditures – Total general fund expenditures (excluding transfers-out) are budgeted to increase 18.6 percent / \$3,054,420 relative to fiscal year 2020-21 estimated year-end expenditures. Personnel budget is increasing 15.8 percent / \$1,456,250. Supply budgets are increasing 8.5 percent / \$42,250. Capital budgets are increasing by \$675,200. "Other" budgets that include expenditures such as contracted services are increasing 28.5 percent / \$7,082,820.

The expenditure budget details are described in the following pages within each cost center.

Transfers-out – Total transfers-out of the general fund amount to \$26,762,940 an increase of 30 percent / \$6,169,500. The details can be found in the significant note section (an orange box) within the transfers-out cost center narrative.

Continued next page...

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:
(Continued)**

General Fund and Public Safety fund balance combined – The fiscal year 2021-22 budget provides for the combined use of \$8,947,040 from fund balance as a revenue source to fund expenditures and transfers-out. The 2021-22 combined ending fund balance level is projected to be 10.5 percent / \$6,323,621, which is within the fund balance policy as the fund balance policy is 10 percent to 25 percent of expenditures. However, the projected forecast shows a continued structural deficit with use of fund balance between \$7 million to \$9 million annually. The forecast assumes the public safety millage is renewed and levied beginning fiscal year 2022-23.

The budget and forecast does not take into consideration the use of American Rescue Plan (ARP) grant revenues which were unknown at the time of budget document publishing.

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

Budget Summary

General Fund Summary	2020-2021 Estimated Year End	2021-2022 Recommended Budget	2022-2023 Projected Budget	2023-2024 Projected Budget	2024-2025 Projected Budget	2025-2026 Projected Budget
Unassigned Beginning Fund Balance	13,625,862	13,562,952	5,484,352	(1,480,048)	(9,040,258)	(17,098,558)
Revenues	35,633,970	37,444,310	38,246,820	38,981,310	39,545,780	40,324,230
Expenditures	37,035,990	46,259,910	45,948,220	47,278,520	48,341,080	49,862,660
Net	(1,402,020)	(8,815,600)	(7,701,400)	(8,297,210)	(8,795,300)	(9,538,430)
Transfers from other funds	1,339,110	737,000	737,000	737,000	737,000	737,000
Net Change in Fund Balance	(62,910)	(8,078,600)	(6,964,400)	(7,560,210)	(8,058,300)	(8,801,430)
Ending Fund Balance	13,562,952	5,484,352	(1,480,048)	(9,040,258)	(17,098,558)	(25,899,988)
Fund Balance as a percentage of Expenditures	36.62%	11.86%	-3.22%	-19.12%	-35.37%	-51.94%
Public Safety Beginning Fund Balance	1,611,509	1,707,709	812,359	741,569	293,389	417,189
Public Safety Revenues	15,798,850	12,464,990	12,736,820	13,015,490	13,301,160	13,594,000
Public Safety Expenditures	33,742,650	36,400,340	36,847,610	38,003,670	39,217,360	40,483,720
Net	(17,943,800)	(23,935,350)	(24,110,790)	(24,988,180)	(25,916,200)	(26,889,720)
Transfers from other funds	18,040,000	23,040,000	24,040,000	24,540,000	26,040,000	27,040,000
Net Change in fund balance	96,200	(895,350)	(70,790)	(448,180)	123,800	150,280
Public Safety Ending Fund Balance	1,707,709	812,359	741,569	293,389	417,189	567,469
General Fund and Public Safety combined Fund Balance as a percentage of Expenditures	28.66%	10.47%	-1.25%	-14.27%	-26.88%	-39.68%

Revenues

101-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	18,822,260	5,567,900	10,376,650	813,200	241,460	3,504,640	39,326,110
2018-2019 Actual	19,424,780	6,132,420	10,312,980	930,780	595,960	1,014,040	38,410,960
2019-2020 Actual	20,387,630	6,039,640	8,856,130	950,100	585,060	1,513,180	38,331,740
2020-2021 Original Budget	21,116,000	5,292,450	8,878,320	619,000	236,450	1,587,000	37,729,220
2020-2021 Adjusted Budget (Dec)	21,116,000	5,649,920	8,798,320	662,950	236,450	1,589,110	38,052,750
2020-2021 Six Month Actual	20,511,880	2,711,970	3,245,470	(218,770)	108,830	0	26,359,380
2020-2021 Estimated Year End	21,184,000	6,666,030	7,268,710	220,340	294,890	1,339,110	36,973,080
2021-2022 Dept Request	21,819,000	6,092,450	9,091,910	155,500	285,450	737,000	38,181,310
2021-2022 Manager's Budget	21,819,000	6,092,450	9,091,910	155,500	285,450	737,000	38,181,310
2021-2022 Adopted Budget							
2022-2023 Projected Budget	22,353,100	6,212,470	9,270,300	125,500	285,450	737,000	38,983,820
2023-2024 Projected Budget	22,900,410	6,334,890	9,335,060	125,500	285,450	737,000	39,718,310
2024-2025 Projected Budget	23,461,260	6,459,760	9,225,810	125,500	273,450	737,000	40,282,780
2025-2026 Projected Budget	24,035,980	6,587,130	9,302,170	125,500	273,450	737,000	41,061,230

Expenditures

General Fund	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	7,692,080	303,700	246,800	30,360,400	2,459,570	41,062,550
2018-2019 Actual	8,175,100	363,760	396,770	29,885,560	2,460,520	41,281,710
2019-2020 Actual	8,985,040	423,410	467,830	28,894,050	2,459,060	41,229,390
2020-2021 Original Budget	9,841,400	532,260	90,000	27,682,850	2,461,500	40,608,010
2020-2021 Adjusted Budget (Dec)	9,810,840	554,320	90,000	26,231,560	2,461,500	39,148,220
2020-2021 Six Month Actual	4,505,850	168,920	22,550	12,860,100	1,867,480	19,424,900
2020-2021 Estimated Year End	9,216,460	493,540	22,550	24,841,940	2,461,500	37,035,990
2021-2022 Dept Request	10,639,620	535,780	697,750	31,924,760	2,462,000	46,259,910
2021-2022 Manager's Budget	10,639,620	535,780	697,750	31,924,760	2,462,000	46,259,910
2021-2022 Adopted Budget						
2022-2023 Projected Budget	11,008,440	535,780	146,750	31,854,230	2,403,500	45,948,700
2023-2024 Projected Budget	11,391,900	535,780	496,750	32,424,560	2,430,500	47,279,490
2024-2025 Projected Budget	11,790,710	535,780	21,750	33,531,810	2,462,500	48,342,550
2025-2026 Projected Budget	12,205,600	535,780	21,750	34,606,020	2,495,500	49,864,650

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 based on 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 to exercise any or all these powers possessed by the city.

The members of the commission are elected on a non-partisan ballot by the city at large. To be eligible for the office of mayor or

commissioner, a person shall have been a resident of the territory included in the City of Royal Oak at least one year immediately preceding election and be a registered voter.

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 tempore 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 second and fourth Monday of the month (with some exceptions) at 7:30 p.m. in the commission chambers of city hall at 203 S. Troy St. Meetings are open to the public and are broadcast on WROK channels 55/10.

GOALS

1. Infrastructure - To maintain, replace and enhance Royal Oak's infrastructure to promote efficient, environmentally responsible and sustainable delivery of municipal services.
2. Operations – To perform all city operations efficiently and effectively. This includes, but is not limited to, internal communications, technology, customer service, innovation and financial management.

OBJECTIVES

- Continue partnership with Oakland County Water Resources Commission on finding long-term sustainable solutions.^{GOAL1}
- Use committee, boards, commissions and task force to achieve the objectives of specific city departments and programs.^{GOAL2}
- Establish a citizen's academy program along the lines of a citizen's police academy to help individuals understand how the city does its business.^{GOAL 3}

GOALS

3. Communication – Engage residents more effectively in city-decision making.
4. Community – Encourage an engaged, neighborly, supportive, inclusive, healthy and active community.
5. Economic / Tax Base - Encourage and support diverse investment to maximize overall property values and promote equitable access to job opportunities and housing.
6. Sustainability – To operate the City of Royal Oak in a sustainable way supporting the community, economy, and environment.

OBJECTIVES

- Provide needed financial support and staff support for the development of the AARP-Communities for a Lifetime project.^{GOAL4}
- Facilitate housing developments that meet identified gaps.^{GOAL5}
- Complete sustainability plan.^{GOAL6}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Dues & memberships and training are increasing relative to the fiscal year 2020-21 projected budget due to a new membership to the Woodward Avenue Action Association.

Budget Summary Expenditures

101-101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	5,290	360	8,280	32,480	0	46,410
2018-2019 Actual	5,040	110	0	30,220	0	35,370
2019-2020 Actual	5,730	240	0	28,770	0	34,740
2020-2021 Original Budget	5,680	600	0	44,820	0	51,100
2020-2021 Adjusted Budget (Dec)	5,680	600	0	44,820	0	51,100
2020-2021 Six Month Actual	1,940	0	0	27,120	0	29,060
2020-2021 Estimated Year End	5,680	600	0	45,150	0	51,430
2021-2022 Dept Request	6,030	600	0	50,200	0	56,830
2021-2022 Manager's Budget	6,030	600	0	50,200	0	56,830
2021-2022 Adopted Budget						
2022-2023 Projected Budget	6,030	600	0	50,200	0	56,830
2023-2024 Projected Budget	6,030	600	0	50,200	0	56,830
2024-2025 Projected Budget	6,030	600	0	50,200	0	56,830
2025-2026 Projected Budget	6,030	600	0	50,200	0	56,830

Cost Center Position Detail – Home Base Part-Time Employees

Mayor/Commission		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

The mission of the 44th District Court is to interpret and apply the law with fairness, equality, and integrity and to promote public accountability for improved quality of life in Royal Oak and Berkley.

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

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

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.

The 44th District Courts 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 four phases and presently averages about 95 participants. Since 2013, the 44th District Court's Sobriety Court has shown significant success in rehabilitating participants graduating over 100 people from the program.

Jury administration encompasses all aspects of the process of summoning 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 one of the highest collections and case closure 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 several proven strategies to compel compliance.

The 44th District Court has implemented numerous technological initiatives to serve the community. In 2020, we began utilizing virtual technology (Zoom & YouTube) to conduct courtroom proceedings. The court's webpage provides in-depth information about court services: filing civil cases, paying fines and costs, daily docket search, case look up, virtual courtroom links, court statistics and online request for a marriage ceremony. The court's Facebook page shares an array of judicial/legal information relevant to the citizens of Michigan. The court has implemented reminders application to remind parties via text message of hearing and payment dates. The court plans to implement E-filing in the near future.

GOALS

1. To provide a fair venue for resolving traffic and ordinance, civil, criminal, small claims, and landlord/tenant legal disputes.
2. To provide a courteous, safe and customer friendly environment for all persons entering the facility.
3. To provide efficient, courteous service to citizens summoned to jury duty, remaining mindful that we are taking people from their daily routines.
4. To utilize innovative strategies to compel compliance from persons who owe fines and costs.
5. To assist judges with sentencing by providing thorough reports and professional analysis which will provide persons sentenced probation with a range of rehabilitation services designed to minimize re-offending.

OBJECTIVES

- For detailed information and performance measures, visit the court's website available at:
<https://www.romi.gov/307/44th-District-Court>

GOALS**OBJECTIVES**

6. To continue to look for opportunities to employ technology to better serve our customers.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 original budget due to newer employees (who are not at the top of their pay range) potentially receiving merit raises and due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22. A drug court probation officer will continue to be budgeted for in fiscal year 2021-22 as grant funding is anticipated, however, the grant revenue is not budgeted until awarded after the start of the fiscal year. Part-time wages are increasing relative to the fiscal year 2020-21 estimated year-end due to the expectation that all open part-time positions will be filled during fiscal year 2021-22. Overtime wages are decreasing relative to the fiscal year 2020-21 original budget due to lower usage.

Contracted judges' services are decreasing \$47,500 relative to the fiscal year 2020-21 original budget due to the elimination of the need for visiting judge services in fiscal year 2021-22. Contracted worker services are budgeted at \$70,000 for fiscal year 2021-22 to cover Sober Link alcohol testing for persons in phase I of the program. These expenditures are reimbursed by the drug court grant. Juror fees are increasing \$9,000 relative to the fiscal year 2020-21 estimated year-end due to the adjournment of jury trials during fiscal year 2020-21 due to the COVID-19 pandemic. Postage & mailing services are increasing \$60,000 relative to the fiscal year 2020-21 original budget due to the court's postage being costed here beginning fiscal year 2021-22, and which was previously accounted for in the city office building cost center.

Building repair and maintenance supplies are decreasing \$12,500 relative to the fiscal year 2020-21 original budget due to the partial completion of energy efficient lighting upgrade project in fiscal year 2020-21. The court experienced significant repair costs with the HVAC system during prior years due to age and discovery of components that have not worked properly for years, therefore \$25,000 is budgeted for heating and cooling repair and maintenance services for HVAC repairs in fiscal year 2021-22. Water utilities are decreasing \$11,500 relative to the fiscal year 2020-21 original budget due to lower historical usage. Travel costs are increasing \$13,000 relative to the fiscal year 2020-21 estimated year-end due to anticipated resumption of travel in fiscal year 2021-22, and which was eliminated in fiscal year 2020-21 due to the COVID-19 pandemic.

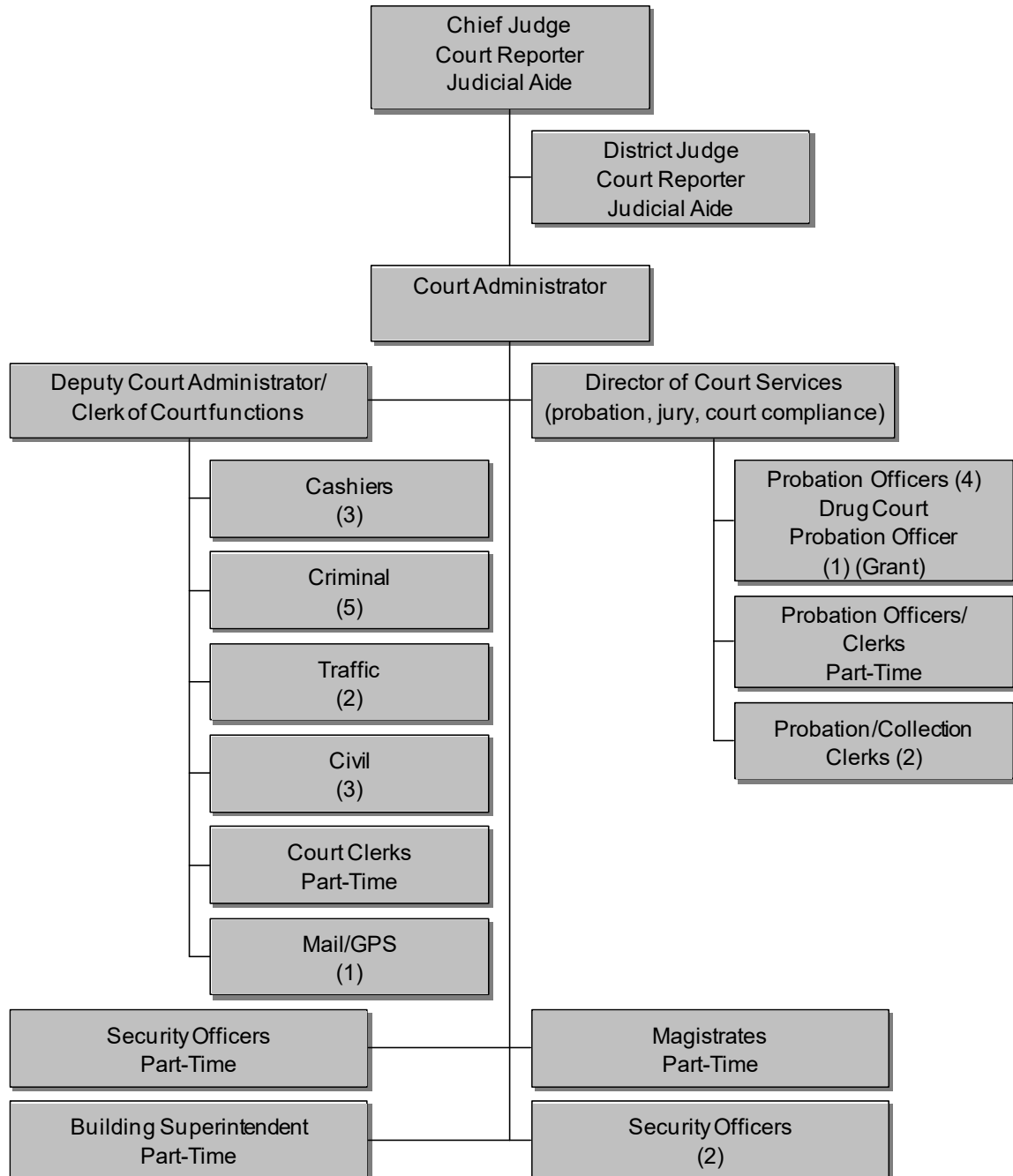
The following capital improvement project budgeted for FY 2021-22 is as follows:

- LED Lighting Retro-Fit Project \$18,550
(1st floor, basement, and stairwells)

Budget Summary Expenditures

101.136 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	2,792,260	61,840	410	425,770	0	3,280,280
2018-2019 Actual	2,902,940	58,310	11,320	347,690	0	3,320,260
2019-2020 Actual	3,144,890	92,020	0	391,960	0	3,628,870
2020-2021 Original Budget	3,432,000	133,000	0	473,700	0	4,038,700
2020-2021 Adjusted Budget (Dec)	3,432,000	133,000	0	548,170	0	4,113,170
2020-2021 Six Month Actual	1,468,210	41,080	0	138,910	0	1,648,200
2020-2021 Estimated Year End	3,153,620	115,500	0	436,230	0	3,705,350
2021-2022 Dept Request	3,532,390	120,500	18,550	472,500	0	4,143,940
2021-2022 Manager's Budget	3,532,390	120,500	18,550	472,500	0	4,143,940
2021-2022 Adopted Budget						
2022-2023 Projected Budget	3,636,500	120,500	18,550	472,500	0	4,248,050
2023-2024 Projected Budget	3,744,290	120,500	18,550	472,500	0	4,355,840
2024-2025 Projected Budget	3,855,870	120,500	18,550	472,500	0	4,467,420
2025-2026 Projected Budget	3,971,400	120,500	18,550	472,500	0	4,582,950

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

District Court	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
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
Judicial Secretary/Recorder	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Administrative Assistant	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0
Court Officer	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
District Court Clerk	8.0	9.0	13.0	13.0	15.0	15.0	14.0	14.0	14.0
Collections Clerk	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Court Bailiff Law Clerk	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Director of Court Services	0.0	0.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Chief Probation Officer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Probation Officer	1.0	2.0	4.0	4.0	4.0	5.0	5.0	5.0	5.0
Pre-Sentence Director	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Building Superintendent	0.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-time total	20.0	20.0	29.0	29.0	29.0	30.0	30.0	30.0	30.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	20.0	20.0	29.0	29.0	29.0	30.0	30.0	30.0	30.0

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 based on 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 communication with, 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, and 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.

GOALS

1. Infrastructure – To maintain, replace and enhance Royal Oak's infrastructure to promote efficient, environmentally responsible, and sustainable delivery of municipal services.
2. Operations – To perform all city operations as efficiently and effectively as possible. This includes, but is not limited to internal communications, technology, customer service, innovation, and financial management.
3. Communication – To proactively promote meaningful, open, and respectful dialogue that ensures effective decision making.

OBJECTIVES

- Address critical infrastructure needs.
GOAL1
- Develop and maintain public amenities. GOAL1
- Attract, retain, and develop city employees. GOAL2
- Improve coordination and communications among city departments. GOAL2
- Monitor and increase citizen/user satisfaction with city services. GOAL2
- Provide proactive, factual communication on all city projects.
GOAL3

GOALS

4. Community – Encourage an engaged, neighborly, supportive, inclusive, healthy, and active community.
5. Economic / tax base – Encourage and support diverse investment to maximize overall property values and promote equitable access to job opportunities and housing.
6. Fiscal management – To preserve Royal Oak’s finances through sound fiscal policy, strategic planning, deliberative actions, and effective management of public assets.
7. Sustainability – To operate the City of Royal Oak in a sustainable way supporting the community, economy, and environment.

OBJECTIVES

- Actively engage with neighborhood associations. ^{GOAL4}
- Provide community services public infrastructure that reflect the needs to all of the city’s population. ^{GOAL4}
- Facilitate private sector development. ^{GOAL5}
- Ensure city financial sustainability. ^{GOAL6}
- Communicate budget priorities. ^{GOAL6}
- Complete sustainability plan. ^{GOAL7}
- Implement sustainability priorities. ^{GOAL7}
- Implement sustainability priorities for city assets. ^{GOAL7}

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>
The City of Royal Oak’s overall “American Customer Satisfaction Index” Rating (scale 1-100)	N/A	69	N/A	N/A	67

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Full-time personnel costs are increasing relative to the fiscal year 2020-21 original budget as a result of a reorganization of the city manager's office. Proposed is a promotional opportunity of the job classification of deputy city manager (to be partially offset by a decrease in the economic development division), adding a new position.

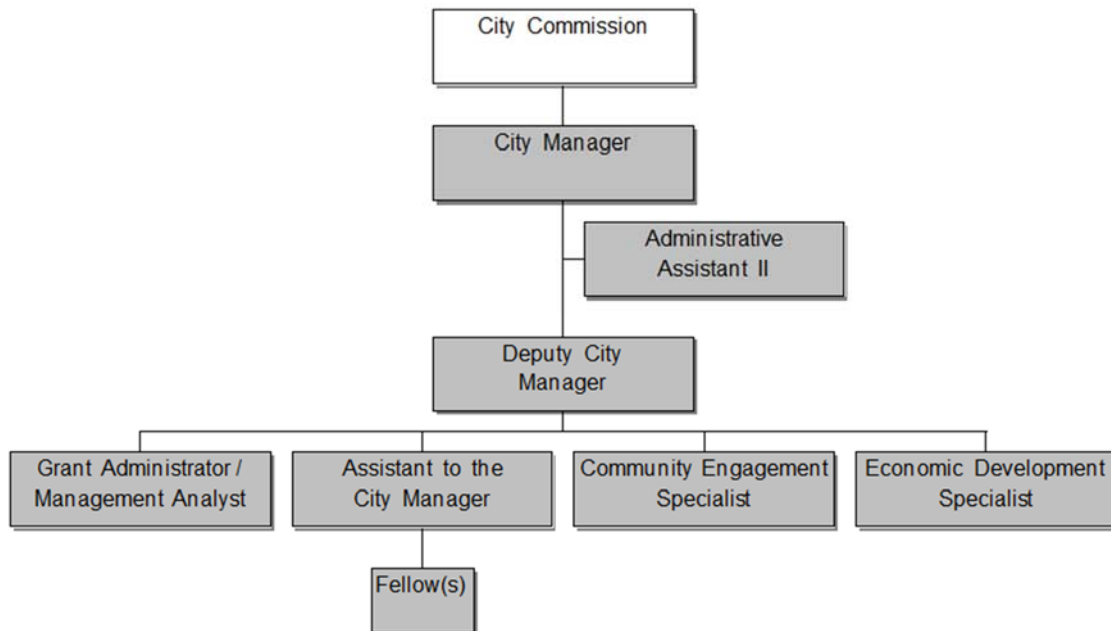
Contracted workers services and travel costs are increasing, \$6,000 and \$4,250 respectively, relative to the fiscal year 2020-21 original budget. Training & education is increasing \$14,000 relative to the fiscal year 2020-21 estimated year-end. Books, subscriptions, & electronic works and miscellaneous operating supplies are increasing, \$5,000 and \$7,500 respectively, relative to the fiscal year 2020-21 estimated year-end.

Dues & memberships are increasing \$14,800 relative to the fiscal year 2020-21 original budget to include \$10,000 for financial transparency compliance web-based portal for robust forecasting, planning and performance management, and \$3,200 for sustainability-related dues & memberships.

Budget Summary Expenditures

101.172 MANAGER	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	420,890	1,160	0	6,580	0	428,630
2018-2019 Actual	522,050	900	0	7,500	0	530,450
2019-2020 Actual	331,270	3,490	0	6,440	0	341,200
2020-2021 Original Budget	512,300	18,400	0	21,650	0	552,350
2020-2021 Adjusted Budget (Dec)	512,300	18,400	0	21,650	0	552,350
2020-2021 Six Month Actual	198,870	2,570	0	2,140	0	203,580
2020-2021 Estimated Year End	423,320	8,000	0	10,300	0	441,620
2021-2022 Dept Request	704,770	19,750	0	54,200	0	778,720
2021-2022 Manager's Budget	704,770	19,750	0	54,200	0	778,720
2021-2022 Adopted Budget						
2022-2023 Projected Budget	733,570	19,750	0	54,200	0	807,520
2023-2024 Projected Budget	763,640	19,750	0	54,200	0	837,590
2024-2025 Projected Budget	795,050	19,750	0	54,200	0	869,000
2025-2026 Projected Budget	827,830	19,750	0	54,200	0	901,780

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Manager	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Manager	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Assistant to City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Community Engagement Specialist*	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Grant Coordinator / Energy and Sustainability Manager	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Economic Development Manager*	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
Economic Development Specialist*	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Administrative Assistant II	0.5	0.5	0.2	0.2	1.0	1.0	1.0	1.0	1.0
Full-time total	3.5	5.5	5.2	5.2	6.0	6.0	6.0	6.0	7.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	3.5	5.5	5.2	5.2	6.0	6.0	6.0	6.0	7.0

*Personnel costs for these positions are charged to other cost centers within the general fund.

The mission of the election's division is to conduct election's 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. Promoting no-reason absentees since the passage of 18-3 November 2018.

For an election cycle, the division sends ID cards to new voters, mails out absentee applications to those who have requested to be on the permanent absentee voter list and mails ballots and orders election supplies. Prior to every election we participate with the county for a mock election to verify the accuracy of results. We prepare tabulators, ADA equipment, ballot boxes and supply boxes for each precinct.

The city clerk's office uploads election information onto laptops used at the precincts. 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 election workers prior to every election to assure compliance with all applicable election laws.

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.

Voter registration drives are conducted with cooperation of Royal Oak High School (ROHS). 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 turnout elections, such as even year elections. 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

- Keeping up to date with new election laws. ^{GOAL1}
- Continue to utilize new ideas, make sure there are plenty of voting stations and election workers hired for each election. ^{GOAL1,2,3}
- Continue partnership with Oakland County to tabulate absentee ballots. ^{GOAL3}

Performance Indicators / Outcome Measures

	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
GOAL ¹ Elections	1	2	1	3	1	2
GOAL ¹ Number of Registered Voters	48,064	48,783	49,331	52,017	53,000	53,500
GOAL ² Registration Applications Submitted	6,599	7,855	6,673	12,135	6,000	8,000
GOAL ¹ New Valid Registrations	4,558	5,269	4,277	3,951	4,000	4,000
GOAL ¹ Active Voters Cancelled	2,683	4,657	3,632	4,167	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 2021-22:

Personnel costs are decreasing relative to the fiscal year 2020-21 original budget due to having only one election in fiscal year 2021-22 as less staffing will be needed.

Miscellaneous contracted services are increasing \$132,000 relative to the fiscal year 2020-21 original budget due to the need for maintenance agreements for 30 election tabulators and 24 ADA scanners for service years 6 – 10 that begin in fiscal year 2021-22. Postage & mailing services are increasing \$10,000 relative to the fiscal year 2020-21 estimated year-end due to elections postage being costed here beginning fiscal year 2021-22, and which was previously accounted for in the city office building cost center. Miscellaneous operating supplies are decreasing \$20,000 relative to the fiscal year 2020-21 estimated year-end due to fewer elections in 2021 in comparison to 2020.

Budget Summary Expenditures

101.191 ELECTIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	173,260	53,750	163,790	14,020	0	404,820
2018-2019 Actual	233,210	60,700	88,680	17,010	0	399,600
2019-2020 Actual	243,920	57,770	88,080	6,770	0	396,540
2020-2021 Original Budget	362,570	70,000	90,000	18,400	0	540,970
2020-2021 Adjusted Budget (Dec)	365,570	113,950	90,000	18,400	0	587,920
2020-2021 Six Month Actual	258,980	46,210	22,550	5,220	0	332,960
2020-2021 Estimated Year End	396,650	90,000	22,550	11,210	0	520,410
2021-2022 Dept Request	320,730	70,000	0	152,900	0	543,630
2021-2022 Manager's Budget	320,730	70,000	0	152,900	0	543,630
2021-2022 Adopted Budget						
2022-2023 Projected Budget	331,160	70,000	0	27,900	0	429,060
2023-2024 Projected Budget	341,980	70,000	0	27,900	0	439,880
2024-2025 Projected Budget	353,200	70,000	0	27,900	0	451,100
2025-2026 Projected Budget	364,860	70,000	0	27,900	0	462,760

ROYAL OAK ELECTION HISTORY

<u>Type of Election</u>	<u>Date</u>	<u>Total Voting</u>	<u>Voters Registered</u>	<u>Percent Voting</u>	<u>AV's Counted</u>
Presidential	11/03/2020	39,658	52,017	76.25%	25,757
Primary	08/04/2020	18,353	50,470	36.30%	10,835
Primary	03/10/2020	21,022	49,855	42.17%	8,179
City Election	11/05/2019	13,290	49,155	27.04%	6,603
Gubernatorial Election	11/06/2018	32,898	48,316	68.09%	8,153
Primary Election	08/07/2018	17,393	48,028	36.21%	4,245
City Election	11/07/2018	12,419	48,002	25.87%	3,819
Presidential Election	11/08/2016	35,344	48,898	72.28%	8,787
August Primary Election	08/02/2016	9,591	48,618	19.73%	3,299
Presidential Primary	03/08/2016	20,230	48,230	41.94%	3,550
City Election	11/03/2015	6,779	48,159	14.08%	3,054
Special Election	05/05/2015	12,305	48,202	25.53%	3,621
Gubernatorial Election	11/04/2014	23,734	49,164	48.28%	5,711
Primary Election	08/15/2014	8,030	49,094	16.36%	3,121
City General Election	11/05/2013	12,555	49,105	25.57%	3,605
Presidential Election	11/06/2012	34,607	49,034	70.58%	9,071
Primary Election	08/07/2012	12,356	48,641	25.40%	3,450
Presidential Primary	02/28/2012	8,119	48,309	16.81%	2,849
City General/School	11/08/2011	7,456	48,167	15.48%	3,142
Gubernatorial	11/02/2010	23,685	47,539	49.82%	5,587
August Primary	08/03/2010	12,406	47,539	26.10%	3,530
Berkley School Bond	02/23/2010	70	287	24.39%	18
City General & School	11/03/2009	8,375	47,374	17.68%	3,457
Presidential General	11/04/2008	36,669	48,187	76.10%	9,935
August Primary	08/05/2008	11,426	46,724	24.45%	3,356
Presidential Primary	01/15/2008	11,677	46,279	25.22%	3,254
City General & School	11/06/2007	8,222	46,111	17.83%	3,455
Gubernatorial Election	11/07/2006	27,746	46,047	60.26%	6,340
Primary	08/08/2006	8,847	46,022	19.22%	3,827
RO School Bond	05/02/2006	6,671	46,538	22.29%	3,675
City General/School	11/08/2005	16,645	47,098	35.34%	4,611
School Board	05/03/2005	9,627	50,125	19.24%	3,559
School Bond Millage	02/22/2005	11,026	49,217	22.40%	3,980
Presidential	11/02/2004	35,203	49,605	70.97%	8,642
Primary	08/03/2004	7,134	48,576	14.69%	3,343
School	06/14/2004	2,388	48,448	4.93%	1,946
City	11/04/2003	10,808	48,700	22.19%	3,737
School	06/09/2003	5,200	48,377	10.75%	3,130

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 125 cost centers, utilizing 15 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 processing 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 to assist the various departments city-wide, with the re-establishment of one purchasing agent position 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 the treasury, assessing, and information technology 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.
2. To properly administer the purchasing, payroll, payables, pension, risk management, debt management 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.
5. Infrastructure – to sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.

OBJECTIVES

- Perform comprehensive review of the of the general administrative cost allocation methodology and the general liability cost allocation methodology to look for opportunities for improvement. ^{GOAL1}
- Develop a defined contribution board of trustees for fiduciary oversight, by potentially proposing a city ordinance, as most of the city's employees are in DC plans. Improve upon the DC investment options and reduce fees for the employees/retirees.
- Develop a comprehensive purchasing manual / policy document. ^{GOAL2}
- Implement new government accounting standards number 87 (Leases) and 89 (Construction Interest). ^{GOAL1}
- Assist with the development of a loss prevention committee in an effort to preserve the city's assets and reducing costs/risk. ^{GOAL2,3}
- Suggest various retirement system policies to the board of trustees to help improve upon the administration of the retirement system/trust. ^{GOAL3}
- Work closely with departments to prepare more comprehensive goals, objectives, and performance measures to improve upon communication, transparency, and benchmarking. ^{GOAL4}

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL ² Bank Statements Reconciled	252	237	118	252	240	240
GOAL ² Accounts Payable Invoices Processed	15,626	16,381	8,145	16,000	16,000	16,000
GOAL ² General Payroll Checks/NODs Generated	19,861	19,701	10,746	20,000	20,000	20,000
GOAL ¹ Auditors Correcting Entries to Financial Statements	0	0	2	2	0	0
GOAL ² Estimate/Final Pension Calculations	18 / 15	18 / 25	4 / 4	15 / 10	15 / 11	15 / 11
GOAL ⁴ GFOA Distinguished Budget Awarded	yes	yes	yes	yes	yes	yes
GOAL ⁴ GFOA CAFR Awarded	yes	yes	yes	yes	yes	yes
GOAL ² Bids Prepared	32	29	9	25	30	40
GOAL ² General Liability Incidents/ Claims Processed	198 / 60	151 / 63	271 / 98	350 / 110	200 / 70	150 / 50

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

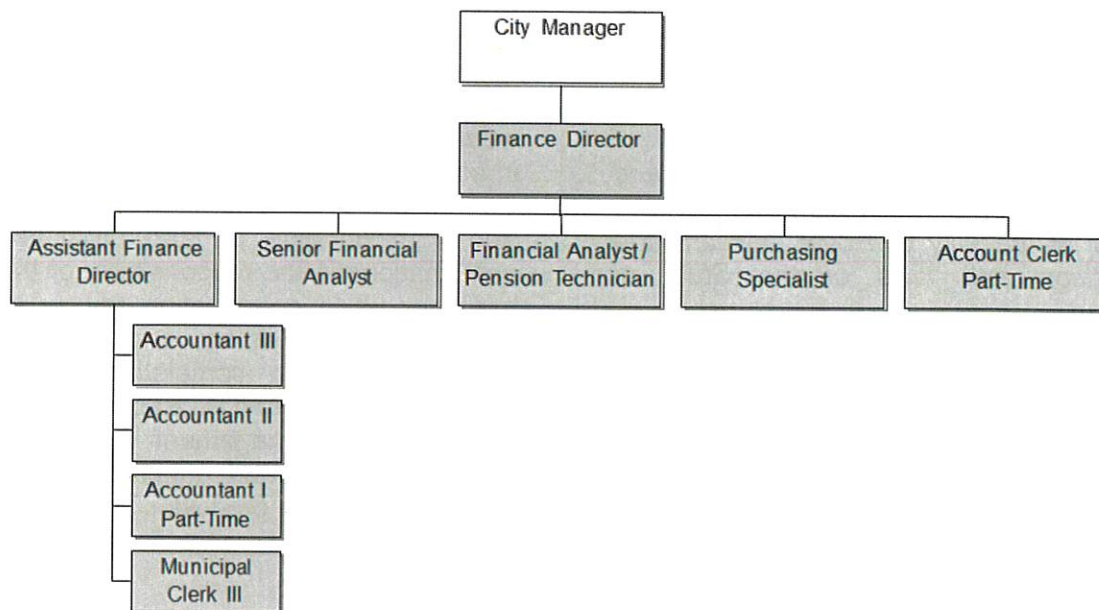
The personnel budget is increasing due to the potential for the newer employees (who are not at the top of their pay range) to receive merit wage increases as well as the payroll function utilizing a full-time position, upgraded from a part-time position beginning in mid-fiscal-year 2020-2021.

Telephone service is decreasing \$400 relative to fiscal year 2020-21 original budget due to the elimination of a city-issued cell phone. Training & education is increasing \$4,000 relative to fiscal year 2020-21 estimated year-end due to an anticipated resumption of training opportunities in fiscal year 2021-22, assuming COVID-19 pandemic restrictions end.

Budget Summary Expenditures

101.201 FINANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	660,490	4,330	0	28,240	0	693,060
2018-2019 Actual	684,260	2,860	0	29,370	0	716,490
2019-2020 Actual	768,430	3,020	0	32,800	0	804,250
2020-2021 Original Budget	884,710	3,500	0	31,450	0	919,660
2020-2021 Adjusted Budget (Dec)	884,710	3,500	0	31,450	0	919,660
2020-2021 Six Month Actual	403,150	1,210	0	14,370	0	418,730
2020-2021 Estimated Year End	882,720	3,500	0	30,300	0	916,520
2021-2022 Dept Request	966,630	3,500	0	34,750	0	1,004,880
2021-2022 Manager's Budget	966,630	3,500	0	34,750	0	1,004,880
2021-2022 Adopted Budget	966,630	3,500	0	34,750	0	1,004,880
2022-2023 Projected Budget	1,008,230	3,500	0	35,270	0	1,047,000
2023-2024 Projected Budget	1,051,700	3,500	0	35,800	0	1,091,000
2024-2025 Projected Budget	1,097,120	3,500	0	36,340	0	1,136,960
2025-2026 Projected Budget	1,144,560	3,500	0	36,890	0	1,184,950

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Finance		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
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		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accountant III		0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Financial Analyst – Senior		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accountant II		1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
Purchasing Specialist*		0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Payroll Clerk III		0.0	0.0	0.0	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 Specialist		0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
Financial Analyst / Pension Technician		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Full-time total		5.0	6.0	7.0	7.0	7.0	7.0	7.0	8.0	8.0
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		5.0	6.0	7.0	7.0	7.0	7.0	7.0	8.0	8.0

*Purchasing formerly decentralized to all departments

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 50 percent 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 land divisions 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. Review and update land value maps.
12. Review sales, annually for correct record card information, accurate uncappings and values.

OBJECTIVES

- Review functional and economic obsolescence on residential properties. GOAL1
- Review garage depreciations for discrepancies. GOAL1,3
- Create electronic computer sketches of all properties. GOAL 2, 7
- Standardize site address entry to conform with USPS standards. GOAL 2, 7
- Review all annual residential sales and update record cards. GOAL12

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL1 Assessment Notices Processed	27,767	28,058	27,763	28,000	28,000	28,000
GOAL7 Residential Property Appraisals	1,723	1,762	966	2,000	2,000	2,000
GOAL7 Commercial/Industrial Appraisals	397	484	444	450	450	450
GOAL6 Small Claims Tribunal Appeals	14	6	6	12	12	12
GOAL6 Full Tax Tribunal Appeals	12	20	20	30	30	30
GOAL3 Homestead Affidavits Processed	8,991	8,673	6,764	8,800	8,800	8,800
GOAL3 Transfer Affidavits Processed	1,942	2,469	2,715	2,600	2,600	2,600
GOAL1 Board of Review Appeals	366	286	137	325	325	325
GOAL1 Board of Review Adjustments	-8,757,780	-4,293,090	-876,360	-4,000,000	-4,000,000	-4,000,000
GOAL6 Tax Tribunal Decisions	4	7	2	10	10	10
GOAL6 Tax Tribunal Adjustments	-4,416,380	-9,177,860	-127,010	-1,000,000	-1,000,000	-1,000,000
GOAL1, GOAL3 Property Sales Reviewed	1,929	1,803	1,138	2,000	2,000	2,000
GOAL1 Property Transfers Uncapped	1,926	1,652	1,147	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	10	15	13	20	20	20

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 due to the potential for newer employees (who are not at the top of their pay range) to receive merit wage increases and due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22. This increase is partially offset by the request for the addition of a full-time appraiser I position in fiscal year 2020-21 changing to a part-time appraiser position in fiscal year 2021-22. Sale values trend higher than assessments due to home updates performed without a permit, and complete review is the only means of correct assessments that keeps the city in compliance with State Tax Commission (STC) standards. The city has 25,970 residential parcels and only one residential appraiser. The part-time appraiser will share responsibility for new construction, renovations, demolitions and annual sales review for accurate assessments and proper taxable values. Total reviews cannot currently be completed due to the limited staffing and quantity of sales. The next STC AMAR (Audit of Minimum Assessing Requirements) review is scheduled for 2022 and the STC recommends that 20% of all parcels be reviewed annually. The part-time appraiser will assist with updating records, such as photographs that have not been updated for twenty plus years. In addition, the department would like to fill one or two part-time positions with interns to help with photographs and sketches.

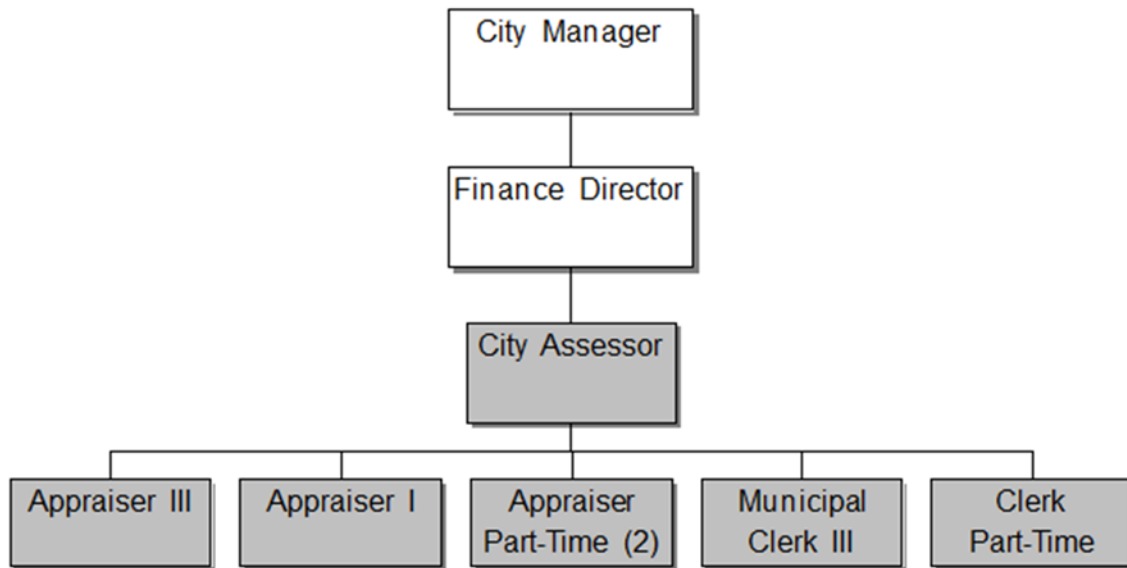
Contracted worker services are increasing \$10,000 relative to the fiscal year 2020-21 original budget, due to potential additional appraisals needed to meet a potential increase in the number Michigan Tax Tribunal (MTT) appeals cases. Telephone service is increasing \$550 relative to the fiscal year 2020-21 budget to better reflect historical usage. Advertising and legal notices are increasing \$220 relative to the fiscal year 2020-21 original budget due to COVID-19 virtual language required as an additional legal notice city standard. Training & education is increasing \$1,070 relative to the fiscal year 2020-21 estimated year-end due to the anticipated attendance at the 2021 MAA state conference that was cancelled in fiscal year 2020-21 due to the COVID-19 pandemic.

Motor pool rental charges are increasing \$10,570 relative to the fiscal year 2020-21 original budget due to increased depreciation due to vehicle replacement and the resumption of the city's depreciation catch-up plan during fiscal year 2021-22.

Budget Summary Expenditures

101.209 ASSESSOR	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	459,060	14,740	0	145,430	0	619,230
2018-2019 Actual	464,170	13,410	0	160,510	0	638,090
2019-2020 Actual	507,680	12,380	0	98,620	0	618,680
2020-2021 Original Budget	584,100	13,800	0	146,450	0	744,350
2020-2021 Adjusted Budget (Dec)	584,100	13,800	0	146,450	0	744,350
2020-2021 Six Month Actual	262,170	1,110	0	63,710	0	326,990
2020-2021 Estimated Year End	523,070	13,990	0	146,050	0	683,110
2021-2022 Dept Request	636,060	14,000	0	167,710	0	817,770
2021-2022 Manager's Budget	636,060	14,000	0	167,710	0	817,770
2021-2022 Adopted Budget						
2022-2023 Projected Budget	658,430	14,000	0	168,310	0	840,740
2023-2024 Projected Budget	681,640	14,000	0	168,930	0	864,570
2024-2025 Projected Budget	705,730	14,000	0	169,560	0	889,290
2025-2026 Projected Budget	730,730	14,000	0	170,200	0	914,930

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Assessing	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
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	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Appraiser I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	1.0
Assessing - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assessing - MC II	0.0	0.0	0.0	0.0	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	3.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	4.0
<u>Part-Time Positions (FTEs)</u>									
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	4.0	4.0	4.0	4.0	4.0	4.0	5.0	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 city attorney prepares and reviews contracts and development agreements, reviews bonds and insurance policies, prepares ordinances, and manages all civil litigation for the city.

The city attorney's office is also 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.

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.
6. To provide on-going review of the city code to comply with the current state of the law and further the city commission's goals and objectives.

OBJECTIVES

- Assist the City Manager in assuming his role as the Chief Administrative Officer of the city. ^{GOAL1}
- Assist the city commission with development of a policy for adult-use recreational marihuana in the city. ^{GOAL6}
- Assist the staff in developing and implementing a procedure for the replacement of lead service lines. ^{GOAL6}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 estimated year-end due to newer employees (who are not at the top of their pay range) potentially receiving merit wage increases, the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22 and filling the city attorney position.

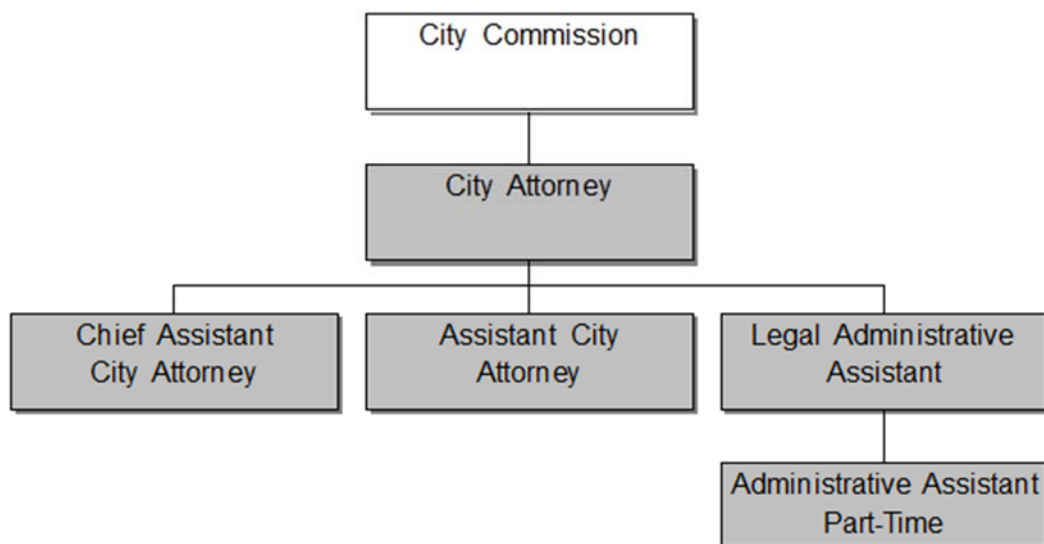
Contracted legal / advisory counsel is decreasing \$20,000 relative to the fiscal year 2020-21 estimated year-end due to no longer needing to budget for interim city attorney as contracted services in fiscal year 2021-22. Travel costs are increasing \$400 relative to the fiscal year 2020-21 estimated year-end due to the anticipated resumption of travel in fiscal year 2021-22 and which was reduced in fiscal year 2020-21 due to the COVID-19 pandemic.

Budget Summary

Expenditures

101.210 ATTORNEY	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	474,960	13,430	0	153,660	0	642,050
2018-2019 Actual	475,810	15,650	0	43,060	0	534,520
2019-2020 Actual	525,960	16,520	0	64,230	0	606,710
2020-2021 Original Budget	569,300	17,250	0	57,850	0	644,400
2020-2021 Adjusted Budget (Dec)	569,300	17,250	0	57,850	0	644,400
2020-2021 Six Month Actual	252,650	3,060	0	14,300	0	270,010
2020-2021 Estimated Year End	467,610	17,250	0	87,700	0	572,560
2021-2022 Dept Request	611,000	17,250	0	68,500	0	696,750
2021-2022 Manager's Budget	611,000	17,250	0	68,500	0	696,750
2021-2022 Adopted Budget						
2022-2023 Projected Budget	630,760	17,250	0	68,500	0	716,510
2023-2024 Projected Budget	651,220	17,250	0	68,500	0	736,970
2024-2025 Projected Budget	672,440	17,250	0	68,500	0	758,190
2025-2026 Projected Budget	694,420	17,250	0	68,500	0	780,170

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full-Time Employees

Attorney	Fiscal Year								
	13-14	14-15	14-15	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
City Attorney	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Assistant City Attorney	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Assistant City Attorney	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Legal Administrative Assistant	0.5	0.5	0.8	0.8	1.0	1.0	1.0	1.0	1.0
Full-time total	3.5	3.5	3.8	3.8	4.0	4.0	4.0	4.0	4.0

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 meeting notices, records and transcribe minutes for official city commission meetings and workshops in accordance with the Open Meetings Act. 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, residential parking permits; processes SDD/SDM and class C liquor license renewals, liquor transfers and bistro licenses; publishes legal notices, 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 continues to keep track of.

Since 2014, the office has been utilizing the electronic death registry system through the State of Michigan in which death certificates are e-filed.

In 2016, all city commission minutes were scanned and are now word searchable on the city's website for anyone to be able to view.

In 2019, online forms were created for birth and death certificates, dog licenses, dog park passes and residential parking permits. Anyone may now apply and pay for these items online and no longer need to come into the clerk's office.

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.
3. To provide excellent and efficient official record keeping by use of technology, while keeping records safe and accessible.

OBJECTIVES

- Continue education to be up to date with all of the new laws. ^{GOAL1}
- All forms are online to make it easier for residents and customers to apply for things instead of having to come into the office. We started scheduling in-person appointments February 9, 2021. ^{GOAL2,3}

GOALS**OBJECTIVES**

- Keep the website up to date with all approved minutes/notices that the clerk's office is responsible for. ^{GOAL3}

Performance Indicators / Outcome Measures

	<u>Actual 2017</u>	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>
Documents Processed/Issued:						
GOAL2 Birth Certificates*	6,903	6,850	7,154	6,881	7,000	7,500
GOAL2 Business Licenses (Annual)	11	11	10	9	10	10
GOAL2 Death Certificates*	1,735	1,730	1,644	1,839	1,900	2,000
GOAL2 Dog Licenses	2,226	2,920	2,138	1,521	2,000	2,200
GOAL2 Dog Park Passes	264	295	356	243	300	300
GOAL1 Freedom of Information Act	121	121	170	65	120	125
GOAL2 Liquor License Renewals	55	54	52	52	52	52
GOAL2 Miscellaneous Business Licenses	52	61	71	30	70	75
GOAL2 Peddler Permits	58	68	66	1	10	30
GOAL2 SDD/SDM Renewals	37	39	38	38	40	40
GOAL2 Solicitation Permits	16	15	15	3	5	10
GOAL2 Special Event Permits	55	51	60	9	30	50
GOAL2 Woodward Dream Cruise Permits	69	63	64	0	60	65

Note: City clerk's department performance measures are reported on a calendar year basis as opposed to a fiscal year basis. *Birth / Death certificate revenues do not necessarily correlate to birth/death certificates processed.

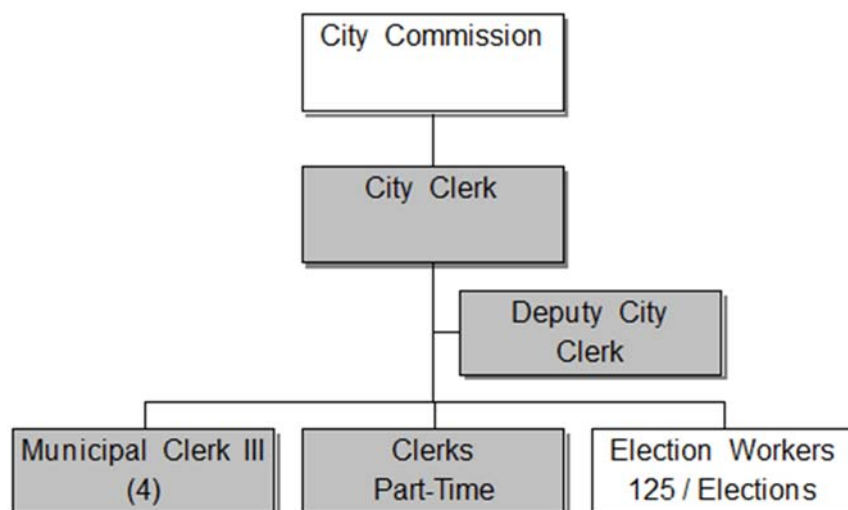
Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 original budget, due to newer employees (who are not at the top of their pay range) potentially receiving wage increases and due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22. Telephone service is increasing \$850 relative to the fiscal year 2020-21 original budget to better reflect historical usage. Advertising and legal notices are increasing \$2,100 relative to the fiscal year 2020-21 original budget due to the need to change to an advertiser that publishes more frequently.

Budget Summary Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	278,690	10,170	0	16,030	0	304,890
2018-2019 Actual	322,580	6,570	0	11,040	0	340,190
2019-2020 Actual	338,920	13,280	0	13,290	0	365,490
2020-2021 Original Budget	402,780	16,000	0	32,050	0	450,830
2020-2021 Adjusted Budget (Dec)	402,780	16,000	0	32,050	0	450,830
2020-2021 Six Month Actual	187,530	3,010	0	5,580	0	196,120
2020-2021 Estimated Year End	386,110	16,000	0	35,000	0	437,110
2021-2022 Dept Request	412,060	16,000	0	35,000	0	463,060
2021-2022 Manager's Budget	412,060	16,000	0	35,000	0	463,060
2021-2022 Adopted Budget						
2022-2023 Projected Budget	429,840	16,000	0	35,000	0	480,840
2023-2024 Projected Budget	448,430	16,000	0	35,000	0	499,430
2024-2025 Projected Budget	467,880	16,000	0	35,000	0	518,880
2025-2026 Projected Budget	488,190	16,000	0	35,000	0	539,190

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

City Clerk		Fiscal Year							
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
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	3.0	2.0	2.0	2.0	2.0	2.0	3.0	4.0	4.0
City Clerk – MCII	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
City Clerk - MC I	0.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Full-time total	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	5.0	5.0	5.0	5.0	5.0	5.0	5.0	6.0	6.0

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 53 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, Family and Medical Leave 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 and wellness center.

GOALS

1. Operations – to perform all city operations as efficiently and effectively as possible. This includes, but is not limited to internal communications, technology, customer service, innovation and financial management.
2. Communication - to proactively promote meaningful, open and respectful dialogue using factual information to ensure effective decision making.

OBJECTIVES

- Develop succession plans for key positions, identified by HR and departments, to anticipate near term retirements, and over time, develop a base succession plan for all levels of staff, providing opportunities for employee development. ^{GOAL1}
- Complete targeted compensation surveys for those departments or positions where difficulties in filling vacancies have been apparent. ^{GOAL1}

GOALS

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

OBJECTIVES

- Establish a methodology for gauging employee satisfaction and engagement. GOAL1
- Develop a method for actively soliciting and quantifying user satisfaction on a regular basis for departments with high user interactions. GOAL1
- Identify areas in city service operations with the lowest satisfaction scores, either based off the Cobalt Community Survey or the ongoing satisfaction surveys and develop strategies to address concerns and improve performance. GOAL1
- Implement replacement of the existing application tracking and onboarding HR software.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are decreasing relative to the fiscal year 2020-21 original budget due to the elimination of the part-time position, and the downgrading of the second human resources specialist position to a lower paid administrative assistant position. This reduction still allows for newer employees (who are not at the top of their pay range), to potentially receive merit raises.

Tuition reimbursement is increasing \$3,000 relative to the fiscal year 2020-21 estimated year-end, due to an anticipated increase in departmental requests for additional educational opportunities, which were reduced in fiscal year 2020-21 due to the COVID-19 pandemic. Civil service examinations is increasing \$15,000 relative to the fiscal year 2020-21 estimated year-end as alternate civil service testing arrangements were utilized due to the COVID-19 pandemic.

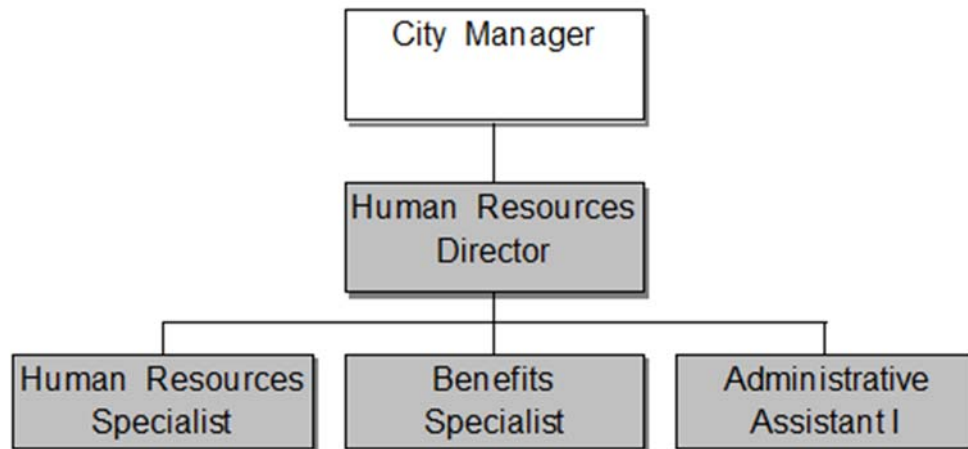
Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL2 Labor Contracts Negotiated	8	9	9	9	9	9
GOAL2 % of Labor Contracts Settled	88.8	100	100	100	100	100
GOAL1 Employees Hired (FT/PT)	185	96	141	180	140	140
GOAL2 Applications Processed (FT/PT)	2,049	1,230	576	1,200	2,000	2,000
GOAL2 Promotions/Transfers/Terminations Processed	96	99	48	95	95	95
GOAL3 Worker's Comp Claims Processed	41	53	29	60	60	60
GOAL3 Administration/Processing of Benefits for Insurance Enrollees	793	806	791	810	810	810
GOAL3 FT HR Staff to FT Workforce Ratio	1:106	1:108	1:110	1:110	1:110	1:110
Residents Rated Friendly	n/a	n/a	n/a	n/a	n/a	n/a
Residents Rated	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

Budget Summary Expenditures

101.226 HUMAN RESOURCES	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	297,110	1,030	0	206,420	0	504,560
2018-2019 Actual	298,860	1,560	0	216,460	0	516,880
2019-2020 Actual	395,010	700	0	216,590	0	612,300
2020-2021 Original Budget	441,350	2,600	0	253,550	0	697,500
2020-2021 Adjusted Budget (Dec)	441,350	2,600	0	253,550	0	697,500
2020-2021 Six Month Actual	158,140	770	0	85,780	0	244,690
2020-2021 Estimated Year End	320,010	2,600	0	233,550	0	556,160
2021-2022 Dept Request	403,710	2,600	0	250,250	0	656,560
2021-2022 Manager's Budget	403,710	2,600	0	250,250	0	656,560
2021-2022 Adopted Budget						
2022-2023 Projected Budget	421,270	2,600	0	250,250	0	674,120
2023-2024 Projected Budget	439,630	2,600	0	250,250	0	692,480
2024-2025 Projected Budget	458,830	2,600	0	250,250	0	711,680
2025-2026 Projected Budget	478,900	2,600	0	250,250	0	731,750

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Human Resources		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
Human Resource Director		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resource Specialist		0.0	0.0	1.0	1.0	1.0	2.0	2.0	1.0	1.0
Benefits Specialist		0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Recruitment Coordinator		0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
Administrative Assistant I		0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Secretary I - HR		1.0	1.0	0.0	0.0	0.0	0.0	0.0	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		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time total		2.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		2.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0

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 numerous general costs expensed in this cost center such as property and general liability insurance costs, information technology service charges, audit services, a portion of bank services charges, tax

correction/adjustments. In fiscal year 2016-17 the Royal Oak City Center consulting costs were expended in this cost center. Beginning in fiscal year 2017-18, the principal and interest payments for the general fund's portion of the OPEB and pension bonds are expended in this cost center.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The pension and OPEB bonds principal and interest allocated to the general fund continues to be budgeted in this cost center. Information systems service charges allocated to the general fund are increasing \$146,570 due to an increase in planned expenditures during fiscal year 2021-22 from the Information Technology fund. Miscellaneous contracted services is budgeted for \$100,000 for consulting services for a general fund administration user-charge allocation review.

Budget Summary Expenditures

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	1,560	0	0	6,561,760	2,459,570	9,022,890
2018-2019 Actual	690	0	0	1,162,010	2,460,520	3,623,220
2019-2020 Actual	770	0	0	1,106,280	2,459,060	3,566,110
2020-2021 Original Budget	800	0	0	995,100	2,461,500	3,457,400
2020-2021 Adjusted Budget (Dec)	800	0	0	1,186,100	2,461,500	3,648,400
2020-2021 Six Month Actual	370	0	0	637,880	1,867,480	2,505,730
2020-2021 Estimated Year End	900	0	0	1,028,000	2,461,500	3,490,400
2021-2022 Dept Request	800	0	0	1,314,010	2,462,000	3,776,810
2021-2022 Manager's Budget	800	0	0	1,314,010	2,462,000	3,776,810
2021-2022 Adopted Budget						
2022-2023 Projected Budget	800	0	0	1,271,160	2,403,500	3,675,460
2023-2024 Projected Budget	800	0	0	1,304,410	2,430,500	3,735,710
2024-2025 Projected Budget	800	0	0	1,338,800	2,462,500	3,802,100
2025-2026 Projected Budget	800	0	0	1,374,380	2,495,500	3,870,680

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 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 online with a credit card, debit card or e-check from the city website. The city's current online vendor is "Invoice Cloud". 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 percent 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, parks, and recreation, and CDBG loans.

GOALS

1. To develop and implement treasury related processes to improve efficiencies and reduce costs.

OBJECTIVES

- To expand and improve upon 24/7 online access to information needed by residents, and to ensure that accurate and up-to-date information is available to title/mortgage servicing companies at a reasonable price. ^{GOAL1}

GOALS

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 decrease "surprise" water bills by better educating customers and investigate options for an information portal for customers to periodically review their usage between billing periods. ^{GOAL1}
- To assist other departments in increasing use of online payments and forms through SeamlessDocs and Stripe. ^{GOAL1}
- To provide an option for residents to pay special assessments online through SeamlessDocs. ^{GOAL1}
- To change online payment processing vendors in order to increase back-office efficiency and improve the customers' experience. ^{GOAL3}
- To see that each treasury employee is given the opportunity to attend BS&A and MMTA training as related to their specific duties. ^{GOAL4}

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
^{GOAL2} Tax bills generated	61,525	61,705	61,544	61,544	61,700	61,700
^{GOAL2} Water bills generated	102,308	100,324	50,162	100,500	100,500	100,500
^{GOAL2} Phone calls received	38,073	16,804	8,838	16,800	16,800	16,800
^{GOAL1} Direct Debit Customers (W & S)	2,660	2,533	2,405	2,405	2,405	2,405
^{GOAL1} % Participation in Automatic Bill Pay	10.8%	10.51%	9.98%	9.98%	9.98%	9.98%
^{GOAL2} Invoices Billed	704	539	238	450	500	500
^{GOAL2} Special Assessments Billed	6,704	430	354	2,063	1,655	1,855

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are decreasing slightly relative to the fiscal year 2020-21 original budget due to a partial cost reallocation of the municipal clerk position to the water & sewer fund.

Postage and mailing services are decreasing \$3,300 relative to the fiscal year 2020-21 original budget to better reflect historical usage. Office equipment and furniture (non-capitalized) is increasing \$2,700 relative to the fiscal year 2020-21 department requested budget due to the purchase of a currency counter, which was deferred from fiscal year 2020-21. Telephone service is increasing \$2,550 relative to the fiscal year 2020-21 original budget to better reflect the upward historical trend.

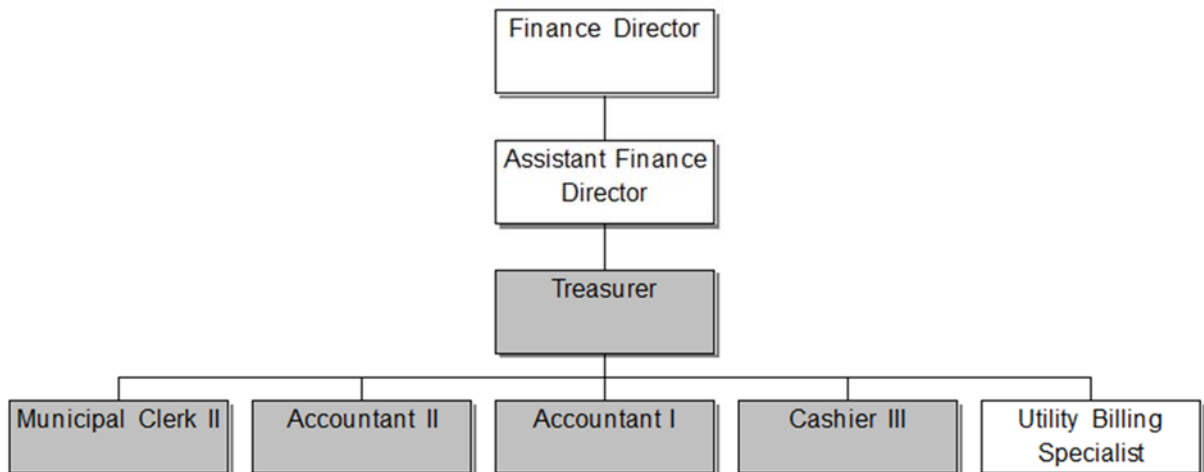
Staff continues to work on improving the information available to water customers to help them better understand their water usage and monitor their own consumption. Staff also continues to work on improving the information provided to sellers, buyers, realtors, and title companies prior to the transfer of property ownership.

Budget Summary

Expenditures

101.253 TREASURER	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	286,150	3,410	0	31,660	0	321,220
2018-2019 Actual	207,760	2,540	0	38,290	0	248,590
2019-2020 Actual	407,110	2,740	0	38,000	0	447,850
2020-2021 Original Budget	465,500	2,500	0	44,770	0	512,770
2020-2021 Adjusted Budget (Dec)	465,500	2,500	0	44,770	0	512,770
2020-2021 Six Month Actual	222,100	1,180	0	19,870	0	243,150
2020-2021 Estimated Year End	462,390	2,700	0	43,990	0	509,080
2021-2022 Dept Request	462,520	5,300	0	43,980	0	511,800
2021-2022 Manager's Budget	462,520	5,300	0	43,980	0	511,800
2021-2022 Adopted Budget						
2022-2023 Projected Budget	483,200	5,300	0	43,980	0	532,480
2023-2024 Projected Budget	504,800	5,300	0	43,980	0	554,080
2024-2025 Projected Budget	527,380	5,300	0	43,980	0	576,660
2025-2026 Projected Budget	550,980	5,300	0	43,980	0	600,260

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-time Employees

Treasurer		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
City Treasurer		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Treasurer		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Accountant II		0.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
Accountant I		0.0	0.0	1.0	1.0	1.0	2.0	2.0	1.0	1.0
Cashier III		0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Cashier II		1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Treasurer - MC II		1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Full-time total		3.0	3.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		3.0	3.0	4.0	4.0	4.0	4.0	5.0	5.0	5.0

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).

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Part-time wages are increasing \$500 relative to fiscal year 2020-21 projected year-end to allow for door attendants during city commission and other board and committee meetings which are anticipated to increase when city hall is open full-time to the public and in-person meetings resume as the COVID-19 pandemic ends.

Electric costs are projected to decrease \$40,000 and gas by \$3,000, relative to the fiscal year 2020-21 original budget, due to the smaller square footage and efficiencies of a new building and no longer being combined with the police station. Utilities for the new police station are budgeted in fiscal year 2021-22 in the public safety fund. Postage and mailing services have decreased \$60,000 relative to fiscal year 2020-21 projected year-end as the court's and election's postage will be budgeted directly in the court and election's cost center beginning in fiscal year 2021-22. Motor pool rental charges are increasing \$1,030 in fiscal year 2021-22 due to the temporary suspension of the city's catch-up depreciation plan during fiscal year 2020-21.

Budget Summary Expenditures

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	49,860	10,170	0	243,000	0	303,030
2018-2019 Actual	62,060	10,790	0	235,560	0	308,410
2019-2020 Actual	68,200	9,550	0	278,360	0	356,110
2020-2021 Original Budget	71,940	9,750	0	226,540	0	308,230
2020-2021 Adjusted Budget (Dec)	71,940	9,750	0	226,540	0	308,230
2020-2021 Six Month Actual	34,350	1,740	0	154,280	0	190,370
2020-2021 Estimated Year End	70,450	10,610	0	235,820	0	316,880
2021-2022 Dept Request	73,300	9,760	0	137,170	0	220,230
2021-2022 Manager's Budget	73,300	9,760	0	137,170	0	220,230
2021-2022 Adopted Budget						
2022-2023 Projected Budget	75,600	9,760	0	138,360	0	223,720
2023-2024 Projected Budget	77,980	9,760	0	139,580	0	227,320
2024-2025 Projected Budget	80,470	9,760	0	140,850	0	231,080
2025-2026 Projected Budget	83,030	9,760	0	142,150	0	234,940

Cost Center Position Detail - Home Base Full & Part-Time Employees

City Office Building		Fiscal Year							
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Day Porter	n/a	n/a	n/a	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total	n/a	n/a	n/a	1.0	1.0	1.0	1.0	1.0	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 350 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. Infrastructure - To maintain, replace and enhance Royal Oak's infrastructure to promote efficient and sustainable delivery of beneficial services.
2. To maintain the city's park grounds in accordance with maintenance schedules.
3. To provide quality facilities for recreation programs and support the use by all citizens of Royal Oak.
4. Support the community youth athletic organizations.
5. Improve the urban forest.
6. To minimize the city liability in city parks.

OBJECTIVES

- Finalize design and solicit bids for the Centennial Park project. ^{GOAL1}
- Complete Normandy Oaks Park development. ^{GOAL8}
- Complete construction and begin ecological development for the Oak Savannah habitat restoration at Normandy Oaks Park. ^{GOAL8}
- Continue to implement improvements at neighborhood parks as guided by the five-year park master plan. ^{GOAL8}
- Collaborate with parks and recreation for additional programming in neighborhood parks. ^{GOAL8}

GOALS

7. Communication - To proactively promote meaningful, open, and respectful dialogue that ensures effective decision making.
8. Community – to preserve neighborhoods by encouraging community involvement and family activities.

OBJECTIVES**Performance Indicators / Outcome Measures**

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL ¹ Hours Ball Diamonds Maintained	2,848	1,653	896	1,750	2,250	2,250
GOAL ¹ Hours Soccer / Football Fields Maintained/Lined	123	348	397	450	400	400
Trees Planted	401	449	105	300	500	500

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Full-time personnel costs are increasing, relative to the fiscal year 2020-21 original budget, mostly due to the request to hire a full-time DPS supervisor for the parks and forestry division and one additional full-time parks maintenance worker in consideration of the additional maintenance activities related to Normandy Oaks Park and upcoming planned projects. Additionally, there has been a slightly higher allocation of DPS workers to this cost center and room provided for newer employees (who are not at the top of their pay range) to potentially receive merit wage increases.

Miscellaneous contracted services are decreasing \$30,000, relative to fiscal year 2021-22 estimated year-end budget, to better reflect the historical usage of this account. Contracted worker services are increasing \$12,000 for the parks and recreation master plan update. Trees, shrubs, and plants are increasing \$10,000 to provide additional shrubbery for screening at Mark Twain Dog Park. Parks and grounds repair and maintenance supplies are increasing \$5,000 due to the additional demand from Normandy Oaks Park opening. Playground equipment supplies are decreasing \$2,110, relative to fiscal year 2020-21 estimated year-end, due to a one-time purchase of a bench for the dog park that was funded by donations received through the Royal Oak Civic Foundation fund. Water costs are projected to increase \$15,000 relative to fiscal year 2020-21 estimated year-end activity due to anticipation of the Normandy Oaks Park splash pad opening during the year. Motor pool rental charges are increasing \$52,760, relative to the fiscal year 2020-21 original budget, due the temporary suspension of the city's depreciation catch-up plan during fiscal year 2020-21.

The following capital improvement projects budgeted in FY2021-22 are as follows:

• Golf Center parking area improvements (under cap2115)	\$401,000
• Royal Oak Golf Course clubhouse roof replacement	150,000
• Memorial Park parking lot improvements	125,000
• Park bench replacement	<u>3,200</u>
FY 2021-22 total:	\$679,200

Budget Summary Expenditures

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	332,470	79,670	45,760	310,220	0	768,120
2018-2019 Actual	424,640	110,480	296,770	320,320	0	1,152,210
2019-2020 Actual	371,270	119,660	379,750	395,570	0	1,266,250
2020-2021 Original Budget	439,730	140,200	0	430,230	0	1,010,160
2020-2021 Adjusted Budget (Dec)	439,730	142,310	0	430,230	0	1,012,270
2020-2021 Six Month Actual	220,760	46,480	0	163,920	0	431,160
2020-2021 Estimated Year End	443,990	149,250	0	407,810	0	1,001,050
2021-2022 Dept Request	643,680	157,200	679,200	454,440	0	1,934,520
2021-2022 Manager's Budget	643,680	157,200	679,200	454,440	0	1,934,520
2021-2022 Adopted Budget						
2022-2023 Projected Budget	662,860	157,200	128,200	466,750	0	1,415,010
2023-2024 Projected Budget	682,760	157,200	478,200	474,020	0	1,792,180
2024-2025 Projected Budget	703,380	157,200	3,200	481,440	0	1,345,220
2025-2026 Projected Budget	724,770	157,200	3,200	489,020	0	1,374,190

Cost Center Position Detail - Home Base Full & Part-Time Employees

Parks & Forestry		Fiscal Year							
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Supervisor of Parks & Forestry	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Equipment Repair worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parks Maintenance Worker II	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Parks Maintenance Worker	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	3.0
Parks/Forestry MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total	7.0	7.0	7.0	7.0	7.0	7.0	7.0	8.0	10.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	7.0	7.0	7.0	7.0	7.0	7.0	7.0	8.0	10.0

The building maintenance cost center records the DPS personnel and vehicle charges for city hall repair and maintenance.

See also the general fund's city hall building (265) cost center for other charges for city hall operations, repairs, and maintenance.

The building maintenance budget is under the director of public services. Personnel costs are for full-time DPS workers.

GOALS

1. Operations – to perform all city operations as efficiently and effectively as possible.
2. Provide quality building repairs in timely manner.
3. Support other divisions as necessary during weather emergencies

OBJECTIVES

- Pursue the creation of a facilities manager position to reduce facility management demands on multiple departments and improve the efficiency and effectiveness of services.^{GOAL1}
- Develop a scheduled HVAC / mechanical inspection program for city facilities.^{GOAL2}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2020-21:

Personnel costs are increasing relative to fiscal year 2020-21 original budget, due to the request to add a full-time building facilities manager.

Relative to fiscal year 2020-21 estimated year-end, tools and hardware are increasing \$4,000 to purchase a replacement table saw and safety clothing and gear is increasing \$200 based on historical usage. Motor pool rental charges are increasing \$1,380 due to the temporary suspension of the city's depreciation catch-up plan during fiscal year 2020-21.

Budget Summary Expenditures

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	153,960	11,220	0	17,770	0	182,950
2018-2019 Actual	166,690	8,940	0	21,330	0	196,960
2019-2020 Actual	221,880	7,940	0	18,620	0	248,440
2020-2021 Original Budget	177,820	13,100	0	17,670	0	208,590
2020-2021 Adjusted Budget (Dec)	177,820	13,100	0	17,670	0	208,590
2020-2021 Six Month Actual	94,330	5,830	0	8,490	0	108,650
2020-2021 Estimated Year End	175,280	15,300	0	16,970	0	207,550
2021-2022 Dept Request	291,200	17,300	0	18,350	0	326,850
2021-2022 Manager's Budget	291,200	17,300	0	18,350	0	326,850
2021-2022 Adopted Budget						
2022-2023 Projected Budget	301,620	17,300	0	18,720	0	337,640
2023-2024 Projected Budget	312,500	17,300	0	19,090	0	348,890
2024-2025 Projected Budget	323,830	17,300	0	19,470	0	360,600
2025-2026 Projected Budget	335,620	17,300	0	19,860	0	372,780

Cost Center Position Detail - Home Base Full & Part-Time Employees

DPS	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Facilities Manager	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Bldg Maintenance Repair Worker II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bldg Maintenance 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	3.0

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 modify ordinances to better address issues with compliance.^{GOAL1}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 original budget due to the potential for newer employees (who are not at the top of their pay range) to receive wage increases. Part-time wages are decreasing as it is anticipated that the vacant full-time position will be filled. Training & education and dues & memberships are increasing, \$1,500 and \$200 respectively, relative to the fiscal year 2020-21 estimated year-end, as the city will resume paying for these costs in fiscal year 2021-22, rather than employees. Telephone service is increasing \$200 relative to the fiscal year 2020-21 original budget to better reflect historical usage. Motor pool rental charges are decreasing \$7,140 relative to the fiscal year 2020-21 original budget due to a decrease in depreciation, maintenance & operation, and fuel costs in fiscal year 2021-22.

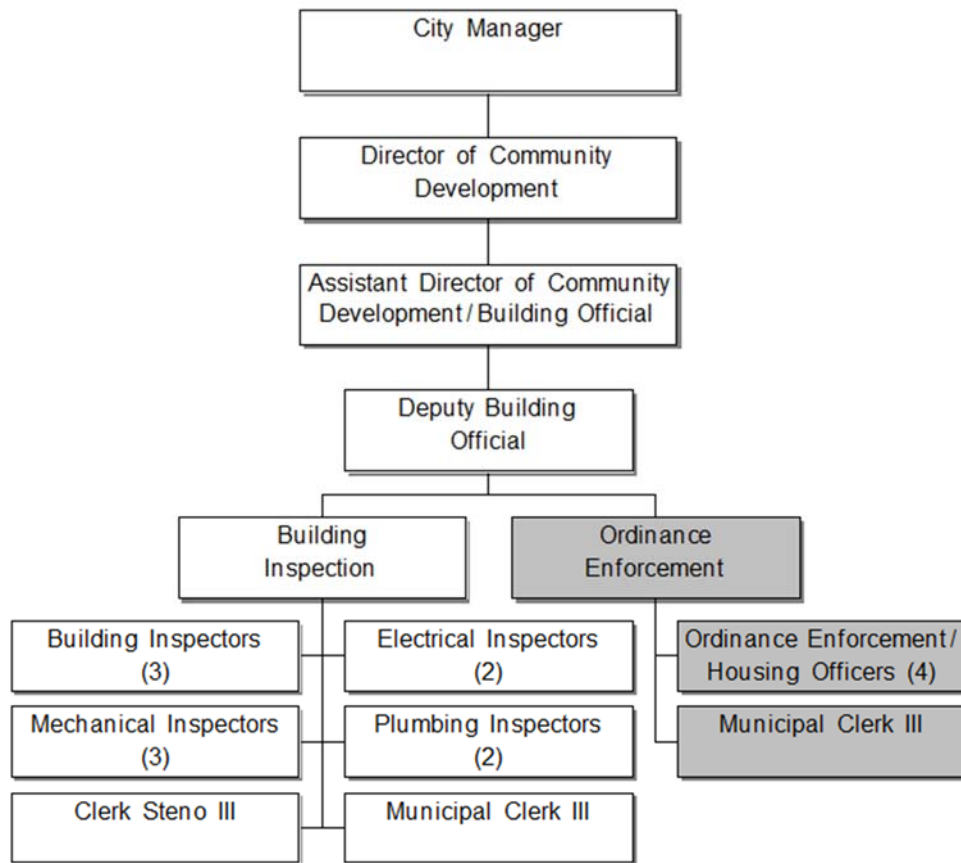
Performance Measures / Outcome Measures

	<u>Actual FY 18-19</u>	<u>Actual FY 19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY 20-21</u>	<u>Projected FY 21-22</u>	<u>Projected FY 22-23</u>
GOAL1 Percent of Non-Homestead Properties Reviewed for Unlicensed Rental Activity	15%	15%	15%	15%	15%	15%
GOAL1 Percent of Complaints Responded to Within One Business Day	95%	95%	95%	95%	95%	95%
GOAL1 Percent of Questions Responded to Within Two Business Days	95%	95%	95%	95%	95%	95%
GOAL2 Rental Licenses Issued	1,688	2,056	355	2,000	1,500	2,000
GOAL1 Responses to Complaints	6,884	7,002	3,248	6,500	6,500	6,500
GOAL2 Scheduled Inspections Conducted	16,714	16,985	7,354	16,500	16,500	16,500

Budget Summary Expenditures

101.372 ORDINANCE ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	337,810	2,340	0	32,870	0	373,020
2018-2019 Actual	351,660	350	0	41,210	0	393,220
2019-2020 Actual	363,390	330	0	45,320	0	409,040
2020-2021 Original Budget	373,230	1,000	0	54,340	0	428,570
2020-2021 Adjusted Budget (Dec)	373,230	1,000	0	54,340	0	428,570
2020-2021 Six Month Actual	178,850	0	0	26,470	0	205,320
2020-2021 Estimated Year End	348,200	1,000	0	53,040	0	402,240
2021-2022 Dept Request	378,690	1,000	0	49,100	0	428,790
2021-2022 Manager's Budget	378,690	1,000	0	49,100	0	428,790
2021-2022 Adopted Budget						
2022-2023 Projected Budget	392,230	1,000	0	49,890	0	443,120
2023-2024 Projected Budget	406,250	1,000	0	50,700	0	457,950
2024-2025 Projected Budget	420,780	1,000	0	51,530	0	473,310
2025-2026 Projected Budget	435,860	1,000	0	52,370	0	489,230

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full-Time Employees

Code Enforcement	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Full-Time Positions									
Code Enforcement/Housing Officer	4.0	4.0	4.0	4.0	4.0	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 III	1.0	1.0	1.0	1.0	1.0	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	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0

The mission of the planning division of the 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 six 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 bicycle racks, staff traffic committee meetings, zoning compliance inquiries, processing and reviewing brownfield redevelopment plans, etc.

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.

OBJECTIVES

- Research and propose changes to city code to help address housing gaps. ^{GOAL11}

GOALS

OBJECTIVES

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.
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.
8. Infrastructure – to sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.
9. Operations – to perform all city operations as efficiently and effectively as possible.

GOALS

OBJECTIVES

- 10. Communication – to proactively promote meaningful, open, and respectful dialogue that ensures effective decision making.
- 11. Economic / Tax Base – encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 original budget due to the potential for employees (who are not at the top of their pay range) to receive merit wage increases, and the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22.

Advertising & legal notices are decreasing \$10,000 relative to the fiscal year 2020-21 estimated year-end due to the anticipation that the number and cost of advertising and legal notices will decrease assuming remote meetings are discontinued within fiscal year 2021-22.

Contracted workers services are budgeted to increase by \$300,000 to perform a master plan update.

Budget Summary Expenditures

101.400 PLANNING & ZONING	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	200,380	850	0	14,210	0	215,440
2018-2019 Actual	224,720	1,680	0	14,100	0	240,500
2019-2020 Actual	301,820	1,090	0	10,020	0	312,930
2020-2021 Original Budget	257,610	1,500	0	13,880	0	272,990
2020-2021 Adjusted Budget (Dec)	257,610	1,500	0	13,880	0	272,990
2020-2021 Six Month Actual	164,810	550	0	18,920	0	184,280
2020-2021 Estimated Year End	294,630	1,000	0	30,500	0	326,130
2021-2022 Dept Request	339,690	1,500	0	317,100	0	658,290
2021-2022 Manager's Budget	339,690	1,500	0	317,100	0	658,290
2021-2022 Adopted Budget						
2022-2023 Projected Budget	352,570	1,500	0	317,100	0	671,170
2023-2024 Projected Budget	365,940	1,500	0	317,100	0	684,540
2024-2025 Projected Budget	379,840	1,500	0	317,100	0	698,440
2025-2026 Projected Budget	394,290	1,500	0	317,100	0	712,890

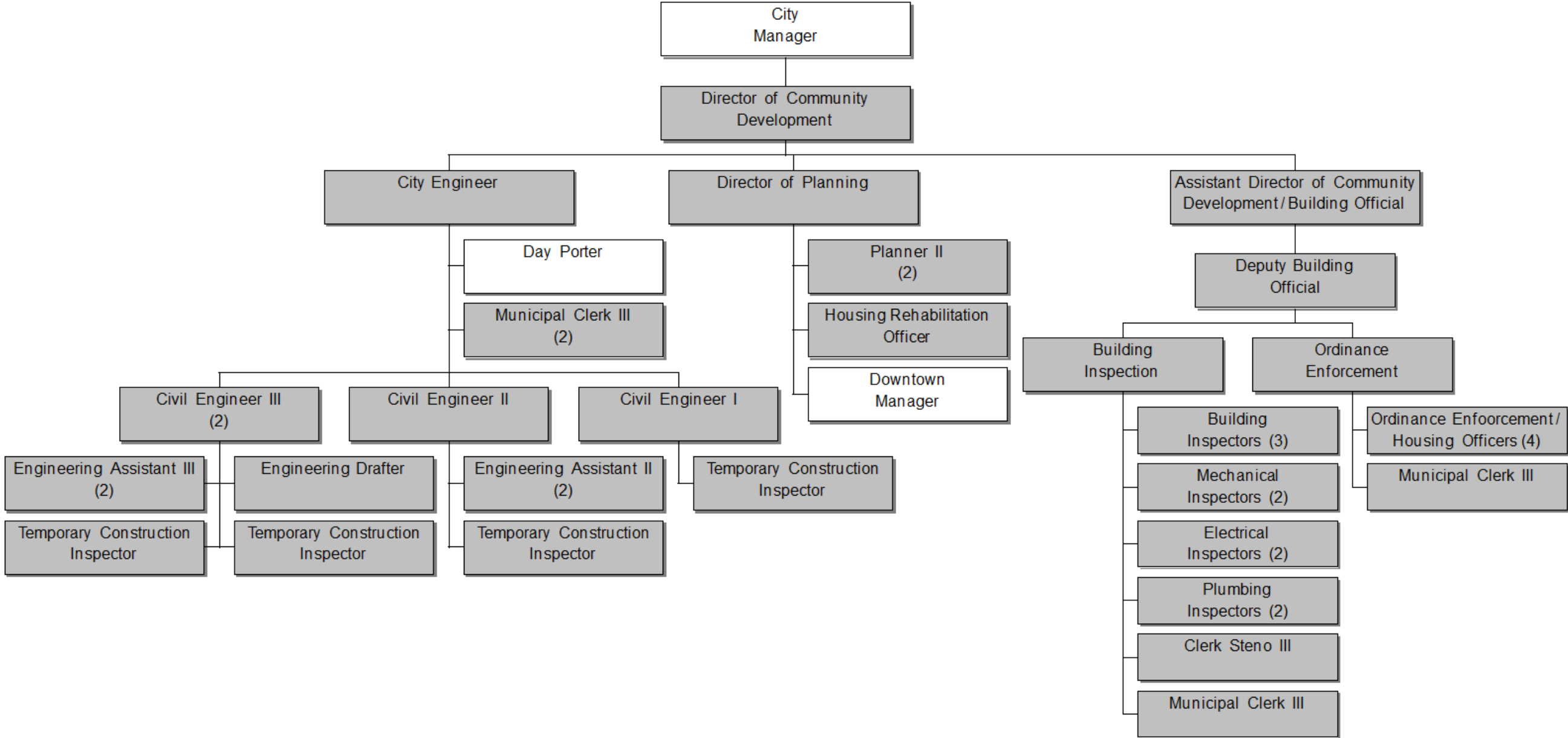
Cost Center Position Detail - Home Base

Full & Part-Time Employees

Community Development		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
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		0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Planner III		1.0	1.0	1.0	1.0	0.0	2.0	2.0	0.0	0.0
Planner II		1.0	1.0	1.0	1.0	1.0	1.0	0.0	2.0	2.0
Community Development Liaison		0.0	0.0	0.5	0.5	0.5	0.0	0.0	0.0	0.0
CS III - Planning		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time total		3.0	3.0	3.5	3.5	3.5	4.0	4.0	4.0	4.0

Note: Planning division staff costs are allocated to numerous other funds outside the general fund.

Department Organization Chart



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 2021-22:

Animal control services are budgeted to increase \$1,420 due to a potential contract increase with the city of Berkley.

Budget Summary Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	42,920	0	42,920
2018-2019 Actual	0	0	0	46,330	0	46,330
2019-2020 Actual	0	0	0	47,490	0	47,490
2020-2021 Original Budget	0	0	0	49,950	0	49,950
2020-2021 Adjusted Budget (Dec)	0	0	0	49,950	0	49,950
2020-2021 Six Month Actual	0	0	0	20,370	0	20,370
2020-2021 Estimated Year End	0	0	0	49,950	0	49,950
2021-2022 Dept Request	0	0	0	51,370	0	51,370
2021-2022 Manager's Budget	0	0	0	51,370	0	51,370
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	52,910	0	52,910
2023-2024 Projected Budget	0	0	0	54,500	0	54,500
2024-2025 Projected Budget	0	0	0	56,140	0	56,140
2025-2026 Projected Budget	0	0	0	57,820	0	57,820

Cost Center Position Detail - Home Base Part-Time Employees

Animal Protection Services		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

A 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 2021-22:

Overtime wages are increasing \$4,500, relative to the fiscal year 2020-21 original budget to better reflect actual activity charged to this cost center. Tools and hardware are increasing \$4,500, relative to the fiscal year 2020-21 original budget, to purchase a portable generator to have on reserve. Motor pool rental charges are increasing \$5,200, relative to fiscal year 2020-21 estimated year-end budget, due to the temporary suspension of the city's catch-up depreciation plan during fiscal year 2020-21.

Budget Summary Expenditures

101.443 ELECTRICAL	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	34,410	7,350	0	20,600	0	62,360
2018-2019 Actual	38,170	9,690	0	18,920	0	66,780
2019-2020 Actual	41,730	27,980	0	50,210	0	119,920
2020-2021 Original Budget	39,090	14,460	0	43,370	0	96,920
2020-2021 Adjusted Budget (Dec)	39,090	14,460	0	43,370	0	96,920
2020-2021 Six Month Actual	21,350	7,500	0	21,690	0	50,540
2020-2021 Estimated Year End	45,600	16,240	0	43,370	0	105,210
2021-2022 Dept Request	45,860	18,960	0	49,570	0	114,390
2021-2022 Manager's Budget	45,860	18,960	0	49,570	0	114,390
2021-2022 Adopted Budget						
2022-2023 Projected Budget	47,120	18,960	0	50,540	0	116,620
2023-2024 Projected Budget	48,420	18,960	0	51,530	0	118,910
2024-2025 Projected Budget	49,760	18,960	0	52,540	0	121,260
2025-2026 Projected Budget	51,160	18,960	0	53,570	0	123,690

Cost Center Position Detail - Home Base

Full & Part-Time Employees

Electrical		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
Electrician I		0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Full-time total		0.0	0.0	0.5	0.5	0.5	0.5	0.5	0.5	0.5
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		0.0	0.0	0.5	0.5	0.5	0.5	0.5	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 install and improve the city's transportation, pedestrian, water, sewer, and green infrastructure 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 fiscal year 2021-22 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, drafting and clerical staff recognize their responsibility to the community they serve. The division employees are dedicated to efficiently managing its infrastructure projects as well as 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 for plan review and permits. It also covers oversight of city hall and new city buildings. 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 the major street, local street, and the water and sewer funds.

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, on- and off-street parking including lots and decks, streetscapes, sidewalks, bike facilities, traffic evaluations, signs and signals, city buildings and parks, and water and sewer mains.

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

GOALS

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

OBJECTIVES

- Obtain federal and/or funding opportunities to help fund local road, major road, pedestrian, and stormwater improvements. ^{GOAL1}
- Improve PASER ratings on city-owned roads. ^{GOAL6}

GOALS

2. Provide useful information to developers, builders, consulting engineers, utility companies 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.
4. Infrastructure – to sustain, replace and enhance Royal Oak’s infrastructure to promote efficient delivery of beneficial services.
5. Community – to preserve and enhance neighborhoods by improving city infrastructure and effectively communicating with residents.
6. Public safety – to protect all persons and property in Royal Oak by providing the highest quality public infrastructure possible in the most efficient manner.

OBJECTIVES

- Install new traffic signals and optimize signal timing to reduce congestion and mitigate air quality issues. ^{GOAL4,5,6}
- Continuously work to improve the city’s walkable network with a sidewalk improvement program. ^{GOAL4,5,6}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to the fiscal year 2020-21 original budget to allow for newer employees (who are not at the top of their pay range) potentially receiving merit wage increases, and due to having a higher allocation of engineering staff time to better reflect actual activity charged to this cost center over the past two years. Additionally, higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22 have increased the personnel cost budget relative to fiscal year 2020-21.

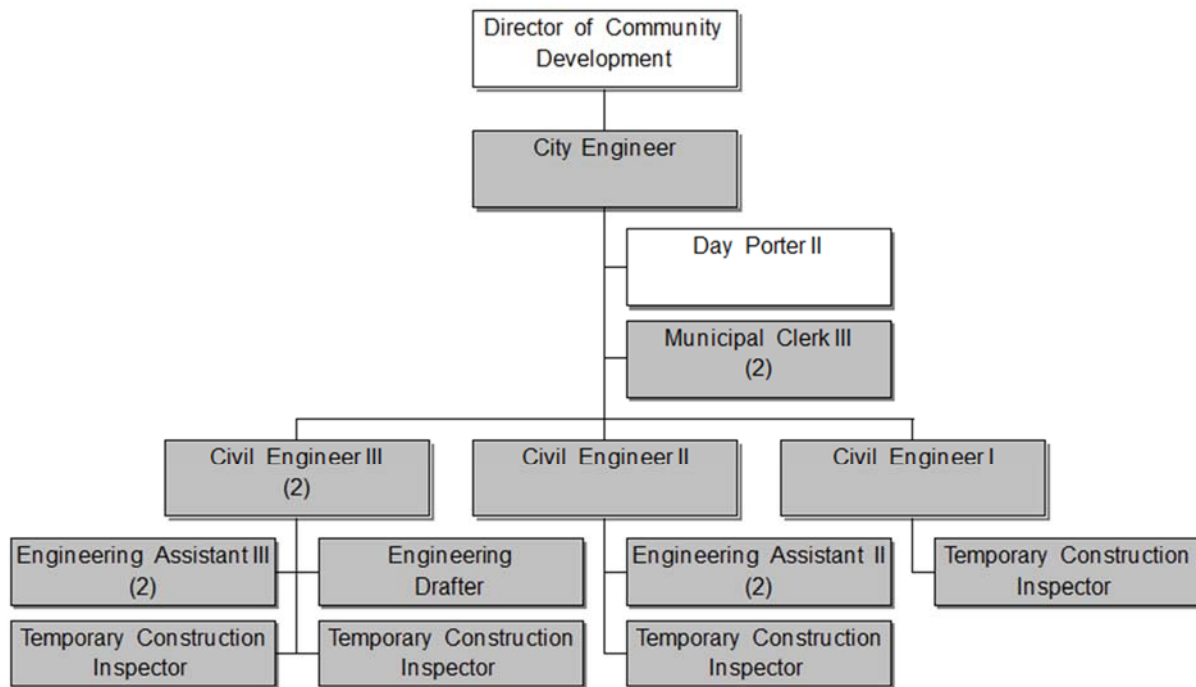
For fiscal year 2021-22, the budget for non-capital office equipment and furniture is decreasing \$2,000 relative to the fiscal year 2020-21 original budget due to moving to the new city hall in fiscal year 2020-21. \$1,900 has been budgeted in safety clothing and gear to purchase shoes and hard hats, \$660 in uniforms for coats, and \$500 has been budgeted in tools and hardware to purchase specialty tools for field inspectors as needed.

Training and education costs are budgeted at \$900 to allow for continuing education credits for three staff engineers, which is a \$300 increase over fiscal year 2020-21 projected year-end due to training that was cancelled or postponed as a result of the pandemic.

Budget Summary Expenditures

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	431,700	1,300	0	7,200	0	440,200
2018-2019 Actual	479,160	1,640	0	7,700	0	488,500
2019-2020 Actual	636,590	1,400	0	11,660	0	649,650
2020-2021 Original Budget	499,630	7,800	0	8,150	0	515,580
2020-2021 Adjusted Budget (Dec)	499,630	7,800	0	8,150	0	515,580
2020-2021 Six Month Actual	250,730	3,540	0	2,670	0	256,940
2020-2021 Estimated Year End	525,890	6,900	0	7,780	0	540,570
2021-2022 Dept Request	536,050	4,760	0	7,780	0	548,590
2021-2022 Manager's Budget	536,050	4,760	0	7,780	0	548,590
2021-2022 Adopted Budget						
2022-2023 Projected Budget	554,870	4,760	0	7,880	0	567,510
2023-2024 Projected Budget	574,400	4,760	0	7,980	0	587,140
2024-2025 Projected Budget	594,660	4,760	0	8,080	0	607,500
2025-2026 Projected Budget	615,700	4,760	0	8,190	0	628,650

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Engineering		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
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 IV		0.0	0.0	0.0	1.0	1.0	1.0	1.0	0.0	0.0
Civil Engineer III		1.0	2.0	2.0	1.0	1.0	1.0	1.0	2.0	2.0
Civil Engineer II		0.0	0.0	0.0	1.0	1.0	2.0	1.0	1.0	1.0
Civil Engineer I		1.0	0.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering Assistant IV		1.0	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0
Engineering Assistant III		1.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Engineering Assistant II		1.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0
Engineering Drafter		2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Engineering		1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Engineering - MC III		0.0	0.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0
Full-time total		9.0	8.0	13.0	12.0	12.0	12.0	12.0	12.0	12.0
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		9.0	8.0	13.0	12.0	12.0	12.0	12.0	12.0	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 streetlight 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 2021-22:

Personnel costs are increasing, relative to fiscal year 2020-21 original budget, due to a slightly higher allocation of the city's electrician to this cost center due to continued LED retrofitting on city streetlights and due to an increase in accident-related repairs which led to a higher estimated year-end in fiscal year 2020-21. The budget for electricity costs was amended during 2020-21 due to the addition of city-owned light posts and to reflect an increase in rates that occurred in 2019-20 (after development of the fiscal year 2020-21 original budget).

Budget Summary Expenditures

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	11,070	310	0	873,050	0	884,430
2018-2019 Actual	15,690	16,520	0	823,710	0	855,920
2019-2020 Actual	18,240	16,260	0	1,029,280	0	1,063,780
2020-2021 Original Budget	16,900	20,000	0	853,000	0	889,900
2020-2021 Adjusted Budget (Dec)	16,900	20,000	0	853,000	0	889,900
2020-2021 Six Month Actual	10,690	2,170	0	502,900	0	515,760
2020-2021 Estimated Year End	24,670	20,000	0	1,073,000	0	1,117,670
2021-2022 Dept Request	21,060	20,000	0	1,073,000	0	1,114,060
2021-2022 Manager's Budget	21,060	20,000	0	1,073,000	0	1,114,060
2021-2022 Adopted Budget						
2022-2023 Projected Budget	21,430	20,000	0	1,094,280	0	1,135,710
2023-2024 Projected Budget	21,820	20,000	0	1,115,990	0	1,157,810
2024-2025 Projected Budget	22,230	20,000	0	1,138,130	0	1,180,360
2025-2026 Projected Budget	22,640	20,000	0	1,160,710	0	1,203,350

Cost Center Position Detail - Home Base

Part-Time Employees

Street Lighting		Fiscal Year							
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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 is focused on business growth, retention, and recruitment. It works in concert with community development to shepherd new business proposals and expansions while coordinating 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 entities.

As Royal Oak undergoes a transformation of its downtown, fueled, in part, by a substantial

increase in its office base, this department remains involved in supporting the current proposed developments underway while marketing new business opportunities on both public and privately held 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.

This office serves as the lead point of contact on special Royal Oak development projects, including the Royal Oak Civic Center project.

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.

OBJECTIVES

- Facilitate and provide financial assistance and resources to companies impacted by the economic crisis resulting from the Covid-19 pandemic . GOAL1, 4, 6, 10
- Pursue the development of new commercial establishments throughout the city. GOAL1, 3, 11,
- Complete and close out the Royal Oak Civic Center project. GOAL9
- Utilize all available methods of communication to inform the public about the status of high-impact projects. GOAL10
- Pursue housing developments that meet gaps identified in the target market analysis. GOAL11

GOALS

5. Serve as Royal Oak's primary representative to the economic development departments of the State of Michigan, Oakland County, local municipalities, etc.
6. Maintain a list of resources available at all levels for businesses to grow and expand.
7. Promote Royal Oak by hosting multiple economic development events throughout the year and/or sponsoring such events.
8. Maintain contact with business community through retention visits.
9. Infrastructure – to sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.
10. Communication – to proactively promote meaningful, open dialogue that ensures effective decision making.
11. Economic / tax base – encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are decreasing relative to the fiscal year 2020-21 original budget due to changing the Economic Development Manager position to an Economic Development Specialist.

Training & education and travel costs are increasing, \$1,000 and \$7,000 respectively, relative to the fiscal year 2020-21 estimated year-end as both were reduced in fiscal year 2020-21 due to the COVID-19 pandemic.

Budget Summary Expenditures

101.728 ECONOMIC DEVELOPMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	121,860	0	0	20,780	0	142,640
2018-2019 Actual	129,850	0	0	15,180	0	145,030
2019-2020 Actual	133,500	0	0	21,760	0	155,260
2020-2021 Original Budget	134,510	0	0	38,460	0	172,970
2020-2021 Adjusted Budget (Dec)	134,510	0	0	38,460	0	172,970
2020-2021 Six Month Actual	64,500	0	0	12,370	0	76,870
2020-2021 Estimated Year End	162,560	0	0	30,430	0	192,990
2021-2022 Dept Request	82,410	0	0	38,460	0	120,870
2021-2022 Manager's Budget	82,410	0	0	38,460	0	120,870
2021-2022 Adopted Budget						
2022-2023 Projected Budget	86,240	0	0	38,460	0	124,700
2023-2024 Projected Budget	90,340	0	0	38,460	0	128,800
2024-2025 Projected Budget	94,790	0	0	38,460	0	133,250
2025-2026 Projected Budget	99,780	0	0	38,460	0	138,240

Cost Center Position Detail - Home Base Full-Time Employees

Economic Development	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Economic Development Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Economic Development Manager	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Full-time total	0.0	1.0	1.0	1.0	1.0	1.0	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 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. Provide proactive, factual communication on all city projects.
2. Increase opportunity for people to engage through official city communications.
3. Engage residents more effectively in city decision-making.

OBJECTIVES

- Develop “low-tech” communication plan and execute on this plan. ^{GOAL1}
- Schedule consistent “Q & A” webinars regarding city projects and department services. ^{GOAL1}
- Continue to develop the city app or other mobile device communication tools to increase its effectiveness. ^{GOAL2}
- Proactively develop clear and simple communications from the city, ensure that the community engagement specialist is in a position to understand and explain policies to the public. ^{GOAL2}
- Regularly create a summary of top public issues that can be disseminated to city staff, city commissioners and boards and committees to better educate and inform the public. ^{GOAL2}
- Increase promotion of the city’s website, get the uniform resource locator (URL) out in the public and on social media. ^{GOAL3}
- Establish a citizen’s academy program along the lines of the citizens police academy to help individuals understand how the city does its business. ^{GOAL3}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Fiscal year 2021-22 expenditures include \$40,000 for a public relations firm for advertising for various events and \$15,000 for the city's centennial celebration event.

Budget Summary Expenditures

101.747 COMMUNITY ENGAGEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	89,300	0	0	23,780	0	113,080
2018-2019 Actual	83,770	0	0	8,770	0	92,540
2019-2020 Actual	90,930	0	0	7,590	0	98,520
2020-2021 Original Budget	90,590	0	0	60,710	0	151,300
2020-2021 Adjusted Budget (Dec)	90,590	0	0	60,710	0	151,300
2020-2021 Six Month Actual	43,370	0	0	0	0	43,370
2020-2021 Estimated Year End	90,640	0	0	22,710	0	113,350
2021-2022 Dept Request	91,820	0	0	55,710	0	147,530
2021-2022 Manager's Budget	91,820	0	0	55,710	0	147,530
2021-2022 Adopted Budget						
2022-2023 Projected Budget	94,450	0	0	40,710	0	135,160
2023-2024 Projected Budget	97,160	0	0	40,710	0	137,870
2024-2025 Projected Budget	99,950	0	0	40,710	0	140,660
2025-2026 Projected Budget	102,820	0	0	40,710	0	143,530

Cost Center Position Detail - Home Base
Full-Time Employees

Community Engagement		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
Community Engagement Specialist		0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total		0.0	1.0	1.0	1.0	1.0	1.0	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. AT&T and Comcast subscribers can access the real time live stream of WROK programming that is available on the city website. WROK is also available on ROKU via the TelVue PEG-TV app. 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, DDA and Brownfield redevelopment authority meetings as well as summer concerts and assorted short programs. 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 10:00 a.m. – 2:00 p.m., 4:00 p.m. – 8:00 p.m. 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 video server. We do anticipate being able to offer high-definition cable casts in the near future.

In between program hours, residents can view our electronic bulletin board. It features our program schedule and provides information regarding a wide variety of city news and events.

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 information technology department, 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**OBJECTIVES**

1. Communication - provide 30 hours of programming weekly, showing key board and committee meetings and special events at three time slots: 7:00 a.m. – 2:00 p.m.; 4:00 p.m. – 8:00 p.m.; and midnight to 2:00 a.m.
2. Community - use electronic media to inform the community of city services and promote community dialog.
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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2021-22:

Office equipment and repair and maintenance costs include maintenance agreements for the city's web streaming appliances, video on-demand service and playback system. This budget includes \$7,500 for the live stream and video on demand service which includes additional storage, \$2,000 for the playback system maintenance agreement, and \$20,000 as a repair contingency for equipment. Dues and memberships are increasing \$5,000 relative to the fiscal year 2020-2021 original budget due to the increase for the Intergovernmental Cable Communications Authority (ICCA) annual membership fee.

As part of the city's annual vehicle replacement plan, \$200,000 was budgeted in the motor pool fund during fiscal year 2020-21 for the replacement of the WROK cable van, however this purchase was deferred and is now budgeted for fiscal year 2021-22. Motor pool rental charges are increasing \$37,350 relative to the fiscal year 2020-21 approved budget due increased depreciation for the new vehicle relative to the resumption of the city's catch-up depreciation plan during fiscal year 2021-22.

Budget Summary Expenditures

101.834 CABLE COMMUNICATIONS	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	28,560	93,350	0	121,910
2018-2019 Actual	0	0	0	110,840	0	110,840
2019-2020 Actual	0	1,990	0	107,840	0	109,830
2020-2021 Original Budget	0	11,000	0	116,730	0	127,730
2020-2021 Adjusted Budget (Dec)	0	11,000	0	116,730	0	127,730
2020-2021 Six Month Actual	0	0	0	34,280	0	34,280
2020-2021 Estimated Year End	0	0	0	94,120	0	94,120
2021-2022 Dept Request	0	0	0	159,080	0	159,080
2021-2022 Manager's Budget	0	0	0	159,080	0	159,080
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	160,720	0	160,720
2023-2024 Projected Budget	0	0	0	162,380	0	162,380
2024-2025 Projected Budget	0	0	0	164,070	0	164,070
2025-2026 Projected Budget	0	0	0	165,790	0	165,790

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 2021-22:

Overtime is increasing by \$14,000 relative to fiscal year 2020-21 estimated year-end due to lack of events due to the COVID-19 pandemic.

\$5,000 is budgeted for Memorial Day Parade contribution. \$30,000 is budgeted for CCCT program activities and coffee / tea expenses. Royal Oak Youth Services continues to be budgeted at \$20,000 as in prior years. \$2,000 has been budgeted for the Starr House contribution in fiscal year 2021-22.

Budget Summary Expenditures

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	24,020	700	0	63,120	0	87,840
2018-2019 Actual	21,260	2,530	0	80,740	0	104,530
2019-2020 Actual	11,020	230	0	156,660	0	167,910
2020-2021 Original Budget	18,190	0	0	56,850	0	75,040
2020-2021 Adjusted Budget (Dec)	18,190	0	0	56,850	0	75,040
2020-2021 Six Month Actual	950	70	0	29,660	0	30,680
2020-2021 Estimated Year End	1,310	100	0	67,680	0	69,090
2021-2022 Dept Request	18,020	0	0	71,450	0	89,470
2021-2022 Manager's Budget	18,020	0	0	71,450	0	89,470
2021-2022 Adopted Budget						
2022-2023 Projected Budget	18,100	0	0	71,500	0	89,600
2023-2024 Projected Budget	18,180	0	0	71,550	0	89,730
2024-2025 Projected Budget	18,260	0	0	71,600	0	89,860
2025-2026 Projected Budget	18,340	0	0	71,650	0	89,990

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 Ave. from Pontiac through Royal Oak in Oakland County, Michigan, all the way to Eight Mile Rd.

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 Ave., 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

- Improve online car registration. ^{GOAL2}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The 2020 Woodward Dream Cruise festival was canceled due to the COVID-19 pandemic. As a result, the city did not earn any sponsorship revenues during the year but did have some expenditures as personnel costs were incurred for police and fire/ems presence on site, minimal supplies, and for motor pool rental charges. Fiscal year 2021-22 anticipates a return of the festival and patrons and has been budgeted as it was originally for the prior fiscal year.

Budget Summary Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	27,240	25,740	0	13,630	0	66,610
2018-2019 Actual	28,490	34,250	0	8,250	0	70,990
2019-2020 Actual	35,990	26,010	0	31,950	0	93,950
2020-2021 Original Budget	38,770	27,000	0	23,000	0	88,770
2020-2021 Adjusted Budget (Dec)	5,210	3,000	0	2,500	0	10,710
2020-2021 Six Month Actual	5,590	840	0	1,250	0	7,680
2020-2021 Estimated Year End	7,340	3,000	0	2,500	0	12,840
2021-2022 Dept Request	38,710	27,000	0	23,000	0	88,710
2021-2022 Manager's Budget	38,710	27,000	0	23,000	0	88,710
2021-2022 Adopted Budget						
2022-2023 Projected Budget	38,760	27,000	0	23,050	0	88,810
2023-2024 Projected Budget	38,810	27,000	0	23,100	0	88,910
2024-2025 Projected Budget	38,860	27,000	0	23,150	0	89,010
2025-2026 Projected Budget	38,910	27,000	0	23,200	0	89,110

Cost Center Position Detail - Home Base

Full & Part-Time Employees

Dream Cruise		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total		n/a	n/a	n/a	n/a	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 during the event.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Due to the COVID-19 pandemic, the 2020 festival was cancelled and replaced with smaller, socially distanced events. As a result, the city received no revenues from parking and had minimal expenses incurred during fiscal year 2020-21 which were related to allocated motor pool vehicle rental charges and a small amount of personnel time.

Fiscal year 2021-22 anticipates a return of the festival and patrons and has been budgeted as it was originally for in the prior fiscal year.

Budget Summary Expenditures

101.837 AB&E	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	28,280	(170)	0	12,200	0	40,310
2018-2019 Actual	31,570	4,280	0	11,490	0	47,340
2019-2020 Actual	20,790	8,810	0	12,060	0	41,660
2020-2021 Original Budget	22,300	8,800	0	12,240	0	43,340
2020-2021 Adjusted Budget (Dec)	22,300	8,800	0	12,240	0	43,340
2020-2021 Six Month Actual	1,460	0	0	2,670	0	4,130
2020-2021 Estimated Year End	3,820	0	0	5,340	0	9,160
2021-2022 Dept Request	22,430	8,800	0	12,240	0	43,470
2021-2022 Manager's Budget	22,430	8,800	0	12,240	0	43,470
2021-2022 Adopted Budget						
2022-2023 Projected Budget	22,800	8,800	0	12,350	0	43,950
2023-2024 Projected Budget	23,180	8,800	0	12,460	0	44,440
2024-2025 Projected Budget	23,570	8,800	0	12,570	0	44,940
2025-2026 Projected Budget	23,980	8,800	0	12,680	0	45,460

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 2021-22:

For fiscal year 2021-22, \$22,500,000 is budgeted to be transferred to the public safety fund and \$500,000 is budgeted to be transferred to the senior citizens services fund in accordance with the public safety millage plan. Due to the higher expenses and dwindling fund balance, the transfer to the senior citizens services fund has increased by \$196,300 to \$500,000 relative to the fiscal year 2020-21 original budget. The forecast estimates that the transfer-out to the public safety fund will be as high as \$26.5 million by fiscal year 2025-26 and as high as \$575,000 to the senior citizen's fund. \$465,200 is budgeted to be transferred to the court debt fund. \$2,206,500 is budgeted for the Royal Oak Civic Center (ROCC) project debt service payment. \$20,000 is budgeted for the Arts Commission and \$2,000 for the Memorial Day Parade. \$10,000 is budgeted as a transfer to the information systems fund to purchase computerized maintenance management software for parks & forestry. \$23,240 is budgeted to be transferred to the indigent defense fund to cover compliance expenditures related to the Michigan Indigent Defense Act. \$994,000 is budgeted to transfer to the ROCC capital projects fund for the Centennial Commons Park bathroom facilities and a water feature. \$42,000 is budgeted to be transferred to the animal shelter fund.

Budget Summary Expenditures

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	20,949,650	0	20,949,650
2018-2019 Actual	0	0	0	26,057,950	0	26,057,950
2019-2020 Actual	0	0	0	24,665,910	0	24,665,910
2020-2021 Original Budget	0	0	0	23,557,940	0	23,557,940
2020-2021 Adjusted Budget (Dec)	0	0	0	21,861,680	0	21,861,680
2020-2021 Six Month Actual	0	0	0	10,845,280	0	10,845,280
2020-2021 Estimated Year End	0	0	0	20,593,440	0	20,593,440
2021-2022 Dept Request	0	0	0	26,762,940	0	26,762,940
2021-2022 Manager's Budget	0	0	0	26,762,940	0	26,762,940
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	26,833,740	0	26,833,740
2023-2024 Projected Budget	0	0	0	27,333,740	0	27,333,740
2024-2025 Projected Budget	0	0	0	28,368,740	0	28,368,740
2025-2026 Projected Budget	0	0	0	29,368,740	0	29,368,740

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. 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.

Major Streets Fund - 202

Local Streets Fund - 203

Public Safety Fund - 207

Publicity Tax Fund - 211

Solid Waste Fund - 226

Indigent Defense Fund - 260

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

- Increase use of hot mix asphalt (versus cold mix) during routine patching to increase repair longevity. ^{GOAL3}
- Utilize proposed computerized maintenance management system (CMMS) platform to establish routing patching schedule. ^{GOAL2}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Relative to the fiscal year 2020-21 estimated year-end, the personnel budget for fiscal year 2021-22 is increasing due to the potential for newer employees (who are not at the top of their pay range) to receive merit wage increases.

Motor pool rental charges, which are allocated to this cost center based upon a variable rate, are increasing \$4,350 relative to the fiscal year 2021-22 original budget due to increased depreciation charges from recently replaced vehicles and equipment during fiscal year 2020-21 as part of the city's annual vehicle replacement plan.

Budget Summary Expenditures

202.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Transfer	Debt	Total
2017-2018 Actual	238,240	96,060	0	288,690	0	0	622,990
2018-2019 Actual	313,670	79,540	0	109,910	0	0	503,120
2019-2020 Actual	402,270	64,230	0	124,190	0	0	590,690
2020-2021 Original Budget	414,550	79,300	0	117,840	0	0	611,690
2020-2021 Adjusted Budget (Dec)	414,550	79,300	0	117,840	0	0	611,690
2020-2021 Six Month Actual	120,990	24,330	0	13,240	0	0	158,560
2020-2021 Estimated Year End	320,530	79,300	0	117,790	0	0	517,620
2021-2022 Dept Request	327,100	79,300	0	122,130	0	0	528,530
2021-2022 Manager's Budget	327,100	79,300	0	122,130	0	0	528,530
2021-2022 Adopted Budget							
2022-2023 Projected Budget	337,350	79,300	0	131,990	0	0	548,640
2023-2024 Projected Budget	347,960	79,300	0	134,090	0	0	561,350
2024-2025 Projected Budget	358,970	79,300	0	136,240	0	0	574,510
2025-2026 Projected Budget	370,390	79,300	0	138,430	0	0	588,120

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.

This cost center also includes costs associated with the routine maintenance of raingardens which act as stormwater mitigation to help prevent flooding on major streets.

GOALS

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

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing to better reflect actual time charged to this cost center relative to fiscal year 2020-21 projected year-end and to potentially provide newer employees (who are not at the top of their pay range) merit wage increases. This includes an increase in overtime wages of \$15,000 relative to fiscal year 2020-21 original budget based on activity over the past two years.

Miscellaneous contracted services are increasing \$5,800 relative to fiscal year 2020-21 original budget for routine raingarden maintenance costs. Motor pool rental charges, which are allocated to this cost center based on a variable rate, are increasing \$9,180 relative to the fiscal year 2020-21 projected year-end due to a planned increase in utilization.

Budget Summary Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	158,110	0	0	43,410	0	201,520
2018-2019 Actual	144,140	0	0	48,540	0	192,680
2019-2020 Actual	165,870	0	0	57,050	0	222,920
2020-2021 Original Budget	161,390	0	0	69,760	0	231,150
2020-2021 Adjusted Budget (Dec)	161,390	0	0	92,860	0	254,250
2020-2021 Six Month Actual	91,900	0	0	14,340	0	106,240
2020-2021 Estimated Year End	174,870	0	0	60,950	0	235,820
2021-2022 Dept Request	194,800	0	0	70,130	0	264,930
2021-2022 Manager's Budget	194,800	0	0	70,130	0	264,930
2021-2022 Adopted Budget						
2022-2023 Projected Budget	200,910	0	0	70,810	0	271,720
2023-2024 Projected Budget	207,550	0	0	71,510	0	279,060
2024-2025 Projected Budget	215,050	0	0	72,220	0	287,270
2025-2026 Projected Budget	223,990	0	0	72,950	0	296,940

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 64.9-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

- Study the efficacy and feasibility of using pavement anti-icing solutions to reduce costs related to snow/ice removal.^{GOAL1}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The personnel budget is increasing, relative to fiscal year 2020-21 estimated year-end due to newer employees (who are not at the top of their pay range) potentially receiving merit wage increases. However, overall expenditures are decreasing based upon historically lighter snowfall every few years. Road salt and ice melt compound is decreasing \$10,000 relative to fiscal year 2020-21 estimated year-end due to current inventory levels and motor pool rental charges are decreasing \$18,610 relative to the fiscal year 2020-21 estimated year-end due to a decrease in utilization.

Budget Summary Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	104,070	409,220	0	191,020	0	704,310
2018-2019 Actual	83,790	285,630	0	146,140	0	515,560
2019-2020 Actual	96,450	290,500	0	109,840	0	496,790
2020-2021 Original Budget	104,680	285,650	0	155,740	0	546,070
2020-2021 Adjusted Budget (Dec)	104,680	285,650	0	155,740	0	546,070
2020-2021 Six Month Actual	18,500	22,750	0	23,840	0	65,090
2020-2021 Estimated Year End	89,190	311,000	0	132,000	0	532,190
2021-2022 Dept Request	97,200	301,000	0	113,590	0	511,790
2021-2022 Manager's Budget	97,200	301,000	0	113,590	0	511,790
2021-2022 Adopted Budget						
2022-2023 Projected Budget	99,290	301,000	0	115,860	0	516,150
2023-2024 Projected Budget	101,430	301,000	0	118,180	0	520,610
2024-2025 Projected Budget	103,660	301,000	0	120,540	0	525,200
2025-2026 Projected Budget	106,000	301,000	0	122,950	0	529,950

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 recommendations 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 2021-22:

The total personnel costs in the department requested budget are lower than the fiscal year 2020-21 original budget due to a smaller allocation of DPS staff allocated to this cost center than in the prior year based on recent activity. However, this is still an increase over the fiscal year 2020-21 projection to allow for newer staff to receive step wage increases.

Miscellaneous contracted services include \$60,500 to replace three traffic cabinets, \$45,000 for center line pavement marking, \$15,000 for a traffic study (per CIP), \$15,000 for sign inventory maintenance and \$4,500 for mast-arm traffic signal inspections (per CIP). Motor pool rental charges, which are allocated to this cost center based on a variable rate, are increasing \$9,140 relative to fiscal year 2020-21 estimated year-end due to increased depreciation from recently replaced vehicles and equipment.

Budget Summary Expenditures

202.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	72,230	43,820	0	76,380	0	192,430
2018-2019 Actual	122,510	63,690	0	78,280	0	264,480
2019-2020 Actual	150,360	31,260	0	103,880	0	285,500
2020-2021 Original Budget	168,740	53,000	0	103,310	0	325,050
2020-2021 Adjusted Budget (Dec)	168,740	53,000	0	103,310	0	325,050
2020-2021 Six Month Actual	38,870	9,200	0	10,650	0	58,720
2020-2021 Estimated Year End	103,960	54,000	0	100,300	0	258,260
2021-2022 Dept Request	139,200	53,000	0	189,440	0	381,640
2021-2022 Manager's Budget	139,200	53,000	0	189,440	0	381,640
2021-2022 Adopted Budget						
2022-2023 Projected Budget	143,840	53,000	0	190,420	0	387,260
2023-2024 Projected Budget	148,640	53,000	0	191,420	0	393,060
2024-2025 Projected Budget	153,630	53,000	0	192,440	0	399,070
2025-2026 Projected Budget	158,810	53,000	0	193,480	0	405,290

Cost Center Position Detail - Home Base Full & Part-Time Employees

Streets Traffic Control		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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 has 82 signals to maintain, 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 2021-22:

Personnel costs are increasing in fiscal year 2021-22 due to having a higher allocation of the city's electrician's time charged to this cost center to reflect the increased workload in recent years.

Traffic and signal repair and maintenance services are decreasing \$12,000 from the fiscal year 2020-21 projected balance due to emergency signal knockdown repairs at Main Street and Normandy Roads and from a planned replacement of a damaged signal during the year. Motor pool rental charges, which are allocated to this cost center based upon a variable rate, are increasing \$1,770 relative to the fiscal year 2021-22 original budget due to increased depreciation charges from recently replaced vehicles and equipment during fiscal year 2020-21 as part of the city's annual vehicle replacement plan.

Budget Summary Expenditures

202.474 STREETS SIGNAL SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	34,420	14,780	0	95,470	0	144,670
2018-2019 Actual	39,680	19,380	0	159,100	0	218,160
2019-2020 Actual	51,860	24,470	0	143,760	0	220,090
2020-2021 Original Budget	46,540	19,000	0	121,900	0	187,440
2020-2021 Adjusted Budget (Dec)	46,540	19,000	0	121,900	0	187,440
2020-2021 Six Month Actual	29,370	2,910	0	90,990	0	123,270
2020-2021 Estimated Year End	54,880	19,000	0	161,500	0	235,380
2021-2022 Dept Request	60,050	19,000	0	120,870	0	199,920
2021-2022 Manager's Budget	60,050	19,000	0	120,870	0	199,920
2021-2022 Adopted Budget						
2022-2023 Projected Budget	60,670	19,000	0	121,170	0	200,840
2023-2024 Projected Budget	61,310	19,000	0	121,480	0	201,790
2024-2025 Projected Budget	61,980	19,000	0	121,790	0	202,770
2025-2026 Projected Budget	62,660	19,000	0	122,110	0	203,770

Cost Center Position Detail - Home Base Full & Part-Time Employees

Signal Services		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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

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

The city engineer, as the street administrator, is responsible for evaluating, planning, designing, and constructing the road system and its traffic safety. This includes original construction, major replacement or resurfacing, traffic signs and signals.

The engineer coordinates regularly with the Oakland County Road Commission, surrounding communities and the State

Department of Transportation regarding the roads in the city for which the city is responsible. It also means meeting with subdivision and homeowner groups or associations, and other concerned citizens as situations warrant.

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

* * * * *

The major street fund / administration cost center accounts for the cost of the overall planning, administration and oversight of all activities that affect traffic conditions on the city's major street network.

Audit and debt expenditures are included. This cost center also accounts for any city commission authorized transfer-out to support the local street fund, as allowed by Act 51.

GOALS

1. Coordinate all aspects of major street construction, maintenance and permitting practices.
2. Construct and rehabilitate failing segments of the city's major street system by implementing safety improvements as presented in the annual capital improvement plan (CIP) while balancing the sometimes-conflicting interests of safety, mobility, and environmental impacts.
3. Maintain an active role in regional public transportation initiatives.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Using the State of Michigan's revised distribution formula projections based on the funding law, revenues from the gasoline/vehicle registration (Act 51) tax are budgeted at \$5.352 million, a increase over the prior year.

Fiscal year 2021-22 budgets for a \$610,100 use of fund balance and a continued use each year thereafter. The forecast assumes the continuation of the street millage going in the local streets fund. The original 10-year millage ends after fiscal year 2023-24 and a millage renewal is assumed in the forecast.

Note: All of the road millage revenue is recorded and expended in the local street fund. However, it appears that a portion of the millage may need to be moved to the major streets fund due to the significant reduction of fund balance anticipated.

Budget Summary

Major Street Fund Summary	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	4,354,026	5,440,726	4,830,626	2,473,856	1,779,776	383,466
Revenues and transfers from other funds	5,914,730	5,612,130	5,612,130	5,612,130	5,612,130	5,612,130
Expenditures and transfers to other funds	4,828,030	6,222,230	7,968,900	6,306,210	7,008,440	5,809,710
Net Change in Fund Balance	1,086,700	(610,100)	(2,356,770)	(694,080)	(1,396,310)	(197,580)
Ending Fund Balance	5,440,726	4,830,626	2,473,856	1,779,776	383,466	185,886

Revenues

202-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	4,723,310	203,040	43,970	161,670	337,680	5,469,670
2018-2019 Actual	0	5,220,000	203,990	115,040	10,020	129,590	5,678,640
2019-2020 Actual	0	4,812,010	224,830	73,000	16,370	40,250	5,166,460
2020-2021 Original Budget	0	4,854,000	203,000	48,500	454,600	0	5,560,100
2020-2021 Adjusted Budget (Dec)	0	4,854,000	203,000	48,500	454,600	0	5,560,100
2020-2021 Six Month Actual	0	1,829,520	0	19,260	(4,580)	0	1,844,200
2020-2021 Estimated Year End	0	5,206,000	225,000	29,130	454,600	0	5,914,730
2021-2022 Dept Request	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2021-2022 Manager's Budget	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2023-2024 Projected Budget	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2024-2025 Projected Budget	0	5,352,000	225,000	25,130	10,000	0	5,612,130
2025-2026 Projected Budget	0	5,352,000	225,000	25,130	10,000	0	5,612,130

Expenditures

202.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	94,570	208,580	303,150
2018-2019 Actual	0	0	0	1,135,940	183,840	1,319,780
2019-2020 Actual	0	0	0	97,750	183,750	281,500
2020-2021 Original Budget	0	0	0	147,960	184,400	332,360
2020-2021 Adjusted Budget (Dec)	0	0	0	147,960	184,400	332,360
2020-2021 Six Month Actual	0	0	0	73,100	139,610	212,710
2020-2021 Estimated Year End	0	0	0	159,360	184,400	343,760
2021-2022 Dept Request	0	0	0	154,410	186,000	340,410
2021-2022 Manager's Budget	0	0	0	154,410	186,000	340,410
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	141,710	185,000	326,710
2023-2024 Projected Budget	0	0	0	144,060	184,000	328,060
2024-2025 Projected Budget	0	0	0	146,450	184,000	330,450
2025-2026 Projected Budget	0	0	0	148,890	183,500	332,390

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

GOALS

OBJECTIVES

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The following capital projects for this fund for fiscal year 2021-22 are as follows:

• CAP2008 Crooks Rd. resurfacing from 13 Mile to 14 Mile Rd. (MDOT)	\$320,820
• CAP2041 traffic signal upgrades on Main St. and Crooks Rd.	451,130
• CAP2109 S. Main St. resurfacing from Lincoln to 11 Mile Rd.	625,000
• CAP2208 Lincoln Ave. resurfacing from Lafayette to Campbell Rd.	650,000
• CAP2211 Vinsetta Blvd. resurfacing from 12 Mile Rd. to Crooks Rd.	550,000*
• CAP2125 annual millage and major street joint sealing	251,000
• CAP2242 traffic signal upgrades - mast arm installation	<u>1,000,000*</u>
FY2021-22 total:	\$3,847,950

*Indicates new projects not listed in the FY2021-22 CIP document.

Budget Summary Expenditures

202.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	139,110	1,070	980	359,900	0	501,060
2018-2019 Actual	155,000	1,430	0	3,219,990	0	3,376,420
2019-2020 Actual	176,590	260	37,000	2,731,720	0	2,945,570
2020-2021 Original Budget	150,950	1,000	3,717,400	13,820	0	3,883,170
2020-2021 Adjusted Budget (Dec)	150,950	1,000	3,717,400	13,820	0	3,883,170
2020-2021 Six Month Actual	27,190	340	0	1,030,030	0	1,057,560
2020-2021 Estimated Year End	0	1,000	0	2,704,000	0	2,705,000
2021-2022 Dept Request	138,120	1,000	3,847,950	7,940	0	3,995,010
2021-2022 Manager's Budget	138,120	1,000	3,847,950	7,940	0	3,995,010
2021-2022 Adopted Budget						
2022-2023 Projected Budget	143,040	1,000	5,565,500	8,040	0	5,717,580
2023-2024 Projected Budget	148,140	1,000	3,865,000	8,140	0	4,022,280
2024-2025 Projected Budget	153,430	1,000	4,526,500	8,240	0	4,689,170
2025-2026 Projected Budget	158,910	1,000	3,285,000	8,340	0	3,453,250

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

Routine maintenance includes joint and crack sealing, concrete slab replacement, some limited asphalt overlays/repairs that

are implemented through CIP's managed by the engineering department, street sweeping and storm sewer/catch basin cleaning. Dust control is applied when paid by residents and is performed by the highway division.

GOALS

1. To provide a safe and adequate local/neighborhood system, preserving the quality of life in the city, which enhances the attraction and retention of residents and businesses.
2. To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for local/neighborhood maintenance activities.
3. To maintain a long-term local street improvement program that maximizes funding to extend and enhance the life of the city's local street system.

OBJECTIVES

- Increase the use of GIS technology in tracking maintenance activities on neighborhood streets.^{GOAL2}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Total personnel costs are increasing due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22 and due to more time/activity being allocated by DPS employees and engineering staff relative to the fiscal year 2020-21 original budget. The fiscal year 2020-21 year-end projection is high due to an increased workload during the year, however fiscal year 2021-22 is not anticipated to be as high and is budgeted lower than the current projected amount for 2020-21.

Miscellaneous contracted services are decreasing \$10,000 based the historical usage of this account. Motor pool charges are decreasing \$74,850, relative to fiscal year 2020-21 estimated year-end, due to a decrease in vehicle utilization.

Budget Summary Expenditures

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Transfer	Debt	Total
2017-2018 Actual	533,340	59,120	0	1,372,410	0	0	1,964,870
2018-2019 Actual	460,730	69,870	0	1,655,890	0	0	2,186,490
2019-2020 Actual	462,280	35,620	0	175,270	0	0	673,170
2020-2021 Original Budget	442,400	57,500	0	290,940	0	0	790,840
2020-2021 Adjusted Budget (Dec)	442,400	57,500	0	290,940	0	0	790,840
2020-2021 Six Month Actual	309,110	21,420	0	151,500	0	0	482,030
2020-2021 Estimated Year End	596,420	59,000	0	265,500	0	0	920,920
2021-2022 Dept Request	546,980	57,500	0	190,650	0	0	795,130
2021-2022 Manager's Budget	546,980	57,500	0	190,650	0	0	795,130
2021-2022 Adopted Budget							
2022-2023 Projected Budget	564,260	57,500	0	202,060	0	0	823,820
2023-2024 Projected Budget	582,210	57,500	0	205,750	0	0	845,460
2024-2025 Projected Budget	600,860	57,500	0	209,510	0	0	867,870
2025-2026 Projected Budget	620,230	57,500	0	213,340	0	0	891,070

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.

This cost center also includes costs associated with the routine maintenance of raingardens which act as stormwater mitigation to help prevent flooding on local streets.

GOALS

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

OBJECTIVES

- To improve aesthetic of raingardens through contracted maintenance.^{GOAL1}

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL1Boulevards mowed (hours)	1,582	1,987	321	1,500	1,800	1,800
GOAL1Street tree work requests	742	829	633	750	950	950

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Total personnel costs are increasing in fiscal year 2021-22 due to an increased workload which is also reflected in the higher projected year-end balance of fiscal year 2020-21.

Miscellaneous contracted services are increasing \$38,000 relative to fiscal year 2020-21 original budget to cover routine raingarden maintenance and for the city's right-of-way tree replacement policy which allows for a one for one replacement of all removed trees. Fiscal year 2020-21 estimated year-end was higher due to a one-time GIS inventory of streetlights and data reconciliation project. Motor pool rental charges are projected to increase \$10,050 relative to the fiscal year 2020-21 projected year-end due to increased utilization and depreciation charges from recently replaced vehicles and equipment.

Budget Summary Expenditures

203.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	256,980	0	0	162,020	0	419,000
2018-2019 Actual	250,060	0	0	220,000	0	470,060
2019-2020 Actual	322,570	0	0	257,140	0	579,710
2020-2021 Original Budget	342,340	0	0	241,490	0	583,830
2020-2021 Adjusted Budget (Dec)	342,340	0	0	264,590	0	606,930
2020-2021 Six Month Actual	185,920	0	0	127,750	0	313,670
2020-2021 Estimated Year End	386,510	0	0	288,100	0	674,610
2021-2022 Dept Request	380,140	0	0	313,060	0	693,200
2021-2022 Manager's Budget	380,140	0	0	313,060	0	693,200
2021-2022 Adopted Budget						
2022-2023 Projected Budget	392,140	0	0	317,860	0	710,000
2023-2024 Projected Budget	404,630	0	0	322,760	0	727,390
2024-2025 Projected Budget	417,630	0	0	327,760	0	745,390
2025-2026 Projected Budget	431,150	0	0	332,860	0	764,010

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The personnel budget is increasing, relative to fiscal year 2020-21 estimated year-end, due to newer employees (who are not at the top of their pay range) potentially receiving merit wage increases. Road salt and ice melt compound is increasing \$20,000 relative to fiscal year 2020-21 estimated year-end, due to having a mild winter and less snowfall in 2020-21. Motor pool rental charges are decreasing \$15,730, relative to the fiscal year 2020-21 estimated year-end, due to a decrease in utilization.

Budget Summary Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	95,920	45,490	0	148,890	0	290,300
2018-2019 Actual	69,360	30,800	0	92,910	0	193,070
2019-2020 Actual	48,310	32,220	0	46,450	0	126,980
2020-2021 Original Budget	63,070	79,500	0	99,590	0	242,160
2020-2021 Adjusted Budget (Dec)	63,070	79,500	0	99,590	0	242,160
2020-2021 Six Month Actual	16,780	2,600	0	5,930	0	25,310
2020-2021 Estimated Year End	55,700	40,200	0	62,750	0	158,650
2021-2022 Dept Request	65,590	60,100	0	46,270	0	171,960
2021-2022 Manager's Budget	65,590	60,100	0	46,270	0	171,960
2021-2022 Adopted Budget						
2022-2023 Projected Budget	66,990	60,100	0	47,200	0	174,290
2023-2024 Projected Budget	68,430	60,100	0	48,140	0	176,670
2024-2025 Projected Budget	69,930	60,100	0	49,100	0	179,130
2025-2026 Projected Budget	71,490	60,100	0	50,080	0	181,670

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.

OBJECTIVES

- To replace all down signs within 24 hours of notification. ^{GOAL1}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing to better reflect actual time charged to this cost center relative to fiscal year 2020-21 estimated year-end and to potentially provide newer employees (who are not at the top of their pay range) merit wage increases. Motor pool rental charges, which are allocated to this cost center based on a variable rate, are decreasing \$21,190 relative to fiscal year 2020-21 estimated year-end, due to a decrease in vehicle utilization.

Budget Summary Expenditures

203.473 STREETS TRAFFIC CONTROL	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	140,250	7,960	0	40,730	0	188,940
2018-2019 Actual	129,400	18,600	0	24,070	0	172,070
2019-2020 Actual	146,350	(3,290)	0	20,640	0	163,700
2020-2021 Original Budget	90,340	13,000	0	25,110	0	128,450
2020-2021 Adjusted Budget (Dec)	90,340	13,000	0	25,110	0	128,450
2020-2021 Six Month Actual	77,720	2,240	0	26,240	0	106,200
2020-2021 Estimated Year End	142,700	13,000	0	42,000	0	197,700
2021-2022 Dept Request	152,650	13,000	0	20,810	0	186,460
2021-2022 Manager's Budget	152,650	13,000	0	20,810	0	186,460
2021-2022 Adopted Budget						
2022-2023 Projected Budget	158,050	13,000	0	21,230	0	192,280
2023-2024 Projected Budget	163,650	13,000	0	21,650	0	198,300
2024-2025 Projected Budget	169,470	13,000	0	22,080	0	204,550
2025-2026 Projected Budget	175,540	13,000	0	22,520	0	211,060

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

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Using the State of Michigan's revised distribution formula projections based on the road funding law, revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to be approximately \$1.784 million for local streets. The full streets millage levy of 2.3344 mills is budgeted to generate approximately \$6.843 million. Approximately \$2.06 million of fund balance is budgeted to be used as a funding source in fiscal year 2021-22 and then decreasing to approximately \$468,240 use of fund balance in fiscal year 2023-24 before increasing in the remaining years of the forecast. The forecast assumes the continuation of the street millage in this fund. The original 10-year millage ends after fiscal year 2023-24 and a millage renewal is assumed in the forecast.

Budget Summary

Local Street Fund Summary	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	6,449,021	4,700,791	2,644,521	1,198,811	730,571	2,994,421
Revenues and transfers from other funds	8,620,810	8,704,000	9,881,380	10,279,030	10,566,070	10,857,600
Expenditures and transfers to other funds	10,369,040	10,760,270	11,327,090	10,747,270	8,302,220	6,684,510
Net Change in Fund Balance	(1,748,230)	(2,056,270)	(1,445,710)	(468,240)	2,263,850	4,173,090
Ending Fund Balance	4,700,791	2,644,521	1,198,811	730,571	2,994,421	7,167,511

Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	5,896,780	1,399,210	0	57,230	8,526,660	1,120,900	17,000,780
2018-2019 Actual	6,053,150	1,722,860	0	426,150	17,100	1,832,490	10,051,750
2019-2020 Actual	6,357,980	1,713,160	0	91,470	10,260	211,000	8,383,870
2020-2021 Original Budget	6,626,000	1,799,000	0	30,000	0	0	8,455,000
2020-2021 Adjusted Budget (Dec)	6,626,000	1,799,000	0	213,590	0	0	8,638,590
2020-2021 Six Month Actual	3,194,940	664,800	0	193,170	110	0	4,053,020
2020-2021 Estimated Year End	6,619,000	1,807,020	0	193,590	1,200	0	8,620,810
2021-2022 Dept Request	6,843,000	1,855,000	0	6,000	0	0	8,704,000
2021-2022 Manager's Budget	6,843,000	1,855,000	0	6,000	0	0	8,704,000
2021-2022 Adopted Budget							
2022-2023 Projected Budget	7,014,080	1,855,000	0	6,000	1,006,300	0	9,881,380
2023-2024 Projected Budget	7,189,430	1,855,000	0	6,000	1,228,600	0	10,279,030
2024-2025 Projected Budget	7,369,170	1,855,000	0	6,000	1,335,900	0	10,566,070
2025-2026 Projected Budget	7,553,400	1,855,000	0	6,000	1,443,200	0	10,857,600

Expenditures

203.515 STREETS ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	0	0	0	69,160	3,500,990	1,602,500	5,172,650
2018-2019 Actual	0	0	0	153,260	1,350	1,607,230	1,761,840
2019-2020 Actual	0	0	0	156,200	1,670	1,632,910	1,790,780
2020-2021 Original Budget	0	0	0	154,860	1,100	1,608,500	1,764,460
2020-2021 Adjusted Budget (Dec)	0	0	0	154,860	1,100	1,608,500	1,764,460
2020-2021 Six Month Actual	0	0	0	79,350	740	282,760	362,850
2020-2021 Estimated Year End	0	0	0	154,860	1,300	1,608,500	1,764,660
2021-2022 Dept Request	0	0	0	170,880	16,400	1,634,500	1,821,780
2021-2022 Manager's Budget	0	0	0	170,880	16,400	1,634,500	1,821,780
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	0	0	174,210	1,400	1,634,500	1,810,110
2023-2024 Projected Budget	0	0	0	177,600	1,400	1,609,500	1,788,500
2024-2025 Projected Budget	0	0	0	181,060	1,400	305,500	487,960
2025-2026 Projected Budget	0	0	0	184,590	1,400	304,500	490,490

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

GOALS

OBJECTIVES

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.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The following capital projects for this fund for fiscal year 2021-22 are as follows:

• CAPXX01 concrete pavement and prepaid sidewalk imp.	\$47,000
• CAPXX02 city-wide sidewalk improvement program	1,000,000*
• CAPXX05 millage concrete street repairs	1,280,000
• CAPXX15 millage asphalt resurfacing	3,161,000*
• CAPXX25 millage joint sealing	90,000
• CAP2036 diverter islands	150,000
• CAP2040 road imp. due to water/sewer projects (stormwater mitigation)	30,000
• CAP2110 2021 road imp. due to water main construction	112,500
• CAP2135 2021 road reconstruction improvements	400,000
• CAP2136 special assessment alley reconst. (Evergreen and Northwood)	60,000
• CAP2155 special assessment street paving of unimproved streets	37,500
• CAP2210 2022 road imp. due to water main construction	175,000
• CAP2211 2022 road imp. due to water main construction	<u>317,500</u>

FY2021-22 total: \$6,860,500

*Project amount deviates from the estimated cost listed in the FY 2021-22 CIP document due to revised cost estimates provided after the CIP document was prepared.

Budget Summary Expenditures

203.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	211,720	4,440	0	4,947,790	0	5,163,950
2018-2019 Actual	199,520	3,360	0	3,802,900	0	4,005,780
2019-2020 Actual	145,500	11,700	0	4,865,320	0	5,022,520
2020-2021 Original Budget	187,650	8,000	6,743,520	21,670	0	6,960,840
2020-2021 Adjusted Budget (Dec)	187,650	8,000	6,743,520	21,670	0	6,960,840
2020-2021 Six Month Actual	110,030	910	0	3,572,320	0	3,683,260
2020-2021 Estimated Year End	0	8,000	0	6,644,500	0	6,652,500
2021-2022 Dept Request	209,270	5,000	6,860,500	16,970	0	7,091,740
2021-2022 Manager's Budget	209,270	5,000	6,860,500	16,970	0	7,091,740
2021-2022 Adopted Budget						
2022-2023 Projected Budget	209,620	5,000	7,385,000	16,970	0	7,616,590
2023-2024 Projected Budget	209,980	5,000	6,779,000	16,970	0	7,010,950
2024-2025 Projected Budget	210,350	5,000	5,585,000	16,970	0	5,817,320
2025-2026 Projected Budget	210,740	5,000	3,913,500	16,970	0	4,146,210

The public safety fund collects the public safety millage, authorized by voters in November 2012 and renewed for a second five-year term in 2016. The city budgets to levy 3.7120 mills of the 3.9750 (reduced by Headlee Act to 3.7120) authorized amount, for FY2021-22. This will be the fifth year of the renewal. The renewal millage is

approved for five years. Revenues generated by the police, fire and ambulance functions are accounted for in this fund. As anticipated when originally approved, it appears a renewal will be needed again, based upon the estimated future years' projections.

Significant Revenue, Staff & Program Notes - Fiscal Year 2021-22:

The public safety millage is budgeted to generate approximately \$10.88 million based upon the millage rate of 3.7120. mills (the maximum authorized levy reduced by Headlee Act). Fiscal year 2021-22 will be the fifth year of the five-year millage renewal.. A transfer of \$22.5 million from the general fund to offset the police, fire, and ambulance functions' expenditures for fiscal year 2021-22 is budgeted. The forecast assumes the millage will be renewed and levied beginning in fiscal year 2022-23. By the last year of the forecast, the general fund transfers-out is estimated at \$26.5 million to try to keep the fund out of a deficit position however the general fund cannot afford to transfer-out due to the general funds estimated deficit fund balance beginning in fiscal year 2022-23. The estimated forecast only assumes the renewal of the public safety millage. Based upon the estimated forecast the annual general fund operating deficit reaches nearly \$9 million in fiscal year 2025-26 in order to transfer-out the necessary monies to the public safety millage. Discussions toward a resolution to this fiscal condition is encouraged.

Police cost recover is budgeted to increase \$30,000 / 27 percent based upon the assumption of beginning to ramp up to pre COVID 19 pandemic activity.

Ambulance service revenue is budgeted to increase by \$100,000 / 10 percent relative to 2020-21 projected year-end due to an anticipated increase of transports (such as from new facilities such as Henry Ford downtown).

The transfer from the DDA remains budgeted at \$540,000 for policing services in the downtown area.

Budget Summary

PUBLIC SAFETY FUND	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	1,611,509	1,707,709	812,359	741,569	293,389	417,189
Revenues and transfers from other funds	33,838,850	35,504,990	36,776,820	37,555,490	39,341,160	40,634,000
Expenditures and transfers to other funds	33,742,650	36,400,340	36,847,610	38,003,670	39,217,360	40,483,720
Net Change in Fund Balance	96,200	(895,350)	(70,790)	(448,180)	123,800	150,280
Ending Fund Balance	1,707,709	812,359	741,569	293,389	417,189	567,469

Revenues

207-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	9,376,680	0	1,411,670	15,430	146,440	18,640,000	29,590,220
2018-2019 Actual	9,624,850	108,150	1,359,370	35,330	162,130	19,540,000	30,829,830
2019-2020 Actual	10,109,730	143,320	1,333,770	420,210	120,460	21,540,000	33,667,490
2020-2021 Original Budget	10,536,000	115,000	1,391,500	5,000	111,820	21,050,000	33,209,320
2020-2021 Adjusted Budget (Dec)	10,536,000	1,947,260	1,391,500	5,000	111,820	19,353,740	33,345,320
2020-2021 Six Month Actual	5,080,350	3,305,940	631,140	1,840	83,150	10,525,000	19,627,420
2020-2021 Estimated Year End	10,525,000	3,871,880	1,224,850	2,710	174,410	18,040,000	33,838,850
2021-2022 Dept Request	10,881,000	113,000	1,356,700	1,000	113,290	23,040,000	35,504,990
2021-2022 Manager's Budget	10,881,000	113,000	1,356,700	1,000	113,290	23,040,000	35,504,990
2021-2022 Adopted Budget							
2022-2023 Projected Budget	11,153,030	113,000	1,356,700	800	113,290	24,040,000	36,776,820
2023-2024 Projected Budget	11,431,860	113,000	1,356,700	640	113,290	24,540,000	37,555,490
2024-2025 Projected Budget	11,717,660	113,000	1,356,700	510	113,290	26,040,000	39,341,160
2025-2026 Projected Budget	12,010,600	113,000	1,356,700	410	113,290	27,040,000	40,634,000

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

ROPD is organized into two divisions, staff services division and patrol operations division. Additionally, there is a professional standards unit that reports directly to the chief. 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, investigation and prosecution of criminal offenses, school liaison program, crime prevention, school crossing and maintaining a detention facility.

The patrol division has three 8-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, and police service aides. Part-time police desk assistants (PDA) staff the front desk on day shift and afternoon shift, 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 assigned to various task forces.

Royal Oak participates in the following task forces, Narcotic Enforcement Team, FBI Violent Crimes Task Force, Troy Special Investigations Unit, Oakland County Auto Theft, and Secret Service Fraud Task Force. Royal Oak Police Department also has a school liaison officer assigned to Royal Oak High School.

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.

24 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, auto parking 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.

OBJECTIVES

- Expand the cadet program to assist with administrative tasks to keep sworn officers on the road and a pipeline for recruiting. GOALS1,7
- Train officers to fill expected leadership vacancies. GOAL1,7

GOALS**OBJECTIVES**

4. To provide exceptional public safety for major events, such as Woodward Dream Cruise and Arts, Beats and Eats.
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.

Performance Indicators / Outcome Measures

	Actual <u>2017</u>	Actual <u>2018</u>	Actual <u>2019</u>	Actual <u>2020</u>	Projected <u>2021</u>	Projected <u>2022</u>
GOAL1 Calls for Service**	49,139	48,450	51,852	45,108	52,000	52,000
GOAL1 CID Cases Assigned	789	728	755	605	800	800
GOAL1 Warrants Obtained	370	336	353	330	390	390
GOAL1 Traffic Violations Issued	14,145	13,548	14,587	7,539	12,000	13,000
GOAL1 Accidents reported-Non-Injury	2,034	2,004	2,094	1,121	1,800	2,100
GOAL1 Accidents- Injury	255	283	171	155	200	290
GOAL1 Accidents- Fatal	4	2	2	1	2	2
GOAL1 Part A Crimes	1,987	1,628	1,438	1,201	1,700	1,700
GOAL1 Part B Crimes	1,409	1,140	1,030	769	1,200	1,200

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

**From 2015-2017 'calls for service' were total reports for the year.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing over \$1 million relative to the fiscal year 2020-21 original budget due to the potential for newer employees (who are not at the top of their pay range) to receive merit wage increases and due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22. Weapons proficiency is increasing \$36,000 relative to the fiscal year 2020-2021 original budget due to a contract increase from \$1,000 to \$1,500 per officer, and an increase in the number of officers (due to vacancies).

Communication systems parts & supplies is increasing \$108,000 relative to the fiscal year 2020-21 original budget for the purchase of 17 new prep radios in preparation for the Oakland County upgrade / overhaul of the public safety radio system, which will be fully functional by the end of 2022. Clemis services is increasing \$17,000 relative to the fiscal year 2020-21 original budget due the purchase of a new live scan machine. Telecom line repair & maintenance service is decreasing \$9,000 relative to the fiscal year 2020-21 original budget due to logistical efficiencies gained by using an upgraded 911 system in the new police station. Miscellaneous operating supplies are increasing \$27,300 relative to the fiscal year 2020-21 original budget for the purchase of AEDs, digital cameras, and PBTs (Preliminary Breath Tests). Contracted worker services are decreasing \$6,000 relative to the fiscal year 2020-21 estimated year-end due to the likely elimination of the police storage unit and associated rental costs. Uniforms, clothing & gear are increasing \$5,000 relative to the fiscal year 2020-21 estimated year-end due to the need to purchase new crowd control uniforms. Training & education is increasing \$10,000 relative to the fiscal year 2020-21 estimated-year end due to an anticipated increase in training opportunities in fiscal year 2021-22, and which were limited in fiscal year 2020-21 due to the COVID-19 pandemic.

Cleaning & janitorial services are increasing \$10,000 relative to the fiscal year 2020-21 estimated year-end due to additional services needed for the new (larger) police station. Telephone service is increasing \$2,000 relative to the fiscal year 2020-21 original budget due to the increase of offices and phone lines in the new police station. Elevator repair & maintenance is decreasing \$2,000 relative to the fiscal year 2020-21 estimated year-end due to the elevators in the new police station being under warranty. Water utility is decreasing \$20,000 relative to the fiscal year 2020-21 estimated year-end due to the one-time rental of portable air conditioning units for the old police station building. Gas utility is increasing \$5,000 relative to the fiscal year 2020-21 estimated year-end due to anticipated higher usage in the new (larger) police station. The electric utility for the new police station is budgeted at \$66,000 for fiscal year 2021-22 and will be reevaluated and adjusted as usage data becomes available.

Motor pool rental charges are decreasing \$70,870 relative to the fiscal year 2020-21 department requested budget due to a decrease in maintenance & operating costs, depreciation, and fuel costs. Information systems service charges are increasing \$120,030 relative to the fiscal year 2020-21 original budget due to an increase in planned expenditures in fiscal year 2021-22 from the Information Technology fund, which include \$30,000 for the team rooms at the EOC (Emergency Operations Center) and \$11,000 for a police training and policy tracking system replacement.

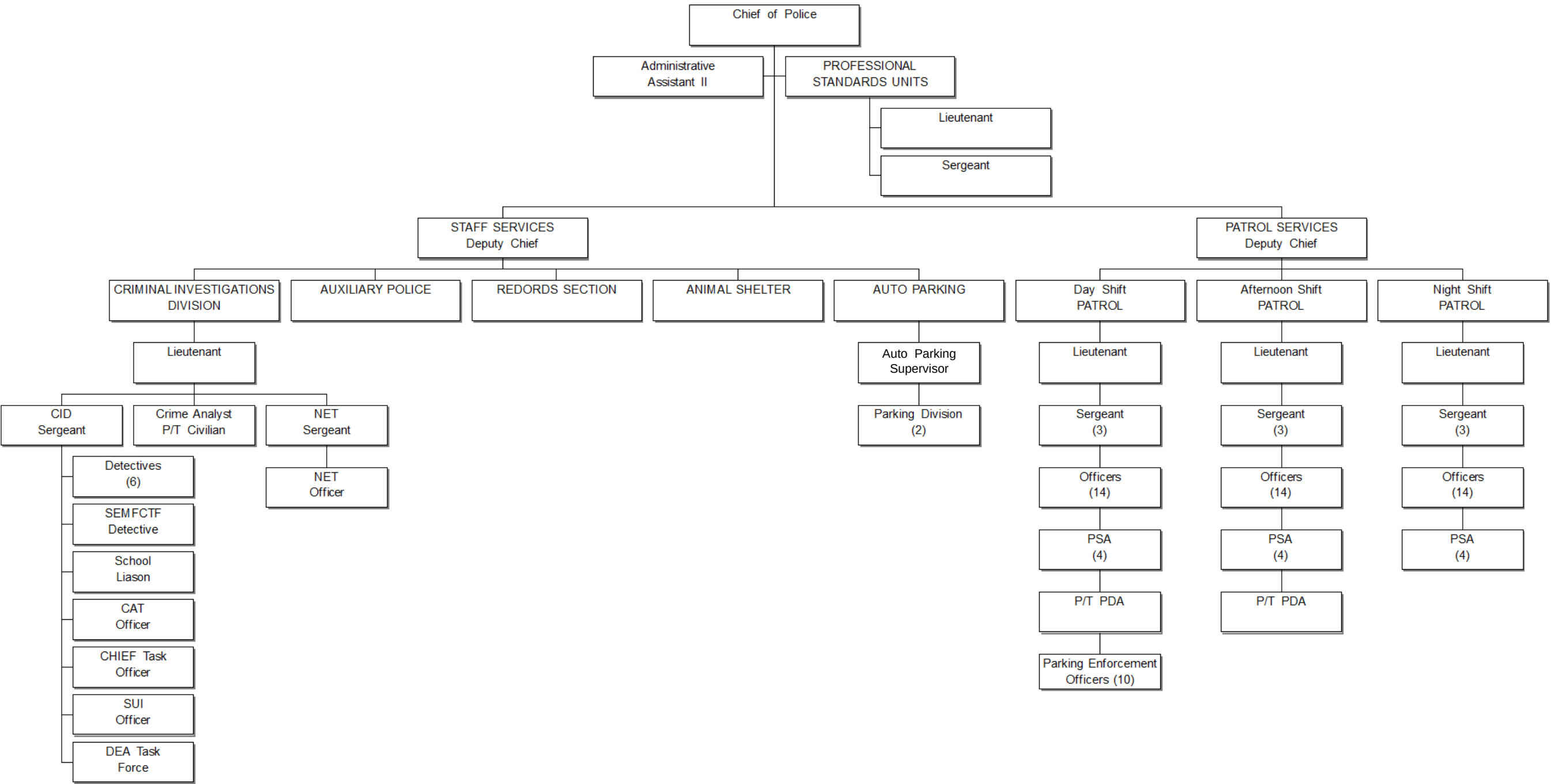
Budget Summary Expenditures

207.301 POLICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	12,963,450	125,110	0	2,113,710	2,166,590	17,368,860
2018-2019 Actual	13,182,240	84,920	0	2,363,630	2,166,780	17,797,570
2019-2020 Actual	14,911,580	89,350	0	2,438,030	2,166,390	19,605,350
2020-2021 Original Budget	14,980,110	131,000	0	2,436,700	2,167,400	19,715,210
2020-2021 Adjusted Budget (Dec)	15,078,110	131,000	0	2,461,640	2,167,400	19,838,150
2020-2021 Six Month Actual	7,714,680	29,390	0	1,218,500	1,646,080	10,608,650
2020-2021 Estimated Year End	15,045,670	130,500	0	2,490,800	2,167,400	19,834,370
2021-2022 Dept Request	16,047,830	133,000	0	2,848,660	2,169,000	21,198,490
2021-2022 Manager's Budget	16,047,830	133,000	0	2,848,660	2,169,000	21,198,490
2021-2022 Adopted Budget	16,047,830	133,000	0	2,848,660	2,169,000	21,198,490
2022-2023 Projected Budget	16,668,070	133,000	0	2,789,550	2,169,000	21,759,620
2023-2024 Projected Budget	17,315,390	133,000	0	2,839,930	2,168,000	22,456,320
2024-2025 Projected Budget	17,990,960	133,000	0	2,891,830	2,168,000	23,183,790
2025-2026 Projected Budget	18,695,960	133,000	0	2,945,330	2,168,000	23,942,290

Cost Center Position Detail- Home Base Full & Part-Time Employees

Police	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Police Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chief of Police	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Police Lieutenant	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Police Sergeant	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0	13.0
Detective	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
Police Officer	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0
Police Service Aide	12.0	12.0	12.0	12.0	12.0	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
Administrative Asst II - Police	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Detective Bureau	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Police Records - MC III	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Detective Bureau - MC II	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Police Records - MC II	1.0	2.0	2.0	2.0	4.0	4.0	4.0	4.0	4.0
Full-time total	96.0	97.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	96.0	97.0	98.0	98.0	98.0	98.0	98.0	98.0	98.0

Department Organization Chart



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 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 risk management services. They lead inspections, investigations, test alarm panels and sprinkler systems, plan reviews, and fire code enforcement. They work with several other departments in the City of Royal Oak on plan reviews and annual business license renewals.

The fire suppression division responds to fire emergencies and medical emergencies, as well as special tactical operations for hazardous materials and technical rescue. Members of the suppression division also respond to calls for lift assistance, odor investigations, and downed power lines.

The department currently provides transporting advanced life support (ALS) services to the City of Royal Oak and its immediate OakWay 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 OakWay mutual aid pact, the suppression firefighters are first responders to our city and provide assistance to seven other neighboring fire departments.

The department responds to hazardous material incidents with an in-house initial response. If additional resources are needed the city activates the OakWay Haz-Mat Team.

The department provides technical rescue response to the City of Royal Oak via the OakWay 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 ISO 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 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 0.2056 mill. Fiscal year 2021-22 is the last year of this debt / millage.

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

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

GOALS

1. Provide the highest quality emergency services delivery.
2. Seek additional funding opportunities for department services.
3. Utilize technology to maximize the efficiency, effectiveness, and safety of fire operations.
4. Limit fire loss through increased comprehensive fire safety inspections.
5. Promote physical fitness for all personnel especially those who perform fire-fighting activities.
6. Evaluate the level of service being delivered to residents using an increased focus on measurable factors.
7. Maintain safe working conditions through the use of well-maintained equipment, and safe operating practices.
8. Explore additional fire grant opportunities.

OBJECTIVES

- Conduct advanced training as a department and with mutual aid partners. GOAL 1
- Regular review of fee schedule for Fire Prevention and explore service models to increase annual inspections. GOAL 2
- Implement geographic location system (GIS) technology in conjunction with alarm software to provide vital on-scene information. GOAL 3
- Increase the number of fire inspections performed annually to 700. GOAL 4
- Increase physical readiness and decrease injuries through participation in fitness training and increased participation in the fitness incentive program. GOAL 5
- Use customer satisfaction data and turn-out times to monitor and evaluate service and delivery times. GOAL 6
- Establish maintenance policies for new equipment. GOAL 7
- Work closely with city grants coordinator to identify and apply for available grant opportunities. GOAL 8

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL4 Structure Fires	58	47	33	65	60	60
GOAL4 Vehicle Fires	12	20	6	15	20	20
GOAL4 Other Fires	28	30	16	30	20	20
GOAL4 Total Fires	98	97	55	110	100	100
GOAL6 Total EMS Incidents	4,325	4,309	1,822	3,875	4,350	4,450
GOAL3 False Alarms including detector activations	343	298	164	300	350	350
GOAL3 Hazardous Conditions	252	316	220	245	300	300
GOAL1 Public Service Calls	497	450	225	475	500	500
GOAL1 Good Intent including Smoke Scares	457	434	230	450	450	450
GOAL1 Other Alarms	39	38	25	45	50	50
GOAL1 Incidents by Fire Station						
Station #1	2,489	2,447	1,111	2,300	2,650	2,700
Station #2	2,381	2,350	1,124	2,200	2,250	2,300
Station #3	1,141	1,145	506	1,000	1,200	1,200
Total Incidents	6,011	5,942	2,741	5,500	6,100	6,200
ISO Rating	3	3	3	3	3	3
GOAL6 Average Turn-Out time for all calls	n/a	1:53	1:48	1:45	1:45	1:45
GOAL4 # of Businesses available to inspect	2,585	2,600	2,600	2,600	2,600	2,600
GOAL4 # of Fire Prevention Inspections annually	647	309	292	600	700	700
GOAL4 # of those Re-Inspected due to violations	192	53	50	150	175	175
GOAL4 % of Businesses requiring Re-Inspection	29	17	17	25	25	15
GOAL4 # of Plan Reviews conducted annually	111	106	83	130	130	130
GOAL4 % of Businesses inspected annually	25%	12%	11%	25%	25%	25%

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The personnel budget is increasing due to newer employees (who are not at the top of their pay range) receiving wage step increases, and due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22. Defined contributions are increasing relative to the fiscal year 2020-21 original budget due to additional employees in the defined contribution plans.

Fire and EMS supplies are decreasing \$9,000 relative to the fiscal year 2020-21 original budget due to the cancellation of the cancer prevention program due to the COVID-19 pandemic. Training & education and materials for public sale & distribution are increasing, \$11,000 and \$1,500 respectively, relative to the fiscal year 2020-21 estimated year-end due to lower usage in fiscal year 2020-21 due to COVID-19 shutdowns in 2020-21. Books, subscriptions & electronic works are increasing \$750 relative to the fiscal year 2020-21 estimated year-end due to the anticipated need for updated promotion exam books. Hazardous materials management contribution is decreasing \$2,500 relative to the fiscal year 2020-21 original budget due to fewer firefighters completing recertification physicals. Communication systems parts & supplies are increasing \$4,000 relative to the fiscal year 2020-21 estimated year-end due to an anticipated increase in the number of parts and supplies that will be needed for the ongoing radio system overhaul, which should be completed in 2022. Plumbing repair & maintenance services and miscellaneous contracted services are decreasing, each by \$2,000, relative to the fiscal year 2020-21 original budget to better reflect historical usage. Water utilities are decreasing \$3,000 relative to the 2020-21 fiscal year original budget to better reflect historical water usage trend.

The following capital improvement projects are budgeted for the fire department for FY2021-22:

• Fire station #1 – security remodel	\$15,000
• Fire station #1 – HVAC system replacement	\$140,000
• Fire station #1 – roof replacement	\$310,000
• Fire stations #1, #2 & #3 – exhaust system upgrade	\$30,000
• Fire station #2 – apron slab repair	<u>\$60,000*</u>

**Carryover of \$20,000 from FY 2020-21*

FY2021-22 total:	\$555,000
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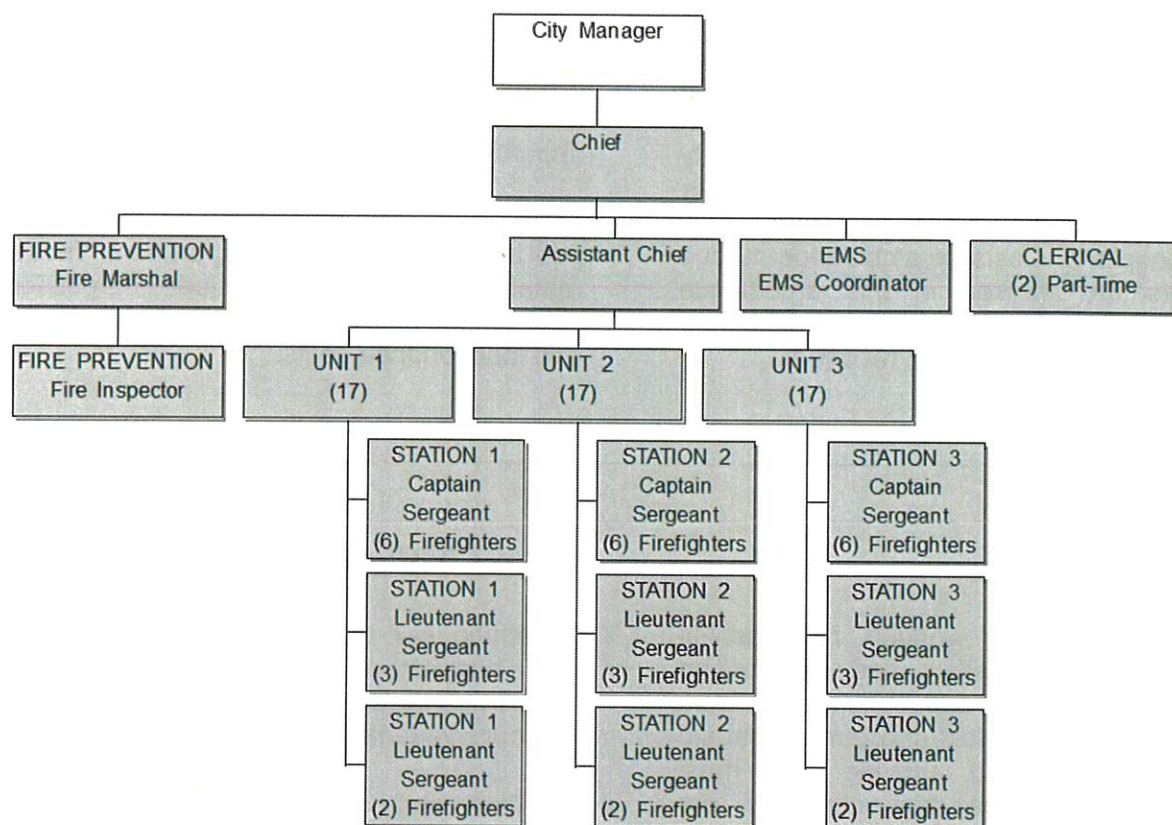
In the motor pool fund, as part of the city's annual vehicle replacement program, fiscal year 2021-22 includes \$720,000 for a Rosenbauer E-1 pumper tanker and \$43,140 for a F-350 truck.

Motor pool vehicle rentals are increasing \$228,500 relative to the fiscal year 2020-21 original budget due to the resumption of the city's depreciation catch-up plan. Information system service charges are increasing \$26,320 due to an increase in planned expenditures in fiscal year 2021-22 from the Information Technology fund.

Budget Summary Expenditures

207.336 FIRE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	8,056,880	101,140	124,940	1,273,110	1,591,510	11,147,580
2018-2019 Actual	8,538,210	164,460	108,240	1,576,420	1,591,590	11,978,920
2019-2020 Actual	9,777,060	75,970	61,340	1,569,580	1,591,390	13,075,340
2020-2021 Original Budget	10,004,100	144,600	80,000	1,329,220	1,592,100	13,150,020
2020-2021 Adjusted Budget (Dec)	10,063,100	144,600	80,000	1,329,220	1,592,100	13,209,020
2020-2021 Six Month Actual	5,284,810	40,370	59,400	698,650	1,209,190	7,292,420
2020-2021 Estimated Year End	9,823,880	135,850	60,000	1,295,020	1,592,100	12,906,850
2021-2022 Dept Request	10,391,990	134,100	555,000	1,630,600	1,594,200	14,305,890
2021-2022 Manager's Budget	10,391,990	134,100	555,000	1,630,600	1,594,200	14,305,890
2021-2022 Adopted Budget						
2022-2023 Projected Budget	10,789,710	134,100	20,000	1,664,580	1,595,000	14,203,390
2023-2024 Projected Budget	11,204,950	134,100	20,000	1,699,530	1,590,000	14,648,580
2024-2025 Projected Budget	11,638,460	134,100	20,000	1,735,490	1,592,000	15,120,050
2025-2026 Projected Budget	12,090,990	134,100	20,000	1,772,500	1,595,000	15,612,590

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Fire	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
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	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0	33.0
Fire Dept - MC III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time total	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0	55.0
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	55.0	55.0	55.0	55.0	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 transporting advanced life support (ALS) ambulances and one ALS engine to the City of Royal Oak and its immediate OakWay 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 department's 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 and continue to work with area hospitals and our mutual aid departments to provide the most efficient service and care for our patients.
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

- Enhance our working relationships with area hospitals and mutual aid departments to provide the best and most efficient care for our residents. ^{GOAL1}
- Review and update our protocols to maintain compliance with county standards. ^{GOAL2}
- Continue to improve and control medical training costs by using our own instructors. ^{GOAL3}
- Maximize the use of Accumed Web for patient and billable revenue. ^{GOAL3}
- Comprehensive quality assurance and professional standards review to identify opportunities to improve service. ^{GOAL4}

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL1 Total EMS Runs	4,158	4,309	1,884	4,000	4,400	4,500
GOAL1 Average EMS Turnout Time	1:38	1:36	1:36	1:34	1:30	1:30
Customer Satisfaction Score	96.38	n/a	n/a	96.5	96.6	96.7
National Average Customer Satisfaction Score	93.18	93.42	93.37	93.5	93.5	93.5
CPR Save Rate vs. National Save Rate	13.9% / 5.4%	16.7% / 5.4%	17.2% / 6.4%	17.5% / 6.4%	18% / 6.5%	18% / 6.5%

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The personnel budget is decreasing relative to the fiscal year 2020-21 original budget due to a reduction in pension expense allocated to the ALS (Advanced Life Support) function. Paramedic premium is increasing \$5,000 relative to the fiscal year 2020-21 due to an increase in the number of employees eligible for this premium.

Ambulance billing services are increasing \$6,000 relative to the fiscal year 2020-21 original budget due to the anticipated increase in the number of EMS runs in fiscal year 2021-22 once the Henry Ford facility opens. Equipment repair & maintenance services are increasing \$3,500 relative to the fiscal year 2020-21 estimated year-end budget due to an anticipated increase in scheduled maintenance in fiscal year 2021-22. Training & education is increasing \$9,000 relative to the fiscal year 2020-21 estimated year-end due to the anticipated resumption of training in fiscal year 2021-22, and which was reduced in fiscal year 2020-21 due to the COVID-19 pandemic. Fire & EMS supplies are increasing \$10,000 relative to the fiscal year 2020-21 estimated year-end due to Oakland County providing COVID-19 supplies in fiscal year 2020-21 as well as an anticipated increase in supply costs. Dues & memberships are increasing \$7,000 relative to the fiscal year 2020-21 estimated year-end due to the cost of customer satisfaction surveys that were previously covered by OakWay.

In the motor pool fund, as part of the city's annual vehicle replacement program, fiscal year 2021-22 includes \$250,000 for an ambulance which was moved up in the replacement program due to reliability concerns. Motor pool rental charges are increasing \$24,900 relative to fiscal year 2020-21 original budget due to the resumption of the city's depreciation catch-up plan during fiscal year 2021-22.

The following capital improvement project is budgeted for ambulance services for FY2021-22:

- EMS tablet replacements \$25,000

Budget Summary Expenditures

207.344 AMBULANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	401,160	173,910	0	150,590	0	725,660
2018-2019 Actual	359,290	150,770	0	216,880	0	726,940
2019-2020 Actual	500,600	192,540	45,620	209,510	0	948,270
2020-2021 Original Budget	544,610	217,280	0	188,380	0	950,270
2020-2021 Adjusted Budget (Dec)	544,610	217,280	0	188,380	0	950,270
2020-2021 Six Month Actual	467,130	51,990	62,500	91,190	0	672,810
2020-2021 Estimated Year End	593,770	162,780	62,500	182,380	0	1,001,430
2021-2022 Dept Request	462,680	201,000	25,000	207,280	0	895,960
2021-2022 Manager's Budget	462,680	201,000	25,000	207,280	0	895,960
2021-2022 Adopted Budget						
2022-2023 Projected Budget	471,750	201,420	0	211,430	0	884,600
2023-2024 Projected Budget	481,250	201,860	0	215,660	0	898,770
2024-2025 Projected Budget	491,230	202,320	0	219,970	0	913,520
2025-2026 Projected Budget	501,670	202,800	0	224,370	0	928,840

Cost Center Position Detail - Home Base Full-Time Employees

Ambulance Service (Fire)					Fiscal Year					
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	
<u>Full-Time Positions</u>										
Fire ALS Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Full-time total	1.0	1.0	1.0	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 State Act 59 of 1925, plus contributions from other city funds. The city is budgeting to levy 0.0154 mill for fiscal year 2021-22.

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 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 businesspersons.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The millage is budgeted to decrease slightly from 0.0160 mill to 0.0154 mill based upon the allowable maximum amount of tax revenue the levy can generate according to Michigan legislation. The small transfers from funds that advertise in *Insight* Magazine are increasing from \$3,000 to \$4,000 for fiscal year 2021-22 for the fund to maintain a positive fund balance.

There are no significant changes in expenditures anticipated.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	14,758	13,678	14,468	17,958	19,078	17,718
Revenues and transfers from other funds	60,400	69,200	74,200	74,200	74,200	74,200
Expenditures and transfers to other funds	61,480	68,410	70,710	73,080	75,560	78,120
Net Change in Fund Balance	(1,080)	790	3,490	1,120	(1,360)	(3,920)
Ending Fund Balance	13,678	14,468	17,958	19,078	17,718	13,798

Revenues

211.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	47,200	0	0	0	310	20,000	67,510
2018-2019 Actual	45,150	1,130	0	0	810	15,000	62,090
2019-2020 Actual	44,980	1,150	0	0	610	10,000	56,740
2020-2021 Original Budget	48,000	530	0	0	300	15,000	63,830
2020-2021 Adjusted Budget (Dec)	48,000	530	0	0	300	15,000	63,830
2020-2021 Six Month Actual	43,800	500	0	0	90	0	44,390
2020-2021 Estimated Year End	44,800	500	0	0	100	15,000	60,400
2021-2022 Dept Request	48,700	500	0	0	0	20,000	69,200
2021-2022 Manager's Budget	48,700	500	0	0	0	20,000	69,200
2021-2022 Adopted Budget							
2022-2023 Projected Budget	48,700	500	0	0	0	25,000	74,200
2023-2024 Projected Budget	48,700	500	0	0	0	25,000	74,200
2024-2025 Projected Budget	48,700	500	0	0	0	25,000	74,200
2025-2026 Projected Budget	48,700	500	0	0	0	25,000	74,200

Expenditures

211.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	16,140	36,340	0	11,490	0	63,970
2018-2019 Actual	14,450	37,800	0	11,900	0	64,150
2019-2020 Actual	16,450	36,890	0	12,060	0	65,400
2020-2021 Original Budget	17,310	38,000	0	12,000	0	67,310
2020-2021 Adjusted Budget (Dec)	17,310	38,000	0	12,000	0	67,310
2020-2021 Six Month Actual	8,650	10,360	0	5,850	0	24,860
2020-2021 Estimated Year End	17,460	32,000	0	12,020	0	61,480
2021-2022 Dept Request	18,390	38,000	0	12,020	0	68,410
2021-2022 Manager's Budget	18,390	38,000	0	12,020	0	68,410
2021-2022 Adopted Budget						
2022-2023 Projected Budget	19,190	39,140	0	12,380	0	70,710
2023-2024 Projected Budget	20,020	40,310	0	12,750	0	73,080
2024-2025 Projected Budget	20,910	41,520	0	13,130	0	75,560
2025-2026 Projected Budget	21,830	42,770	0	13,520	0	78,120

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 2027. 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 Hwy. north of 14 Mile Rd. 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 2.5768 mills is budgeted. This is 0.2364 mill lower than the combined maximum authorized amount of 2.8132 mills (voted local millage of 0.9304 and 1.8828 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 four times per year.
3. Increase percentage of recycled material.

OBJECTIVES

- Provide all residential households with uniform refuse containers. ^{GOAL1}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The local solid waste charter millage was renewed for five years at the August 2016 election. The full authorized combined millage that can be levied is 2.8132 mills however it is recommended to continue to temporarily lower the levy to 2.5768 mills (0.2364 mill lower than the maximum allowed) as done in fiscal year 2020-21. *However, there is sufficient fund balance to reduce the millage rate further in fiscal year 2021-22 should the commission find it more desirable to use a greater amount of fund balance earlier.* Each year of the forecast illustrates reduced tax revenue due to not levying the full authorized local voted millage and using fund balance as a revenue source, however, it does not appear that this can be a permanent reduction. The forecast assumes the renewal of the levy authorized by amended city charter.

Personnel costs are increasing due to the potential for newer employees (who are not at the top of their pay range) to receive wage step increases.

SOCRRA has contracted with GFL for 10 years through 2027 and is tentatively increasing their charges by 3% to the community members. As such, the solid waste collection services expenditure line-item is budgeted to increase 3% relative to the fiscal year 2020-21 estimated year-end balance. Solid waste disposal services are increasing \$20,000 relative to the fiscal year 2020-21 original budget due to annual contractual increases for various tree removal services. The budget for materials for public sale/distribution is increasing \$3,000 relative to fiscal year 2020-21 original budget to provide materials for the uniform refuse cart distribution and for environmental advisory board outreach activities. Training and education costs are increasing \$1,000 due to the changing need for various staff training. Advertising and legal notices are increasing \$500 due to the upcoming millage renewal. Relative to fiscal year 2020-21 original budget, motor pool rental charges are decreasing \$71,280 based on estimated utilization which is reflected in the 2020-21 projected year-end balance decrease as well. Administrative charges are increasing \$14,110 due to the solid waste fund having a larger percentage of overall total expenditures during fiscal year 2019-20, and information systems services charges allocated to this fund are increasing \$4,210 due to a reduction and postponement in planned expenditures from the Information Technology fund due to necessary budget reductions during fiscal year 2020-21.

Capital expenditures in the fiscal year 2021-22 department requested budget include \$1.8 million for city-wide residential property garbage bins, and \$50,000 for storage area screening at Waterworks Park, both projects as noted in the city's annual CIP. Additionally, there is a \$20,000 transfer out to the information systems fund for the solid waste's portion of the computerized maintenance management software budgeted in 2021-22 that several DPS departments will utilize.

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL ² Tons of Yard Waste Diverted from Landfill	10,033	11,941	9,822	12,000	12,000	12,000
GOAL ³ Recycle tons	5,573	4,617	2,916	5,500	5,500	5,500
GOAL ¹ Hazardous Material Collected – Drop off	13,441	10,406	2,398	8,000	11,000	11,000

Budget Summary

	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>
Beginning Fund Balance	5,588,147	4,937,287	2,678,007	2,254,637	1,807,707	1,401,747
Revenues and transfers from other funds	7,444,200	7,701,000	7,889,830	8,083,380	8,281,760	8,485,100
Expenditures and transfers to other funds	8,095,060	9,960,280	8,313,200	8,530,310	8,687,720	8,852,160
Net Change in Fund Balance	(650,860)	(2,259,280)	(423,370)	(446,930)	(405,960)	(367,060)
Ending Fund Balance	4,937,287	2,678,007	2,254,637	1,807,707	1,401,747	1,034,687

Revenues

226.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	7,119,760	0	0	64,630	51,940	0	7,236,330
2018-2019 Actual	7,312,310	170,350	170	186,500	41,350	0	7,710,680
2019-2020 Actual	7,011,110	187,110	0	143,320	57,650	0	7,399,190
2020-2021 Original Budget	7,290,000	86,000	0	9,000	50,000	0	7,435,000
2020-2021 Adjusted Budget (Dec)	7,290,000	86,000	0	9,000	50,000	0	7,435,000
2020-2021 Six Month Actual	7,136,090	78,150	50	22,240	20,740	0	7,257,270
2020-2021 Estimated Year End	7,300,000	78,150	50	26,000	40,000	0	7,444,200
2021-2022 Dept Request	7,553,000	78,000	0	20,000	50,000	0	7,701,000
2021-2022 Manager's Budget	7,553,000	78,000	0	20,000	50,000	0	7,701,000
2021-2022 Adopted Budget							
2022-2023 Projected Budget	7,741,830	78,000	0	20,000	50,000	0	7,889,830
2023-2024 Projected Budget	7,935,380	78,000	0	20,000	50,000	0	8,083,380
2024-2025 Projected Budget	8,133,760	78,000	0	20,000	50,000	0	8,281,760
2025-2026 Projected Budget	8,337,100	78,000	0	20,000	50,000	0	8,485,100

Expenditures

226.528 SOLID WASTE	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	811,020	33,880	994,160	6,187,830	4,000	225,210	8,256,100
2018-2019 Actual	863,170	39,220	940	6,265,720	3,000	225,300	7,397,350
2019-2020 Actual	1,082,330	24,890	0	6,313,040	2,000	225,170	7,647,430
2020-2021 Original Budget	1,042,850	39,100	0	6,534,480	203,000	226,000	8,045,430
2020-2021 Adjusted Budget (Dec)	1,042,850	39,100	0	6,534,480	203,000	226,000	8,045,430
2020-2021 Six Month Actual	590,370	22,340	0	3,194,610	0	171,060	3,978,380
2020-2021 Estimated Year End	1,024,850	39,400	0	6,458,310	346,500	226,000	8,095,060
2021-2022 Dept Request	1,108,340	42,100	1,850,000	6,708,840	24,000	227,000	9,960,280
2021-2022 Manager's Budget	1,108,340	42,100	1,850,000	6,708,840	24,000	227,000	9,960,280
2021-2022 Adopted Budget							
2022-2023 Projected Budget	1,142,970	42,100	0	6,896,630	4,000	227,500	8,313,200
2023-2024 Projected Budget	1,178,960	42,100	0	7,079,250	4,000	226,000	8,530,310
2024-2025 Projected Budget	1,216,350	42,100	0	7,199,270	4,000	226,000	8,687,720
2025-2026 Projected Budget	1,255,220	42,100	0	7,324,840	4,000	226,000	8,852,160

Cost Center Position Detail - Home Base
Full & Part-Time Employees

Solid Waste	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Director of Rec & Public Srv	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
DPS Supervisor - Highway	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sign Technician	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator I	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Painting Machine Operator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Truck Driver	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
DPS/Hwy - MC III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Equipment Repair Worker	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Solid Waste Employee	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Full-time total	14.0	14.0	14.0	14.0	15.0	15.0	15.0	15.0	15.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	14.0	14.0	14.0	14.0	15.0	15.0	15.0	15.0	15.0

The purpose of the indigent defense fund is to account for costs associated with grant revenue received to provide defense attorneys for indigent defendants at the 44th District Court.

Originally adopted in 2013, the Michigan Indigent Defense Commission Act (PA 93 of 2013) established a new state oversight body to review and implement state-wide standards for the provision of criminal

defense services for indigent defendants. The act also established state funding requirement for local court systems.

In May of 2017, the Michigan Indigent Defense Commission adopted the first four standards for the provision of criminal defendants. Funding for the local courts was first appropriated during the state's 2018-19 fiscal year.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Grant revenue and miscellaneous operating supply expenditures are decreasing due to the decrease in state funding provided by the 2021 state grant award from the Michigan Indigent Defense Commission.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	291,404	503,954	503,954	503,954	503,954	503,954
Revenues and transfers from other funds	694,550	661,040	661,040	661,040	661,040	661,040
Expenditures and transfers to other funds	482,000	661,040	661,040	661,040	661,040	661,040
Net Change in Fund Balance	212,550	0	0	0	0	0
Ending Fund Balance	503,954	503,954	503,954	503,954	503,954	503,954

Revenues

260.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	0	0	0	0
2018-2019 Actual	0	276,000	0	0	0	22,210	298,210
2019-2020 Actual	0	646,020	0	0	0	22,690	668,710
2020-2021 Original Budget	0	650,000	0	0	28,000	23,240	701,240
2020-2021 Adjusted Budget (Dec)	0	650,000	0	0	28,000	23,240	701,240
2020-2021 Six Month Actual	0	517,470	0	0	0	0	517,470
2020-2021 Estimated Year End	0	671,310	0	0	0	23,240	694,550
2021-2022 Dept Request	0	615,370	0	0	23,000	22,670	661,040
2021-2022 Manager's Budget	0	615,370	0	0	23,000	22,670	661,040
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	615,370	0	0	23,000	22,670	661,040
2023-2024 Projected Budget	0	615,370	0	0	23,000	22,670	661,040
2024-2025 Projected Budget	0	615,370	0	0	23,000	22,670	661,040
2025-2026 Projected Budget	0	615,370	0	0	23,000	22,670	661,040

Expenditures

260.286 DISTRICT COURT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	0	0	0
2018-2019 Actual	0	0	0	206,050	0	206,050
2019-2020 Actual	0	0	0	469,470	0	469,470
2020-2021 Original Budget	0	73,850	0	627,390	0	701,240
2020-2021 Adjusted Budget (Dec)	0	73,850	0	627,390	0	701,240
2020-2021 Six Month Actual	0	0	0	206,480	0	206,480
2020-2021 Estimated Year End	0	0	0	482,000	0	482,000
2021-2022 Dept Request	0	33,650	0	627,390	0	661,040
2021-2022 Manager's Budget	0	33,650	0	627,390	0	661,040
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	33,650	0	627,390	0	661,040
2023-2024 Projected Budget	0	33,650	0	627,390	0	661,040
2024-2025 Projected Budget	0	33,650	0	627,390	0	661,040
2025-2026 Projected Budget	0	33,650	0	627,390	0	661,040

The Royal Oak Public Library provides opportunities for all to learn, connect, create, and innovate.

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 Library Director 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.

Prior to the pandemic, the Royal Oak Public Library provided informational and recreational resources to the community in many forms: books, e-books, audio books in several formats including downloadable ones, internet access, music CDs, DVDs, online databases with remote access, online courses, and local history materials to patrons with in-person visits averaging 13,300 per month. After the closure in March 2020, due to the pandemic, services quickly shifted to virtual. Going from presenting many programs for adults and children in person to hosting everything through virtual platforms was difficult, but staff quickly adapted to the new service model and library programs were relatively uninterrupted.

The Royal Oak Public Library is still 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. This year we added a Library of Things and will be starting an arts-based makerspace. This project is supported in part by the National Endowment for the Arts.

Nearly 40% of the residents of Royal Oak have a library card. The last fiscal year saw a switch to online-only programs, but we were still able to feature programs on a huge variety of topics with an average of fifteen programs weekly. The summer reading program provides an entertaining way for children to maintain and improve their literacy skills during the summer vacation, and this fiscal year will be no different although we will be utilizing Royal Oak's parks to ensure social distancing.

The pandemic has been extremely challenging for our community. We are thankful for the support of our patrons and community who supported us during our modified operations to keep the staff and community safe in an extremely difficult era.

A dedicated one mill secures the operating funds restricted for Royal Oak Public Library purposes through the year 2023. The maximum allowable rate is now 0.8959 mill due to Headlee Act reductions over the years. The full allowable rate is budgeted to be levied for this fiscal year.

GOALS

1. Employ and retain happy, welcoming staff and provide for their ongoing professional development.
2. Continually maintain and enhance our physical and digital collections.

OBJECTIVES

- Collect regular feedback from our staff and community members. ^{GOALS1,3}
- Develop and implement a collection of management strategy to ensure available materials and reduced wait time for popular materials. ^{GOAL2}

GOALS

3. Capture the community's attention and effectively communicate our available resources, programs, and services.

4. Continuously upgrade and maintain our physical space and functionality of the library to meet the evolving needs of the community.

5. Invest in and make accessible innovative technologies.

6. Secure stable funding.

7. Ensure best practices in library governance, management, and curation in all areas of the library.

OBJECTIVES

- Promote library through all available channels.^{GOAL3}
- Engage in regular outreach to the community.^{GOAL3,4,5}
- Continue to work closely with Friends of the Library to ensure sustainable operations for the library.^{GOAL6}
- Continue to review policies and procedures to ensure we are being good stewards of taxpayer funds.^{GOAL6,7}
- Seek and implement ideas to reduce barriers and increase access.^{GOAL5,7}

Performance Indicators / Outcome Measures

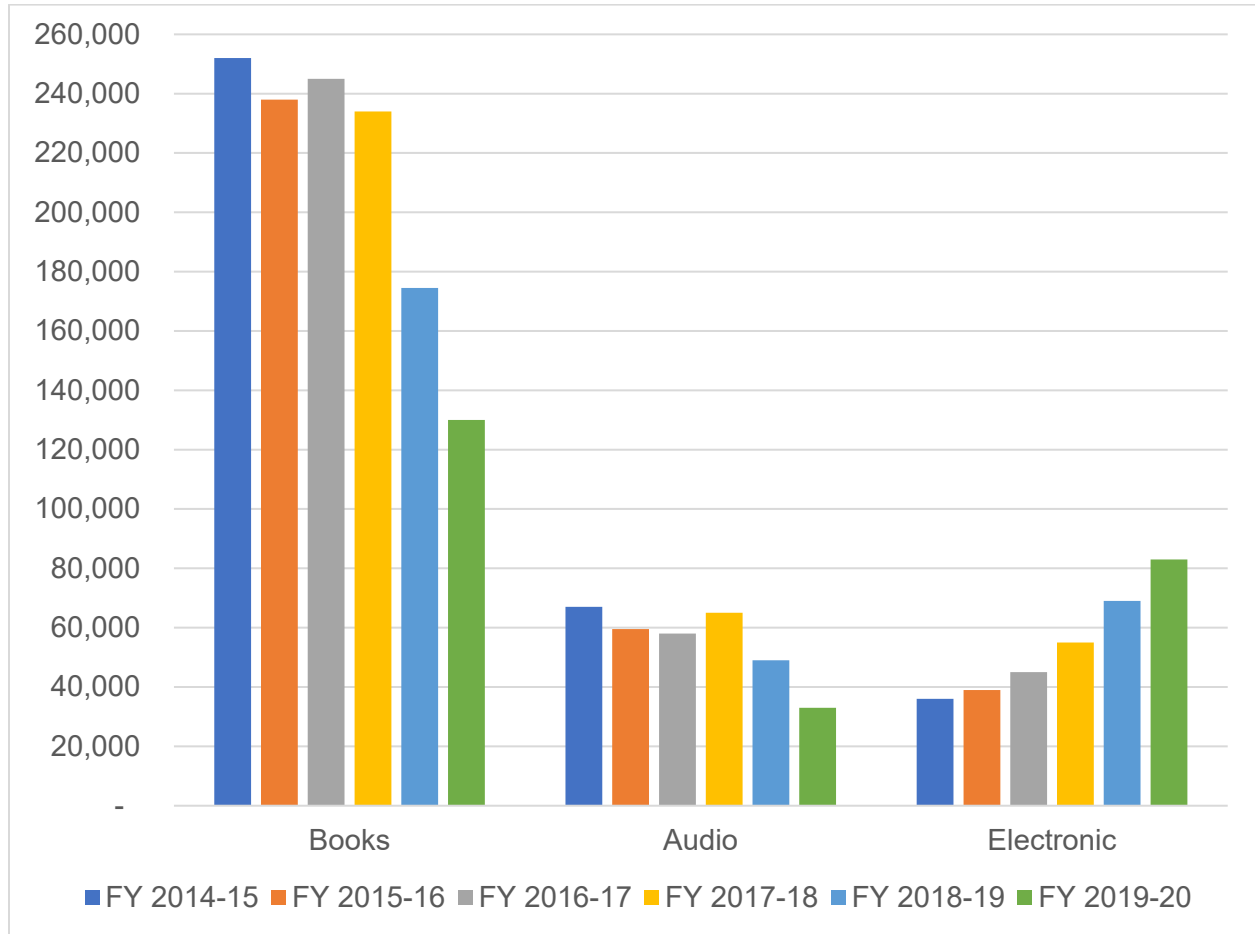
	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL1 Registered Card Holders	23,885	22,002	23,363	23,830	24,297	24,794
GOAL1 Annual Library Visitors	*163,413	127,211	**49,944	**75,000	100,000	125,000
GOAL1 Collection Size	152,589	145,819	146,273	148,000	150,000	152,000
GOAL1 E-Titles†	446,901	380,721	330,993	350,000	375,000	400,000
GOAL1 Lending Transactions	339,197	309,806	268,765	281,400	295,470	310,243
GOAL2 Reference Question Responses	20,369	15,024	8,963	15,500	16,500	17,500
GOAL3 Programs Offered	524	444	145	480	515	545
GOAL3 Program Attendance	17,275	14,116	2,692	14,500	15,100	15,700
GOAL3 Summer Youth Reading Enrollment	1,530	1,500	313	1,500	1,700	2,000

*In 2019, a door counter was not installed until approximately one month after the 11 Mile Rd. entrance was opened.

**In 2020, the library was closed for several months due to the COVID-19 pandemic.

†Correction: E-Titles in FY18-19 was revised. The above corrected number represents only electronic titles (books, audio, movies).

Library Circulation by Format



Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The library fund is now covering the entirety of the programming costs due to the significant budget impact COVID-19 had on the revenue of the Friends of the Library, who previously covered the programs budget. In total, fiscal year 2021-22 revenues are anticipated to increase slightly over fiscal year 2020-21 original budget mostly due to a slight increase in property tax revenues. The budget does not anticipate any revenues for library service charges and fines during fiscal year 2021-22 due to an effort to make the library fine free for patrons, as recent research shows that eliminating library reduces barriers to access and promotes social equity.

Personnel costs are increasing relative to the fiscal year 2020-21 budget due to the request for the addition of a full-time Librarian I and to allow for newer employees (who are not at the top of their pay range) potentially receiving wage step increases.

The library books budget is increasing \$5,720 relative to fiscal year 2020-21 original budget to ensure the continued purchase of popular titles. Telecommunications services are budgeted at \$2,000 for mobile hotspots. Miscellaneous contracted services are decreasing \$19,000 due to a one-time RFID tagging project during 2020-21. Cleaning and janitorial services are budgeted at \$45,000, which is a decrease of \$15,000 due to a deep cleaning of the facility budgeted during fiscal year 2020-21 and cleaning and janitorial supplies are decreasing \$5,000. The library began renovations during fiscal year 2020-21 and increased maintenance activities (such as carpet cleaning) will be necessary to extend the life of the new flooring. Miscellaneous building repair maintenance services are decreasing \$9,000 due to recent renovations.

Administrative charges allocated to this fund for fiscal year 2021-22 are decreasing \$36,390 relative to fiscal year 2020-21 original budget, due to the library having a smaller percentage of overall expenditures during fiscal year 2019-20. Information system service charges are increasing \$7,530 due to a reduction in planned IT expenditures during fiscal year 2020-21. Motor pool rental charges are new for the library during 2021-22 and are budgeted at \$2,260 to allow the library to pilot a home delivery program. The vehicle will also be used for Leaf/Twigs distribution and various offsite program supply transportation.

The fiscal year 2021-22 budget includes a capital expenditure budget of \$260,000 for phase two of the library renovation project. The forecast includes future capital expenditures of \$558,000 for a complete roof replacement during fiscal year 2023-24 (deviates from CIP).

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	1,479,095	749,685	415,285	354,875	34,025	286,575
Revenues and transfers from other funds	2,808,070	2,846,100	2,899,430	2,967,090	3,036,440	3,107,530
Expenditures and transfers to other funds	3,537,480	3,180,500	2,959,840	3,287,940	2,783,890	2,838,720
Net Change in Fund Balance	(729,410)	(334,400)	(60,410)	(320,850)	252,550	268,810
Ending Fund Balance	749,685	415,285	354,875	34,025	286,575	555,385

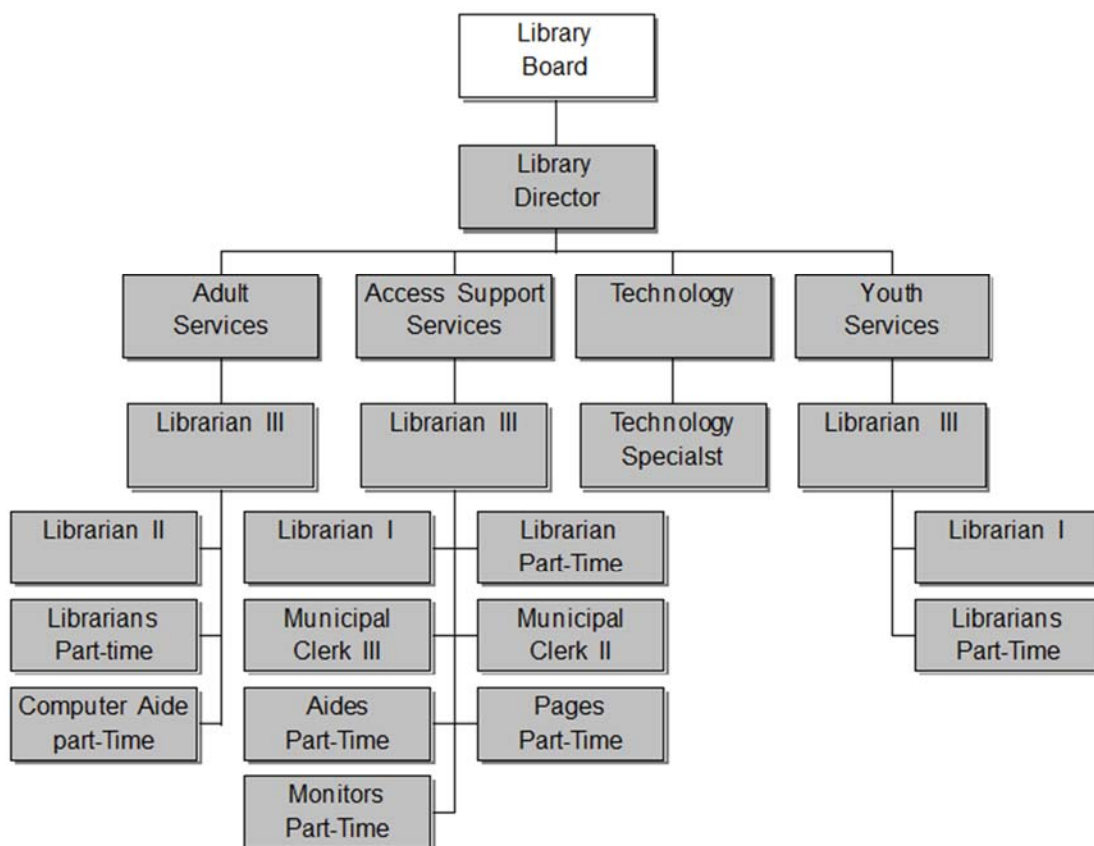
Revenues

271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	2,268,050	39,680	163,610	22,760	4,920	0	2,499,020
2018-2019 Actual	2,329,220	98,120	158,470	87,330	5,420	169,080	2,847,640
2019-2020 Actual	2,444,920	105,570	150,730	66,490	2,680	0	2,770,390
2020-2021 Original Budget	2,542,000	64,000	142,500	59,500	4,000	0	2,812,000
2020-2021 Adjusted Budget (Dec)	2,542,000	79,430	142,500	59,500	4,000	0	2,827,430
2020-2021 Six Month Actual	2,489,020	100,660	106,160	28,930	430	0	2,725,200
2020-2021 Estimated Year End	2,546,000	117,600	108,770	33,500	2,200	0	2,808,070
2021-2022 Dept Request	2,626,000	64,000	120,100	34,000	2,000	0	2,846,100
2021-2022 Manager's Budget	2,626,000	64,000	120,100	34,000	2,000	0	2,846,100
2021-2022 Adopted Budget							
2022-2023 Projected Budget	2,678,650	64,680	120,100	34,000	2,000	0	2,899,430
2023-2024 Projected Budget	2,745,620	65,370	120,100	34,000	2,000	0	2,967,090
2024-2025 Projected Budget	2,814,260	66,080	120,100	34,000	2,000	0	3,036,440
2025-2026 Projected Budget	2,884,620	66,810	120,100	34,000	2,000	0	3,107,530

Expenditures

271.790 LIBRARY	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	1,137,830	301,970	1,090	432,630	0	638,970	2,512,490
2018-2019 Actual	1,230,760	359,510	196,560	405,430	0	639,450	2,831,710
2019-2020 Actual	1,282,740	432,790	29,680	400,370	0	639,090	2,784,670
2020-2021 Original Budget	1,310,440	384,880	0	494,810	0	645,000	2,835,130
2020-2021 Adjusted Budget (Dec)	1,310,440	400,310	513,000	574,810	0	645,000	3,443,560
2020-2021 Six Month Actual	651,160	209,180	0	248,080	0	279,750	1,388,170
2020-2021 Estimated Year End	1,287,620	448,010	590,000	566,850	0	645,000	3,537,480
2021-2022 Dept Request	1,440,370	404,500	260,000	429,630	0	646,000	3,180,500
2021-2022 Manager's Budget	1,440,370	404,500	260,000	429,630	0	646,000	3,180,500
2021-2022 Adopted Budget							
2022-2023 Projected Budget	1,485,910	404,500	0	429,430	0	640,000	2,959,840
2023-2024 Projected Budget	1,533,060	404,500	558,000	434,380	0	358,000	3,287,940
2024-2025 Projected Budget	1,581,890	404,500	0	439,500	0	358,000	2,783,890
2025-2026 Projected Budget	1,632,440	404,500	0	444,780	0	357,000	2,838,720

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Library	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Library Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian III	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0
Librarian II	3.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0
Librarian I	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	2.0
Library Technology Specialist	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0
Library - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Library - MC II	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-time total	10.0	9.0	8.0	8.0	8.0	9.0	9.0	9.0	10.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	10.0	9.0	8.0	8.0	8.0	9.0	9.0	9.0	10.0

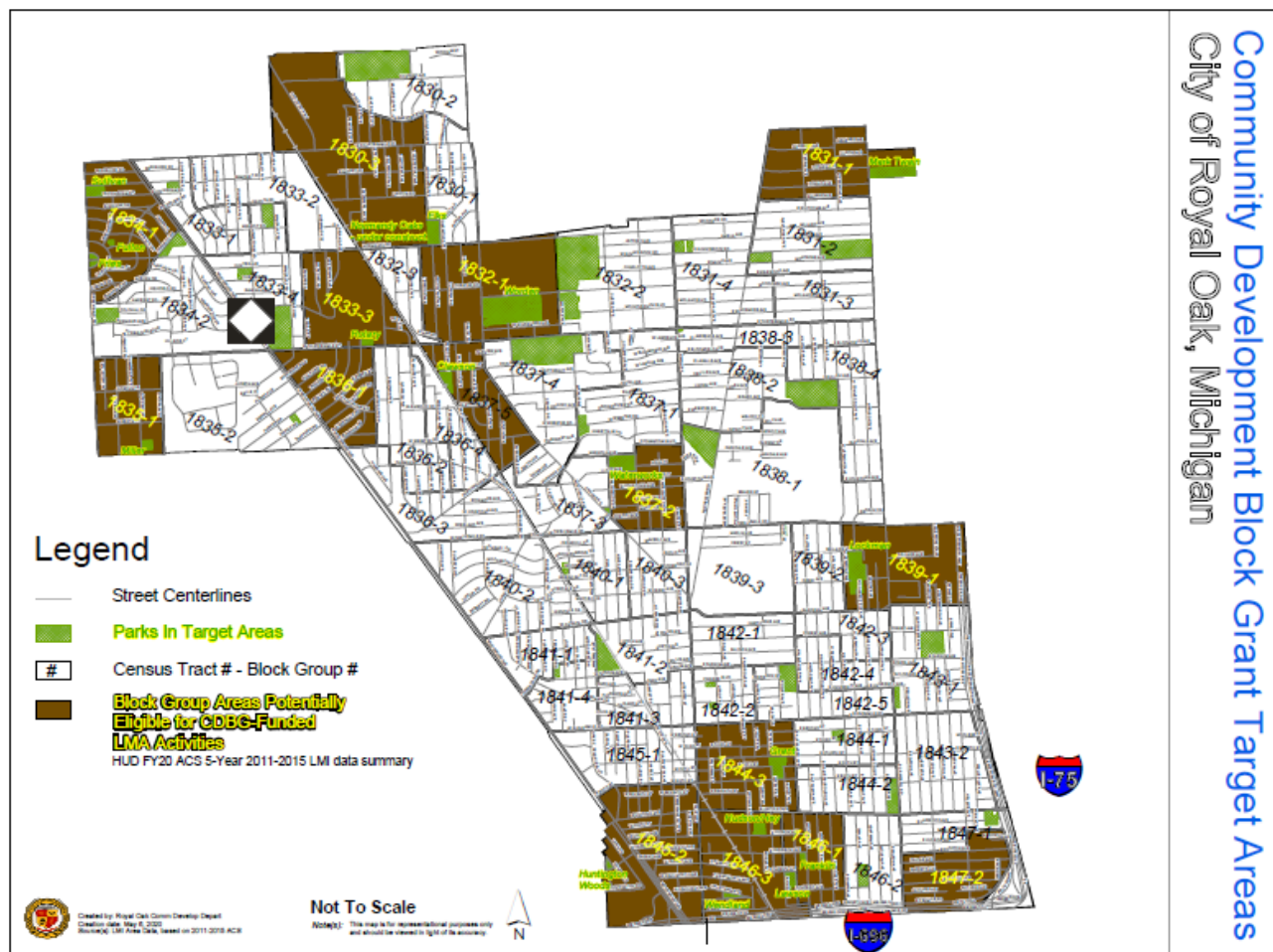
The mission of the community development block grant program is to develop viable urban communities by providing the following, principally for persons of low and moderate income: decent housing, a suitable living environment; and expanded economic opportunities.

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's housing rehabilitation program receives the largest share of the CDBG program's annual grant amount. Large-scale capital projects, such as road improvements, tree planting, and park improvements, 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 homeowners.

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 percent interest for homeowners with incomes no greater than 80 percent of the Detroit area median income, and deferred loans for homeowners at 50 percent of the median income. Additionally, homeowners may be eligible for a forgivable loan, not to exceed \$10,000, for exterior rehabilitation activities. The loan is forgiven in equal parts over a 10-year period, as long as the loan recipient stays in the home. 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, specifications, and contractor solicitation.

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. The Board also studies and recommends CDBG related priorities to the city commission. 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.

OBJECTIVES

GOALS

OBJECTIVES

- Continue the financial viability of the revolving loan program.

Performance Indicators / Outcome Measures

	<u>Actual FY17-18</u>	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>
GOAL3 Rehabilitation Loans						
Loan Applications Received	38	26	22	12	29	35
Loan Applicants on Waiting List	0	0	0	0	0	0
Number of Loans Approved	30	27	14	10	25	22
Funds Available for Loans	\$428k	\$900k	\$500k	\$500k	\$500k	\$425k
Amount of Loans Approved	\$478k	\$448k	\$394k	\$250k	\$500k	\$425k
GOAL2 Lead-based Paint Hazards						
Homes with Hazards Identified	22	18	14	5	10	18
Homes with Hazards Addressed	13	14	11	5	8	14
Repairs Made on Eligible Properties	18	25	14	10	26	22

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The fiscal year 2021-22 budget includes \$45,000 to provide supportive services for residents who qualify through the city's R.O.S.E.S (Royal Oak Senior Essential Services) program that is administered by the city's recreation department. This is an increase of \$35,000 from fiscal year 2020-21 estimated year-end. \$29,000 has been allocated to support local organizations that provide homeless assistance and emergency shelter programs in the city, and which is decreasing \$6,000 relative to the fiscal year 2020-21 original budget. Housing rehabilitation loans are decreasing \$95,000 relative to the fiscal year 2020-21 original budget due to a reallocation of funding to the capital improvement projects listed below.

The following capital improvement projects budgeted for FY 2021-22 is as follows:

- Franklin Park improvements \$475,000*
- Delemere Blvd. resurfacing improvements** \$350,000*

FY 2021-22 total: \$825,000

*Project deviates from CIP

**Transfer out to Local Street Fund

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	3,271,820	2,370,200	2,383,120	2,383,120	2,397,000	2,411,420
Expenditures and transfers to other funds	3,271,820	2,370,200	2,383,120	2,383,120	2,397,000	2,411,420
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
2017-2018 Actual	0	524,370	326,960	0	13,790	0	865,120
2018-2019 Actual	0	1,482,320	471,650	0	11,690	0	1,965,660
2019-2020 Actual	0	1,146,610	456,430	0	21,920	0	1,624,960
2020-2021 Original Budget	0	1,194,030	344,000	832,000	6,000	0	2,376,030
2020-2021 Adjusted Budget (Dec)	0	1,194,030	344,000	1,301,670	6,000	0	2,845,700
2020-2021 Six Month Actual	0	0	334,390	0	10,590	0	344,980
2020-2021 Estimated Year End	0	2,153,550	585,000	518,270	15,000	0	3,271,820
2021-2022 Dept Request	0	1,895,200	460,000	0	15,000	0	2,370,200
2021-2022 Manager's Budget	0	1,895,200	460,000	0	15,000	0	2,370,200
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	1,895,200	460,000	12,920	15,000	0	2,383,120
2023-2024 Projected Budget	0	1,895,200	460,000	12,920	15,000	0	2,383,120
2024-2025 Projected Budget	0	1,895,200	460,000	26,800	15,000	0	2,397,000
2025-2026 Projected Budget	0	1,895,200	460,000	41,220	15,000	0	2,411,420

Expenditures

274.692 HOUSING ASSISTANCE PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	79,660	210	0	394,500	0	474,370
2018-2019 Actual	90,640	220	0	538,820	0	629,680
2019-2020 Actual	108,720	390	0	283,570	0	392,680
2020-2021 Original Budget	100,480	390	0	488,510	0	589,380
2020-2021 Adjusted Budget (Dec)	100,480	390	0	642,380	0	743,250
2020-2021 Six Month Actual	61,430	20	0	180,960	0	242,410
2020-2021 Estimated Year End	104,530	390	0	543,890	0	648,810
2021-2022 Dept Request	125,420	0	0	398,540	0	523,960
2021-2022 Manager's Budget	125,420	0	0	398,540	0	523,960
2021-2022 Adopted Budget						
2022-2023 Projected Budget	129,640	0	0	398,540	0	528,180
2023-2024 Projected Budget	134,030	0	0	398,540	0	532,570
2024-2025 Projected Budget	138,580	0	0	398,540	0	537,120
2025-2026 Projected Budget	143,320	0	0	398,540	0	541,860

274.712 BLOCK GRANT ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	126,540	100	0	25,500	0	152,140
2018-2019 Actual	134,080	190	0	91,070	0	225,340
2019-2020 Actual	180,050	90	0	43,090	0	223,230
2020-2021 Original Budget	240,290	0	0	37,920	0	278,210
2020-2021 Adjusted Budget (Dec)	240,290	0	0	37,920	0	278,210
2020-2021 Six Month Actual	89,300	0	0	20,350	0	109,650
2020-2021 Estimated Year End	261,960	0	0	44,670	0	306,630
2021-2022 Dept Request	259,310	0	0	40,960	0	300,270
2021-2022 Manager's Budget	259,310	0	0	40,960	0	300,270
2021-2022 Adopted Budget						
2022-2023 Projected Budget	268,010	0	0	40,960	0	308,970
2023-2024 Projected Budget	277,030	0	0	40,960	0	317,990
2024-2025 Projected Budget	286,360	0	0	40,960	0	327,320
2025-2026 Projected Budget	296,040	0	0	40,960	0	337,000

CDBG Fund – Housing Rehabilitation Program

274.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	39,420	0	39,420
2018-2019 Actual	0	0	0	43,550	0	43,550
2019-2020 Actual	0	0	0	27,630	0	27,630
2020-2021 Original Budget	0	0	0	45,000	0	45,000
2020-2021 Adjusted Budget (Dec)	0	0	0	45,000	0	45,000
2020-2021 Six Month Actual	0	0	0	3,800	0	3,800
2020-2021 Estimated Year End	0	0	0	5,000	0	5,000
2021-2022 Dept Request	0	0	0	45,000	0	45,000
2021-2022 Manager's Budget	0	0	0	45,000	0	45,000
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	45,000	0	45,000
2023-2024 Projected Budget	0	0	0	45,000	0	45,000
2024-2025 Projected Budget	0	0	0	45,000	0	45,000
2025-2026 Projected Budget	0	0	0	45,000	0	45,000

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	0	0	0	141,930	0	0	141,930
2018-2019 Actual	0	0	0	1,067,090	0	0	1,067,090
2019-2020 Actual	0	0	0	550,070	0	0	550,070
2020-2021 Original Budget	0	0	0	157,160	0	0	157,160
2020-2021 Adjusted Budget (Dec)	0	0	0	297,160	0	0	297,160
2020-2021 Six Month Actual	0	0	0	147,580	0	0	147,580
2020-2021 Estimated Year End	125,000	0	0	282,750	0	0	407,750
2021-2022 Dept Request	310,300	0	350,000	357,110	0	0	1,017,410
2021-2022 Manager's Budget	310,300	0	350,000	357,110	0	0	1,017,410
2021-2022 Adopted Budget							
2022-2023 Projected Budget	310,300	0	350,000	357,110	0	0	1,017,410
2023-2024 Projected Budget	310,300	0	350,000	357,110	0	0	1,017,410
2024-2025 Projected Budget	310,300	0	350,000	357,110	0	0	1,017,410
2025-2026 Projected Budget	310,300	0	350,000	357,110	0	0	1,017,410

CDBG Fund – Housing Rehabilitation Program

274.901 CAPITAL	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	5,570	0	50,480	1,190	0	0	57,240
2018-2019 Actual	0	0	0	0	0	0	0
2019-2020 Actual	16,130	0	414,140	1,040	0	0	431,310
2020-2021 Original Budget	6,280	0	1,300,000	0	0	0	1,306,280
2020-2021 Adjusted Budget (Dec)	6,280	0	1,475,800	0	0	0	1,482,080
2020-2021 Six Month Actual	1,490	0	58,830	840	0	0	61,160
2020-2021 Estimated Year End	0	0	1,902,790	840	0	0	1,903,630
2021-2022 Dept Request	8,560	0	475,000	0	0	0	483,560
2021-2022 Manager's Budget	8,560	0	475,000	0	0	0	483,560
2021-2022 Adopted Budget							
2022-2023 Projected Budget	8,560	0	475,000	0	0	0	483,560
2023-2024 Projected Budget	8,560	0	811,590	0	0	0	820,150
2024-2025 Projected Budget	8,560	0	811,590	0	0	0	820,150
2025-2026 Projected Budget	8,560	0	811,590	0	0	0	820,150

Cost Center Position Detail - Home Base Full & Part-Time Employees

Housing Assistance		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
Housing Program Supervisor		0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Housing Rehabilitation Officer		1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
CS III - Housing		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
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		1.0	1.0	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 ensure 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

- Review and update policies to ensure compliance with current codes and laws. GOAL1

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
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
<u>Permits Issued</u>						
Building	2,904	2,089	1,639	2,100	1,600	1,600
Electrical	1,960	1,781	1,010	1,500	800	800
Mechanical	1,786	1,887	1,024	1,500	800	800
Plumbing Sewer	1,378	1,716	878	1,500	1,000	1,000
Construction Value (in 1000's)	\$156,000	\$112,000	\$66,000	\$120,000	\$ 75,000	\$ 75,000

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Revenues are decreasing relative to the fiscal year 2020-21 estimated year-end budget due to conservative budgeting as construction activity is unpredictable / cyclical so permit revenues can vary greatly from year to year.

Personnel costs are increasing relative to the fiscal year 2020-21 estimated year-end due to newer employees (who are not at the top of their pay range) potentially receiving merit wage increases, anticipating three vacancies being filled, and due to the city having higher annual required retirement contributions for pension and retiree healthcare in fiscal year 2021-22.

Office equipment / furniture (non-capitalized) and safety clothing & gear are increasing, \$3,000 and \$3,500 respectively, relative to the fiscal year 2020-21 estimated year-end due to an anticipated increase in usage relative to the three the vacancies being filled. Printing & document duplicating costs are increasing \$15,000 relative to the fiscal year 2020-21 estimated year-end due to an anticipated increase in document scanning. Telephone services are increasing \$4,300 relative to the fiscal year 2020-21 original budget to better reflect historical usage. Training & education and dues & memberships are increasing, \$5,000 and \$4,000 respectively, relative to the fiscal year 2020-21 estimated year-end due to an anticipated increase in usage for both existing and new employees in fiscal year 2021-22.

Motor pool rental charges are increasing \$18,550 relative to the fiscal year 2020-21 original budget due to the resumption of the city's depreciation catch-up plan and vehicle replacement program, and information systems service charges are increasing \$5,960 due to an increase in planned expenditures from the Information Technology fund during fiscal year 2021-22.

\$60,000 is budgeted in miscellaneous contracted services to conduct a comprehensive evaluation of the city's development approval and permits process such as, but not limited to, rezonings, special use approvals, building permits, plan checks development approval, inspections, and enforcement processes established by the city.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	11,469,793	12,488,983	12,264,533	11,982,313	11,640,213	11,236,013
Revenues and transfers from other funds	2,521,710	1,734,500	1,734,500	1,734,500	1,734,500	1,734,500
Expenditures and transfers to other funds	1,502,520	1,958,950	2,016,720	2,076,600	2,138,700	2,203,090
Net Change in Fund Balance	1,019,190	(224,450)	(282,220)	(342,100)	(404,200)	(468,590)
Ending Fund Balance	12,488,983	12,264,533	11,982,313	11,640,213	11,236,013	10,767,423

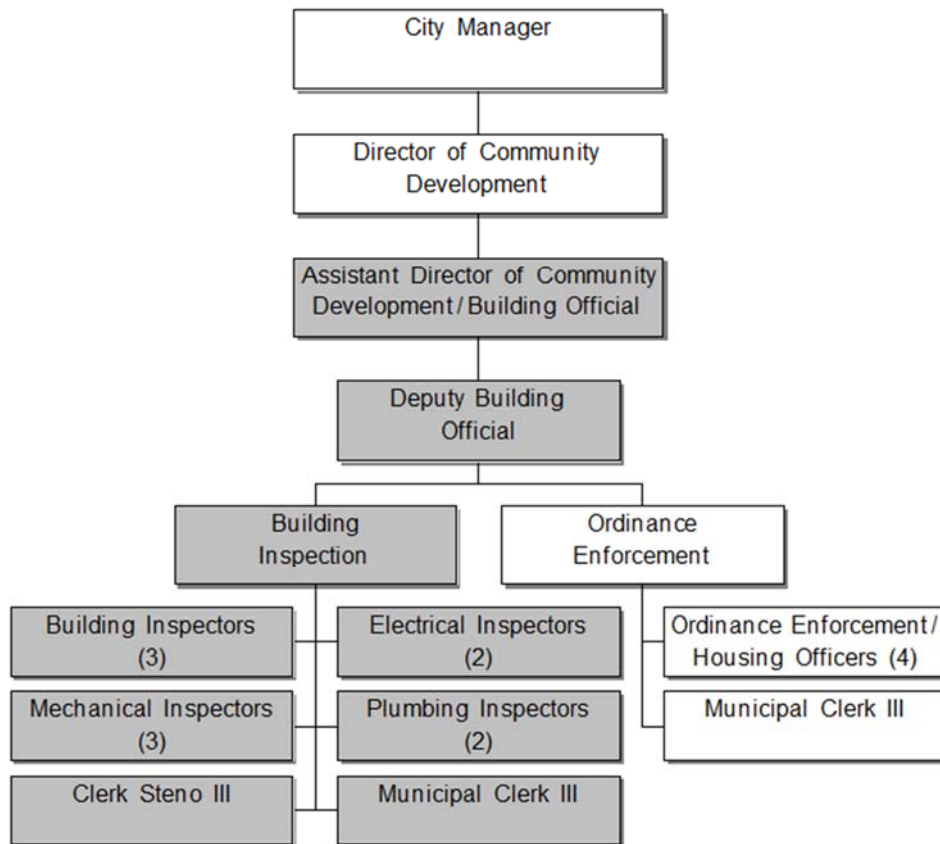
Revenues

282.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	3,988,770	0	59,840	71,020	4,119,630
2018-2019 Actual	0	0	3,615,410	0	218,020	88,330	3,921,760
2019-2020 Actual	0	0	2,839,460	0	177,630	67,990	3,085,080
2020-2021 Original Budget	0	0	1,682,500	0	100,000	20,000	1,802,500
2020-2021 Adjusted Budget (Dec)	0	0	1,682,500	0	100,000	20,000	1,802,500
2020-2021 Six Month Actual	0	0	1,376,670	0	28,980	45,850	1,451,500
2020-2021 Estimated Year End	0	0	2,424,710	0	27,000	70,000	2,521,710
2021-2022 Dept Request	0	0	1,682,500	0	22,000	30,000	1,734,500
2021-2022 Manager's Budget	0	0	1,682,500	0	22,000	30,000	1,734,500
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	0	1,682,500	0	22,000	30,000	1,734,500
2023-2024 Projected Budget	0	0	1,682,500	0	22,000	30,000	1,734,500
2024-2025 Projected Budget	0	0	1,682,500	0	22,000	30,000	1,734,500
2025-2026 Projected Budget	0	0	1,682,500	0	22,000	30,000	1,734,500

Expenditures

282.371 INSPECTION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	817,070	2,340	0	430,700	4,000	0	1,254,110
2018-2019 Actual	866,770	6,030	0	510,550	1,202,800	0	2,586,150
2019-2020 Actual	975,870	6,850	0	399,010	38,000	0	1,419,730
2020-2021 Original Budget	1,335,160	18,000	0	446,340	3,000	0	1,802,500
2020-2021 Adjusted Budget (Dec)	1,335,160	18,000	0	446,340	3,000	0	1,802,500
2020-2021 Six Month Actual	508,290	3,990	0	207,590	0	0	719,870
2020-2021 Estimated Year End	1,067,480	12,500	0	419,540	3,000	0	1,502,520
2021-2022 Dept Request	1,379,930	21,000	0	554,020	4,000	0	1,958,950
2021-2022 Manager's Budget	1,379,930	21,000	0	554,020	4,000	0	1,958,950
2021-2022 Adopted Budget							
2022-2023 Projected Budget	1,430,090	21,000	0	561,630	4,000	0	2,016,720
2023-2024 Projected Budget	1,482,150	21,000	0	569,450	4,000	0	2,076,600
2024-2025 Projected Budget	1,536,220	21,000	0	577,480	4,000	0	2,138,700
2025-2026 Projected Budget	1,592,370	21,000	0	585,720	4,000	0	2,203,090

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Building	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
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
CS III Inspection	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Inspection - MC III	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Building Inspectors	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Electrical Inspector	0.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Housing Inspector	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mechanical Inspector	0.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Plumbing Inspector	0.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Full-time total	6.0	10.0	10.0	10.0	10.0	13.0	13.0	13.0	13.0
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	6.0	10.0	10.0	10.0	10.0	13.0	13.0	13.0	13.0

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 disbursement to various

organizations or projects whose work constitutes a public purpose within the city. This fund records the receipt and disbursement of the monies/property.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	347,523	312,653	312,693	312,733	312,773	312,813
Revenues and transfers from other funds	26,790	1,100	1,100	1,100	1,100	1,100
Expenditures and transfers to other funds	61,660	1,060	1,060	1,060	1,060	1,060
Net Change in Fund Balance	(34,870)	40	40	40	40	40
Ending Fund Balance	312,653	312,693	312,733	312,773	312,813	312,853

Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	64,160	0	0	64,160
2018-2019 Actual	0	0	0	66,310	0	0	66,310
2019-2020 Actual	0	0	0	48,310	0	0	48,310
2020-2021 Original Budget	0	0	0	55,100	0	0	55,100
2020-2021 Adjusted Budget (Dec)	0	0	0	55,100	0	0	55,100
2020-2021 Six Month Actual	0	0	0	4,790	0	0	4,790
2020-2021 Estimated Year End	0	0	0	26,790	0	0	26,790
2021-2022 Dept Request	0	0	0	1,100	0	0	1,100
2021-2022 Manager's Budget	0	0	0	1,100	0	0	1,100
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	0	0	1,100	0	0	1,100
2023-2024 Projected Budget	0	0	0	1,100	0	0	1,100
2024-2025 Projected Budget	0	0	0	1,100	0	0	1,100
2025-2026 Projected Budget	0	0	0	1,100	0	0	1,100

Expenditures

295. MULTIPLE COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	0	4,100	0	21,380	41,980	0	67,460
2018-2019 Actual	0	3,850	0	20,960	187,960	0	212,770
2019-2020 Actual	0	2,230	0	12,920	34,700	0	49,850
2020-2021 Original Budget	0	0	0	25,000	49,100	0	74,100
2020-2021 Adjusted Budget (Dec)	0	0	0	25,000	69,310	0	94,310
2020-2021 Six Month Actual	0	0	0	(220)	1,200	0	980
2020-2021 Estimated Year End	0	3,000	0	1,350	57,310	0	61,660
2021-2022 Dept Request	0	1,000	0	60	0	0	1,060
2021-2022 Manager's Budget	0	1,000	0	60	0	0	1,060
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	1,000	0	60	0	0	1,060
2023-2024 Projected Budget	0	1,000	0	60	0	0	1,060
2024-2025 Projected Budget	0	1,000	0	60	0	0	1,060
2025-2026 Projected Budget	0	1,000	0	60	0	0	1,060

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 50 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 actual or perceived race, color, religion, national origin, sex, age, height, weight, condition of pregnancy, marital status, physical or mental limitations, legal source of income, family responsibilities, sexual orientation, gender identity, or HIV status of person, that person's relatives, or that person's associates or for any other reason (s) prohibited by law. The City of Royal Oak will take affirmative action to ensure 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.

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 50 years of age and over. Pickle ball, while easy for beginners, can also develop into an intense competition for high-level players, is played one evening and two days a week. Bounce

volleyball numbers are increasing daily. Walking daily is very popular.

The recreation specialist plans, publicizes, and schedules activities, classes, plus one day and extended trips tailored to senior citizens' interests. Three trips per month are scheduled on average.

At the M/M Senior Community Center, staff has become very creative during the pandemic to keep the seniors engaged, active, and remaining healthy. Some of the indoor fitness classes were held outside on the back patio and some in the new parking lot. Virtual classes were even tried as well. Additionally, cooking demonstrations with Chef Erin and a monthly sing-along with Kerry Price were two programs that were taped and available free on social media. Through Helping Hands, a virtual fundraiser was also conducted to help fund Tim's Kitchen. Some new and exciting programs that have been able to be offered to the community include: Curbside Pop-Up Meals, DIY Holiday Cookie Kits, At-Home Bingo, Hot Chocolate Bombs, "Love for the Elderly" as an ambassador letter program, "Give a Book a Forever Home", and an outdoor Spring concert with Kerry Price.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 5,607 tasty and nutritious meals were served from July 2019 – June 2020. However, meals have been decreased due to the pandemic and no congregate meals have been served since mid-March of 2020. The kitchen has been under renovation and in the interim we have been able to partner with local restaurants and do a monthly Curbside Pop-up meal.

Center Operations CDBG (274.759) – Certain eligible costs are covered by federal reimbursement and recorded in the block grant fund (274.759). The CDBG fund pays a subsidy for R.O.S.E.S. personnel serving low-income residents. \$45,000 has been budgeted for support in fiscal year 2021-22.

Senior building maintenance (296.750) - This budget covers utilities, janitorial, heating & cooling, and other building maintenance, and repair items of the M/M Center. M/M rental fees partially fund this budget.

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 disabled 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. There were services to 991 low-income senior adults provided during 2020. However, this is decline over previous years due to the pandemic only allowing for outdoor services to be provided to clients. There were no in-home repairs or cleaning.

The R.O.S.E.S. budget pays half of the wages for two part-time R.O.S.E.S. aides, paid by client administrative fees and donations. The remainder of the R.O.S.E.S. aides' wages is paid by the CDBG budget.

A.G.E. (296.687) - The Adjacent Generational Exchange volunteer program, funded by a Beaumont Health 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 delivered to homes, assistance, and transportation.

One A.G.E. staff member is trained to counsel seniors in Medicare D prescription drug coverage. 44 seniors received assistance in plan eligibility, benefit comparisons, low-income assistance, and enrollment assistance. This program runs from Nov. 15 to Dec. 31 annually, by appointment only, however for 2020 all

assistance was conducted via phone calls and the program was cut short five weeks because of the pandemic. 18 volunteers assisted 188 seniors with free tax help and free e-filing.

Transportation (296.688) - The senior transportation program continues to provide high quality van service for 8,803 one-way trips to doctor appointments, grocery shopping, and programs at the senior center. The service was suspended from mid-March to mid-June during the Stay-at-Home orders issued by the State, however, once services resumed, the service area was extended even providing rides to accommodate vaccine appointments at no additional charge. This service promotes independence for residents aged 62 or older, and adults who are permanently disabled. Door-to-door service is available to those with mobility problems who need to be personally escorted to the buses. With annual Community Credits the services can increase to five vehicles on the road Mondays and Wednesdays.

We are partnering with the City of Pleasant Ridge to provide bus transportation to senior residents of Pleasant Ridge once a week and one trip per month. The City of Royal Oak receives PR Municipal and Community Credits to provide this service. Another partnership is with the Royal Oak Middle School to provide transportation every Friday for mentally and physically disabled students' social outings.

The city currently operates six community transit vehicles purchased in collaboration with SMART. This budget provides for part-time (nine drivers, two dispatchers), maintenance and insurance for vans. This budget is funded by Beaumont Health, SMART municipal and community credit funds, and rider donations. The city has been awarded to replace a bus in fiscal year 2021-22.

The Royal Oak Civic Foundation 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, schools, and neighboring communities.
3. Investigate innovative ways to fund and reduce the cost of programs.
4. Continue meeting the transportation needs of the senior citizens.
5. Community - To preserve neighborhoods by encouraging community involvement and family activities.

OBJECTIVES

- Focusing on the focus groups and the eight domains of AARP Network of Age-Friendly Communities. ^{GOAL6}
- Provide administrative support for the work of the senior services/aging in place task force. ^{GOAL6}

Performance Indicators / Outcome Measures

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Projected 2023</u>
GOAL1 Supportive Services						
Congregate Meals Served*	8,478	8,704	5,607	2,800*	8,700	8,700
Homebound Meals Served **	0	0	0	0	0	0
Information & Referral	74,700	74,700	40,000	40,000	74,700	74,700
R.O.S.E.S. Jobs	2,333	1,428	991	900	1,500	1,500
Senior Bus Rides	10,703	11,105	8,003	6,400	11,200	11,200
Frail Elderly Escort	0	0	0	0	0	0
Outreach Assessments	91	149	52	50	150	150
GOAL3 Mahany/Meininger Center Programs						
Programs Offered	100	94	94	94	94	94
Sessions Held	2,890	2,632	1,570	500	2,600	2,600
Participants	59,750	55,640	13,670	5,000	55,600	55,600
GOAL3 Salter Community Center Programs						
Programs Offered	13	13	13	13	13	13
Sessions Held	1,228	1,173	778	400	1,200	1,200
Participants	11,812	10,456	8,012	6,000	10,500	10,500
GOAL3 Combined Senior Programs						
Programs Offered	113	107	107	107	107	107
Sessions Held	4,118	3,805	2,348	900	3,800	3,800
Participants	71,562	66,096	21,682	11,000	66,100	66,100

Note: Senior center performance indicators are on a calendar year as opposed to fiscal year.

*Congregate meals were not served during the M/M center closure as a result of the COVID-19 pandemic. Instead, curbside pop-up meals were provided in partnership with local restaurants.

**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 2021-22:

Personnel costs are increasing due to having the full-time position of assistant to the coordinator of senior citizen activity / chef in the budget for a full year as it was only included for partial funding during fiscal year 2020-21 due to delaying the start date of the position. Overall temporary wages are increasing by approximately \$24,940, relative to the projected year-end, due to having a reduced staff during the closures as a result of the pandemic during fiscal year 2020-21. It is anticipated that a full staff will be needed in fiscal year 2021-22, including filling a part-time clerk and ROSES aide position once the Senior Center opens to full programming and activities resume.

\$1,000 has been budgeted for supplies related to the Aging-In-Place Task Force. Program supplies are budgeted at \$30,000, which includes the food purchases and supplies used during the year, this is an increase of \$24,000 relative to the estimated year-end as the kitchen has been under renovation during the closure and congregate meals were suspended and replaced with monthly curbside pop-up meals in partnerships with local restaurants during the pandemic. Cleaning and janitorial supplies are increasing \$500 relative to the fiscal year 2020-21 original budget due to anticipating an increase in supplies and frequency of cleanings needed to maintain the facilities.

Relative to the fiscal year 2020-21 original budget, information systems service charges are increasing \$21,300, due to an increase in planned expenditures from the Information Technology fund that were postponed from fiscal year 2020-21 and the increase in user allocation for the full-time position added in fiscal year 2020-21. The transfer in from the General fund has been increased by \$196,500 to \$500,000 due to the lost revenues as a result of the pandemic and dwindling fund balance. The fund forecast demonstrates a need for a continued transfer from the general fund of \$575,000 through fiscal year 2025-26.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	493,051	77,091	77,971	134,371	171,591	186,931
Revenues and transfers from other funds	573,570	936,210	1,011,210	1,011,210	1,011,210	1,011,210
Expenditures and transfers to other funds	989,530	935,330	954,810	973,990	995,870	1,016,520
Net Change in Fund Balance	(415,960)	880	56,400	37,220	15,340	(5,310)
Ending Fund Balance	77,091	77,971	134,371	171,591	186,931	181,621

Revenues

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	149,820	237,940	8,060	30,000	350,000	775,820
2018-2019 Actual	0	148,850	239,500	14,980	30,000	350,000	783,330
2019-2020 Actual	0	160,780	157,640	10,170	15,000	350,000	693,590
2020-2021 Original Budget	0	165,510	238,500	7,000	30,000	303,700	744,710
2020-2021 Adjusted Budget (Dec)	0	165,510	95,000	7,000	30,000	303,700	601,210
2020-2021 Six Month Actual	0	30,530	13,660	780	30,000	151,850	226,820
2020-2021 Estimated Year End	0	165,510	56,050	3,310	45,000	303,700	573,570
2021-2022 Dept Request	0	165,510	238,200	2,500	30,000	500,000	936,210
2021-2022 Manager's Budget	0	165,510	238,200	2,500	30,000	500,000	936,210
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	165,510	238,200	2,500	30,000	575,000	1,011,210
2023-2024 Projected Budget	0	165,510	238,200	2,500	30,000	575,000	1,011,210
2024-2025 Projected Budget	0	165,510	238,200	2,500	30,000	575,000	1,011,210
2025-2026 Projected Budget	0	165,510	238,200	2,500	30,000	575,000	1,011,210

Expenditures

296.686 R.O.S.E.S.	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	12,020	0	0	0	0	12,020
2018-2019 Actual	21,230	0	0	0	0	21,230
2019-2020 Actual	21,670	0	0	0	0	21,670
2020-2021 Original Budget	32,240	0	0	0	0	32,240
2020-2021 Adjusted Budget (Dec)	32,240	0	0	0	0	32,240
2020-2021 Six Month Actual	7,850	0	0	0	0	7,850
2020-2021 Estimated Year End	14,790	0	0	0	0	14,790
2021-2022 Dept Request	26,350	0	0	0	0	26,350
2021-2022 Manager's Budget	26,350	0	0	0	0	26,350
2021-2022 Adopted Budget						
2022-2023 Projected Budget	26,960	0	0	0	0	26,960
2023-2024 Projected Budget	27,590	0	0	0	0	27,590
2024-2025 Projected Budget	28,230	0	0	0	0	28,230
2025-2026 Projected Budget	28,890	0	0	0	0	28,890

Senior Citizen Services Fund

296.687 A.G.E. PROGRAM	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	11,710	500	0	0	0	12,210
2018-2019 Actual	12,420	830	0	0	0	13,250
2019-2020 Actual	12,890	360	0	120	0	13,370
2020-2021 Original Budget	16,180	3,000	0	300	0	19,480
2020-2021 Adjusted Budget (Dec)	16,180	3,000	0	300	0	19,480
2020-2021 Six Month Actual	6,300	0	0	30	0	6,330
2020-2021 Estimated Year End	14,530	1,000	0	300	0	15,830
2021-2022 Dept Request	13,510	1,000	0	300	0	14,810
2021-2022 Manager's Budget	13,510	1,000	0	300	0	14,810
2021-2022 Adopted Budget						
2022-2023 Projected Budget	13,820	1,000	0	300	0	15,120
2023-2024 Projected Budget	14,140	1,000	0	300	0	15,440
2024-2025 Projected Budget	14,470	1,000	0	300	0	15,770
2025-2026 Projected Budget	14,810	1,000	0	300	0	16,110

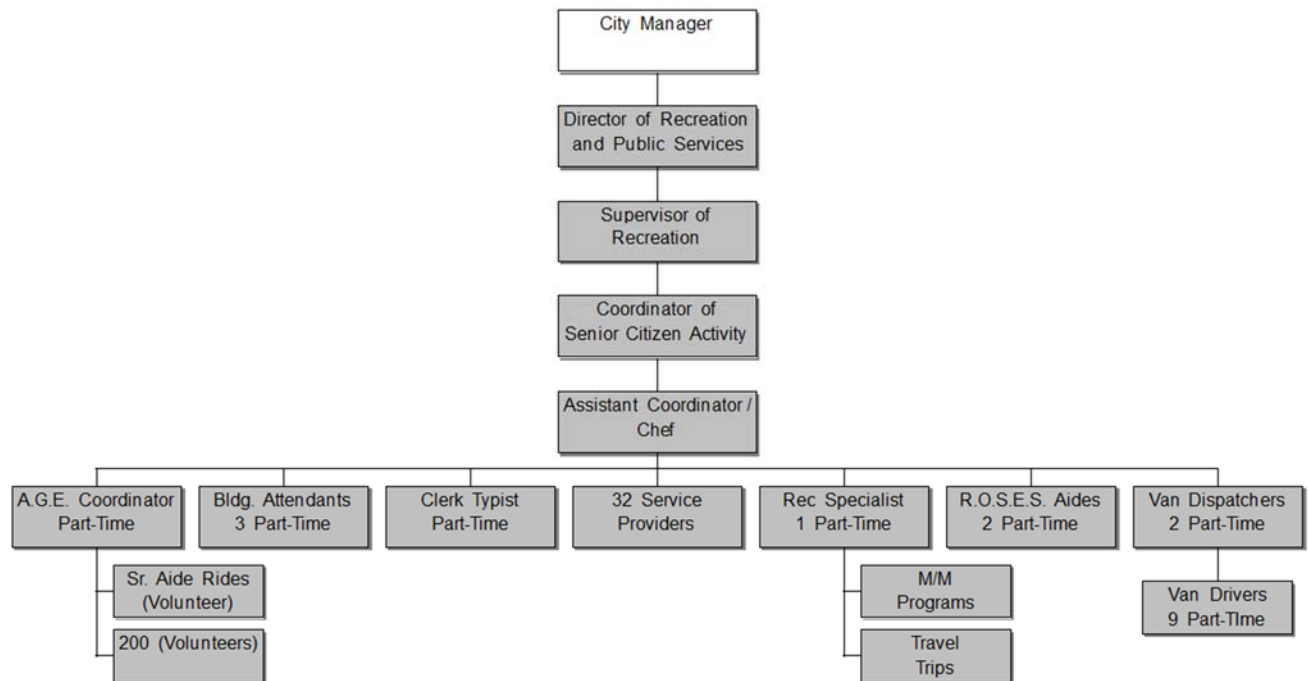
296.688 SENIOR VAN	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	127,150	150	0	35,690	0	162,990
2018-2019 Actual	132,390	160	0	36,440	0	168,990
2019-2020 Actual	146,720	70	0	35,160	0	181,950
2020-2021 Original Budget	154,630	100	0	42,740	0	197,470
2020-2021 Adjusted Budget (Dec)	154,630	100	0	42,740	0	197,470
2020-2021 Six Month Actual	74,230	0	0	24,370	0	98,600
2020-2021 Estimated Year End	154,080	0	0	42,740	0	196,820
2021-2022 Dept Request	163,290	0	0	40,670	0	203,960
2021-2022 Manager's Budget	163,290	0	0	40,670	0	203,960
2021-2022 Adopted Budget						
2022-2023 Projected Budget	167,940	0	0	41,750	0	209,690
2023-2024 Projected Budget	172,740	0	0	42,870	0	215,610
2024-2025 Projected Budget	177,680	0	0	44,030	0	221,710
2025-2026 Projected Budget	182,780	0	0	45,220	0	228,000

Senior Citizen Services Fund

296.750 SENIOR BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	3,130	22,300	91,590	0	117,020
2018-2019 Actual	0	2,980	6,780	82,030	0	91,790
2019-2020 Actual	0	4,110	7,110	79,000	0	90,220
2020-2021 Original Budget	0	3,750	93,100	106,170	0	203,020
2020-2021 Adjusted Budget (Dec)	0	3,750	265,100	124,270	0	393,120
2020-2021 Six Month Actual	0	1,050	205,160	35,330	0	241,540
2020-2021 Estimated Year End	0	2,200	282,300	79,870	0	364,370
2021-2022 Dept Request	0	4,250	0	109,610	0	113,860
2021-2022 Manager's Budget	0	4,250	0	109,610	0	113,860
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	4,250	0	109,860	0	114,110
2023-2024 Projected Budget	0	4,250	0	110,110	0	114,360
2024-2025 Projected Budget	0	4,250	0	110,370	0	114,620
2025-2026 Projected Budget	0	4,250	0	110,640	0	114,890

296.759 SENIOR CENTER	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	189,150	9,780	0	265,620	4,000	56,310	524,860
2018-2019 Actual	193,900	17,870	0	244,150	3,000	56,330	515,250
2019-2020 Actual	210,730	23,870	0	150,650	2,000	56,290	443,540
2020-2021 Original Budget	254,880	32,000	0	186,510	3,000	57,000	533,390
2020-2021 Adjusted Budget (Dec)	254,880	17,000	0	111,010	3,000	57,000	442,890
2020-2021 Six Month Actual	95,940	2,720	0	39,910	0	42,760	181,330
2020-2021 Estimated Year End	229,040	8,390	0	100,290	3,000	57,000	397,720
2021-2022 Dept Request	275,820	32,000	0	207,430	4,000	57,100	576,350
2021-2022 Manager's Budget	275,820	32,000	0	207,430	4,000	57,100	576,350
2021-2022 Adopted Budget							
2022-2023 Projected Budget	286,520	32,000	0	209,310	4,000	57,100	588,930
2023-2024 Projected Budget	297,660	32,000	0	211,230	4,000	56,100	600,990
2024-2025 Projected Budget	309,250	32,000	0	213,190	4,000	57,100	615,540
2025-2026 Projected Budget	321,340	32,000	0	215,190	4,000	56,100	628,630

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Senior Center		Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	
<u>Full-Time Positions</u>										
Coordinator of Sr Citizen Activity	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assistant Coordinator / Chef	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	
Full-time total	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	
<u>Part-Time Positions (FTEs)</u>										
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Cost center total	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	

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 2021-22:

A \$42,000 transfer in from the general fund is budgeted in order to eliminate the fund from going into a negative position. This transfer is assumed in the forecasted years as well. However, the \$42,000 transfer will need to increase each year of the forecast to prevent the fund from a deficit position beginning in fiscal year 2022-23.

Animal medical services & animal spay/neutering services are budgeted to increase, \$10,000 & \$2,000 respectively, relative to the fiscal year 2020-21 estimated year-end due to an anticipated increase in the number of animals requiring these services, as fewer animals were cared for in the shelter in fiscal year 2020-21 due to the COVID-19 pandemic.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	50,622	13,262	902	(13,538)	(30,118)	(48,918)
Revenues and transfers from other funds	40,500	95,200	95,200	95,200	95,200	95,200
Expenditures and transfers to other funds	77,860	107,560	109,640	111,780	114,000	116,290
Net Change in Fund Balance	(37,360)	(12,360)	(14,440)	(16,580)	(18,800)	(21,090)
Ending Fund Balance	13,262	902	(13,538)	(30,118)	(48,918)	(70,008)

Revenues

297.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	11,340	63,760	1,000	15,000	91,100
2018-2019 Actual	0	0	23,550	82,140	1,370	11,620	118,680
2019-2020 Actual	0	0	6,750	66,530	50	9,000	82,330
2020-2021 Original Budget	0	0	13,000	44,200	100	12,000	69,300
2020-2021 Adjusted Budget (Dec)	0	0	13,000	44,200	100	12,000	69,300
2020-2021 Six Month Actual	0	0	0	13,260	1,850	0	15,110
2020-2021 Estimated Year End	0	0	0	38,650	1,850	0	40,500
2021-2022 Dept Request	0	0	9,100	44,100	0	42,000	95,200
2021-2022 Manager's Budget	0	0	9,100	44,100	0	42,000	95,200
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	0	9,100	44,100	0	42,000	95,200
2023-2024 Projected Budget	0	0	9,100	44,100	0	42,000	95,200
2024-2025 Projected Budget	0	0	9,100	44,100	0	42,000	95,200
2025-2026 Projected Budget	0	0	9,100	44,100	0	42,000	95,200

Expenditures

297.430 ANIMAL SHELTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	46,630	1,910	0	51,120	0	99,660
2018-2019 Actual	89,690	7,740	0	38,310	0	135,740
2019-2020 Actual	44,480	2,800	0	31,510	0	78,790
2020-2021 Original Budget	59,340	6,000	0	42,120	0	107,460
2020-2021 Adjusted Budget (Dec)	59,340	6,000	0	42,120	0	107,460
2020-2021 Six Month Actual	18,490	1,670	0	7,660	0	27,820
2020-2021 Estimated Year End	44,340	6,000	0	27,520	0	77,860
2021-2022 Dept Request	59,440	6,000	0	42,120	0	107,560
2021-2022 Manager's Budget	59,440	6,000	0	42,120	0	107,560
2021-2022 Adopted Budget						
2022-2023 Projected Budget	61,520	6,000	0	42,120	0	109,640
2023-2024 Projected Budget	63,660	6,000	0	42,120	0	111,780
2024-2025 Projected Budget	65,880	6,000	0	42,120	0	114,000
2025-2026 Projected Budget	68,170	6,000	0	42,120	0	116,290

Cost Center Position Detail - Home Base

Part-Time Employees

Animal Protection Services					Fiscal Year					
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	
<u>Part-Time Positions (FTEs)</u>										
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Part-time total	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Miscellaneous operating supplies are budgeted at \$150,000 for fiscal year 2021-22 for the purchase of new defensive tactical grappling mats, a shooting simulator, and for building security upgrades. Police dog maintenance is budgeted for \$20,000 for fiscal year 2021-22 for a kennel and new equipment for the new K9 dog purchased in fiscal year 2020-21.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	370,862	293,922	138,232	123,662	104,022	79,122
Revenues and transfers from other funds	243,750	243,000	239,000	239,000	239,000	239,000
Expenditures and transfers to other funds	320,690	398,690	253,570	258,640	263,900	269,360
Net Change in Fund Balance	(76,940)	(155,690)	(14,570)	(19,640)	(24,900)	(30,360)
Ending Fund Balance	293,922	138,232	123,662	104,022	79,122	48,762

Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	413,810	54,700	42,210	1,160	0	511,880
2018-2019 Actual	0	406,820	59,010	63,470	98,000	0	627,300
2019-2020 Actual	0	276,810	70,560	67,410	0	0	414,780
2020-2021 Original Budget	0	171,000	55,000	31,000	0	0	257,000
2020-2021 Adjusted Budget (Dec)	0	171,000	55,000	31,000	0	0	257,000
2020-2021 Six Month Actual	0	151,110	19,160	8,750	0	0	179,020
2020-2021 Estimated Year End	0	191,380	43,220	9,150	0	0	243,750
2021-2022 Dept Request	0	192,000	40,000	11,000	0	0	243,000
2021-2022 Manager's Budget	0	192,000	40,000	11,000	0	0	243,000
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	188,000	40,000	11,000	0	0	239,000
2023-2024 Projected Budget	0	188,000	40,000	11,000	0	0	239,000
2024-2025 Projected Budget	0	188,000	40,000	11,000	0	0	239,000
2025-2026 Projected Budget	0	188,000	40,000	11,000	0	0	239,000

Expenditures

298.301 POLICE GRANTS/RESTRICTED MONIES	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	128,330	3,700	0	70,530	0	202,560
2018-2019 Actual	114,460	9,650	98,000	97,710	0	319,820
2019-2020 Actual	113,510	10,050	0	1,467,700	0	1,591,260
2020-2021 Original Budget	183,080	0	48,080	38,940	0	270,100
2020-2021 Adjusted Budget (Dec)	183,080	0	48,080	38,940	0	270,100
2020-2021 Six Month Actual	102,940	820	0	24,780	0	128,540
2020-2021 Estimated Year End	185,730	6,000	0	128,960	0	320,690
2021-2022 Dept Request	187,610	6,000	0	205,080	0	398,690
2021-2022 Manager's Budget	187,610	6,000	0	205,080	0	398,690
2021-2022 Adopted Budget						
2022-2023 Projected Budget	192,490	6,000	0	55,080	0	253,570
2023-2024 Projected Budget	197,560	6,000	0	55,080	0	258,640
2024-2025 Projected Budget	202,820	6,000	0	55,080	0	263,900
2025-2026 Projected Budget	208,280	6,000	0	55,080	0	269,360

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

There are no significant notes for this fund.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	69,223	72,033	72,033	72,033	72,033	72,033
Revenues and transfers from other funds	76,120	0	0	0	0	0
Expenditures and transfers to other funds	73,310	0	0	0	0	0
Net Change in Fund Balance	2,810	0	0	0	0	0
Ending Fund Balance	72,033	72,033	72,033	72,033	72,033	72,033

Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	22,950	0	720	0	11,250	34,920
2018-2019 Actual	0	232,620	0	450	0	53,770	286,840
2019-2020 Actual	0	9,150	0	830	2,010	0	11,990
2020-2021 Original Budget	0	0	0	0	0	0	0
2020-2021 Adjusted Budget (Dec)	0	7,440	0	0	0	0	7,440
2020-2021 Six Month Actual	0	7,440	0	150	0	0	7,590
2020-2021 Estimated Year End	0	76,040	0	80	0	0	76,120
2021-2022 Dept Request	0	0	0	0	0	0	0
2021-2022 Manager's Budget	0	0	0	0	0	0	0
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0	0

Expenditures

299.538 /835 other cost centers	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	140	0	0	1,380	0	1,520
2018-2019 Actual	15,140	0	0	37,540	0	52,680
2019-2020 Actual	0	0	0	11,160	0	11,160
2020-2021 Original Budget	0	0	0	0	0	0
2020-2021 Adjusted Budget (Dec)	0	0	0	7,440	0	7,440
2020-2021 Six Month Actual	0	0	0	7,440	0	7,440
2020-2021 Estimated Year End	0	0	0	17,440	0	17,440
2021-2022 Dept Request	0	0	0	0	0	0
2021-2022 Manager's Budget	0	0	0	0	0	0
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0
2025-2026 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 and 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. [Huntington Bank]; 426 E. Lincoln Ave. [LSL Planning / Safe Built]; 520 N. Main St. [Genisys Credit Union]; 25766 Woodward Ave. [Kramar Jewelry]; 30712 Woodward Ave. [Starbucks]; 1210 to 1260 Diamond Ct. [33 on Harrison Lofts]; 1210 to 1232 Morse Ave. [Harrison Lofts]; 31786 Woodward Ave. [Shell / Barrel & Vines]; 30955 Woodward Ave. [Woodward Corners]; and 11489 S. Washington Ave. [Urbane on Harrison].

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The Brownfield plan at 3380 Greenfield [7-11] has been completed. There are no other significant notes.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	377,743	371,463	371,463	371,463	371,463	371,463
Revenues and transfers from other funds	666,200	819,800	840,260	861,230	882,720	904,750
Expenditures and transfers to other funds	672,480	819,800	840,260	861,230	882,720	904,750
Net Change in Fund Balance	(6,280)	0	0	0	0	0
Ending Fund Balance	371,463	371,463	371,463	371,463	371,463	371,463

Revenues

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	434,450	0	0	4,180	0	0	438,630
2018-2019 Actual	579,570	0	0	15,150	0	0	594,720
2019-2020 Actual	242,440	0	0	12,850	0	0	255,290
2020-2021 Original Budget	242,200	0	0	7,000	0	0	249,200
2020-2021 Adjusted Budget (Dec)	242,200	0	0	7,000	0	0	249,200
2020-2021 Six Month Actual	550,740	0	0	1,720	0	0	552,460
2020-2021 Estimated Year End	664,200	0	0	2,000	0	0	666,200
2021-2022 Dept Request	818,300	0	0	1,500	0	0	819,800
2021-2022 Manager's Budget	818,300	0	0	1,500	0	0	819,800
2021-2022 Adopted Budget							
2022-2023 Projected Budget	838,760	0	0	1,500	0	0	840,260
2023-2024 Projected Budget	859,730	0	0	1,500	0	0	861,230
2024-2025 Projected Budget	881,220	0	0	1,500	0	0	882,720
2025-2026 Projected Budget	903,250	0	0	1,500	0	0	904,750

Expenditures

243.729 BROWNFIELD REDEVELOPMENT AUTH	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	324,000	0	324,000
2018-2019 Actual	0	0	0	430,890	0	430,890
2019-2020 Actual	0	0	0	332,830	0	332,830
2020-2021 Original Budget	0	0	0	249,200	0	249,200
2020-2021 Adjusted Budget (Dec)	0	0	0	249,200	0	249,200
2020-2021 Six Month Actual	0	0	0	13,120	0	13,120
2020-2021 Estimated Year End	0	0	0	672,480	0	672,480
2021-2022 Dept Request	0	0	0	819,800	0	819,800
2021-2022 Manager's Budget	0	0	0	819,800	0	819,800
2021-2022 Adopted Budget						
2022-2023 Projected Budget	0	0	0	840,260	0	840,260
2023-2024 Projected Budget	0	0	0	861,230	0	861,230
2024-2025 Projected Budget	0	0	0	882,720	0	882,720
2025-2026 Projected Budget	0	0	0	904,750	0	904,750

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 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 ten 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 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.
4. Downtown development goal: to encourage development in downtown through economic development programs, attraction efforts, 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

- 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 the marketing of downtown.^{GOAL2}
- Develop a communication workplan (strategy) to plan, manage and coordinate the DDA's efforts regarding advertising, promotions, and public relations.^{GOAL2}
- Expand marketing efforts of the façade improvement program to downtown property owners and businesses.^{GOAL1}
- Continue to provide downtown maintenance/enhancement services.^{GOAL3}
- Create downtown city park. Provide financial support for Royal Oak Civic Center proposed park.^{GOAL2}
- Continue to complete streetscape improvements and repairs. Create an improvement program for public alleys in the downtown.^{GOAL3}
- Investigate and improve streetscape design elements and components, including light fixtures, tree grates and other technology improvements.^{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}

GOALS

OBJECTIVES

- Identify ways to Improve Customer Base, such as “cohesive business hours”. ^{GOAL4}
 - Continue to provide funding to cover the 2nd Street parking structure(s) annual debt service. ^{GOAL5}
 - Conduct parking analysis / study to evaluate parking supply versus demand after the completion of the new city hall and police station. ^{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}
 - Conduct regular meetings with stakeholders to receive feedback on policies, projects and events occurring downtown. ^{GOAL6}
 - Continue to support temporary street closings for special events downtown. ^{GOAL2}
-

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

DDA TIF: Personnel costs are decreasing relative to the fiscal year 2020-21 estimated year-end due to higher overtime wages in fiscal year 2020-2021 due to downtown DPS snow removal services.

Expenditures related to the business development committee have decreased \$1.59 million relative to the fiscal year 2020-21 original budget and are budgeted at \$500,000 for fiscal year 2021-22, of which \$200,000 has been allocated for the development of a downtown social district and related activities / events, and \$300,000 has been allocated for Downtown Dollars – Community / Yiftee cards.

Expenditures related to the promotion committee have increased \$108,400 relative to the fiscal year 2020-21 original budget and are budgeted at \$688,400 for fiscal year 2021-22 as follows: Spooktacular - \$10,000; Jingle Event & Parade - \$70,000; Small Business Saturday - \$15,000; Arts, Beats, & Eats - \$100,000, St. Patrick's Day Parade - \$2,000; Rock N Rides - \$35,000; Commission for the Arts Sponsorship - \$50,000; Other special events & sponsorships TBD - \$100,000; Comcast / Effectv- \$120,000; Public Relations-Siren PR - \$86,400; Social Media content TBD - \$50,000; and Media Buys & Social Media Boosts TBD - \$50,000.

Miscellaneous contracted services have decreased by approximately \$3.99 million relative to the fiscal year 2020-21 original budget and are budgeted for \$1.79 million in fiscal year 2021-22. Significant expenditures in this account include the following: \$653,000 for mast-arm style traffic signal replacement, \$375,000 for downtown maintenance, \$205,000 for the alley improvement program, \$310,000 for Knowles parking lot resurfacing, \$230,000 for holiday lights, and \$17,400 for traffic island landscaping. Contracted workers services are increasing \$20,000 relative to the fiscal year 2020-21 original budget due to adding a new part-time contracted assistant (to the Downtown Manager) position.

\$2.1 million is being transferred to the ROCC capital project for the Centennial Park, \$100,000 of which is contingency funds. \$737,000 is being transferred to the general fund for the Centennial Park debt payment, and \$540,000 annually continues to be transferred out to the public safety fund to fund extra police services in the downtown. \$581,000 is budgeted to be transferred to the auto parking fund to pay a portion of the Center Street structure debt.

DDA millage fund: There are no significant changes in this fund.

Budget Summary

DDA Development Fund

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	6,722,422	3,839,202	1,329,512	1,667,282	2,484,462	3,441,692
Revenues and transfers from other funds	5,000,480	5,052,000	5,526,750	5,962,120	6,108,370	6,258,280
Expenditures and transfers to other funds	7,883,700	7,561,690	5,188,980	5,144,940	5,151,140	5,157,570
Net Change in Fund Balance	(2,883,220)	(2,509,690)	337,770	817,180	957,230	1,100,710
Ending Fund Balance	3,839,202	1,329,512	1,667,282	2,484,462	3,441,692	4,542,402

Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	3,459,920	0	0	21,870	2,429,430	100,000	6,011,220
2018-2019 Actual	3,894,330	0	0	147,800	8,040	100,000	4,150,170
2019-2020 Actual	4,488,000	0	0	133,280	320,970	85,000	5,027,250
2020-2021 Original Budget	4,707,000	0	0	70,000	0	100,000	4,877,000
2020-2021 Adjusted Budget (Dec)	4,707,000	0	0	70,000	0	100,000	4,877,000
2020-2021 Six Month Actual	3,594,920	0	0	15,370	11,500	0	3,621,790
2020-2021 Estimated Year End	4,950,000	0	0	16,000	34,480	0	5,000,480
2021-2022 Dept Request	4,990,000	0	0	12,000	0	50,000	5,052,000
2021-2022 Manager's Budget	4,990,000	0	0	12,000	0	50,000	5,052,000
2021-2022 Adopted Budget							
2022-2023 Projected Budget	5,414,750	0	0	12,000	0	100,000	5,526,750
2023-2024 Projected Budget	5,850,120	0	0	12,000	0	100,000	5,962,120
2024-2025 Projected Budget	5,996,370	0	0	12,000	0	100,000	6,108,370
2025-2026 Projected Budget	6,146,280	0	0	12,000	0	100,000	6,258,280

Development Expenditures

247.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	161,390	0	0	1,016,270	1,342,500	0	2,520,160
2018-2019 Actual	195,860	0	0	1,072,330	1,857,790	0	3,125,980
2019-2020 Actual	180,840	0	0	2,038,180	2,359,810	0	4,578,830
2020-2021 Original Budget	196,850	0	0	8,816,770	2,110,780	0	11,124,400
2020-2021 Adjusted Budget (Dec)	196,850	0	0	8,616,770	2,310,780	0	11,124,400
2020-2021 Six Month Actual	92,850	0	0	3,679,030	755,400	0	4,527,280
2020-2021 Estimated Year End	218,990	0	0	4,501,930	2,060,780	0	6,781,700
2021-2022 Dept Request	197,410	0	0	3,377,820	3,986,460	0	7,561,690
2021-2022 Manager's Budget	197,410	0	0	3,377,820	3,986,460	0	7,561,690
2021-2022 Adopted Budget							
2022-2023 Projected Budget	203,160	0	0	3,377,820	1,608,000	0	5,188,980
2023-2024 Projected Budget	209,120	0	0	3,577,820	1,358,000	0	5,144,940
2024-2025 Projected Budget	215,320	0	0	3,577,820	1,358,000	0	5,151,140
2025-2026 Projected Budget	221,750	0	0	3,577,820	1,358,000	0	5,157,570

247.901 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	20	0	0	225,870	0	0	225,890
2018-2019 Actual	0	0	0	0	0	0	0
2019-2020 Actual	3,600	0	0	110	0	0	3,710
2020-2021 Original Budget	0	0	0	0	0	0	0
2020-2021 Adjusted Budget (Dec)	0	0	0	0	0	0	0
2020-2021 Six Month Actual	31,390	0	0	980,640	0	0	1,012,030
2020-2021 Estimated Year End	0	0	0	1,102,000	0	0	1,102,000
2021-2022 Dept Request	0	0	0	0	0	0	0
2021-2022 Manager's Budget	0	0	0	0	0	0	0
2021-2022 Adopted Budget							
2022-2023 Projected Budget	0	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0	0

Budget Summary

DDA Operating Fund

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	123,739	97,279	78,369	59,359	41,539	23,629
Revenues and transfers from other funds	49,800	50,300	51,550	54,140	55,490	55,490
Expenditures and transfers to other funds	76,260	69,210	70,560	71,960	73,400	74,900
Net Change in Fund Balance	(26,460)	(18,910)	(19,010)	(17,820)	(17,910)	(19,410)
Ending Fund Balance	97,279	78,369	59,359	41,539	23,629	4,219

DDA Operating Revenues

248.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	50,140	0	0	1,150	0	0	51,290
2018-2019 Actual	49,960	0	0	3,610	0	0	53,570
2019-2020 Actual	50,450	0	0	2,120	0	0	52,570
2020-2021 Original Budget	51,000	0	0	1,000	0	0	52,000
2020-2021 Adjusted Budget (Dec)	51,000	0	0	1,000	0	0	52,000
2020-2021 Six Month Actual	41,330	0	0	340	0	0	41,670
2020-2021 Estimated Year End	49,400	0	0	400	0	0	49,800
2021-2022 Dept Request	50,000	0	0	300	0	0	50,300
2021-2022 Manager's Budget	50,000	0	0	300	0	0	50,300
2021-2022 Adopted Budget							
2022-2023 Projected Budget	51,250	0	0	300	0	0	51,550
2023-2024 Projected Budget	52,530	0	0	300	0	0	52,830
2024-2025 Projected Budget	53,840	0	0	300	0	0	54,140
2025-2026 Projected Budget	55,190	0	0	300	0	0	55,490

DDA Operating Expenditures

248.729 DDA/TIFA	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	19,040	3,090	0	23,800	0	45,930
2018-2019 Actual	24,010	940	0	27,630	0	52,580
2019-2020 Actual	31,170	0	0	39,830	0	71,000
2020-2021 Original Budget	57,880	2,500	0	17,500	0	77,880
2020-2021 Adjusted Budget (Dec)	57,880	2,500	0	17,500	0	77,880
2020-2021 Six Month Actual	15,900	90	0	6,020	0	22,010
2020-2021 Estimated Year End	54,850	1,500	0	19,910	0	76,260
2021-2022 Dept Request	49,150	2,500	0	17,560	0	69,210
2021-2022 Manager's Budget	49,150	2,500	0	17,560	0	69,210
2021-2022 Adopted Budget						
2022-2023 Projected Budget	50,500	2,500	0	17,560	0	70,560
2023-2024 Projected Budget	51,900	2,500	0	17,560	0	71,960
2024-2025 Projected Budget	53,340	2,500	0	17,560	0	73,400
2025-2026 Projected Budget	54,840	2,500	0	17,560	0	74,900

Cost Center Position Detail - Home Base

Full & Part-Time Employees

DDA/TIFA		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a



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 those payable for special assessments.

Description of Long-Term Debt	ROCC Debt Service Fund – 350
General Obligation Debt Fund – 301	Legal Debt Margin
Court Building Debt Service Fund – 303	

Description of Long-Term Debt

As of June 30, 2020, the last audited fiscal year, the City of Royal Oak has 23 outstanding bond debt issues and contracts totaling \$204.3 million. Michigan statute limits general obligation debt to ten percent (\$391,257,349) of state equalized value and a five percent limit for capital improvement bonds. Our exempt debt of \$32,052,771 leaves approximately \$233.3 million of additional bond 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 Oct. 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 Sept. 1, 2002 and due annually Sept. 1 through 2021. In Aug. 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 Dec. 1, 2005 and semiannually thereafter. The first principal payment was due June 1, 2006 and due annually June 1 through 2023. In Nov. 2014, the city performed an advanced refunding, issuing capital improvement refunding bonds, series 2014 with a 2.3 percent 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 Nov. 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 percent 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 percent. The net proceeds were used to advance refund 1999 prior (44th District Court building) bonds for the years 2010 through 2026 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 an economic gain of \$198,175. The new bonds will bear interest payable commencing Nov. 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2008 and is due annually May 1 through 2026. In March 2016, these bonds were refunded at 1.8 percent true interest cost, providing a net present value savings of \$871,950, and now part of the capital improvement refunding bonds, series 2016.

On Nov. 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 Oct. 1, 2008 and the last was due Oct. 1 2019 – last fiscal year.

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 Oct. 1, 1998 and due annually Oct. 1 through 2017.

On Dec. 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 percent to 6.250 percent. 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 Oct. 1, 2009 through 2028. In March 2016, these bonds were advance refunded at a true interest cost of 2.32 percent providing a net present value savings of \$1,086,758, and now a part of the Capital Improvement Refunding Bonds, Series 2016.

On Jan. 31, 2017, the City of Royal Oak sold \$106,040,000 of taxable limited tax general obligation bonds, series 2017-A (OPEB). The sale closed on February 21, 2017. The bond proceeds were used to fund the entire unfunded actuarial accrued liability of the city's defined benefit retiree healthcare plan as of June 30, 2016. The term of the bonds is 21 years with the last maturity due on Oct. 1, 2037. The bonds bear interest rates between 1.163 percent to 4.524 percent, with a true interest rate of 4.082 percent. The city is obligated to pay interest commencing on October 1, 2017 and semiannually thereafter.

The first principal payment was due on Oct. 1, 2017. It is intended that numerous funds will contribute toward the debt service payments based upon the fund in which the legacy cost was incurred.

On Jan. 31, 2017, the City of Royal Oak sold \$20,570,000 of taxable limited tax general obligation bonds, series 2017-A (pension). The sale closed on Feb. 21, 2017. The bond proceeds were used to fund the entire general employees' unfunded actuarial accrued liability of the city's defined benefit pension plan as of June 30, 2016. The term of the bonds is 21 years with the last maturity due on Oct. 1, 2037. The bonds bear interest rates between 1.163 percent to 4.524 percent, with a true interest rate of 4.082 percent. The city is obligated to pay interest commencing on Oct. 1, 2017 and semiannually thereafter. The first principal payment was due on October 1, 2017. It is intended that numerous funds will contribute toward the debt service payments based upon the fund in which the legacy cost was incurred.

On Sept. 12, 2017, the City of Royal Oak sold \$8,500,000 of tax-exempt general obligation limited tax bonds, series 2017. The bond proceeds were used to fund capital improvements to streets within the city. The term of the bonds is 6.5 years with the last maturity due on April 1, 2024. The bonds bear an interest rate of 2.10 percent.

On May 23, 2018, the City of Royal Oak issued \$32,465,000 of limited tax general obligation bonds, series 2018. The bond proceeds are used to construct a new city hall, police headquarters, and develop a central park. The term of the bonds is 25 years. The first interest payment is Oct. 1, 2018 and the first principal payment is April 1, 2018. A net premium of \$3,018,257 was on these bonds. The issue price of the bonds amounted to \$35,483,257 with the per annum rate of 3.4528%. A true interest cost of 3.825%. There is an optional redemption date of April 1, 2028. Final maturity date is April 1, 2043.

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 Sept. 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 12 Towns Drainage District, to abate flooding primarily affecting the City of Royal Oak, plus seven other communities and highways therein, controlled by the State of Michigan and Oakland County. The State and County paid cash up front. Based on the interlocal agreement between the City of Royal Oak (the city) and the seven other communities, the city pledges its net water and sewer revenue and pays approximately 49% of the debt service. The city bills approximately 51% to the other communities and collects their payments to pay the debt service. The city is obligated if payments received on contracts with benefiting municipalities are insufficient to meet principal and interest requirements of this debt, when due. The city is obligated to pay interest at 2.25 percent commencing on April 1, 1999 and semiannually thereafter. The first principal payment was due Oct. 1, 2001 and will continue to be due Oct. 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 that is about 29 percent for the city. The following eight paragraphs discuss the city's GWKDD contract debt obligations.

On Sept. 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 Sept. 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 Dec. 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 Jan. 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 Sept. 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 Aug. 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 Oct. 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 reissued saving the city \$158,000.

On Sept. 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 February 9, 2009, 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 Sept. 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 April 2, 2009, the city's share was approximately \$1,183,205.

Debt Service Funds – Description of Long-Term Debt

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.

Revenue Bonds – Public Act 94 of 1933

On Dec. 22, 2016, the City of Royal Oak issued \$13,500,000 of Parking System Revenue Bonds, Series 2016. The bond proceeds were used to construct a new parking garage on the land of the former Second Street surface lot. The new structure is attached to the existing Center Street parking garage. The term of the bonds is 15 years with the last maturity due on Oct. 1, 2031. The bonds have a true interest rate of 3.45%. The city is obligated to pay interest commencing on April 1, 2017 and semiannually thereafter. The first principal payment is due on Oct. 1, 2017.

Parking fee revenue and monies from the Downtown Development Authority are pledged to pay the debt service.

On May 23, 2018, the City of Royal Oak issued \$16,325,000 of Parking System Revenue Bonds – Series 2018. The bond proceeds are used to construct a new parking garage on the land formerly known as the North Williams Street Lot. This garage is titled the 11 Mile Road garage. Parking fee revenue is pledged to pay the debt service. The term of the bond is 15 years. The bonds were issued as a single registered term bond and mature on Oct. 1, 2033 with first interest payable on Oct. 1, 2018 and semiannually thereafter on April 1 and Oct. 1 of each year at the per annum rate of 3.551%. The true interest cost is also 3.551%.

Budget Summary

GENERAL OBLIGATION DEBT	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	32,373	20,313	0	0	0	0
Revenues and transfers from other funds	620,940	609,300	0	0	0	0
Expenditures and transfers to other funds	633,000	629,300	0	0	0	0
Net Change in Fund Balance	(12,060)	(20,000)	0	0	0	0
Ending Fund Balance	20,313	313	0	0	0	0

Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	585,760	0	0	150	0	0	585,910
2018-2019 Actual	620,820	6,700	0	950	0	0	628,470
2019-2020 Actual	607,190	7,330	0	490	0	0	615,010
2020-2021 Original Budget	610,000	7,330	0	200	0	0	617,530
2020-2021 Adjusted Budget (Dec)	610,000	7,330	0	200	0	0	617,530
2020-2021 Six Month Actual	600,140	6,790	0	80	0	0	607,010
2020-2021 Estimated Year End	614,000	6,790	0	150	0	0	620,940
2021-2022 Dept Request	602,500	6,700	0	100	0	0	609,300
2021-2022 Manager's Budget	602,500	6,700	0	100	0	0	609,300
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0	0

Expenditures

301.905 GENERAL OBLIGATION DEBT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	0	629,600	629,600
2018-2019 Actual	0	0	0	0	628,080	628,080
2019-2020 Actual	0	0	0	0	630,830	630,830
2020-2021 Original Budget	0	0	0	0	633,000	633,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	633,000	633,000
2020-2021 Six Month Actual	0	0	0	0	623,670	623,670
2020-2021 Estimated Year End	0	0	0	0	633,000	633,000
2021-2022 Dept Request	0	0	0	0	629,300	629,300
2021-2022 Manager's Budget	0	0	0	0	629,300	629,300
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0

Budget Summary

COURT BUILDING DEBT SERVICE	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	465,000	465,200	465,000	465,000	465,000	460,000
Expenditures and transfers to other funds	465,000	465,200	465,000	465,000	465,000	460,000
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	0	0	463,400	463,400
2018-2019 Actual	0	0	0	0	2,250	457,690	459,940
2019-2020 Actual	0	0	0	0	(2,250)	465,220	462,970
2020-2021 Original Budget	0	0	0	0	0	465,000	465,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	0	465,000	465,000
2020-2021 Six Month Actual	0	0	0	0	0	438,430	438,430
2020-2021 Estimated Year End	0	0	0	0	0	465,000	465,000
2021-2022 Dept Request	0	0	0	0	0	465,200	465,200
2021-2022 Manager's Budget	0	0	0	0	0	465,200	465,200
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	0	0	465,000	465,000
2023-2024 Projected Budget	0	0	0	0	0	465,000	465,000
2024-2025 Projected Budget	0	0	0	0	0	465,000	465,000
2025-2026 Projected Budget	0	0	0	0	0	460,000	460,000

Expenditures

303.905 COURT BUILDING DEBT SERVICE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	0	463,400	463,400
2018-2019 Actual	0	0	0	0	457,690	457,690
2019-2020 Actual	0	0	0	0	465,220	465,220
2020-2021 Original Budget	0	0	0	0	465,000	465,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	465,000	465,000
2020-2021 Six Month Actual	0	0	0	0	438,430	438,430
2020-2021 Estimated Year End	0	0	0	0	465,000	465,000
2021-2022 Dept Request	0	0	0	0	465,200	465,200
2021-2022 Manager's Budget	0	0	0	0	465,200	465,200
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	0	465,000	465,000
2023-2024 Projected Budget	0	0	0	0	465,000	465,000
2024-2025 Projected Budget	0	0	0	0	465,000	465,000
2025-2026 Projected Budget	0	0	0	0	460,000	460,000

Budget Summary

ROCC DEBT SERVICE FUND	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	231	231	231	231	231	231
Revenues and transfers from other funds	2,210,500	2,206,500	2,206,500	2,206,500	2,206,500	2,206,500
Expenditures and transfers to other funds	2,210,500	2,206,500	2,206,500	2,206,500	2,206,500	2,206,500
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	231	231	231	231	231	231

Revenues

350.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	0	0	0	0
2018-2019 Actual	0	0	0	0	0	2,206,000	2,206,000
2019-2020 Actual	0	0	0	0	0	2,206,000	2,206,000
2020-2021 Original Budget	0	0	0	0	0	2,210,000	2,210,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	0	2,210,000	2,210,000
2020-2021 Six Month Actual	0	0	0	0	0	0	0
2020-2021 Estimated Year End	0	0	0	0	0	2,210,500	2,210,500
2021-2022 Dept Request	0	0	0	0	0	2,206,500	2,206,500
2021-2022 Manager's Budget	0	0	0	0	0	2,206,500	2,206,500
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	0	0	2,206,500	2,206,500
2023-2024 Projected Budget	0	0	0	0	0	2,206,500	2,206,500
2024-2025 Projected Budget	0	0	0	0	0	2,206,500	2,206,500
2025-2026 Projected Budget	0	0	0	0	0	2,206,500	2,206,500

Expenditures

350.905 ROCC DEBT SERVICE FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	0	0	0
2018-2019 Actual	0	0	0	0	2,206,000	2,206,000
2019-2020 Actual	0	0	0	0	2,206,230	2,206,230
2020-2021 Original Budget	0	0	0	0	2,210,000	2,210,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	2,210,000	2,210,000
2020-2021 Six Month Actual	0	0	0	0	718,070	718,070
2020-2021 Estimated Year End	0	0	0	0	2,210,500	2,210,500
2021-2022 Dept Request	0	0	0	0	2,206,500	2,206,500
2021-2022 Manager's Budget	0	0	0	0	2,206,500	2,206,500
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	0	2,206,500	2,206,500
2023-2024 Projected Budget	0	0	0	0	2,206,500	2,206,500
2024-2025 Projected Budget	0	0	0	0	2,206,500	2,206,500
2025-2026 Projected Budget	0	0	0	0	2,206,500	2,206,500

City's Legal Debt Limit

Section 21 of Article VII of the Michigan Constitution authorizes the enactment of laws for the incorporation of cities and grants cities the power to levy taxes for public purposes, subject to statutory and constitutional limitation:

"The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their range 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 are granted power to levy other taxes for public purposes, subject to limitations and prohibitions provided by the constitution or by law."

In accordance with the foregoing, the Home Rule City Act, Act 279, Michigan Public Acts, 1909, as amended, limits the amount of debt a home rule city may have outstanding at any time. Section 4-a of the Home Rule City Act provides, in pertinent part:

"Notwithstanding a charter provision to the contrary the net indebtedness incurred for all public purposes shall not exceed the greater of the following:

- (a) 10 percent of the assessed value of all the real and personal property in the city.
- (b) 15 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 percent is or has been used solely for the construction or renovation of hospital facilities."

The provision of the Home Rule City Act cited above overrides the city's charter provision which limits the city indebtedness to five percent of the "assessed valuation" (SEV) of all real and personal property in the city. Other limitations may apply, however, if specifically set forth in a statute authorizing a particular kind of borrowing.

Certain types of indebtedness are not subject to the 10 percent limitation of the Home Rule City Act, including: special assessment bonds, Michigan transportation fund bonds and revenue bonds, whether secured by a mortgage or not; bonds issued or contract obligations or assessment incurred to comply with an order of the Water Resource 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 retirements of outstanding bonds shall also be excluded in compounding debt limitation.

Pursuant to the statutory and constitutional debt provisions set forth above, the following table reflects the amount of additional debt the city may legally incur as of June 2021.

	<u>10 % SEV</u>	<u>5% SEV*</u>
2021 State Equalized Value (SEV)	3,912,573,490	3,912,573,490
Debt limit	391,257,349	195,628,675
Debt outstanding	190,004,925	190,004,925
Less: exempt obligations	(32,052,771)	(32,052,771)
Debt subject to SEV limitation	157,952,154	80,239,453
Additional debt which can be legally incurred	233,305,195	115,389,222
Non-exempt debt outstanding as a percentage of 2021 SEV	4.04%	2.05%

* Capital Improvement Bond Limit



Capital Improvement Plan

Capital Improvement Summary

Capital Projects Fund - 498

ROCC Capital Projects Fund - 450

Parks Improvement Fund - 499

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 single focus for analytical purposes.

It is not a legal appropriation such as an annual budget, but a collection of facts, and suggestions available for the guidance of the budget document preparation for people and the legislative body to use as a tool. 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.

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 "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 six 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 during the budget process. 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 the preliminary engineering or architectural design can be completed timely. Financing is planned well in advance and the effect of 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 planned to adopt 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 moving forward are listed in the significant notes section of the budget narrative for each of the funding sources (i.e., water and sewer fund, major street fund, local street fund, auto parking fund, IT, motor pool, etc.).

Budget Summary

	2020-2021	2021-2022				
	Estimated	Recommended				
ROCC CAPITAL PROJECTS	Year-End	Budget	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	15,090,020	1,860,760	0	0	0	0
Revenues	25,000	5,000	0	0	0	0
Expenditures	13,254,260	5,517,400	0	0	0	0
Net	(13,229,260)	(5,512,400)	0	0	0	0
Transfers from other funds	0	3,651,640	0	0	0	0
Net Change in Fund Balance	(13,229,260)	(1,860,760)	0	0	0	0
Ending Fund Balance	1,860,760	0	0	0	0	0
Fund Balance as a percentage of Expenditures	12.33%	0.00%	0.00%	0.00%	0.00%	0.00%

	2020-2021	2021-2022				
	Estimated	Recommended				
CAPITAL PROJECTS	Year-End	Budget	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	286,670	0	0	0	0	0
Revenues	750	0	0	0	0	0
Expenditures	287,420	0	0	0	0	0
Net	(286,670)	0	0	0	0	0
Transfers from other funds	0	0	0	0	0	0
Net Change in Fund Balance	(286,670)	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0
Fund Balance as a percentage of Expenditures	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

	2020-2021	2021-2022				
	Estimated	Recommended				
PARKS IMPROVEMENT FUND	Year-End	Budget	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	2,697,770	958,000	0	0	0	0
Revenues	1,253,710	3,000	0	0	0	0
Expenditures	3,038,480	961,000	0	0	0	0
Net	(1,784,770)	(958,000)	0	0	0	0
Transfers from other funds	45,000	0	0	0	0	0
Net Change in Fund Balance	(1,739,770)	(958,000)	0	0	0	0
Ending Fund Balance	958,000	0	0	0	0	0
Fund Balance as a percentage of Expenditures	35.51%	0.00%	0.00%	0.00%	0.00%	0.00%

WATER& SEWER IMPROVEMENTS			
CAP1999	Quality Control Review of Water and Sewer GIS Database		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$62,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Unknown		
Description:	Water Reliability Study Update, Water Asset Management Plan Update, Water Risk Resilience Plan Preparation, Quality Control Review of Water and Sewer GIS Database. Reports due to entities by 6/30/21.		
CAP2008	2021 Crooks Road Resurfacing (water main improvements)		
Project Length:	2019-2022	City Share:	100%
Estimated City Cost:	\$686,660	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	New Water Main Nakota to 14 Mile Road Resurfacing Crooks Road from 13 Mile to 14 Mile Road (MDOT); begin construction in February 2021.		
CAP2040	Stormwater Mitigation in Royal Oak		
Project Length:	2021-2023	City Share:	29%
Estimated City Cost:	\$527,000	Funding Source:	Water & Sewer Fund / Rates, MDEQ Grant
Impact on the Operating Budget:	Reduce inflow into the sewers.		
Description:	New Rain Gardens at the intersection of Arden Place and Grandview to help with road flooding. Road reconstruct of these streets. Applying for EGLE Non-Point Source Grant to fund rain garden work and part of roadwork; construct in summer/fall 2022.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

CAP2110	2021 Watermain Improvements		
Project Length:	2020-2022	City Share:	100%
Estimated City Cost:	\$3,983,750	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Installation of replacement 8" water main on DeVillen (Ferris to Campbell), Glendale (13 Mile to Englewood), Girard (Vermont to Lauren Ct), Parkdale (Vermont to Wilson), E Houstonia (Vermont to Campbell), N Vermont (12 Mile to Girard).		

CAP2135	2021 Road Reconstruction Improvements (water main improvements)		
Project Length:	2020-2022	City Share:	100%
Estimated City Cost:	\$90,570	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Road replacement related to 8" water main on Manor: Cresthill (Manor to Massoit); Chester (Elmhurst to Linwood); Manor (pavement change to Crooks), Samoset (Mandalay to Coolidge); Massoit (Mandalay to Coolidge); Nakota (Mandalay to Coolidge).		

CAP2150	Aerial Flyover of City		
Project Length:	2021-2025	City Share:	100%
Estimated City Cost:	\$155,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Unknown		
Description:	Every 3 years, use Quantum (or other approved vendor) to perform aerial flyover of Royal Oak to obtain updated impervious areas for stormwater utility calculations. Typically November or February is best time of year. First flyover was done February 2019.		

CAP2155	Special Assessment Street Paving (water main improvements)		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$100,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Water main replacement related to special assessment paving of unimproved streets.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

CAP2210	2022 Water Main Improvements		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$2,100,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Installation of replacement 8" water main on E 6th Street (Knowles to S. Alexander), Ardmore (12 Mile to Beaver), Clifton (12 Mile to Beaver), Fern (12 Mile to Beaver), Maplewood (Sycamore to Northwood), W. Houstonia (Main to Beechwood). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2211	2022 Water Main Improvements		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$1,900,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Installation of replacement 8" water main on Sycamore (Maplewood to Bonnieview), Vinsetta (12 Mile to Crooks), Northwood (Maplewood to Crooks), Project includes asphalt resurfacing millage work along with water main improvements, traffic calming on Northwood.		

CAP2240	2022 Sewer and Green Infrastructure Improvements		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$600,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Unknown		
Description:	Sewer and Green Infrastructure Improvements - Chester (Mandalay to Hampton increase sewer capacity); Bellaire (Campbell to Edgeworth - major road flooding at low point, possible Green Infrastructure); Normandy/Parkway rain garden for road flooding; Rowland east of Campbell - check sewer design only; Millard east of Rochester Road add relief for high ponding.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

CAP2308	2023 Normandy Road Resurfacing (water main improvements)		
Project Length:	2022-2024	City Share:	100%
Estimated City Cost:	\$1,020,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Resurfacing Normandy Road from Coolidge to Crooks; 12" water main from Delemere to Crooks. Include traffic calming, pedestrian crossing at Durham/Rosewold.		

CAP2310	2023 Water Main Improvements		
Project Length:	2022-2024	City Share:	100%
	Local Streets Fund		
Estimated City Cost:	\$2,700,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Installation of replacement 8" water main on Forest (Main to Rosedale), Virginia (Pingree), N Alexander (13 Mile Road to Woodlawn), N. Blair (13 Mile Road to Woodlawn). Installation of new 12" water main Stephenson (4th Street to north of Gardenia) Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2335	2023 Road Reconstruction Improvements (water main improvements)		
Project Length:	2022-2024	City Share:	100%
Estimated City Cost:	\$250,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Road replacement: Brockton (Helene to Stephenson Highway), E Hudson (Stephenson Highway to dead end), Helene (11 Mile Road to Fourth Street), Nakota (Fernlee to dead end), Woodsboro (Vinsetta to dead end), Ferris (Genesee to 14 Mile Road), E Seventh (Williams to Troy Street DDA) 8" water main replacement on E Hudson and Woodsboro.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

CAP2409	2024 11 Mile Road Gateway Project (water main improvements)		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$292,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	11 Mile Road resurfacing from Campbell Road to Stephenson Highway, installation of landscaped boulevard at Stephenson Highway, trees along edge of road, curb widening throughout. Construction of replacement 8" water main from Campbell Road to Kenwood.		

CAP2410	2024 Water Main Improvements		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$1,905,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Installation of replacement 8" water main on Arden (Grandview to Sheridan), Sheridan (Arden to Grandview), Dukeshire (Chester to Normandy), Ravena (Woodward to Chester), Yorba Linda (Dukeshire to Kensington). Installation of replacement 12" water main on Woodward Avenue (Buckingham to north of Starr), Chester (Hillside to Dukeshire). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2411	2024 Water Main Improvements		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$1,901,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Installation of replacement 8" water main on Rosewold (Normandy to Massoit), Nakota (Hillcrest to Crooks), York (Huntington to city limit), Oakdale (4th Street to 11 Mile Road). Installation of replacement 12" water main on Lexington (Marais to Washington). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2507	2025 Crooks Road Resurfacing (water main improvements)		
Project Length:	2024-2026	City Share:	100%
Estimated City Cost:	\$573,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Crooks Road resurfacing from Main Street to 13 Mile Road; replace water main from Webster to Royal and Lloyd to Vinsetta.		

CAP2510	2025 Water Main Improvements		
Project Length:	2024-2026	City Share:	100%
Estimated City Cost:	\$3,250,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Utilize recommendations from 2020 Water Asset Management Plan to determine priority of water main replacements for 2025 and beyond.		

CAP2610	2026 Water Main Improvements		
Project Length:	2025-2027	City Share	100%
Estimated City Cost:	\$3,250,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Utilize recommendations from 2020 Water Asset Management Plan to determine priority of water main replacements for 2026 and beyond.		

CAP2161- CAP2761	Controlled Burns of Rain Gardens		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$48,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Unknown		
Description:	Controlled burns of rain gardens is recommended every 5 years; Michigan native plants are fire dependent and controlled burns help enhance future growth. Burn in early spring to allow for same season re-growth. Hire out to specialty contractor.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

CAP2165- CAP2765		Water Service Replacement	
Project Length:	2020-2027	City Share:	100%
Estimated City Cost:	\$3,500,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Unknown		
Description:	In accordance with Michigan's new Lead and Copper Rule and sampling results, replacing 7% of lead and galvanized services each year starting in 2020. Estimated 1400 lead/galvanized services in the city. Plan for 100 services each year at \$5000 per service.		

CAP2166- CAP2766		Water Service Materials Verification	
Project Length:	2020-2025	City Share:	100%
Estimated City Cost:	\$1,443,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Unknown		
Description:	In accordance with Michigan's new Lead and Copper Rule, verifying the water service material for each water customer by 2024. 23,741 services in the city; DPS estimates the need to hydro-vac and verify approximately 2,400 service lines at \$500 each.		

CAP2175- CAP2775		Sewer Line Televising & Root Control	
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$3,988,000	Funding Source:	Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.		
Description:	Televising existing 8" through 48" diameter sanitary and combined sewer lines for engineering department review, sewer condition evaluation, and sewer analysis for future sewer improvements programming; and chemically root treat existing 8" through 36" diameter sewer.		

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CAP2185- CAP2785	Sewer Lining (City Wide)	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$5,146,000	Funding Source: Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.	
Description:	Pre-line televising to review and evaluate sewer condition, lining of existing 8" thru 24" diameter sewer to seal and stabilize pipe from further structural damage and improve flow, and post-line televising to check, review, and evaluate lining installation quality and acceptance.	

CAP2195- CAP2795	Spot Sewer Repairs (City Wide)	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$3,988,000	Funding Source: Water & Sewer Fund / Rates
Impact on the Operating Budget:	Lower system maintenance costs.	
Description:	Spot sewer repair of different sanitary sewer pipe sizes in various locations city wide.	

SIDEWALK IMPROVEMENTS

CAP2101- CAP2701	Concrete Pavement & Prepaid Sidewalk Improvements	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$4,210,000	Funding Source: Water & Sewer Fund / Rates/Local Streets Fund
Impact on the Operating Budget:	Improve safety thus reducing liability expenses due to fewer trip and fall claims.	
Description:	Concrete pavement and prepaid sidewalk improvements throughout the city.	

CAP2102- CAP2702	City-Wide Sidewalk Improvement Program	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$6,000,000	Funding Source: Local Streets Fund/ Direct Invoice/Special Assessment
Impact on the Operating Budget:	Improve safety thus reducing liability expenses due to fewer trip and fall claims.	
Description:	Repair of residents' deficient sidewalks-city-wide.	

CAP2103- CAP2703	Stamped Colored Concrete Sealing - Downtown		
Project Length:	2021-2025	City Share:	100%
Estimated City Cost:	\$130,000	Funding Source:	DDA
Impact on the Operating Budget:	Unknown		
Description:	Sealing the stamped colored concrete in the DDA area. Plan to do in Spring 2022, and then again every 3 years.		

LOCAL STREET IMPROVEMENTS

CAP2036	2021 Diverter Islands		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$150,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Unknown		
Description:	Installation of diverter islands at intersections of Albert, Merrill, Parker, Warick and Trafford at Woodward Avenue.		

CAP2040	Stormwater Mitigation in Royal Oak (road improvements due to Water&Sewer projects)		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$150,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Unknown		
Description:	New rain gardens at the intersection of Arden Place and Grandview to help with road flooding. Road reconstruct of these streets. Applying for EGLE Non-Point Source Grant to fund rain garden work and part of roadwork; construct in summer/fall 2022. 8" water main on Arden Place.		

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CAP2110	2021 Road Improvements (due to water main construction)		
Project Length:	2020-2022	City Share:	100%
Estimated City Cost:	\$225,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Installation of replacement 8" water main on DeVillen (Ferris to Campbell Road), Glendale (13 Mile Road to Englewood), Girard (Vermont to Lauren Ct), Parkdale (Vermont to Wilson), E Houstonia (Vermont to Campbell Road), N Vermont (12 Mile Road to Girard). Installation of replacement 12" water main on 14 Mile (Rochester Road to Campbell Road) Project includes concrete street repairs along with water main improvements.		

CAP2135	2021 Road Reconstruction Improvements		
Project Length:	2020-2022	City Share:	100%
Estimated City Cost:	\$871,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Road replacement: Cresthill (Manor to Massoit); Chester (Elmhurst to Linwood); Manor (pavement change to Crooks), Samoset (Mandalay to Coolidge); Massoit (Mandalay to Coolidge); Nakota (Mandalay to Coolidge); 8" water main on Manor.		

CAP2136	Alley Reconstruction - Special Assessment		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$60,000	Funding Source:	Local Streets Fund/Special Assessment
Impact on the Operating Budget:	Unknown		
Description:	Repaving of alley west of Evergreen, south of Northwood (acts like a long driveway for multiple homes).		

CAP2137	Downtown Alleys and Parking Lots		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$512,000	Funding Source:	DDA
Impact on the Operating Budget:	Unknown		
Description:	DDA to decide how much work to perform; possibilities include: Repaving alley east of S. Main Street (Third to Fourth) - priority repaving alley east of S. Main Street (Fourth to Fifth) Resurfacing parking lot west of Williams (Third to Fourth) - possible green infrastructure added Resurfacing parking lot west of Williams (Fourth to Fifth) - possible green infrastructure added.		

CAP2138	CDBG Delemere Blvd Resurfacing Improvements		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$625,000	Funding Source:	CDBG
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Resurfacing or reconstruction Delemere from Normandy to 14 Mile Road; removing illegal paved parking in ROW, adding pedestrian refuge islands, installing new trees.		

CAP2155	Special Assessment Street Paving		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$125,000	Funding Source:	Local Streets Fund/ Direct Invoice/Special Assessment
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Special Assessment paving of unimproved streets.		

CAP2210	2022 Road Improvements (due to water main construction)		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$350,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Installation of replacement 8" water main on E 6th Street (Knowles to S. Alexander), Ardmore (12 Mile Road to Beaver), Clifton (12 Mile Road to Beaver), Fern (12 Mile Road to Beaver), Maplewood (Sycamore to Northwood), W. Houstonia (Main Street to Beechwood). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

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CAP2211	2022 Road Improvements (due to water main construction)		
Project Length:	2021-2023	City Share:	100%
Estimated City Cost:	\$635,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Installation of replacement 8" water main on Sycamore (Maplewood to Bonnieview), Vinsetta (12 Mile Road to Crooks), Northwood (Maplewood to Crooks). Project includes asphalt resurfacing millage work along with water main improvements, traffic calming on Northwood.		

CAP2310	2023 Road Improvements(due to water main construction)		
Project Length:	2022-2024	City Share:	100%
Estimated City Cost:	\$210,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Installation of replacement 8" water main on Forest (Main Street to Rosedale), Virginia (Pingree), N Alexander (13 Mile Road to Woodlawn), N. Blair (13 Mile Road to Woodlawn). Installation of replacement 12" water main Stephenson (4th Street to north of Gardenia) Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2335	2023 Road Reconstruction Improvements		
Project Length:	2022-2024	City Share:	100%
Estimated City Cost:	\$1,925,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Road replacement: Brockton (Helene to Stephenson Highway), E Hudson (Stephenson Highway to dead end), Helene (11 Mile to Fourth), Nakota (Fernlee to dead end), Woodsboro (Vinsetta to dead end), Ferris (Genesee to 14 Mile Road), E Seventh (Williams to Troy Street DDA).		

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CAP2410	2024 Road Improvements (due to water main construction)		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$406,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Installation of replacement 8" water main on Arden (Grandview to Sheridan), Sheridan (Arden to Grandview), Dukeshire (Chester to Normandy), Ravenna (Woodward to Chester), Yorba Linda (Dukeshire to Kensington). Installation of replacement 12" water main on Woodward Avenue (Buckingham to north of Starr), Chester (Hillside to Dukeshire). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2411	2024 Road Improvements (due to water main construction)		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$150,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	Installation of replacement 8" water main on Rosewold (Normandy to Massoit), Nakota (Hillcrest to Crooks), York (Huntington to city limit), Oakdale (4th Street to 11 Mile). Installation of replacement 12" water main on Lexington (Marais to Washington). Project includes concrete street repairs and asphalt resurfacing millage work along with water main improvements.		

CAP2416	2024 Asphalt Resurfacing - Downtown Streets		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$1,033,000	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.		
Description:	DDA streets in need of resurfacing.		

CAP2101- CAP2701	Concrete Pavement And Prepaid Sidewalk Improv.(City Wide)		
Project Length:	2020-2027	City Share:	100%
Estimated City Cost:	\$794,450	Funding Source:	Local Streets Fund
Impact on the Operating Budget:	Improve safety thus reducing liability expenses due to fewer trip and fall claims.		
Description:	Concrete pavement and prepaid sidewalk improvements throughout the city.		

CAP2105- CAP2505	Millage Concrete Street Repairs	
Project Length:	2020-2025	City Share: 100%
Estimated City Cost:	\$8,917,940	Funding Source: Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.	
Description:	Repairs on concrete streets as part of the road millage.	

CAP2115- CAP2515	Millage Asphalt Resurfacing	
Project Length:	2020-2025	City Share: 100%
Estimated City Cost:	\$13,914,600	Funding Source: Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.	
Description:	Resurfacing of asphalt streets in city as part of road millage. Also resurface Memorial Parking Lot at 13 Mile Road and Coolidge in summer 2021 (FY21/22) using general fund.	

CAP2125- CAP2525	Millage Joint Sealing	
Project Length:	2020-2025	City Share: 100%
Estimated City Cost:	\$430,000	Funding Source: Local Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to local roads.	
Description:	Joint sealing of asphalt streets in city as part of road millage plan. Joint sealing of major roads on a cyclical basis.	

MAJOR STREET IMPROVEMENTS

CAP2008	2021 Crooks Road Resurfacing	
Project Length:	2019-2022	City Share: 31%
Estimated City Cost:	\$2,796,711	Funding Source: Major Streets Funds/Federal Funds
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.	
Description:	Resurfacing Crooks Road from 13 Mile to 14 Mile Road (MDOT); begin construction in February 2021. New Water Main Nakota to 14 Mile.	

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CAP2041	2020 Traffic Signal Upgrade	
Project Length:	2019-2022	City Share: 50%
Estimated City Cost:	\$2,048,725	Funding Source: Major Streets Fund / CMAQ Grant / DDA funds
Impact on the Operating Budget:	Unknown	
Description:	Traffic signal upgrades on Main Street and Crooks Road signals.	

CAP2109	2021 S Main Street Resurfacing	
Project Length:	2021-2023	City Share: 100%
Estimated City Cost:	\$1,250,000	Funding Source: Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.	
Description:	Resurfacing S Main Street from Lincoln to 11 Mile Road.	

CAP2199	11 Mile Traffic Study	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$15,000	Funding Source: Major Streets Fund
Impact on the Operating Budget:	Improve efficiency and access to information	
Description:	Study 11 Mile Road from Main Street to Stephenson Highway to see if a road diet would be appropriate; road tentatively scheduled for upgrades in 2025, so study will allow us to be prepared for design scope.	

CAP2208	2022 Lincoln Ave Resurfacing	
Project Length:	2021-2023	City Share: 100%
Estimated City Cost:	\$1,300,000	Funding Source: Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.	
Description:	Resurfacing Lincoln Ave from Lafayette to Campbell Road with traffic calming islands added.	

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CAP2241	2022-23 Mast Arm Installation		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$250,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Unknown		
Description:	New traffic signals being installed for bridge at 11 Mile Road and I-75 as part of freeway project; city paying for cost to upgrade signals to be mast arms.		

CAP2308	2022 Normandy Road Resurfacing		
Project Length:	2022-2024	City Share:	100%
Estimated City Cost:	\$2,735,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Resurfacing Normandy Road from Coolidge to Crooks; 12" water main from Delemere to Crooks. Include traffic calming, pedestrian crossing at Durham/Rosewold.		

CAP2309	2023 Lincoln Ave Resurfacing		
Project Length:	2022-2024	City Share:	100%
Estimated City Cost:	\$750,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Resurfacing Lincoln Ave from Lafayette to Knowles.		

CAP2408	Rochester Road Resurfacing		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$885,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Rochester Rd resurfacing from Catalpa to 12 Mile Road.		

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CAP2409	11 Mile Road Gateway Project		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$1,504,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	11 Mile Road resurfacing from Campbell Road to Stephenson Highway, installation of landscaped boulevard at Stephenson Highway, trees along edge of road, curb widening throughout. New 8" water main from Campbell Road to Kenwood.		

CAP2507	Crooks Road Resurfacing		
Project Length:	2024-2026	City Share:	100%
Estimated City Cost:	\$3,220,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Crooks Road resurfacing from Main Street to 13 Mile Road; replace water main Webster to Royal and Lloyd to Vinsetta.		

CAP2508	Gardenia Resurfacing		
Project Length:	2024-2026	City Share:	100%
Estimated City Cost:	\$645,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Resurfacing Gardenia from Campbell Road to Stephenson Highway.		

CAP2509	11 Mile Road Resurfacing		
Project Length:	2024-2026	City Share:	100%
Estimated City Cost:	\$2,205,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Resurfacing 11 Mile Road from Main Street to Campbell Road.		

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CAP2607	Rochester Road Resurfacing		
Project Length:	2025-2027	City Share:	100%
Estimated City Cost:	\$4,500,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Resurfacing Rochester Road from 12 Mile Road to 14 mile Road.		

CAP2608	11 Mile Road Resurfacing		
Project Length:	2025-2027	City Share:	100%
Estimated City Cost:	\$2,100,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Resurfacing 11 Mile Road from Woodward Avenue to Main Street.		

CAP2125- CAP2725	Annual Major Joint Seal Program		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$1,524,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Reduce road maintenance costs over time by making structural repairs to major roads.		
Description:	Joint Sealing of asphalt streets in city as part of road millage. Joint sealing of major roads on a cyclical basis.		

CAP2160- CAP2760	Mast Arm Inspections		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$27,000	Funding Source:	Major Streets Fund
Impact on the Operating Budget:	Unknown		
Description:	Mast Arms need to be inspected every two years per AASHTO and MDOT. Once all are installed, about \$4500 per year if evaluated on rotating schedule.		

PARKS AND FACILITIES

CAP1102	Parking Meters		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$300,000	Funding Source:	Parking Fund
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.		

tbd	Animal Shelter Drive		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$45,000	Funding Source:	tbd
Impact on the Operating Budget:	Reduce annual cold patch maintenance by \$250		
Description:	Pave the access drive to the animal shelter and DPS off of Edgar Street.		

tbd	Ice Arena Compressor (2) Units		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$20,000	Funding Source:	Ice Arena Fund
Impact on the Operating Budget:	Reduce maintenance costs by \$2,000 annually.		
Description:	Ice Arena Compressors need to be rebuilt, should be done every 3-5 years.		

tbd	Royal Oak Golf Course Clubhouse Reconstruction		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Re-construct existing outdated Royal Oak Golf Course Club House.		

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tbd	Royal Oak Golf Course Clubhouse Roof Replacement		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$150,000	Funding Source:	General Fund
Impact on the Operating Budget:	Reduce repair and maintenance costs.		
Description:	Replace existing golf course clubhouse roof.		

tbd	DPS Fleet Garage Roof Replacement		
Project Length:	2026-2027	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	Motor Pool Fund
Impact on the Operating Budget:	Reduce repair and maintenance costs.		
Description:	Replacement of 16,500 sq ft of metal roof.		

tbd	Ice Arena-Roof Section Replacement		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$135,000	Funding Source:	Ice Arena Fund
Impact on the Operating Budget:	Reduce maintenance costs by \$1,000 annually.		
Description:	Restoration of 8,000 sq ft of modular roof section.		

tbd	Court-LED Lighting Retro-Fit Project		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$18,550	Funding Source:	General Fund
Impact on the Operating Budget:	Future electric utility cost savings.		
Description:	This project is for the LED lighting retro-fit for the first floor and the basement of the courthouse. This project would complete the buildings conversion to energy efficient lighting. The second floor lighting was retro-fit in 2020.		

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tbd	Farmers Market- Replacement of Resident Shop Enclosures		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$14,750	Funding Source:	Farmers Market Fund, potentially DDA
Impact on the Operating Budget:	Unknown		
Description:	Replace the enclosures on the 5 permanent spaces. Current enclosures are broken and falling apart.		

tbd	Farmers Market-Preservation and enhancement of Interior Walls		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$10,600	Funding Source:	Farmers Market Fund, potentially DDA
Impact on the Operating Budget:	Unknown		
Description:	Install corrugated metal and barnwood on interior walls of farmers market building.		

tbd	Farmers Market-Electrical Upgrade		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$16,150	Funding Source:	Farmers Market Fund
Impact on the Operating Budget:	Unknown		
Description:	Update and repair electrical south and east areas inside farmers market building.		

tbd	Library Roof Replacement		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$558,000	Funding Source:	Library Fund
Impact on the Operating Budget:	Reduce repair and maintenance costs.		
Description:	Replace both roof sections at the Royal Oak Public Library.		

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tbd	Salter Center Parking Lot Repaving		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$125,000	Funding Source:	General Fund
Impact on the Operating Budget:	Reduce maintenance costs by \$1,000 over a 5-year average.		
Description:	Resurface Salter Center Parking Lot.		

tbd	Fire Station #1 HVAC System Replacement		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$140,000	Funding Source:	Public Safety Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Replace HVAC system at fire station 1.		

tbd	Fire Station #2 Apron Slab Repair		
Project Length:	2020-2022	City Share:	100%
Estimated City Cost:	\$60,000	Funding Source:	Public Safety Fund
Impact on the Operating Budget:	Unknown		
Description:	Replace broken concrete at fire station 2.		

tbd	Fire Station #1 Security Remodel		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$15,000	Funding Source:	Public Safety Fund
Impact on the Operating Budget:	Unknown		
Description:	Redesign front entrance and service counter at fire station 1.		

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tbd	Fire Station #1 Roof Replacement	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$310,000	Funding Source: Public Safety Fund
Impact on the Operating Budget:	Unknown	
Description:	Replace roof at fire station 1.	

tbd	Exhaust System Upgrade-Fire Stations 1, 2 & 3	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$30,000	Funding Source: Public Safety Fund
Impact on the Operating Budget:	Unknown	
Description:	Upgrade existing exhaust system at all 3 fire stations.	

tbd	Center Street Garage-Electrical Upgrades	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$60,000	Funding Source: Auto Parking Fund
Impact on the Operating Budget:	Unknown	
Description:	Replacement of failing concrete-encased electrical conduit/wiring with overhead conduit/wiring; fixture upgrades/replacement.	

CAPNOPK	Normandy Oaks Park Development	
Project Length:	2017-2022	City Share: 100%
Estimated City Cost:	\$4,100,000	Funding Source: Sale of Normandy Oaks Assets/Oakland County
Impact on the Operating Budget:	\$55,000 annual operating cost possibly, depending on design.	
Description:	Redevelopment of Normandy Oaks Golf Course into a city park with a wide range of recreational activities, including a splash park, ropes playground equipment, soccer field, sledding hill, and nature area.	

CAPCP18	Centennial Commons Park and Connectivity	
Project Length:	2019-2022	City Share: 100%
Estimated City Cost:	\$10,777,000	Funding Source: General Fund / DDA
Impact on the Operating Budget:	Unknown	
Description:	Construction of a new downtown park where the existing city hall and police buildings are located.	

tbd	Centennial Commons Park Bathroom and Water Feature	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$665,000	Funding Source: General Fund
Impact on the Operating Budget:	Unknown	
Description:	Water feature and bathroom at Centennial Commons Park.	

CAP1846	Tree Planting	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$750,000	Funding Source: CDBG Fund
Impact on the Operating Budget:	Tree pruning by DPS employees or contractors.	
Description:	CDBG funded tree planting in qualified areas of the city.	

CAP1904	Upton Park Soccer Field Development	
Project Length:	2022-2023	City Share: 100%
Estimated City Cost:	\$75,000	Funding Source: tbd
Impact on the Operating Budget:	Unknown	
Description:	Improve open grass area at Upton Park to develop a soccer field.	

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CAP1918	Memorial Park Parking Lot Improvement		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$125,000	Funding Source:	General Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Repaving of parking lot (performed last paving in the 1990's)		

tbd	Fernwood Park Improvements		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$450,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Replacement of play equipment and fall zone surface material and installing outdoor fitness equipment with rubber fall zone surface material.		

tbd	Red Run and Exchange Park Pavilion and Restrooms		
Project Length:	2025-2026	City Share:	100%
Estimated City Cost:	\$300,000	Funding Source:	tbd / LWCF (Grant)
Impact on the Operating Budget:	Maintenance and supplies for upkeep of pavilions and restrooms.		
Description:	Construct pavilions with restrooms.		

tbd	Memorial Park and Worden Park Irrigation Systems		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$92,000	Funding Source:	tbd / LWCF (Grant) / MNRTF (Grant)
Impact on the Operating Budget:	Unknown		
Description:	Install irrigation system for playing surfaces at Worden Park and Memorial Park.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	Miller Park Improvements		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$250,000	Funding Source:	CDBG Fund
Impact on the Operating Budget:	Unknown		
Description:	Replacement of Miller Park playground equipment and replacement of current fibar fall zone material with artificial turf or poured in place fall zone.		

tbd	Baseball Infield Clay Replenishment Project		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$90,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Replace the clay infield of city's baseball fields to help with drainage issues and improve quality of play. 1 – 2 fields each year.		

tbd	Playground Equipment - Fall Zone Replacement Program		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$90,000	Funding Source:	tbd
Impact on the Operating Budget:	Reduction of maintenance crew labor hours.		
Description:	Add in "spray in fibar" to parks whose fall zone is not up to code.		

tbd	Kenwood Park - Basketball/Tennis Court Improvements		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$70,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Redesign/Resurface the tennis courts at Kenwood Park to resemble both a basketball court and tennis court to reflect a multisport area. Neighborhood community has been requesting a multi-sport surface. Kenwood Park received a new play structure in FY19-20 and revamped baseball/soccer participation.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	Memorial Park-Batting Cages		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$35,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Install 2 to 4 outdoor batting cage tunnels at Memorial Park.		

tbd	Community Garden		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$10,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Create a city wide community garden program allowing residents to lease part of park property for their garden use.		

tbd	Hudson Park Upgrade		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	CDBG Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Upgrades to Hudson park to include new playground and surfacing, basketball court.		

tbd	Lockman Park Upgrade		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	CDBG Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Upgrade Lockman Park's current playground, tennis courts and basketball courts.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	Park Bench Replacement	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$19,200	Funding Source: General Fund
Impact on the Operating Budget:	Unknown	
Description:	Replacement program for all wooden picnic tables in parks. Replace 3-4 tables (\$3,200 / year) with composite wood picnic tables.	

tbd	Tennis Court Repair/Replacements	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$180,000	Funding Source: tbd
Impact on the Operating Budget:	Reduce maintenance costs.	
Description:	Resurface, repair or replace current city tennis courts that are not eligible for CDBG grants.	

tbd	Waterworks Park-Storage Area Screening	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$50,000	Funding Source: Solid Waste Fund
Impact on the Operating Budget:	Unknown	
Description:	Aesthetic improvements to better screen storage area from neighborhood/park. To include fence screening, shrubbery, and other landscape elements.	

tbd	Worden Park-East Playground	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$300,000	Funding Source: tbd
Impact on the Operating Budget:	Reduce maintenance costs.	
Description:	Upgrade 14-year-old wooden play structure at Worden Park – east. Play equipment is heavily used by the Four Seasons Pre-school. Current play structure is not repairable.	

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	Worden Park-Upgrade		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	CDBG Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Upgrade Worden Park four ball diamonds.		

tbd	Clawson Park-Upgrade		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	CDBG Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Upgrades to Hudson park to include new playground, surfacing and basketball court.		

tbd	Elks Park-Upgrade		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$420,000	Funding Source:	CDBG Fund
Impact on the Operating Budget:	Reduce maintenance costs.		
Description:	Upgrade park components at Elks Park to include: Playground, Basketball Court, Tennis Court, Baseball Field and a Pavilion.		

CAP2115	Golf Center and Starr Road Parking Areas (construct under road project CAP2115)		
Project Length:	2020-2022	City Share:	100%
Estimated City Cost:	\$420,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Improve parking areas at Royal Oak Golf Center and Starr Road.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	Skatepark		
Project Length:	2022-2023	City Share:	100%
Estimated City Cost:	\$500,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Design and construct a skatepark with artistic features to appeal to multiple demographics, through a potential partnership with the Tony Hawk Foundation.		

INFORMATION TECHNOLOGY

CAP1103	Computer Replacement Program (ongoing)		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$450,000	Funding Source:	IT Fund / Internal Service Fund User Charges
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 five years.		

CAP1104	Office Software and Training Program		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$288,000	Funding Source:	IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown		
Description:	Upgrade software and training programs. Office365 to replace older versions of the Microsoft Office software for all city employees. Lynda.com licensing for employee training.		

CAP1105	Server-Network-Cabling Infrastructure		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$300,000	Funding Source:	IT Fund / Internal Service Fund User Charges
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:	2021-2027	City Share:	100%
Estimated City Cost:	\$360,000	Funding Source:	IT Fund / Internal Service Fund User Charges
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:	2021-2027	City Share:	100%
Estimated City Cost:	\$56,000	Funding Source:	IT Fund / Internal Service Fund User Charges
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.		

CAP1726	Disaster Recovery Solution		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$450,000	Funding Source:	IT Fund / Internal Service Fund User Charges
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.		

tbd	DPS Mobilization		
Project Length:	2021-2026	City Share:	100%
Estimated City Cost:	\$49,800	Funding Source:	IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown		
Description:	Provide DPS field employees with mobile devices to allow real-time entering of data into CMMS software, view and modify documents, retrieve and respond to emails and perform other function remotely.		

tbd	DPS Security	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$50,000	Funding Source: IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown	
Description:	Replace failing video surveillance system at Department of Public Services facility.	

tbd	DPS WiFi	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$20,400	Funding Source: IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown	
Description:	Provide WiFi access at the Department of Public Services facility to allow mobile devices to be utilized throughout the facility.	

tbd	Engineering Plotter	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$11,000	Funding Source: IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown	
Description:	Replace plotter used for printing/scanning plan documents in the Engineering department.	

tbd	Library Security	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$12,000	Funding Source: IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown	
Description:	Enhance security at Royal Oak Public Library to prevent public from having easy access to employee areas.	

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	DPS-Computerized Maintenance Management Software	
Project Length:	2021-2022	City Share 100%
Estimated City Cost:	\$100,000	Funding Source: IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown	
Description:	Purchase and implementation of computerized maintenance management software for DPS use in maintenance activity tracking, compliance, record keeping and planning.	

tbd	Fuel Management System Upgrade	
Project Length:	2021-2022	City Share 100%
Estimated City Cost:	\$30,000	Funding Source: IT Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Unknown	
Description:	Replace current outdated fuel management system that requires manual entries to update and reconcile records in the fleet management software. Current system requires the use of a dot-matrix printer.	

VEHICLES, EQUIPMENT, LARGE STUDIES, AND OTHERS

tbd	Police Officer Technology (bodycams, storage, stun devices)	
Project Length:	2021-2027	City Share: 100%
Estimated City Cost:	\$1,050,000	Funding Source: General Fund / Public Safety Fund
Impact on the Operating Budget:	Unknown	
Description:	Equipment and software that includes new in-car cameras, officer-worn body cameras, stun devices, interview room recording equipment and a cloud based digital evidence storage and management system.	

tbd	Uniform Garbage Bins (City-Wide)	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$1,800,000	Funding Source: Solid Waste Fund
Impact on the Operating Budget:	Unknown	
Description:	Purchase and distribution of uniform residential refuse carts.	

tbd	Senior Center Fitness Equipment	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$48,000	Funding Source: Senior Center Fund
Impact on the Operating Budget:	Unknown	
Description:	Transform the senior center lounge area into a fitness room. The lounge and game room would share space. (2) treadmill, (2) cross-trainer, (2) recumbent, (2) recumbent steppers, strength equipment with signature series accessory rack, leg press, hanging mat rack adjustable, (5) exercise mat 72", fitness room flooring (48" wide grippin gray rolled flooring) and install rubber flooring.	

tbd	Ice Arena Padded Floor Mats	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$15,000	Funding Source: Ice Arena Fund
Impact on the Operating Budget:	Unknown	
Description:	New padded floor mats for east and west rinks.	

tbd	EV Fleet Charging Infrastructure	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$90,000	Funding Source: Motor Pool Fund
Impact on the Operating Budget:	Reduced fuel costs	
Description:	To convert some of the city fleet to full electric vehicles, accessible, dedicated charging infrastructure will be required. This application includes the cost for install of a solar-generated, stand-alone charging station with 3 ports, to be located in the city hall parking lot.	

tbd	Senior Center Outdoor Fitness Equipment	
Project Length:	2021-2022	City Share: 100%
Estimated City Cost:	\$65,000	Funding Source: Senior Center Fund/Roots/Fundraising/Grants
Impact on the Operating Budget:	Unknown	
Description:	Install outdoor fitness equipment for Senior Center building.	

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

tbd	Sewer Camera Hardware		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$247,100	Funding Source:	Water & Sewer Fund
Impact on the Operating Budget:	Unknown		
Description:	Purchase and installation of sewer televising/recording equipment to replace aged equipment. This equipment is to be installed on replacement chassis.		

tbd	EMS Tablets		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$25,000	Funding Source:	Public Safety Fund
Impact on the Operating Budget:	Unknown		
Description:	Replace end of life laptops with ruggedized tablets and vehicle mounts.		

tbd	Master Plan Update		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$300,000	Funding Source:	General Fund
Impact on the Operating Budget:	Unknown		
Description:	Update the city's Master Plan.		

tbd	Department Organization Review		
Project Length:	2021-2022	City Share:	100%
Estimated City Cost:	\$60,000	Funding Source:	State Construction Code Fund
Impact on the Operating Budget:	Unknown		
Description:	Review of department organization.		

City of Royal Oak Capital Improvement Plan FY2021-22 to FY2026-27

CAP1830	Motor Pool Vehicle Replacement Plan		
Project Length:	2021-2027	City Share:	100%
Estimated City Cost:	\$12,247,486	Funding Source:	Motor Pool Fund / Internal Service Fund User Charges
Impact on the Operating Budget:	Lower maintenance costs		
Description:	Vehicle replacements plan for fiscal years 2021-22 to 2026-27; Plan is modified due to operational review modifications and year 2027 is being added to maintain six-year period. Detailed schedules begin on the next page.		

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 2021-2027 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 2021-2027 timeframe.

tbd	City Recreation Center		
Project Length:	2023-2025	City Share:	100%
Estimated City Cost:	\$30,000,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Build a 100,000 sq. ft. multipurpose recreation facility to serve Royal Oak and its residents. Recreation center should include rooms for licensed preschool, teen center for after school programming, community room (w/potential stage), classroom/meeting spaces, dance/fitness rooms, 2 HS basketball gyms, walking track and multipurpose turf area for indoor soccer, baseball, lacrosse, football etc.		

tbd	DPS Facility Renovation		
Project Length:	2024-2025	City Share:	100%
Estimated City Cost:	\$25,000,000	Funding Source:	tbd
Impact on the Operating Budget:	Unknown		
Description:	Construct major renovations to the DPS facility/property to improve functionality and provide additional space for covered storage areas.		

tbd	Library Improvement (Phase 2)	
Project Length:	2021-2022	City Share: 0%
Estimated City Cost:	\$249,000	Funding Source: tbd
Impact on the Operating Budget:	Unknown	
Description:	This project may include improvements and additions to the library's interior space: new furniture, new partitions, upgrades to media/lounge area and new clubhouse in youth space.	

**VEHICLE REPLACEMENT
2021/2022**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE & MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		AUTO PARKING	
683	15	Tennant Sweeper	\$47,520
		BUILDING MAINTENANCE	
737	15	Ford F-250	\$44,000
		FIRE	
967	15	Ford F-350	\$43,138
930	08	E-1 Pumper	\$782,334
		Ambulance	\$250,000
		HIGHWAY	
283	02	Bobcat L 873	\$150,800
		INSPECTION	
165	15	Ford Escape	\$44,000
184	15	Ford Escape	\$44,000
185	15	Ford Escape	\$44,000
		MOTOR POOL	
GM131	13	Torro Groundsmaster 360	\$56,680
		PARKS & FORESTRY	
774	01	NH TN-65 Tractor	\$36,960
GA971	97	Gator	\$30,000
		POLICE	
801	17	Ford Explorer	\$50,098
803	18	Ford Explorer	\$50,098
809	17	Ford Explorer	\$50,098
811	17	Ford Explorer	\$50,098
812	15	Chevy Tahoe	\$54,610
814	16	Chevy Tahoe	\$54,610
816	17	Ford Explorer	\$50,098
841		Chevy Tahoe	\$40,430
843	15	Ford Explorer	\$40,560
851	17	Ford Explorer	\$40,560
862	13	Ford Taurus	\$35,000
		SEWER	
141	15	Ford F-250	\$37,300
413	09	GMC Savana	\$47,937
		WATER MAINTENANCE	
1460	97	Ingersoll Light Tower	\$19,800
1466	01	Ingersoll Air Compressor	\$27,600
		Total	\$2,222,329

**VEHICLE REPLACEMENT
2022/2023**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE & MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		ASSESSOR	
102	17	Ford Escape	\$29,700
		FIRE	
912	03	E-1 Aerial	\$1,296,814
		HIGHWAY	
234	15	Ford F-250	\$37,437
261	18	Ford F-250	\$40,720
268	19	Ford F-250	\$44,711
		MOTOR POOL	
GM061	06	Torro Groundsmaster 345	\$56,680
		PARKS & FORESTRY	
703	02	Bobcat L 773	\$150,800
717	15	Ford F-250	\$36,164
		POLICE	
806	18	Ford Explorer	\$50,098
810	18	Ford Explorer	\$50,098
818	16	Chevy Tahoe	\$50,098
823	13	Ford Taurus	\$50,098
830	13	Ford Taurus	\$50,098
844	17	Dodge Durango	\$34,436
860	15	Ford Taurus	\$34,175
		SEWER	
		Hudson Bros. Trailer	\$28,000
		Total	\$2,040,127

**VEHICLE REPLACEMENT
2023/2024**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE & MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		ASSESSOR	
109	17	Ford Escape	\$29,700
		AUTO PARKING	
639	05	GMC Sierra	\$33,000
		ELECTRICAL	
331	16	Ford Transit 150	\$33,855
		ENGINEERING	
108	16	Ford Transit Connect	\$33,320
630	17	Ford Explorer	\$36,537
631	17	Ford Explorer	\$35,839
633	16	Ford Explorer	\$35,200
		FIRE	
907	17	Ford Explorer	\$36,998
		HIGHWAY	
202	18	Ford F-150	\$37,119
256	14	Freightliner 108SD	\$205,729
		ICE ARENA	
792	15	Zamboni	\$130,000
		INSPECTION	
180	16	Ford Escape	\$44,000
186	16	Ford Escape	\$44,000
187	17	Ford Escape	\$44,000
		MOTOR POOL	
GM051	05	Torro Groundsmaster 345	\$56,680
		PARKS & FORESTRY	
776	96	Ford 4630 Tractor	\$36,960
777	96	Ford 4630 Tractor	\$36,960
1768	01	Bandit Tree Stumper	\$32,500
2715	99	Integrity Trailer	\$16,800
2718	99	Integrity Trailer	\$16,800
GA972	97	Gator	\$30,000
		POLICE	
819	13	BMW Motorcycle	\$26,400
820	13	BMW Motorcycle	\$26,400
821	13	BMW Motorcycle	\$26,400
822	13	BMW Motorcycle	\$26,400
845	15	Ford Taurus	\$29,500
861	17	Chevy Traverse	\$35,330
		SEWER	
461	15	Freightliner2100/Vactor	\$492,698
		WATER MAINTENANCE	
401	17	Ford F-150	\$37,119
471	09	JCB 3C-15	\$150,800
1481	08	Target Arrow	\$6,700
1483	08	Target Arrow	\$6,700
		Total	321
			\$1,870,444

**VEHICLE REPLACEMENT
2024/2025**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE & MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		ENGINEERING	
103	17	Ford F-150	\$37,119
637	14	Ford Escape	\$44,000
		HIGHWAY	
252	16	Freightliner 108SD	\$205,729
253	16	Freightliner 108SD	\$205,729
286	17	Elgin Sweeper	\$240,000
		MOTOR POOL	
GM071	07	Torro Groundsmaster 328D	\$56,680
		PARKS & FORESTRY	
713	18	Ford F-250	\$38,200
742	15	Ford F-350	\$44,970
		POLICE	
802	20	Ford Explorer	\$50,098
807	14	Ford Explorer	\$50,098
808	15	Ford Explorer	\$50,098
813	14	Ford Explorer	\$50,098
817	19	Ford Explorer	\$56,094
829	10	Ford Escape	\$50,098
832	14	Ford Explorer	\$50,098
840	19	Ford Explorer	\$43,082
841	16	Chevy Tahoe	\$40,430
858	18	Ford Taurus	\$30,500
859	19	Ford Explorer	\$39,690
		SEWER	
463	15	Freightliner2100/Vactor	\$492,000
		WATER MAINTENANCE	
417	15	Ford F-450	\$74,773
		Total	\$1,949,584

**VEHICLE REPLACEMENT
2025/2026**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE & MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		AUTO PARKING	
635	16	Ford F-250	\$30,780
		ENGINEERING	
107	19	Ford Escape	\$29,700
		FIRE	
908	16	Ford Explorer	\$38,200
909	96	GMC G-6	\$36,800
		HIGHWAY	
110	16	Ford Explorer	\$35,200
232	19	Ford F-250	\$47,226
246	17	Freightliner 108SD	\$205,729
254	16	Freightliner 108SD	\$205,729
285	17	Elgin Sweeper	\$246,000
1261	95	Muller Mixer	\$6,500
		INSPECTION	
183	16	Ford Escape	\$44,000
		LIBRARY	
640	12	Ford Transit Connect	\$31,000
		MOTOR POOL	
GM132	13	Torro Groundsmaster 360	\$58,357
		PARKS & FORESTRY	
714	16	Ford F-250	\$47,708
GA961	96	Gator	\$30,000
		POLICE	
804	20	Ford Explorer	\$50,098
805	20	Ford Explorer	\$50,098
816	17	Ford Explorer	\$50,098
824	16	Ford Explorer	\$50,098
826	16	Ford Explorer	\$50,098
842	20	Chevy Equinox	\$41,690
854	21	Ford F-150	\$34,800
855	20	Chrysler Pacifica	\$42,600
863	20	Ford Edge	\$40,141
		SEWER	
1461	97	Muller Mixer	\$6,500
		WATER MAINTENANCE	
418	15	Ford F-450	\$74,373
441	17	Freightliner Tandem	\$174,371
473	13	John Deere 410K	\$150,800
		WATER SERVICE	
431	16	Ford Transit 150	\$28,854
432	16	Ford Transit 150	\$28,854
		Total	\$1,966,402

**VEHICLE REPLACEMENT
2026/2027**

<u>VEH #</u>	<u>YEAR</u>	<u>MAKE & MODEL</u>	<u>ESTIMATED REPLACEMENT COSTS</u>
		ASSESSOR	
104	20	Ford Escape	\$29,700
		BUILDING MAINTENANCE	
733	17	Ford Transit 350	\$39,739
		ELECTRICAL	
362	19	Ford F750 Aerial Truck	\$247,200
		FIRE	
991	16	Ford Horton Ambulance	\$232,100
992	16	Ford Horton Ambulance	\$232,100
		HIGHWAY	
251	17	Freightliner 108SD	\$205,729
258	17	Freightliner 108SD	\$205,729
259	20	Freightliner 108SD	\$205,729
		MOTOR POOL	
GM141	14	Torro Groundsmaster 360	\$57,983
		PARKS & FORESTRY	
715	17	Ford F-250	\$45,687
718	17	Ford F-250	\$41,399
730	17	Ford Transit 250	\$28,645
		POLICE	
801	17	Ford Explorer	\$50,098
803	18	Ford Explorer	\$50,098
809	17	Ford Explorer	\$50,098
811	17	Ford Explorer	\$50,098
815	20	Ford Explorer	\$50,098
843	21	Ford Explorer	\$40,560
		SEWER	
445	17	Ford F-550	\$58,212
		WATER MAINTENANCE	
411	15	Ford F-450	\$74,373
442	17	Freightliner Tandem	\$174,371
		WATER SERVICE	
433	16	Ford Transit 150	\$28,854
		Total	\$2,198,600

CIP #	PROJECT NAME	SUBMITTER RATING	PROJECT COORDINATION	PROJECT TYPE	POTENTIAL FUNDING SOURCE(S)	ESTIMATED TOTAL PROJECT COST	% CITY SHARE	NON CITY COST	TOTAL CITY COST	PRIOR YRS CITY COST	FUTURE CITY COST (2021-2027)	FISCAL YEAR 2021-22 CITY COST	FISCAL YEAR 2022-23 CITY COST	FISCAL YEAR 2023-24 CITY COST	FISCAL YEAR 2024-25 CITY COST	FISCAL YEAR 2025-26 CITY COST	FISCAL YEAR 2026-27 CITY COST
Water and Sewer Improvements																	
CAP1999	Quality Control Review of Water and Sewer GIS Database	124	N/A	Study	Water & Sewer Fund / Rates	62,000	100%	-	62,000	-	62,000	62,000					
CAP2008	2021 Crooks Road Resurfacing (water main improvements)	132	Major Streets	Rehabilitation	Water & Sewer Fund / Rates	686,660	100%	-	686,660	490,100	196,560	196,560					
CAP2040	Stormwater Mitigation in Royal Oak	135	Local St. Paving	New	Water & Sewer Fund / Rates, MDEQ Grant	527,000	29%	373,000	154,000	-	154,000	30,800	123,200				
CAP2110	2021 Watermain Improvements	141	Local St. Paving	Replacement	Water & Sewer Fund / Rates	3,983,750	100%	-	3,983,750	1,923,750	2,060,000	2,060,000					
CAP2135	2021 Road Reconstruction Improvements (water main improvements)	132	Local St. Paving	Replacement	Water & Sewer Fund / Rates	90,570	100%	-	90,570	45,570	45,000	45,000					
CAP2150	Aerial Flyover of City	119	N/A	Study	Water & Sewer Fund / Rates	155,000	100%	-	155,000	-	155,000	75,000				80,000	
CAP2155	Special Assessment Street Paving (water main improvements)	119	Local St. Paving	Replacement	Water & Sewer Fund / Rates	100,000	100%	-	100,000	-	100,000	33,000	67,000				
CAP2210	2022 Water Main Improvements	141	Local St. Paving	Replacement	Water & Sewer Fund / Rates	2,100,000	100%	-	2,100,000	-	2,100,000	1,050,000	1,050,000				
CAP2211	2022 Water Main Improvements	141	Local St. Paving	Replacement	Water & Sewer Fund / Rates	1,900,000	100%	-	1,900,000	-	1,900,000	950,000	950,000				
CAP2240	2022 Sewer and Green Infrastructure Improvements	105	N/A	Rehabilitation	Water & Sewer Fund / Rates	600,000	100%	-	600,000	-	600,000	300,000	300,000				
CAP2308	2023 Normandy Road Resurfacing (water main improvements)	107	Major Streets	Rehabilitation	Water & Sewer Fund / Rates	1,020,000	100%	-	1,020,000	-	1,020,000		510,000	510,000			
CAP2310	2023 Water Main Improvements	141	Local St. Paving	Replacement	Water & Sewer Fund / Rates	2,700,000	100%	-	2,700,000	-	2,700,000	1,350,000	1,350,000				
CAP2335	2023 Road Reconstruction Improvements (water main improvements)	132	Local St Paving	Replacement	Water & Sewer Fund / Rates	250,000	100%	-	250,000	-	250,000		125,000	125,000			
CAP2409	2024 11 Mile Road Gateway Project (water main improvements)	107	Major Streets	Rehabilitation	Water & Sewer Fund / Rates	292,000	100%	-	292,000	-	292,000			146,000	146,000		
CAP2410	2024 Water Main Improvements	141	Local St. Paving	Replacement	Water & Sewer Fund / Rates	1,905,000	100%	-	1,905,000	-	1,905,000			952,500	952,500		
CAP2411	2024 Water Main Improvements	141	Local St. Paving	Replacement	Water & Sewer Fund / Rates	1,901,000	100%	-	1,901,000	-	1,901,000			950,500	950,500		
CAP2507	2025 Crooks Road Resurfacing (water main improvements)	107	Major Streets	Rehabilitation	Water & Sewer Fund / Rates	573,000	100%	-	573,000	-	573,000				286,500	286,500	
CAP2510	2025 Water Main Improvements	110	N/A	Replacement	Water & Sewer Fund / Rates	3,250,000	100%	-	3,250,000	-	3,250,000				1,625,000	1,625,000	
CAP2610	2026 Water Main Improvements	110	N/A	Replacement	Water & Sewer Fund / Rates	3,250,000	100%	-	3,250,000	-	3,250,000					1,625,000	1,625,000
CAPXX61	Controlled Burns of Rain Gardens	80	N/A	Rehabilitation	Water & Sewer Fund / Rates	48,000	100%	-	48,000	-	48,000	8,000	8,000	8,000	8,000	8,000	8,000
CAPXX65	Water Service Replacement	131	N/A	Replacement	Water & Sewer Fund / Rates	3,500,000	100%	-	3,500,000	500,000	3,000,000	500,000	500,000	500,000	500,000	500,000	500,000
CAPXX66	Water Service Materials Verification	131	N/A	Study	Water & Sewer Fund / Rates	1,443,000	100%	-	1,443,000	243,000	1,200,000	300,000	300,000	300,000	300,000	300,000	300,000
CAPXX75	Sewer Televising & Root Control	126	N/A	Rehabilitation	Water & Sewer Fund / Rates	3,988,000	100%	-	3,988,000	**	3,988,000	600,000	630,000	662,000	696,000	700,000	700,000

CIP #	PROJECT NAME	SUBMITTER RATING	PROJECT COORDINATION	PROJECT TYPE	POTENTIAL FUNDING SOURCE(S)	ESTIMATED TOTAL PROJECT COST	% CITY SHARE	NON CITY COST	TOTAL CITY COST	PRIOR YRS CITY COST	FUTURE CITY COST (2021-2027)	FISCAL YEAR 2021-22 CITY COST	FISCAL YEAR 2022-23 CITY COST	FISCAL YEAR 2023-24 CITY COST	FISCAL YEAR 2024-25 CITY COST	FISCAL YEAR 2025-26 CITY COST	FISCAL YEAR 2026-27 CITY COST
tbd	Court-LED Lighting Retro-Fit Project	77	N/A	New	General Fund	18,550	100%		18,550	-	18,550	18,550					
tbd	Farmers Market- Replacement of Resident Shop Enclosures	92	N/A	Replacement	Farmers Market Fund, potentially DDA	14,750	100%		14,750	-	14,750	14,750					
tbd	Farmers Market-Preservation and enhancement of Interior Walls	92	N/A	Rehabilitation	Farmers Market Fund, potentially DDA	10,600	100%		10,600	-	10,600	10,600					
tbd	Farmers Market-Electrical Upgrade	103	N/A	Rehabilitation	Farmers Market Fund	16,150	100%		16,150	-	16,150	16,150					
tbd	Library Roof Replacement	73	N/A	Replacement	Library Fund	558,000	100%	-	558,000	-	558,000	558,000					
tbd	Salter Center Parking Lot Repaving	91	N/A	Replacement	General Fund	125,000	100%	-	125,000	-	125,000		125,000				
tbd	Fire Station #1 HVAC System Replacement	122	N/A	Replacement	Public Safety Fund	140,000	100%	-	140,000	-	140,000	140,000					
tbd	Fire Station #2 Apron Slab Repair	85	N/A	Replacement	Public Safety Fund	60,000	100%	-	60,000	20,000	40,000	40,000					
tbd	Fire Station #1 Security Remodel	86	N/A	New	Public Safety Fund	15,000	100%	-	15,000	-	15,000	15,000					
tbd	Fire Station #1 Roof Replacement	97	N/A	Replacement	Public Safety Fund	310,000	100%		310,000	-	310,000	310,000					
tbd	Exhaust System Upgrade-Fire Stations 1, 2 & 3	107	N/A	Rehabilitation	Public Safety Fund	30,000	100%		30,000	-	30,000	30,000					
tbd	Center Street Garage-Electrical Upgrades	61	N/A	Replacement	Auto Parking Fund	60,000	100%		60,000	-	60,000	60,000					
	City-Owned Facilities				Subtotal	3,483,050		-	3,483,050	20,000	3,463,050	1,478,050	310,000	625,000	450,000	50,000	550,000
Parks and Grounds																	
CAPNOPK	Normandy Oaks Park Development	145	Oakland County	New	Sale of Normandy Oaks Assets/Oakland County	4,100,000	100%		4,100,000	3,140,000	960,000	960,000					
CAPCP18	Centennial Commons Park and Connectivity	79	CAPPD18	New	General Fund / DDA	10,777,000	100%	-	10,777,000	10,154,800	622,200	622,200					
tbd	Centennial Commons Park Bathroom and Water Feature		N/A	New	General Fund	665,000	100%		665,000	-	665,000	665,000					
CAP1846	Tree Planting	110	N/A	New	CDBG Fund	750,000	100%	-	750,000	**	750,000	150,000	150,000	150,000	150,000	150,000	
CAP1904	Upton Park Soccer Field Development	61	N/A	New	tbd	75,000	100%	-	75,000	-	75,000		75,000				
CAP1918	Memorial Park Parking Lot Improvement	101	N/A	Replacement	General Fund	125,000	100%	-	125,000	-	125,000	125,000					
tbd	Fernwood Park Improvements	100	N/A	Replacement	tbd	450,000	100%	-	450,000	-	450,000	450,000					
tbd	Red Run and Exchange Park Pavilion and Restrooms	82	N/A	New	tbd / LWCF (Grant)	300,000	100%	-	300,000	-	300,000					300,000	
tbd	Memorial and Worden Park Irrigation Systems	80	N/A	New	tbd / LWCF (Grant) / MNRTF (Grant)	92,000	100%	-	92,000	-	92,000		92,000				
tbd	Miller Park Improvements	100	N/A	Replacement	CDBG Fund	250,000	100%	-	250,000	-	250,000	250,000					
tbd	Baseball Infield Clay Replenishment Project	96	N/A	Rehabilitation	tbd	90,000	100%	-	90,000	-	90,000	15,000	15,000	15,000	15,000	15,000	15,000
tbd	Playground Equipment - Fall Zone Replacement Program	97	N/A	Replacement	tbd	90,000	100%	-	90,000	-	90,000	15,000	15,000	15,000	15,000	15,000	15,000
tbd	Kenwood Park - Basketball/Tennis Court Improvements	93	N/A	New	tbd	70,000	100%	-	70,000	-	70,000	70,000					
tbd	Memorial Park-Batting Cages	69	N/A	New	tbd	35,000	100%	-	35,000	-	35,000		35,000				
tbd	Community Garden	77	N/A	New	tbd	10,000	100%	-	10,000	-	10,000	10,000					
tbd	Hudson Park Upgrade	103	N/A	Rehabilitation	CDBG Fund	500,000	100%	-	500,000	-	500,000		500,000				
tbd	Lockman Park Upgrade	92	N/A	Rehabilitation	CDBG Fund	500,000	100%	-	500,000	-	500,000	500,000					
tbd	Park Bench Replacement	75	N/A	Replacement	tbd	19,200	100%	-	19,200	-	19,200	3,200	3,200	3,200	3,200	3,200	3,200
tbd	Tennis Court Repair/Replacements	97	N/A	Rehabilitation	tbd	180,000	100%	-	180,000	-	180,000	30,000	30,000	30,000	30,000	30,000	30,000
tbd	Waterworks Park-Storage Area Screening	38	N/A	Replacement	Solid Waste Fund	50,000	100%	-	50,000	-	50,000	50,000					
tbd	Worden Park-East Playground	120	N/A	Replacement	tbd	300,000	100%	-	300,000	-	300,000	300,000					
tbd	Worden Park-Upgrade	92	N/A	Rehabilitation	CDBG Fund	500,000	100%	-	500,000	-	500,000	500,000					
tbd	Clawson Park-Upgrade	103	N/A	Rehabilitation	CDBG Fund	500,000	100%	-	500,000	-	500,000		500,000				
tbd	Elks Park-Upgrade	126	N/A	Rehabilitation	CDBG Fund	420,000	100%	-	420,000	-	420,000		420,000				
CAP2115	Golf Center and Starr Road Parking Areas (construct under road project CAP2115)	130	Local Streets	Rehabilitation	tbd	420,000	100%		420,000	19,000	401,000	401,000					
tbd	Skatepark	72	N/A	New	tbd	500,000	100%	-	500,000	-	500,000		500,000				
	Parks & Grounds				Subtotal	21,768,200		-	21,768,200	13,313,800	8,454,400	5,116,400	2,335,200	213,200	213,200	513,200	63,200
Information Technology																	
CAP1103	Computer Replacement Program (ongoing)	42	N/A	Replacement	IT Fund / Internal Service Fund User Charges	450,000	100%	-	450,000	**	450,000	75,000	75,000	75,000	75,000	75,000	75,000
CAP1104	Office Software and Training Program	37	N/A	Replacement	IT Fund / Internal Service Fund User Charges	288,000	100%	-	288,000	**	288,000	48,000	48,000	48,000	48,000	48,000	48,000
CAP1105	Server-Network-Cabling Infrastructure	43	N/A	Replacement	IT Fund / Internal Service Fund User Charges	300,000	100%	-	300,000	**	300,000	50,000	50,000	50,000	50,000	50,000	50,000
CAP1302	GIS Integration	39	N/A	New	IT Fund / Internal Service Fund User Charges	360,000	100%	-	360,000	**	360,000	60,000	60,000	60,000	60,000	60,000	60,000
CAP1403	Mobile Workforce	37	N/A	New	IT Fund / Internal Service Fund User Charges	56,000	100%	-	56,000	**	56,000	8,000	8,000	8,000	8,000	8,000	16,000
CAP1726	Disaster Recovery Solution	106	N/A	New	IT Fund / Internal Service Fund User Charges	450,000	100%	-	450,000	**	450,000	75,000	75,000	75,000	75,000	75,000	75,000
tbd	DPS Mobilization	77	N/A	New	IT Fund / Internal Service Fund User Charges	49,800	100%	-	49,800	-	49,800	24,900					24,900
tbd	DPS Security	80	N/A	Replacement	IT Fund / Internal Service Fund User Charges	50,000	100%	-	50,000	-	50,000	50,000					
tbd	DPS WiFi	44	N/A	New	IT Fund / Internal Service Fund User Charges	20,400	100%	-	20,400	-	20,400	10,200					10,200
tbd	Engineering Plotter	73	N/A	Replacement	IT Fund / Internal Service Fund User Charges	11,000	100%	-	11,000	-	11,000	11,000					
tbd	Library Security	67	N/A	Replacement	IT Fund / Internal Service Fund User Charges	12,000	100%	-	12,000	-	12,000	12,000					
tbd	DPS-Computerized Maintenance Management Software	61	N/A	New	IT Fund / Internal Service Fund User Charges	100,000	100%	-	100,000	-	100,000	100,000					
tbd	Fuel Management System Upgrade	43	N/A	Replacement	IT Fund / Internal Service Fund User Charges	30,000	100%	-	30,000	-	30,000	30,000					
	Information Technology				Subtotal	2,177,200		-	2,177,200	-	2,177,200	554,100	316,000	316,000	316,000	340,900	334,200
Vehicles / Equipment / Large Studies / Other																	
tbd	Police Officer Technology (bodycams, storage, stun devices)	105	N/A	Replacement	General Fund / Public Safety Fund	1,050,000	100%	-	1,050,000	**	1,050,000	175,000	175,000	175,000	175,000	175,000	175,000
tbd	Uniform Garbage Bins (City-Wide)	53	N/A	New	Solid Waste Fund	1,800,000	100%	-	1,800,000	-	1,800,000	1,800,000					
tbd	Senior Center Fitness Equipment	44	N/A	New	Senior Center Fund	48,000	100%	-	48,000	-	48,000	48,000					
tbd	Ice Arena Padded Floor Mats	100	N/A	New	Ice Arena Fund	15,000	100%	-	15,000	-	15,000	15,000					
tbd	EV Fleet Charging Infrastructure	64	N/A	New	Motor Pool Fund	90,000	100%	-	90,000	-	90,000	90,000					
tbd	Senior Center Outdoor Fitness Equipment	87	N/A	New	Senior Center Fund/Roots/Fundraising/Grants	65,000	100%	-	65,000	-	65,000	65,000					
tbd	Sewer Camera Hardware	69	N/A	Replacement	Water & Sewer Fund	247,100	100%	-	247,100	-	247,100	247,100					
tbd	EMS Tablets	106	N/A	Replacement	Public Safety Fund	25,000	100%	-	25,000	-	25,000	25,000					
tbd	Master Plan Update		N/A	New	General Fund	300,000	100%	-	300,000	-	300,000	300,000					
tbd	Department Organization Review		N/A	New	State Construction Code Fund	60,000	100%	-	60,000	-	60,000	60,000					
CAP1830	Motor Pool Vehicle Replacement Plan	125	N/A	Replacement	Motor Pool Fund / Internal Service Fund User Charges	12,247,486	100%	-	12,247,486	**	12,247,486	2,222,329	2,040,127	1,870,444	1,949,584	1,966,402	2,198,600
	Vehicles / Equipment / Other				Subtotal	15,947,586		-	15,947,586	-	15,947,586	5,047,429	2,215,127	2,045,444	2,124,584	2,141,402	2,373,600
			GRAND TOTAL OF ALL CITY PROJECTS				156,414,442		3,333,586	153,080,856	30,012,610	123,068,246	30,544,789	23,389,527	20,592,144	18,813,784	17,449,502
Projects Under Review																	
tbd	City Recreation Center	73	N/A	New	tbd	30,000,000	100%		30,000,000		30,000,000	-	-	14,000,000	16,000,000	-	
tbd	DPS Facility Renovation	61	N/A	Rehabilitation	tbd	25,000,000	100%		25,000,000	-	25,000,000			25,000,000			
tbd	Library Improvement (Phase 2)		N/A	Rehabilitation	tbd	249,000	100%		249,000		249,000	249,000					
**	Indicates an ongoing annual city project																
	Green = Modified Project																
	Peach = New Project																

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 predominately 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. 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.

Arts, Beats and Eats Fund - 506

Farmers Market Fund - 551

Recreation Fund - 508

Water & Sewer Fund - 592

Auto Parking Fund - 516

Ice Arena Fund - 598

The purpose of the Arts, 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 during the event..

Significant Revenue, Expenditure, Staff & Program Notes – Fiscal Year 2021-22:

Due to the COVID-19 pandemic, the 2020 festival was cancelled and replaced with smaller, socially distanced events. As a result, the city did not receive any revenues from parking and had minimal expenses incurred during fiscal year 2020-21, which related to allocated motor pool vehicle rental charges and a small amount of overtime for police officers who worked the smaller events.

Fiscal year 2021-22 assumes a return of the festival and patrons, however, due to the uncertain turnout for the event, the budget for fiscal year 2021-22 is based upon an average of the last three years of revenues (*prior to fiscal year 2020-21*), which may be optimistic. The future years' estimated budgets project that the use of fund balance will be needed as a revenue source in fiscal year 2020-21 and again by fiscal year 2024-2025, however due to the critically low fund balance and uncertainty of revenues, this may occur sooner.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	2,569	519	2,009	3,009	3,479	3,369
Revenues and transfers from other funds	0	255,000	256,280	257,560	258,850	260,140
Expenditures and transfers to other funds	2,050	253,510	255,280	257,090	258,960	260,870
Net Change in Net Assets	(2,050)	1,490	1,000	470	(110)	(730)
Ending Unrestricted Net Assets	519	2,009	3,009	3,479	3,369	2,639

Revenues

506.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	295,690	0	0	0	295,690
2018-2019 Actual	0	0	231,320	0	0	0	231,320
2019-2020 Actual	0	0	238,550	0	0	0	238,550
2020-2021 Original Budget	0	0	257,000	0	0	0	257,000
2020-2021 Adjusted Budget (Dec)	0	0	257,000	0	0	0	257,000
2020-2021 Six Month Actual	0	0	0	0	0	0	0
2020-2021 Estimated Year End	0	0	0	0	0	0	0
2021-2022 Dept Request	0	0	255,000	0	0	0	255,000
2021-2022 Manager's Budget	0	0	255,000	0	0	0	255,000
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	256,280	0	0	0	256,280
2023-2024 Projected Budget	0	0	257,560	0	0	0	257,560
2024-2025 Projected Budget	0	0	258,850	0	0	0	258,850
2025-2026 Projected Budget	0	0	260,140	0	0	0	260,140

Expenditures

506.837 ARTS, BEATS, & EATS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	64,780	62,880	0	65,510	100,000	0	293,170
2018-2019 Actual	80,060	33,620	0	82,750	100,000	0	296,430
2019-2020 Actual	65,360	11,500	0	76,070	85,000	0	237,930
2020-2021 Original Budget	73,120	13,830	0	70,050	100,000	0	257,000
2020-2021 Adjusted Budget (Dec)	73,120	13,830	0	70,050	100,000	0	257,000
2020-2021 Six Month Actual	840	600	0	0	0	0	1,440
2020-2021 Estimated Year End	840	1,210	0	0	0	0	2,050
2021-2022 Dept Request	72,300	11,210	0	70,000	100,000	0	253,510
2021-2022 Manager's Budget	72,300	11,210	0	70,000	100,000	0	253,510
2021-2022 Approved Budget							
2022-2023 Projected Budget	74,050	11,230	0	70,000	100,000	0	255,280
2023-2024 Projected Budget	75,840	11,250	0	70,000	100,000	0	257,090
2024-2025 Projected Budget	77,680	11,280	0	70,000	100,000	0	258,960
2025-2026 Projected Budget	79,560	11,310	0	70,000	100,000	0	260,870

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 businesspersons 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 50 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 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.

Youth Sports and Enrichment: Children can sign up for a 30-week dance program, sport camps, t-ball, golf, basketball, soccer, tennis, and lacrosse. Recently we have added art classes, young engineers, and story time with crafts.

Summer Day Camp: A nine-week, 50-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 ratio of one to ten.

Adult Sports Leagues/Programs: Softball, women's soccer, volleyball, pickle ball, and tennis.

Adult Enrichment: Programs include tai-chi, yoga, ballroom dance. In 2016, the department began offering cooking classes, Ravioli's, Cannoli's, Pierogi's.

Adult Fitness: Classes include aerobics, kickboxing, Pilates, abs, glutes, and thighs.

Cultural Events: The 50th Annual Royal Oak Art Fair will be held in July at Memorial Park (tentatively). One hundred artists from all

over the United States participate in this annual event.

In 2018, the City of Royal Oak was considered the pickleball destination of Michigan with 21 newer pickleball courts; eight at Whittier Park, seven at Upton Park and six 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.

The recreation department works with community youth athletic organizations to coordinate hundreds of games, practices, and the maintenance schedules for all soccer fields (18 fields spring and fall), baseball (20), softball (12), and a football field. It also coordinates all pavilion rentals at Memorial, VFW, and Starr/J.C. parks.

The recreation department oversees the contracts and works with the staff of the following recreational entities in the City of Royal Oak: Royal Oak Golf Courses, Royal Oak Golf Center, the Grand Slam Batting Training Center, Suburban Ice Management at the Lindell Ice Arena and Total Soccer.

GOALS

- 1. Infrastructure - to maintain, replace and enhance Royal Oak's infrastructure to promote efficient and sustainable delivery of beneficial services.
- 2. Operations – To perform all city operations as efficiently and effectively as possible.
- 3. Community – to preserve neighborhoods by encouraging community involvement and family activities.
- 4. Enhance the quality of life for residents by offering desirable leisure and social activities.
- 5. Make the execution of the parks & recreation master plan a top priority.

OBJECTIVES

- Completion of Centennial Commons. GOAL1
- Evaluate the Royal Oak Next Plan and identify measures to move forward. GOAL2
- Complete phase one and two of Normandy Oaks Park. GOAL 3,4,5
- Continue to revamp city parks yearly and implement the five-year park master plan. GOAL3
- Examine options to address park drainage issues. GOAL3
- Provide a variety of diverse programming to the residents. GOAL4
- Finish the renovation of Memorial Park field number 3. GOAL3,4,5
- Create tournaments for adult sports to include softball and kickball. GOAL4

Performance Indicators / Outcome Measures

	<u>Actual</u> <u>FY18-19</u>	<u>Actual</u> <u>FY19-20</u>	<u>Dec 31</u> <u>2020</u>	<u>Projected</u> <u>FY20-21</u>	<u>Projected</u> <u>FY21-22</u>	<u>Projected</u> <u>FY22-23</u>
GOAL1 Participants						
Preschool – Senior Center	72	0	0	0	72	72
Youth Sports & Enrichment	1,103	0	100	150	1,100	1,100
Summer Day Camp	340	0	0	0	350	350
Adult Sports Leagues	2,800	800	780	1,500	2,800	2,800
Adult Enrichment	271	88	0	100	270	270
Adult Fitness	1,352	360	182	350	1,350	1,350
Cultural Events - Artists	90	0	0	70	90	90
GOAL1 Adult Sports League Teams						
Softball	99	40	0	60	99	99
Soccer - Women	6	0	0	6	6	6
Volleyball	32	0	0	0	32	32
Pickle Ball registrations	3,200	2,000	0	2,800	3,200	3,200
GOAL2 Venues Scheduled						
Soccer Fields (spring & fall)	18	18	0	18	18	18
Baseball Fields	20	20	0	20	20	20
Softball Fields	12	12	0	12	12	12
Football Fields	1	1	0	1	1	1
GOAL2 Indoor Rentals (in hours)						
Indoor Rentals (in hours)	705	0	145	145	705	705
Outdoor Field Rentals	350	108	108	218	350	350
Pavilion Rentals – VFW and Starr/JC parks	229	221	0	150	250	250

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Outdoor facility rentals are budgeted to increase \$10,000 relative to fiscal year 2020-21 original budget due to an increase in outdoor activity anticipated and the add-on of Normandy Oaks Park pavilion during fiscal year 2021-22. The budgets for youth enrichment, youth sports charges, and adult enrichment program revenues are decreasing \$10,000, \$2,000, and \$2,500, respectively, relative to fiscal year 2020-21 original budget to conservatively budget for the return of participants and allow for proper health and safety distancing. Interest income is decreasing \$2,600 due to declining rates and use of net assets (cash) in 2021-22.

Contracted worker services are increasing \$5,000 relative to fiscal year 2020-21 original budget to add additional program offerings, such as art classes, in fiscal year 2021-22. Program supplies are increasing \$5,000 relative to the projected year-end due to the impact of the pandemic during fiscal year 2020-21 and resulting period of cancelled classes and programs during the year. Relative to fiscal year 2020-21 original budget, information system service charges are increasing \$4,210 due to a reduction in planned expenditures from the Information Technology fund due to necessary budget reductions during fiscal year 2020-21. Administrative charges/allocation are decreasing \$12,620 due to the recreation fund having a smaller overall percentage of expenditures during fiscal year 2019-20.

The estimated forecast demonstrates sustainability with only a modest use of assets (cash) each year, however these revenues are estimated conservatively in this fund (and lower than the performance measures suggest), relative to pre-COVID revenues and performance outputs.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
*Beginning Unrestricted Net Assets	346,849	193,459	185,129	168,499	143,679	110,409
Revenues and transfers from other funds	227,230	530,900	530,900	530,900	530,900	530,900
**Expenditures and transfers to other funds	380,620	539,230	547,530	555,720	564,170	573,910
Net Change in Net Assets	(153,390)	(8,330)	(16,630)	(24,820)	(33,270)	(43,010)
Ending Unrestricted Net Assets	193,459	185,129	168,499	143,679	110,409	67,399

*adjusted for net pension and OPEB liability

**depreciation of approximately \$87,800 is removed from expenses

Revenues

508.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	577,290	2,880	0	0	580,170
2018-2019 Actual	0	0	591,510	10,540	0	0	602,050
2019-2020 Actual	0	0	315,120	7,490	0	0	322,610
2020-2021 Original Budget	0	0	535,000	3,000	0	0	538,000
2020-2021 Adjusted Budget (Dec)	0	0	412,000	3,000	0	0	415,000
2020-2021 Six Month Actual	0	0	66,650	600	0	0	67,250
2020-2021 Estimated Year End	0	0	226,530	700	0	0	227,230
2021-2022 Dept Request	0	0	530,500	400	0	0	530,900
2021-2022 Manager's Budget	0	0	530,500	400	0	0	530,900
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	530,500	400	0	0	530,900
2023-2024 Projected Budget	0	0	530,500	400	0	0	530,900
2024-2025 Projected Budget	0	0	530,500	400	0	0	530,900
2025-2026 Projected Budget	0	0	530,500	400	0	0	530,900

Expenditures

508.751 RECREATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	432,450	29,390	0	198,610	52,420	712,870
2018-2019 Actual	282,690	18,560	0	212,360	47,240	560,850
2019-2020 Actual	258,150	14,130	0	177,000	46,390	495,670
2020-2021 Original Budget	228,020	21,000	0	205,630	94,500	549,150
2020-2021 Adjusted Budget (Dec)	228,020	16,000	0	135,630	94,500	474,150
2020-2021 Six Month Actual	67,280	3,390	0	41,120	0	111,790
2020-2021 Estimated Year End	153,750	16,000	0	116,370	94,500	380,620
2021-2022 Dept Request	220,390	21,000	0	203,240	94,600	539,230
2021-2022 Manager's Budget	220,390	21,000	0	203,240	94,600	539,230
2021-2022 Approved Budget						
2022-2023 Projected Budget	227,330	21,000	0	204,200	95,000	547,530
2023-2024 Projected Budget	234,540	21,000	0	205,180	95,000	555,720
2024-2025 Projected Budget	241,990	21,000	0	206,180	95,000	564,170
2025-2026 Projected Budget	249,710	21,000	0	207,200	96,000	573,910

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	90,210	0	90,210
2018-2019 Actual	0	0	0	85,530	0	85,530
2019-2020 Actual	0	0	0	88,540	0	88,540
2020-2021 Original Budget	0	0	0	88,000	0	88,000
2020-2021 Adjusted Budget (Dec)	0	0	0	88,000	0	88,000
2020-2021 Six Month Actual	0	0	0	42,210	0	42,210
2020-2021 Estimated Year End	0	0	0	87,800	0	87,800
2021-2022 Dept Request	0	0	0	87,800	0	87,800
2021-2022 Manager's Budget	0	0	0	87,800	0	87,800
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	87,800	0	87,800
2023-2024 Projected Budget	0	0	0	87,800	0	87,800
2024-2025 Projected Budget	0	0	0	87,800	0	87,800
2025-2026 Projected Budget	0	0	0	87,800	0	87,800

Cost Center Position Detail - Home Base

Full & Part-Time Employees

Recreation		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Full-Time Positions										
Director of Rec & Public Srvs		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	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		2.0	2.0	2.0	2.0	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 4,300 spaces managed overall. A new parking garage was opened in 2018 and another in 2019. The city utilizes a private contractor to operate the parking garages 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. Monthly pass rates were increased in March 2018. Drivers can pay rates based on time spent or purchase monthly permits from the treasurer. In the Fall of 2020, the parking structure rate methodology changed.

Operations have two divisions: parking operations and enforcement.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Fiscal year 2021-22 revenues are budgeted nearly at the fiscal year 2018-19 (last full year without COVID pandemic impact) level with a few exceptions. The 11 Mile Road garage is budgeted to increase \$490,000 mostly due to increased utilization with the Henry Ford building opening. Williams Street lot meters budget decreased to zero as the last small lot is finally closed for the construction on Centennial Commons Park.

The transfer from the DDA TIFA fund is budgeted at \$581,000 to fund 50% of the Center Street debt payment.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
*Beginning Unrestricted Net Assets	3,357,733	2,030,923	2,631,733	3,710,983	4,770,223	5,810,073
Revenues and transfers from other funds	3,173,190	5,608,360	5,608,360	5,608,360	5,608,360	5,608,360
Expenditures and transfers to other funds	4,500,000	5,007,550	4,529,110	4,549,120	4,568,510	4,591,360
Net Change in Net Assets	(1,326,810)	600,810	1,079,250	1,059,240	1,039,850	1,017,000
Ending Unrestricted Net Assets	2,030,923	2,631,733	3,710,983	4,770,223	5,810,073	6,827,073

*adjusted for bond proceeds

**depreciation of approximately \$1.26M is included in expenses

Revenues

516.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	4,084,070	0	30,040	827,300	4,941,410
2018-2019 Actual	0	0	4,905,630	0	53,370	580,790	5,539,790
2019-2020 Actual	0	0	3,550,470	0	55,960	582,810	4,189,240
2020-2021 Original Budget	0	0	4,368,300	0	36,670	583,780	4,988,750
2020-2021 Adjusted Budget (Dec)	0	0	4,368,300	0	36,670	808,580	5,213,550
2020-2021 Six Month Actual	0	0	1,143,350	0	23,060	485,400	1,651,810
2020-2021 Estimated Year End	0	0	2,348,390	0	41,020	783,780	3,173,190
2021-2022 Dept Request	0	0	4,988,500	0	38,860	581,000	5,608,360
2021-2022 Manager's Budget	0	0	4,988,500	0	38,860	581,000	5,608,360
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	4,988,500	0	38,860	581,000	5,608,360
2023-2024 Projected Budget	0	0	4,988,500	0	38,860	581,000	5,608,360
2024-2025 Projected Budget	0	0	4,988,500	0	38,860	581,000	5,608,360
2025-2026 Projected Budget	0	0	4,988,500	0	38,860	581,000	5,608,360

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 10 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 to continue to enforce parking regulations.
2. Improve customer satisfaction.

OBJECTIVES

- Coordinate with the 44th district court to provide customers with alternative ways to resolve parking disputes.^{GOAL2}

Performance Indicators / Outcome Measures

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Actual 2020</u>	<u>Projected 2021</u>	<u>Projected 2022</u>	<u>Projected 2023</u>
Violations Issued	56,869	66,663	36,166	60,000	60,000	60,000

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are increasing relative to fiscal year 2020-21 original budget, due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22.

Budget Summary Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	183,150	200	0	101,970	0	285,320
2018-2019 Actual	223,950	5,120	0	28,910	0	257,980
2019-2020 Actual	244,190	4,480	0	21,860	0	270,530
2020-2021 Original Budget	208,460	5,000	0	35,680	0	249,140
2020-2021 Adjusted Budget (Dec)	208,460	5,000	0	35,680	0	249,140
2020-2021 Six Month Actual	86,020	610	0	12,950	0	99,580
2020-2021 Estimated Year End	160,460	3,500	0	35,680	0	199,640
2021-2022 Dept Request	216,080	5,000	0	35,270	0	256,350
2021-2022 Manager's Budget	216,080	5,000	0	35,270	0	256,350
2021-2022 Approved Budget						
2022-2023 Projected Budget	221,880	5,000	0	35,360	0	262,240
2023-2024 Projected Budget	227,850	5,000	0	35,450	0	268,300
2024-2025 Projected Budget	233,990	5,000	0	35,540	0	274,530
2025-2026 Projected Budget	240,320	5,000	0	35,630	0	280,950

Cost Center Position Detail- Home Base Full & Part-Time Employees

Parking Enforcement		Fiscal Year							
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Part-time total	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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 ensure 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.
4. To improve public parking experience by updating and maintaining city assets.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Personnel costs are decreasing relative to the fiscal year 2020-21 original budget due to a slight decrease in the allocation of staff, such as the city electrician..

Repair to aging buildings and infrastructure budget includes \$400,000 for concrete, fire system doors, and elevator stairwell repairs at the Center Street garage.. Miscellaneous contracted services include \$100,000 for electrical upgrades at Center Street garage and \$490,000 for parking garage management services. Transfers out are decreasing \$30,000 due to the one-time replacement of two personal electric stand up vehicles in 2020-21. Relative to the fiscal year 2020-21 estimated year-end budget, information system service charges are increasing \$3,150 due to a reduction in planned expenditures from the Information Technology fund during the prior fiscal year due to necessary budget reductions . Motor pool rental charges are increasing \$12,780 relative to fiscal year 2020-21 original budget due to the temporary suspension of the city's depreciation catch-up plan during 2020-21 and increased depreciation from recently replaced equipment.

Capital expenditures in this fund include \$50,000 for parking meters (per annual CIP plan).

Budget Summary Expenditures

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	299,360	36,140	17,330	3,902,050	0	3,272,650	7,527,530
2018-2019 Actual	622,490	37,180	55,350	2,249,940	275,000	2,469,710	5,709,670
2019-2020 Actual	392,930	25,640	13,200	3,017,110	275,000	1,200,290	4,924,170
2020-2021 Original Budget	383,780	40,150	67,000	3,061,180	30,000	1,157,500	4,739,610
2020-2021 Adjusted Budget (Dec)	383,780	40,150	67,000	3,261,180	30,000	1,157,500	4,939,610
2020-2021 Six Month Actual	161,760	13,960	0	1,159,760	0	295,270	1,630,750
2020-2021 Estimated Year End	340,670	34,250	100,000	2,511,340	30,000	1,157,500	4,173,760
2021-2022 Dept Request	373,330	430,500	50,000	2,825,870	0	1,071,500	4,751,200
2021-2022 Manager's Budget	373,330	430,500	50,000	2,825,870	0	1,071,500	4,751,200
2021-2022 Approved Budget							
2022-2023 Projected Budget	385,690	40,500	50,000	2,749,180	0	1,041,500	4,266,870
2023-2024 Projected Budget	398,590	40,500	50,000	2,770,230	0	1,021,500	4,280,820
2024-2025 Projected Budget	412,020	40,500	50,000	2,791,960	0	999,500	4,293,980
2025-2026 Projected Budget	426,010	40,500	50,000	2,814,400	0	979,500	4,310,410

Cost Center Position Detail - Home Base Full & Part-Time Employees

Auto Parking		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
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
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		3.0	3.0	3.0	3.0	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

OBJECTIVES

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

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

There are no construction projects budgeted for fiscal year 2021-22. Activity in fiscal year 2020-21 related to payments made for the 11 Mile Road parking structure, which was completed and opened during 2019.

Budget Summary Expenditures

516.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	0	0	0
2018-2019 Actual	0	0	0	0	0	0
2019-2020 Actual	0	0	0	0	0	0
2020-2021 Original Budget	0	0	0	0	0	0
2020-2021 Adjusted Budget (Dec)	0	0	0	0	0	0
2020-2021 Six Month Actual	0	0	0	54,070	0	54,070
2020-2021 Estimated Year End	0	0	0	126,600	0	126,600
2021-2022 Dept Request	0	0	0	0	0	0
2021-2022 Manager's Budget	0	0	0	0	0	0
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0
2025-2026 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 sustainable 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 Rd. and Troy St., 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 round. 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, every Sunday all year round.

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 (meaning generating enough revenue to exceed expenses to be self-sustaining), 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 management 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.

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.
4. Create and encourage special events to include local participants of all ages.

OBJECTIVES

- Create more community and family-driven events to help support the Farmers Market and Civic Center area. GOAL2,3,4
- Create programs to educate the community on the importance of locally grown and raised produce, meat, and eggs, to create a better understanding on the positive impact to personal health and the local economy. GOAL1

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Due to the Stay-at-Home initiative and reduced capacity of indoor gatherings orders issued by the State of Michigan in response to the COVID-19 pandemic, estimated year-end revenues for fiscal year 2020-21 significantly decreased, relative to the 2020-21 original budget. The estimated revenue loss was a result of the cancellation of all public and private events. Over thirty market rental events were cancelled in addition to the annual in-house Corn Roast and Senior Health Expo, and Food Truck Rallies. There was lost advertising revenue from selling ads in the Harvest Guide and cancelled sponsorship revenue from the loss of other in-house events. In addition, the Saturday and Sunday market vendor capacity had to be reduced due to social distancing requirements, leading to a loss of rental space revenue during fiscal year 2020-21.

However, with indoor capacity being increased by the State, the Farmer's Market fully expects to regain most of the lost revenues as bookings for private and public rental events for fiscal year 2021-22. With the opening of Centennial Commons Park in the Civic Center Area, the size of market events such as the Corn Roast and Health Expo will likely increase allowing for additional sponsorship revenue and create a focus on new community events including, but not limited to, artisan markets, festivals, and expos, and bring in additional revenue while supporting the Civic Center Area. In total, revenues for fiscal year 2021-22 are conservatively budgeted at a level slightly below fiscal year's 2020-21 original budget.

Contracted worker services are increasing \$30,000 relative to the estimated year-end, due to a reduction in staffing (which is charged by the market management company) during the pandemic in fiscal year 2020-21 due to the closures and cancelled events. Relative to fiscal year 2020-21 original budget, miscellaneous contracted services are decreasing \$5,000, miscellaneous building repair and maintenance services decreasing \$2,000, printing and document duplicating decreasing \$3,000, and electric decreasing \$8,000 to better reflect the historical activity/charges to these accounts in fiscal year 2021-22. Information system service charges are increasing \$3,150 due to a reduction in planned IT expenditures during fiscal year 2020-21. Depreciation charges are decreasing \$1,800 due to equipment that will become fully depreciated.

The following capital improvement projects budgeted in the fiscal year 2021-22 are as follows:

• Electrical upgrades	\$16,150
• Shop enclosure replacements	14,750
• Interior wall improvements	10,600
• Outdoor awning replacement	<u>8,000</u> (carryover from fy20-21)
FY 2021-22 total:	\$49,500

The estimated future years' revenue and expense projections in the budget summary table illustrates that revenues are sufficient to sustain anticipated expenses. However, this fund's unrestricted use of net assets are estimated to decline by approximately \$300,000 due to expenses not being reduced to the same degree as revenues during the COVID pandemic.

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
GOAL ¹ Customer Attendance Rate Saturday and Sunday Combined	5,500	3,500	3,000	3,500	4,500	5,000
GOAL ¹ Facility Rentals	120	105	13	55	120	120
GOAL ¹ Average Vendor Occupancy Rate						
Saturday Farm Market	99%	75%	80%	85%	95%	99%
Average Sunday Antique Market	99%	60%	70%	75%	90%	90%

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	528,557	333,727	223,347	224,497	228,287	224,567
Revenues and transfers from other funds	240,450	420,750	490,000	500,000	500,000	500,000
*Expenditures and transfers to other funds	435,280	531,130	488,850	496,210	503,720	511,390
Net Change in Net Assets	(194,830)	(110,380)	1,150	3,790	(3,720)	(11,390)
Ending Unrestricted Net Assets	333,727	223,347	224,497	228,287	224,567	213,177

*depreciation of approximately \$72,200 is removed from expenses

Revenues

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	563,950	4,590	9,460	0	578,000
2018-2019 Actual	0	0	475,660	14,970	3,730	0	494,360
2019-2020 Actual	0	0	320,130	9,020	5,000	0	334,150
2020-2021 Original Budget	0	0	454,500	4,000	4,000	0	462,500
2020-2021 Adjusted Budget (Dec)	0	0	314,500	4,000	4,000	0	322,500
2020-2021 Six Month Actual	0	0	152,190	1,020	2,360	0	155,570
2020-2021 Estimated Year End	0	0	235,450	1,000	4,000	0	240,450
2021-2022 Dept Request	0	0	416,000	750	4,000	0	420,750
2021-2022 Manager's Budget	0	0	416,000	750	4,000	0	420,750
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	481,000	5,000	4,000	0	490,000
2023-2024 Projected Budget	0	0	491,000	5,000	4,000	0	500,000
2024-2025 Projected Budget	0	0	491,000	5,000	4,000	0	500,000
2025-2026 Projected Budget	0	0	491,000	5,000	4,000	0	500,000

Expenditures

551.545 FARMERS MARKET	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	5,180	8,520	13,390	524,430	0	551,520
2018-2019 Actual	9,750	5,670	23,120	549,650	0	588,190
2019-2020 Actual	6,340	7,920	8,200	538,760	0	561,220
2020-2021 Original Budget	6,930	9,500	30,000	613,160	0	659,590
2020-2021 Adjusted Budget (Dec)	6,930	9,500	30,000	593,160	0	639,590
2020-2021 Six Month Actual	2,170	2,660	0	234,580	0	239,410
2020-2021 Estimated Year End	4,720	7,500	5,200	490,090	0	507,510
2021-2022 Dept Request	7,200	9,500	49,500	537,130	0	603,330
2021-2022 Manager's Budget	7,200	9,500	49,500	537,130	0	603,330
2021-2022 Approved Budget						
2022-2023 Projected Budget	7,390	9,500	0	544,160	0	561,050
2023-2024 Projected Budget	7,590	9,500	0	551,320	0	568,410
2024-2025 Projected Budget	7,790	9,500	0	558,630	0	575,920
2025-2026 Projected Budget	8,000	9,500	0	566,090	0	583,590

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 Water Resources Commission for the treatment of sewage. Both in turn, contract with the Great Lakes Water Authority (GLWA) which first provides treated water from the Great Lakes and later treats our sewerage before returning it downstream.

The water and sewer fund uses numerous cost centers to categorize its activities: engineering, administration, water billing, water maintenance, meter services, sewer maintenance and construction.

Most of the revenues for these operations are generated based upon the amount of water used by Royal Oak's residential and commercial/industrial customers.

Most revenue is generated through two-tiered user charges. The water/sewer combined commodity rate is budgeted to increase by 1.8%. SOCWA is increasing the water rate to the city by 1.5%. Oakland County Water Resources Commission is increasing its sanitary/sewer rates (combined) by 0.5%. Fiscal year 2021-22 is the fourth year of the drain debt levy budgeted at 0.8220 mills (a decrease from the prior year) to pay the chapter 20 drain debt, as this was formerly collected in the sewer commodity charge. The flat billing rate is budgeted to increase \$1 from \$13.00 to \$14.00 per quarter for the purpose of recouping the city's water billing costs.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	1,919,442	51,472	(594,238)	(608,218)	(2,334,868)	(6,074,878)
Revenues and transfers from other funds	30,849,370	33,135,000	33,881,580	34,646,820	35,431,190	36,235,170
*Expenditures and transfers to other funds	32,717,340	33,780,710	33,895,560	36,373,470	39,171,200	38,945,170
Net Change in Net Assets	(1,867,970)	(645,710)	(13,980)	(1,726,650)	(3,740,010)	(2,710,000)
Ending Unrestricted Net Assets	51,472	(594,238)	(608,218)	(2,334,868)	(6,074,878)	(8,784,878)

*expenditures above INCLUDE depreciation of \$3,100,000

Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	31,097,570	29,240	139,500	122,780	31,389,090
2018-2019 Actual	2,849,310	0	26,540,660	116,190	177,590	38,900	29,722,650
2019-2020 Actual	2,889,840	0	26,661,810	135,740	108,220	37,130	29,832,740
2020-2021 Original Budget	2,809,000	0	30,307,000	66,000	351,500	196,100	33,729,600
2020-2021 Adjusted Budget (Dec)	2,809,000	0	30,307,000	66,000	351,500	206,600	33,740,100
2020-2021 Six Month Actual	1,354,290	0	16,330,550	38,190	77,000	0	17,800,030
2020-2021 Estimated Year End	2,805,000	0	27,884,000	39,270	121,100	0	30,849,370
2021-2022 Dept Request	2,429,000	0	30,563,000	37,000	106,000	0	33,135,000
2021-2022 Manager's Budget	2,429,000	0	30,563,000	37,000	106,000	0	33,135,000
2021-2022 Approved Budget							
2022-2023 Projected Budget	2,429,000	0	31,309,580	37,000	106,000	0	33,881,580
2023-2024 Projected Budget	2,429,000	0	32,074,820	37,000	106,000	0	34,646,820
2024-2025 Projected Budget	2,429,000	0	32,859,190	37,000	106,000	0	35,431,190
2025-2026 Projected Budget	2,429,000	0	33,663,170	37,000	106,000	0	36,235,170

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 water main and sewer problems throughout the year then coordinates rehabilitation or replacements 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 asset management plans, ordinance review and updates, stormwater analysis and attending meetings that are not project specific.

The engineering division often utilizes consultants to assist with the engineering activities described.

GOALS

1. Infrastructure – rehabilitate or replace and enhance Royal Oak’s infrastructure including water/sewer.
2. Continue to program water main improvements outlined in the city’s most recent water reliability study and general plan.

3.

OBJECTIVES

- Continue development a stormwater utility for city commission consideration. GOAL1
- Replace all remaining 4-inch diameter water mains by 2025. GOAL1

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

There is an increase in personnel costs relative to the fiscal year 2020-21 original budget due to a higher allocation of engineering staff for increased amount of work on general water and sewer geographic information systems (GIS) projects. The increase is also due to the city having a higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22.

Budget Summary Expenditures

592.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	54,590	0	0	109,070	0	163,660
2018-2019 Actual	51,400	0	0	860	0	52,260
2019-2020 Actual	54,140	0	0	7,550	0	61,690
2020-2021 Original Budget	41,850	0	0	0	0	41,850
2020-2021 Adjusted Budget (Dec)	41,850	0	0	0	0	41,850
2020-2021 Six Month Actual	35,650	0	0	0	0	35,650
2020-2021 Estimated Year End	65,570	0	0	0	0	65,570
2021-2022 Dept Request	77,480	0	0	0	0	77,480
2021-2022 Manager's Budget	77,480	0	0	0	0	77,480
2021-2022 Approved Budget						
2022-2023 Projected Budget	80,030	0	0	0	0	80,030
2023-2024 Projected Budget	82,700	0	0	0	0	82,700
2024-2025 Projected Budget	85,460	0	0	0	0	85,460
2025-2026 Projected Budget	88,330	0	0	0	0	88,330

The function of the administration cost center of the water & sewer fund is to pay all administrative costs including debt service.

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, debt service and related administrative expenses.

Debt service is a large 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 2021-22:

Beginning in fiscal year 2020-21 the water purchases costs (from SOCWA) are being accounted for in the water maintenance cost center (592-538) of the water & sewer fund causing this cost center to significantly decline relative to the 2020-21 original budget..

Depreciation is budgeted to increase by \$100,000 relative to the fiscal year 2020-21 estimated budget due to increased capital projects to depreciate. Administrative charges are decreasing \$11,190 due to the water and sewer fund having a smaller percentage of overall expenditures (during fiscal year 2019-20), while information system service charges are increasing \$21,010 due to a reduction in planned expenditures from the Information Technology fund due to necessary budget reductions required in fiscal year 2020-21. \$40,000 has been budgeted as a transfer out to the information systems fund for the water and sewer fund's portion of computerized maintenance management system in fiscal year 2021-22. The small transfer out to the publicity tax fund has increased \$1,000 and the budgets related to debt payments have decreased in total \$65,580 relative to fiscal year 2020-21 original budget.

Budget Summary

Expenditures

592.536 WATER & SEWER ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	0	0	0	8,117,710	4,000	961,220	9,082,930
2018-2019 Actual	0	0	0	8,199,020	3,000	844,110	9,046,130
2019-2020 Actual	0	0	0	8,073,900	2,000	770,610	8,846,510
2020-2021 Original Budget	0	0	0	8,119,250	3,000	1,161,300	9,283,550
2020-2021 Adjusted Budget (Dec)	0	0	0	3,894,250	3,000	851,300	4,748,550
2020-2021 Six Month Actual	0	0	0	3,866,770	0	103,010	3,969,780
2020-2021 Estimated Year End	0	0	0	3,869,300	3,000	1,161,520	5,033,820
2021-2022 Dept Request	0	0	0	4,029,030	44,000	1,102,220	5,175,250
2021-2022 Manager's Budget	0	0	0	4,029,030	44,000	1,102,220	5,175,250
2022-2023 Projected Budget	0	0	0	4,141,930	4,000	1,259,220	5,405,150
2023-2024 Projected Budget	0	0	0	4,239,440	4,000	1,186,720	5,430,160
2024-2025 Projected Budget	0	0	0	4,338,630	4,000	1,112,220	5,454,850
2025-2026 Projected Budget	0	0	0	4,438,570	4,000	1,056,220	5,498,790

The mission of the water billing cost center in the water and 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 13 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 2021-22:

Personnel costs are increasing due to the partial allocation of an additional treasury staff to this cost center during fiscal year 2021-22 and to allow for newer employees (who are not at the top of their pay range) to potentially receive merit wage increases. Relative to fiscal 2020-21 estimated year-end, postage and mailing services are increasing \$3,000 and printing and document duplicating costs are anticipated to increase \$1,000 due to a planned increase in customer educational mailings on billings, payments and water usage planned for fiscal year 2021-22.

Budget Summary Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	117,200	0	0	47,350	0	164,550
2018-2019 Actual	162,680	180	0	53,180	0	216,040
2019-2020 Actual	77,750	50	0	52,050	0	129,850
2020-2021 Original Budget	60,340	200	0	61,000	0	121,540
2020-2021 Adjusted Budget (Dec)	60,340	200	0	61,000	0	121,540
2020-2021 Six Month Actual	27,210	0	0	13,180	0	40,390
2020-2021 Estimated Year End	60,140	0	0	58,500	0	118,640
2021-2022 Dept Request	99,470	0	0	62,500	0	161,970
2021-2022 Manager's Budget	99,470	0	0	62,500	0	161,970
2021-2022 Approved Budget						
2022-2023 Projected Budget	102,630	0	0	64,380	0	167,010
2023-2024 Projected Budget	105,900	0	0	66,310	0	172,210
2024-2025 Projected Budget	109,290	0	0	68,300	0	177,590
2025-2026 Projected Budget	112,810	0	0	70,350	0	183,160

Cost Center Position FTE Detail Full & Part-Time Employees

Water Billing		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
Water Service – MC III		1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Water Billing - MC I / MC II		0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
Utility Billing Specialist		0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Full-time total		1.0	1.0	1.0	1.0	1.0	2.0	1.0	1.0	1.0
<u>Part-Time Positions (FTEs)</u>										
Part-time positions		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total		1.0	1.0	1.0	1.0	1.0	2.0	1.0	1.0	1.0

The mission of the water maintenance division of the water and 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. This cost center also records the purchases of potable water.

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 purchases, water maintenance and sewer activities.

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 Great Lakes Water Authority system to its member cities.

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 must 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.

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, and reports malfunctions to the water maintenance division.

GOALS

4. Infrastructure – rehabilitate or replace and enhance Royal Oak’s infrastructure including water/sewer.

OBJECTIVES

- Update the city’s inventory of lead and copper service lines, assess their status, and identify total costs for replacement.

GOAL1

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Beginning in fiscal year 2020-21, water purchases (from SOCWA), which were formerly budgeted through the administrative cost center (592-536) of the water & sewer fund, are now being accounted for as part of the water maintenance cost center. The SOCWA rate to member communities is increasing 1.5% for fiscal year 2021-22.

\$500,000 has been budgeted in miscellaneous contracted services for private water lead related work in fiscal year 2021-22 and \$300,000 has been budgeted for service line material verification as needed (under SOCWA contract). Motor pool rental charges, which are allocated to this cost center based on service truck hours, are projected to decrease for fiscal year 2021-22 by \$29,750 relative to the fiscal year 2020-21 projected year-end.

**Budget Summary
Expenditures**

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	1,775,390	89,090	4,000	611,630	0	2,480,110
2018-2019 Actual	1,435,450	119,140	49,880	663,370	0	2,267,840
2019-2020 Actual	1,321,440	77,310	10	541,360	0	1,940,120
2020-2021 Original Budget	1,046,900	130,200	0	1,238,300	0	2,415,400
2020-2021 Adjusted Budget (Dec)	1,046,900	130,200	0	5,463,300	0	6,640,400
2020-2021 Six Month Actual	445,280	47,000	0	352,270	0	844,550
2020-2021 Estimated Year End	947,920	134,070	0	4,906,450	0	5,988,440
2021-2022 Dept Request	1,048,270	130,600	0	5,593,900	0	6,772,770
2021-2022 Manager's Budget	1,048,270	130,600	0	5,593,900	0	6,772,770
2021-2022 Approved Budget						
2022-2023 Projected Budget	1,081,760	130,600	0	5,645,370	0	6,857,730
2023-2024 Projected Budget	1,116,620	130,600	0	5,764,290	0	7,011,510
2024-2025 Projected Budget	1,152,890	130,600	0	5,886,130	0	7,169,620
2025-2026 Projected Budget	1,190,640	130,600	0	5,710,980	0	7,032,220

Cost Center Position FTE Detail
Full & Part-Time Employees

Water Maintenance		Fiscal Year							
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Water Maintenance Worker	2.0	2.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5
Full-time total	7.0	7.0	7.5	7.5	7.5	7.5	7.5	7.5	7.5
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	7.0	7.0	7.5	7.5	7.5	7.5	7.5	7.5	7.5

The mission of the water service division is to maintain the water connection between the city's water main and water customers' meters. In addition to installing and repairing water meters and related equipment, water service division employees respond to consumer concerns, investigate leaks, and assist in the administration of the city's lead service line replacement program. The city's residential and commercial cross connection control programs are also included in this cost center.

The water service division of the department of public services oversees the water service, water maintenance and sewer divisions.

There are approximately 24,100 water meters within the Royal Oak water system for which this division is responsible.

The water service division is responsible for the 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, and cross connection inspections.

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.

The water service division also has a meter testing and replacement program. The division is presently in the process of installing the radio reading devices where possible. There is no additional direct cost to the homeowner for the installation of these meters.

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.

OBJECTIVES

- Develop a comprehensive inventory of all water service line materials throughout the city. ^{GOAL1}
- Replace 7% of lead/galvanized water services per year. ^{GOAL2}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The city manager's proposed fiscal year 2021-22 budget includes the addition of a full-time DPS supervisor whose costs have been partially allocated between this cost center and sewer maintenance (592.540) of the water & sewer fund.

Relative to fiscal year 2020-21 original budget, water meters and meter parts are decreasing \$25,000 to better reflect activity in this account over the past fiscal year. Contracted worker services are increasing \$5,000 due to an increase in coverage for incidentals related to cross connections.

**Budget Summary
Expenditures**

592.539 METER SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	799,390	350,210	0	74,690	0	1,224,290
2018-2019 Actual	639,720	478,850	0	133,060	0	1,251,630
2019-2020 Actual	559,250	349,130	0	154,440	0	1,062,820
2020-2021 Original Budget	452,260	402,900	0	152,370	0	1,007,530
2020-2021 Adjusted Budget (Dec)	452,260	402,900	0	152,370	0	1,007,530
2020-2021 Six Month Actual	194,250	124,100	0	75,960	0	394,310
2020-2021 Estimated Year End	404,490	379,400	0	167,020	0	950,910
2021-2022 Dept Request	472,860	378,400	0	157,190	0	1,008,450
2021-2022 Manager's Budget	472,860	378,400	0	157,190	0	1,008,450
2021-2022 Approved Budget						
2022-2023 Projected Budget	486,850	378,400	0	157,680	0	1,022,930
2023-2024 Projected Budget	501,410	378,400	0	158,180	0	1,037,990
2024-2025 Projected Budget	516,570	378,400	0	158,690	0	1,053,660
2025-2026 Projected Budget	532,350	378,400	0	159,210	0	1,069,960

Cost Center Position FTE Detail
Full & Part-Time Employees

Meter Services	Fiscal Year									
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	20-21	21-22
Full-Time Positions										
DPS Supervisor - Water	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Worker	3.0	3.0	3.0	3.0	3.0	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	0.0
Full-time total	4.0	4.0	4.0	4.0	4.0	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 percent 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 percent 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 24 hours a day, seven 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 if weather permits. During the winter, the sewer personnel clean the tops of catch basins and inspect all the sewer structures for repair. From this program, a repair list is made up for the construction repair season.

During severe snowstorms, 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 2021-22:

The city manager's proposed fiscal year 2021-22 budget includes the addition of a new full-time DPS supervisor, whose costs have been allocated here and partially to the meter services (592.539) cost center of the water & sewer fund. The increase is partially offset by a smaller allocation of DPS, and engineering staff charged to this cost center as it is expected that work will not be as high as budgeted for in the fiscal year 2020-21 original budget and better reflects activity during 2020-21 based on anticipated workload.

Motor pool rental charges are decreasing \$72,170 relative to fiscal year 2020-21 due to decreased utilization. Sewage disposal service costs are budgeted to increase 0.5 percent from the Oakland County Water Resources commission. \$600,000 is budgeted for sewer televising and root control work, \$75,000 for an aerial flyover of the city for stormwater GIS mapping and \$8,000 for a controlled burn of raingardens in miscellaneous contracted services for fiscal year 2021-22. Tools and hardware are increasing \$10,000 relative to fiscal year 2020-21 due to budgeting for a sewer push camera for small diameter pipe inspections. Capital expenditures budgeted in fiscal year 2021-22 include \$247,100 for sewer camera hardware to replace aged equipment.

Budget Summary

Expenditures

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	1,272,670	61,490	0	13,682,150	0	15,016,310
2018-2019 Actual	936,700	57,680	0	13,864,550	0	14,858,930
2019-2020 Actual	957,060	61,810	0	14,175,400	0	15,194,270
2020-2021 Original Budget	692,390	57,710	0	14,433,070	0	15,183,170
2020-2021 Adjusted Budget (Dec)	692,390	57,710	0	14,443,570	0	15,193,670
2020-2021 Six Month Actual	340,520	45,690	0	6,133,790	0	6,520,000
2020-2021 Estimated Year End	651,050	78,660	0	14,450,750	0	15,180,460
2021-2022 Dept Request	724,000	72,760	247,100	14,670,950	0	15,714,810
2021-2022 Manager's Budget	724,000	72,760	247,100	14,670,950	0	15,714,810
2021-2022 Approved Budget						
2022-2023 Projected Budget	747,940	72,760	0	15,051,510	0	15,872,210
2023-2024 Projected Budget	772,830	72,760	0	15,512,200	0	16,357,790
2024-2025 Projected Budget	798,720	72,760	0	16,069,990	0	16,941,470
2025-2026 Projected Budget	825,650	72,760	0	16,455,670	0	17,354,080

Cost Center Position FTE Detail

Full & Part-Time Employees

Sewer Maintenance		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
Full-Time Positions										
DPS Supervisor – Sewer		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Sewer Maintenance Worker II		3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Sewer Maintenance Worker		4.0	4.0	4.0	4.0	6.0	6.0	6.0	6.0	6.0
Sewer Maintenance Worker (Temp)		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time total		7.0	7.0	7.0	7.0	9.0	9.0	9.0	9.0	10.0
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		7.0	7.0	7.0	7.0	9.0	9.0	9.0	9.0	10.0

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 2025 based on the most recent water system reliability study.

OBJECTIVES

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The fiscal year 2021-22 budget includes \$1,500 to purchase GPS locators for GIS mapping of water/sewer assets.

The following capital improvement projects related to water and sewer for fiscal year 2021-22 are as follows:

• CAP1999 quality control review of water/sewer GIS database	\$62,000
• CAP2001 concrete pavement and prepaid sidewalk imp. 2020	423,000
• CAP2008 water main improvements (Crooks Rd resurfacing)	196,560
• CAP2040 stormwater mitigation	30,800
• CAP2110 water main improvements 2021	2,260,000*
• CAP2135 water main imp. in coordination with road reconstruction	45,000
• CAP2155 special assessment water main improvements	33,000
• CAP2185 sewer lining improvements	776,000
• CAP2195 spot sewer repairs	600,000
• CAP2240 sewer and green infrastructure improvements	<u>300,000</u>
FY2021-22 total:	\$4,726,360

*Project deviates from the estimated cost listed in the FY 2021-22 CIP document due to revised cost estimates provided after the CIP was prepared.

Budget Summary Expenditures

592.901 CONSTRUCTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	9,510	60	38,150	0	0	47,720
2018-2019 Actual	42,190	430	465,540	7,060	0	515,220
2019-2020 Actual	39,510	0	79,330	0	0	118,840
2020-2021 Original Budget	212,540	3,500	5,460,520	0	0	5,676,560
2020-2021 Adjusted Budget (Dec)	212,540	3,500	5,460,520	0	0	5,676,560
2020-2021 Six Month Actual	116,730	280	2,709,800	0	0	2,826,810
2020-2021 Estimated Year End	0	3,500	5,376,000	0	0	5,379,500
2021-2022 Dept Request	125,970	1,500	4,742,510	0	0	4,869,980
2021-2022 Manager's Budget	125,970	1,500	4,742,510	0	0	4,869,980
2021-2022 Approved Budget						
2022-2023 Projected Budget	129,650	1,500	4,359,350	0	0	4,490,500
2023-2024 Projected Budget	133,460	1,500	6,146,150	0	0	6,281,110
2024-2025 Projected Budget	137,400	1,500	8,149,650	0	0	8,288,550
2025-2026 Projected Budget	141,480	1,500	7,575,650	0	0	7,718,630

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 Five, TOT Women's Hockey Team Division Six, 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 three 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 18 teams in three divisions and spring/ summer league has 20-24 teams in three 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. However, due to the pandemic only one tournament was hosted during fiscal year 2020-21.

Ice show: the annual ice show showcases the talents of New Edge Figure Skating Club skaters.

The ice arena operations are contracted out to Suburban Ice Management. The \$1.35 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 efficiently utilize ice available time.

OBJECTIVES**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:**

Projected year-end revenues for fiscal year 2020-21 are significantly lower due to the COVID-19 pandemic that resulted in periods of facility closure. Revenues for fiscal year 2021-22 are budgeted at nearly the fiscal year 2020-21 original budget as programs and operations are assumed to return to nearly pre-pandemic levels. Interest income is projected to decrease \$6,250, relative to fiscal year 2020-21 original budget, due to declining rates and net assets.

Program supplies are decreasing \$5,000, advertising expenses decreasing \$2,000, and ice show expenses decreasing \$4,500, relative to fiscal year 2020-21 original budget, due to the related decrease in revenues projected for fiscal year 2021-22. Heating and cooling repair and maintenance services are decreasing \$5,000 due to a large one-time repair during 2020-21. Contracted worker services are increasing \$250,000 relative to fiscal year 2020-21 estimated year-end due to the impact of the closure from the pandemic.

Motor pool rental charges are increasing \$7,810 due to the temporary suspension of the city's depreciation catch-up plan in 2020-21, and information system service charges are increasing \$9,470 due to a reduction in planned expenditures from the Information Technology fund because of necessary budget reductions that were made during fiscal year 2020-21. Administrative charges are decreasing \$2,240, relative to fiscal year 2020-21 original budget, due to this fund having a smaller percentage of overall expenditures in fiscal year 2019-20. The transfer out to the publicity tax fund has increased \$1,000.

The following capital improvement projects budgeted for fiscal year 2021-22 are as follows:

• compressor units (2)	\$20,000
• padded floor mat replacements (fy 2020-21 carryover)	<u>15,000</u>
FY2021-22 total:	\$35,000

The estimated future budget for fiscal year 2022-23 includes a capital expenditure of \$135,000 to restore a section of the ice arena's modular roof.

The budget fund forecast is currently projecting a negative unrestricted net position for fiscal year 2020-21 due to having a \$816,470 roof replacement and significantly lower revenue as a result of the COVID-19 pandemic. A transfer in from the general fund may be necessary to keep this fund from a deficit position as of June 30, 2021. This would be reflected in the final 2020-21 budget amendment.

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
Learn to Skate Participants	931	545	0	440	935	1000
Number of Scheduled Hours Used Weekly (September – March)	250 / 100%	250 / 100%	100 / 40%	170 / 68%	250 / 100%	250 / 100%

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
*Beginning Unrestricted Net Assets	857,149	(103,461)	(4,301)	(22,941)	75,049	154,269
Revenues and transfers from other funds	710,300	1,350,550	1,350,550	1,350,550	1,350,550	1,350,550
**Expenditures and transfers to other funds	1,670,910	1,251,390	1,369,190	1,252,560	1,271,330	1,290,500
Net Change in Net Assets	(960,610)	99,160	(18,640)	97,990	79,220	60,050
Ending Unrestricted Net Assets	(103,461)	(4,301)	(22,941)	75,049	154,269	214,319

*adjusted for net pension and OPEB liability

**depreciation is not included in expenditures above

NOTE: FY2020-21 expenditures include \$816,470 for the east rink roof, which will be a capitalized asset.

Revenues

598.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	1,465,220	1,050	13,100	0	1,479,370
2018-2019 Actual	0	0	1,444,460	6,250	11,450	0	1,462,160
2019-2020 Actual	0	0	1,104,870	0	2,400	0	1,107,270
2020-2021 Original Budget	0	0	1,434,500	3,000	5,500	0	1,443,000
2020-2021 Adjusted Budget (Dec)	0	0	967,840	3,000	4,300	0	975,140
2020-2021 Six Month Actual	0	0	293,970	120	190	0	294,280
2020-2021 Estimated Year End	0	0	698,350	3,000	8,950	0	710,300
2021-2022 Dept Request	0	0	1,342,550	2,500	5,500	0	1,350,550
2021-2022 Manager's Budget	0	0	1,342,550	2,500	5,500	0	1,350,550
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	1,342,550	2,500	5,500	0	1,350,550
2023-2024 Projected Budget	0	0	1,342,550	2,500	5,500	0	1,350,550
2024-2025 Projected Budget	0	0	1,342,550	2,500	5,500	0	1,350,550
2025-2026 Projected Budget	0	0	1,342,550	2,500	5,500	0	1,350,550

Expenditures

598.758 ICE ARENA	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2017-2018 Actual	57,720	90,930	243,800	1,319,520	4,000	10,480	1,726,450
2018-2019 Actual	15,430	69,400	0	1,264,330	3,000	9,450	1,361,610
2019-2020 Actual	12,240	44,710	0	1,204,300	2,000	9,280	1,272,530
2020-2021 Original Budget	12,210	75,600	835,000	1,201,890	3,000	18,800	2,146,500
2020-2021 Adjusted Budget (Dec)	12,210	69,100	835,000	1,156,290	3,000	18,800	2,094,400
2020-2021 Six Month Actual	5,310	3,670	816,470	357,430	0	2,310	1,185,190
2020-2021 Estimated Year End	11,020	49,880	816,470	876,570	3,000	18,800	1,775,740
2021-2022 Dept Request	13,320	70,600	35,000	1,214,350	4,000	19,000	1,356,270
2021-2022 Manager's Budget	13,320	70,600	35,000	1,214,350	4,000	19,000	1,356,270
2021-2022 Approved Budget							
2022-2023 Projected Budget	13,740	70,600	135,000	1,265,930	4,000	18,800	1,508,070
2023-2024 Projected Budget	14,170	70,600	0	1,283,870	4,000	18,800	1,391,440
2024-2025 Projected Budget	14,620	70,600	0	1,302,190	4,000	18,800	1,410,210
2025-2026 Projected Budget	15,080	70,600	0	1,320,900	4,000	18,800	1,429,380



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. 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.

Information Technology Fund -
636

Motor Pool Fund - 661

Workers Compensation Insurance
Fund – 677

Health Care Fund - 678

General Liability and Property
Insurance Fund - 679

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 \$2.6 million technology budget and is responsible for servicing all city departments and the 44th District Court. The I.T. 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.

In 2020, the city's website served over 350,000 page requests from more than 180,000 visits. The most frequently accessed areas of the city's website are: Royal Oak Animal Shelter, 44th District Court, Water Billing, Royal Oak Public Library, Snow Emergency Information and Online Payments. The top site search keywords are: "certificate of birth", "water bill", "free calendar", "marijuana", "snow emergency", "dog license" and "taxes". The most utilized devices to access the city's website are desktop, smartphone and then tablet. The most utilized browsers are: Chrome, Mobile Safari, Internet Explorer, Chrome Mobile, Safari and Firefox. The most common locations the site receives visitors from are: Royal Oak, Detroit, Troy, Madison Heights, Southfield, Novi, Clio, Sterling Heights then Rochester.

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 three to five-year period.

GOALS

1. 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.
2. To provide the city with cost-effective, dependable, and accurate information services, which support both current and future business needs.
3. To provide city departments with strategic project planning and assistance as it relates to technology.
4. To enhance and maintain an effective communications network for city operations.
5. Infrastructure – to sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.

OBJECTIVES

- Deploy remote assistance software to allow for more timely support from vendors and IT staff. GOALS1-4
- Continue to deliver additional Office 365 features and services to city employees. GOALS1-4
- Enhance existing GIS applications, continue to deliver new GIS capabilities, and integrate select functionalities with the new city website. GOALS 2-4
- Continue PC replacement program and expansion of mobile device use. GOALS 2-4
- Expand employee network to utilize Wi-Fi at the new city hall, police station and other city facilities, as necessary. GOAL5
- Work to build certain redundancies in the police station and city hall for disaster recovery purposes. GOAL1

Performance Indicators / Outcome Measures

	<u>Actual FY18-19</u>	<u>Actual FY19-20</u>	<u>Dec 31 2020</u>	<u>Projected FY20-21</u>	<u>Projected FY21-22</u>	<u>Projected FY22-23</u>
Network Connections						
Building Locations	13	13	14	14	14	14
PC's	447	466	466	466	466	466
LAN Services	14	14	15	15	15	15
AD, Email, Social Media Service						
User accounts	557	526	526	526	526	526
Group accounts	95	107	107	107	107	107
Social Media Accounts	17	17	17	19	22	25
Device Installs and upgrades						
PC's	72	20	125	125	100	100
Printers	2	1	3	5	5	5
Other	20	8	27	50	50	50
Telecommunications						
Telephones – VOiP	357	395	395	395	395	395
SIP/Channels	55	55	55	55	55	55
TDM Pri/Channels	1/23	1/23	1/23	1/23	1/23	1/23
Point to Point T1's/Channels	0	0	0	0	0	0
Adds, moves, changes	50	100	100	100	25	25
Voicemail accounts	287	295	295	295	295	295
Cell Phone Accounts	190	190	196	197	230	235
General						
# of PC Virus outbreaks	0	0	0	0	0	0

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-2022:

Personnel costs are increasing over fiscal year 2020-21 original budget, due to the city having higher annual required and recommended retirement contributions for pension and retiree healthcare in fiscal year 2021-22 and to allow employees (who are not at the top of their pay range) to potentially receive merit increases. Personnel costs were low during fiscal year 2020-21 due to an unfilled vacancy for a security analyst that has not yet been filled due to recruiting challenges.

Computer supplies and parts are increasing \$210,500 relative to fiscal year 2020-21 original budget to cover the PC replacements that were skipped in FY 2020-2021 due to the impact of the COVID-19 pandemic and budget reductions. This budget includes adding point of sale devices at the senior center, installing WiFi at Memorial Park, upgrading the firewalls at Eagle Plaza and Mark Twain Dog Park, increasing back-up capacity for city servers, and implementing a tele-conferencing system in the police department's emergency operations center. Miscellaneous contracted services are increasing \$197,470 relative to fiscal year 2020-21 original budget, primarily from increases in cost of services and due to the licensing for new technologies added at the new city hall, replacement software for human resources, and police department including training and policy tracking system replacements, smartboards, and a passive optical Local Area Network.

The following capital improvement projects budgeted for FY2021-22 are as follows:

• Office software and training	\$48,000
• GIS integration	60,000
• Server-Network-Cabling infrastructure	50,000
• Disaster recovery	75,000
• DPS/Workforce mobilization	32,900
• DPS security system	50,000
• DPS WiFi	10,200
• Engineering plotter	11,000
• Library security system	12,000
• DPS computerized maintenance mgmt software	100,000
• Fuel management system upgrade	<u>30,000</u>
FY2021-22 total:	\$479,100

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	2,282,550	2,189,300	1,862,160	1,741,730	1,636,740	1,546,990
Revenues and transfers from other funds	1,735,480	2,214,990	2,157,140	2,200,130	2,243,980	2,288,710
*Expenditures and transfers to other funds	1,621,210	2,542,130	2,277,570	2,305,120	2,333,730	2,388,340
Net Change in Net Assets	114,270	(327,140)	(120,430)	(104,990)	(89,750)	(99,630)
Ending Unrestricted Net Assets	2,189,300	1,862,160	1,741,730	1,636,740	1,546,990	1,447,360

*depreciation of approximately \$89,000 is removed from expenses

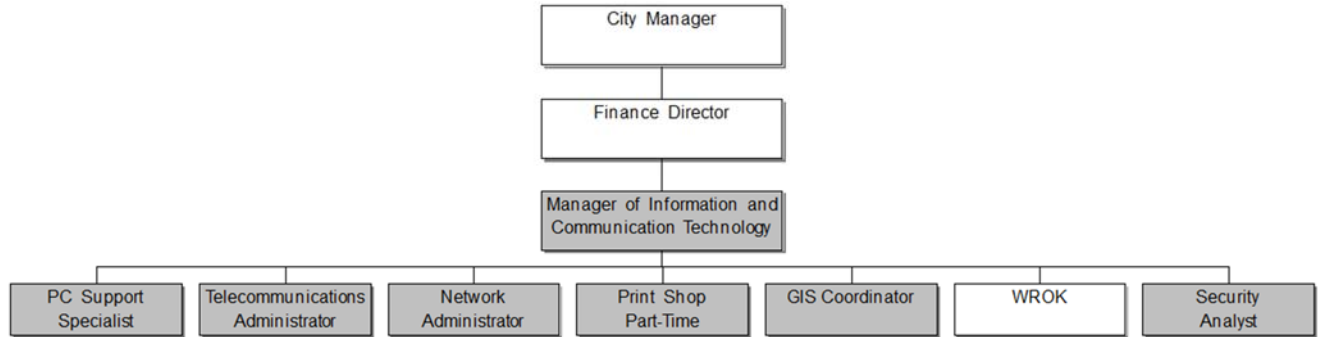
Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	18,130	1,745,230	0	1,763,360
2018-2019 Actual	0	0	0	60,660	1,829,330	0	1,889,990
2019-2020 Actual	0	0	0	52,680	1,803,590	0	1,856,270
2020-2021 Original Budget	0	0	0	25,000	1,720,130	0	1,745,130
2020-2021 Adjusted Budget (Dec)	0	0	0	25,000	1,720,130	0	1,745,130
2020-2021 Six Month Actual	0	0	0	8,660	861,130	0	869,790
2020-2021 Estimated Year End	0	0	0	10,000	1,725,480	0	1,735,480
2021-2022 Dept Request	0	0	0	7,500	2,107,490	100,000	2,214,990
2021-2022 Manager's Budget	0	0	0	7,500	2,107,490	100,000	2,214,990
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	7,500	2,149,640	0	2,157,140
2023-2024 Projected Budget	0	0	0	7,500	2,192,630	0	2,200,130
2024-2025 Projected Budget	0	0	0	7,500	2,236,480	0	2,243,980
2025-2026 Projected Budget	0	0	0	7,500	2,281,210	0	2,288,710

Expenditures

636.258 INFORMATION SYSTEMS	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	614,530	71,810	23,190	714,340	41,920	1,465,790
2018-2019 Actual	699,120	95,650	101,130	812,000	37,800	1,745,700
2019-2020 Actual	691,850	128,780	26,470	532,800	37,110	1,417,010
2020-2021 Original Budget	666,000	91,000	110,000	883,900	75,500	1,826,400
2020-2021 Adjusted Budget (Dec)	666,000	91,000	110,000	883,900	75,500	1,826,400
2020-2021 Six Month Actual	283,390	14,990	75,500	403,130	9,240	786,250
2020-2021 Estimated Year End	582,640	90,900	75,500	870,040	75,500	1,694,580
2021-2022 Dept Request	682,700	301,700	479,100	1,091,630	76,000	2,631,130
2021-2022 Manager's Budget	682,700	301,700	479,100	1,091,630	76,000	2,631,130
2021-2022 Approved Budget						
2022-2023 Projected Budget	707,230	301,700	241,000	1,040,640	76,000	2,366,570
2023-2024 Projected Budget	732,700	301,700	241,000	1,042,720	76,000	2,394,120
2024-2025 Projected Budget	759,150	301,700	241,000	1,044,880	76,000	2,422,730
2025-2026 Projected Budget	786,620	301,700	265,900	1,047,120	76,000	2,477,340

Departmental Organization Chart



Cost Center Position Detail - Home Base

Full & Part-Time Employees

Info Tech		Fiscal Year								
		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>										
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		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
GIS Coordinator		0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	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		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Security Analyst		0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Network Engineer		0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
Full-time total		4.0	4.0	4.0	5.0	5.0	7.0	6.0	6.0	6.0
<u>Part-Time Positions (FTEs)</u>										
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	5.0	5.0	7.0	6.0	6.0	6.0

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 ensures 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 \$18 million in machinery, equipment, and vehicles, consisting of approximately eight fire trucks, four ambulance units, 132 cars, vans, and pickup trucks, 15 dump-trucks, 28 heavy construction vehicles and seven 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

- Schedule appropriate safety training to ensure fleet maintenance is provided in a safe and proper environment. ^{GOALS1-3}
- Begin transition of light duty gasoline vehicles to electric vehicles. ^{GOAL1}
- Upgrade the fuel management software system. ^{GOAL1}

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Motor pool charges include fees for the catch-up plan to collect depreciation that was not collected numerous years ago during an intentional depreciation (collection) vacation. This catch-up is intended to help to provide the proper accumulation of funds that will be sufficient for the motor pool's future replacements. Due to the impact of the recent COVID-19 pandemic and budget reductions, this program was suspended for fiscal year 2020-21. Fiscal year 2021-22 will be the third year of the ten-year catch-up plan. As a result, the revenue budget in this fund for vehicle rental charges has increased \$77,980 relative to the fiscal year 2020-21 projected year-end.

Relative to fiscal year 2020-21 projected year-end, interest income is expected to decrease \$5,000 due to declining interest rates, while revenue from gasoline charges to Royal Oak school district are budgeted to increase \$25,000 due to the pandemic and related stay-at-home orders that led to a significant decline in this revenue during 2020-21. A decrease of approximately \$119,810 is attributed to insurance settlements/refunds and gains from the sale of fixed assets which are not budgeted for. Additionally, there were \$397,000 in transfers in from other funds during fiscal year 2020-21 for the purchase of new (non-replacement) equipment.

Personnel costs are increasing relative to the 2020-21 original budget to allow for newer employees (who are not at the top of their pay range) to potentially receive merit wage increases. Fiscal year 2020-21 projected year-end activity is low due to a position that became vacant during the year. The unfilled position is included in the fiscal year 2021-22 budget and is expected to be filled soon.

Relative to the fiscal year 2020-21 original budget, collision and damage repair services are increasing \$12,000 to better reflect the historical usage of this account, however, activity is not expected to be as high as 2020-21 due to a large vehicle repair. Miscellaneous building repair and maintenance services are increasing \$4,000 for an electrical panel replacement, and the budget for trees, shrubs, and plants is increasing \$1,000 for facility landscape improvements. Training and education costs are decreasing \$3,500 due to the changing need for various staff training. Capital projects in fiscal year 2021-22 include \$90,000 to install a dedicated charging infrastructure in preparation of converting some of the city's vehicle fleet to full electric vehicles.

The following replacement vehicles for fiscal year 2021-22 will be funded with the cash on-hand in the motor pool fund that accumulated by way of charging user departments for replacement costs:

Auto Parking		Parks & Forestry	
Sweeper	\$47,520	Tractor	36,960
Building Maint.		Gator	30,000
Pick-up truck	44,000	Police Department	
Fire Department		10 SUV's	481,260
Pick-up truck	43,140	Car	35,000
*E-1 Pumper	720,000	Sewer	
Ambulance	250,000	Pick-up truck	37,300
Highway		Van	47,940
Skid steer loader	150,800	Water Maintenance	
Inspection		Light tower	19,800
Three SUV's	132,000	Van	27,600
Motor Pool			
Rotary mower	56,680		
		Fiscal year 2021-22 total:	\$2,160,000

**deviates from CIP due to updated cost estimate received after final CIP was prepared*

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	4,149,823	3,548,339	3,151,829	2,996,520	3,073,254	3,131,451
Revenues and transfers from other funds	5,222,920	4,803,040	4,897,480	4,993,810	5,092,070	5,192,290
*Expenditures and transfers to other funds	5,290,570	5,199,550	5,052,789	4,917,076	5,033,873	5,092,355
Net Change in Net Assets	(67,650)	(396,510)	(155,309)	76,734	58,197	99,935
Ending Unrestricted Net Assets	3,548,339	3,151,829	2,996,520	3,073,254	3,131,451	3,231,386

*depreciation of approximately \$1.3M is removed from expenses

Revenues

661.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	72,870	4,813,970	255,340	5,142,180
2018-2019 Actual	0	0	0	237,130	5,348,350	0	5,585,480
2019-2020 Actual	0	0	0	188,830	4,799,010	36,000	5,023,840
2020-2021 Original Budget	0	0	0	90,000	4,926,060	254,000	5,270,060
2020-2021 Adjusted Budget (Dec)	0	0	0	90,000	4,926,060	254,000	5,270,060
2020-2021 Six Month Actual	0	0	0	28,530	2,438,340	0	2,466,870
2020-2021 Estimated Year End	0	0	0	26,000	4,799,420	397,500	5,222,920
2021-2022 Dept Request	0	0	0	21,000	4,782,040	0	4,803,040
2021-2022 Manager's Budget	0	0	0	21,000	4,782,040	0	4,803,040
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	21,000	4,876,480	0	4,897,480
2023-2024 Projected Budget	0	0	0	21,000	4,972,810	0	4,993,810
2024-2025 Projected Budget	0	0	0	21,000	5,071,070	0	5,092,070
2025-2026 Projected Budget	0	0	0	21,000	5,171,290	0	5,192,290

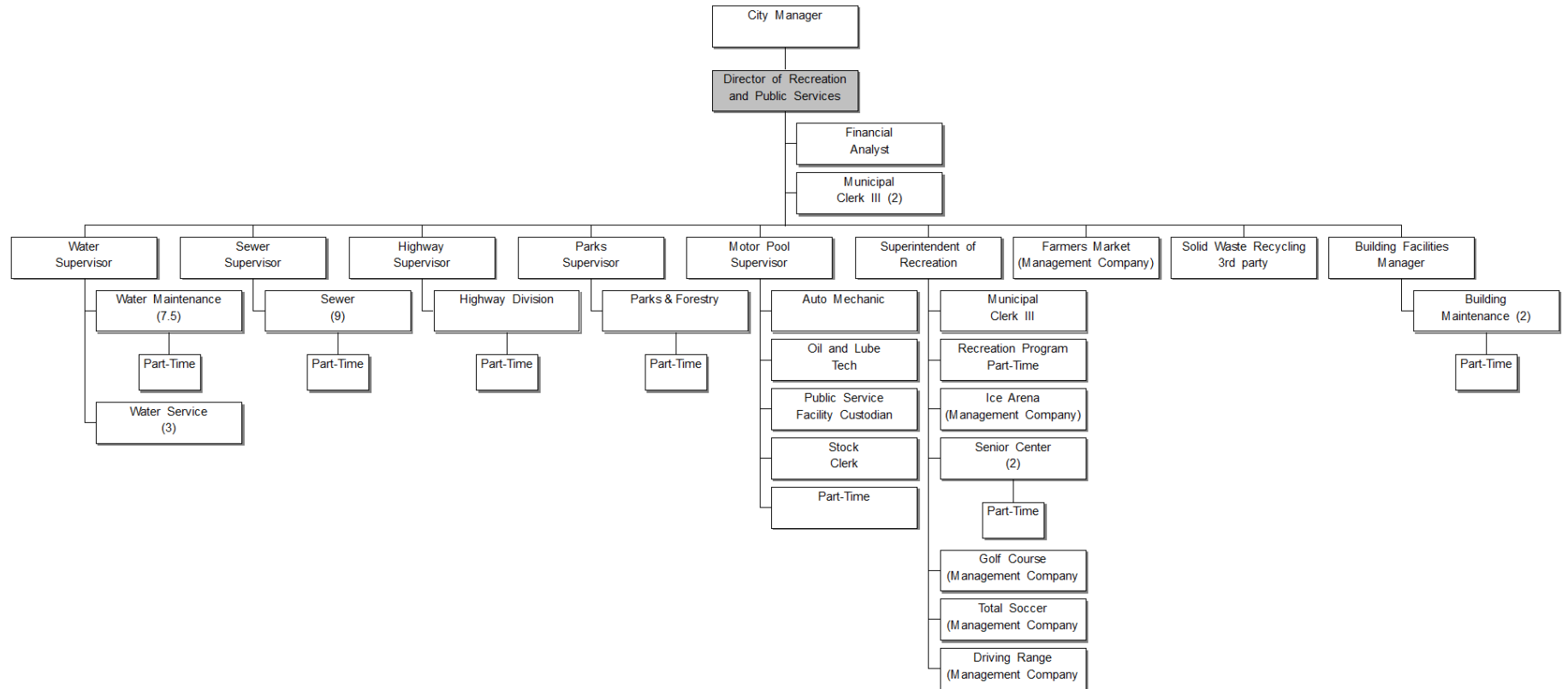
Expenditures

661.442 MOTOR POOL	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	2,106,390	716,060	74,060	1,850,360	316,340	5,063,210
2018-2019 Actual	1,215,990	808,100	197,810	1,845,090	279,470	4,346,460
2019-2020 Actual	1,111,420	685,630	636,890	1,622,210	266,090	4,322,240
2020-2021 Original Budget	1,013,990	869,770	2,275,090	1,819,520	522,100	6,500,470
2020-2021 Adjusted Budget (Dec)	1,013,990	869,770	2,275,090	1,848,920	522,100	6,529,870
2020-2021 Six Month Actual	476,770	290,280	(291,000)	842,590	65,070	1,383,710
2020-2021 Estimated Year End	963,630	779,770	2,505,450	1,722,220	519,500	6,490,570
2021-2022 Dept Request	1,022,100	876,270	2,250,000	1,830,430	520,750	6,499,550
2021-2022 Manager's Budget	1,022,100	876,270	2,250,000	1,830,430	520,750	6,499,550
2021-2022 Approved Budget						
2022-2023 Projected Budget	1,055,040	876,270	2,040,127	1,835,790	545,562	6,352,789
2023-2024 Projected Budget	1,089,280	876,270	1,870,444	1,841,320	539,762	6,217,076
2024-2025 Projected Budget	1,124,880	876,270	1,949,584	1,847,040	536,099	6,333,873
2025-2026 Projected Budget	1,161,890	876,270	1,966,402	1,852,960	534,833	6,392,355

Cost Center Position Detail - Home Base
Full & Part-Time Employees

Motor Pool	Fiscal Year								
	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
<u>Full-Time Positions</u>									
Superintendent - Motor Pool	0.0	0.0	0.0	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	1.0	1.0	1.0	1.0	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	0.0	0.0	0.0
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	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Motor Pool - MC III	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time total	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
<u>Part-Time Positions (FTEs)</u>									
Part-time positions	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Cost center total	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0

Department Organization Chart



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 claim's

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 specific retention of \$600,000 with an employer's limit of \$1,000,000. The aggregate 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. Vigorously oppose lawsuits arising from ineligible worker's compensation claims.
4. Create equitable worker's compensation charge rates to other funds to maintain sufficient funding.

OBJECTIVES

- To resurrect the safety committee in an effort to improve upon the safety of the city's work force.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The workers' compensation fund is budgeted to decrease slightly relative to the projected fiscal year 2020-21 expenses as future claim/settlements are unknown. A small use of fund balance is budgeted.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	1,300,447	1,234,177	1,181,807	1,129,437	1,077,067	1,024,697
Revenues and transfers from other funds	378,300	390,820	390,820	390,820	390,820	390,820
Expenditures and transfers to other funds	444,570	443,190	443,190	443,190	443,190	443,190
Net Change in Net Assets	(66,270)	(52,370)	(52,370)	(52,370)	(52,370)	(52,370)
Ending Unrestricted Net Assets	1,234,177	1,181,807	1,129,437	1,077,067	1,024,697	972,327

Revenues

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	354,700	15,100	0	0	369,800
2018-2019 Actual	0	0	329,860	43,980	132,870	0	506,710
2019-2020 Actual	0	0	368,510	28,560	0	0	397,070
2020-2021 Original Budget	0	0	387,070	15,000	0	0	402,070
2020-2021 Adjusted Budget (Dec)	0	0	387,070	15,000	0	0	402,070
2020-2021 Six Month Actual	0	0	184,320	4,380	0	0	188,700
2020-2021 Estimated Year End	0	0	373,300	5,000	0	0	378,300
2021-2022 Dept Request	0	0	387,070	3,750	0	0	390,820
2021-2022 Manager's Budget	0	0	387,070	3,750	0	0	390,820
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	387,070	3,750	0	0	390,820
2023-2024 Projected Budget	0	0	387,070	3,750	0	0	390,820
2024-2025 Projected Budget	0	0	387,070	3,750	0	0	390,820
2025-2026 Projected Budget	0	0	387,070	3,750	0	0	390,820

Expenditures

677.871 WORKERS COMPENSATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	219,160	0	0	122,800	0	341,960
2018-2019 Actual	488,110	0	0	138,390	0	626,500
2019-2020 Actual	360,410	0	0	47,680	0	408,090
2020-2021 Original Budget	280,000	0	0	143,370	0	423,370
2020-2021 Adjusted Budget (Dec)	280,000	0	0	143,370	0	423,370
2020-2021 Six Month Actual	176,580	0	0	107,300	0	283,880
2020-2021 Estimated Year End	300,000	0	0	144,570	0	444,570
2021-2022 Dept Request	300,000	0	0	143,190	0	443,190
2021-2022 Manager's Budget	300,000	0	0	143,190	0	443,190
2021-2022 Approved Budget						
2022-2023 Projected Budget	300,000	0	0	143,190	0	443,190
2023-2024 Projected Budget	300,000	0	0	143,190	0	443,190
2024-2025 Projected Budget	300,000	0	0	143,190	0	443,190
2025-2026 Projected Budget	300,000	0	0	143,190	0	443,190

The mission of the health care fund is to account for all employee and retiree self-insured 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 (medical only) \$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. Fiscal year 19-20 was the beginning of budgeting for all full-time employees (that are not receiving a medical coverage buy-out) to contribute 10 percent of the BCBS illustrative rates into this fund, down from 20 percent in prior years. Retiree do not contribute toward the BCBS illustrative rate or HAP premium.

GOALS

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

OBJECTIVES

- To resurrect the wellness committee in an effort to reduce risks as it relates to the city's healthcare costs.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

Blue Cross Blue Shield illustrative rates are budgeted to remain flat for employees and retirees with BCBS. The HAP fully insured rate for retirees is increasing 3 percent. The BCBS stop loss rate is increasing by 90 percent. The BCBS administration fee is increasing 1 percent. Approximately 60% of the medical budget in this fund is for retiree coverage.

\$15,000 is budgeted for the health & wellness committee's future initiatives and \$225,000 is budgeted for the collaborative health center.

This self-insurance funds has a healthy fund balance and is projected to continue however the nature of this activity can be very unpredictable.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	6,265,762	7,803,112	7,603,142	7,393,752	7,153,752	6,916,742
Revenues and transfers from other funds	10,795,850	11,297,630	11,792,310	12,308,940	12,848,510	13,412,050
Expenditures and transfers to other funds	9,258,500	11,497,600	12,001,700	12,548,940	13,085,520	13,652,710
Net Change in Net Assets	1,537,350	(199,970)	(209,390)	(240,000)	(237,010)	(240,660)
Ending Unrestricted Net Assets	7,803,112	7,603,142	7,393,752	7,153,752	6,916,742	6,676,082

Revenues

678.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	10,643,920	0	0	10,643,920
2018-2019 Actual	0	0	0	10,790,090	0	0	10,790,090
2019-2020 Actual	0	0	0	10,402,160	0	0	10,402,160
2020-2021 Original Budget	0	0	0	11,203,500	0	0	11,203,500
2020-2021 Adjusted Budget (Dec)	0	0	0	11,203,500	0	0	11,203,500
2020-2021 Six Month Actual	0	0	0	5,206,930	0	0	5,206,930
2020-2021 Estimated Year End	0	0	0	10,795,850	0	0	10,795,850
2021-2022 Dept Request	0	0	0	11,297,630	0	0	11,297,630
2021-2022 Manager's Budget	0	0	0	11,297,630	0	0	11,297,630
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	11,792,310	0	0	11,792,310
2023-2024 Projected Budget	0	0	0	12,308,940	0	0	12,308,940
2024-2025 Projected Budget	0	0	0	12,848,510	0	0	12,848,510
2025-2026 Projected Budget	0	0	0	13,412,050	0	0	13,412,050

Expenditures

678.851 Medical	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	9,940,520	0	9,940,520
2018-2019 Actual	0	0	0	10,530,030	0	10,530,030
2019-2020 Actual	0	0	0	9,697,800	0	9,697,800
2020-2021 Original Budget	0	0	0	11,203,500	0	11,203,500
2020-2021 Adjusted Budget (Dec)	0	0	0	11,203,500	0	11,203,500
2020-2021 Six Month Actual	0	0	0	3,945,430	0	3,945,430
2020-2021 Estimated Year End	0	0	0	9,258,500	0	9,258,500
2021-2022 Dept Request	0	0	0	11,497,600	0	11,497,600
2021-2022 Manager's Budget	0	0	0	11,497,600	0	11,497,600
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	12,001,700	0	12,001,700
2023-2024 Projected Budget	0	0	0	12,548,940	0	12,548,940
2024-2025 Projected Budget	0	0	0	13,085,520	0	13,085,520
2025-2026 Projected Budget	0	0	0	13,652,710	0	13,652,710

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 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 \$500,000 for general liability, \$15,000 for vehicle damage 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 \$750,000. 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 fourteen years, the city has received nearly \$6.1 million in net asset distributions from the MMRMA.

GOALS

1. To minimize general liability and property losses.

OBJECTIVES

- Coordinate the development of a loss prevention committee to help to reduce losses related to property and general liability.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

The budget assumes a \$300,000 net asset distribution (NAD) from the MMRMA. The 2021-22 budget includes a 4% premium increase and a contribution of \$300,000 to the city's retention fund.

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	737,519	964,079	835,579	725,839	636,929	571,049
Revenues and transfers from other funds	1,992,000	1,702,000	1,772,000	1,845,500	1,922,680	2,003,710
Expenditures and transfers to other funds	1,765,440	1,830,500	1,881,740	1,934,410	1,988,560	2,044,230
Net Change in Net Assets	226,560	(128,500)	(109,740)	(88,910)	(65,880)	(40,520)
Ending Unrestricted Net Assets	964,079	835,579	725,839	636,929	571,049	530,529

Revenues

679.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	1,071,970	0	0	1,071,970
2018-2019 Actual	0	0	0	1,992,730	0	0	1,992,730
2019-2020 Actual	0	0	0	1,608,340	0	0	1,608,340
2020-2021 Original Budget	0	0	0	1,275,000	0	0	1,275,000
2020-2021 Adjusted Budget (Dec)	0	0	0	1,275,000	0	0	1,275,000
2020-2021 Six Month Actual	0	0	0	1,660,860	0	0	1,660,860
2020-2021 Estimated Year End	0	0	0	1,992,000	0	0	1,992,000
2021-2022 Dept Request	0	0	0	1,702,000	0	0	1,702,000
2021-2022 Manager's Budget	0	0	0	1,702,000	0	0	1,702,000
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	1,772,000	0	0	1,772,000
2023-2024 Projected Budget	0	0	0	1,845,500	0	0	1,845,500
2024-2025 Projected Budget	0	0	0	1,922,680	0	0	1,922,680
2025-2026 Projected Budget	0	0	0	2,003,710	0	0	2,003,710

Expenditures

679.881 General Liability and Property	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	1,962,320	0	1,962,320
2018-2019 Actual	0	0	0	1,283,450	0	1,283,450
2019-2020 Actual	0	0	0	1,392,210	0	1,392,210
2020-2021 Original Budget	0	0	0	1,298,200	0	1,298,200
2020-2021 Adjusted Budget (Dec)	0	0	0	1,298,200	0	1,298,200
2020-2021 Six Month Actual	0	0	0	1,658,220	0	1,658,220
2020-2021 Estimated Year End	0	0	0	1,765,440	0	1,765,440
2021-2022 Dept Request	0	0	0	1,830,500	0	1,830,500
2021-2022 Manager's Budget	0	0	0	1,830,500	0	1,830,500
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	1,881,740	0	1,881,740
2023-2024 Projected Budget	0	0	0	1,934,410	0	1,934,410
2024-2025 Projected Budget	0	0	0	1,988,560	0	1,988,560
2025-2026 Projected Budget	0	0	0	2,044,230	0	2,044,230

Fiduciary Funds

A fiduciary fund is any fund held by a governmental unit in a fiduciary capacity. The accrual basis of accounting is utilized for the internal service, enterprise and fiduciary funds budgets which are not officially adopted but included in this document.

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. In February 2017, the city closed on a \$20.57 million pension bond issuance. This was intended to eliminate the general employee unfunded actuarial accrued liability (UAAL). The UAAL for

police and fire was not bonded as the plan is an open plan and in accordance with Michigan legislation an open plan cannot bond it's UAAL. Then in November 2018, the retirement board modified some of the assumptions used for the annual actuarial reports, the most impactful change was the lowering of the average investment rate of return to 7.25 percent. Lower rate of return helped to cause the fund to once again have an unfunded accrued liability.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

As of the last actuarial report dated June 30, 2020, the required employer contribution is \$8,615,365, an increase of approximately \$356,000. The full ARC 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 report is on the city's website at <https://www.romi.gov/981/Actuarial-Valuations>

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	149,943,938	171,209,218	172,511,918	173,964,588	175,590,398	177,414,848
Revenues and transfers from other funds	41,658,630	22,239,030	23,180,750	24,179,430	25,238,900	26,363,270
Expenditures and transfers to other funds	20,393,350	20,936,330	21,728,080	22,553,620	23,414,450	24,312,150
Net Change in Net Assets	21,265,280	1,302,700	1,452,670	1,625,810	1,824,450	2,051,120
Ending Unrestricted Net Assets	171,209,218	172,511,918	173,964,588	175,590,398	177,414,848	179,465,968

Revenues

731.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	19,320,640	4,160	0	19,324,800
2018-2019 Actual	0	0	0	16,182,860	18,610	289,000	16,490,470
2019-2020 Actual	0	0	0	14,895,380	1,320	0	14,896,700
2020-2021 Original Budget	0	0	0	20,354,530	0	0	20,354,530
2020-2021 Adjusted Budget (Dec)	0	0	0	20,354,530	0	0	20,354,530
2020-2021 Six Month Actual	0	0	0	34,423,010	660	0	34,423,670
2020-2021 Estimated Year End	0	0	0	41,657,820	810	0	41,658,630
2021-2022 Dept Request	0	0	0	22,239,030	0	0	22,239,030
2021-2022 Manager's Budget	0	0	0	22,239,030	0	0	22,239,030
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	23,180,750	0	0	23,180,750
2023-2024 Projected Budget	0	0	0	24,179,430	0	0	24,179,430
2024-2025 Projected Budget	0	0	0	25,238,900	0	0	25,238,900
2025-2026 Projected Budget	0	0	0	26,363,270	0	0	26,363,270

Expenditures

731.237 RETIREMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	42,470	0	0	18,054,600	0	18,097,070
2018-2019 Actual	32,820	0	0	18,350,680	0	18,383,500
2019-2020 Actual	30,550	0	0	19,227,790	0	19,258,340
2020-2021 Original Budget	0	0	0	20,354,530	0	20,354,530
2020-2021 Adjusted Budget (Dec)	0	0	0	20,354,530	0	20,354,530
2020-2021 Six Month Actual	(120)	0	0	10,217,070	0	10,216,950
2020-2021 Estimated Year End	0	0	0	20,393,350	0	20,393,350
2021-2022 Dept Request	0	0	0	20,936,330	0	20,936,330
2021-2022 Manager's Budget	0	0	0	20,936,330	0	20,936,330
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	21,728,080	0	21,728,080
2023-2024 Projected Budget	0	0	0	22,553,620	0	22,553,620
2024-2025 Projected Budget	0	0	0	23,414,450	0	23,414,450
2025-2026 Projected Budget	0	0	0	24,312,150	0	24,312,150

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 making the entire annual contribution. In February 2017, the city closed on a \$106.04 million OPEB bond issuance. This was

intended to eliminate the general, and police and fire employees' current unfunded actuarial accrued liability, which it temporarily eliminated. In November 2018, the board of trustees modified some of the assumptions used for the bi-annual actuarial reports; the most impactful change was the lowering of the average investment rate of return. Lower rate of return caused the fund to once again have an unfunded accrued liability.

Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2021-22:

As of the last bi-annual actuarial valuation report dated June 30, 2020, the annual recommended contribution (ARC) for fiscal year beginning July 1, 2021 is \$1,498,791, an increase of \$557,812. The full ARC is budgeted to be contributed.

The complete actuarial report is on the city's website at <https://www.romi.gov/981/Actuarial-Valuations>

Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Unrestricted Net Assets	127,228,877	144,973,657	149,301,377	153,971,487	159,032,017	164,503,777
Revenues and transfers from other funds	26,115,750	12,920,370	13,559,660	14,243,700	14,975,720	15,759,150
Expenditures and transfers to other funds	8,370,970	8,592,650	8,889,550	9,183,170	9,503,960	9,837,400
Net Change in Net Assets	17,744,780	4,327,720	4,670,110	5,060,530	5,471,760	5,921,750
Ending Unrestricted Net Assets	144,973,657	149,301,377	153,971,487	159,032,017	164,503,777	170,425,527

Revenues

736.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	7,636,580	716,490	0	8,353,070
2018-2019 Actual	0	0	0	6,879,880	695,840	47,800	7,623,520
2019-2020 Actual	0	0	0	1,271,310	1,086,470	0	2,357,780
2020-2021 Original Budget	0	0	0	9,902,500	997,620	0	10,900,120
2020-2021 Adjusted Budget (Dec)	0	0	0	9,902,500	997,620	0	10,900,120
2020-2021 Six Month Actual	0	0	0	22,151,940	556,020	0	22,707,960
2020-2021 Estimated Year End	0	0	0	25,162,700	953,050	0	26,115,750
2021-2022 Dept Request	0	0	0	11,406,000	1,514,370	0	12,920,370
2021-2022 Manager's Budget	0	0	0	11,406,000	1,514,370	0	12,920,370
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	12,015,000	1,544,660	0	13,559,660
2023-2024 Projected Budget	0	0	0	12,668,150	1,575,550	0	14,243,700
2024-2025 Projected Budget	0	0	0	13,368,660	1,607,060	0	14,975,720
2025-2026 Projected Budget	0	0	0	14,119,950	1,639,200	0	15,759,150

Expenditures

736.860 RETIREE INSURANCE BENEFITS	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	7,929,130	0	7,929,130
2018-2019 Actual	0	0	0	7,629,000	0	7,629,000
2019-2020 Actual	0	0	0	7,871,080	0	7,871,080
2020-2021 Original Budget	0	0	0	10,900,120	0	10,900,120
2020-2021 Adjusted Budget (Dec)	0	0	0	10,900,120	0	10,900,120
2020-2021 Six Month Actual	0	0	0	4,164,360	0	4,164,360
2020-2021 Estimated Year End	0	0	0	8,370,970	0	8,370,970
2021-2022 Dept Request	0	0	0	8,592,650	0	8,592,650
2021-2022 Manager's Budget	0	0	0	8,592,650	0	8,592,650
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	8,889,550	0	8,889,550
2023-2024 Projected Budget	0	0	0	9,183,170	0	9,183,170
2024-2025 Projected Budget	0	0	0	9,503,960	0	9,503,960
2025-2026 Projected Budget	0	0	0	9,837,400	0	9,837,400



Supplemental Information

Building Authorities

- Fire

Biographies

- Elected Officials
- Management

City Property

Glossary

Principal Employers and
Taxpayers

SEMCOG Community Profile

Fire Building Authority Budget Summary

	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	633,000	629,300	0	0	0	0
Expenditures and transfers to other funds	633,000	629,300	0	0	0	0
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	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2017-2018 Actual	0	0	0	0	629,600	0	629,600
2018-2019 Actual	0	0	0	0	628,070	0	628,070
2019-2020 Actual	0	0	0	0	630,820	0	630,820
2020-2021 Original Budget	0	0	0	0	633,000	0	633,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	633,000	0	633,000
2020-2021 Six Month Actual	0	0	0	0	623,670	0	623,670
2020-2021 Estimated Year End	0	0	0	0	633,000	0	633,000
2021-2022 Dept Request	0	0	0	0	629,300	0	629,300
2021-2022 Manager's Budget	0	0	0	0	629,300	0	629,300
2021-2022 Approved Budget							
2022-2023 Projected Budget	0	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0	0

Fire Building Authority Expenditures

573.336 FIRE BUILDING AUTHORITY	Personnel Services	Supplies	Capital	Other	Debt	Total
2017-2018 Actual	0	0	0	0	629,600	629,600
2018-2019 Actual	0	0	0	0	628,070	628,070
2019-2020 Actual	0	0	0	0	630,820	630,820
2020-2021 Original Budget	0	0	0	0	633,000	633,000
2020-2021 Adjusted Budget (Dec)	0	0	0	0	633,000	633,000
2020-2021 Six Month Actual	0	0	0	0	623,670	623,670
2020-2021 Estimated Year End	0	0	0	0	633,000	633,000
2021-2022 Dept Request	0	0	0	0	629,300	629,300
2021-2022 Manager's Budget	0	0	0	0	629,300	629,300
2021-2022 Approved Budget						
2022-2023 Projected Budget	0	0	0	0	0	0
2023-2024 Projected Budget	0	0	0	0	0	0
2024-2025 Projected Budget	0	0	0	0	0	0
2025-2026 Projected Budget	0	0	0	0	0	0

Elected Officials

Mayor Michael Fournier

Mr. Fournier became Royal Oak's 24th Mayor in December 2016. Mr. Fournier was first elected to the city commission in November of 2011. He holds a BA from Michigan State University and an MBA from the University of Notre Dame. He has spent most of his professional career in financial and operational leadership roles.

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 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 Melanie Macey

Ms. Macey was first elected to the city commission in November of 2017. Ms. Macey holds a M.S. in computer science and engineering from the University of Michigan and a Juris Doctor from the University of Michigan Law School. She is currently an attorney-counselor for the University of Michigan Law School's Office of Career Planning. She is also a board member for the Royal Oak Public Library.

Commissioner Brandon Kolo

Mr. Kolo was appointed to the city commission on September 08, 2020. He is a small business owner with a professional background in facility services and corporate environmental sustainability. His community experience includes library board activity as vice president, and positions as chair of the Oakland County Zoological Authority, one of the Detroit Zoological Society Board of Directors, and an organizer with the Lawson Road Neighborhood Association. Mr. Kolo holds a bachelor's degree from Michigan State University. He and his wife, Carly, have two young children and have lived in Royal Oak since 2012.

Commissioner Monica Hunt

Ms. Hunt was appointed to the city commission on December 01, 2020. She is an attorney, experienced in employment, labor, contract, and constitutional law. She is also a member of the Foster Care Review Board for the State of Michigan. Ms. Hunt holds a bachelor's degree from Michigan State University's Eli Broad College of Business (2001) and a Juris Doctor from Wayne State University Law School (2005). She has lived in Royal Oak since 2007.

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 Paul J. Brake

Paul Brake began as City Manager of the City of Royal Oak in May 2020. Paul has over twenty-years executive level experience working as chief administrator for public sector agencies. Prior to Royal Oak, Paul was the City Manager (2017 to 2020) for Morgantown, West Virginia. Morgantown is the home of West Virginia University, WVU's Health Science Center as well as national headquarters and offices of federal agencies of the US government. During his time in West Virginia, Paul was selected as recipient of the highly competitive and prestigious scholarship program (2019) from the International City Management Association that enabled him to attend the Harvard Kennedy School of Government's Senior Executives in State and Local Government program.

Prior to working in West Virginia, much of his career was spent in Michigan. Paul worked in the private sector for SAFEbuilt, a Colorado based company, as the Director of State Operations – Michigan. From 2011 to 2015, he was the City Manager of the City of Grand Blanc. Prior to Grand Blanc, Paul was employed for thirteen years (1998 to 2011) as the Assistant Township Manager for Meridian Charter Township, a suburban community near East Lansing, Michigan. From 1994 to 1998, Paul served as the first chief administrative and fiscal officer for Shiawassee County, Michigan.

Paul is a Credentialed Manager (ICMA-CM) through the International City/County Management Association. Paul has also earned the designation of Certified Economic Developer (CEcD), a national recognition that denotes a mastery of principal skills in economic development.

City Manager Paul J. Brake (continued...)

Paul holds a bachelor's degree from Grand Valley State University and Master of Public Administration degree from Western Michigan University. He attended the Senior Executive Institute through the University of Virginia.

Director of Finance Julie Jenuwine Rudd

Ms. Rudd was hired in December 2009 as the city's chief financial officer. She has nearly 30 years of municipal finance and operational experience. She was with the City of Sterling Heights for more than ten years in numerous fiscal positions and served eight years with the City of Rochester Hills, including five years as the director of finance. She earned a Bachelor of Science degree in accounting from Oakland University and a Master of Science in taxation from Walsh College.

Assistant Finance Director 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.

44th District Court Administrator Tami Boné

Ms. Boné was appointed court administrator in January 2020. She previously served as court administrator at 45A District Court in Berkley, prior to both courts merging in 2015. She began her career as a probation officer and after 20 years, she moved into administration. She graduated from Eastern Michigan University with a Bachelor of Science degree in Criminal Justice. She also completed the Certified Court Manager program through the National Center for State Courts.

Human Resource Director

Dennis Van de Laar

Mr. Van de Laar was promoted to Human Resources Director in April of 2017. He was hired as a City Management Graduate Intern in the summer of 2012 and was also assigned to a role of part-time specialist in 2013, before moving into a full-time position with Human Resources later that year. Prior to arriving in Royal Oak, he worked for the Southern Illinois Airport Authority and was assigned to a variety of operational and capital funding projects. He also worked as a Manager of Regulatory Affairs for the National Air Transport Association in Washington DC. Dennis holds a Bachelor of Science degree in Aviation Management, with a minor in Organizational Psychology, and a master's degree in Public Administration with a concentration in HR and International Relations from Southern Illinois University.

Director of Recreation and Public Service

Aaron Filipski

Mr. Filipski was hired in October 2019 to serve as the director of public services and recreation. He has over 15 years of municipal public works experience, having previously served as the public services manager for the city of Birmingham, and in various field positions for the city of Sterling Heights. He holds a Bachelor of Arts in Public Relations from Wayne State University, and a Master of Science in Administration from Central Michigan University. He maintains an S-1 water distribution system operator license and currently serves as chairperson of the Southeast Oakland County Public Works Association (SOCPWA).

Fire Chief David Cummins

Mr. Cummins has been serving as fire chief since March 2017. He was hired by the fire department in August of 1992 and has held the positions of firefighter/paramedic, sergeant, and lieutenant. He was the president of the Royal Oak Professional Firefighters Association from November 2005 through January 2009. He received a B.A. in philosophy from the University of Michigan-Dearborn.

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.

City Treasurer Jaynmarie C. Hubanks

Ms. Hubanks was hired in August 2017. She has 40 years of financial and human resource management experience working for non-profits, governments, and small businesses. She spent 24 years at the City of Ferndale as the finance director, treasurer, and assistant city manager, and six years at University of Detroit as a loan specialist, financial analyst, then assistant controller. She received degrees in marketing and small business management at Ferris State College (now University), and a MBA from University of Detroit-Mercy.

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.

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.

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 Engineer Holly Donoghue, P.E.

Ms. Donoghue was hired by the City of Royal Oak as a civil engineer III in 2014 and was ultimately hired as the city engineer in 2020. She holds a Bachelor of Science degree in civil and environmental engineering from the University of Michigan and a master's degree in geotechnical engineering from the University of Michigan. She has a Professional Engineer (P.E.) license and is a member of the American Society of Civil Engineers.

Superintendent of Recreation John Fedele

Mr. Fedele was appointed the superintendent of recreation in February 2018. John graduated from the University of Florida with a bachelor's degree in sport management and minor in business administration. Previously, he was the Athletic Director for the City of Newberry, Florida where he operated multiple sport complexes and activities.

Manager of Information & Communication 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, datacenter and infrastructure administration, project management and program management.

Supplemental Information – City Owned Property

Parking Structure - 11 Mile Rd.	Lot - Farmers Mkt	Park - Marais-Dickie Putnam
Parking Structure - 4th & Lafayette	Lot - Troy St.	Park - Mark Twain
5th & Williams Properties	Lot - Woodward at Harrison	Park - Marks
6th & Lafayette Parking Deck	Lot - Woodward S. of Harrison	Park - Maudlin
Animal Shelter	Mahany/Meininger Center	Park - Meininger
Barricade Storage Building	Memorial Park-Concession Bldg	Park - Memorial
Center St Parking Structure	Memorial Park-Press Box	Park - Miller
City Buildings	Memorial Park-Press Box	Park - Pioneer
City Hall - 203 S. Williams	Memorial Park-Press Box	Park - Quickstad
Courthouse - Bldg	Memorial Park-Restroom Bldg	Park - Reactor
Courthouse - Land	Memorial Park-Restroom Bldg	Park - Red Run
Dept Of Public Service Bldg	Memorial Park-Storage Bldg	Park - Rotary
Eagle Plaza	Orson Starr House	Park - Starr-Jaycee
Farmers Mkt - Bldg	Orson Starr House Garage	Park - Sullivan
Farmers Mkt - Land	Park – 13 & Main (Not Dedicated)	Park - Upton
Fire Station #1 (Renovations)	Park - Barton North	Park - VFW
Fire Station #1 (Troy St)	Park - Barton South	Park - Wagner
Fire Station #2 (Museum) (Webster)	Park - Bassett	Park - Waterworks
Fire Station #3 (Rochester)	Park - Beachwood	Park - Wendland
Fire Station #4 (Woodward)	Park - Clawson	Park - Westwood
Fire Station #4 (Storage Bldg)	Park - Cummingston	Park - Whittier
Golf Course - Cart Storage Facility	Park - Dickinson	Park - Woodsboro
Golf Course - Clubhouse	Park - Dondero	Park - Worden
Golf Course - Pump House #1	Park - Elks	Parking Deck - 2nd & Center
Golf Course - Pump House #2	Park - Exchange	Parking Deck - 4th & Lafayette
Ice Arena - Bldg (East Rink)	Park - Fernwood	Parking Deck - 5th & Lafayette
Ice Arena - Bldg (West Rink)	Park - Franklin	Police Station
Ice Arena - Land	Park - Fred Pieper Optimist	RO Club Maintenance Bldg
Land - 600 Fernwood	Park - Fulton	Rr R/W Forestdale & Cedar Hill
Land (For 606 Lloyd Property)	Park - Grant	Rr R/W Woodsboro Park
Land Under Roadways	Park - Gunn Dyer	Salt Shed
Land - Normandy Oaks	Park - Hudson	Salter Community Center
Library	Park - Huntington Woods	Soccer Dome
Lot - 11 Mile & Troy	Park - Kenwood	Vacant - Woodward & Hunter
Lot - 3rd & Williams	Park - Lawson	Vacant/Closed Street - Batavia
Lot - 600 S. Main	Park - Lockman	
Lot - Crooks & Main	Park - Maddock	

Supplemental Information – Principal Employers and Taxpayers

Principal Employers

Company Name	Product/Service	2011			2020		
		Employees	Rank	Percentage of Total	Employees	Rank	Percentage of Total
William Beaumont Hospital	Hospital	9,602	1	29.22%	9,039	1	25.94%
Royal Oak Public Schools	Education	397	3	1.21%	677	2	1.94%
City of Royal Oak	Municipality	427	2	1.30%	482	3	1.38%
Consumers Energy	Utility	265	8	0.81%	375	4	1.08%
Flex-n-Gate	Automotive supplier	374	4	1.14%	346	5	0.99%
Holiday Market	Retailer/grocery store	270	7	0.82%	295	6	0.85%
Detroit Zoo	Zoo	189	9	0.58%	292	7	0.84%
Kroger	Retailer/grocery store				290	8	0.83%
Meijer	Retailer/grocery store	327	6	1.00%	234	9	0.67%
RPM Logistics	Automotive transportation				152	10	0.44%
HHI - Form Tech Industries, LLC	Automotive supplier	340	5	1.03%	n/a		
Oakland Community College	Education	187	10	0.57%	n/a		
Total		<u>12,378</u>		<u>37.67%</u>	<u>12,182</u>		<u>34.96%</u>

Principal Taxpayers

Taxpayer	Assessment Year 2011			Assessment Year 2020		
	Taxable Value	Rank	Percentage of Total	Taxable Value	Rank	Percentage of Total
Consumers Energy Company	\$ 13,938,460	5	100.00%	\$ 35,118,190	1	100.00%
DTE Electric Company	21,293,550	1	152.77%	28,936,890	2	82.40%
Trailhead RO, LLC				19,242,630	3	46.06%
WM Beaumont Hospital	16,994,750	2	121.93%	16,174,670	4	54.79%
Woodward Corners by Beaumont				12,948,040	5	36.87%
Meijer Inc.				7,746,260	6	22.06%
Midtown Pointe, LLC				6,828,620	7	19.44%
H2 Royal Oak, LLC				6,535,600	8	18.61%
Etkin Acquisition RO, LLC				6,500,000	9	18.51%
Garber Family Partnership				6,392,300	10	18.20%
Flex-n-Gate	15,677,130	3	112.47%			
Sprint Holdings / Form Tech	14,301,530	4	102.60%			
Amber Equities, LLC	11,889,300	6	85.30%			
Sears Holding	10,763,790	7	77.22%			
H2 Royal Oak, LLC	9,261,160	8	66.44%			
New Par / Verizon	8,899,820	9	63.85%			
CH Royal Oak, LLC	7,768,990	10	55.74%			
Total taxable value of ten largest taxpayers	130,788,480		5.77%	146,423,200		4.85%
Total taxable value of all other taxpayers	<u>2,137,592,470</u>		<u>94.23%</u>	<u>2,872,868,650</u>		<u>95.15%</u>
Total taxable value of all taxpayers	<u>\$ 2,268,380,950</u>		<u>100.00%</u>	<u>\$3,019,291,850</u>		<u>100.00%</u>

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.

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 firefighting 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. 57 of 2018, 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 11 Mile Rd. 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 Principles (GAAP): Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

General fund: The city's major operating fund to account for all financial resources except those accounted for in another fund.

Government-type activities: Activities typically supported by taxes, intergovernmental revenues, or other non-exchange revenue. The general, special revenue, debt service, capital project, internal service and permanent funds are governmental activities.

Government Finance Officers Association (GFOA): The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for public benefit.

Industrial Facilities Tax (IFT): An exemption from property tax allowed to eligible industrial facilities in Michigan.

Infrastructure: Long-lived capital assets that normally are stationary in nature and normally can be preserved for significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, and lighting systems.

Interfund transfers: Flows of assets (such as cash or goods) between funds and blended components of the primary government without equivalent flows of assets in return or without a requirement for payment.

Internal service funds: Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. These funds use the flow of economic resources for measurement purposes and the full accrual basis of accounting. Included in this category are the information technology, 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 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, intergovernmental (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 Civic Center Project (ROCC): A new development project to build a new city hall, police station and downtown park. The project will transform the downtown area to a gathering place for the entire city as well as provide necessary updates to building designed more than 60 years ago.

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, and 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 usually 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 percent 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:

City of Royal Oak

203 S Troy St
Royal Oak, MI 48067-
2634
<http://www.romi.gov>



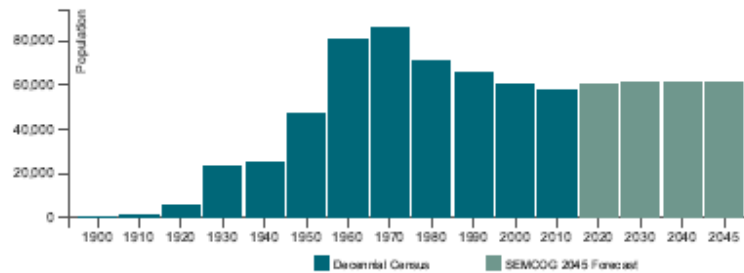
Census 2010 Population:
57,236
Area: 11.8 square miles

[VIEW COMMUNITY EXPLORER MAP](#)

Population and Households

Link to American Community Survey (ACS) Profiles: **Select a Year** 2015-2019 **Social | Demographic**
Population and Household Estimates for Southeast Michigan, 2020

Population Forecast



Note for City of 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 Jul 2020	SEMCOG 2045
Total Population	57,236	-2,826	-4.7%	59,621	61,612
Group Quarters Population	404	-102	-20.2%	247	331
Household Population	56,832	-2,724	-4.6%	59,374	61,281
Housing Units	30,207	265	0.9%	30,904	-
Households (Occupied Units)	28,063	-817	-2.8%	28,932	29,386
Residential Vacancy Rate	7.1%	3.6%	-	6.4%	-
Average Household Size	2.03	-0.04	-	2.05	2.09

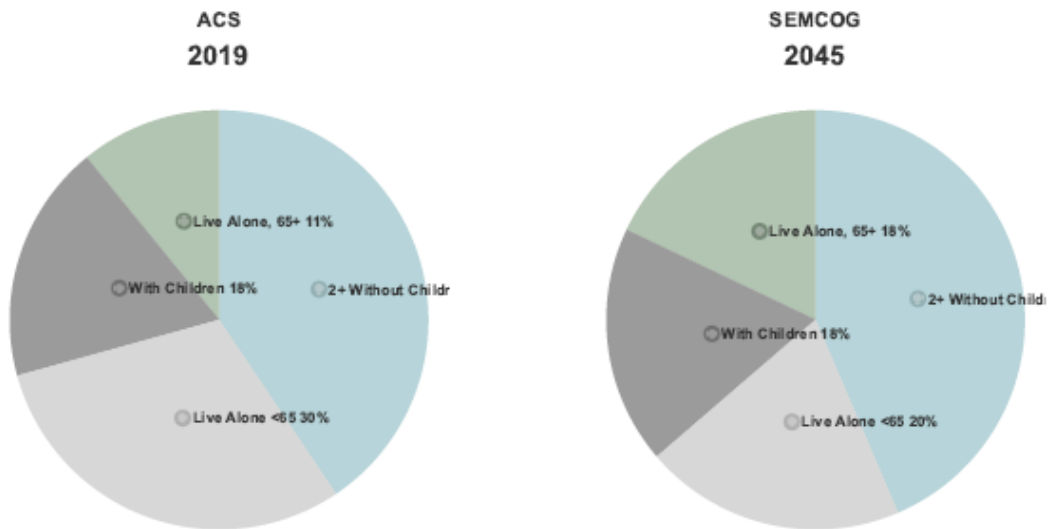
Source: U.S. Census Bureau, SEMCOG Population and Household Estimates, and SEMCOG 2045 Regional Development Forecast

Components of Population Change

Components of Population Change	2000-2005 Avg.	2006-2010 Avg.	2011-2018 Avg.
Natural Increase (Births - Deaths)	256	252	288
Births	906	770	751
Deaths	650	518	463
Net Migration (Movement In - Movement Out)	-1,063	-10	177
Population Change (Natural Increase + Net Migration)	-807	242	465

Source: Michigan Department of Community Health Vital Statistics, U.S. Census Bureau, and SEMCOG

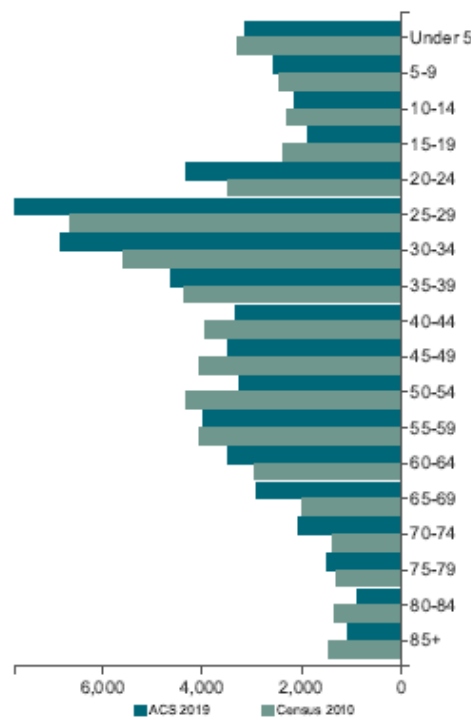
Household Types



Household Types	Census 2010	ACS 2019	Change 2010-2019	Pct Change 2010-2019	SEMCOG 2045
With Seniors 65+	5,732	6,275	543	9.5%	11,743
Without Seniors	22,331	22,453	122	0.5%	17,643
Live Alone, 65+	2,999	3,134	135	4.5%	5,270
Live Alone, <65	8,620	8,657	37	0.4%	5,915
2+ Persons, With children	5,620	5,281	-339	-6%	5,399
2+ Persons, Without children	10,824	11,656	832	7.7%	12,802
Total Households	28,063	28,728	665	2.4%	29,386

Source: U.S. Census Bureau, Decennial Census, 2015-2019 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

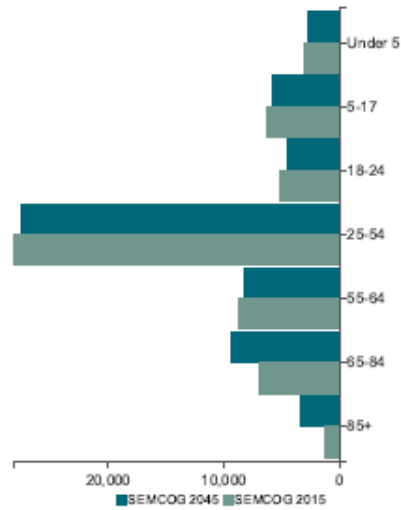
Population Change by Age, 2010-2019



Age Group	Census 2010	Change 2000-2010	ACS 2019	Change 2010-2019
Under 5	3,292	164	3,139	-153
5-9	2,433	-286	2,562	129
10-14	2,294	-702	2,130	-164
15-19	2,387	-602	1,875	-512
20-24	3,462	120	4,308	846
25-29	6,670	201	7,779	1,109
30-34	5,578	-711	6,844	1,266
35-39	4,356	-1,001	4,632	276
40-44	3,949	-1,263	3,320	-629
45-49	4,057	-576	3,495	-562
50-54	4,310	761	3,245	-1,065
55-59	4,042	1,451	3,961	-81
60-64	2,936	1,106	3,490	554
65-69	1,993	152	2,908	915
70-74	1,394	-764	2,071	677
75-79	1,289	-1,003	1,475	186
80-84	1,334	-173	892	-442
85+	1,460	300	1,069	-391
Total	57,236	-2,826	59,195	1,959
Median Age	37.8	0.9	35.8	-2

Source: U.S. Census Bureau, Decennial Census, and 2015-2019 American Community Survey 5-Year Estimates

Forecasted Population Change 2015-2045



Age Group	2015	2020	2025	2030	2035	2040	2045	Change 2015 - 2045	Pct Change 2015 - 2045
Under 5	3,044	2,886	2,967	2,987	2,848	2,714	2,686	-358	-11.8%
5-17	6,267	5,746	5,634	5,762	5,773	5,906	5,870	-397	-6.3%
18-24	5,177	5,156	4,877	4,558	4,436	4,429	4,534	-643	-12.4%
25-54	28,124	26,632	26,762	26,801	26,864	27,057	27,482	-642	-2.3%
55-64	8,730	9,927	9,349	8,673	8,056	8,022	8,282	-448	-5.1%
65-84	6,959	8,196	9,294	9,868	9,965	10,012	9,380	2,421	34.8%
85+	1,209	1,387	1,673	2,189	2,723	2,972	3,378	2,169	179.4%
Total	59,510	59,930	60,556	60,838	60,665	61,112	61,612	2,102	3.5%

Source: SEMCOG 2045 Regional Development Forecast

Older Adults and Youth Populations

Older Adults and Youth Population	Census 2010	ACS 2019	Change 2010-2019	Pct Change 2010-2019	SEMCOG 2045
60 and over	10,406	11,905	1,499	14.4%	16,814
65 and over	7,470	8,415	945	12.7%	12,758
65 to 84	6,010	7,346	1,336	22.2%	9,380
85 and Over	1,460	1,069	-391	-26.8%	3,378
Under 18	9,555	9,083	-472	-4.9%	8,556
5 to 17	6,263	5,944	-319	-5.1%	5,870
Under 5	3,292	3,139	-153	-4.6%	2,686
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, 2015-2019 American Community Survey 5-Year Estimates, and SEMCOG 2045 Regional Development Forecast

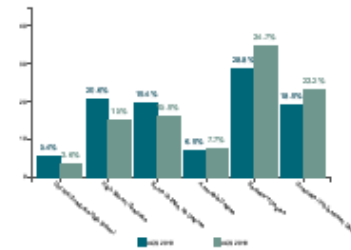
Race and Hispanic Origin

Race and Hispanic Origin	Census 2010	Percent of Population 2010	ACS 2019	Percent of Population 2019	Percentage Point Change 2010-2019
Non-Hispanic	55,896	97.7%	57,209	96.6%	-1%
White	50,975	89.1%	51,550	87.1%	-2%
Black	2,399	4.2%	2,184	3.7%	-0.5%
Asian	1,339	2.3%	2,415	4.1%	1.7%
Multi-Racial	969	1.7%	965	1.6%	-0.1%
Other	214	0.4%	95	0.2%	-0.2%
Hispanic	1,340	2.3%	1,986	3.4%	1%
Total	57,236	100%	59,195	100%	0%

Source: U.S. Census Bureau, Decennial Census, and 2015-2019 American Community Survey 5-Year Estimates

Highest Level of Education

Highest Level of Education*	ACS 2010	ACS 2019	Percentage Point Chg 2010-2019
Did Not Graduate High School	5.4%	3.6%	-1.8%
High School Graduate	20.6%	15%	-5.7%
Some College, No Degree	19.4%	15.9%	-3.5%
Associate Degree	6.9%	7.7%	0.8%
Bachelor's Degree	28.8%	34.7%	5.9%
Graduate / Professional Degree	18.9%	23.2%	4.4%
* Population age 25 and over			



Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Economy & Jobs

Link to American Community Survey (ACS) Profiles: **Select a Year** 2015-2019 **Economic**

Forecasted Jobs



Source: SEMCOG 2045 Regional Development Forecast

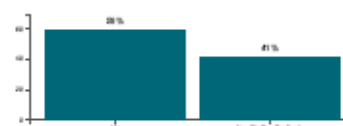
Forecasted Jobs by Industry Sector

Forecasted Jobs By Industry Sector	2015	2020	2025	2030	2035	2040	2045	Change 2015-2045	Pct Change 2015-2045
Natural Resources, Mining, & Construction	1,559	1,791	1,706	1,688	1,718	1,739	1,761	202	13%
Manufacturing	1,607	1,443	1,355	1,248	1,179	1,123	1,059	-548	-34.1%
Wholesale Trade	832	859	859	849	849	847	841	9	1.1%
Retail Trade	3,384	3,471	3,318	3,106	3,098	3,015	2,921	-463	-13.7%
Transportation, Warehousing, & Utilities	893	906	908	878	868	865	869	-24	-2.7%
Information & Financial Activities	4,624	4,636	4,515	4,396	4,384	4,402	4,395	-229	-5%
Professional and Technical Services & Corporate HQ	3,216	3,565	3,800	3,958	4,220	4,475	4,646	1,430	44.5%
Administrative, Support, & Waste Services	2,993	3,080	3,116	3,132	3,198	3,269	3,312	319	10.7%
Education Services	1,153	1,156	1,150	1,145	1,159	1,175	1,186	33	2.9%
Healthcare Services	11,614	12,071	12,301	12,285	12,564	12,906	13,045	1,431	12.3%
Leisure & Hospitality	4,480	4,665	4,670	4,659	4,730	4,998	5,002	522	11.7%
Other Services	2,089	2,151	2,101	2,066	2,060	2,046	2,019	-70	-3.4%
Public Administration	363	358	356	356	355	355	355	-8	-2.2%
Total Employment Numbers	38,807	40,152	40,155	39,766	40,382	41,215	41,411	2,604	6.7%

Source: SEMCOG 2045 Regional Development Forecast

Daytime Population

Daytime Population	ACS 2016
Jobs	33,183
Non-Working Residents	22,897
Age 15 and under	8,208
Not in labor force	13,072
Unemployed	1,617
Daytime Population	56,080



Source: 2012-2016 American Community Survey 5-Year Estimates and 2012-2016 Census Transportation Planning Products Program (CTPP). For additional information, visit SEMCOG's [Interactive Commuting Patterns Map](#)

Note: The number of residents attending school outside Southeast Michigan is not available. Likewise, the number of students commuting into Southeast Michigan to attend school is also not known.

Where Workers Commute From 2016

Rank	Where Workers Commute From *	Workers	Percent
1	Royal Oak	6,241	18.8%
2	Detroit	1,925	5.8%
3	Troy	1,867	5.6%
4	Warren	1,683	5.1%
5	Sterling Heights	1,530	4.6%
6	Madison Heights	1,046	3.2%
7	Out of the Region, Instate	950	2.9%
8	Berkley	866	2.6%
9	Ferndale	845	2.5%
10	Southfield	822	2.5%
-	Elsewhere	15,408	46.4%
* Workers, age 16 and over employed in Royal Oak		33,183	100%

Source: U.S. Census Bureau - 2012-2016 CTPP/ACS Commuting Data and **Commuting Patterns in Southeast Michigan**

Where Residents Work 2016

Rank	Where Residents Work *	Workers	Percent
1	Royal Oak	6,241	17.3%
2	Detroit	4,242	11.8%
3	Troy	3,810	10.6%
4	Southfield	2,544	7.1%
5	Birmingham	1,669	4.6%
6	Auburn Hills	1,435	4%
7	Warren	1,336	3.7%
8	Farmington Hills	1,087	3%
9	Dearborn	945	2.6%
10	Madison Heights	836	2.3%
-	Elsewhere	11,911	33%
* Workers, age 16 and over residing in Royal Oak		36,056	100%

Source: U.S. Census Bureau - 2012-2016 CTPP/ACS Commuting Data and **Commuting Patterns in Southeast Michigan**

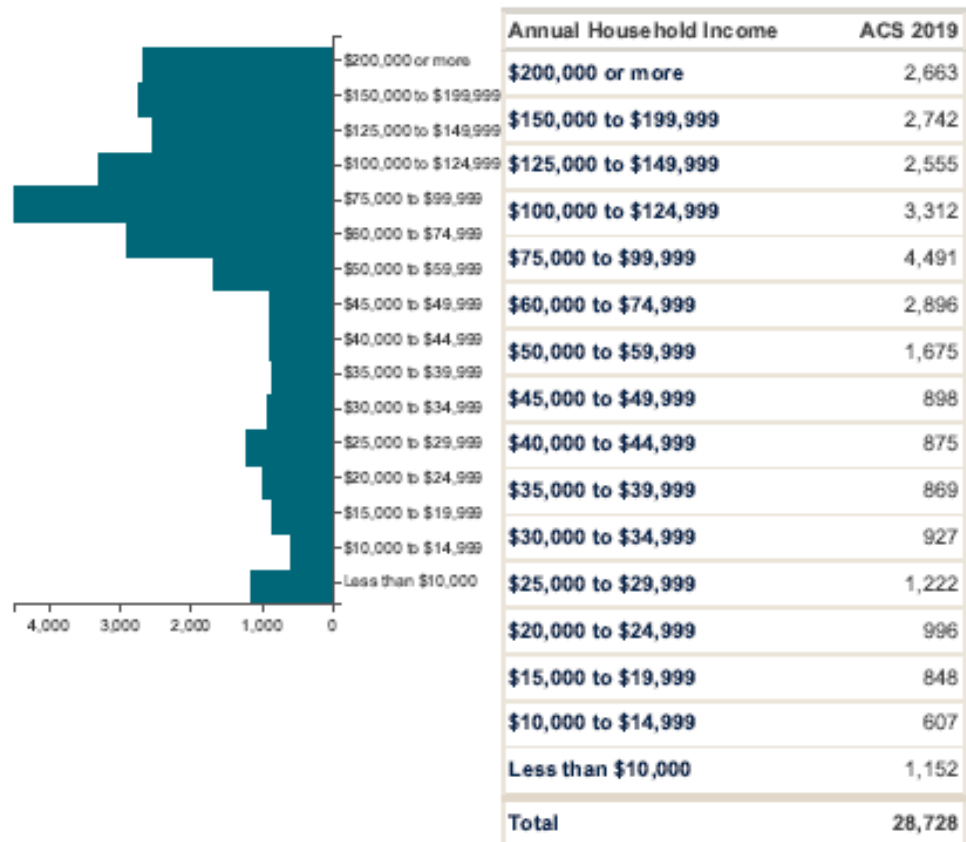
Supplemental Information – SEMCOG Community Profile

Household Income

Income (in 2019 dollars)	ACS 2010	ACS 2019	Change 2010-2019	Percent Change 2010-2019
Median Household Income	\$70,562	\$81,665	\$11,103	15.7%
Per Capita Income	\$43,492	\$50,527	\$7,035	16.2%

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Annual Household Income



Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Poverty

Poverty	ACS 2010	% of Total (2010)	ACS 2019	% of Total (2019)	% Point Chg 2010-2019
Persons in Poverty	3,893	6.8%	3,856	6.6%	-0.3%
Households in Poverty	2,156	7.6%	1,959	6.8%	-0.8%

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Housing

Link to American Community Survey (ACS) Profiles: **Select a Year** 2015-2019 ▾ **Housing**

Building Permits 2000 - 2021

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	183	315	31	284
2005	97	0	0	42	139	38	101
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	42	46	10	36
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	133	0	0	24	157	55	102
2014	126	0	0	12	138	82	56
2015	134	0	0	160	294	91	203
2016	84	0	0	55	139	70	69
2017	101	2	40	78	221	82	139
2018	95	0	60	452	607	77	530
2019	86	0	26	235	347	77	270
2020	61	0	20	69	150	83	67
2021	11	0	0	0	11	7	4
2000 to 2021 totals	1,255	6	272	1,433	2,966	875	2,091

Source: SEMCOG Development

Note: Permit data for most recent years may be incomplete and is updated monthly.

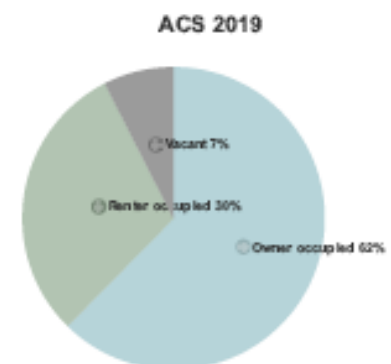
Housing Types

Housing Type	ACS 2010	ACS 2019	Change 2010-2019	New Units Permitted Since 2018
Single Unit	20,701	21,054	353	253
Multi-Unit	9,700	9,917	217	862
Mobile Homes or Other	162	83	-79	0
Total	30,563	31,054	491	1,115
Units Demolished				-244
Net (Total Permitted Units - Units Demolished)				871

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates, SEMCOG Development

Housing Tenure

Housing Tenure	Census 2010	ACS 2019	Change 2010-2019
Owner occupied	18,995	19,368	373
Renter occupied	9,068	9,360	292
Vacant	2,144	2,326	182
Seasonal/migrant	126	126	0
Other vacant units	2,018	2,200	182
Total Housing Units	30,207	31,054	847



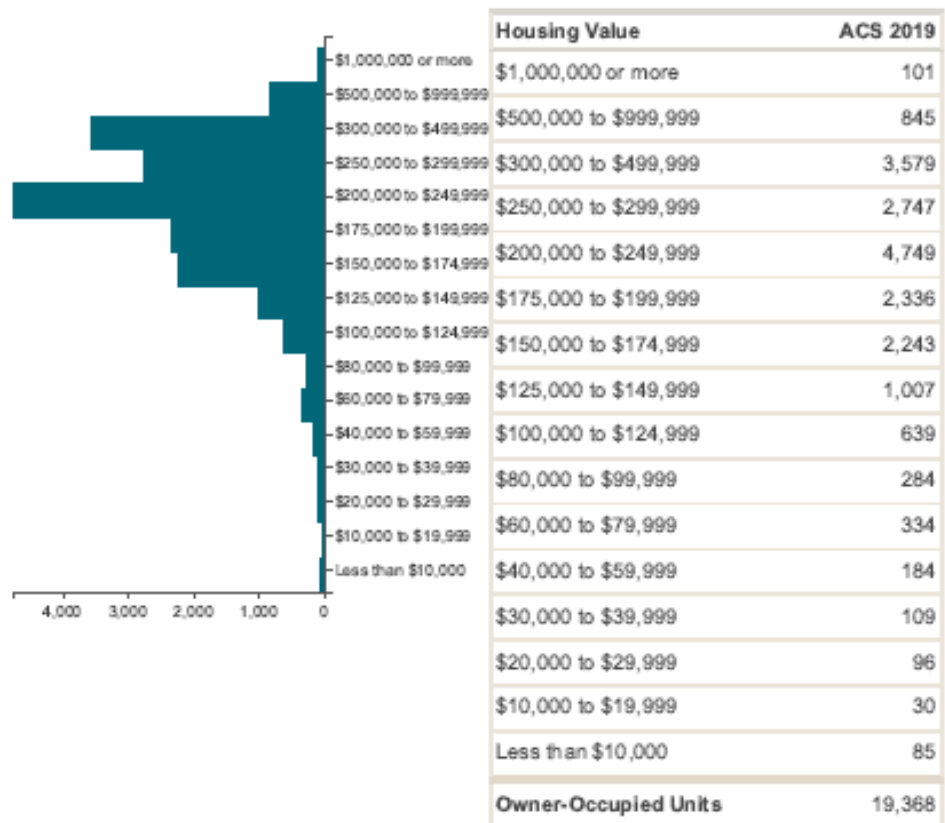
Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Housing Value and Rent

Housing Value (in 2019 dollars)	ACS 2010	ACS 2019	Change 2010-2019	Percent Change 2010-2019
Median housing value	\$218,044	\$224,600	\$6,556	3%
Median gross rent	\$974	\$1,079	\$105	10.8%

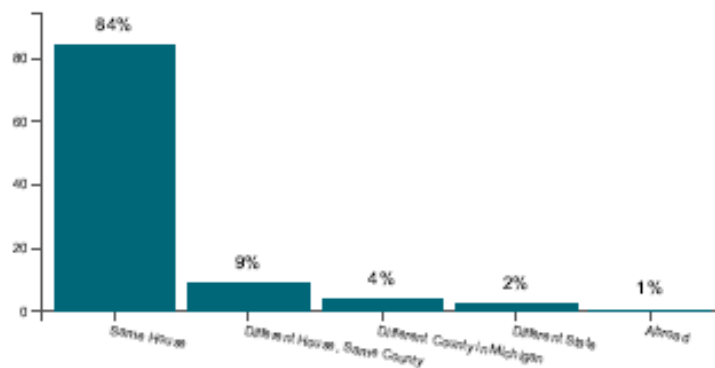
Source: U.S. Census Bureau, Census 2000, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Housing Value



Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Residence One Year Ago *



* This table represents persons, age 1 and over, living in City of Royal Oak from 2015-2019. The table does not represent person who moved out of City of Royal Oak from 2015-2019.

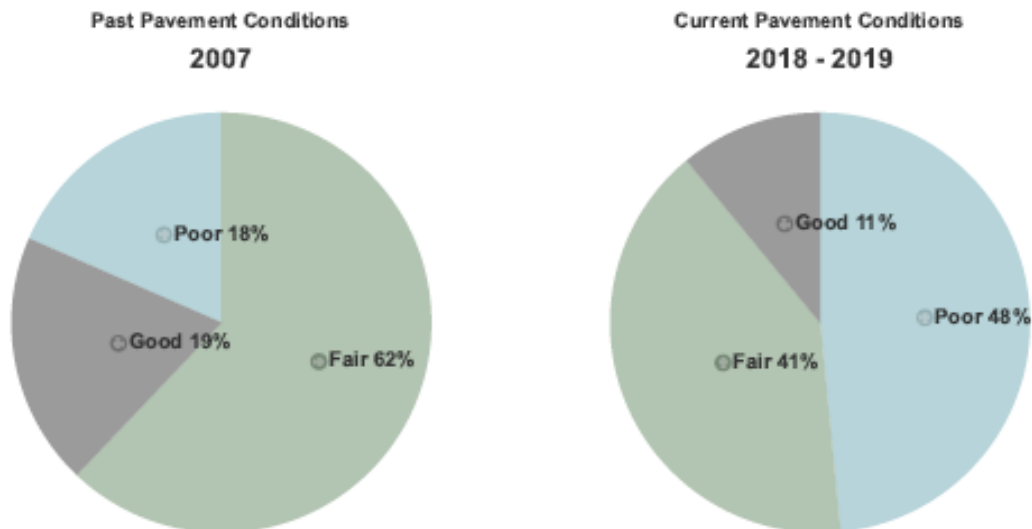
Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

Transportation

Miles of public road (including boundary roads): 241

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

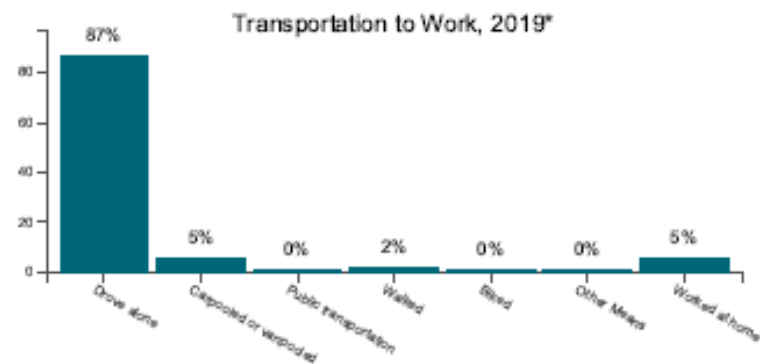
Bridge Status	2008	2008 (%)	2009	2009 (%)	2010	2010 (%)	Percent Point Chg 2008-2010
Open	23	100%	23	100%	42	100%	0%
Open with Restrictions	0	0%	0	0%	0	0%	0%
Closed*	0	0%	0	0%	0	0%	0%
Total Bridges	23	100.0%	23	100.0%	42	100.0%	0.0%
Deficient Bridges	7	30.4%	11	47.8%	12	28.6%	-1.9%

* 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



* Resident workers age 16 and over

Transportation to Work

Transportation to Work	ACS 2010	% of Total (ACS 2010)	ACS 2019	% of Total (ACS 2019)	% Point Chg 2010-2019
Drove alone	29,047	88.6%	31,509	86.8%	-1.8%
Carpooled or vanpooled	1,643	5%	1,921	5.3%	0.3%
Public transportation	207	0.6%	161	0.4%	-0.2%
Walked	641	2%	563	1.6%	-0.4%
Biked	164	0.5%	116	0.3%	-0.2%
Other Means	74	0.2%	163	0.4%	0.2%
Worked at home	1,025	3.1%	1,871	5.2%	2.1%
Resident workers age 16 and over	32,801	100.0%	36,304	100.0%	0.0%

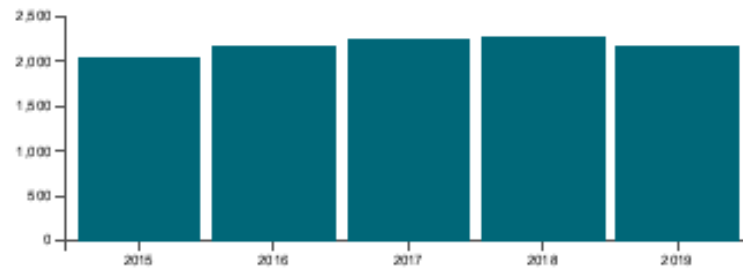
Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Mean Travel Time to Work

Mean Travel Time To Work	ACS 2010	ACS 2019	Change 2010-2019
For residents age 16 and over who worked outside the home	22.5 minutes	23.6 minutes	1.2 minutes

Source: U.S. Census Bureau, 2006-2010 and 2015-2019 American Community Survey 5-Year Estimates

Crashes, 2015-2019



Source: Michigan Department of State Police with the Criminal Justice Information Center and SEMCOG

Note: Crash data shown is for the entire city.

Crash Severity

Crash Severity	2015	2016	2017	2018	2019	Percent of Crashes 2015 - 2019
<u>Fatal</u>	1	1	5	2	1	0.1%
<u>Serious Injury</u>	18	11	21	17	17	0.8%
<u>Other Injury</u>	403	450	465	479	372	20%
<u>Property Damage Only</u>	1,601	1,691	1,747	1,778	1,776	79.2%
<u>Total Crashes</u>	2,023	2,153	2,238	2,276	2,166	100%

Crashes by Type

Crashes by Type	2015	2016	2017	2018	2019	Percent of Crashes 2015 - 2019
<u>Head-on</u>	16	12	14	15	12	0.6%
<u>Angle or Head-on/Left-turn</u>	355	375	410	417	433	18.3%
<u>Rear-End</u>	1,013	1,055	1,126	1,118	970	48.7%
<u>Sideswipe</u>	343	400	364	429	443	18.2%
<u>Single Vehicle</u>	197	180	174	163	140	7.9%
<u>Backing</u>	0	12	44	36	49	1.3%
<u>Other or Unknown</u>	99	119	106	98	119	5%

Crashes by Involvement

Crashes by Involvement	2015	2016	2017	2018	2019	Percent of Crashes 2015 - 2019
<u>Red-light Running</u>	52	67	63	62	79	3%
<u>Lane Departure</u>	170	177	171	175	172	8%
<u>Alcohol</u>	90	71	75	76	67	3.5%
<u>Drugs</u>	17	13	23	24	9	0.8%
<u>Deer</u>	6	6	8	1	5	0.2%
<u>Train</u>	0	0	1	0	0	0%
<u>Commercial Truck/Bus</u>	74	84	103	110	116	4.5%
<u>School Bus</u>	1	5	5	5	4	0.2%
<u>Emergency Vehicle</u>	8	10	9	13	11	0.5%
<u>Motorcycle</u>	14	8	19	13	15	0.6%
<u>Intersection</u>	597	584	594	529	539	26.2%
<u>Work Zone</u>	10	38	35	51	134	2.5%
<u>Pedestrian</u>	15	14	12	18	23	0.8%
<u>Bicyclist</u>	26	16	18	17	15	0.8%
<u>Distracted Driver</u>	0	126	199	173	173	6.2%
<u>Older Driver (65 and older)</u>	351	376	369	413	438	17.9%
<u>Young Driver (16 to 24)</u>	750	720	751	728	702	33.6%

High Frequency Intersection Crash Rankings

Local Rank	County Rank	Region Rank	Intersection	Annual Avg 2015-2019
1	49	121	<u>14 Mile Rd W @ Crooks Rd</u>	32.6
2	100	265	<u>11 Mile Rd E @ Stephenson Hwy N</u>	25
3	119	322	<u>14 Mile Rd E @ Rochester Rd</u>	23.2
4	126	344	<u>12 Mile Rd W @ Stephenson Hwy</u>	22.4
5	141	383	<u>13 Mile Rd W @ Greenfield Rd</u>	21.2
6	157	442	<u>13 Mile Rd W @ Woodward Ave</u>	19.8
7	160	448	<u>12 Mile Rd E @ Campbell Rd</u>	19.6
8	165	463	<u>Woodward Ave @ 11 Mile Rd</u>	19.4
9	196	555	<u>14 Mile Rd E @ Woodward Ave</u>	18
10	209	609	<u>14 Mile Rd W @ Coolidge Rd</u>	17.2

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 and SEMCOG

High Frequency Road Segment Crash Rankings

Local Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2015-2019
1	20	51	<u>E I 696</u>	E I 696/Hilton Campbell Ramp - Bermuda Mohawk/E I 696 Ramp	65.4
2	71	186	<u>13 Mile Rd W</u>	Woodward Ave - Greenfield Rd	46.6
3	77	196	<u>E I 696</u>	Campbell Rd S - E I 696/I 75 Ramp	45.8
4	96	231	<u>Woodward Ave</u>	Coolidge Hwy - 12 Mile Rd W	43.8
5	152	380	<u>Woodward Ave</u>	Coolidge Rd - Webster Rd W	35.4
6	165	422	<u>Woodward Ave</u>	Catalpa Dr - 11 Mile Rd	33.6
7	253	641	<u>E I 696</u>	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	28.6
8	275	685	<u>S I 75</u>	11 Mile/S I 75 Ramp - 11 Mile Rd E	27.8
9	286	714	<u>N I 75</u>	N I 75/11 Mile Ramp - 11 Mile Rd E	27.2
10	286	714	<u>N I 75</u>	11 Mile/N I 75 Ramp - Gardenia	27.2

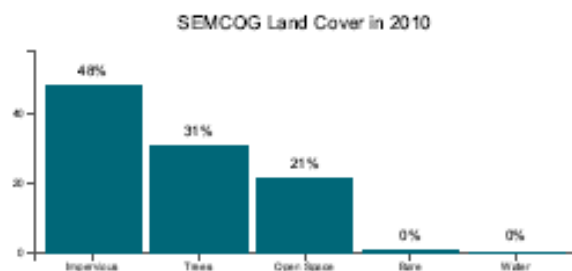
Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

SEMCOG 2015 Land Use

SEMCOG 2015 Land Use	Acres	Percent
Single-Family Residential	3,519.9	46.5%
Multi-Family Residential	397.1	5.2%
Retail	187.3	2.5%
Office	109.2	1.4%
Hospitality	38.2	0.5%
Medical	144.8	1.9%
Institutional	298	3.9%
Industrial	137.1	1.8%
Agricultural	5	0.1%
Recreation / Open Space	577.2	7.6%
Cemetery	104.2	1.4%
Parking	47.7	0.6%
Extractive	0	0%
TCU	1,911.1	25.3%
Vacant	82.6	1.1%
Water	9.2	0.1%
Total	7,568.6	100%

Note: Land Cover was derived from SEMCOG's 2010 Leaf off Imagery.

Source: **SEMCOG**



Source Data
SEMCOG - Detailed Data

Type	Description	Acres	Percent
Impervious	buildings, roads, driveways, parking lots	3,620.5	47.8%
Trees	woody vegetation, trees	2,309.8	30.5%
Open Space	agricultural fields, grasslands, turfgrass	1,595.7	21.1%
Bare	soil, aggregate piles, unplanted fields	33.4	0.4%
Water	rivers, lakes, drains, ponds	9.2	0.1%
Total Acres		7,568.6	

